



development academy of the philippines

QUALITY MANUAL

Approved by:

LEOCADIO S. SEBASTIAN, PhD, CESO I
Acting President and CEO

November 3, 2025



QUALITY MANUAL

Code : QM Revision No.: 12 Effectivity: November 2025 Page: 1 of 57

Table of Contents		Page No.
1.0	Introduction	3
2.0	DAP Profile	4-12
2.1	Mandate	
2.2	Mission	
2.3	Vision	
2.4	Core Values	
2.5	Quality Policy	
2.6	Key Stakeholders	
2.7	Products and Services	
2.8	Office Locations / Sites	
2.8.1	DAP Pasig	
2.8.2	DSM	
2.8.3	DAPCC Tagaytay	
3.0	DAP Functional Structure and Descriptions	12-33
3.1	Functional Structure	
3.2	BOT, Internal Audit Service, CorSec	
3.3	OP	
3.3.1	Institutional Marketing Center	
3.3.2	Corporate Concerns Center	
3.3.3	Office of the Academy Registrar	
3.3.4	Library	
3.4	Programs Operations	
3.4.1	Office of the Senior Vice President for Programs	
3.4.2	Productivity & Development Center	
3.4.3	Center for Governance	
3.4.4	DAP Sa Mindanao	
3.4.5	Center for Career Executive Service Development	
3.4.6	Sustainable Human Development Program	
3.5	Graduate School of Public & Development Management	
3.5.1	Institute of Public Management	
3.5.2	Institute of Productivity & Quality	
3.6	Services	
3.6.1	Office of the Senior Vice President for Services	
3.6.2	DAPCC-Tagaytay	33-34
3.6.3	Administrative Department	
3.6.4	Finance Department	
3.6.5	Human Resource Management Development Department	



QUALITY MANUAL

Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 2 of 57
-----------	------------------	----------------------------	---------------

4.0	Quality Management System	37-44
4.1	Scope and Application	
4.2	QMS Service Process Map	
5.0	Management Processes	
5.1	Corporate Planning	
5.1.1	Strategic Planning	
5.1.2	Operations Planning	
5.2	Monitoring and Evaluation	
5.2.1	Stakeholder Feedback Management	
5.2.2	IQA	
5.2.3	Office and Project Performance Monitoring	
5.2.4	Management Review	
5.3	Improvement Management	
5.3.1	Control of NC and Corrective Action	
5.3.2	Improvement Action	
5.3.3	Institutional Partnerships	
5.3.4	Policy Development	45-54
6.0	Support Processes	
6.1	HRM	
6.2	Financial Management	
6.3	Infrastructure Management	
6.4	Document Management	
6.5	Procurement	
6.6	Property and Supply Management	
6.7	Legal Support	
6.8	IT Management	
6.9	Student Support	
6.10	Safety and Security Management	
7.0	Conference Facilities Management	54
8.0	Project Management	54
9.0	Managing Externally Provided Services	57



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 3 of 57

1.0. Introduction

The Development Academy of the Philippines (DAP) Quality Manual (QM) describes the DAP's Quality Management System (QMS). It serves as a reference in planning, implementing, evaluating and improving the DAP QMS to provide quality services to its stakeholders and communicate the requirements of the DAP QMS to all internal and external stakeholders.

Aside from the Quality Manual, the Academy maintains its Procedures and Work Instruction Manual (PAWIM) as an operational guide for its core business process, the project management system.

The Academy also complies with legal requirements of the country and maintains a copy of its charter, Presidential Decree 205, as well as national laws and policies that impact the governance and operation of the Academy.

Internally, the Academy is governed by internally-generated policies in the form of Office Orders, Memorandum Circulars, Special Orders and Memoranda from the DAP President, where needed.

Other documented information may be retained by the Academy as proof of conformance with internal and external regulations and the standards of ISO 9001:2015.

The QM is reviewed every three (3) years or as the need arises. Amendments of the QM may arise due to changes in or resulting from the following:

- a) Scope of the QMS;
- b) Mandate, organizational structure, and functions;
- c) Products and services;
- d) Processes, responsibilities, and authorities; and,
- e) Improvement initiatives of the QMS.

Review and amendment of the QM follows the Maintenance of Documented Information Procedure (DAP-QP-01). Retention and disposition of the obsolete QM follows the Retention of QMS Documented Information Procedure (DAP-QP-02).

QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 4 of 57

2.0. DAP Profile**2.1. Mandate**

The DAP is a government-owned and controlled corporation established in 1973 through Presidential Decree No. 205, as amended by Presidential Decree No. 1061, and Executive Order No. 288. With this, the DAP is mandated to:

- 2.1.1. 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 the end that optimization of wealth may be achieved in a manner congruent with the maximization of public security and welfare;
- 2.1.2. 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, generally, involving the study, determination, interpretation, and publication of economic, political, and social facts and principles bearing upon development problems of local, national, or international significance; and,
- 2.1.3. To discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asia and the Pacific.

The Philippines is a member of the Asian Productivity Organization (APO), with the DAP functioning as the country's National Productivity Organization (NPO). As NPO, DAP serves as official liaison with the APO Secretariat and the NPOs of other APO member economies, and coordinates productivity projects hosted by the Philippines.

It was also through PD 205 that all functions, funds and properties of the Productivity and Development Center (PDC) was transferred from NEDA, and, thus, took on the role of NPO.

2.2. DAP Mission

DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth. Specifically, the DAP commits to:

- 2.2.1. Generate policy and action through research and strategic studies that address development issues and emerging challenges
- 2.2.2. Promote excellence in leadership and organizations through training, education, and consultancy



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 5 of 57

- 2.2.3. Catalyze the exchange of ideas and expertise in productivity and development in Asia and the Pacific.

2.3. DAP Vision

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

2.4. DAP Core Values

The DAP is guided by the following core values in implementing its mandate and fulfilling the requirements of its stakeholders:

2.4.1. **Dangal (Honor and Integrity)**

Dangal translates to honor, pride, integrity and dignity. In DAP, it means an adherence to what is right, and to the highest standards of conduct in life and work.

2.4.2. **Galing (Smart and Innovative)**

Galing means excellence, being very good or smart, and skilled. In DAP, this means pursuing excellence in everything it does, innovating to adapt to changing environments and needs, and continuing to develop competencies towards the achievement of its mandates.

2.4.3. **Tatag (Stable and Future-ready)**

Tatag or *matatag* means solid, secure, enduring and future-ready. It also means stable, steadfast and firm. In DAP, this means agility in a VUCA world, as well as principled interventions that promote good government service that will ultimately benefit the Filipino people.

QUALITY MANUAL

Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 6 of 57
-----------	------------------	----------------------------	---------------

2.5. Quality Policy

In transforming people and organizations, we are committed to:

- **Deliver** the highest quality of service to our stakeholders;
- **Adhere** to legal requirements and established professional and ethical standards; and
- **Provide** responsive interventions to advance national development by promoting competition, improving regulatory efficiency, practicing good governance, and improving bureaucratic efficiency.

To achieve these, we commit to continually improve the effectiveness of our quality management system.

*Serbisyo namin at malasakit ay para sa inyo
Kalidad namin at pagbabago ay dahil sa inyo.
Sa patuloy naming pag-unlad ay kaisa kayo.*

2.6. Key Stakeholders

The DAP takes into consideration the needs and expectations of its key stakeholders in planning for the effective implementation of the QMS. It is committed to fulfill these needs and expectations and ensure that it provides quality services to them.

These key stakeholders are persons or organizations who affect or may be affected by the products, policies, and processes of the DAP. It includes the government agencies, non-government organizations, private organizations, participants/students/scholars, tenants and guests, oversight agencies, agencies providing statutory benefits to employees, local government units hosting DAP offices, institutional partners, external suppliers, faculty, external consultants and resource persons, the DAP Board of Trustees, the DAP employees, and DAP personnel associations. The needs and expectations these key stakeholders are taken into consideration in planning for the effective delivery of the QMS.

Key Stakeholders	Needs and Expectations
1. Customers The DAP's customers include the following: National Government Agencies (NGAs); Local Government Units (LGUs); Constitutional Bodies; Legislature; Judiciary; Government-Owned and Controlled Corporations;	• Quality and innovative project and program interventions in a timely manner and at a competitive cost



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 7 of 57

Key Stakeholders	Needs and Expectations
International Organizations; Private Firms (small and medium enterprises); Non-Government Organizations (NGOs); and the Academe. Customers also include those who rent DAP facilities both in Pasig and Tagaytay.	• Conducive, well-maintained, safe and secured facilities • Compliance to the terms and conditions stipulated in the contract • Timely preparation and release of contracts of use • Prompt delivery of conference facilities services • Courteous, professional, and approachable staff
2. Participants and Students These include participants of trainings and workshops facilitated, and students of the various programs of the Academy.	• Quality and innovative program interventions that are timely and relevant to their organization's needs
3. Oversight Agencies These are composed of statutory and regulatory agencies; such as, the Office of the President (OP), Department of Economy, Planning, and Development (DepDev), Governance Commission for GOCC (GCG), Department of Budget and Management (DBM), Commission on Audit (COA), Bureau of Internal Revenue (BIR), Government Procurement Policy Board (GPPB), Department of Energy (DOE), the Energy Regulatory Commission (ERC), Department of Environment and Natural Resources (DENR), Commission on Higher Education (CHED), Civil Service Commission (CSC), National Archives of the Philippines (NAP), Bureau of Fire and Protection (BFP), Anti-Red Tape	• Compliance to legal requirements • Timely submission and accurate reports • Compliance with governance requirements



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 8 of 57

Key Stakeholders	Needs and Expectations
Authority (ARTA), National Privacy Commission (NPC), among others.	
4. Agencies Providing Statutory Benefits to Employees These include the Government Service Insurance System (GSIS), Home Development Mutual Fund/Pag-IBIG Fund (HDMF), and Philippine Health Insurance Corporation (PhilHealth).	- Timely payment of monthly premium or contribution of regular employees - Provision of relevant information on benefits, including requirements for application, processing, and payment of premiums and contributions to the DAP employees
5. Local Government Units and Associations hosting DAP Offices These include the LGU of Pasig City, Tagaytay City, Davao City, and Ortigas Center Association, Inc. (OCAI).	- Compliance to local ordinances and regulations - Timely payment of local taxes - Provide support to local community development programs and projects
6. Institutional Partners These include various institutional partners, such as, the Asian Productivity Organization (APO), Academic Partners, and the Council of Fellows.	- Mutually-beneficial linkages for programs and projects - Provision of relevant programs and projects to promote productivity and quality technologies for regional and local development - Implementation and delivery of quality academic programs and activities - Provision of effective technical, administrative, secretariat services for sponsored projects.
7. Faculty, External Consultants and Resource Persons Faculty are those individuals engaged by the DAP for involvement in capacity building, whether for	- Clear terms of reference - Timely processing and release of contracts - Provision of competitive rates



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 9 of 57

Key Stakeholders	Needs and Expectations
academic or non-academic programs/projects of the DAP. External consultants and resource persons include individuals engaged by the DAP to deliver a lecture, module or an identified pre-agreed output which contributes to the completion of a project or program intervention of the DAP.	- Timely processing and release of payment upon completion or delivery of expected outputs - Objective selection of faculty, consultants, and external resource persons - Objective evaluation of performance
8. DAP Board of Trustees	- Compliance to directives and resolutions - Effective implementation of actions taken on issues raised - Timely reporting of results of actions taken - Effective and efficient performance of DAP (resources and quality)
9. DAP Employees The DAP employees covers plantilla and non-plantilla personnel.	- Timely provision of compensation, benefits, and incentives - Reasonable rules and guidelines - Transparent management and operations of processes - Regular monitoring of performance and objective performance appraisal - Provision of competency-based interventions - Conducive, adequate, well-maintained facilities and work-environment - Provision of adequate resources



