



development academy of the philippines

# 2022 ANNUAL REPORT

DRAFT

# TABLE OF CONTENTS

I. MESSAGE OF THE DAP PRESIDENT AND CEO .....	3
II. ABOUT DAP.....	6
A. CORPORATE PROFILE.....	6
B. MANDATE.....	6
C. MISSION.....	7
D. VISION .....	7
E. CORE VALUES .....	7
F. STRUCTURE OF THE DAP.....	7
III. SUMMARY OF ACCOMPLISHMENTS .....	8
IV. ACCOMPLISHMENT HIGHLIGHTS.....	15
A. FLAGSHIP PROGRAMS .....	15
B. EDUCATION.....	32
C. OTHER PROGRAMS.....	40
D. REGIONAL OPERATIONS.....	50
E. NPO PROGRAMS AND PROJECTS.....	56
F. PARTNERSHIPS .....	61
G. AWARDS AND RECOGNITIONS.....	64
H. HUMAN CAPITAL DEVELOPMENT .....	67
I. FACILITIES IMPROVEMENT AND SUSTAINABILITY EFFORTS .....	76
J. CORPORATE SOCIAL RESPONSIBILITY.....	78
K. GENDER AND DEVELOPMENT .....	81
L. DIGITIZATION INITIATIVES.....	84
V. FINANCIAL HIGHLIGHTS .....	92
VI. GOVERNANCE.....	101
VII. ANNEX: LIST OF PROJECTS .....	120

## I. MESSAGE OF THE DAP PRESIDENT AND CEO



As we reflect on the remarkable journey of the DAP throughout 2022, it is with immense pride and gratitude that I share with you the outstanding accomplishments and milestones that have defined DAP in the year 2022. The past year has been a testament to our unwavering commitment to excellence, innovation, and collaboration.

In a global landscape recovering from the profound impact of the COVID-19 pandemic, the DAP demonstrated resilience and adaptability by executing a multitude of programs, staying true to our mandate even amidst changes in our nature and oversight. Notably, the GCG Memorandum Order 2022-04 brought about significant alterations, reclassifying the DAP as a State

University or College (SUC) and excluding it from the list of GOCCs covered by Republic Act 10149. Despite the challenges introduced by this directive, we navigated these changes with tenacity.

In the face of evolving circumstances, the DAP achieved a commendable feat, successfully completing 128 projects. The Academy demonstrated a clear focus on leveraging technology to enhance governance practices and boost productivity. Our commitment to excellence was further underscored by the audited Statement of Financial Performance, revealing a revenue of over PhP762.6 million and a net surplus of PhP108.5 million. These financial milestones reflect the efficiency and effectiveness with which the DAP operated in 2022.

Our accomplishments in 2022 were intricately woven into the fabric of our strategic objectives. The continued implementation of programs aligned with our strategic thrusts, focusing on technological innovations in governance and productivity, as well as regional and local development, stood as a testament to our dedication to fulfilling our Mission and Vision.

Moreover, I would like to acknowledge the profound impact of our institutional partnerships, a cornerstone of our success. In 2022, we fostered 82 partnerships, further solidifying our global reach and influence. I am delighted to share that among these partnerships, we forged new collaborations with esteemed institutions such as the Australian National University. Together, we aspire to exchange expertise,

particularly in the dynamic regions of Asia and the Pacific, fueling a collective pursuit of knowledge and progress.

Our commitment to nurturing enduring relationships was also evident in the renewal of partnerships with organizations that share our dedication to capacity building and leadership programs. The National Graduate Institute for Policy Studies (GRIPS) of Japan and the Institut National Du Service Public (INSP) of France exemplify our commitment to sustained collaboration, a testament to the enduring bonds we have cultivated over the years.

In the vibrant landscape of Mindanao, we celebrated a significant milestone. Through our Alternative Learning System - Education and Skills Training (ALS-EST) Program Implementation Modality, around 3,000 students from 14 partner-beneficiary LGUs in Mindanao graduated, marking a powerful culmination of our dedication to inclusive education and skills development.

As we reflect on these programs, partnerships and local triumphs, I am pleased to share that our efforts did not go unnoticed. In 2022, the DAP received accolades from various organizations, a recognition of our commitment to service and excellence.

The Anti-Red Tape Authority expressed their appreciation with a Plaque of Recognition, acknowledging our significant role in completing the capacity-building project on Regulatory Impact Assessment for Priority Agencies.

Our Mindanao office, DAP sa Mindanao (DsM), garnered multiple awards, reflecting their outstanding contributions in different areas. From the City Government of Davao, a Certificate of Appreciation for critical input in an Executive Course, and from the Department of Education Region XI, a Certificate of Appreciation Recognition for vital partnerships in delivering education to Out-of-School Youths and Adults. In Agusan del Sur, DsM received a Plaque of Appreciation for their participation and input in creating the Executive Legislative Agenda for CY 2022-2025.

Our DAP Conference Center in Tagaytay was also recognized with a Certificate of Appreciation and a Third Place during the “Nutri Kubo/Food Feast” 49th Nutrition Month Celebration, showcasing our commitment to community engagement and celebration of milestones.

Our Center for Governance earned the support and commendation of the Senate of the Philippines through a Letter of Commendation for the success of the CBILLS International Learning Course, underscoring our impact on the national legislative landscape.

In addition, our Sustainable Human Development Program (SHDP) received a Certificate of Recognition from the Haribon Foundation for their invaluable support as

a Project Steering Committee member of the Developing Local Biodiversity (DELOBI) Champions Project since 2020.

These accolades are not just acknowledgments of our achievements; they are reflections of the collective dedication, expertise and passion that define DAP.

The Academy's ability to navigate and thrive amidst the challenges presented by the changing landscape of 2022 showcased its remarkable adaptability and resilience, overcoming hurdles posed by the global shift post-COVID and the alterations in its nature and oversight. Despite these changes, the DAP not only sustained its programs but expanded its impact through the implementation of more initiatives.

As we move forward, let us carry the spirit of resilience, innovation, and commitment that defined our journey in 2022, and contributed to the holistic development of our nation and beyond. The DAP remains steadfast in its pursuit of excellence, and I extend my gratitude to every member of the DAP family for their unwavering dedication and hard work. Together, let us continue to shape a future defined by progress, collaboration, and transformative impact.

## **II. ABOUT DAP**

### **A. CORPORATE PROFILE**

The Development Academy of the Philippines (DAP) is a government-owned and controlled corporation established in 1973. Its charter was created through Presidential Decree 205, amended by Presidential Decree 1061, and further amended by Executive Order 288.

By virtue of Presidential Decree 205, the DAP serves as the National Productivity Organization (NPO) of the Philippines. The DAP attends to the duties and responsibilities of the country as a member of the Asian Productivity Organization (APO) and serves as the focal agency for productivity promotion in the country. As the NPO, the DAP ensures the fulfillment of international commitments and the implementation of APO's programs in the country. The DAP also serves as the official liaison body with the APO Secretariat in Tokyo, Japan.

### **B. MANDATE**

The DAP is mandated 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;
- 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
- Discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asia and the Pacific.

## **C. MISSION**

The DAP fosters synergy and supports the development forces at work towards sustainable and inclusive growth by:

- Generating policy and action through research and strategic studies that address development issues and emerging challenges;
- Promoting excellence in leadership and organizations through training, education, and consultancy; and,
- Serving as catalyst of exchange of ideas and expertise in productivity and development in Asia and the Pacific.

## **D. VISION**

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

## **E. CORE VALUES**

The DAP, through its members, fosters the following values as it carries out its mandate:

- Dangkal – Honor and Integrity
- Galing – Smart and Innovative
- Tatag – Stable and Future-ready

## **F. STRUCTURE OF THE DAP**

The DAP operates as a project organization. Its Board of Trustees, composed of ex-officio members, serves as its policymaking body. The Board is headed by a chairman elected from the trustees. The President implements the policies of the Board and manages the DAP's operations.

The DAP is composed of four major groups:

- The Corporate Affairs, headed by a Vice-President;
- The Program Operations, headed by a Senior Vice President;
- The Graduate School, headed by a Dean with the rank of Vice President; and,
- The Support Operations, headed by a Senior Vice President.

Each major group is composed of centers, departments, and offices.

### III. SUMMARY OF ACCOMPLISHMENTS

In 2022, as the world emerged from the COVID pandemic, the DAP too was able to implement more programs as it continued to carry out its mandate, even as it adjusted to some changes in its nature and oversight brought about by the issuance of GCG Memorandum Order 2022-04. The GCG MO excluded DAP from the list of GOCCs covered by Republic Act 10149 and classified it as a State University or College (SUC). Despite its own set of challenges brought about by said issuance, the DAP was able to complete 128 projects and realized a revenue of over PhP762.6 million and a net surplus of PhP108.5 million (based on audited Statement of Financial Performance).

#### A. Accomplishments Based on Strategic Objectives

The year 2022 saw the continued implementation of the DAP's programs and projects aligned with its strategic thrusts of technological innovations in governance and productivity, and regional and local development, as well as its Mission and Vision. In line with these, DAP has set eight (8) strategic objectives:

**SO1:** Enhanced competence of government officials

**SO2:** Improved effectiveness and efficiency of government organizations assisted

**SO3:** Broadened adoption of innovative and synergistic solutions to address broad-based socio-economic concerns

**SO4:** Ensured delivery of relevant high quality training, education, research/studies, and consultancy services

**SO5:** Broadened network and linkages with local and foreign (public or private) institution

**SO6:** Sustained financial viability

**SO7:** Enhanced operational efficiency and effectiveness

**SO8:** Expanded and maintained pool of high performing talents

Towards the achievement of these strategic objectives, the DAP continued to implement its various government-mandated programs, namely:

#### ***Education and Training Programs:***

- Public Management and Development Program (PMDP)
- Support to the Projects and Programs of the Productivity Development Center
- Education and Training Capability Building Seminar (ETCBS)
- Foresight and Anticipatory Governance
- Support for the Academic Programs of the Graduate School of Public and Development Management
- Smart and Creative Communities Program

**Research and Technical Assistance:**

- Harmonization of the National Government-Performance Monitoring, Information and Reporting System-Results Based Performance Management System (RBPMS)
- Center of Excellence on Public Sector Productivity (COE-PSP)
- Modernizing Government Regulations (MGR) for National Competitiveness and Productivity
- Government Quality Management Program (GQMP)
- Research Programs of the Graduate School of Public and Development Management
- Research on Sustainable Development Goals and Futures Thinking

**Aside from these, DAP also implemented its locally-funded programs:**

- Construction of the New Training Building in DAP Conference Center, Tagaytay City
- DAP Idea Generation Hub
- Center of Excellence for Data Science and Analytics
- Improvement of DAP Conference Center Training Facilities
- Adaptive Governance and Innovative for Local Executives (AGILE) Program-Phase 2

**SO1: Enhanced competence of government officials**

- For 2022, PMDP produced a total of 216 graduates for the year 2022 consisting of 138 Middle Managers, 22 Senior Executives, 15 Undersecretaries and Assistant Secretaries, and 41 local government officers and senior technical personnel.
- Under its ETCBS and AGILE program, DAP has capacitated 933 local officials, key functionaries and technical staff on management, leadership and policy development.
- Under the MGR, two (2) Advanced Courses on Regulatory Impact Assessment (RIA) were conducted with a combined total of 583 participants from local government units. The participants in these courses were those who have completed the Basic Course in the previous year.

**SO2: Improved effectiveness and efficiency of government organizations assisted**

- For 2022, DAP provided 31 beneficiary agencies with technical guidance in the development, implementation and performance improvement of quality management systems.
- Similarly, 127 agencies participated in the Government Best Practice Recognition awards.
- Under the Center of Excellence for Public Sector Productivity (COE-PSP), 303 agencies participated in PSP courses and workshops.

- Under the MGR, 39 regulatory agencies were included in the regulatory reviews in the following industries: aquaculture, arts, entertainment and recreation, disaster risk reduction and management, healthcare, and tourism.
- On top of those mentioned above, the DAP extended technical services to some 142 LGUs under its other programs. It also assisted 309 agencies under the Results Based Performance Management System to meet the criteria and conditions for the performance-based incentive of the government.

### **SO3: Broadened adoption of innovative and synergistic solutions to address broad-based policy and socio-economic concerns**

- By year end 2022, the DAP had completed 30 research projects on various topics related to governance, leadership, SDGs.
- In addition, under its Graduate School of Public and Development Management (GSPDM), 20 research studies were utilized by clients, 25 researches and 10 working papers were published and two (2) cascading activities conducted.
- Under the DAP's MGR program, the MGRP study teams conducted additional virtual and face-to face focus group discussions and consultations with private and public sector stakeholders to aid in the drafting of the interim report.

### **SO4: Ensured delivery of relevant high quality training, education, consultancy & research services**

- To check the satisfaction of its clients and stakeholders, the DAP commissions a third party to administer a Customer Satisfaction Survey (CSS). In 2022, DAP conducted a survey of 412 individuals representing 115 projects. From those surveyed, 97 percent gave at least a satisfactory rating.

### **SO5: Broadened network and linkages with local and foreign (public or private) institutions**

- For the early part of 2022, DAP was able to forge partnerships with four (4) new institutions under its project Smarter Philippines through Data Analytics, Research and Development, Training, and Adoption (Project SPARTA). These are: Foodpanda, Department of Science and Technology-Region XII (DOST XII), Bangsamoro Autonomous Region in Muslim Mindanao-Bangsamoro Planning and Development Authority (BARMM- BPDA), and Visayas State University (VSU). The MOU between DAP and its new institutional partners aims to strengthen and promote a data-driven culture in the country through SPARTA.
- DAP also renewed its partnership with National Graduate Institute for Policy Studies (GRIPS), Japan for another three (3) years. Partners since 2019, the DAP and GRIPS have collaborated on several invaluable projects for legislators and public sector leaders. This includes workshops and programs on phronetic leadership, innovative governance, public policy development, and co-creation.

- Other partnerships maintained

#### **SO6: Sustained financial viability**

- For 2022, the DAP generated a total revenue of PhP762.6 million or a growth rate of 20.4 percent from the previous year. The DAP's main sources of revenues are the regular projects/ programs and public offerings, the revenues from mandated programs of the National Government, the use of DAP Tagaytay and Pasig Facilities, and other income.
- The Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA) amounted to PhP128.732 million.

#### **SO7: Achieved operational efficiency and effectiveness**

- The DAP ensures the efficiency and effectiveness of its operations and processes through the adoption of global quality standards. Following the surveillance audit of 2022 of its Quality Management System, the certifying body recommended the maintenance of the ISO certification of the DAP.
- Overall, the DAP is compliant with the oversight requirements considering that it is qualified for the PBB 2022.
- For 2022, the DAP accomplished a Budget Utilization Rate of 96 percent, with DAP having disbursed PhP894,221 million of its appropriated PhP1,098,131 for the year.
- In compliance and consideration for "cash-based budgeting," the DAP commits to achieve the on-time delivery rate in all its projects contracted and implemented in 2021. This means that projects contracted for the year are completed on or before the agreed project duration. By the end of 2022, the DAP's on time delivery rate was at 82.74 percent.
- As part of its efforts to improve the efficiency of its processes amidst the pandemic, as well as the delivery of its services, DAP continues to enhance its Learning Management System named Linang to continue providing e-learning training and developments and education for its students/government officials/staff.

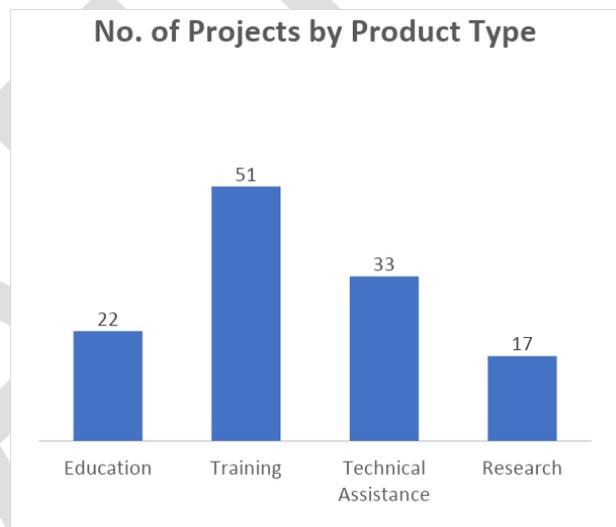
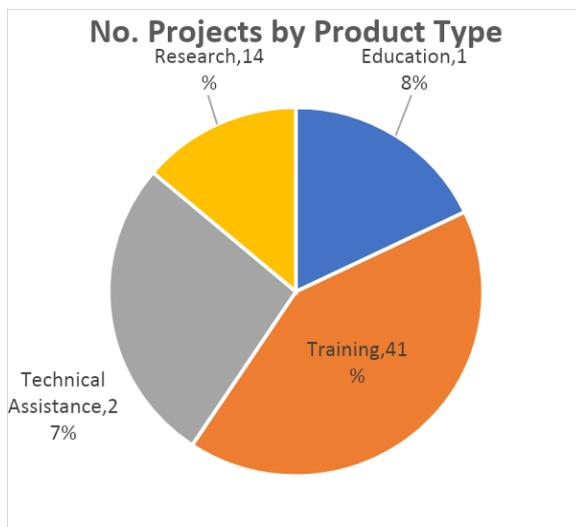
#### **SO8: Expanded and maintained pool of high performing talents**

- In pursuit of business excellence and a balanced organization, the DAP continues to administer the Organizational Climate Morale Survey and monitors the results to continuously improve its internal policy, programs, process, benefits, and relationships between and among offices. In 2022, the average score on employee morale of surveyed employees was 4.0 which reflected a positive perception of the organization.
- DAP as a knowledge institution decided to pursue its initiative of ensuring that its human resources are equipped with relevant competencies required for each position. In doing so, the Competency-Based Human Resource Management Framework (CBHRMF) was adopted since 2016. In 2022, the DAP committed to

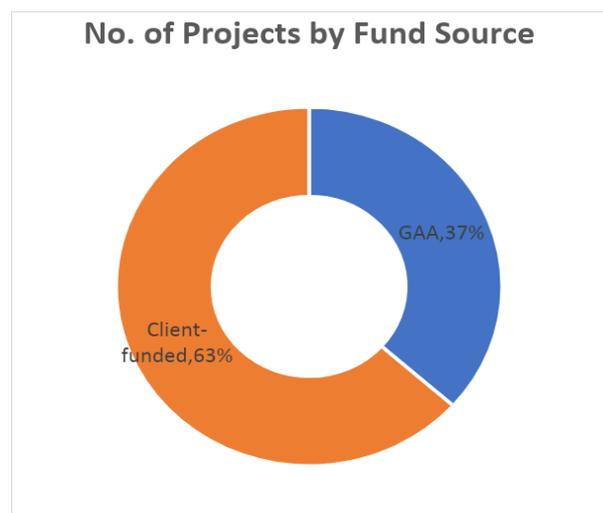
provide for the continual relevant human resource interventions and reassessment of competencies of its 385 plantilla personnel. As measured, 98 percent of plantilla personnel meet the required competencies of their respective positions. Continuous interventions such as training, coaching and mentoring are ongoing to further improve and enhance competencies.

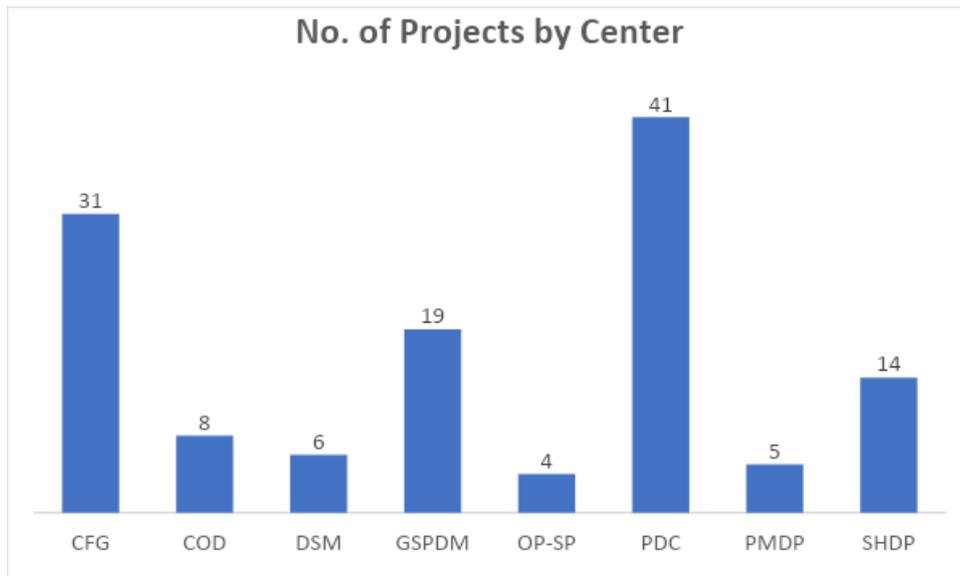
## B. Summary of Project Accomplishments

In 2022, DAP completed a total of 128 projects consisting of 51 Trainings (41%), 33 Technical Assistance (27%), 22 Education Programs (18%), and 17 Researches (14%).



