



DAP Strategy Map and 2020 Performance Commitments

I. The DAP Mandates, Mission and Vision

The Development Academy of the Philippines is a Government-Owned and Controlled Corporation established in 1973 with original charter created by Presidential Decree 205, amended by Presidential Decree 1061 and further amended by Executive Order 288.

Mandates

Pursuant to its charter, the DAP is mandated to:

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. 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,
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 current management drew out inspiration from the Academy's mandates which resulted to the refinements of the DAP's Mission and Vision statements.

Mission

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

1. Generate policy and action through research and strategic studies that address development issues and emerging challenges.
2. Promote excellence in leadership and organizations through training, education, and consultancy.
4. Catalyze the exchange of ideas and expertise in productivity and development in the region of Asia and the Pacific.

Vision

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

Core Values

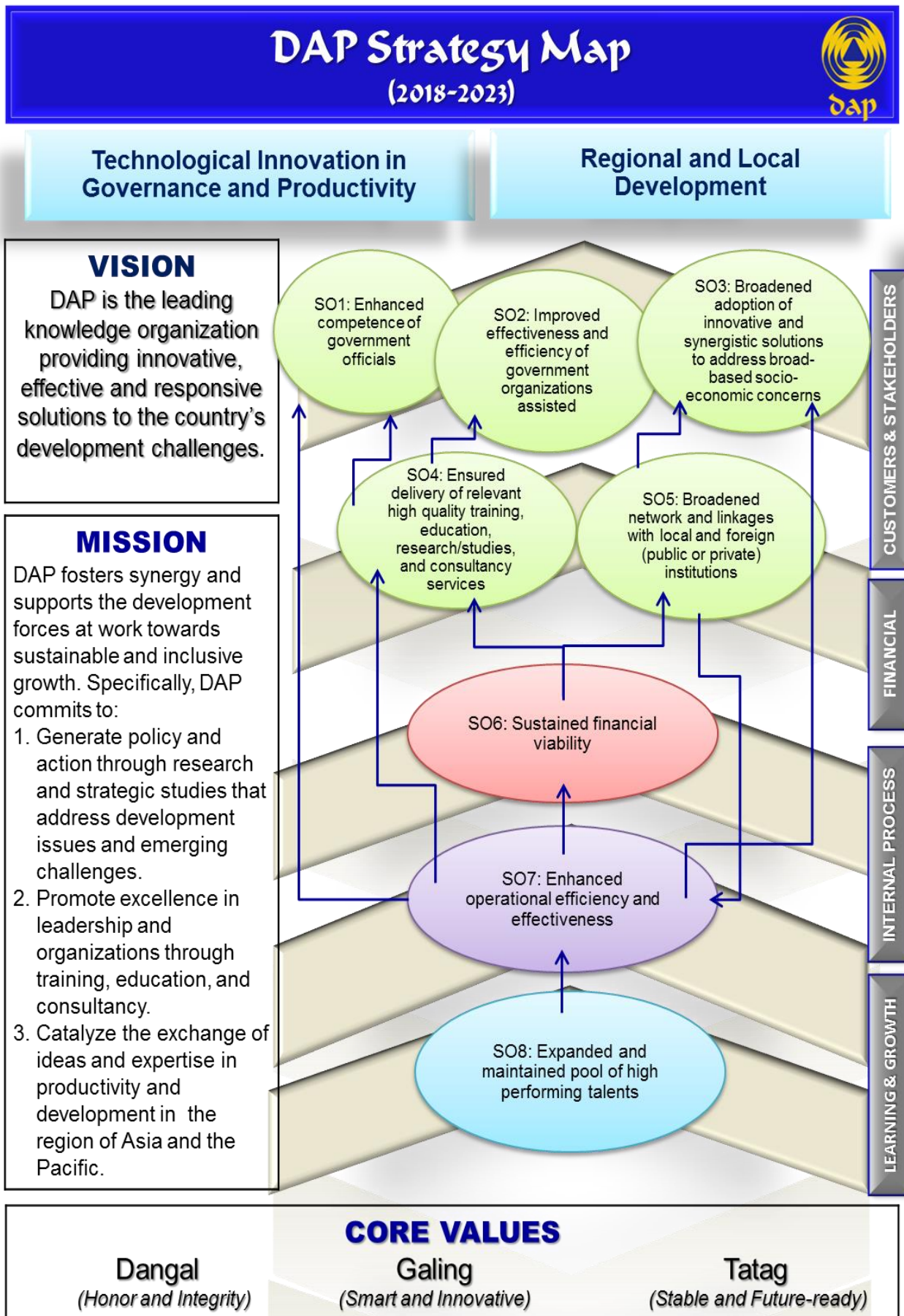
The officers and personnel live up to the following core values:

- Dangkal (*Honor and Integrity*)
- Galing (*Smart and Innovative*)
- Tatag (*Stable and Future-ready*)

II. DAP Strategy Map

Under the new management, the Academy embarks on another journey of redefining its strategic direction. This journey encouraged the management in committing to efficiently and effectively perform the DAP's Mandates and Mission; pursue the attainment of Vision; and live up to the Core Values indicated in the DAP Strategy Map 2019-2023.

Eight (8) strategic objectives or goals along the four perspectives such as customers/stakeholders, financial, internal process, learning & growth are set to support the priorities of the Administration towards Technological Innovation in Governance and Productivity and Regional and Local Development. (*see illustration of strategy map in next page*)



III. DAP 2020 Performance Scorecard

The metrics of the DAP performance are reflected in Table below showing a snapshot of the Academy's FY 2020 targets.

	Component				Baseline Data					Targets	
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System	2015	2016	2017	2018	2019 (1 st Sem)	2020	
CUSTOMERS/STAKEHOLDERS	SO1: Enhanced Competence of Government Officials										
	PM1	Completion rate	Number of graduates in GSPDM and PMDP over enrolled students per class	10%		No. of graduates GSPDM: 1,187 PMDP: 136	No. of graduates GSPDM: 845 PMDP: 143	No. of graduates GSPDM: 802 PMDP: 120	GSPDM: 96% PMDP: 99%	(Target: at least 90%) GSPDM: 100% PMDP: 100%	At least 90%
	PM2	Percentage of Capstone Project Plans (CPP) and Action Plan & Project (APP) accepted	Number of CPP and APP accepted by the panel over total number of CPP and APP presented	10%		GSPDM: 100% PMDP: 98%	GSPDM: 100% PMDP: 84.3%	GSPDM: 100% PMDP: 100%	GSPDM: 100% PMDP: 90%	GSPDM: 59% PMDP: 92%	At least 85%
	PM3	Number of local and international public sector productivity specialist trained	Total count of local and international public sector productivity specialist trained	5%		NA	NA	NA	89	28	75
			Sub-total	25%							

	Component					Baseline Data					Targets
	Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight	Rating System	2015	2016	2017	2018	2019 (1 st Sem)	2020
CUSTOMERS / STAKEHOLDERS	SO2: Improved effectiveness and efficiency of government organizations assisted										
	PM4	Percentage of client government agencies assisted on QMS with ISO 9001 certifiable QMS	No. of government agencies assisted on QMS with ISO9001 Certifiable QMS over total number of client agencies	5%		Actual number of agencies with ISO 9001 certifiable: 29	70%	100%	95.65%	(Target: 75%) Another 2 certifiable agencies: LBP Leasing and Finance Corp; Intramuros Admin	80%
		Participation rate of NGAs in RBPMS/PBIS implementation	No. of NGAs that participated in RBPMS-PBIS implementation over total no. of NGAs			100%	99%	99%	NA	NA	NA
	PM5	Number of agencies assisted in innovation projects	Total count of agencies which have been assisted in Innovation projects	5%		NA	NA	NA	28	(Target:6) 0	8
			Subtotal	10%							
	SO3: Broadened adoption of innovative and synergistic solutions to address broad-based policy and socio-economic concerns										
	PM6	Number of new programs institutionalized	Total number of programs that have been institutionalized	5%		NA	NA	NA	1	(Target:1) Ongoing	1
	PM7	Number of researches and studies completed	Total number of research and studies completed	5%		NA	NA	NA	6	(Target:7) Ongoing	7
	PM8	Number of strategic research utilized by clients	Total count of strategic research utilized by client/s	5%		NA	NA	NA	NA	NA	1