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 10 of 57

Key Stakeholders	Needs and Expectations
10. DAP Offices and Units	• Inter-office collaboration • Cooperation and effective communication • Timely provision of services, transactions, requests • Approachable and courteous staff • Promotion of culture of knowledge-sharing
11. DAP Personnel Association	• Clear policies and guidelines for human resources management • Evidence-based decisions on human resource matters • Promotion of human resource welfare interventions • Effective and objective settlement of personnel-related issues • Management support in DAPPER-initiated activities • Collective negotiation agreement (participation of employees in management of DAP)

2.7. Products and Services

The DAP's projects and programs are conceptualized around the following strategic and program thrusts, i.e. promote competition, improve regulatory efficiency, practice good governance, and improve bureaucratic efficiency.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 11 of 57

The DAP's program and project interventions in these areas may be in the form of:

- 2.7.1. Training - short interventions, either in-house or public offering, designed to increase the technical knowledge, skill, and attitude of an individual in order to provide value-adding intervention to an identified competency gap, and help him/her do the assigned job more effectively and efficiently. Training certificates are issued to participants who are qualified and have completed or participated in the course.
- 2.7.2. Technical Assistance - consulting services by which expert knowledge are provided to customers to assist them in addressing various organizational issues through implementation or institutionalization of appropriate development tools and techniques, such as, quality management system, 5S good housekeeping, strategic planning, performance management system, environmental scanning, knowledge management, innovation, organizational development, among others.
- 2.7.3. Research – interventions provided to help organizations understand and describe issues, make hypotheses, generalize and formulate conclusions in order to support decision-making or influence policies, such as, customer satisfaction survey, impact assessments, organizational effectiveness assessments, vulnerability assessments, standards development, among others. Research work are usually published or presented to key stakeholders.
- 2.7.4. Education – degree courses and ladderized programs, either public offering or designed specifically for an institution, that provide instruction on public management, productivity and quality management that aims to facilitate learning, or acquisition of skills, values, beliefs, and habits through various pedagogies. These programs lead to a degree or certificates.
- 2.7.5. Publication - printed or digital materials that document, preserve, and reproduce knowledge on good governance, productivity, and organizational development, among others.

2.8. Office Locations/Sites

The DAP has three (3) offices located in different areas in the Philippines.

2.8.1. DAP Office in Ortigas Center, Pasig City

QUALITY MANUAL

Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 12 of 57
-----------	------------------	----------------------------	----------------

The six-story building is the DAP's main headquarters that houses the different operating units that manage programs and projects related to the strategic thrusts of the DAP, including the management and support processes that contribute in the delivery of these programs and projects. It also has conference and event facilities, and office spaces for lease.

2.8.2. DAP sa Mindanao (DSM), Davao City

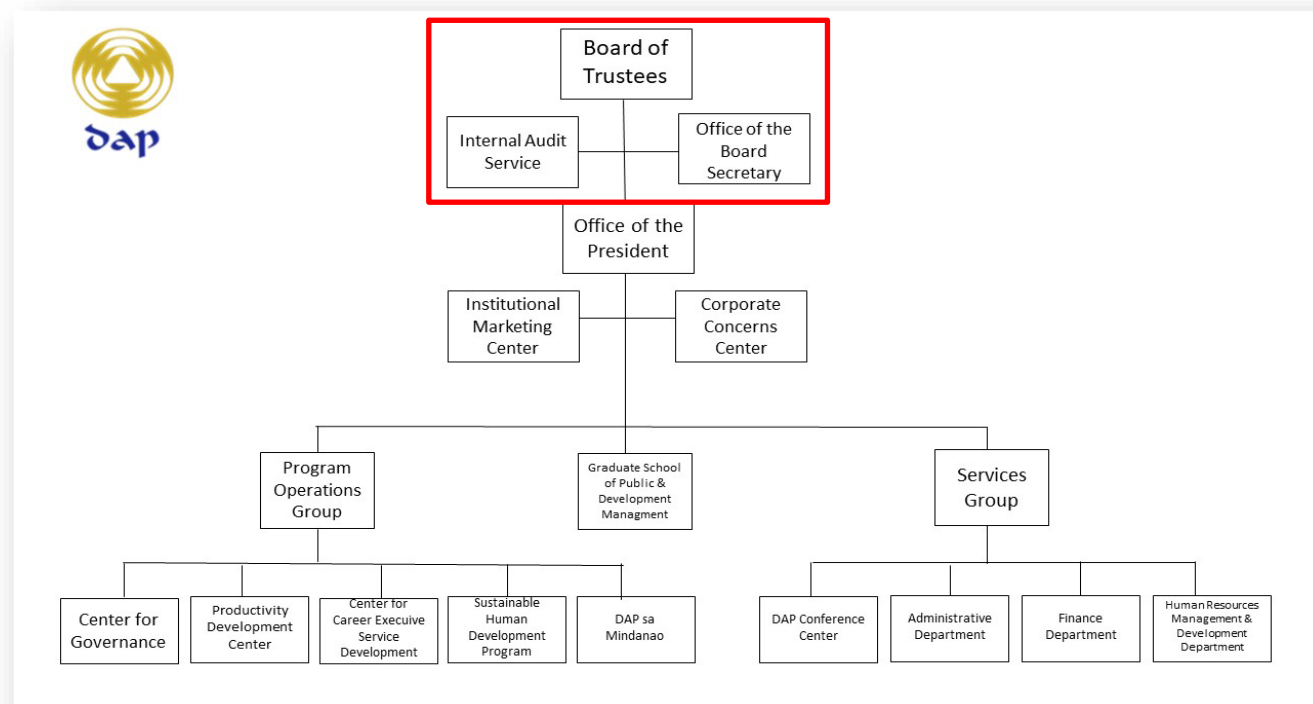
The DAP Sa Mindanao (DSM) caters to programs and projects related to the strategic thrusts of the DAP focusing in the Mindanao area.

2.8.3. The DAP Conference Center in Tagaytay City (DAPCC Tagaytay)

The DAPCC Tagaytay provides conference facility services, as a support to program and project implementation. It also caters mainly DAP-organized local and international trainings, seminars, workshops, conferences, as well as, rest and recreational activities. The DAPCC Tagaytay is also open to private individual and organizational guests who want to avail its services.

3.0. Functional Structure and Description of Groups, Centers, Departments, Divisions and Offices

3.1. Functional Structure





QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 13 of 57

3.2. Office of the President

The OP provides overall leadership and direction to achieve the overall goals and objectives of the Academy. The specific functions of the OP include:

- Periodic review and redefinition of the overall thrusts, directions and goals of the Academy;
- Exercise administrative, technical, operational and functional supervision and control over all groups and units of the Academy;
- Formulation, issuance of and monitoring of the implementation of policies and guidelines in ensuring the Academy's viability, internal efficiency, professional credibility, and continuing relevance; and,
- Implementation of BOT instructions and directives.
- The OP likewise coordinates with the Corporate Secretary for the necessary staff work and support to the Academy's Board of Trustees, as well as initiates and monitors the implementation of Board Decisions.
- It also coordinates and manages offices and units that are attached to the OP, including the following:

Offices reporting directly to the President and CEO are:

3.2.1. Institutional Marketing Center

The Institutional Marketing Center (IMC) of the Academy is responsible for managing communications, maintaining public relations, developing content, and fostering partnerships. It comprises four units: Communications and Media Relations, Public Affairs Desk (PAD), Content Development, and Partnerships. Its functions include:

3.2.1.1. **Communications and Media Relations** - project a positive image of the Academy and ensure effective communication by:

- Developing and implementing the Corporate Communications Plan;
- Projecting the Academy's institutional image;
- Preparing and/or drafting content for institutional collaterals such as the corporate brochure and DAP Annual Report;
- Preparing the content/script of the corporate AVP;
- Reviewing and finalizing website and social media content;



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 14 of 57

- Managing the DAP website and social media assets (i.e., Facebook, LinkedIn, YouTube, Twitter [X]);
- Supporting the DAP PCEO's directives and policy pronouncements;
- Drafting/reviewing, clearing, and publishing press releases and news articles;
- Drafting/reviewing and clearing speeches for the DAP PCEO;
- Managing institutional events and providing technical assistance (i.e., hosting, livestreaming);
- Assisting other groups in event management;
- Supporting HRMDD in employee engagement activities;
- Networking with media practitioners and managing media relations; and
- Handling press conferences and media guestings.

3.2.1.2. **Public Affairs Desk (PAD)** - act as the Academy's frontline office for public inquiries and compliance with relevant laws through:

- Responding to public concerns in compliance with Republic Act 11032 or the Ease of Doing Business and Efficient Government Service Delivery;
- Monitoring and responding to eFOI Portal queries;
- Submitting compliance documents to the 8888 Citizen's Complaint Center and Contact Center ng Bayan; and
- Disseminating Client Satisfaction Measurement (CSM) data and monitoring client satisfaction.

3.2.1.3. **Content Development** - ensure consistent and credible branding and develop marketing materials by:

- Enforcing the Academy's Brand Identity Manual;
- Developing and producing print and digital marketing collaterals;
- Reviewing promotional materials for brand compliance;
- Designing and producing the Annual Report;
- Creating visual elements and AVPs;
- Covering and documenting institutional events;
- Providing images for publication and archiving stock images/videos; and
- Designing exhibit materials for conferences and events.

3.2.1.4. **Partnerships** - establish and maintain strategic partnerships through:

- Initiating and facilitating partnerships with local and international institutions/organizations with



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 15 of 57

similar/counterpart training, education, and research programs;

- Monitoring and reporting on active partnerships and agreements;
- Overseeing membership to associations and coordinating the submission of accomplishment reports pertaining to activities relevant to membership;
- Tracking DAP representatives in associations and membership benefits;
- Monitoring awards and recognitions received by the Academy;
- Facilitating study visits and institutional briefings; and
- Ensuring proper protocol implementation during visits.

3.2.2. Corporate Concerns Center

The CCC is the management support center of the Academy. Its functions include supervising and coordinating the corporate operations and strategy management of the Academy.

Corporate Operations and Strategy Management. The functions of the CCC in corporate operations and strategy management include:

- Coordinating institutional strategic and operations planning activities;
- Monitoring and evaluating the Academy's institutional performance and compliance to oversight agency requirements;
- Monitoring and managing customer/client feedback through the administration of a customer satisfaction survey;
- Managing the Academy's information technology (IT) facilities and resources, as well as its information systems;
- Reviewing Academy policies and processes periodically in order to identify gaps and opportunities for improvement, and propose, through collaboration, actions to update DAP policies and streamline processes;
- Providing secretariat support to the Management Committee, as well as the President in preparation for meetings of the DAP Board of Trustees and Board Executive Committee.

3.2.3. Office of the Academy Registrar and Library

3.2.3.1. The Office of the Academy Registrar shall, in coordination with the concerned offices/units of the Academy:

- Integrate, implement and review standards and systems of admission, retention and enrollment of students to its various degree, non-degree (diploma course) and certificate programs;



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 16 of 57

- Operationalize, implement and review the system of student records management and its responsible use for the Academy
- Continuously improve and enhance the effectiveness of the systems and strategies established above.

3.2.3.2. DAP Library

The DAP Library serves as a resource hub for students, faculty, and researchers, providing access to scholarly materials such as books, journals, databases, and multimedia resources. It supports the academic mission of the institution by offering study spaces, research assistance, instructional support, and specialized collections tailored to the curriculum and research interests of the DAP community. Additionally, the DAP Library facilitates access to interlibrary loan services, archives, and digital repositories, fostering a culture of intellectual inquiry, collaboration, and lifelong learning.