Of the 128 completed projects, 63% or 78 were funded through the Government Appropriations Act (GAA) while 37% or 45 were Client-funded projects.





In terms of performance by Center, PDC completed the most number of projects in 2022 (41), followed by CFG (31), GSPDM (19), and SHDP (14).

Looking at the clients served by DAP last year, the data shows that 21 of the completed projects last year were for National Government Agencies (NGAs), 18 were for Attached Agencies/Bureaus, and 11 were for Government Owned and/or Controlled Corporations (GOCCs) among others.



The graph shows that the 128 completed projects in 2022 were availed by only 63 clients. Of these clients, 44 or 70 percent are considered as Repeat Clients who availed more than one DAP product while 19 or 30 percent have availed only one DAP product so far.

**On-time Delivery Rate**  
*as of 31 December 2022*

The On-time Delivery Rate for 2022 is 86 percent detailed below.

Project Status	Contracted	GAA Projects	Spill-Over	TOTAL
Completed	39	25	64	<b>128</b>
Delayed	1	0	0	<b>1</b>
Extended	6	11	10	<b>27</b>
Ongoing	23	9	8	<b>40</b>
Terminated	0	0	0	<b>0</b>
<b>Grand Total</b>	<b>69</b>	<b>45</b>	<b>82</b>	<b>196</b>

<b>SUMMARY</b>	
Completed + Ongoing	168
Delayed + Terminated + Extended	28
<b>TOTAL PROJECTS</b>	<b>196</b>
<b>ON-TIME DELIVERY RATE</b>	<b>86%</b>

## IV. ACCOMPLISHMENT HIGHLIGHTS

### A. FLAGSHIP PROGRAMS

#### PUBLIC MANAGEMENT AND DEVELOPMENT PROGRAM



The Public Management Development Program (PMDP) is a revival of the Career Executive Service Development Program (CESDP). It is an intensive program entirely funded by the Philippine government that provides comprehensive and multi-modal learning opportunities for public managers.

Specifically, the PMDP aims to help participants develop a keen appreciation of the vital role government executives play in the overall development process; produce competent government leaders committed to the welfare of their constituents and the country's progress; foster a spirit of kinship, mutual support, and harmony among government leaders working for the common goal of a good life for all; deepen the bench of successors to the incumbent government executives to ensure smooth transition in case of promotions or vacancies; and enhance the image of the Philippine government as an institution imbued with professionalism, integrity, and honesty.

Invariably in general, each class type has a long cycle residential training with experiential activities like the Sensing Journey and Foreign Study Mission, and an integrating Capstone requirement.

The PMDP supports the goals of the Philippine Development Plan 2023-2028. Specifically, the Program plays a vital role in further improving the efficiency and competence of public service as stated in Chapter 14: Practice Good Governance and Improve Bureaucratic Efficiency through its offered classes. Currently, the PMDP is offering four classes:

- **Middle Managers Class (MMC)** designed for section to division chiefs;
- **Senior Executives Class (SEC)** designed for senior officials;
- **Phronetic Leadership Class (PLC)** designed for high-ranking officials (undersecretaries and assistant secretaries); and
- **Local Government Executives and Managers Class (LGEMC)** designed for local government executives and department heads of the provincial, city or municipal governments with permanent positions.

## 2022 Program Accomplishment Highlights



- **Scholars and graduates:** The Program opened seven additional batches for its MMC (2), SEC (1), PLC (1), and LGEMC (3) for the calendar year 2022. In total, 176 new scholars were welcomed to the program. On the other hand, four batches of the MMC, one batch of the SEC, one batch of the PLC, and three batches of the LGEMC were concluded during the same period. PMDP produced a total of 216 graduates for the year 2022 consisting of 138 Middle Managers, 22 Senior Executives, 15 Undersecretaries and Assistant Secretaries, and 41 local government officers and senior technical personnel.
- **Joint project with the Philippine Institute for Development Studies:** It was also during the same year that the DAP (DAP) engaged in a joint project with the Philippine Institute for Development Studies (PIDS), tapping the assistance of the PIDS to conduct an Outcome Evaluation of the PMDP. The said survey highlighted significant evidence of the program's impact on key stakeholders. A certificate of project completion was given by the PIDS to the DAP during a PMDP Faculty Meeting in

the last quarter of the year, during which the results of the survey were also presented by the former.

The survey showed evidence of relatively positive impact of PMDP in relation to the improvement of CESB competencies among the graduates of the programs. The highest effect was evident in the ability to drive performance for integrity and service, leading to the commitment to produce and achieve good results.

### **CAPABILITY BUILDING ON INNOVATIVE LEADERSHIP FOR LEGISLATIVE STAFF**

The Capability Building on Innovative Leadership for Legislative Staff (CBILLS) program stands as a testament to the collaborative efforts between the legislative branch, DAP, and the broader national development agenda. By equipping the legislative workforce with the necessary skills and knowledge, CBILLS contributes significantly to the creation of evidence-based policies and the realization of the goals outlined in the Philippine Development Plan. It is designed to fortify and strengthen the leadership, management, and technical skills of the congressional members, officers, and staff through capacity-building interventions, aligning with the broader goals of the PDP and DAP's mandate. It seeks to respond to the evolving training needs of the congressional machinery, enabling it to provide effective support in fulfilling its responsibilities for lawmaking and oversight.

With this agenda in mind, the legislative branch partnered with the DAP in designing and conducting a continuous training development program that caters to the unique nature and operations of the Philippine Congress.

In line with the nation's development goals, all interventions are designed to emphasize the role of Congress in balancing government powers and adopting legislative measures addressing socio-political and economic issues.

CBILLS is intricately linked to the socio-economic agenda outlined in the PDP 2017-2022, specifically Chapter 5, which emphasizes ensuring responsive, people-centered, technology-enabled, and clean governance. Under the sub-sector outcome of developing smart and resilient public organizations and future-ready public servants, CBILLS becomes a pivotal intervention in enhancing the competencies of legislative staff. The PDP recognizes the importance of capacity-building interventions, acknowledging DAP's role in developing competencies in the executive branch and extending it to the legislative branch.

Further, the program not only strengthens the capabilities of individuals within the legislative branch but also reinforces DAP's commitment to excellence in public service.

The DAP's mandate to conduct training programs that promote evidence-based policies directly correlates with the essence of CBILLS. By enhancing the workforce within the legislative branch, CBILLS contributes to shaping the legal landscape of the country through the formulation of laws. This aligns seamlessly with DAP's commitment to fostering a skilled and knowledgeable public sector that supports the nation's development and growth through evidence-based policies.

CBILLS is designed as a continuous developmental set of training programs catering to emerging leaders to senior leaders. The program's three tracks—Emerging Leaders, Middle Managers, and Senior Leaders—ensure that each level of leadership in Congress receives targeted and relevant training interventions.

### **Program Components**

- **Local Training:** The CBILLS program is comprehensive in its approach, encompassing various components tailored to address the specific needs of the legislative branch. The Local Training component serves as the bedrock, delving into crucial aspects of management, leadership and technical skills. This includes specialized courses focused on fundamental concepts, fostering an awareness of current political trends, and introducing new and emerging perspectives within the dynamic landscape of the public sector.
  - **Legislative Training Courses:** Specifically designed to fortify leadership and management competencies, technical skills and policy development skills, these courses aim to empower participants with the knowledge and tools essential for effective legislative roles.
  - **Lecture Series:** A curated series addressing socio-political and economic perspectives serves as a platform to instill the importance of long-term planning. These lectures provide a forum for in-depth discussions on strategic issues that significantly influence socio-political and economic governance.

- **International Learning:** The International Learning component of CBILLS extends a unique opportunity for participants to glean insights from global experts and institutions. This component is strategically designed to broaden perspectives on public policy systems, legislation, public sector leadership, and innovative governance measures.
  - **Global Perspective Enhancement:** By engaging with international experts, participants gain a nuanced understanding of global best practices, fostering a broader outlook on public policy and governance.
  - **Information Exchange Forum:** Beyond the traditional classroom setting, the International Learning component serves as an interactive forum for information exchange. Participants engage in discussions, sharing skills, and exchanging best practices. This collaborative environment is essential in building and strengthening networks, fostering potential international collaborations.

## 2022 Program Accomplishment Highlights

The CBILLS program has witnessed notable achievements in year 2022, showcasing its impact on the legislative staff and officers:

- **Enrollment:** A commendable total of 145 staff and officers enrolled in the program. This included 67 individuals from Appropriations and Finance, 39 emerging leaders, and 39 middle managers.
- **Course Offerings:** CBILLS successfully conducted five (5) local courses, each tailored to meet specific needs, and one (1) international course that provided a global perspective to the participants.
- **Lecture Episodes:** The program featured five (5) lecture episodes, contributing to the intellectual enrichment of participants and fostering a culture of continuous learning.

These accomplishments underscore the success of the CBILLS program in fulfilling its objectives and contributing to the professional development of the legislative.

## GOVERNMENT QUALITY MANAGEMENT PROGRAM



The Government Quality Management Program (GQMP) is a national government program with the goal of effecting improvement in public sector performance by ensuring the consistency of products and services through quality processes that can be achieved by an effective Quality Management System (QMS). GQMP was created through the issuance of Executive Order No. 605 s. 2007, Institutionalizing the Structure, Mechanisms, and Standards to Implement the Government Quality Management Program.

The risks posed by the COVID-19 pandemic pushed for the prioritization of enhancing the capability of public sector organizations in terms of anticipating and managing risks in enhancing internal control and sustaining public service delivery, especially in times of disruptions.

GQMP aligns and supports the goals stated under the Chapter 14: Practice Good Governance and Improve Bureaucratic Efficiency of the Philippine Development Plan 2023-2028. These efforts are reflected through the Program's assistance to beneficiary agencies on their QMS development, transition, expansion, or consolidation/harmonization; provision of technical assistance that equipped government agencies with systems improvement mechanisms to ensure the harmonized delivery of public services, especially the frontline and key services of the government; effective planning for and address risks and opportunities; and, improvement of citizen satisfaction and ease of doing business through appropriate quality and productivity improvement tools, techniques, and approaches.

GQMP comprises four major components:

- QMS Enhancement (QMSE);
- Quality Measurement and Standardization (QMAS)
- Service Quality Improvement (SQI); and
- Recognition and Promotion (RAP)

## 2022 Program Accomplishment Highlights

- **Technical assistance grants:** The Program has provided technical assistance grants for a total of 38 beneficiary agencies under its QMSE component for the calendar year 2022. Of this total, 11 are on the establishment or enhancement of QMS, 10 on strengthening risk management capability, and 17 on capability-building intervention on QMS. The technical assistance projects also allowed 990 key officers and staff of Public Service Organizations (PSOs) to enhance their knowledge and skills through the various training courses conducted.
- **Citizen Satisfaction Survey:** The DAP conducted the 2022 Citizen Satisfaction (CitSat) Survey through the GQMP. The survey is under the Program's QMAS component and is one of the series of whole-of-government satisfaction surveys being conducted by the DAP, with the aim of measuring the Filipino public's level of satisfaction and expectations with frontline government services, therefore generating data that government agencies and offices can use to improve the quality of their frontline service design and delivery.

A total of 3,714 citizens with completed transactions with frontline services of selected national government agencies (NGAs) and local government units (LGUs) in four highly urbanized areas – Quezon City (to represent the National Capital Region), Angeles City-San Fernando City (Balance Luzon), Cebu City (Visayas), and Davao City (Mindanao) – participated in the survey through face-to-face interviews. The survey showed that transacting citizens are satisfied with the services of frontline government offices and agencies, receiving an overall Government-to-Citizen (G2C) Satisfaction Score of 96.96 percent.

The results of the 2022 CitSat Survey were used in the development Service Quality Standards (SQS) with the addition of 10 service quality dimensions bringing the total number of dimensions to 51.

- **Service Quality Improvement:** The SQI component of the GQMP aims to support and level up the implementation of QMS in government

agencies through the promotion and conduct of quality and productivity initiatives to enhance the capabilities of beneficiary agencies in effecting actual process and/or service quality improvement among PSOs. This is done through the introduction of various productivity and quality improvement tools and techniques, making use of innovation, streamlining, and other mechanisms for service process improvements.

For the calendar year 2022, the Program provided technical assistance grants to the Insurance Commission (IC) and the Bureau of Fisheries and Aquatic Resources (BFAR) with the aim of improving their frontline service by assessing their performance, analyzing service gaps, and recommending tangible process improvements. These technical assistance grant resulted in the development of a new monitoring tool for the IC called Modified Logs Excel (ModifLEx) that integrates all the monitoring templates for walk-ins, phone calls, and email transactions of insurance claimants, consequently resulting in the reduction of IC's response time by 72.2 percent (from 32.4 seconds to 9 seconds). The project resulted in several significant improvement initiatives for the BFAR: 1) Reduction of steps in locating the LTP Application Form on the BFAR website (from 5 Steps to 2); 2) Easier access to information thru the Onsite provision of a leaflet containing responses to frequently asked questions; 3) Streamlined and digitized processing and issuance system that would include the Regional Fisheries Inspection and Quarantine Units; and, 4) Stronger controls and regular reporting of LTP Issuance.

- **Recognition and Promotion:** The DAP conducted the 2022 Public Sector Quality and Productivity Improvement Forum (PSQPIF) and the 2022 Government Best Practice Recognition under its RAP component. The forum garnered 600 participants who convened to discuss vital drivers of public service delivery quality and productivity acceleration, collaborated to identify recommendations for quality improvement initiatives, commend government agencies with best practices, and, contributed to raising awareness on public sector quality and productivity improvement strategies, standards, programs, framework, and approaches to improve citizen satisfaction. The program received 219 best practice entries from 164 agencies. Of the 164 agencies, the Cagayan Economic Zone Authority, the Department of Science and Technology-Philippine Institute of Volcanology and Seismology, the Department of Agriculture-Philippine Rice Research Institute, the Local Government Unit of Mandaua City, and the Provincial Veterinary Office of Marinduque were recognized for their exemplary public service innovations.

## MODERNIZING GOVERNMENT REGULATIONS PROGRAM



The Modernizing Government Regulations (MGR) Program is a comprehensive national regulatory reform program that aims to improve the ease of doing business in the Philippines through regulatory and non-regulatory solutions in partnership with government agencies and the industries they regulate. In 2022, the MGR Program will focus on the regulatory review of government-to-citizen (G2C), agency-to-agency (A2A), and government-to-business (G2B) transactions in line with the Philippine Development Plan (PDP) by the National Economic and Development Authority (NEDA).

As a member of the Inter-Agency Committee on Good Governance and as an implementer of regulatory review programs, the DAP was invited to participate in the formulation of the PDP 2023-2028, particularly, in Chapter 14: Promote Competition and Improve Regulatory Efficiency. The MGR Program also subsequently provided enrolled indicators for the accompanying results matrix.

MGRP comprises four major components:

- Program Management;
  - Regulatory Review;
  - Capability Building; and
  - Advocacy and Public Consultation
- 
- **Regulatory Management System:** The DAP, through the MGR Program, has undertaken the formulation of the Regulatory Management System (RMS) under the Program's first component. The RMS, developed similarly to the ISO Quality Management System but in the context of regulatory agencies, aims to provide an institutional-level tool for government agencies to ensure continuous improvement in their regulatory processes. Additionally, the DAP participated in consultation meetings on the development of the Linang Learning Management System and the Anti-Red Tape Authority's NPRMS.

- **Regulatory Review:** In consideration of the aftermath of the Covid-19, the MGRP conducted the 2022 Regulatory Review for three new sectors, which were identified as the most affected by the pandemic, and two previous sectors. These sectors were:
  - disaster response, risk reduction, and management;
  - arts, entertainment, and recreation (AER);
  - aquaculture (fish cage farming);
  - healthcare (telemedicine); and
  - tourism (Meeting, Incentive Travels, Conferences, Exhibitions)
- **Capacity building initiatives:** The program has also implemented several capacity building initiatives for various select agencies for the calendar year 2022.

In total, 143 regulatory personnel, officers, and technical staff were capacitated in Basic Course in Risk Impact Assessment (RIA); 82 regulatory personnel, officers, and technical staff were trained on the Advanced Course in RIA; 245 key officers and technical staff from central and regional offices of national government agencies and attached bureaus and government-owned-and-controlled corporations participated in the Seminar on Consultations in RIA; and, 107 directors, division chiefs, and technical staff undergone the Course on Regulatory Compliance Cost Assessment (RCCA): Cost Modeling and Streamlining. Further, the Program also collaborated with the Asian Productivity Organization to conduct a Workshop on the Future of Regulations.

## **CENTER OF EXCELLENCE ON PUBLIC SECTOR PRODUCTIVITY**

In spearheading the charge to propel innovation and productivity within the public sector throughout Asia and the Pacific, the Philippines stands proudly as the designated Asian Productivity Organization (APO) Center of Excellence on Public Sector Productivity (COE-PSP). At the forefront of this initiative is the DAP, recognized not only as the focal organization but also as the implementing institution driving transformative change across the region.

The COE-PSP has five key components:

- **PSP Knowledge Center** is a repository and online library of pertinent data, information, materials and references on public sector productivity. It accumulates, codifies and publicly disseminates PSP knowledge

products derived from APO projects, e.g., best practice manual, P & Q tool box, contributions from NPOs, international publications on innovation and productivity in the public sector, database on local and international experts on public sector productivity, and the like. This aligns with DAP's mandate of knowledge dissemination and capacity-building. By fostering a culture of informed-decision making, the COE-PSP contributes to the creation of a well-informed and empowered public sector.

- **PSP Capability Development Program** consists of focused interventions and a spectrum of face-to-face and online training and other learning solutions to develop new competencies on productivity methods, tools and techniques as applied in the public sector. Within the medium-term, it seeks to establish a critical mass of P & Q professionals that can render expert assistance and strategic advice on productivity improvement to public sector organizations of NPOs especially the Philippines. This resonates profoundly with DAP's commitment to capability development. By cultivating a critical mass of P&Q professionals, the COE-PSP becomes an instrumental asset in fortifying the skill set of public servants, aligning with DAP's mission of building a competent and adept public sector workforce.
- **PSP Innovation Laboratory** is the strategy and venue for the NPOs and selected public sector organizations to stimulate strategic thinking and innovation, understand, experiment and obtain first-hand experience in applying new solutions to address critical public sector productivity issues, under the guidance of technical experts deputed by the DAP and the APO. The establishment of a "future center" for the public sector is being conceived under this component. In summary, this aligns perfectly with DAP's commitment to fostering innovation in governance. By providing a venue for experimentation and firsthand experience in addressing critical productivity issues, the COE-PSP catalyzes the adoption of innovative solutions, echoing the ethos of progress and adaptability championed by DAP.
- **PSP Research Program** complements and informs the three other components through studies and in-depth investigation of measurement of productivity in the public sector, innovations for productivity including best practices, effectiveness of P & Q tools and programs, counterproductive policies, emerging issues and trends that have implications on productivity of the public sector. In its commitment to conducting research studies, the COE-PSP significantly contributes to DAP's mission of promoting evidence-based policies. This aligns with

the PDP's emphasis on research-backed strategies, ensuring that public sector organizations can continually improve their PSP-related programs and policies.

- **Advocacy and Promotions** is in charge of broadcasting and communicating the center's advocacy through social media, in-person events, communication campaigns, and alike. This component advocates productivity through its Productivity Challenge Program. It is focused on strengthening productivity knowledge of the public sector through digital marketing and workshops.

## 2022 Program Accomplishment Highlights

The accomplishments of the COE-PSP for CY 2022 underscore the program's far-reaching impact and its significant role in advancing the goals of the DAP and the PDP. The following achievements highlight the program's commitment to capacitate individuals, foster innovation, and disseminate knowledge in the realm of PSP.