		Component				Baseline Data					Targets 2020
		Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System	2015	2016	2017	2018	2019 (1 st Sem)	
			Subtotal	15%							
CUSTOMERS /STAKEHOLDERS	SO4: Ensured delivery of relevant high quality training, education, research/studies, consultancy services										
	PM9	Customer satisfaction rating	Proportion of DAP clients that are satisfied with all DAP services	5%		85%	87%	90.79% (91%)	93.95% (94%)	(Target: at least 85%) Ongoing	At least 85%
			Subtotal	5%							
	SO5: Broadened network and linkages with local and foreign (public or private) institutions										
	PM10	Percentage of active partnership with institutions	Total number of partnerships with existing activities over total number of partnerships forged	5%		No. of program w/agencies: 11	No. of program w/agencies: 14	No. of program w/agencies: 17	14 active Partners out of 17 (82%)	(Target: at least 80%) 29%	At least 80%
	PM11	Number of international projects/ hostings implemented	Total count of APO projects hosted or implemented by DAP	5%		NA	NA	NA	17	(Target:16) 3	15
			Subtotal	10%							
FINANCIAL	SO6: Sustained financial viability										
	PM12	Revenue growth year to year (Gross Revenue)	Percentage growth year to year	5%		18.5% (P521.98M)	24%	(-7%)	P599 Million (projected based on 3 year average)	(Target: 599M) P576 Million (as of June 30)	P632 Million

	Component					Baseline Data					Targets
	Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight	Rating System	2015	2016	2017	2018	2019 (1 st Sem)	2020
	PM13	Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA)	EBITDA (% increase from year to year) absolute value average 3 year	5%		18.8% (P31M)	22%	41%	P42 Million <i>(projected based on 3 year average)</i>	(Target: P42M) P24.856 Million (as of June 30)	P51 Million
			Subtotal	10%							
INTERNAL PROCESS	SO8: Enhanced operational efficiency and effectiveness										
	PM14	Budget Utilization Rate for Major Government Programs from NG	BUR = obligation / allotment*	5%		NA	NA	NA	100%	(Target:90%) 84%	90%
	PM15	On-time delivery rate	Number of projects completed on or before the agreed project duration over total number of projects completed	5%		Amount accrued over total accruable amount: 94%	Amount accrued over total accruable amount: 95%	Amount accrued over total accruable amount: 98%	81%	(Target: at least 80%) On-going project validation	At least 80%
	PM16	Quality Management System (QMS) Conformance Rate	Sustained ISO certification	5%		DAP is ISO 9001:2008 Certified	DAP is ISO 9001:2008 Certified	DAP is ISO 9001:2015 Certified	DAP is ISO 9001:2015 Certified	Surveillance Audit is scheduled in October 2019	Continued Certification ISO 9001:2015
			Subtotal	15%							

	Component					Baseline Data					Targets
	Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight	Rating System	2015	2016	2017	2018	2019 (1 st Sem)	2020
	SO10: Expanded and maintained pool of high performing talents										
LEARNING AND GROWTH	PM17	Organizational climate employee morale index	Score on employee morale of surveyed employees	5%		3.8 (Positive Perception)	3.84 (Positive Perception)	3.89 (Positive Perception)	3.8 (Positive Perception)	(Target: at least 4.0) Survey is scheduled in October- Dec. 2019	At least 4.0
	PM18	Implementation of Competency-Based Human Resource Management Framework (CBHRMF)	Milestone Accomplishment	5%		83% of incumbents in PA to Fellow I position underwent position and person profiling	83% of incumbents in PA to Fellow I position underwent position and person profiling	100% of incumbents in Support Offices underwent position and person profiling	239 out of 272 plantilla personnel or 88% met the required competency	(Target: at least 80% of personnel with gaps in 2018 met the required competency: baseline-33) Re-assessment and validation of competencies to be conducted from Oct-Dec. 2019	80% of employees meeting the required competencies
				Subtotal	10%						
			GRAND TOTAL	100%							