The Library defines the scope and nature of its functions as follows:

- Centralized repository of the Academy's knowledge-based information resources such as academic action plans and projects, re-entry plans and capstone projects, training materials, monographs, journals, databases and other scholarly sources.
- Evaluate, acquire, organize and provide information resources and new technologies that adequately support the curriculum of the programs, the research needs of the students, the teaching and research needs of the faculty and the general information needs of the Academy.
- Create an environment that integrates technology and information and promotes collaboration and interaction between students and faculty members.
- Improve access to library resources and conduct ongoing assessment to ensure that services offered by the library match the evolving academic expectations and needs of its stakeholders.
- Develop an up-to-date library instruction program for the Academy's training and graduate degree courses.

3.2.4. DAP Research and Development Office (DRDO)

The DRDO formulates and continually improves, with assistance from the Mancom and the Academy's units, and with the approval of the DAP President, policies, systems, standards, and procedures for developing, enhancing, and



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 17 of 57

evaluating new products and services, and for conducting research in the fields of public policy and management.

3.3. Programs Group

The Programs Group is the lead for the Academy's technical excellence and resource centers on good governance, productivity-led economic development, sustainable human development and organizational development.

Each unit under the Programs Group functions as a technical excellence center by nurturing thematic programs, continuously developing and adapting state-of-the-art and value-adding approaches and technologies; and, by maintaining and projecting the Academy's track record and expertise in the field of governance, productivity and competitiveness, sustainable human development and organizational development.

The Programs Group is headed by a Senior Vice President and is composed of three (3) operating centers and one (1) program office.

3.3.1. Office of the Senior Vice President for Programs

The Office of the Senior Vice President for Programs (OSVP-P) performs the following:

- Ensuring that the strategic directions and relevance thrusts of the Academy along governance, quality and competitiveness, sustainable human development and organizational development are translated into thematic programs and projects;
- Developing market linkages and promoting products and services of the Group;
- Providing overall direction and administrative supervision of the Group;
- Implementing competency-based and quality improvement programs; and,
- Establishing and maintaining the financial viability of the Group.

3.3.2. Productivity and Development Center

The Productivity and Development Center (PDC) is the technical excellence and resource center on Quality and Productivity improvement approaches and strategies to help organizations achieve performance excellence and strengthen competitiveness to promote productivity-driven economic growth.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 18 of 57

The PDC provides services on value chain productivity, total quality management, productivity measurement and analysis, and sectoral productivity enhancement. It is composed of the following divisions:

3.3.2.1. *Productivity and Quality Training Office (PQTO)*. The PQTO handles the provision of public offerings and specialized courses on productivity and quality for both public and private sectors. The purpose is to build capabilities in critical skills, thinking skills, positive mindset and right attitude on productivity and quality.

3.3.2.2. *Advocacy and Institutional Development Office (AIDO)*. The AIDO undertakes broad-based advocacy, institutional linkage development and institutionalization of productivity and quality (P&Q) systems and programs, such as the institutionalization of quality management systems (QMS) in the public sector, strengthening of the P&Q associations, promotion of P&Q approaches and publication of P&Q information, etc.

A special program of the AIDO is the Government Quality Management Program (GQMP), which is managed by *Government Quality Management Program Office (GQMPO)*.

The GQMP is a national government-funded program that promotes quality improvement in the public sector. The program was created in 2007 through Executive Order (EO) No. 605, *Institutionalizing the Structure, Mechanisms, and Standards to Implement the Government Quality Management Program (GQMP)*. The goal of the GQMP is to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes that can be achieved through an effective Quality Management System (QMS). The Program's priority is to improve the frontline services of the government to ensure that Filipino citizens will greatly benefit from the process and system improvement initiatives.

The GQMPO is a Program Management Office created to support the implementation of the GQMP. Specifically, it prepares annual Program strategic plans; oversees, monitors and evaluates Program implementation; reports Program accomplishments; and, provides necessary technical and administrative support in project implementation.

QUALITY MANUAL			
Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 19 of 57

3.3.2.3. *Productivity Development Research Office (PDRO)*. The PDRO undertakes broad based studies to address productivity gaps throughout the agro-industry value chain. This will include the studies on policies, regulations, and issues to generate information for policy decision making and may include provision of necessary interventions to effect the implementation of study findings.

A special program of the PDRO is the Modernizing Government Regulations Program (MGRP), managed by the *Modernizing Government Regulations Program Office (MGRPO)*.

The MGR Program is a key strategy adopted by DAP, in partnership with DepDev, to accelerate improvement in regulatory quality and coherence. It aims to examine the existing regulatory environments affecting priority industries, to determine how they affect the growth and operations of businesses in these industries, and identify recommendations that would make these regulations more relevant and coherent.

The MGRPO is a Program Management Office created to support the implementation of the MGRP. Specifically, it prepares annual Program strategic plans; oversees, monitors and evaluates Program implementation; report Program accomplishments; and, provide necessary technical and administrative support in project implementation.

3.3.2.4. *Technology Management Office (TMO)*. The TMO undertakes the development, adaptation and provision of technical and management consultancy services on P&Q solutions to effect actual productivity and quality improvements among SMEs and public sector customers.

3.3.3. **Center for Governance**

The Center for Governance (CFG) is the Academy's technical excellence and resource center on political and administrative governance. The CFG capacitates public sector organizations to effectively develop and implement public policies and programs that promote transparent and accountable governance. It is composed of the following offices:

3.3.3.1. *Policy Research Office (PRO)*. The PRO provides evidence-based and research-driven technical assistance and trainings



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 20 of 57

to aid public managers and public sector organizations in developing and evaluating sound and responsive public policies and programs, and promote accountability and integrity in government.

3.3.3.2. *Operations Management Office (OMO)*. The OMO provides technical assistance and training services to enable public sector organizations to effectively plan, lead, organize, and control its operations for enhanced delivery of public goods and services.

3.3.3.3. *Local Governance and Development Office (LGDO)*. The LGDO provides technical assistance and training interventions to help build and strengthen the capacity of local government units towards transparent, effective and accountable local governance.

3.3.3.4. *AO 25 Technical Secretariat*. Through Administrative Order No. 25, the DAP was mandated to be Technical Secretariat and Resource Institution of the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting System. As such, AO 25 Technical Secretariat provides technical and administrative support to implement the Results-based Performance Management System (RBPMS) and Performance-Based Incentive System (PBIS) as mechanisms to heighten public accountability and transparency, and improve performance in the public sector.

3.3.3.5. *Center of Excellence on Public Sector Productivity - Program Management Office*. The COE-PSP PMO initiates, plans, prioritizes and undertakes knowledge product development, capability building and research activities in line with the intent of the Asian Productivity Organization (APO) to facilitate learning and sharing of knowledge and best practices on public sector productivity.

3.3.4. **Center for Career Executive Service Development (CCD)**

The CCD is the Academy's technical resource center promoting organizational effectiveness through human capital development specifically for the third level and Career Executive positions. Its main area of concern is to provide capability and capacity building approaches and interventions with the end goal of producing competent, development-oriented, innovative, technically abled, and future-ready managers, leaders, and change-agents that are



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 21 of 57

trained and prepared to lead smart and resilient public organizations. It is the implementing Center of the National Government's Career Executive Service Development Program within the Academy. The PMDP-PMO is tasked with the training of senior government executives or those in the third and highest level of the bureaucracy and their successors. The PMDP-PMO's functions include:

- Promoting the program and advocating participation in the program;
- Recruiting and admitting participants to the program;
- Developing and enhancing the curriculum;
- Mobilizing the faculty;
- Conducting the training proper;
- Developing and managing learning resources;
- Managing graduation and students' records; and,
- Monitoring and evaluating the conduct of classes.

The CCD has three (3) sub-units:

3.3.4.1. Junior Executive Development Office. The Office provides an intensive, wholistic and multimodal continuous training and career development for middle managers in the bureaucracy. The training targets high-performing and high-potential division chiefs who are being prepared for entry into the Career Executive Service. It is specifically designed to develop the core competencies of a Career Executive Service Officer (CESO) with a curriculum based on the CES competency standards. Knowledge, skills and perspectives in becoming effective development managers are acquired through a long cycle program to develop shared contexts and deep bonds among the cohorts toward seamless coordination and collaboration in government.

3.3.4.2. Senior Executive Development Office. This Office offers a full training program for incumbents of CESO positions in the bureaucracy, which is likewise intensive, wholistic and multimodal but segmented around the busy schedule of the participants. The training is meant to enhance the competencies of those already in the third level by exposing them to cutting edge technologies and new philosophies in development management to enable them to lead resilient and innovative organizations. This Office also runs short cycle specialized trainings on various leadership and management models to keep incumbent CESOs abreast of latest trends to inspire competent, agile and future ready organizations.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 22 of 57

3.3.4.3. *Advocacy and Admission Office.* This Office focuses on promotions and advocacy, recruitment and admission and knowledge management center-wide in order for the Academy to fulfill its mandate to sustain the implementation of the training and career development program for the CES. Through a broad-based promotion program, it ensures visibility of the center's offerings to stakeholders and gain support primarily in terms of nominations for which is a rigorous admission process is administered to filter deserving applicants. The Office maintains an extensive knowledge portal on its various programs as informed input to important campaigns, publications, and advocacy efforts, the latter specially concerning the alumni who are an important community of practice for the Academy.

3.3.5. Sustainable Human Development Program

The Sustainable Human Development Program (SHDP) is the technical resource center responsible for designing and implementing programs and projects in environmental management, climate change adaptation, energy and health policy, and other areas of sustainable human development. It was established in line with DAP's thrusts of reducing poverty by broadening the Filipinos' choices and improving their level of being, without impairing the ability of future Filipino generations to broaden their own choices and improve their own level of being.

The SHDP has the following units:

3.3.5.1. *Environmental and Sustainable Development Unit (ESDU).*

The ESDU serves as a resource unit on environmental management for DAP program offices, as well as to selected clients in the government, particularly the Department of Environment and Natural Resources (DENR). The ESD unit continues the environment-related projects that DAP initiated in the 70s and 80s, such as integrated area development, human settlements, etc.

3.3.5.2. *Human Development Unit (HDU).* The HDU provides training and other forms of intervention to cooperatives, donor institutions and government agencies that promote social development such as health promotion and poverty reduction programs and projects.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 23 of 57

3.3.6. DAP sa Mindanao

The DAP sa Mindanao (DSM) is the implementing arm of the Academy's program thrusts in Mindanao. The DSM supports the Academy's mandate through the implementation of programs and projects in governance, productivity and competitiveness, as well as in sustainable human development and organizational development. Towards this end, DSM builds partnerships and collaborates with key stakeholders in the region, facilitates access to resources and technical expertise and identifies, designs and develops programs and projects related to local legislation, agro-industry and enterprise development, integrated community development, institution development, peace and prosperity and other development thrusts in the region.

3.3.7. Center for Strategic Futures (CSF)

The DAP Center for Strategic Futures is a strategic unit under the Programs Operations which has the following functions:

- Assist in the think tanking role of the Academy specializing in integrating futures thinking into policymaking and management practices in both the public and private sectors;
- Generate research, strategies, policies, and tools within the purview of futures thinking, innovation, and data science to respond to the emerging needs of both the public and private sectors; and,
- Design, develop, study new products and services, and test any structures, business models, processes, systems, frameworks, tools, competencies, and skills for the enhancement and development of the capabilities of the CSF and DAP as an institution.

The CSF operates through its three interconnected laboratories, each focusing on a specific aspect of development, to assist the government in anticipating and managing the complexities of our constantly evolving realities:

3.3.7.1. The Data and Artificial Intelligence Laboratory (DAIL), a data solutions unit which provides elegant and cross-cutting solutions to complex development problems through data science, analytics, and artificial intelligence;

3.3.7.2. The Futures Thinking and Innovation Laboratory (FTIL), which aims to promote anticipatory governance by mainstreaming futures thinking and innovation methodologies in local planning and policy-making processes;

QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 24 of 57

3.3.7.3. The Smart and Creative Communities Laboratory (SCCL), which focuses on projects that will stimulate and accelerate the development of smart and sustainable communities in the country.