- **Individual Capacitation:** A total of 81 individuals benefited from the COE-PSP's initiatives, reflecting the program's dedication to enhancing the capabilities of public sector professionals. Through a variety of training and capacity-building interventions, participants were equipped with the skills and knowledge essential for navigating the complexities of PSP.
- **Beneficiary Agencies:** The impact of COE-PSP extended to 22 beneficiary agencies, emphasizing the program's ability to cater to the diverse needs of government organizations. By directly engaging with agencies, the COE-PSP facilitated targeted interventions that addressed the unique challenges faced by each entity.
- **Specialist Training:** A noteworthy accomplishment includes the training of 129 local and international public sector specialists. This achievement underscores the program's commitment to not only capacitate individuals within the government agencies but also to engage with experts who contribute to the broader discourse on public sector productivity.
- **Agency Participation:** The COE-PSP witnessed active participation from 214 agencies in various PSP courses and training workshops. This broad engagement reflects the program's ability to serve as a valuable

resource for a wide spectrum of government entities seeking to enhance their productivity practices.

- **Innolab Program:** 25 agencies participated in the Innolab Program, a testament to COE-PSP's commitment to fostering innovation within the public sector. Through this initiative, agencies had the opportunity to explore and experiment with innovative solutions to address critical productivity issues.
- **Innovation Projects:** 18 innovation projects were conceptualized in CY 2022, showcasing the tangible outcomes of the COE-PSP's emphasis on fostering creativity and strategic thinking within government agencies.
- **Capacity Development Projects:** Six capacity development projects on PSP-related topics were successfully implemented. These projects contributed to building a reservoir of knowledge and expertise within the public sector, aligning with the broader goals of DAP and the PDP.
- **PSP Resources:** A total of 112 PSP resources were developed and disseminated, further emphasizing COE-PSP's commitment to knowledge-sharing and providing valuable insights to public sector professionals.
- **Research Adoption:** One research result or recommendation generated by COE-PSP was adopted by sector or concerned agencies, demonstrating the program's practical impact in influencing policies and practices within the public sector.
- **Webinar Participation:** A staggering of 4,708 participants engaged in COE-PSP webinars, emphasizing the program's ability to reach a wide audience and disseminate knowledge through digital platforms.
- **Online and Social Media Reach:** The program achieved an impressive reach of 115,972 individuals through online and social media platforms. This accomplishment highlights COE-PSP's commitment to leveraging digital channels for knowledge dissemination and awareness building.

In conclusion, the accomplishments of the COE-PSP for the reporting period attest to its role as a catalyst for positive change within the public sector. By capacitating individuals, fostering innovation, and disseminating knowledge, the program not only aligns with the mandates of DAP and the PDP but also actively contributes to building a more efficient and effective public sector.

## **HARMONIZATION OF THE NATIONAL GOVERNMENT-PERFORMANCE MONITORING, INFORMATION AND REPORTING SYSTEM-RESULTS BASED PERFORMANCE MANAGEMENT SYSTEM**

The AO25 Inter-Agency Task Force, with DAP as its Secretariat, stands at the forefront of the government's commitment to elevating public service through accountability and effective governance.

The AO25 Secretariat in DAP acts as the Technical Resource Institution, coordinating the implementation of the Results-Based Performance Management System (RBPMS). The overarching goal of RBPMS is to rationalize and streamline the performance management systems across government agencies, fostering a culture of accountability and transparency. Moreover, the System aims to promote transparency by providing information about programs, targets, and overall performance of all the agencies in the public sector.

The RBPMS supersedes the myriad performance management systems previously in place for various entities, including national government agencies (NGAs), government-owned and -controlled corporations (GOCCs), select constitutional commissions, state universities and colleges (SUCs), local government units (LGUs), and local water districts (LWDs).

Using a comprehensive framework, the RBPMS goes beyond several performance management levels. It defines various levels of achievements from individual to bureau and organization levels. Collectively, it impacts different sectors and the society in general.

The RBPMS, as mandated in Administrative Order 25, determines entitlement of performance-based allowances, incentives, or compensation of personnel in view of the transparency afforded to the agency scorecard.

To promote a performance-based culture in the government, EO No. 80, issued on July 20, 2012, adopted the Performance Based Incentive System, which consists of the Productivity Enhancement Incentive (PEI) and the Performance-Based Bonus (PBB).

These initiatives, under the guidance of DAP, contribute significantly to the broader vision of building a government that is accountable, transparent, and focused on delivering meaningful outcomes for the Filipino public.

## 2022 Program Accomplishment Highlights

The activities and accomplishments of the AO25 IATF underscores its crucial role in steering the government's commitment to effective performance management. The period under review witnessed a series of strategic initiatives aimed at assisting agencies in complying with PBB requirements, coupled with research endeavors, outreach efforts, and continuous improvement of the GEIS dashboard and database.

- **Conduct of AO25 IATF Meetings**
  - Research on performance management, tools, and schemes;
  - Outreach and management/hand- holding of agencies; and
  - Updating of the GEIS Dashboard and database
- **Agencies assisted in complying with PBB requirements:** A commendable accomplishment is the assistance provided to 307 agencies in complying with PBB requirements. This demonstrates the AO25 IATF's commitment to supporting agencies in achieving the criteria necessary for performance-based incentives.
- **AO25 meetings:** 11 AO25 meetings were conducted during the reporting period. These meetings played a crucial role in aligning strategies, addressing challenges, and fostering collaboration among the diverse entities involved in performance management.
- **Composite team meetings:** A total of 24 composite team meetings were conducted, emphasizing the collaborative nature of the AO25 IATF's approach. These meetings facilitated coordinated efforts among team members to address specific issues and challenges faced by agencies.
- **General orientation:** The AO25 IATF organized one general orientation.
- **Customized agency orientation or meetings:** 16 customized agency orientations or meetings were conducted, tailoring the support provided to the unique needs of individual agencies.
- **Average compliance rate:** The average compliance rate achieved during the reporting period is 77 percent.

## **ADAPTIVE GOVERNANCE AND INNOVATIVE FOR LOCAL EXECUTIVES PROGRAM**

The Adaptive Governance and Innovation for Local Executives (AGILE) Program represents a concerted effort to empower local executives with the necessary skills to navigate the complex and evolving challenges faced by their constituents. This transformative program, realized through a collaborative initiative with Senator Francis Tolentino and the Lee Kuan Yew School of Public Policy - National University of Singapore (LKYSPP-NUS), seeks to enhance the capabilities of Local Government Unit (LGU) leaders, equipping them with knowledge and strategies to effectively implement programs and services, particularly in the wake of the Mandanas Ruling.

AGILE recognizes the formidable challenges confronting LGUs, ranging from major disasters like the COVID-19 pandemic to persistent issues such as climate change, environmental degradation, and poverty. These challenges underscore the critical need for LGUs to optimize safety, health, economic, and social service delivery to their communities. AGILE has strategically aligned its objectives with these concerns, fostering a comprehensive approach to address the multifaceted issues affecting local governance.

The collaboration with the Department of Interior and Local Government (DILG) has facilitated a discussion on the imperative of good governance. The findings reveal that just over 20 percent of LGUs currently meet these standards. The identified areas of governance include financial administration, disaster preparedness, social protection, peace and order, business-friendliness and competitiveness, environmental protection, and tourism, culture and arts.

Recognizing the urgent need for adaptive solutions and innovative approaches, the DAP has taken the lead in initiating the Capability Building Program on Adaptive Governance and Innovation for Local Executives (AGILE). This program serves as a catalyst for empowering local leaders with the tools and insights required to address both existing and emerging challenges.

The activities of the program are as follows:

- **Talk Points: Webinars for LGUs:** “Talk Points” is a series of webinars designed as an informative platform which aims to provide insights with the current leadership, governmental, and socio-political concerns that allow the local governments to gauge and strategize from a position of readiness and agility.

Focusing on the key learning areas of the program, each episode discusses a variety of topics and issues relevant to local government

units (LGUs), as well as present examples that exhibit innovation and inclusivity in leadership and governance.

- **Shuttle Courses:** The second component of the program is a series of free-standing courses with the aim of providing knowledge and appreciation of critical areas essential in local governance.

Composed of local and international courses, each activity is designed and implemented online, together with local and international experts in various fields of governance focusing on the following key learning areas: agile leadership, adaptive and inclusive governance, evidence-based policy development. All courses are delivered online to cater to the demanding schedule of the target participants.

### **2022 Program Accomplishment Highlights**

- **Talk Points: Webinars for LGUs**  
**Engagement Summary:**  
Successfully conducted five webinars tailored for LGUs  
A total of 838 participants engaged, representing 225 distinct LGUs
- **Shuttle Courses**  
**Educational offerings:**  
Delivered two specialized local courses  
Two international courses  
Welcomed 140 participants, spanning 21 LGUs, to enriching learning experiences

## **B. EDUCATION**

### **GRADUATE SCHOOL OF PUBLIC AND DEVELOPMENT MANAGEMENT**

The Graduate School of Public Development and Management (GSPDM), as the DAP's academic arm, is mandated to offer an advanced management education program for public managers which would combine rigorous and comprehensive intellectual grounding with a strong practical focus.

#### **2022 Accomplishment Highlights**

The following outlines the background and development of 8.0 Academic Direction, Knowledge Innovation Hublab research programs, futures studies platform, knowledge products, recognition, and other collaborative efforts and initiatives of GSPDM.

- One new and six continuing Master's Degree Programs
- Five new Curricula Co-developed with partners
- Five new adjunct international faculty and guest lecturers
- Seven Executive and Certificate Courses with 240+ Co-Learners capacitated
- Continuing appropriations from the GAA for Research in the amount of PhP32 million
- 20 Research Papers on SDGs and Futures Thinking
- Six new local and international linkages
- Global Feature of Research Colloquium on SDGs and Futures Thinking in UN POG
- Taking the lead in democratizing Futures Thinking in the Philippines, offered a Certificate Course on Futures Thinking with credit units
- Various discourse initiatives through e-Dekalogo, Lectures, and Hiraya Talks

#### **GSPDM Research Program**

Building on the momentum generated by the 2021 budget allocations for the Research Programs, the GSPDM achieved another significant milestone in the fiscal year 2022. The request for appropriations in the General Appropriations Act (GAA) was not only approved but generously granted, with an allocation totaling PhP34,979,000.00. These substantial funds are strategically earmarked to propel the realization of the Research Agenda for the year 2022, reinforcing the DAP's commitment to advancing knowledge, fostering

innovation, and addressing critical challenges in the realm of public and development management.

The allocation breakdown is as follows:

Research Programs of GSPDM	PhP3,029,000.00
Research on Sustainable Development Goals and Futures Thinking	PhP27,450,000.00
Support for the Academic Programs of the GSPDM	PhP4,500,000.00
Total	PhP34,979,000.00

### **Future Studies Platform**

One of the six (6) KI HubLab platforms is Futures Studies. In 2022, the GSPDM implemented two (2) batches of the Certificate Course on Futures Thinking with 154 graduates – an indication that futures thinking and foresight continues to be democratized and indigenized in the Philippines.

Moreover, GSPDM included the futures thinking lens across all its programs and basically embedded the field of study in its curricula.

### **Knowledge Products of Research on SDGs and FT**

- Assessment of the Futures of Food Security of the Philippines Through Scenario-Building
- Futures of Local Governance
- Future of Economics: Digital Economy and its Policy Implications to the Philippines
- The Future of Philippine Science, Technology, and Innovation
- Futures of Land and Forest Resources (2050)
- Reimagining Future Scenarios of Health and Well-being in the Philippines Towards a Resilient Universal Health Care
- Identifying Pathways for Sustainable Tourism Development in the Philippines Under Multiple Crisis Situations
- Developing Competency Framework of the Philippine Civil Service through Scenario Planning Plus
- Fulfilling SDG 8 in the Philippines by 2050: Ensuring Decent and Sustainable Jobs for All
- Futures of Public Financial Management (PFM) in the Philippines: Sustaining the PFM Ecosystem and its Reforms
- InSALTfficiency: The Specter of Philippine Salt Production Industry Declining and Ways Forward

- The Philippines' International Relations Sector (Foreign Affairs)
- Streamlining the SDGs in the Engineering Curriculum: The Case of the Philippines' National Engineering University
- Exploring The Futures of Disaster Governance In The Philippines

**Knowledge Products of Research Programs of GSPDM - Policy Briefs from CCFFT Batch 4**

Title	
1.	Client Smart and Resilient Agriculture for Food Secure Davao Region
2.	Ensuring Ethical, Accountable, and Transparent Agri-Food System in Mindanao
3.	Agricultural Land Governance in the Davao Region for a Sustainable Future
4.	Chiseling the Destiny of the Wood Carving Industry in Betis: A Policy Formulation towards Revitalization and Sustainability Using Futures Thinking Approach
5.	Future-Proofing the Primary Healthcare System: The Futures of Local Public Health Service in the Philippines by 2050
6.	Philippine Salt Industry Sustainability Program
7.	Futures of Remote Work in the Philippines: Opportunities and Challenges
8.	Smart Campus: Arrangements and Mechanisms to Meet Emerging future Realities of the State Universities and Colleges
9.	Education 5.0 for an Accessible and Sustainable Futures of Education in the Philippines

## Knowledge Products of Research Programs of GSPDM - Policy Briefs from CCFFT Batch 5

Title	
1.	Why is “Future” a Concern for the IVATAN Vegetable Farmers
2.	PSHS System: A SMART (Specialized, Multidimensional, Accessible, Responsive, and Technology-driven) School by 2050
3.	Food Security through Revolutionizing Agricultural Education
4.	Ako Na Ang Bahala Sa Pamayanan Ko: Capacitated Local Government Units Towards Inclusive National Development
5.	The Futures of Public Markets By 2050: The Case of Ormoc City Public Market
6.	From Bitter to Better: Sustainability of Bitter Gourd Production in San Ildefonso, Bulacan in 2050
7.	Utilization Of Researches Towards A More Responsive University By 2032
8.	The Future of Flood-Risk Management in 2062: The Case of Santa Maria, Ilocos Sur
9.	Policy on Rationalizing Job Description and Expectations vis a vis Performance Evaluation of SUC Professors – Camarines Sur Model

## Short Courses

13 short courses, 736 co-learners

Course Title	Date of Implementation	No. of Graduates	Type of Offering/ Partners	Mode of Delivery
1. Executive Course in Public Management (Twinning with Philippine Air Force Officer School)	February 14, 2022 - May 26, 2022	53	Customized ; in partnership with the Philippine Air Force Officer School	Online

2.	Executive Course in Public Management (Twinning with Philippine Air Force Officer School)	August 15, 2022 - December 2, 2022	54	Customized ; in partnership with the Philippine Air Force Officer School	Blended
3.	Certificate Course on Hospital Quality Improvement Batch 2	November 19, 2021 - February 25, 2022	58	Public Offering	Online
4.	Certificate Course on Hospital Quality Improvement Batch 3	March 18 - June 10, 2022	34	Public Offering	Online
5.	Certificate Course on Hospital Quality Improvement Batch 4	August 12 - October 14, 2022	33	Public Offering	Online
6.	Certificate Course on Public Health Sector Finance and Budgeting for ITRMC	January 11-29, 2022	16	Customized	Online
7.	Certificate Course on Hospital Quality Improvement for ITRMC	February 3-22, 2022	26	Customized	Online
8.	Executive Course on Setting the Tone on Local Governance (Misamis Occidental)	August 15-16, 2022	92	Public Offering	Face-to-Face

9.	Certificate Course on the Foundations of Knowledge Management (CC-KM) Batch 3	August 3 - October 22, 2022	24	Public Offering	Online
10.	Certificate Course on Productivity and Quality Management (CC-PQM) Batch 3	October 18 - December 14, 2022	29	Public Offering	Online
11.	Certificate Course on Public Finance and Budgeting Batch 1	March 1- June 26, 2022	163	Public Offering	Online
12.	Certificate Course on Foresight and Futures Thinking Batch 4	May 26 - July 22, 2022	74	Public Offering	Online
13.	Certificate Course on Foresight and Futures Thinking Batch 5	August 26- November 12, 2022	80	Public Offering	Online

### Completed programs

- **Master in Public Management major in Development and Security (MPM DevSec) (Twinning with the Armed Forces of the Philippines) Batch 17**

Date: March 16, 2021 - January 25, 2022

No. of Graduates: 111

- **Master in Public Management Regular Online Batch 1**  
Date: October 2020 - February 2022  
No. of Graduates: 15
- **Technical Assistance for the Creation of Center for Health Systems and Development (CHSD) for the Ilocos Training and Regional Medical Center (ITRMC)**  
Date: January 1, 2021 – June 30, 2022
- **Master in Public Management major in Development and Security (MPM DevSec) (Twinning with the Armed Forces of the Philippines) Batch 18**  
Date: September 26, 2021 - July 29, 2022  
No. of Graduates: 77
- **Master in Public Management major in Development and Security (MPM DevSec) (Twinning with the Armed Forces of the Philippines) Batch 19**  
Date: March 16, 2022 - November 22, 2022  
No. of Graduates: 103

#### **Continuing programs**

- **Master in Public Management major in Development and Security (MPM DevSec) (Twinning with the Armed Forces of the Philippines) Batch 20**  
Date: September 8, 2022 - present  
No. of Students: 75
- **Master in Public Management major in Development and Security with specialization in Maritime Safety and Security (MPM DevSec MSS) (Twinning with the Philippine Coast Guard) Batch 2**  
Date: October 1, 2021 - present  
No. of Graduates: 15
- **Master in Public Management major in Development and Security (MPM DevSec) (Public Offering) Batch 1**  
Date: April 16, 2021 - present  
No. of Students: 18

- **Master in Public Management major in Health Systems and Development (MPM HSD) Online Batch 1**  
Date: August 2021 - present  
No. of Students: 14
- **Master in Public Management Regular Online Batch 2**  
Date: July 2021 - present  
No. of Students: 14
- **Master in Public Management Online Batch 3**  
Date: October 2022 - present  
No. of Students: 12
- **Master in Public Management major in Regional and Local Governance and Development (MPM-RLGD)**  
Date: February 2020 to present  
No. of Students: 35
- **Executive Course on Leadership, Innovation, Communication, and Knowledge Management Batch 3 (CLICK 3)**  
(Public Offering)  
Date: October 4, 2022-present  
No. of Students: 24

#### **New program**

- **Certificate Course on Public Finance and Budgeting**

Public finance and budgeting encompass the fiscal activities of the government sector, which includes the national, local and corporate government, and relevant and applicable arrangements of the government with the private sector and civil society. This course focuses on public finance and budgeting at the level of the national and local government unit level. The course provides students with a theoretical foundation in public finance, local and national government budgeting and the budget process, with emphasis on the role of the various stakeholders, and the significance and importance of the national and local budgets in governance and development.

## C. OTHER PROGRAMS

### **COURSE ON ENVIRONMENTAL GOVERNANCE FOR LOCAL EXECUTIVES**

The Course on Environmental Governance for Local Executives is a five-day online training that was conducted from November 7-11, 2022 to capacitate and strengthen the skills of Local Government Units (LGUs) and key actors in government agencies on environmental management and sustainability.

The online training was funded by GAA from the AGILE project of the Center for Governance amounting PhP three million to contribute to DAP's plan to provide relevant leadership development programs in a dynamic and VUCA world that is confronted by global and environmental challenges.

The course is in accordance with DAP's mandate to conduct and implement human resource development programs, and promote, carry on and conduct scientific, interdisciplinary and policy-oriented initiatives. Through the development of skills and competencies of key LGU actors, the DAP will continue to contribute in the achievement of the country's sustainable growth and development.

#### **2022 Project Accomplishments**

The training was conducted via Zoom and the Google Classroom. It was composed of eight modules that were developed and implemented by the Environment and Sustainable Development Unit (ESDU) of the Sustainable Human Development Program.

- Environment 101
- Basic Framework of Environmental Governance
- Local Policies related to Environmental Governance
- Environmental Governance Trends, Implications, and Good Practices
- Environmental Governance Issues in LGUs
- Environmental Governance Models
- Environment-Related Tools
- Funding Disaster and Climate Resilience Development

The 70 participants are composed of seven municipal mayors, one municipal vice mayor, two municipal administrators, one assistant municipal administrator, one city administrator, one city councilor, one city accountant, 27 department heads, and 29 technical staff.

The participants came from eight LGUs of the Ilocos region, two from the Cagayan Valley region, five from the Central Luzon region, two from CALABARZON, two from the Southwestern Tagalog region, two from the Bicol region, three from the Western Visayas region, six from the Central Visayas region, also six from the Eastern Visayas region, one from the Zamboanga Peninsula, one from the Northern Mindanao region, one from the Davao region, two from SOCCSKSARGEN, two from the Caraga region, and five from the Cordillera Administrative region.