3.4. Graduate School of Public and Development Management

The Graduate School of Public and Development Management (GSPDM) is the Academy's center for learning for graduate education options in public and development management. The GSPDM offers creative ways in developing capabilities in managing change, reforming institutions, and addressing human resource problems that influence complex development and governance concerns. Its primary function is building and sustaining, through professional education, a strategic partnership of committed, competent, and responsive development managers from the public, private and NGO sectors who shall empower the people towards their attainment of a better quality of life.

GSPDM is composed of two (2) institutes, namely: Institute of Public Management (IPM) and Institute of Productivity and Quality (IPQ), which develop and offer public courses and executive learning programs in public management, productivity and quality, and governance.

3.4.1. Institute of Public Management

The Institute of Public Management (IPM) is the Academy's center for graduate education in public management with an aim to develop a critical mass of individuals who will ensure continuity of policy and programs in the bureaucracy and focus on real, current and anticipated development issues. The Institute's main function is the administration of the Master in Public Management (MPM) program, a major vehicle of the Academy in its continuing efforts to build individual capacities in professional public management. The MPM bolsters the Academy's efforts to provide a comprehensive yet practical and long-term program within the fields of public and development management.

In turn, the MPM functions to instill in its graduates core skills in analyzing, communicating and learning, personal commitment to public service career, strong leadership, the abilities to formulate a vision of government/public service, and to combine analytic skills with advocacy achievement.

3.4.2. Institute of Productivity and Quality

The Institute of Productivity and Quality (IPQ) is the Academy's center for graduate education on productivity and quality management. The institute



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 25 of 57

aims to build world-class and competitive workforce by creating a critical mass of Productivity and Quality practitioners in key sectors of the economy.

The Institute's key function is the administration of the Executive Development Program leading to the Master's Degree in Productivity and Quality Management.

3.5. Services Group

The Services Group is the Academy's center for facilities, administrative, finance and human resource support for its operations. It has four departments, including:

3.5.1. Office of the Senior Vice President for Services

The Office of the Senior Vice President for Services (OSVP-S) is responsible for the delivery of administrative, finance and HR support for the entire Academy, as well as relating with external oversight agencies as an integrated and unified support service. The OSVP-S is the supervising office for the Academy's facilities and asset management, procurement management and administration of centrally managed-resources/consumables/ supplies such property-management within the ambit of government auditing, rules and regulations, finance administration and accounting, and personnel management and human resource development.

Aside from the OSVP-S, the four (4) departments under the Services Group are as follows:

3.5.2. DAP Conference Center

The DAP Conference Center (DAPCC) is the Academy's unit mandated to manage and operate its physical assets in Tagaytay City. DAPCC is a major player in the Academy's business model towards becoming a self-sustaining organization.

The center has its operating units, namely:

- 3.5.2.1. Rooms and Facilities Services (RFS)- In charge of maintaining the cleanliness, orderliness, and functionality of all guest rooms, cottages/villa, conference rooms, dining areas, offices, and public spaces. Under this unit are the front desk, business center, audiovisual services, housekeeping, linen, grounds and garden maintenance.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 26 of 57

This unit facilitates the guest's requirements while inside the center through its Front Desk.

3.5.2.2. Food and Beverage Services (FBS) in charge of providing full-board meals and beverages to guests and staff. It adopts a 14-day Cycle Menu with a variety of cuisines and caters to guests with dietary restrictions. Under this unit are the Kitchen and Bakeshop (Food Preparation), Dining (Food Service), and Food and Non-Food Stockrooms. The unit also caters to special events and set-up required by the clients.

3.5.2.3. Engineering and Maintenance Services (EMS) provides engineering-related work and service. It manages the building infrastructure, utilities, and equipment in the center. The unit ensures that the physical condition of the building is safe and that all the engineering systems are optimally functioning.

The unit also implements physical improvement projects within the center to boost its operational capacity. Compliance with oversight agencies and observance of applicable engineering laws, codes, and regulations that principally relate to environmental impact, energy efficiency, and general public safety are also within the unit's responsibility.

3.5.2.4. Facilities Marketing and Sales Office (FMSO) is the center's marketing and sales arm of the DAP Conference Center. This unit leads the revenue generation of the center as well as the center's market development activities. It manages the booking and reservation of facilities, sales management, public/ community relations, advocacy, and customer relations.

A centralized booking system is maintained by the FMSO. All inquiries and reservations are coursed through this office using various modality (eg. email, phone call, face-to-face meeting). To ensure returning accounts, the unit implements aftersales activities.

3.5.2.5. DAPCC Support Services (DSS). The DSS provides direct administrative support to the operating units of the DAP Conference Center. These support services are in the form of human resource management and development, financial and cash management, procurement, property and inventory management, and transportation services. All these



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 27 of 57

immediate support services are aligned and in coordination with the central office policy and processes- HRMDD, Finance Department (FD), and Administrative Department (AD).

3.5.3. Administrative Department

The Administrative Department takes charge of all corporate administrative logistical matters, including procurement/purchasing, property management, and other related services concerning the Academy's assets and properties.

It also manages the Academy's engineering, transportation and shuttling services, DAP Pasig facilities, and provides the food and beverages requirements of trainings, conferences, and special events.

Additionally, it handles the circulation and preservation of institutional knowledge resources and manages the ICT services which provides technology solutions in support of the Academy operations. It is composed of four (4) divisions: Information, Communication and Technology Division (ICTD), Bids and Awards Committee Secretariat (BAC Secretariat), Central Documentation and Records Division (CDRD), General Services Division (GSD), Logistics Division (LoDi), and Café Services.

3.5.3.1. Office of the Department Manager – Administrative

The ODM-Admin provides over-all supervision and guidance to the department and is in-charge of policy-formulation and design, and implementation of related government rules, policies, and regulations.

The ODM also handles the Services Front Desk which receives and tracks transactions for processing of the Services Group.

3.5.3.2. Central Documentation and Records Division (CDRD)

The CDRD provides services that reach out and anticipate the knowledge and information needs of the DAP staff through the systematic technical processing and efficient storage and retrieval of its resource materials.

The CDRD likewise serves as the Document Controller of the Academy, coordinating with the various centers/offices of the Academy with regards to implementation of QMS procedures on Maintained and Retained documented information.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 28 of 57

It also acts as the clearing house for all proposed policy issuances such as Office Orders, Memorandum Circulars and Special Orders.

It is also responsible for managing the Business Support and Print Services unit which is tasked with printing all the Academy's training certificates, and provides other print services to the Academy's operations.

3.5.3.3. General Services Division (GSD)

The GSD is generally responsible for managing the day-to-day management, operations and maintenance of the DAP's facilities including the electromechanical systems and providing utilities' repairs and maintenance requirement of the Academy. It also provides technical oversight functions and guidance to engineering, maintenance, energy management, building rehabilitation and improvements, building safety and security as well as pollution control management and other compliance requirement to the prevailing building code and city ordinance related concerns of DAP facilities in Pasig, Tagaytay and Davao.

Similarly, it administers the dispatch of all Academy vehicles under the Central MVPool System in relation to the transportation requirement of various groups, centers, departments, offices and units, as well as troubleshooting, maintenance and upkeep services for all Academy vehicles in Pasig and Tagaytay.

It also provides technical oversight functions and guidance to DsM-Davao's assigned vehicle/s

It also renders maintenance and upkeep of the building and grounds to provide healthy, clean, and safe environment as well as functional and orderly workstations, rooms and conference facilities and manages the leasing of office space and conference/training facilities to external clients, and the preparation of conference/training facilities and office spaces for use of internal clients.

In terms of disaster preparedness and response, the GSD, together with the Emergency Response team of the Academy, plans, coordinates and implements emergency preparedness and response related strategies and activities with various groups, centers, departments, offices and units in DAP Pasig.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 29 of 57

3.5.3.4. Logistics Division (LoDi)

The LoDi handles the Academy's issuance, monitoring and management of Common-use Supplies, Small Tangible Items and Property, Plant and Equipment.

It also takes charge of vehicle registration, vehicle insurance applications, claims of DAP buildings and vehicles, as well as postal or courier related requirements of the various units in DAP Pasig.

The LoDi likewise handles the Academy's procurement of infrastructure projects, goods and consulting services including transportation venue and catering requirements for an Approved Budget Ceiling of 1M below in accordance with RA 9184.

3.5.3.5. Information, Communication, and Technology Division (ICTD)

The ICTD performs two (2) main roles: systems development and management, and IT services. Its Systems Development and Administration Unit is responsible for:

- In-house software design, development and administration, software releases, software evaluation, testing, and systems integration;
- Management of the Academy's cloud services, domain, and internal and external web portals;
- Ensuring systems security protocols are in place in all application systems and subscriptions of the Academy; and,
- Ensuring a backup solution for all the applications systems of the Academy.

The IT Services unit, on the other hand, has the following responsibilities:

- Providing internal stakeholders in DAP the ICT Services listed in the Service Catalogue as well as responding to ICT-related Incidents in accordance with agreed-upon SLAs. The services may include network and computer provisioning, standard service requests, standard diagnosis, maintenance, repair, and event services support;

QUALITY MANUAL			
Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 30 of 57

- Maintaining, monitoring, and securing the network and connectivity infrastructure of the Academy to ensure the uptime target is always met;
- Managing and maintaining the data center of the Academy; and,
- Implementing Identity Access Management (IAM) in subscriptions managed by ICTD.

3.5.3.6. **Bids and Awards Committee Secretariat (BAC Secretariat)**

The BAC Secretariat provides administrative and technical support to the BAC procurement activities and prepares researches and other technical documents related to RA 9184.

It is in charge of the preparation and finalization of BAC Resolutions for the Engagement of Consultants and other Alternative Methods of Procurement requiring Resolutions

It also manages the consolidation of Project Procurement Management Plans (PPMP) and the preparation and submission of the Annual Procurement Plan (APP), including its supplements and indicative, monitoring of procurement activities and milestones for proper reporting to relevant oversight agencies when required, such as procurement monitoring reports and agency procurement compliance and performance indicators.

3.5.3.7. **Café Services**

The Café Services operates as a revenue generating unit of the Academy at the Central Headquarters in Pasig under the Administrative Department catering to the food requirements of Internal (DAP sponsored projects) and External (Government and Private) clientele for banquet services (conference, training, and special events). It also provides quality over the counter food service for employees, tenants and walk-in guests.

It acts as a support business to the Academy's operations and generates profit to recover its own cost towards ensuring the Academy's viability.

3.5.4. **Finance Department**

The Finance Department supports the Academy in achieving its mandates and mission through the provision of financial services to the Management and all operating units. It manages various compliances with oversight agencies such



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 31 of 57

as the Commission on Audit (COA), Department of Budget and Management (DBM), Department of Finance (DOF), Bureau of Internal Revenue (BIR), House of Representatives, Senate of the Philippines, Governance Commission for GOCCs (GCG), and the Philippine Statistics Authority (PSA).

The Finance Department supports the Head of the Agency in its mandate under Presidential Decree No. 1445 Section 2 in the management and utilization of all the resources of the agency, in accordance with the existing laws and regulations, in safeguarding its resources against loss or wastage through improper or illegal disposition, and to achieve efficient, economic, and effective operations. It has three divisions: Accounting Division, Budget Division and Treasury Division, and is managed by a Department Manager.

3.5.4.1. Office of the Department Manager (ODM) – Finance

The ODM Finance carries out the overall management of the of the Finance Department. It oversees the operations of the Accounting, Budget, and Treasury Divisions in setting up the plans, strategies, and direction of the Department. It ensures that the financial and administrative functions of the Department are compliant with the government and internal policies, the DAP Quality Management System, and that all the deadlines set by the Oversight Agencies are met. The Office also strategizes on its personnel development opportunities and professional growth.

3.5.4.2. Accounting Division

The Accounting Division is responsible for generating the Academy's financial statements and reports in accordance with the existing/current government accounting rules and regulations and upholds the Academy's internal controls and policies. This Division is also responsible for the Academy's tax compliance and various requirements of the oversight agencies such as COA, BIR, DOF, GCG, and PSA. It also provides technical advice to the Academy on matters of tax, financial presentation, and reporting.

3.5.4.3. Budget Division

The Budget Division is responsible for an efficient and effective budget management, monitoring, and control system. It ensures that the Academy's expenditures are within the prescribed policies and

QUALITY MANUAL			
Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 32 of 57

regulation of both Management and Oversight Agencies. It reviews and analyses the budget proposals of different centers and offices, consolidates and submits to the Management and Board of Trustees. It provides advisory services and reports to the internal clients for a sound financial management, and complies with the various requirements of oversight agencies such as, Department of Budget and Management (DBM), Commission on Audit (COA) Governance Commission for GOCCs (GCG) and the Legislative bodies.

3.5.4.4. **Treasury Division**

The Treasury Division is responsible for managing the Academy's finances which includes ensuring efficient processing of payments, close monitoring of collections, disbursements, and investible funds. This Division complies with the Commission on Audit (COA), Department of Finance (DOF) and banking regulations. It safeguards the financial assets and supports the allocation of funds. It provides sound financial advice to maximize returns while ensuring liquidity to sustain the Academy's operations.

3.5.5. **Human Resource Management and Development Department (HRMDD)**

The HRMDD assists in the achievement of the Academy's strategic thrusts, performance goals and objectives by ensuring that there is an adequate number of personnel with the right competencies needed to deliver the programs and services of the Academy. It is responsible for the identification, formulation and implementation of policies on recruitment, selection and placement; a sound performance appraisal system; benefits, awards and incentives; career tracking; training and development; and employee wellness and well-being.

3.5.5.1. ***Human Resource Management Division (HRMD).*** The HRMD is responsible for implementing HR-related government initiatives, policies, rules, and regulations. It manages the operational activities of the Recruitment, Selection and Placement (RSP) Team, Compensation and Benefits Team, and Human Resource Information System (HRIS).

The RSP Team responds to the manpower needs of the Academy through the recruitment, selection, and placement processes; It takes charge of personnel actions - hiring,



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 33 of 57

promotion, reappointments, transfer and separation; and takes charge of the position allocation list and plantilla management.

The Compensation and Benefits Team is responsible for implementing compensation and benefits as mandated by law; payroll administration and leave management.

3.5.5.2. **Human Resource Development Division (HRDD).** The HRDD's main function is to provide learning interventions to all employees or individuals to ensure that necessary knowledge, skills, attitudes, and competencies are met to achieve successful performance of work aligned with the Academy's mandates, goals, and strategic directions. Aside from this, the HRDDiv function also covers learning needs assessment, competency assessment, performance management, and career development. The Division operates based on the HR learning and development plan and policy of the Academy

4.0. DAP's Quality Management System

4.1. Scope and Application

The Academy adopts the ISO 9001:2015 Standards to serve as the foundation of its quest to attain quality as a way of life in the Academy.

The Academy's Quality Management System covers the **Project Management System (PMS)** for the provision of services on training, technical assistance, education, research and publication.

As the DAP delivers its services to its customers via the PMS, the DAP conference facilities management plays an important role in the provision of conference facilities services. This includes event/activity venue, food and beverage services, accommodation, and management of customer relations.

4.2. QMS Service Process Map

Figure 2, DAP Service Process Map, generally shows how the DAP plans, implements, monitors, evaluates, and improves its operations of Project and Learning Management Systems. As part of the DAP planning activities, the DAP analyzes its external and internal environment to identify issues that may affect its capability to effectively deliver its products and services, and attain



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 34 of 57

its goals and targets.

Customer and stakeholder requirements, i.e., their needs and expectations, which are detailed in Section 2.6 of this manual, are also important inputs in the plans, programs and projects of the DAP. Customer and stakeholder requirements are gathered through effective communication with them and through various feedback mechanisms established and implemented by the Academy.

The DAP Service Process Map classifies the Academy's processes into three (3) types of process, namely: Management, Operational and Support Processes.

The DAP management performs corporate planning, policy development, monitoring and evaluation, and managing improvements to ensure that clear directions are set, policies and guidelines are established, performance targets are achieved, and QMS is continually improved.

The operating units under Programs Group and GSPDM in the DAP Offices located in Pasig City and Mindanao have the primary responsibilities in Project Management System. The projects and programs go through conceptualization and development, negotiation and contracting, mobilization, implementation, and evaluation and closure.

The Services Group, with its counterpart in DAPCC Tagaytay and assigned coordinators in the DSM, mainly manages the resource needs for their operations. Support services include human resource management, financial management, facility management, document management, procurement, legal support, asset management, information technology management, student support, and health services. Responsible units are well aware of their important role in the effective and efficient delivery of the DAP's products and services, thus quality targets are included in their plans, regular management meetings are held to identify and address prevalent issues, and quality improvement actions are planned and implemented.

In some instances, the DAP acquires services of external providers in its operations. This includes but not limited to security services, consultants or resource persons, infrastructure maintenance and developers, and the like.

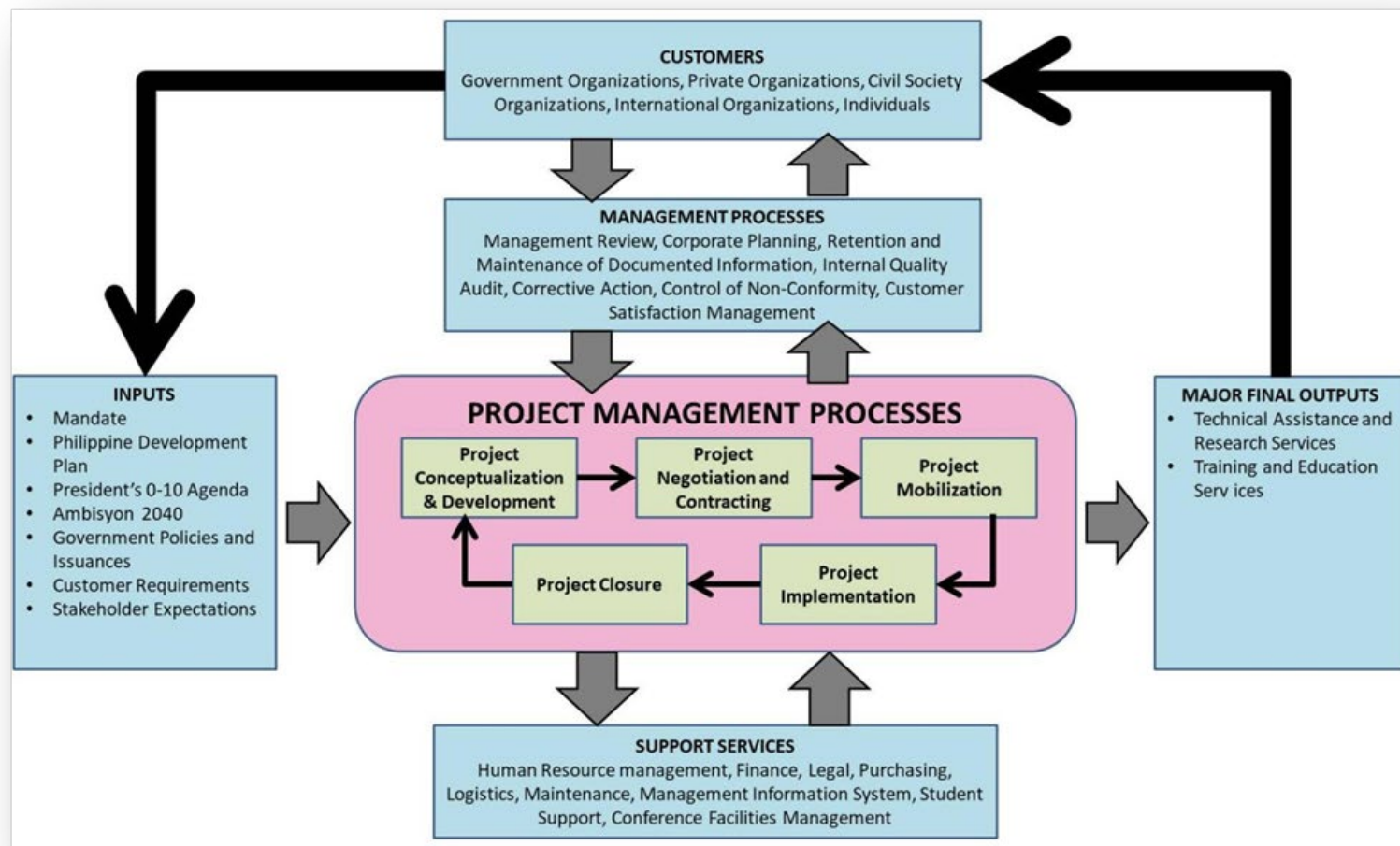
QUALITY MANUAL

Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 35 of 57
-----------	------------------	----------------------------	----------------

Major outputs of the PMS are services related to education, training, technical assistance, research and publication. Effective process controls are established to ensure delivery of quality outputs and attainment of utmost customer satisfaction.

QUALITY MANUAL			
Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 36 of 57

Figure 2 DAP Service Process Map





QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 37 of 57

5.0. Management Processes

5.1. Corporate Planning

The Academy's planning system consists of strategic and operations planning. Strategic and Operations Planning activities are led and facilitated by its Corporate Concerns Center, specifically the Corporate Operations and Strategy Management.

Generally, the Academy's planning cycle conforms with ISO 9001:2015 Clause 6 and 8.1, and complies with the requirements of oversight agencies such as the Governance Commission for GOCCs (GCG), Department of Budget and Management (DBM), Civil Service Commission (CSC), as well as, the Results-Based Performance Management System monitored by the AO25 Inter-Agency Task Force.

5.1.1. Strategic Planning

The DAP's Strategic Plan is a result of long-term planning activities, which is usually three to six years, and is aligned with the strategic directions of the national leadership. It is where the strategic thrusts of the Academy are defined, commitments are established, and resource requirements are determined.

During the conduct of corporate strategic planning activities, the Academy determines external and internal issues that may have impact on its strategic directions, and its ability to achieve its performance targets and the intended results of its QMS through various environmental scanning methodologies such as SWOT, TOWS, or PESTLE, among others. Strategic planning is also the venue for the Academy to review the needs and expectations of the Academy's key stakeholders.

The Academy also takes into consideration the following:

- Results of the monitoring of the effectiveness of the QMS through the conduct of internal quality audits, management review, and stakeholder feedback;
- The evaluation of actions to address organizational risks and opportunities; and,
- Identified risks and opportunities.

Outputs of the strategic planning process include, among others, strategies for business and operational improvement, pursuit of DAP mandates, product or service innovation, and enhancements for a more customer-focused service, which are documented in the Academy's Strategy Map and Strategic Plan document.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 38 of 57

5.1.2. Operations Planning

The operations plan is the result of the annual corporate planning process. Cascaded objectives and targets are set at appropriate levels but specific quality objectives are defined using operational and project level planning. The Academy's target setting is done at all levels of the organization and conforms with its Strategic Performance Management System (SPMS). The targets of each unit are reflected in their respective scorecards. Each unit's scorecard aligns with the scorecard of the next higher organizational unit.

Academy Operations Planning

The Academy prepares an annual Operations Plan consisting of Work and Financial Plan, Project Procurement Management Plan/Annual Procurement Plan, and Human Resource Development Plan. It is first conducted at the level of the Centers/Departments/Division/Offices and consolidated at the level of Group and Academy.

To intensify the Academy's support to the government in terms of providing value adding programs in relation to its thrusts, the DAP strategically develops and implements programs and projects that are funded through the General Appropriations Act (GAA). There are continuing programs that are included in the GAA where strategies, target outputs and budget proposals are submitted annually in conformance to the requirements of the DBM.