The training also included a workshop that enabled the learners to assess a situation using concepts, tools or ideas distilled from the sessions, provide alternative view or assessment of the situation and proposed interventions offered, and apply learnings in their respective LGUs. Moreover, participants from Hermosa, Bataan; Sta Ignacia, Tarlac and Abra de Ilog, Occidental Mindoro presented their outputs during the workshop.

### **SMARTER PHILIPPINES THROUGH DATA ANALYTICS, R&D, TRAINING, AND ADOPTION**

Project Smarter Philippines through Data Analytics R&D, Training, and Adoption (SPARTA) is a three-year project that was officially launched on February 24, 2020 to fill in the demand for data science and analytics (DSA) professionals, foster smart governance practices, and enable the industry of DSA in the country. These goals will be attained through the upskilling and reskilling of Filipinos through training, online courses, and partnerships with various organizations and institutions.

Apart from the abovementioned, the project recognizes the following components in developing smart governance capabilities:

- **DSA ready workforce:** Sustainable supply of knowledge workers skilled in data science and analytics.
- **DSA ready datasets:** Availability and ease of access of key public datasets to power research and development
- **DSA Research and Development:** Targeted data science and analytics-enabled R&D projects aligned to local government agencies, national government agencies, and local university priorities.

SPARTA is implemented by the DAP through a three-year grant from the Department of Science and Technology - Philippine Council for Industry Energy and Emerging Technology Research and Development (DOST-

PCIEERD), in partnership with the Analytics and Artificial Intelligence Association of the Philippines (AAP) and Coursebank (MOOCSX PH Inc.).

The project is in line with the DAP's mandate to carry out selective human resource development programs. By training and educating the Filipino people in data science and analytics, the DAP is ensuring that citizens develop and enhance relevant skills, competencies, and knowledge that are vital in an ever changing and dynamic world.

## 2022 Project Accomplishment Highlights

The year 2022 marked the project's third year of implementation and the final period of housing its courses in Coursebank before it transfers them to DAP's own learning management system, Linang. This move is aligned with DAP's plan to build its own online capacity-building program and support its digitalization efforts.

The following are the milestones and achievements that the project has attained for 2022:

- **DSA graduates and scholars:** SPARTA produced 512 main pathway graduates, which is a 1607 percent increase from the 30 graduates that it produced a year before. Among these, there were 300 Data Associates, 89 Data Analysts, 49 Data Scientists, 39 Analytics Managers, 19 Data Stewards, and 16 Data Engineers. The project also produced 3,399 microspecialization graduates, from which 1,177 are unique completers. Moreover, it welcomed 6,416 newly approved scholars, bringing the total number of its learners to 42,787.



- **Main pathways, microspecializations, and online courses:** SPARTA completed the launch of all its six main DSA pathways and introduced 11 microspecializations in 2022. These learning tracks are based on the Professional Maturity Model of the AAP that was founded from the Analytics competencies of the Asia-Pacific Economic Cooperation (APEC).

Aside from these, the project also opened its online course on SP801: Statistical Analysis and Modeling using Excel, bringing its total massive open online courses to 30. It also continued to offer a bonus course with the Presidential Communications Operations Office-Freedom of Information Project Management Office (PCOO-FOI PMO) titled "Freedom of Information: An Introduction."

- **CPD accreditation of DSA courses:** SPARTA also gained course accreditation from the Professional Teachers' Board of the Professional Regulation Commission (PRC). This allowed licensed teachers to convert their completed courses to Continuing Professional Development (CPD) points. A total of 67 scholars were able to get their CPD units through SPARTA courses.
- **Data-driven events and partnerships:** SPARTA held numerous data-driven events and initiatives to further spread the importance of DSA to various sectors. One of these is the Hackathon and Open Data Challenge for the city of Cauayan, Isabela, that provided opportunities to individuals to come up with data-driven solutions to the locality's most pressing issues. Team UPRise 2.0 won the Hackathon challenge by developing 'One Cauayan,' a web-based Central Repository System that contains strategic and analytical dashboards that provide reports of pertinent data from Cauayan City's 64 barangays like population, employment rate, the number of households, registered businesses, seniors, PWDs, and more. For the Open Data Challenge, Team Elektrum et Komunikado bagged the top prize by creating a solution that clusters the barangays of Cauayan City by sector such as farming, fisheries, and livestock to identify which locations need seminars and workshops to optimize the city's resources.

To give a boost to scholars struggling to complete their pathways and recognize their need for more synchronous learning, the project introduced live online course sessions and electives conference. These allowed learners to attend live sessions and have real-time interactions with their subject matter experts.

SPARTA also held an online career fair with 14 companies and organizations to help scholars and graduates find a career in the data analytics industry and connect with potential employers. It conducted three webinars and 16 roadshows to further promote and educate the general public on DSA.



In addition, the project formed partnerships with 37 organizations consisting of national government agencies, local government units, academic institutions, non-governmental organizations, and private companies to encourage data-driven participation from all sectors of society.

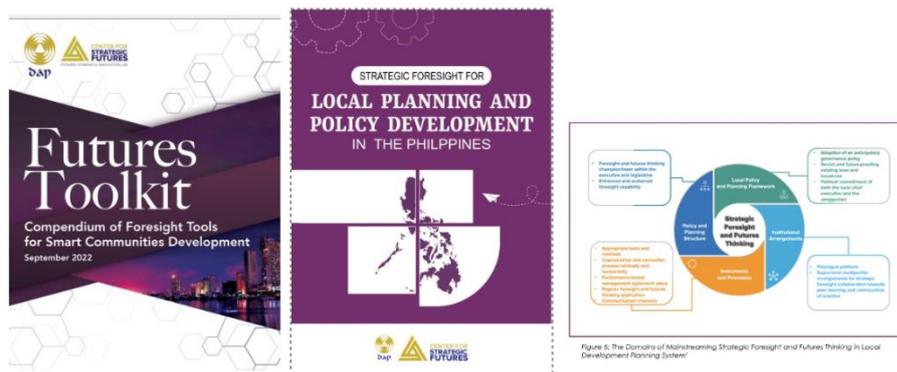
## FORESIGHT AND ANTICIPATORY GOVERNANCE

The Foresight and Anticipatory Governance Program aims to promote collaboration and knowledge co-creation to respond to the needs of a VUCA environment and effectively adapt to the other global phenomena that increasingly define and shape the nature of the world (i.e., globalization, climate change, demographic change, and digitalization).

### 2022 Program Accomplishment Highlights

The following are the key accomplishments of this program:

- **Compendium of Foresight Tools for Smart City Development:** The document is a reference material for the general public on various foresight tools and case studies from different countries.



- Manual on Strategic Foresight for Local Planning and Policy Development:** The manual aims to help LGUs and policy-makers embed futures thinking and strategic foresight in local planning and policy development processes. Prior to its development, the project team and its SMEs facilitated a two-day stakeholder consultation workshop to capture the experiences, insights, and reactions of 72 local government officers and staff from both the executive and legislative branches.



In addition, the team developed a Minimum Viable Product (MVP) for a Trends Watch Platform for data cataloging and metadata curation to explore future trends and drivers of change to visualize future developments for governance.

- Technical Assistance to LGUs on the Application of Foresight Tools in Local Policymaking and Development Planning:** The five-day session was conducted in collaboration with the DAP sa Mindanao (DsM) on November 21-25, 2022, in the Mindanao State University (MSU) Maguindanao Campus, Cotabato City. It was participated in by 38 participants from the Office of the Chancellors, Vice-Chancellors, and College Directors who learned the seven steps of scenario planning.

## SMART AND CREATIVE COMMUNITIES PROGRAM

The Smart and Creative Communities (SCC) Program was created to support the country's global and national commitments towards a *Matatag, Maginhawa at Panatag na buhay* for all Filipinos. It envisions smart, creative, and sustainable communities in the country. Listed below are the major activities and accomplishments of the program:

### 2022 Program Accomplishment Highlights

The following are the key accomplishments of this program:

- **Smart City Assessment and Roadmap Development Project for Santa Rosa, Laguna:** This nine-month project was implemented in partnership with DOST-IV A and the City Government of Santa Rosa City to facilitate the smart growth and development of the city through a roadmap that is anchored on smart city indicators and Sustainable Development Goals.



Among the key achievements of the project include the formulation and institutionalization of Smart City Technical Working Group to champion the smart city development, smart city assessment and profiling using DAP's Smart City Hexagon Tool, and creation of a Smart City Roadmap to be adopted and implemented from 2023-2043 to meet the needs of the citizens and achieve the identified smart city goals of the city.

- **START Hackathon 2022:** For START Hackathon 2022, the challenges identified were the results of the Smart City Assessment Project of DAP and the LGU of Santa Rosa City using the Smart City Hexagon tool of the DAP.



Out of the 60 innovative and promising ideas from the call of entries, ten proposals made it to the 48-hour hackathon proper that was conducted at the DAP Conference Center in Tagaytay City. From this, three teams, who developed the following solutions, were selected as the winners of the competition.

- **SCRAPCYCLE.** A mobile application where people can easily set a schedule for their recyclables to be collected from their homes or business and be paid.
- **TEAM UPRISE.** An application that will encourage the residents of a locality to participate in the policymaking and planning of its LGU through incentivized interactions through the app.
- **MARICHECK.** A web-based application for citizens to give feedback and monitor infrastructures and projects within the community.

The top two winners also participated in an incubation program that ran for almost six months. They presented the final versions of their technologies to the officials of the City for adoption as end users of the technologies.

- **SCC Network Launch:** The Network aims to foster collaboration and knowledge-sharing among Smart Community players and to leverage the collective expertise of the network to develop innovative solutions and programs for community challenges.

It was launched on June 8, 2023 at the auditorium of the Malolos Bulacan, New Capitol building to present the SCC Network alongside a

ceremonial MOU with the City Government of Malolos, Bulacan that commenced the Linking Innovation Partners toward Accelerated Development (LIPAD) PH.

Participants in the Network Launch are composed of smart city stakeholders in the City of Malolos, which includes the Regional Director and officials of the Department of Science and Technology (DOST), Department of Information and Technology (DICT), Malolos City Mayor and Vice Mayor, Bulacan State University, Sentrify Technologies Corporation, Filipino inventors Society Incorporation, Junior Chamber International along with the invited representatives in the academe, solutions providers, businesses and civic societies in the Region III.

## **CENTER OF EXCELLENCE FOR DATA SCIENCE AND ANALYTICS**

The Center of Excellence for Data Science and Analytics (CEDSA) program is a strategic business unit of the DAP created to support the government in deriving potential value from the data generated from governance processes and public service delivery. The unit aims to provide first-rate data science and analytics services to the government, including data intelligence and insights that support evidence-based policy-making and planning to support the strategies of the PDP 2017-2022.

### **2022 Program Accomplishment Highlights**

The following are CEDSA's accomplishments for 2022:

- **Data Maturity Assessment (DMA) Tool:** The tool intends to survey local governments about their end-to-end data approach and capacity on data collection, use, analysis, visualization, and communication. This tool supports the research on “Shaping the Future of the Philippines: Data Maturity Assessment of Localities for Smarter Initiatives.”
- **Training Fellowship and Capstone (TFC) Bootcamp for Data Science and Analytics:** The bootcamp is an eight-month intensive and free professional certification training in DSA offered from November 2021 to July 2022 to 21 employees of seven national government agencies (NGAs) and local government units (LGUs).



- **DSA 101: Introduction to Data Science and Analytics:** The 16-hour course is designed to provide DAP employees with foundational knowledge and skills in data science and analytics. It was participated by 40 employees through a hybrid arrangement on 18 to 21 July 2022.
- **Special Course on Basic Project Management and Data Science and Analytics:** The online course was conducted on 3 to 19 August 2022 to strengthen the intelligence and security efforts of 31 Intelligence Service Armed Forces of the Philippines (ISAFP) participants.

## D. REGIONAL OPERATIONS

### DAP sa MINDANAO

In line with the growth of the DAP, DAP sa Mindanao (DsM) was established on August 12, 1976, marking a significant leap forward in expanding the Academy's influence. The core mission is to facilitate the delivery of DAP's services to the South of the Philippines while concurrently monitoring and analyzing socio-economic developments across the diverse landscapes of Mindanao.

Beyond its fundamental functions, DsM actively forges connections and partnerships across sectors, striving to generate innovative, effective, and responsive solutions to developmental challenges. As a pivotal player in the developmental landscape, DsM stands as a beacon of collaborative efforts, contributing significantly to the collective journey of progress and prosperity in Mindanao and beyond.

### 2022 Accomplishment Highlights

- **Professionalizing the Bangsamoro Autonomous Region in Muslim Mindanao Bureaucracy: A Ladderized Masteral Program for Senior and Middle Managers and Complete Staff Work Training for OCM Officers and Staff**

Client: BARMM Office of the Chief Minister

Duration: November 1, 2022 to 31 December 2022

The project aims to equip BARMM's bureaucracy, especially the career professional managers, with the technical and practical knowledge necessary to carry out their tasks in their respective institutions. In particular, it seeks to co-develop with the BARMM a stream on Regional and Local Governance Development, taking into account the unique needs of an autonomous region borne out of a peace agreement, and the nuances of a tri-people context. Through the program, the ladderized Masteral Program for Senior and Middle Managers and Complete Staff Work Training for the Office of the Chief Minister Officers and Staff were offered.

Aside from the curriculum improving the knowledge and skills of the students on government processes and procedures such as, but not limited to, effective policy making, public budget, and finance, the

intervention offers a unique proposition of “Moral Governance”, as both a virtue and a model fully emphasized by the BARMM Chief Minister.

- **Intensified Abot-Alam Program (Model III - Implementation Modality)**

Client: Department of Education

Duration: September 01 2021 to August 30, 2023



Apart from training government officials, DsM also trained citizens in Mindanao through the implementation of the Intensified Abot-Alam Program in partnership with the Department of Education (DepEd). As part of the Modality III implementation, the DAP took a more proactive approach to make sure to achieve the goals of the program by providing some of the students with digital tablets to assist in their education. The provision aims to enable a more flexible and interactive learning experience.

- **GQMP 2022: Measurement of Whole-of-Government Citizen Satisfaction and Enhancement of Service Quality Standards for Public Sector Organizations**

Client: Department of Budget and Management

Duration: October 20, 2022 to December 31, 2022

DsM, in an inter-center collaboration with PDC, implemented GQMP 2022, where they rolled out the 2022 CitSat in Mindanao, specifically in selected frontline government offices and facilities in Davao City. The project aimed to determine the overall citizen satisfaction score of the whole of government based on identified service dimensions and attributes of frontline government services. It also sought to make recommendations to enhance the whole-of-government approach to continual quality improvement by establishing evidence- and risk-based service quality standards (SQS).

- **Course on Foresight and Futures Thinking: A Scenario Planning Workshop**

Client: Mindanao State University Maguindanao

Duration: November 1, 2022 to 31 December 2022

The purpose of the project is to create a course design focused on strategic foresight and future thinking that will help increase the awareness of MSU Maguindanao on the topics and its corresponding tools, and help future-proof the organization. The five-day activity aimed to introduce strategic foresight and scenario planning and its relevance to program planning in State Universities and Colleges (SUCs). It also sought to develop future scenarios for MSU-Maguindanao, as well as formulate corresponding strategies for each scenario. Lastly, it aimed to future-proof MSU-Maguindanao by revisiting its current strategies and integrating the results of the scenario planning workshop into its strategic plan.

- **Procurement of Services in Formulation of Monitoring And Evaluation (M&E) System and User’s Manual with Technical Assistance for Gender and Development (GAD) Programs, Activities and Projects**

Client: Bureau of Internal Revenue, Revenue Region 19 - Davao City  
Duration: June 01, 2022 to December 31, 2022

The project aimed to establish a gender-responsive monitoring and evaluation manual applicable to all revenue regions, aligning with RMO 11-2019.

Revenue Region No. 19-Davao City was tasked with creating an outcome impact-based Monitoring and Evaluation (M&E) Manual applicable nationwide. This manual was designed to guide revenue regions in monitoring the progress of their assigned projects, with comprehensive explanations of the monitoring and evaluation system, methods, and processes. The DAP was engaged to provide the necessary intervention in establishing a gender-responsive monitoring and evaluation manual.

- **Technical Assistance on the Formulation of the Executive and Legislative Agenda (ELA) and the Comprehensive Development Plan (CDP) for the City Government of Malaybalay, Bukidnon**

Client: City Government of Malaybalay, Province of Bukidnon  
Duration: August 24, 2022 to March 31, 2023

The project was dedicated to facilitating the formulation of the Comprehensive Development Plan (CDP) and Executive and Legislative Agenda (ELA). It seeks to encapsulate the strategic directions of the city's leaders through comprehensive data gathering and baselining activities, incorporating a focused three-day residential training workshop.

In adhering to the latest requirements outlined by the Department of the Interior and Local Government (DILG) for ELA and CDP preparation, the project places particular emphasis on aligning the local plan with both provincial and national plans. This ensures a holistic and integrated approach that resonates with broader developmental frameworks.

- **Developing a Reorganization Plan Towards Revitalizing the People’s Television Network, Inc. (PTNI)**

Client: People’s Television Network, Inc.

Duration: August 15, 2021 to March 15, 2022

The objective of the project was to provide technical assistance to PTNI in the formulation of a new Reorganization Plan following the guidelines set by the Governance Commission for Government-Owned and Controlled Corporations (GCG).

Specifically, the project sought to revisit and review the current strategic plan of the PTNI; conduct an organizational assessment that covers Current State Assessment, Workforce Analysis, Cost-Benefit Analysis, Formulation of Design Framework, Crafting of Organizational and Staffing Design, Conduct of Career Leveling, Development of a Proposed Branch Model, and Strategic Action Planning (SAP).

- **PhilHealth Regional Office XI Learning and Development Supervising**

Client: PhilHealth Regional Office XI

Duration: July 1, 2022 to November 30, 2022



The project was designed with the overarching goal of providing comprehensive learning and development programs to enhance the capabilities of PhilHealth Regional Office XI (PRO XI) employees, enabling them to acquire specific knowledge and skills essential for improving their performance in their respective roles. The project also embraced fundamental 5S concepts to elevate organizational quality and productivity, introducing problem-solving methodologies to encourage independent thinking among Managers and Supervisors, ultimately enabling more efficient decision-making. Lastly, the initiative

centered on honing mentoring skills for Executive Officers and Supervisors, enabling them to effectively guide mentees in achieving personal and career goals.

- **Tracer Study on PAST REAP Research**

Client: Local Government Academy (LGA)

Duration: March 16, 2022 to November 30, 2022

The project aimed to conduct a research study, focusing on the outcomes of previous research titled "Natural Resources and Vulnerability Assessment of the Ancestral Domain Site of the Apo Governance and Indigenous Leadership Academy (AGILA)."

Despite the challenges faced in recent years, the center remains steadfast in its commitment to delivering high-quality services in training, research, education, and consultancy. It aspires to explore new ventures, engaging with various partners in Mindanao and expanding its network to seize development opportunities that align with the vision and mission of the Academy. Looking ahead, DsM envisions itself as a stronghold and catalyst for development in Mindanao, playing a pivotal role in driving positive change and progress throughout the islands.

## E. NPO PROGRAMS AND PROJECTS

The APO/DAP Secretariat serves as the focal point for all APO-related projects and activities in support of the DAP's mandate as the National Productivity Organization (NPO). It liaises with the APO Secretariat (Tokyo), the NPOs of other APO member countries as well as other international organizations jointly undertaking projects with the APO including APO grantees.

### Key Result Areas (KRAs)

- Implementation of APO Project Commitments/Hostings;
- Human Capital Development on Productivity;
- Technology Adaptation/Best Practice Exchange for Productivity and Innovation;
- Partnership building with Local stakeholders including APO Alumni and other International Organizations on Productivity

### 2022 Accomplishment Highlights

- **Project Hostings: Fostering Collaborative Endeavors for Impactful Change**

In the pursuit of advancing regional cooperation and knowledge exchange, the DAP spearheaded the successful implementation of 15 APO project hostings. Working in seamless collaboration with DAP implementing units and the APO Secretariat, these initiatives left an indelible mark, benefitting a commendable total of 3,585 participants.

The diverse portfolio of projects encompassed three distinct categories: multi-country (MCP), technical expert service (TES), and individual country study mission (I-OSM). These endeavors were strategically grouped under the umbrella of four vital program areas: Agriculture Transformation; Public-sector Productivity; Industry/Service Sector Productivity, and Development of NPO.

Navigating the challenges imposed by the global pandemic, the DAP's resilient approach led to the successful execution of these projects primarily through a virtual modality, ensuring the safety and engagement of participants in an online landscape.

This report delves into the comprehensive overview of the accomplishments, challenges overcome, and the tangible impact

created by these project hostings in the pursuit of fostering regional growth and collaboration.