Group and Center Operations Planning

The DAP operating units conduct pre-planning activities to assess their respective environment in which they operate (including considering various risks, their possible effects or impact on the Academy, its operations, and management options), evaluate performance, gather information on customer and stakeholder requirements and expectations, and review and align future directions. These inputs are processed during the Group and Center Operations Planning to come up with their scorecard and Office/Division Performance Commitment Report (OPCR/DPCR), Annual Budget, Resource Plans, Risks and Opportunities Action Plan.

Each Operations Plan contributes to the Academy's annual performance scorecard, which is required and submitted to the GCG, and the National Expenditure Program, which is submitted to DBM.

QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 39 of 57

5.2. Monitoring and Evaluation

5.2.1. Stakeholder Feedback Management

To monitor the product/service outcomes in terms of meeting the customer requirements and expectations at different stages of the operations, periodic gathering of client feedback and perception are conducted through the following approaches

- *Client Satisfaction Measurement*. The determination of client satisfaction is designed to measure and monitor performance of the DAP's products and services in terms of meeting the customer requirements and expectations as stipulated in the guidelines of ARTA.

The survey is administered at least once a year through an online tool. Results are analyzed and presented during the management review where improvement actions are identified for implementation accordingly.

- *Customer Feedback Gathering*. The DAP utilizes various means of gathering customer feedback based on the nature of services it provides, to wit:

Types of services	Customer Feedback Tool
Training and education services	• Course and Speaker Evaluation • Faculty Evaluation
Technical assistance services	• Certificate of Project Deliverable Accepted • Certificate of Project Closure • Client Contact Report (Public Assistance Desk)
Conference facilities services	• Customer Feedback Sheet
All Academy services	• Comments/Suggestions on website • Feedback through Email and Facebook • Contact Center ng Bayan – 8888
Support services	• Inspection and Acceptance Report (for delivery of goods and services) • DAP Transaction Form (for financial transactions) • Driver's Evaluation • Legal evaluation • Client Feedback for Registrar's services • IT Feedback Form



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 40 of 57

In training-related projects, course evaluation including speaker evaluation is done at the end of the course. Results of evaluations are used to improve/enhance the conduct of similar courses in the future. Customer feedback is gathered at periodic stages of the project to ensure that the project processes and outputs conform to the service quality standards of the Academy and the customer's acceptance of those outputs. The DAPCC also conducts an internal customer feedback survey following the use of its facilities for various purposes.

The results of these internal mechanisms may be used as validation tools for the external customer satisfaction survey results that could help the Management identify areas for improvement.

5.2.2. Internal Quality Audit

The Academy has an Internal Quality Audit (IQA) team responsible in ensuring compliance to clause 9.2 of ISO 9001:2015.

The IQA team conducts audit at least once a year in order to provide information on whether the quality management system conforms to the organization's own requirements for its quality management system and the requirements of ISO 9001:2015, and ensure that the QMS is effectively implemented and maintained.

The IQA process, including the qualifications of an auditor, is established in DAP-QP-04. ISO 19011:2018 is being adopted as guide.

The IQA team is composed of qualified auditors from the different offices of the Academy. It is headed by an IQA Team Leader who supervises the auditors to ensure objectivity, and the over-all conduct of audit to ensure that the Audit Programme is carried out accordingly.

The IQA process is included in the IQA audit plan conducted by an IQA team member who has not audited any other processes. The results of the IQA are reported during the Management Review.

5.2.3. Office and Project Performance Monitoring

Monitoring of Office and project performance is done on a quarterly basis to keep track of office accomplishments and project status in terms of physical targets, timeliness of project implementation, and financial performance, i.e., revenue and net income generated. Offices also conduct regular meetings and gathering of accomplishment data to analyze and identify issues and come up with actions to address them.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 41 of 57

Office submission of physical and financial accomplishment reports is done on a quarterly basis and as required by oversight agencies.

The DAP uses applicable statistical techniques and tools to analyze data such as customer feedback, audit results, project and training evaluation, supplier performance, and the like, and evaluate process and system performance. Graphs, diagrams, trend analysis and variance analysis are the most common tools used for data analysis depending on the information needs of management.

The COSM, as the planning and strategy management office of the Academy is responsible for the following, in coordination with Programs Operations, the HRMDD and Finance Department:

- Conduct the quarterly monitoring of Centers' accomplishments.
- Conduct quarterly, semi-annual and annual project monitoring and prepare report for management;
- Monitor the Academy's and Center's/Office's performance in relation to committed targets and inform them to do corrective action for unmet targets; and
- Monitor corporate policy implementation and recommend appropriate actions on issues and concerns for ManCom deliberation and recommendation.

5.2.4. Management Review

A management and performance review is conducted at least once a year and/or whenever deemed necessary by the Senior MANCOM to ensure continuing stability and effectiveness of the Academy's QMS in satisfying the requirements of customers and other stakeholders.

The review covers, but is not be limited to, the following agenda items:

1. Status of actions from previous management reviews;
2. Changes in external and internal issues that are relevant to the quality management system;
3. Information on the performance and effectiveness of the quality management system, including trends in:
 - Customer satisfaction and feedback from clients/stakeholders;
 - Reporting of attainment of quality and functional objectives;
 - Process performance and conformity of products and services;
 - Nonconformities and corrective actions;
 - Monitoring and measurement results;



QUALITY MANUAL

Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 42 of 57
-----------	------------------	----------------------------	----------------

- Audit results;
 - Performance of external providers;
4. Adequacy of resources;
 5. Effectiveness of actions taken to address risks and opportunities; and,
 6. Opportunities for improvement.

Likewise, to sustain the Academy's QMS efforts, quality concerns are made part of the agenda of the regular Management Committee (MANCOM) meetings.

The MANCOM Secretariat provides support to the management review meetings. In coordination with the Quality Council, the MANCOM Secretariat – COSM:

Prepares and distributes agenda to all concerned;

- Records and documents proceedings;
- Monitors agreements and actions to be taken; and,
- Provides all concerned with the minutes of meetings.

5.3. Improvement Management

5.3.1. Control of Nonconformity and Corrective Action

The Academy has established DAP-QP-03 Control of Nonconformity and Corrective Action. This procedure defines action steps and requires the use of the Request for Action (RFA) form to properly facilitate action when a nonconformity is encountered. The RFA form complies with clause 10.2 of ISO 9001:2015 by prescribing:

1. Determination of a correction action (action to eliminate the detected nonconformity);
2. Elimination of the root-cause of the nonconformity by performing a root-cause analysis;
3. Determination of corrective action (action to prevent recurrence of nonconformity); and,
4. Necessary updates to risks and opportunities.

An RFA may be issued by any employee or officer of the DAP to another employee or officer with whom an action is requested, provided that the RFA is issued with documented basis for said request (such as a non-conformity to ISO 9001:2015 standards, existing office rules and guidelines, potential NC to ISO 9001:2015, or dissatisfaction with quality of service rendered). The issuing



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 43 of 57

individual should be able to cite the basis for the RFA and a copy furnished the IQA Team Lead for monitoring of action.

5.3.2. Improvement Action

Continual improvement is a permanent objective of DAP. As such, Offices prepare and implement corrective action plans for unmet targets, as well as, come up with quality improvement plans with the goal of improving performance. Various inputs are considered for improvement such as the quality policy, performance targets, audit findings, analysis of performance data, corrective actions and performance review results.

Actions taken on risks and opportunities are likewise assessed for effectiveness and suitability and the results of such assessment are taken as inputs for continual improvement and planning.

The Academy also aims to continuously improve its products and services through the development of new products and services, or the enhancement and reinvention of existing products and services. These products and services have the potential to be projectized and offered to clients for a fee. The development of new or enhanced products and services is guided by Memorandum Circular 2023-008.

5.4. Institutional Partnership

Under PD205, the Academy may “enter into any agreement necessary or incidental to the Exercise of its corporate powers.” Thus, the Academy may at times choose to enter into partnerships with institutions towards accomplishing its mandate and mission.

The Academy is committed to building strategic partnerships with institutions and organizations that share common interests. This commitment is reflected in a structured process designed to foster synergy, strengthen connections, and achieve mutually beneficial objectives.

The process begins with identifying potential partners by the initiating centers or offices based on specific needs. Each potential partner undergoes a thorough due diligence assessment to evaluate their capacity, credibility, and alignment with the Academy’s goals.

Once a suitable partner is identified, a detailed Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) is prepared. This agreement outlines



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 44 of 57

the objectives, expected outcomes, and roles and responsibilities of each party. The MOU/MOA is reviewed by the initiating center's group head and then by the Academy's Finance Department and Legal Office. After these reviews, the final contract is endorsed to the DAP President and CEO for approval and signature, making the President the official signatory for all partnership agreements. The IMC can arrange a formal signing ceremony if desired.

In addition, as a founding member of the Asian Productivity Organization when it was established 1961, the DAP has been carrying on the function of being the National Productivity Organization (NPO) of the Philippines since its establishment in 1973. As the NPO, the DAP liaises with the APO Secretariat and the NPOs of other APO member economies. As such, the DAP implements and hosts trainings, conferences, researches, study missions and other productivity-related projects and activities in coordination with its APO partners and stakeholders.

5.5. Policy Development

The Academy develops its policy to guide its operations and support services. The policies are in the form of Office Orders, Memorandum Circulars, Special Orders and Memos issued by the President and CEO. Policies are reviewed and updated when there are changes in the Academy (such as changes in administration, personnel movement, or change in organizational structure, or changes in directions emanating from Management or the Board of Trustees). Policies are likewise reviewed upon the direction of Management for the purpose of improving or streamlining processes and systems within the Academy.

Office Orders contain general policy directions the Academy takes on certain issues. Memorandum Circulars contain guidelines on internal processes and systems of the Academy, while Special Orders pertain to personnel designations, formation of Committees and Task Forces, and Project Teams.

Office Orders and Memorandum Circulars are initiated by the respective process owners, vetted with Management, and approved by the DAP President and CEO.

Special Orders designating the Project Team are initiated by the Center, reviewed by the Center and Group Head, and approved and signed by the DAP President and CEO.

Memoranda are issued by the President and CEO as the need arises.

QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 45 of 57

6.0. Support Processes**6.1. Human Resource Management and Development**

The DAP determines and provides competent human resources to effectively implement the QMS and ensure operations and control of its processes.

As such, the HRMDD maintains the documented information in undertaking the following functions:

6.1.1. Recruitment, Selection and Placement

The HRMD-RSP is in charge of ensuring a pool of competent individuals for timely provision of the human resource. It is also responsible for processing the personnel actions such as hiring, promotion, reappointments, transfer, and separation.

6.1.2. Compensation and Benefits Administration

The implementation of the compensation package of the Academy is in accordance with the Salary Standardization Law, and is performed by the Academy's Compensation and Benefits Division. The ComBen ensures the timely release and accurate payment of salaries and remittances, benefits and other financial entitlement; leave management; manages retirement; implements mandated recognition, rewards and incentives; and supports the enforcement of disciplinary action."

6.1.3. Performance Management

The DAP aims to maximize the potentials of its employees through effective employee performance management. The Planning and Performance Management Committee (PPMC) of the Academy ensures the implementation of the Strategic Performance Management System (SPMS) in conformance with the guidelines of the CSC.

The DAP values fairness, objectivity, and compliance with anti-discrimination laws and regulations. Performance evaluations are conducted without regard to an employee's age, sex, sexual orientation and gender identity, civil status, disability, religion, ethnicity, or political affiliation.

QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 46 of 57

6.1.4. Learning and Development

The Academy promotes and values the professional and career growth of all its officials and employees, men and women at all levels of positions in the Academy through consistent and merit-based learning and development (L&D) programs. Every employee, man and woman, have equitable access to learning and development opportunities to support performance and delivery of results in compliance with the Academy's Learning and Development Plan and Policy.