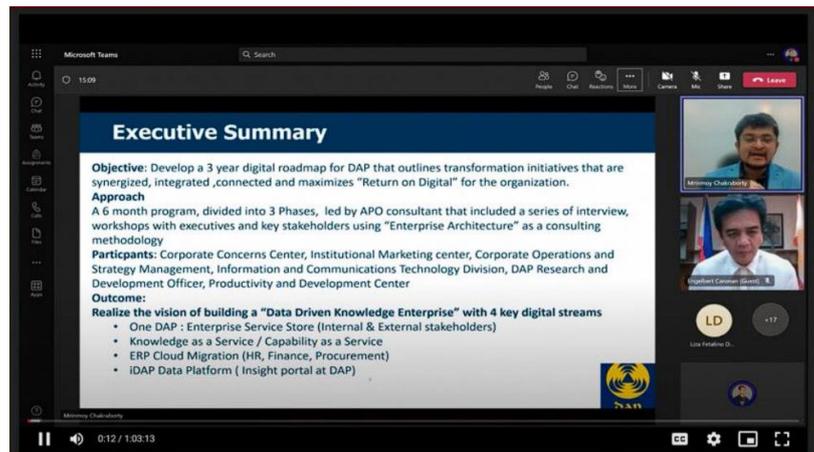
- **Theme: Public-sector Productivity**



- **Development of Public-sector Productivity Specialists, 16–20 May 2022, Virtual Session:**
- **Workshop on the Future of Regulations, 29 June–1 July 2022, Virtual Session**
- **Workshop on Digital Transformation for the Public Sector, 13–15 July 2022, Virtual Session**
- **Seminar-Conference on Public-sector Productivity: Creating an Agile and Productive Public Sector in the New Era of Governance, 18 November 2022, Hybrid Session**
- **Development of Public-sector Productivity Specialists, 5–9 December 2022, Virtual Session**
- **TES on Strategic Foresight and Scenario-based Planning for the DILG, 25–30 April 2022, Hybrid Session**
- **PMDP SEC 11 Foreign Study Mission to ROC (Taiwan) on International Governance and Policy Innovations, 10–14 October 2022, Virtual Session**
- **TES on 2022 Public Sector HR Symposium-Civil Service Institute 14–16 September 2022, Virtual Session**
- **TES on Executive Session on Strategic Foresight and Scenario Planning, 5–7, 9 December 2022, Virtual Session**
- **COE-PSP: Demonstration Project on Designing Citizen-Centered Public Service Improvements, January–December 2022, Virtual Session**



- **Theme: Development of National Productivity Organizations**



- **Specific National Program (SNP): Development of a Digital Transformation Roadmap for DAP as the National Productivity Organization (NPO), April 2021–November 2022 (phase 3)**
- **APO Vision 2025 Outreach Program, October–December 2022**
- **Capability Building Projects (Scholarships)**
  - Facilitated the participation of 337 Filipino professionals in 52 digital multi-country projects;
  - Participants broken down into 293 from the public sector and 44 from the private sector;
  - Participants by sex: 140 males and 197 are females;
  - Geographic distribution: 272 from Luzon; 27 from Visayas; 38 from Mindanao;
  - 69 percent of grantees from Luzon are from NCR (189/272); and
  - 5 percent of total grantees are from DAP (18 out of 337)
- **Research Studies**

The APO-DAP Secretariat coordinated the deputation of eight local national experts to eight projects:

- **APO Productivity Databook and Database**, December 2021 to September 2022
  - **Research on Productivity of the Informal Sector in APO Members: Issues and Challenges**, July to December 2022
  - **Productivity Analysis Series**, April to December 2022
  - **Research on Institutional Ecosystems to Drive Productivity**, August to December 2022
  - **Research on National Innovation Systems in Developing APO Members**, August to December 2022
  - **Research on National Innovation Systems in Developing APO Members**, June to December 2022
  - **Research on SME Transformation for Meeting the SDGs**, October to December 2022
  - **Research on Emerging Needs of APO Member Economies**, November 2022 to March 2023
- **Ministerial and Governance Meetings**

Further, the APO-DAP Secretariat facilitated the attendance requirements of the NPO Directorate to the following meetings:

- **64th Session of the Governing Body**, 7–8 June 2022, Virtual Session
- **63rd Workshop Meeting of Heads of NPOs**, 18–20 October 2022, Bangkok, Thailand

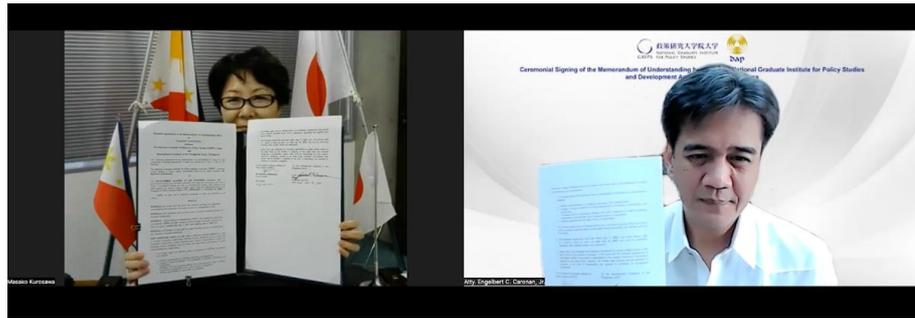
## F. PARTNERSHIPS

In a dynamic landscape of institutional collaboration, the DAP proudly nurtured a network of 82 active partnerships in 2022. The robust ecosystem of collaborations was characterized by both renewals and the forging of new alliances, reflecting the DAP's commitment to fostering global connections and knowledge exchange.

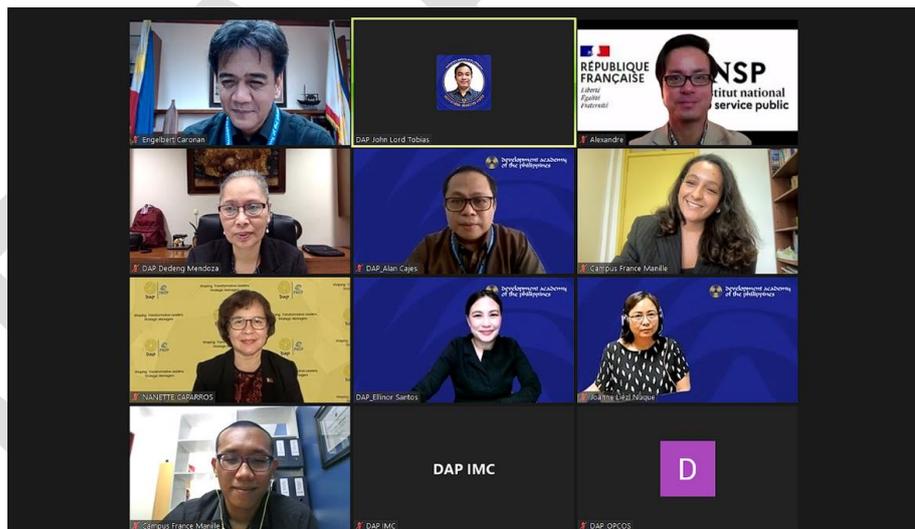
- **New Horizons with Australian National University:** A noteworthy addition to the DAP's roster of collaborators was the Australian National University (ANU). Situated in Canberra, the heart of Australia, ANU is a distinguished public research university. Through its Crawford School of Public Policy, nestled within the ANU College of Asia and the Pacific, the partnership with ANU opens avenues for meaningful exchanges of expertise, with a specific focus on the dynamic region of Asia and the Pacific.



- **Renewed Commitments with Global Partners:** Renewing its commitment to fostering global partnerships, DAP reaffirmed its collaboration with two esteemed institutions – the National Graduate Institute for Policy Studies (GRIPS) in Japan and the Institut National Du Service Public in France.
  - **The National Graduate Institute for Policy Studies:** GRIPS, located in Minato, Tokyo, stands as a premier research graduate school. The renewed agreement between DAP and GRIPS underscores their joint dedication to continuing collaborations in capacity building and leadership projects. This marks the second memorandum of understanding, solidifying the enduring partnership between the two institutions.



- Institut National Du Service Public:** Situated in Strasbourg, France, INSP is a prestigious grande ecole, specializing in top-level education. The partnership, extending to the Embassy of France in Manila, aims to generate impactful research and publications that contribute to the advancement of both institutions and society. Having inked its first memorandum of understanding in 2014, the DAP’s long-standing collaboration with the French institution reflects a history of fruitful engagement.



- Empowering Filipino Learners through Alternative Learning System:** In a testament to its commitment to holistic development, DAP played a significant role in the Alternative Learning System – Education and Skills Training (ALS-EST) Program Implementation Modality. The DAP sa Mindanao collaborated with State Universities and Colleges and various LGUs to assist in the Department of Education in the implementation of the learning system. ALS-EST, an innovative non-formal education program under the Department of Education, seamlessly integrates skills training into the standard academic ALS Curriculum.

As the DAP continues to expand its collaborative footprint, these institutional partnerships underscore the DAP's dedication to fostering global knowledge exchange, innovation, and sustainable development. The diversity of collaborations, spanning continents and sectors, positions DAP as a key player in advancing cross-cultural learning and fostering impactful initiatives worldwide.

DRAFT

## G. AWARDS AND RECOGNITIONS

### DAP's Triumphs in 2022: A Year of Distinctions and Commendations

The year 2022 proved to be a testament to the unwavering commitment of the DAP to enhance its services and extend its expertise to stakeholders. These diligent efforts did not go unnoticed, with various organizations recognizing and commending the DAP for its outstanding contributions.

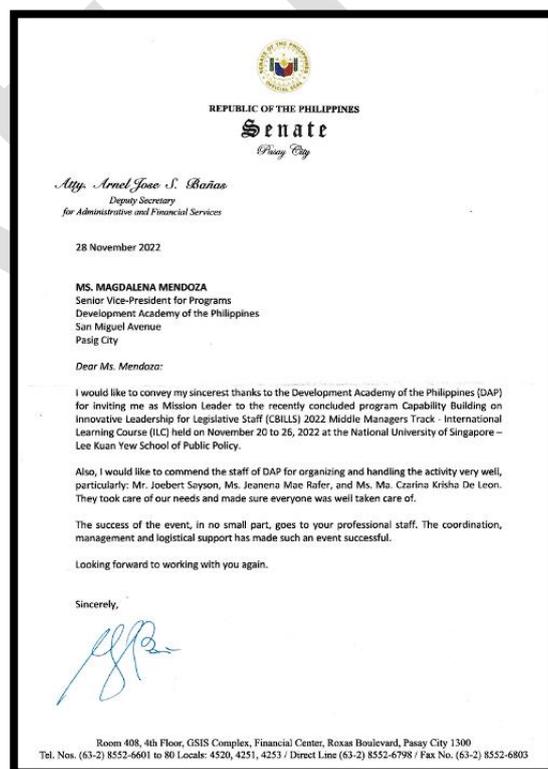
- **Anti-Red Tape Authority (ARTA) Plaque of Recognition:** In acknowledgment of the crucial role played by the DAP in the completion of the capacity-building project titled "Phase IV: Capability Development on Regulatory Impact Assessment for Priority Agencies of the Anti-Red Tape Authority," the DAP received a Plaque of Recognition from ARTA. This accolade underscores the DAP's significant contribution to the advancement of regulatory practices.



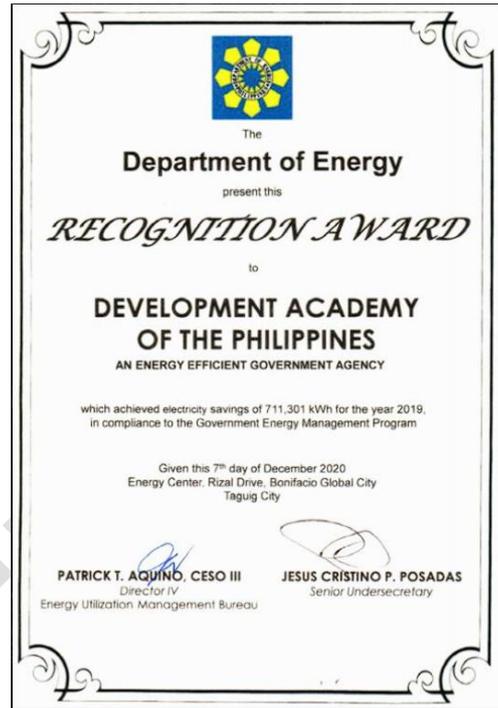
- **DAP sa Mindanao's Triumph:** DsM garnered multiple accolades, showcasing its excellence in various domains within Mindanao. The City Government of Davao honored DsM with a Certificate of Appreciation for its crucial input and participation in the Executive Course for the new Team of Elective Officials. Furthermore, the Department of Education Region XI extended a Certificate of Recognition to DsM, acknowledging its significant role as a partner in the implementation of the Alternative Learning System Programs and Projects and in delivering Basic Education to the Out-of-School Youths and Adults of Panabo

City Division. The Provincial LGU of Agusan del Sur also recognized DsM with a Plaque of Appreciation for its vital contribution to the creation of the Executive Legislative Agenda for CY 2022-2025.

- **DAP Conference Center in Tagaytay’s Noteworthy Recognition:** The DAPCC in Tagaytay stood out during the “Nutri Kubo/Food Feast” 49th Nutrition Month Celebration, securing a Certificate of Appreciation and an impressive third place. This recognition underscores the center’s commitment to promoting health and nutrition.
- **AO25 Inter-Agency Task Force’s Appreciation:** The AO25 Inter-Agency Task Force received a Plaque of Appreciation, recognizing its exceptional demonstration and substantial contribution to the progress and development of the Freedom of Information (FOI) program. This acknowledgment highlights the task force’s pivotal role in advancing transparency and accountability.
- **Senate of the Philippines Commends DAP’s Center for Governance:** The Senate of the Philippines expressed its support and commendation for the DAP’s CFG through a Letter of Commendation. This recognition specifically applauded the success of the CBILLS International Learning Course, highlighting the DAP’s valuable contributions to governance initiatives.
- **SHDP’s Commitment to Biodiversity Acknowledged:** DAP’s SHDP received a Certificate of Recognition for its invaluable support as a Project Steering Committee member of the Developing Local Biodiversity (DELOBI) Champions Project since 2020. This recognition, bestowed by the Haribon Foundation, underscores the DAP’s unwavering commitment to biodiversity conservation.



- General Services Division’s Energy Efficiency Recognized:** The Department of Energy recognized the outstanding efforts and best practices of the General Services Division of the DAP in implementing the Energy Efficiency Conservation (EEC) in the DAP premises.
- Department of Interior and Local Government applauds DAP Graduate School:** DAP Graduate School of Public and Development Management received the NextGen Regional Accelerator in Local Governance Award from the Department of Interior and Local Government (DILG) through the Local Government Academy (LGA). The award recognizes partners for their deremarkable contributions and their extreme potential to accelerate excellence in local governance by delivering quality programs to the Local Government Units.



In summary, the array of awards and recognitions received by the DAP in 2022 reflects the organization’s dedication to excellence, innovation, and impactful contributions across diverse sectors and regions. These accolades not only acknowledge past achievements but also inspire the DAP to continue its journey of service and leadership in the years to come.

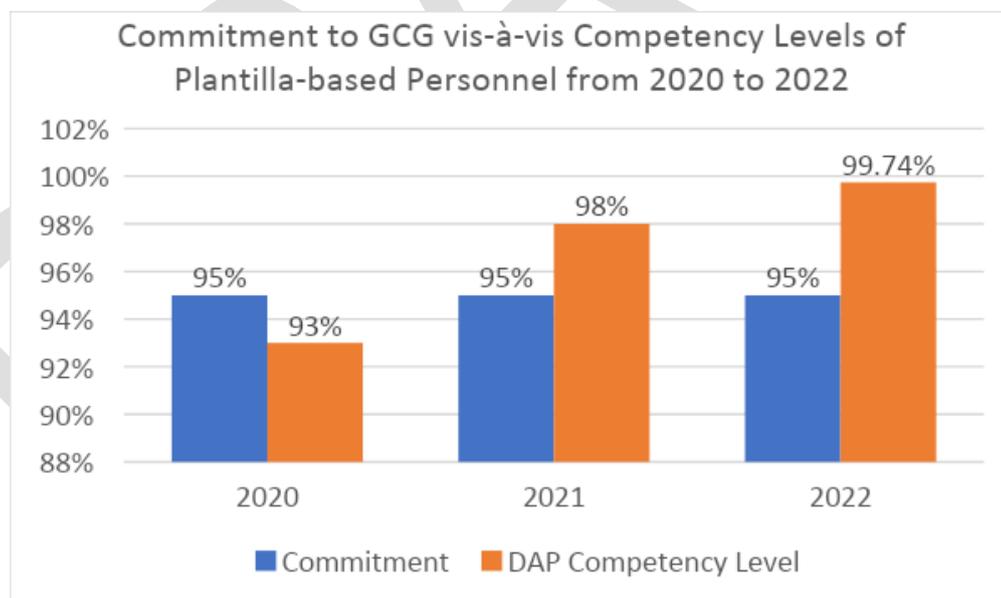
## H. HUMAN CAPITAL DEVELOPMENT

By the end of December 2022, the DAP had a total staffing complement of 622. Of this number, 383 are plantilla (PbP) while 279 are non-plantilla based personnel (NPP).

As DAP helps in building capability in the public sector, it also ensures that the workforce is able to meet the demands of the future by means of Learning and Development interventions.

The Competency Assessment conducted in 2021 spilled over to the first quarter of 2022 that yielded a total of 510 self-assessments. The new baseline at the start of 2022 showed that 98 percent of the plantilla personnel reported demonstration of competency requirements. This meant that the DAP did better than its commitment to the Governance Commission of GOCCs or GCG of 95 percent competent personnel. By the end of 2022, the number of competent personnel went up to 99.74 percent due in part to the interventions participated by personnel.

Figure 1. Baseline and Progress on SM 19: Percentage of Employee meeting the Required Competencies as of December 2022



**PERCENTAGE OF EMPLOYEES MEETING THE REQUIRED COMPETENCIES**

GROUP	PLANTILLA Q1 2022	COMPETENT + WITH RELEVANT INTERVENTION Q1 2022	PLANTILLA Q2 2022	COMPETENT + WITH RELEVANT INTERVENTION Q2 2022	PLANTILLA Q3 2022	COMPETENT + WITH RELEVANT INTERVENTION Q3 2022	PLANTILLA Q4 2022	COMPETENT + WITH RELEVANT INTERVENTION Q4 2022
<b>POG</b>	160	143	156	152	155	154	153	153
<b>SCHOOL</b>	13	13	11	11	11	11	12	12
<b>SUPPORT</b>	217	201	220	206	218	210	215	214
<b>Total</b>	<b>390</b>	<b>357</b>	<b>387</b>	<b>369</b>	<b>384</b>	<b>375</b>	<b>380</b>	<b>379</b>
% of competent		<b>92%</b>		<b>95%</b>		<b>98%</b>		<b>99.74%</b>

**NOTE:**  
 \*Plantilla not meeting the required competencies beginning 2022 refer to the following:  
 1. Newly hired plantilla personnel without competency assessment  
 2. Newly converted personnel to plantilla position with competency assessment but not meeting the required competencies and has no relevant L&D intervention

The critical competencies on **Valuing Diversity** had the highest self-rating among the core competencies; whereas for the functional competencies, the personnel rated themselves highest on **Client Management and Attention to Detail**. Other competencies that obtained high baseline ratings from personnel were **Facilitating, Conflict Management, Teamwork, and Strategic Thinking and Visioning**.

Meanwhile, the results also noted low self-ratings on the core competency **Organizational Awareness** yielded low self-rating results. The same is true for the **Resource Management, People Management, Area Expertise, and Dependability** competencies. The competency on **Effective Written Communication** surfaced as a major functional competency gap among DAP personnel.

In 2022, the DAP saw operations slowly opening up after the easing of pandemic restrictions. This allowed DAP to accommodate more face-to-face conducts and onsite reporting as well as their participation in programs with other providers of learning interventions.

A new challenge emerged as DAP project teams were more accustomed to hybrid set-ups and more dispersed than ever. Investments on the people meant continuously providing support for them to grow and thrive to be “fit” with L&D programs that are more attuned to a digitally-enabled environment.

Beginning with the adoption of Google Classroom as the learners' hub for in-house programs, hybrid instruction was facilitated, making attempts to incorporate both asynchronous and synchronous methods. Zoom continued to be the platform for remote synchronous sessions while onsite participation was largely encouraged.