The Learning and Development Plan and Policy states pertinent rules, regulations, and procedures governing the administration of L&D programs such as training, scholarships, and grants within the framework of policies.

6.1.5. Health Services

The Academy is concerned about the health and well-being of its staff, hence, the provision of a medical clinic both in Pasig and Tagaytay. The services of a retainer physician, dentist and nurse are available for consultations, initial/first-aid treatment, monitoring and follow-ups of health conditions as well as counselling services.

6.2. Financial Management**6.2.1. External Processes: Honoraria**

The Finance Department processes honorarium payments for resource persons and consultants engaged by various DAP units. To initiate a payment request, the engaging DAP unit must submit a formal request for the honorarium payment along with a certification confirming the satisfactory completion of outputs by the resource person or consultants

6.2.2. Internal Services: Cash Advance Requests

The Finance Department facilitates cash advances for authorized purposes within DAP. Cash advance requests and liquidation are processed in compliance with COA rules and regulations.

QUALITY MANUAL			
Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 47 of 57

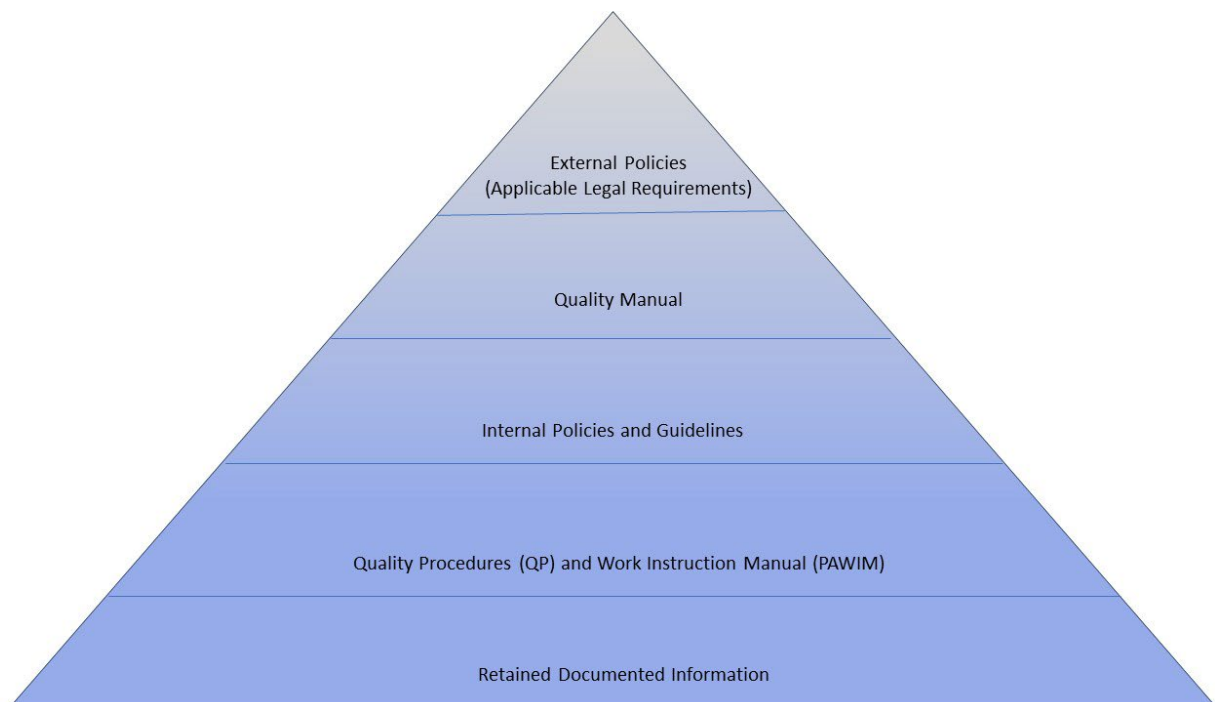
6.3. Infrastructure Management

It is the policy of the Academy to determine, provide and maintain the infrastructure needed to produce products and deliver services required by the customers. This infrastructure includes workstations, training/conference facilities and equipment, meeting rooms, customer receiving areas, library, transportation service, computer and internet/intranet facilities, project management and other software, storage facilities and areas for auxiliary services such as photocopying, parking, etc.

6.4. Document Management

The DAP QMS is designed to ensure consistency in meeting the customer's needs and expectations through the actual performance of the documented information of processes, systems and procedures that are maintained by the Academy. These documented information are categorized into a structure as illustrated in Figure 3. QMS Documented Information Structure.

Figure 3. QMS Documented Information Structure





QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 48 of 57

Level 1: External Policies (National Laws) The laws governing the organization include its charter, Presidential Decree No. 205, as well as other laws and orders mandating certain functions and programs of the Academy. Level 1 also includes all national laws and policies that may impact the governance and operation of the Academy, including Executive Orders and Memorandum Circulars issued by the Office of the President of the Philippines and oversight agencies which are relevant to the Academy's operations and should be complied with.

Level 2: Quality Manual The Quality Manual is the highest level of QMS documentation within the organization. It contains the quality policy, organizational structure, resource management, and specific policies for service process and quality control and improvement.

Level 3: Internal Policies and Guidelines The Policies and Guidelines include records of Academy issuances such as Memorandum Circulars, Office Orders, Special Orders, Memoranda that are issued for the standard and systematic implementation of the Academy's projects, systems and procedures.

Level 4: Quality Procedures (QPs) and Work Instructions Manual (PAWIM) The PAWIM are the operational guides on the Academy's core process (project management system). It also provides guidance on how to communicate and perform various activities. It describes the detailed series of steps in performing routine activities related to the core and support processes of the DAP's QMS.

Level 5: Retained Documented Information The documented information to be retained include records providing evidence of conformity to the established quality procedures and operations manual as well as the DAP's QMS.

6.4.1. Maintenance of Documented Information

The DAP maintains its documented information, specifically documents that are in top three (3) levels in the diagram above, through appropriate controls on creation/revision, approval, and issuance defined in DAP's Quality Procedure 01 (QP-01) Maintenance of Documented Information Procedure.

Creation and revision of controlled documents are done through the Documented Information Feedback Form (DIFF). While any staff of the Academy may propose a revision to an existing controlled form, proposed revisions are reviewed by the process owner, as well as by Management. All revisions to the Academy's controlled documents are approved by the



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 49 of 57

President and CEO. Upon approval, all controlled forms are disseminated to all DAP employees via email blast. This is also made available in the Academy's Electronic Records Management System (E-RMS) portal.

6.4.2. Retention and Disposition of Documented Information

The Academy retains documented information through effective controls on identification, collection, indexing, access, filing, storage, maintenance and disposition of quality records, such as project technical documents, student records, corporate and administrative files, etc. These controls are established in the Retention of Documented Information Procedure (QP-02).

Documented information such as policies, guidelines, work instructions and other documented information for use by the DAP officers and employees in carrying out their functions, and in implementing the various programs of the Academy are disseminated via email blast and are retained in the DAP ERMS.

The ERMS is an automated system used to manage the creation, use, maintenance, and disposition of electronically created records for the purposes of providing evidence of business activities. The ERMS allows users to search, view and download policy issuances (Special Orders, Office Order, Memorandum Circulars, etc), QMS-related documents, corporate communications (publications, brochures, photos, etc.), and other institutional and technical documents.

The ERMS provides robust security features to protect sensitive information. Access controls, user permissions, encryption, and audit trails ensure that only authorized personnel can access and modify records. Additionally, backup and disaster recovery mechanisms help safeguard data against physical damage or loss.

The ERMS is managed by the Academy's Central Documentation and Records Division (CDRD) which takes charge of the uploading, updating and maintenance of electronic documented information. Back end support for the maintenance of the system is provided by the Information, Communication and Technology Division (ICTD).

6.5. Procurement

In the consideration of the Academy's operation, the procurement of goods, service, and infrastructure projects are in accordance with the relevant regulations of Republic Act No. 9184, otherwise known as the "Government Procurement Reform Act".



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 50 of 57

The specifications for the procurement of goods, services, and infrastructure projects are to be provided by the respective end user or implementing units through the prescribed purchase request form which contains the technical specifications and Approved Budget for the Contract (ABC). End user or implementing units ensure that all requests for procurement are in accordance with the approved Annual Procurement Plan of the Academy.

As a general rule, all procurement shall be through Competitive Bidding. However, the Procuring Entity may, in order to promote economy and efficiency, resort to any of the alternative methods of procurement provided in Rule XVI of the IRR of R.A. No. 9184.

The Logistics Division (LD) of the Administrative Department reviews the adequacy of specified purchasing/outsourcing requirements prior to the approval and processing of requests. Procurement of goods and infrastructure projects with an ABC not exceeding P999,999.99 through Shopping (below P50,000.00) and Small Value Procurement (P50,000.00 above and below P1,000,000.00).

The Bids and Awards Committee (BAC) Secretariat of the Administrative Department serves as the main support unit of the BAC for the procurement requirements of the Academy for Competitive Bidding. Procurement of goods, infrastructure projects, and consulting services with an ABC of One Million Pesos and above.

6.6. Property and Supply Management

For the issuance of property (equipment and materials) to officers and employees of the Academy, the property officer prepares the Property Acknowledgement Receipt. The PAR supports the issuance of said property to end-user. The Property Acknowledgement Receipt (PAR) is renewed at least every three years or every time there is a change in accountability or custodianship of the property.

6.7. Receiving and issuance of supplies and equipment

As part of its support, the DAP provides various equipment, materials and supplies to its officers and employees to enable them to perform their functions effectively. Inspections of these equipment, materials and supplies are conducted by the Inspectorate team to be designated by the President through a Special Order.

The Logistics Division ensures that equipment, materials and supplies that are issued to officers and employees are in good working condition prior to issuing to the respective end users. The Logistics Division also conducts an evaluation

QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 51 of 57

of the timeliness of delivery of these items and provides the needed feedback to the Academy's suppliers.

6.8. Inventory and storage of equipment/supplies

The supply officer is in charge of incoming, current and outgoing stock. He or she monitors the volume of stock in storage and releases any stock required. Thus, the supply officer likewise ensures that the stock is properly stored to avoid damages.

6.9. Disposal of Unserviceable Materials

The Academy's disposal process for unserviceable materials is in accordance with COA and DBM Joint Circular 2024-1 dated January 30, 2024 or the "Revised Manual on the Disposal of Government Properties."

Unserviceable materials refer to obsolete, forfeited, abandoned, and surplus supplies, materials, and equipment. The purpose of disposal of these materials are to ensure elimination of continuing storage of said materials and thus reduce storage costs of the Academy, relieve accountable officers and employees from unnecessary or excessive accountability, and decongest the DAP offices.

The Logistics Division is the office in the DAP responsible for the disposal of unserviceable materials.

6.10. Legal Support

DAP's Legal Office provides support to all units of the Academy to ensure that statutory and regulatory requirements are adhered to, and to address policy issuances, personnel-related concerns and other potential issues.

Assistance to the Operations Groups include interpretation of laws, rules and regulations affecting the operations, initial and final review of all contracts (MOA, LOCs, MOU) and instruments prior to finalization of the relevant documents between DAP and the clients, provision of legal advice on complaints issued by external agencies, DAP employees and client agencies regarding allegations of unmet liabilities and other offenses, and performance of such other functions as may be provided by law.