The number of personnel participating in in-house programs was the highest among the various intervention sources/indicators. However, towards the last quarter, there were more local training requested or availed of by personnel.

Figure 2

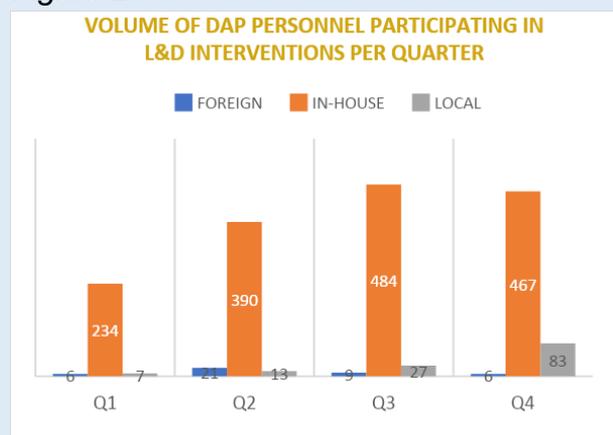
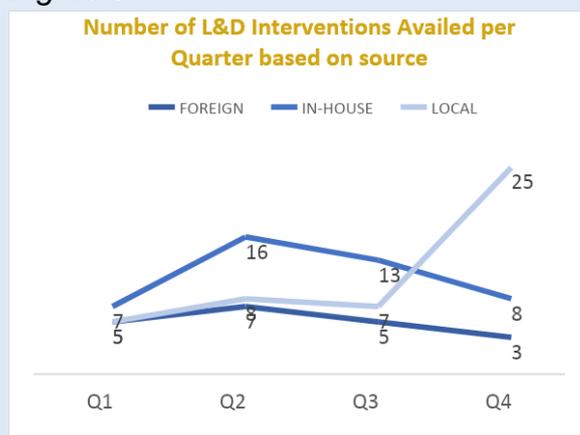


Figure 3



**Number of DAP Personnel Participating in L&D Interventions per quarter in 2022**

SOURCE	Q1	Q2	Q3	Q4
FOREIGN	6	21	9	6
IN-HOUSE	234	390	484	467
LOCAL	7	13	27	83

**Number of L&D Interventions available per quarter**

SOURCE	Q1	Q2	Q3	Q4
FOREIGN	5	7	5	3
IN-HOUSE	7	16	13	8
LOCAL	5	8	7	25

The in-house programs were primarily implemented by HRMDD and, sometimes, in coordination with DAP Centers to address competency gaps identified by the office. Examples of such were the Basic Training Management Course with Facilitation Skills for PMDP, Basic Quantitative Research for CFG,

Data Science and Analytics for OP-CEDSA, and Diplomatic Protocols and Etiquette Training for the selected staff.

- **DSA 101 - Introduction to Data Science and Analytics:** In cooperation with OP-CEDSA, this pilot program aimed to help participants identify the fundamental concepts and tools of DSA, acquire basic skills in visualizing and analyzing data through a hands-on experience with DSA tools and techniques, and conceptualize and share DSA projects that will address the needs of the unit they belong to.
- **Introduction to Quantitative Research Methods:** The training aimed to equip the participants with the necessary knowledge, tools, and techniques on quantitative methods focusing on Descriptive and Inferential Statistics. Among the topic covered were fundamental statistical concepts and principles, quantitative methods, basic statistical analysis using statistical software (i.e. Excel, R), and basic sampling methods.
- **Basic Training Management Course:** This program aimed to identify the roles and tasks of the training team, articulate the expectations of a training manager, recognize the importance of one's attitude towards oneself and others, recall basic Do's and Don'ts in oral presentations and facilitation, and explain the principles and conditions of adult learning and the adult learning approach.
- **Diplomatic Protocols and Etiquette:** This program is designed to equip participants with both the knowledge and practical application of the code of behavior, ceremonial forms, courtesies, and procedures accepted and required for high level engagement, interactions or official functions between government and/or diplomatic officials, VIPs, or VVIPs locally or from other countries.

The programs were also geared towards supporting the communication and advocacy objectives of committees like the Gender and Development Technical Working Group (GAD-TWG) with the Safe Space Act Orientation and the Harmonized Gender and Development Guidelines (HGDG).

- **Sexual Orientation, Gender Identity and Expression (SOGIE) Webinar:** A joint initiative of the Gender and Development (GAD) Technical Working Group and the HRMDD which underscored the importance of gender sensitivity, diversity, and inclusion as tools promoting a better workplace environment.

- **Orientation on RA 11313 or The Safe Spaces Act (Bawal Bastos Law):** The two-hour orientation aimed to increase the awareness of all DAP personnel on the provisions of the said law and thereby ensuring more advocates for a safe and gender-based sexual harassment free environment.
- **Training-Workshop on Harmonized Gender and Development Guidelines:** A whole-day training which explained the concepts and core elements of the PCW-prescribed HGDG tools that are crucial for integrating gender concerns into development programs and projects

It was also common for HRMDD to tap the internal experts as Resource Persons of technical content. Generally, these in-house training programs were considered mainly to align to the competency requirements in the DAP:

- **HR Orientation for Plantilla:** This orientation provided information on DAP, compensation and benefits, opportunities for growth, security protocol and standard of service for plantilla.
- **HR Orientation for Non-Plantilla:** This orientation facilitated the new staff's entry into the DAP workforce and their acclimatization as members of the DAP community.
- **Orientation on ISO 9001:2015 Quality Management System:** This orientation aimed to enhance the awareness of personnel on the requirements of implementing ISO 9001:2015 Quality Management System and deepen their appreciation of their individual and group roles in the continual improvement of the DAP-QMS.
- **MS Excel (Basic):** This one-day training provided participants with information on basic MS Excel functions, data management, basic worksheet operations, creating basic charts, and an introduction to Pivot Tables.
- **MS Excel (Intermediate):** This one-day training covered intermediate Excel Functions, Data Tab and Formatting Tools, and Analyzing Data with Pivot Tables suited for all technical and administrative personnel who collate, manage and process data for analytics
- **Records Management:** This training aimed to ensure the administration and preservation of records (including records containing personal, sensitive, and confidential information) while employees are working remotely. It catered to all technical and administrative personnel who serve as records custodians

- **Security Awareness Seminar:** This seminar aimed to help the participants understand the scenarios and issues in the government that may pose a threat to national security and identify vulnerable security points of the DAP and how to minimize, avert, avoid.
- **DAP Project Management Course – Module I:** This program is Module 1 of the DAP's Project Management Course. It aimed to explain the key concepts of project management and discuss the three phases namely Project Conceptualization and Development, Project Negotiation and Contracting and Project Mobilization.
- **DAP Project Management Course – Module II:** This program is Module II of the DAP's Project Management Course. It aimed to explain the key concepts of project management and discuss the two phases namely Project Implementation and Project Closure.
- **Project Management Course (Refresher version):** This is a self-paced, on-demand program delivered asynchronously. This is intended for DAP Project staff who want to be refreshed, needs reskilling or re-tooling in several areas of the Project Management Cycle of DAP. The course, which can be accessed through Google Classroom for a period of one month, allowed participants to watch recordings of previous PMC I and II conducts. The program is for self-enrichment and the participants who enlisted earned training certificates upon completion of the online examination.
- **CSC Examination Review:** This comprised a blended approach to review for the CSC examinations through online sessions with the RP and access to online materials such as sample examination questions to guide applicants or examinees from DAP.

Foreign training institutions were also considered as a rich source of competency-based content and skills development. Selected DAP personnel participated in 20 programs hosted overseas. Most of these programs were hosted by the APO or the Asian Productivity Organization of Japan in partnership with NPOs of other Asian countries and were delivered online. Only one program was attended by participants face-to-face.

Some of the DAP personnel catered to external training providers for technical content or highly-specialized programs. In fact, the interventions that focus on the technical content comprise 49 percent of the all interventions followed by Other Special Programs at 27 percent.

Figure 4

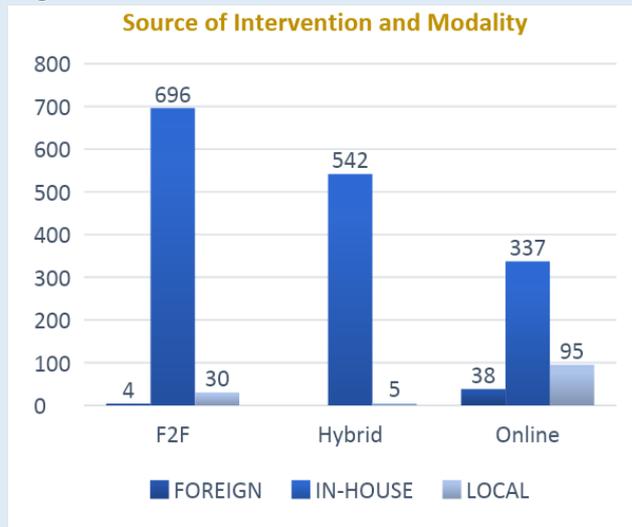
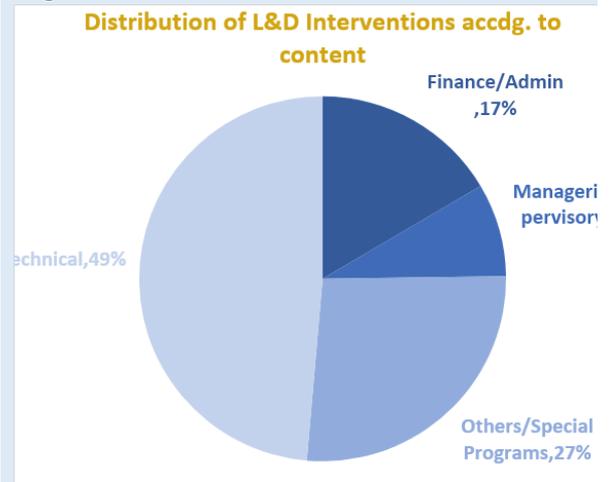


Figure 5



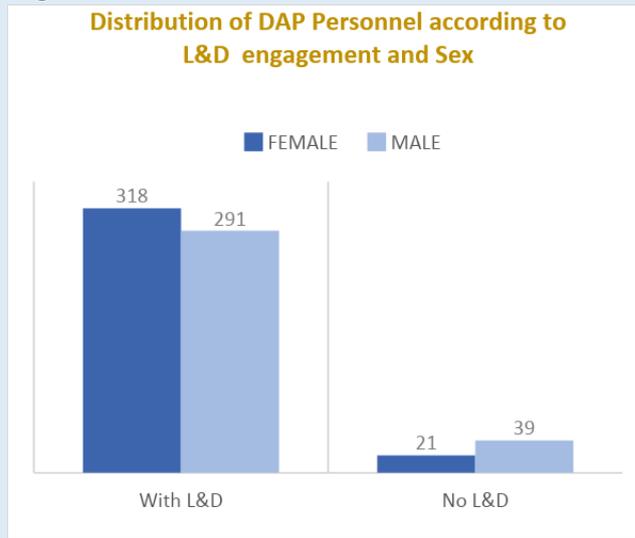
Modality	FOREIGN	IN-HOUSE	LOCAL
F2F	4	696	30
Hybrid	5	542	0
Online	38	337	95

Type of Content	Total no. of Interventions
Finance/Admin	18
Managerial/Supervisory	9
Others/Special Programs	29
Technical	53

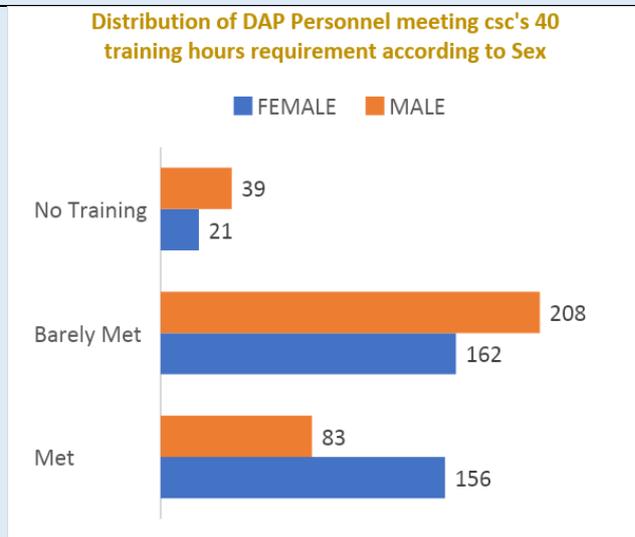
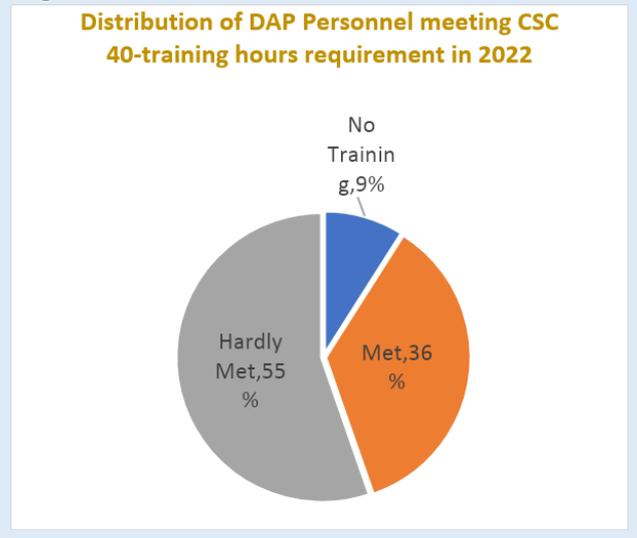
A total of 1747 participants from all offices attended these L&D interventions. This total comprises the 91 percent of 669 personnel, both plantilla and contract-based, on record in 2022. Of this number, there were more females than males attending to the L&D interventions.

The DAP also issued MC 2022-004 on the revised guidelines on Annual Team Development Clinic or the ATDC. The ATDC is considered an intervention to promote the well-being of and fellowship among its officers and staff in the DAP. The programs provided for a two-day respite “to unwind, recharge and interact in a safe and less structured yet purposive set of activities”. The offices planned and designed their ATDC following the objectives set in the memorandum.

**Figure 6**



**Figure 7**



**Distribution of DAP Personnel meeting csc's 40 training hours requirement according to Sex**

Sex	Met	Barely Met	No Training
FEMALE	156	162	21
MALE	83	208	39
<b>Total</b>	<b>239</b>	<b>370</b>	<b>60</b>

Further into the data, about 36 percent of personnel obtained at least 40 training hours, nine percent didn't have any training, while 55 percent of personnel had less than 40 hours. For the former, there were some personnel who completed more than 100 training hours.

Overall, 91 percent of personnel had attended at least one training program or intervention in 2022.

Table 5. Table of DAP Personnel Training Participation Across Structural Groups

GROUPS	Number of Personnel with Training Interventions	Total Personnel eo 2022	Percentage of Personnel Engagement
<b>CORP</b>	120	134	90%
<b>GSPDM</b>	27	29	93%
<b>OSVP-P</b>	216	223	97%
<b>OSVP-S</b>	246	283	87%
<b>Overall Total</b>	<b>609</b>	<b>669</b>	<b>91%</b>

### HR Actions

There was a total of 52 personnel actions for the calendar year 2022 – 21 new personnel (regularization of employment) and 31 cases of promotion.

### Compensation and Benefits

PbP and NPP continued to receive compensation under SSL 5 Tranche 4 rates and the mandatory benefits. With the DAP slowly transitioning and adapting to the new normal, various efforts were continued by the office for the DAP personnel. Transport services on a point-to-point basis for personnel reporting on-site were continued until the first quarter of the year. Hazard pay was also allocated for all personnel who reported onsite during the calendar year 2021. Additionally, expenses of the RT-PCR test for work-related infections were reimbursed. The DAP continued the adoption of alternative work arrangements. Various Health and Wellness activities were implemented including the Bayanihan Drive, provision of vitamin C tablets for employees, and flu and pneumonia vaccinations.

The mandatory contributions to PhilHealth with employer share was made effective in June 2022 for NPP. The DAP negotiated with PhilHealth for a lower basis for the contribution, and the exemption for payment of contribution by Senior Citizens engaged as non-plantilla personnel. The DAP established partnerships with SSS, PhilHealth, and Pag-Ibig to assist the NPPs in the timely remittance of their voluntary contributions through salary deductions, thereby avoiding instances of unavailability on the job.

## I. FACILITIES IMPROVEMENT AND SUSTAINABILITY EFFORTS

### **Energy Efficiency Conservation Awards (EECA) 2022:**

- DAP received recognition in the 2022 Energy Efficiency Conservation Awards.

### **Electricity Savings and Optimization:**

- DAP's commitment to electricity optimization led to increased savings from 711,301 kWh in 2019 to 943,626 kWh in 2022.
- Achieved a 28.85 percent kWh savings compared to the average electricity cost over the last five years (2017-2021).
- Savings can be redirected towards more relevant programs or projects for improved service delivery.

### **Building Energy Efficiency Index (BEEI):**

- DAP Building's BEEI value for 2022 is 76.14 kWh/sqm/year, exceeding ASEAN standards by 52.4 percent.
- BEEI is significantly below the efficient threshold of 160 kWh/sqm/year according to ASEAN Best Practices.

### **Carbon Footprint Reduction:**

- Equivalent kilowatt-hour savings of 943,626 kWh in 2022 resulted in a notable reduction in carbon footprint.
- Converted values: 195.4 metric tons of CO<sub>2</sub> not emitted, 222,752.17 pounds of coal saved, 115.28 barrels of oil not consumed, 5,798 gallons of gasoline spared, and 4,800.9 gallons of diesel unused.

### **Summary of Building System Enhancement Report for CY 2022:**

#### **Idea Generation Hub (IGH) Phase 1:**

- Accomplishment: 82.7 percent completion as of December 31, 2022.
- Included Complete DAED and Masterplan for IGH Level 7A and 7B, automated access from Level 6A to Level 7A, and Construction of 2 interiors with Complete Design Fit outs, Furnishings, and Fixtures.



## Repairs and Maintenance Related Works:

### Re-waterproofing of Entire Roof Decks A & B with Tile Works:

- Actual Accomplishment: 98.5 percent as of December 31, 2022.



### Replacement of Entire DAP Balconies' PVC Spandrel Ceiling Eaves into Metallic Spandrel Ceiling Eaves:

- Actual Accomplishment: 90 percent as of December 31, 2022.



### Treatment of Structural Cracks of Critical Areas in the Building including Fire Exits and Stockrooms:

- Actual Accomplishment: 100 percent as of December 31, 2022.

These achievements mark significant progress in enhancing the DAP's facilities and addressing maintenance needs, contributing to a more efficient and structurally sound environment.

## J. CORPORATE SOCIAL RESPONSIBILITY

The DAP embarked on a year of impactful initiatives, showcasing a commitment to social responsibility and community engagement. Vice President Alan Cajés, chairperson of the DAP's 49th Anniversary Committee, spearheaded a generous effort by turning over 220 school supply kits to preschool children and teachers in Barangay Pineda, Pasig City, as part of the "Palit Plastic" program. This sustainable endeavor encouraged children to exchange plastic materials for school supplies, contributing to cleanliness and proper disposal awareness.



The CSR drive, initiated in June 2022 with a DAP-wide cleanup and donation campaign, culminated in the turnover activity, marking the finale of the 49th-anniversary celebration. One Hope, a non-government organization, also joined the cause, donating 220 children's books for inclusion in the kits, aligning with their "Book of Hope" program.

Transitioning into the festive season, the DAP continued its altruistic efforts with the "aDAPtive in Every Season: Be Merry, Be Bright!" theme for the 2022 Christmas CSR activities. Touching various communities, the initiatives included health and hygiene kits for gardeners and street sweepers in Barangay San Antonio, rice and minimal groceries for Persons with Disabilities in Barangay Sungay, and health and hygiene kits for the Co Su Gian Home for the Aged in Davao City.



A special celebration on December 15, 2023, honored the Star Special Corporate Security Management Inc. – DAP Detachment, Pasig, featuring a knowledge-sharing session on Urban Gardening.



In summary, the narrative of DAP's 2022 unfolds as a tale of continuous compassion, unity, and spreading joy. From sustainability programs to Christmas CSR activities, the DAP illuminated the year with a spirit of giving, making a lasting impact on the communities involved.

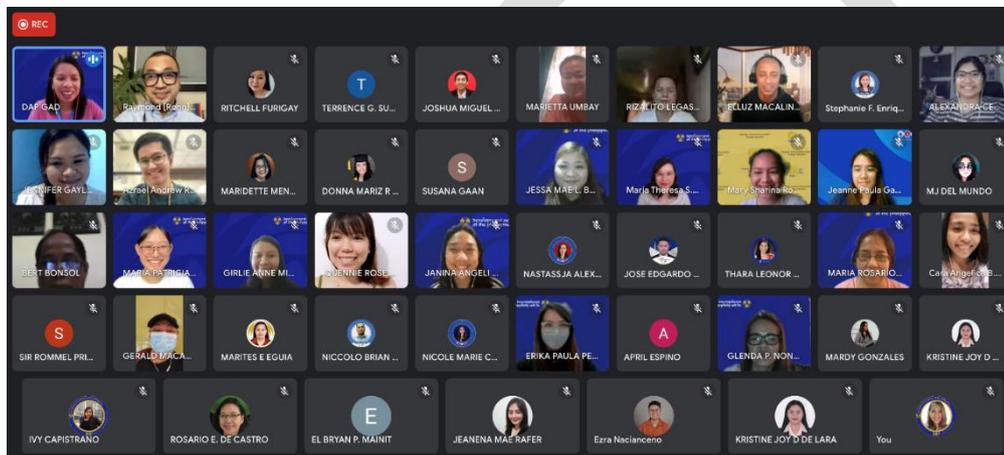
## K. GENDER AND DEVELOPMENT

The DAP is committed to the realization of gender mainstreaming as shown through its various capacity building efforts for its personnel which aimed to raise consciousness on gender and development, as well as also to ensure that the staff will have a strong gender foundation and gender perspective to carry out DAP's operations effectively and successfully.

In 2022, a total of 182 female and 177 male personnel have been trained on GAD-related capacity building programs as follows:

- **Understanding SOGIE and Path to Gender Allyship**

A program which aimed to provide a solid foundation for organizations to acknowledge the importance of gender sensitivity, diversity, and inclusion as tools in promoting a better workplace environment.



- **Orientation on RA 11313 or The Safe Spaces Act (Bawal Bastos Law)**

A two-hour orientation which aimed to increase the awareness of all DAP personnel on the provisions of the said law, thereby ensuring more advocates for a safe and gender-based sexual harassment free environment.



- **Training -Workshop on Harmonized Gender and Development Guidelines**

A whole-day training which explained the concepts and core elements of the PCW-prescribed HGDG tools that are crucial for integrating gender concerns into development programs and projects.

- **Training on Diplomatic Protocols and Etiquette**

A skills-enhancement program centered on the aspects and principles of official and diplomatic protocol, and the role and functions of protocol within the culture, objectives, and organization of Philippine governance.

- **Beyond Attribution: Use of HGDG to Mainstream GAD Elements in the Project Development Cycle**

A learning session organized by the Philippine Commission on Women which focused on using the HGDG tool to integrate GAD elements in the project development cycle. It presented the application of the HGDG assessment results in preparing the GAD Plan and Budget (GPBs) and GAD Accomplishment Report (GAD ARs), particularly in identifying mitigating strategies to address the gender gaps in the program/project design, implementation, management, monitoring, and evaluation. The session aimed for the participants to appreciate the importance of the HGDG as a tool to influence the gender-responsiveness of agencies' programs and projects significantly.

- **Statesmen's Summit II: Gathering of Nobles**

An event implemented by the Center for Restoration of the Filipino Values that is intended for committed statesmen/women from the legal department, personnel in-charge of investigation, fact-finding, hearing cases, human resource management, and administrative services. It emphasized the significant role of leaders in the time of pandemic towards the new normal and beyond.

A special session with the proponents of GAA-funded projects was also conducted to provide technical guidance on how to assess the gender responsiveness of their projects using the Gender Analysis tool, PIMME or Project Implementation, Management, Monitoring, and Evaluation. This session was participated by Program Directors, Managers, and focal persons of the said GAA-projects.

The reconstituted GAD Focal Point System's Technical Working Group also initiated the conduct of a gender audit using the Gender Mainstreaming and Evaluation Framework (GMEF) Tool. This is a prescribed PCW tool being used by government agencies to assess the level of mainstreaming. The self-assessment results, which involved key officers and select personnel, revealed that the DAP has already reached the Level 2 of gender mainstreaming otherwise known as *Installation of Strategic mechanisms*. While the road to reaching the highest level (*Level 5: Replication and Innovation*) is still a long way, the commitment of newly designated members remains unwavering.

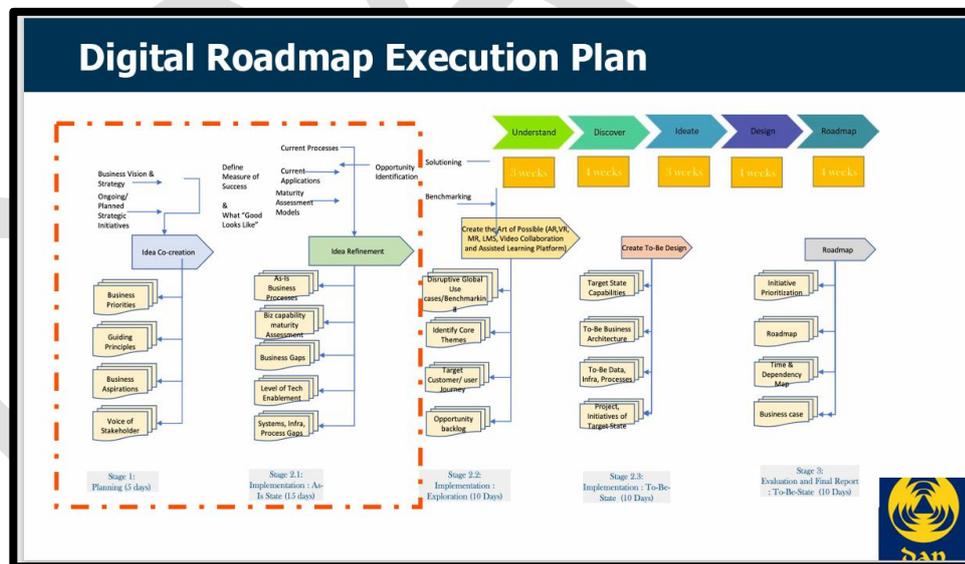
DRAFT

## L. DIGITIZATION INITIATIVES

### The Digital Transformation Roadmap

The DAP recognized the imperative to modernize its systems and methodologies for delivering services to the bureaucracy, prompting the initiation of its digital transformation endeavor in the fiscal year 2019. Committed to navigating the complex terrain of this transformative journey, the DAP established its dedicated Digital Transformation Task Force (DTTF). This specialized task force was entrusted with the formidable responsibility of evaluating the existing state of affairs and formulating preliminary recommendations to align with the envisioned digital transformation goals.

In a strategic collaboration with the Asian Productivity Organization (APO), the DAP solidified its commitment to digital evolution by formalizing a comprehensive digital transformation roadmap. This collaborative effort aimed to strategically outline the pivotal steps and milestones required to achieve a seamless and efficient transition into a digitally empowered organization. The resulting roadmap serves as a meticulous guide, ensuring that the DAP's evolution is not only smooth but also aligned with global best practices and productivity standards.



The digital transformation roadmap, documented below, represents a culmination of insights, expertise, and collaborative efforts from the DAP and the APO. It serves as a blueprint for the DAP's progressive transformation, facilitating the implementation of cutting-edge technologies and innovative methodologies. As the DAP embarks on this transformative journey, it is poised to embrace a future where digital prowess enhances service delivery, optimizes

operational efficiency, and positions the DAP at the forefront of contemporary administrative excellence.

Mindful of budgetary constraints, the DAP has strategically prioritized the fulfillment of specific segments within the digital transformation roadmap over acquiring the entire suite of planned Information and Communication Technology (ICT) tools and systems. This pragmatic approach ensures that the limited resources are judiciously allocated to areas that yield the most significant impact on service delivery and operational efficiency.

In the forthcoming sections of this report, we will delve into comprehensive updates on the enhanced segments of the DAP's service delivery. These updates will showcase the tangible outcomes of the strategic allocation of resources, emphasizing the DAP's commitment to a phased and pragmatic digital transformation approach. By focusing on targeted improvements, the DAP aims to optimize its current capabilities and incrementally integrate advanced technologies, setting the stage for a sustainable and progressive digital evolution. This nuanced strategy reflects the DAP's resilience and adaptability in navigating the evolving landscape of administrative service excellence within the constraints of fiscal responsibility.

### **Highlights from DAP Digital Transformation Report:**

- **Development of Online Systems**
  - Resilience During COVID-19: Despite the challenges posed by the pandemic, the DAP demonstrated adaptability by implementing sophisticated online systems.
  - Key Systems Deployed:
    - Document Tracking System (DTS);
    - Electronic Records Management System (e-RMS);
    - Electronic Certificate Information System (e-CIS);
    - Bidding Document Management System (BiDMS);
    - Electronic Daily Time Record (e-DTR); and
    - Enhancement of Project Management Information System (PMIS)
- **Utilization of Disruptive and Emerging Technologies:**
  - Multi-Cloud Strategy: The DAP employs a multi-cloud strategy, distributing workloads across platforms like Microsoft Azure, MS365, Google Workplace, and Google Cloud from DICT.

- Low-Code Programming and Robotic Process Automation (RPA):
  - Power Apps used for online micro-applications.
  - Power Automate minimizes manual interventions in processes.
- Operational Micro-Apps:
  - Online Change Request
  - Request for IT Support for Events/Functions
  - DAP e-Mail Request
- Integration of AI: Technologies like GPT and Grammarly are integrated within office applications.
- **Interoperability of Systems or Data Linkages Among Systems:**
  - Subscription to MS365 and Google Workspace: Facilitating seamless collaboration within the organization.
  - Application Programming Interface (API):
    - Integration planned to streamline processes and enhance interoperability.
    - Collaborative effort with Infrastructure Management Bureau of DICT.
  - Exploration of Auth0: Enhancing authentication and authorization processes for a secure identity and access management solution.
- **Modernization of Existing Systems and Applications**

In the pursuit of technological innovation and enhanced service delivery, the DAP Information and Communications Technology Division (ICTD) successfully implemented its online ICT request ticketing system in 2019. Since its inception, this dynamic platform has emerged as an invaluable tool for the organization, facilitating the meticulous monitoring of concerns in alignment with the division's core charter commitments.

As the global landscape underwent a transformative shift towards on-site work in Fiscal Year (FY) 2022, the ICTD observed a noteworthy surge in "Requests for Technical Assistance/Support for Simple ICT Requests," with a specific focus on addressing network connectivity issues. This trend marked a substantial evolution from the preceding fiscal year, as the total number of tickets related to connectivity in FY 2021 amounted to a mere 64. Astonishingly, in FY 2022, this figure experienced an exponential rise, reaching a total of 197 connectivity-related tickets—an impressive increase of 208 percent.

This surge underscores the critical role played by the online ICT request ticketing system in not only streamlining the process of logging and addressing concerns but also in providing a real-time pulse on the evolving needs of the organization. The heightened demand for technical assistance in network connectivity highlights the system's adaptability and responsiveness to the dynamic work environment, particularly during the transition to on-site operations.

In the subsequent sections, we will delve into a detailed analysis of the enhancements made within the Information and Communications Technology Division, shedding light on the strategies employed to address the surge in connectivity-related requests and laying the groundwork for sustained technological resilience. This section serves as a testament to the DAP's commitment to staying at the forefront of technological advancements and ensuring that its systems evolve in tandem with the demands of the ever-changing administrative landscape.

The DAP has undertaken a transformative approach to its learning management methodology, introducing the Linang System—a cutting-edge Information and Communication Technology (ICT) platform designed to revolutionize the educational experience. This strategic deployment is not merely a technological upgrade but a pivotal internal initiative considered paramount for the DAP's continued growth and adaptability.

In the backdrop of the challenges presented by the global events of 2020, which witnessed unprecedented setbacks across various industries, including education, the DAP recognized the need for a comprehensive solution. Beyond the pre-existing digital divide, the global health crisis of 2019 physically isolated classrooms, affecting educational institutions from primary schools to higher education. In the Philippines, the ramifications of the COVID-19 pandemic resulted in a two-year suspension of traditional classes and training sessions—integral components of the DAP mandate.

In response to this complex scenario, the Linang System emerged as the DAP's proactive and innovative answer to the evolving landscape of education globally. Conceived in 2021, this online learning management system stands as a testament to the DAP's commitment to technological and pedagogical advancement. More than a digital response to an immediate crisis, Linang is strategically envisioned to evolve into DAP's virtual academy—a dynamic platform facilitating flexible and lifelong

learning for every Filipino, not only within the civil service but also across the broader public sector.

The Linang System is designed to transcend the limitations imposed by traditional classroom settings, ensuring accessibility and inclusivity in the pursuit of knowledge. In the sections that follow, we delve into a detailed exploration of this groundbreaking initiative, highlighting its features, impact, and the strategic vision that positions the DAP at the forefront of educational innovation in the digital era. As we navigate these transformative times, the Linang System symbolizes the DAP's dedication to advancing learning methodologies and ensuring that education remains a dynamic and resilient force for national development.

- **Site Statistics and User Engagement**

The implementation of the Linang System has proven to be a resounding success, evident in the remarkable surge in user traffic and site engagement, particularly following the hosting of SPARTA and DepEd ALS. The platform has become a bustling hub of learning activity, reflecting its vital role in meeting the educational needs of a diverse user base.

As of the latest assessment, Linang boasts an impressive catalog of 68 active courses, showcasing the platform's versatility in catering to a wide spectrum of learning objectives. This expansive course selection underscores the adaptability of Linang in addressing the diverse educational requirements within the civil service and the broader public sector.

The user community on Linang has experienced substantial growth, with an impressive count of 8,742 registered users. This noteworthy figure not only signifies the widespread acceptance of the platform but also speaks to its ability to attract and engage a substantial audience seeking flexible and accessible learning opportunities.

In the subsequent sections, we will delve into a detailed analysis of user engagement metrics, highlighting patterns of utilization, popular courses, and feedback from the user community. This comprehensive examination will provide valuable insights into the impact and effectiveness of Linang as a virtual academy, reinforcing its significance as a pivotal component of the DAP's commitment to advancing education in the digital age.

Usage Tally (earlier data not yet available)

	<b>Number of Users</b>	<b>Number of Courses</b>
<b>As of November 2023</b>	8,742	68
<b>As of July 2023</b>	8,362	49
<b>As of October 2022</b>	303	7

Centers using Linang as of November 2023

<b>Center</b>	<b>Program/Project/Course</b>
<i>Center for Strategic Futures</i>	<i>Introduction to Data Science and Analytics Introduction to Foresight and Anticipatory Governance</i>
<i>Center for Strategic Futures with DAP Human Resource Development Division</i>	<i>Basic Project Management and Data Science and Analytics</i>
<i>Center for Governance</i>	<i>Capability Building on Innovative Leadership for Legislative Staff (CBILLS): Emerging Leaders</i>
	<i>Middle Managers</i>
	<i>Managers</i>
	<i>Basic Monitoring and Evaluation</i>
<i>DAP sa Mindanao</i>	<i>Alternative Learning System Project for Department of Education</i>
<i>DAP-SPARTA</i>	<i>Getting Grounded on Analytics Essential Excel Skills for Data Preparation and Analysis Computing in Python</i>
<b>Center</b>	<b>Program/Project/Course</b>

*SQL for Business Users*  
*Data Management Fundamentals*  
*Enterprise Data Governance*  
*Dashboards and Drill-Down Analytics*  
*Data Visualization Fundamentals*  
*Data Visualization Using Tableau and Python*  
*Storytelling Using Data*  
*Data-Driven Research Fundamentals*  
*Experimental Design and Analysis*  
*SQL for Data Engineering*  
*Python for Data Engineering*  
*Statistical Analysis and Modeling Using Excel*  
*Statistical Analysis and Modeling Using SQL and Python*  
*Data Science and Machine Learning Using Python*  
*Design Thinking for Analytics*  
*Analytics Applications in Operations*  
*Analytics Applications in Finance and Risk*  
*Data Science and Analytics Project Management*  
*Data-Driven Policy Analysis*  
*Applied Analytics in Public Human Resource Management*  
*Applied Analytics in Public Finance and Budgeting*  
*Data-Engineering in e-Governance Systems*  
*Urban Planning in the Fourth Industrial Revolution*  
*Livable and Sustainable Cities in e-Governance*

The DAP's digital transformation efforts encompass a wide array of initiatives, from online systems development and emerging technology utilization to fostering interoperability for efficient communication and data exchange.

- **Advancing Efficiencies through Information Technology**

In an ongoing commitment to modernize its processes, the DAP has made significant strides in leveraging Information Technology (IT) to drive operational improvements. A noteworthy achievement in this regard is the successful implementation of the official digital signature, as outlined in MC-2021-02 "Guidelines in the Utilization of the Philippine National Public Key Infrastructure (PNPKI)." This milestone, accomplished in FY 2021, has ushered in a new era of efficiency by enabling DAP officers to electronically approve documents submitted to oversight agencies.

The utilization of the PNPKI digital signature tool proved to be a strategic move, particularly during the height of the COVID-19 pandemic. Electronic processing became a crucial lifeline, allowing seamless

operations to persist in the face of unprecedented challenges. This tool not only facilitated a rapid and secure approval process but also demonstrated the DAP's adaptability to the evolving demands of a dynamic work environment.

Significantly, the PNPKI digital signature tool remains an integral component of the DAP's operations in the "new normal." Its continued use underscores its sustained relevance and effectiveness in streamlining approval workflows. As the DAP continues to pioneer advancements in IT utilization, this initiative stands as a testament to the organization's commitment to embracing technological solutions that enhance overall operational effectiveness.

DRAFT

## V. FINANCIAL HIGHLIGHTS

- **Revenue Profile**

For thirty years (1974-2004), the revenue sources of the DAP were through service contracting with private and public sectors for consultancy, technical assistance, training, and education, conduct of public offerings, use of its facilities, and interest income from marketable securities.

In 2005, the national government started allocating funds through GAA (Subsidy Income) for the Academy's publications, research and development activities, and implementation of quality and competitiveness programs. The funding provided was to cover the cost of implementing programs and projects of the national government and not to cover the cost of its personnel services and Maintenance and Other Operating Expenses (MOOE). Also, since the number of projects and programs funded during those years were significantly few and relatively minimal, the major revenue source of the Academy remained to be from contracting of its services with the public and private institutions. This gradually changed starting in 2012 when the national government mandated the Academy to implement the National Government Career Executive Service Development Program (NGCESDP). From there on, DAP was mandated to implement other national government programs like the Education and Training Capability Building Programs and Projects, Harmonization of National Government Performance Monitoring, Information and Reporting System through the Results-Based Performance Management System (RBPMS), Modernizing Government Regulation for National Competitiveness and Productivity (MGR), Government Quality Management Program (GQMP), to name a few. As such, the revenue structure of the Academy started to shift from service contracting with public and private institutions to implementation of mandated government programs funded through the GAA (Subsidy Income).

In CY 2022, the Subsidy Income accounts for 71 percent (PhP 541 million) of the Academy's total revenue. The DAP generated revenues from programs, projects, and public offerings contributed only 20 percent (PhP154 million) to the Academy's coffer, while the income from its conference and office facilities contributed a minimal six percent (PhP45 million). The latter managed to increase from PhP8 million in the year 2021 to PhP45 million in the Year 2022 but was still not at its optimum because it prioritized and ensured health and safety in the acceptance of clients or bookings over the income opportunity. On the other hand, the interest income from High Yield Savings Accounts and Retail Treasury Bonds accounted for three percent (PhP23 million) of the total revenue.

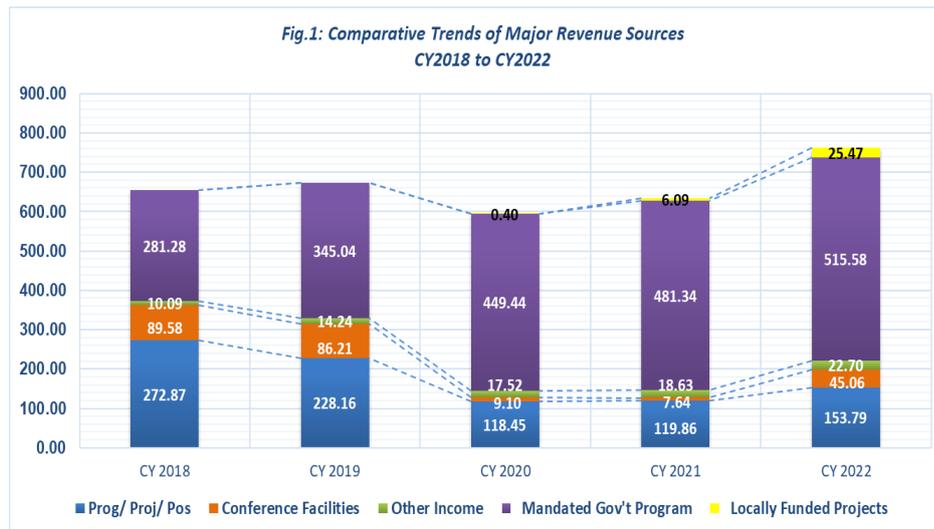


Figure 1 presents the last five (5) years revenue structure of the Academy.