The DAP's legal instruments conforms to guidelines and guidance set down by the Office of the Government Corporate Counsel (OGCC) in contracting with other parties.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 52 of 57

6.11. Information Technology Management

The Information and Communication Technology Department (ICTD) serves as a central hub for integrating knowledge management and innovation within the institution's ICT systems. As the primary technology solutions provider and support hub for all departments and personnel within the Academy, the ICTD oversees the establishment, management, and troubleshooting of the institution's ICT infrastructure, encompassing computer and software networks along with the development and maintenance of an API. Beyond infrastructure management, the department collaborates with various offices to manage specialized information systems and formulates strategies for their modernization and integration. Furthermore, the ICTD conducts comprehensive security audits, ensures the compatibility of ICT acquisitions, manages cloud services, digitizes processes to maintain data quality, and serves as the operational arm of the Digital Transformation Task Force, ensuring the Academy remains at the forefront of technological advancements.

6.12. Student/Trainee Support

6.12.1. Student Admission and Enrollment

Incoming students of the GSPDM apply and enroll through the Office of the Academy Registrar (OAR). Thus, the OAR maintains a procedure on Application for Admission and Enrollment for MPM Degree Program as published in DAP Service Charter to ensure that all admission and documentation requirements are complied prior to registration. Upon admission, the new students are also provided with an orientation to ensure students are familiarized with the services that OAR provides including the Academy's policies on admission, residency and graduation.

6.12.2. Management of Student Records

Student records and academic-related documents are retained by the OAR which will be part of Students' Academic File and considered official record of the Academy. To ensure proper maintenance, these documents are digitized and uploaded to the Registrar Information System. A procedure on Request for Certifications and Copy of Transcript of Records and Certified True Copy of Original Diploma, as also published in the DAP Service Charter, is also maintained to establish effective controls in releasing original and/or authenticated copies of students' academic credentials.

QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 53 of 57

6.13. Library Services

The DAP Library provides the following support services:

- 6.13.1. **Technical Services.** Cataloging and classification of library resources incorporating the latest bibliographic systems approach—RDA (Resource Description Access); Indexing and abstracting of research papers and journals; bibliographic encoding; Tagging of MARC system; updating of the Integrated Library Management System (ILMS-KOHA).
- 6.13.2. **Reference and Research Services.** Responds to reference queries and research requests (actual and online) of students, faculty members, administrators and staff of the Academy; provides guides to citations and plagiarism awareness; provides pathfinder in a specific subject area.
- 6.13.3. **Circulation Services.** Borrowing and returning of library resources; renewing and recalling of loaned out books; updating of user accounts to the OPAC.
- 6.13.4. **Book Acquisition Requests.** Responds to requests to purchase books, journals and other library materials.
- 6.13.5. **Current Awareness Services.** Disseminates current library title listings and e-books through email. With this service, information on particular topics or interests is routed to concerned individuals. This information may be reproduced or culled from relevant sources.
- 6.13.6. **Interlibrary Research Referral.** Administers interlibrary research requests by students, faculty members, administrators and staff who want to conduct research in other libraries.

6.14. Safety and Security Management

It is the policy of the DAP to provide adequate security and safety initiatives to protect its personnel, properties, documents, and facilities to maintain a safe working environment. The DAP engaged an outsourced security services provider for physical security functions, deploying security guards to strategic posts in and around the DAP premises. Under the guidance and supervision of the DAP Chief Security Officer (CSO), the security guards enforce or implement the security and safety policies, guidelines, house rules as well as health protocols of the Academy.

QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 54 of 57

The DAP also established its Emergency Response Team (ERT) to be mobilized to prepare and respond to natural or man-made emergencies such as fire and earthquake. The DAP ERT comprises mostly trained and certified first responders, some volunteers in their respective communities while some are capacitated by the Academy for their respective functions in the ERT.

6.12. Conference Facilities Management

The DAP Conference Center (DAPCC) supports the DAP's core business by providing physical learning spaces along with the needed services and facilities for its various training and capacity-building programs. The center also generates revenue from asset/facilities-based business wherein the corporate-wide administrative/support costs of the Academy are drawn.

DAPCC provides complete facility-based services for both residential and non-residential training, conferences, and team-building activities either face-to-face or online-based learning approach. The services include food and beverage, lodging, recreational activities, and a business center for group and individual walk-in guests. The center continually improves its facilities and services to provide a more conducive learning environment for all its guests.

7.0. Project Management

The DAP Project Management. System covers the following stages: conceptualization and development, negotiation and contracting, mobilization, implementation and monitoring, and evaluation and closure. Each stage of project management consists of sub-activities that are undertaken to meet the requirements of each stage. The start and end of the stages may overlap depending upon the nature of the project and the requirements of customers.

These programs and projects are composed of different interventions, such as, training, technical assistance, research and publication. These are categorized into four (4) types:

- Public offering – usually training, conferences, fora and workshops where individuals from different organizations register, attend and participate
- Regular Contracted – usually for training, technical assistance, workshops, research, publication and assessment specially designed and implemented to a specific agency; contracted through Letter of Conforme or Memorandum of Agreement
- GAA (General Appropriations Act) funded – programs, projects and activities that have funding support from GAA; usually proposed by the Academy for inclusion in National Expenditure Program
- Special projects – programs, projects and activities initiated internally outside the thrusts of the six (6) Centers of the DAP.

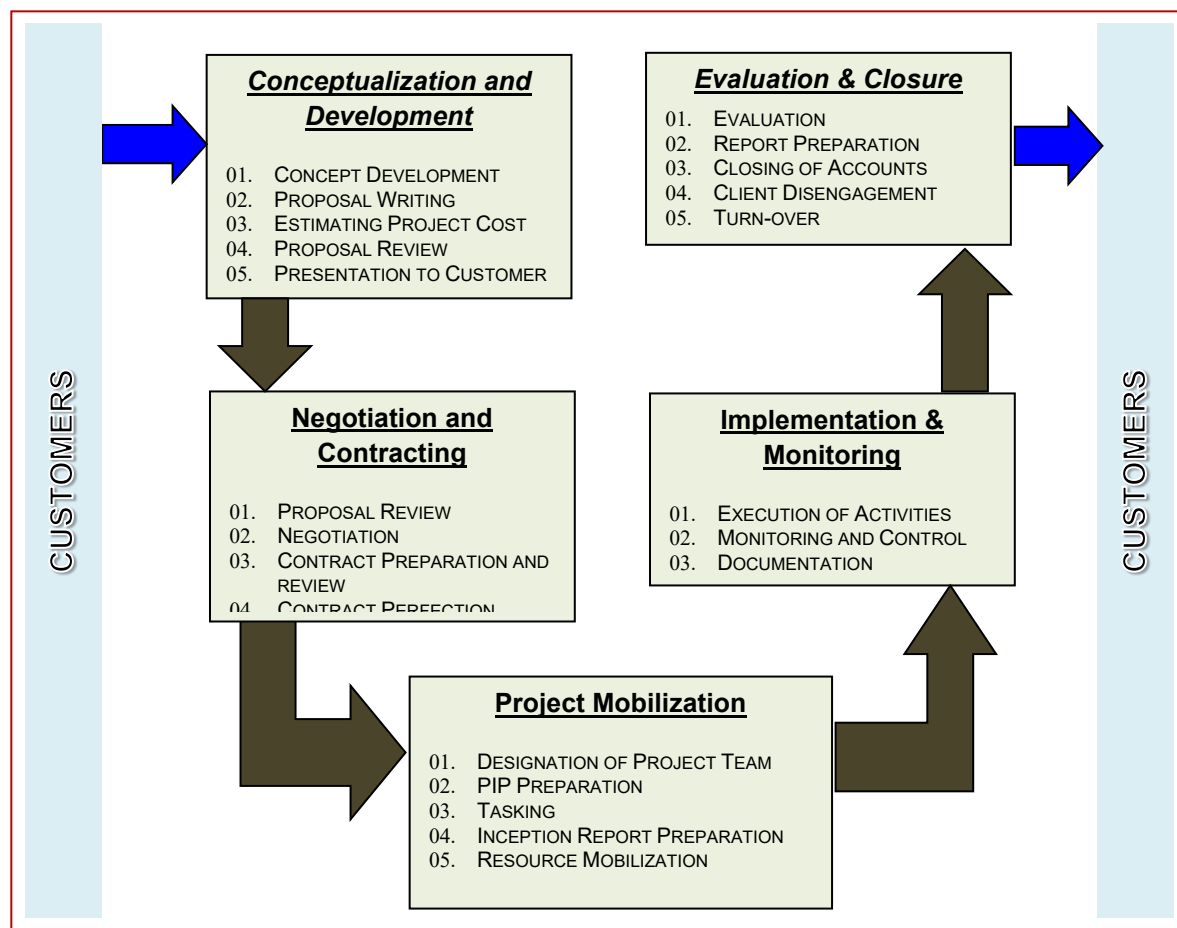
QUALITY MANUAL			
Code : QM	Revision No.: 12	Effectivity: November 2025	Page: 55 of 57

Implementation of Project Management is grouped according to thrust areas, namely: Center for Governance, Productivity and Development Center, Sustainable and Human Development Program, Center for Organizational Development and DAP sa Mindanao. Inter-center collaboration is also encouraged and implemented for a holistic approach in delivering programs and projects for a specific agency or sectors. Project management system is governed by established procedures and guidelines, i.e PMS-WI-01 to 05.

Projects are implemented through the designated Project Teams, which is composed of the supervising fellow, project manager, technical staff, project assistants (administrative and/or technical) and consultants and/or resource persons, who may be internal or external to the Academy.

Figure 4 DAP Project Management System is a graphical representation of the interface and interrelationships of the stages of Project Management System.

Figure 4. DAP Project Management



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 56 of 57

7.1. Project Conceptualization and Development (PMS-WI-01)

The Project Conceptualization and Development stage begins with identification of necessary intervention in response to a customer request/need, followed by proposal writing and review, project cost estimation, and ends with the acceptance of the proposed intervention by the customer.

Training courses also go through conceptualization and development.

7.2. Project Negotiation and Contracting (PMS-WI-02)

This stage of the project begins once the customer indicates initial acceptance of the proposal. It involves discussions and clarification of the project's Terms of Reference including output specifications, institutional responsibilities and other conditions to meet the requirements for the approval of the Memorandum of Agreement and/or Letter of Conformity of a particular project contract during parallel review by the client and DAP.

7.3. Project Mobilization (PMS-WI-03)

Once the project contract is perfected, the start-up activities of the project can be initiated. This stage entails the formation and internal authorization of the project team through a Special Order. Detailed Project Implementation Plan (PIP) preparation, tasking, preparation of inception report (as appropriate) and resource mobilization are among the key activities involved.

7.4. Project Implementation & Monitoring (PMS-WI-04)

The Project Implementation involves procurement of project inputs (goods or services), the execution of activities to carry out the project plan and deliver the project outputs, the conduct of monitoring activities, and output evaluation and documentation. This stage may end once the expected outputs of the project are completed.

7.5. Project Evaluation & Closure (PMS-WI-05)

This entails the client evaluation of the project, preparation of the final report, settling of financial accounts to clear DAP of all accountabilities, the turn-over of project documentation including the lessons learned as future reference, and disengagement from the client.



QUALITY MANUAL

Code : QM

Revision No.: 12

Effectivity: November 2025

Page: 57 of 57

This entails the final set of activities to evaluate the entire project, prepare completion and/or final report, settle financial accounts (accrual of revenue and expenses), clear the DAP of its obligations from the customer and turn-over the project documentation including the lessons learned as reference for future similar undertakings. (Reference: WI-05)

This work instruction likewise includes the preliminary administrative and logistical preparation the designated team administers prior to actual implementation date.

8.0. Managing Externally Provided Services

The DAP maintains a mutually-beneficial relationship with its external providers. It ensures that appropriate controls to ensure that these externally provided services conform to the DAP's QMS and cannot adversely affect the delivery of the DAP's services. Mechanisms, i.e., process and criteria, to evaluate and select this service providers are consistent with the government procurement laws. Moreover, the performance of these externally provided services is monitored and evaluated through various mechanisms. Results of performance evaluation of externally-provided services are presented to the management during the management review.