It is worth mentioning that the National Government demonstrated continued trust in the Academy with the continued inclusion of the Mandated Government Programs. The significant decline in DAP generated revenue from contracting its services with public and private institutions, and public offerings is due to the Academy's greater focus on the implementation of the mandated programs of the National Government wherein the Subsidy Income is derived. This is in view too, of greater readiness in implementing the mandated programs based on the current knowledge database, available in-house experts, and active roster of external consultants. Thus, the Academy's activities in going through the process of participating in the public bidding and negotiations with national agencies have also diminished.

In CY2022 revenues included the PhP25.47 million allocated for the locally funded projects for the upgrade or rehabilitation of DAP Facilities, in which the corresponding costs were recorded as fixed assets – building, instead of period expense/costs.

- **Expenses Profile**

On the other hand, the Academy's expenses are driven by the cost of the implementation of its programs and projects, particularly the direct project-related expenses and the salaries, wages, and benefits of personnel.

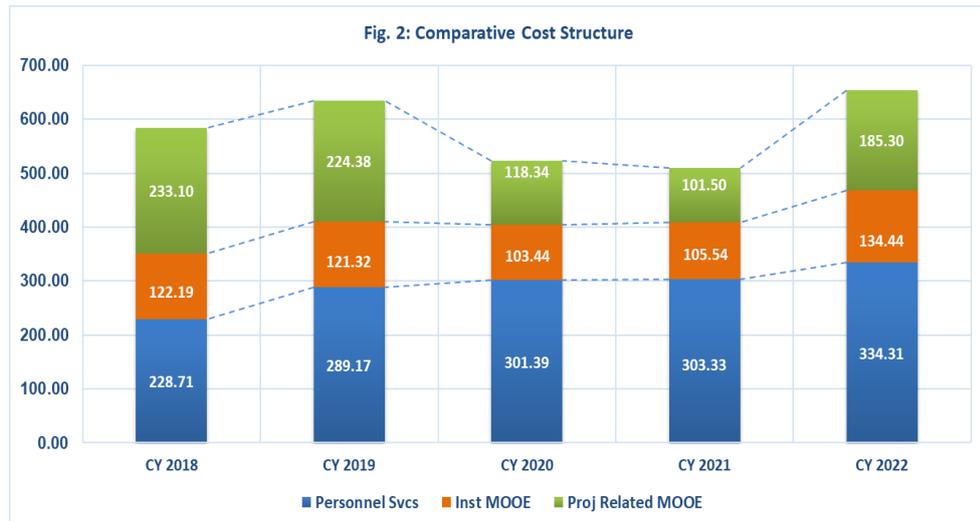


Figure 2 presents the last five (5) years expenses of the Academy

In Calendar Year (CY) 2022, the DAP incurred a total amount of PhP654.05 million on its salaries and wages, maintenance and other operating expenses of the offices, and project-related costs that match the revenue it generated during the year. It registered an increase of 28 percent compared to the previous year's level of PhP510.37 million.

Total Expenses went up from PhP 510.37 million in the year 2021 to PhP 654.05 million in CY2022 posting an increase of PhP 143.68 million or 28 percent increase. The project-related MOOE increased by 83 percent valued at PhP185.30 million from PhP101.50 million in 2021, while the Institutional MOOE increased by 27 percent valued at PhP134.44 million from PhP105.54 million in 2021. The increased spending was attributed to the normalcy of activities and coping with the implementation targets, and among the highest were travel, training, utilities, and supplies and material expenses which sharply increased by 218 percent. The latter was due to the implementation of COA Circular 2022-004 in the year 2022 on the increase in the capitalization of Property, Plant, and Equipment (PPE) threshold from PhP15,000.00 to PhP50,000.00, wherein all PPE items valued below PhP50,000 were considered semi-expendable expenses with retrospective application.

The Personnel Services (PS) increased by ten percent due to the implementation of Salary Standardization Law V (SSL V) Tranche 3 from SSL IV Tranche 4 in 2022 (from PhP303.33 million in 2021 to PhP334.31 million in 2022).

The increase in PS was the result of the Governance Commission for GOCCs (GCG) Memorandum Order No. 2022-04, dated 28 February 2022, which excluded the Academy from the coverage of Republic Act No. 10149, and such

exclusion effectively placed the DAP's Salary Schedule under the coverage of the SSL V of 2019. The salaries and wages and their corresponding effects on employee benefits of the DAP plantilla-based employees were adjusted from SSL IV Tranche 4 to SSL V Tranche 3 in accordance with the DBM National Budget Circular No. 588, dated January 3, 2022.

The fixed recurring expenses are the Salaries and Employees Benefits plus the Institutional MOOE which increased by 15 percent from PhP408.87 million in CY2021 to PhP468.75 million in CY2022. This is 61 percent of the total revenue generated for the year 2022, which means that the DAP spent PhP61 for fixed-recurring costs for every PhP100 of earned revenue.

- **Financial Performance**

Despite the setbacks caused by the COVID-19 pandemic and the Taal Volcano eruptions in 2020 and 2021, which disrupted its activities and operations in DAPCC Tagaytay, DAP successfully rebounded in 2022. Through determination and adaptability, it navigated the challenges of the “new normal,” demonstrating resilience and a commitment to its mission.

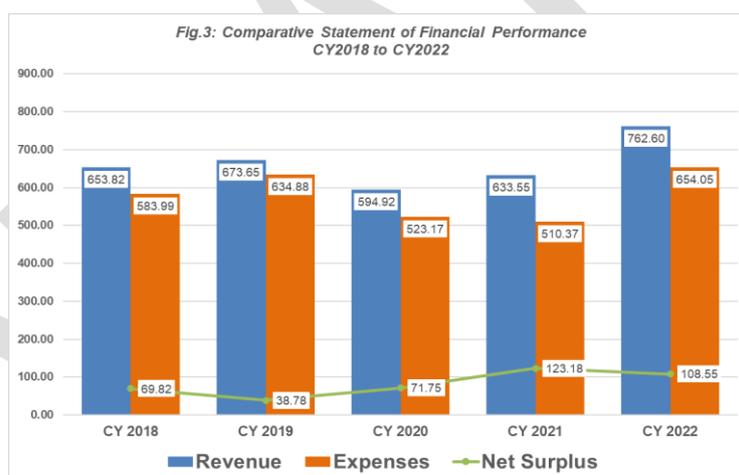


Figure 3 presents the DAP Financial Performance covering the last five years of its operations, that is, from CY2018 to CY2022 is shown below

By the year 2022, the DAP manifested an increase of 20 percent in its revenue valued at PhP762.60 million as compared with the revenue in 2021 of PhP633.55 million. Revenue in CY2022 is considered to be at an all-time high as of date.

The CY2022 total operating expenses incurred amounted to PhP654.05 million increased by 28 percent as compared to the previous year's level (CY2021). The CY2022 operation yielded a net surplus of PhP108.55 million, 12 percent lower as compared to the PhP123.18 million in CY2021.

The lower Net Surplus despite the increase in the value of the Revenue was due to an increase in Operating Expenses by 28 percent valued at PhP654.05 million as compared to PhP510.37 million in 2021 effectively offset the 20 percent increase in Revenues.

The increase in operating expenses was attributed to the following:

- As a result of the GCG Memorandum Order No. 2022-04 “Excluding the Development Academy of the Philippines from the coverage of RA No. 10149,” and thus exclude DAP from the list of GOCCs under GCG’s authority as the oversight agency and shall not be covered by a Compensation and Position Classification System (CPCS) established by the GCG, the SSL V under RA 11466 was finally implemented by the DAP in CY2022, from SSL IV Tranche 4 to SSL V Tranche 3.
- The retrospective application/implementation of COA Circular 2022-004 in 2022 on the increase in the capitalization of PPE threshold from PhP 15,000.00 to PhP 50,000.00, wherein all PPE items valued below PhP 50,000 were considered semi-expendable expenses with a retrospective application;
- As a result of the government’s significant reduction of COVID-19 health and safety protocols and restrictions, the overall activities and spending increased, particularly project implementations, and personnel reporting on-site or at fields that increased travel, utilities, workshop and conferences, training among others, and;
- Coping with the trends of technology through investment in the latest applications and required hardware e.g., cloud services, to enable the DAP to adapt to the “new normal” of doing business, and be able to deliver its innovative web-based program.

- **Cost Ratios vs Operating Revenue**

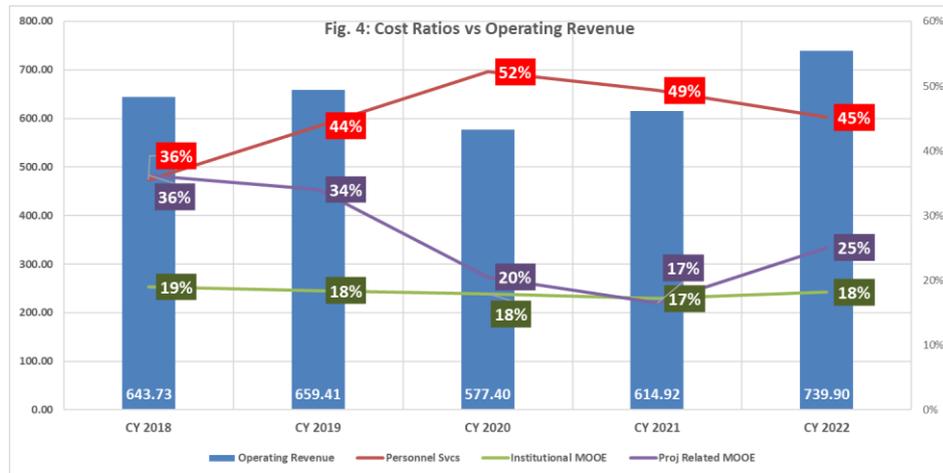


Figure 4 illustrates the relationship between Operating Revenue with Personnel Services, Institutional MOOE, and Project-Related MOOE

In the Year 2022, when operating activities are coping with normalcy, for every P1.00 of revenue earned, P0.25 was spent on project-related MOOE. This is quite favorable when compared with the yields of years 2018 to 2019 (before the COVID-19 pandemic) of 36 percent and 34 percent, respectively. Given the events of 2020 and 2021 (the COVID-19 Pandemic and the Taal eruption), these were excluded from the comparison analysis.

Note that the institutional MOOE is within the ratio of 17 percent to 19 percent, while the project-related MOOE is in direct proportion to the operating revenue. Project-related MOOE depends on the resources spent/consumed to generate the target revenue for the period. Considering that the DAP's PS is a fixed cost, its ratio is inversely related to the Operating Revenue.

- **Financial Condition**

The DAP struggled during the earlier years of its creation in 1973. It existed and survived through the contributions and support of the CFIs recognized as revenue, equity, and donation. It managed to be self-sufficient by the early 80's and has maintained its financial stature since then.

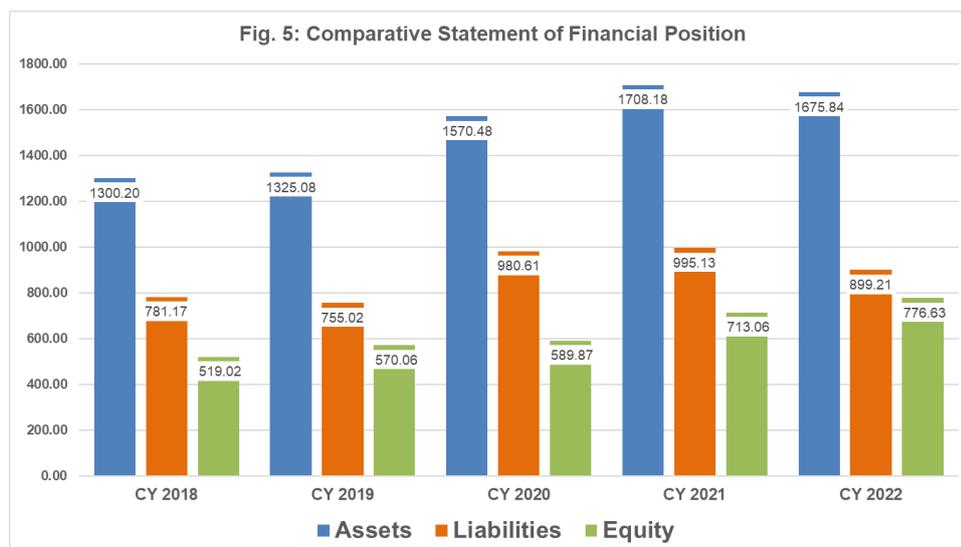


Figure 5 presents the Statement of Financial Position of the DA from CY2018 to CY2022.

- ASSETS:** The DAP's Assets display an increasing trend from CY2018 to CY2021. The Assets of the DAP as of the end of 2022 is recorded at PhP1,675.84 million. The DAP's assets have grown 90 times its value in 1973 (from PhP18.716 million to PhP 1.676 billion).
  - LIABILITIES:** The Liabilities as of CY2022 are recorded at PhP 899.21 million, part of which is funds held in trust in the amount of PhP 166.99 million.
  - EQUITY:** As the DAP's net surplus continued to grow, its Equity increased by nine percent compared to the end of December 2021. The Equity valued at PhP776.63 million as of CY2022 and also referred to as Net Assets represents the sum of CFIs contributed capital and the annual surpluses or deficits.
- Financial Ratios**

The Current Ratio measures a company's ability to pay its short-term debts with its current assets. A ratio of 1 or higher is generally considered good, indicating the company can meet its current obligations without difficulty.

The DAP even in its earliest years did not fail on Liquidity. It always has sufficient working capital to meet its short and medium-term operational costs and other obligations.

Particulars	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
<b>Liquidity</b>					
Current Ratio (Current Assets/ Current Liabilities)	2.51	5.17	2.69	4.25	4.18
<b>Current Ratio, Net of Restricted Funds)</b>	<b>1.16</b>	<b>2.95</b>	<b>1.28</b>	<b>2.32</b>	<b>2.7</b>
<b>Profitability</b>					
Net Margin Rate (Net Income/Gross Revenue)	11%	6%	12%	19%	14%
Return on Assets (Net Income/Total Assets)	5%	3%	5%	7%	6%
<b>Long Term Stability</b>					
Debt-to-Equity Ratio (Total Liabilities/ Total Equity)	1.51	1.32	1.66	1.40	1.16

Table 1 translates the data into significant Financial Ratios for a better appreciation of the DAP's financial health condition.

As of 2022, the current ratio is 4.18. which is lower than the 4.25 current ratio in the year 2021. It means that as of CY2022 there are P4.18 available current assets for every peso of current liability.

A more realistic current ratio is 2.70 in CY2022 and 2.32 in CY2021 after the exclusion of restricted funds (or funds held in trust for specific projects or purposes and unearned Subsidy Income from the National Government). The obligations to building contractors of at least 30 percent of the value of signed contracts for construction/upgrade/rehabilitation of DAP facilities, but progress billings were not yet recorded in the books due to non-receipt at the end of CY2022 will further reduce the current ratio to P1.28 in CY2022, if considered.

The Net Margin rate measures profitability. As the DAP strives for financial sustainability, it also adheres to its mandates and fulfills its social responsibilities and the reason why its profitability trend has not been in an ideal increasing trend. In the year 2022, its Net Margin rate decreased to 14 percent from 19 percent in the year 2021 due to increased operating costs and expenses as it normalized its activities. It means that during CY2022, every peso of revenue yielded a profit rate of 14 percent or P0.14.

The Return on Assets (ROA) measures a company's efficiency in generating profit from assets. A higher ROA indicates more efficient use of assets used to generate profit but the acceptable rate still depends on the purpose of an entity. The ROA in the year 2022 is six percent, which means that every peso worth

of asset (recorded at historical cost) generated an income of PhP0.06 or six percent.

The Debt-to-Equity Ratio measures the degree to which a company is using debt to fund its operations (leverage). Efficient leveraging up to the extent acceptable optimizes the investor's capital and maximizes the ROI. In the year 2022, the debt is 1.16 percent of the equity which means that the DAP is too leveraged with debts, the bulk of which is in the form of funds held for specific purposes/projects and unearned revenue derived from the Subsidy Income.

- **Overall**

The analysis of financial performance helps to highlight the facts and relationships concerning managerial performance, corporate efficiency, financial strength, and creditworthiness of the DAP. The trend of these ratios over the DAP's five years of operating and financial performance such as its profitability, liquidity, and long-term stability provides an encouraging indication that the DAP continuously sustained its operation and maintained its financial stability.

But more than these, the DAP for 49 years of existence as a development and knowledge institution is blessed with dedicated and spirited staff who throughout the years have been dependable, dedicated, and committed to ushering the DAP onward in fulfilling its mandates and contributions to nation-building.

Every individual staff, past and present, at all levels of the organizational spectrum, proudly manifests the DAP's battle cry of "Dangal (Honor and Integrity)," "Galing (Smart and Innovative)," and "Tatag (Stable and Future-ready)." Thus, the DAP will continue to be relevant while being viable as it conducts its mission and fulfills its mandates.

## VI. GOVERNANCE

The governance and policy direction of the DAP are vested in, and its powers exercised by a Board of Trustees, which is composed of 11 members representing the Office of the President of the Philippines (OP), Department of Budget and Management (DBM), Department of Education (DepEd), National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Health (DOH), Department of Agrarian Reform (DAR), Department of Agriculture (DA), Department of Environment and Natural Resources (DENR), Department of Finance, and the DAP.

### **KARLO ALEXEI B. NOGRALES**

Chairperson, DAP Board of Trustees

Chairperson, Civil Service Commission



Atty. Karlo Nograles presently serves as Chairperson of the Civil Service Commission, appointed by President Ferdinand Romualdez Marcos, Jr. on June 30, 2022.

As Head of the CSC, he concurrently serves as the ex officio Chairperson of the Scientific Career Council (SCC), the Public Sector Labor-Management Council (PSLMC) and a member of the Foreign Service Institute (FSI) Board, and the Constitutional Fiscal Autonomy Group (CFAG). He is also the elected Chairperson of the Career Executive Service Board (CESB), and the Vice-Chairperson of the Board of Trustees of the Development Academy of the Philippines.

Last year, he was appointed as the inaugural Chairperson of the Asia Public Service Network (APSN), an organization of civil service leaders and senior officials from the Asian region who serve as the bridge to the Organisation for Economic Co-operation and Development (OECD) community, to facilitate the sharing of reform experiences, best practices and common opportunities to shape the future of public service delivery across the region.

Chair Nograles obtained both his bachelor's degree in Management Engineering and his law degree from the Ateneo de Manila University. He briefly worked as an associate at the Nograles Cabebe & Castillo Law firm before serving three consecutive terms as representative of the 1st District of Davao City, the seat previously held by his father, former House Speaker Prospero Nograles. As Congressman, Atty. Nograles was instrumental in passing significant laws such: as the Green Jobs Act,

lauded by the International Labor Organization as a first of its kind in the world; the JobStart Philippines Act, which helps improve young Filipinos' prospects in the job market right after graduating from school; and the Universal Access to Quality Tertiary Education Act, which provides for free tuition in state and local universities and colleges in the Philippines. During his third term, he chaired the powerful Committee on Appropriations and passed the National Budgets for 2017 and 2018 in record time.

In November 2018, he was appointed by then President Rodrigo Roa Duterte as Cabinet Secretary where he served as close advisor to the President and ensured that all members of the Cabinet were working harmoniously to help the administration deliver on its promise to bring development to all regions. During his tenure as Cabinet Secretary, he also served as Acting Presidential Spokesperson, Co-chairperson and Spokesperson of the Inter Agency Task Force on Emerging Infectious Diseases (IATF). In addition, he led the Task Force on Zero Hunger in formulating the country's first ever National Food Policy which now serves as the blueprint for national programs to end hunger and malnutrition.

For his outstanding contributions as a public servant, Chairperson Nograles received numerous prestigious awards. He was conferred by President Duterte with the Order of Lakandula with the Rank of Grand Cross (Bayani), one of the highest civilian orders of the Philippines. He was a TESDA Kabalikat Awardee in 2013 and 2015 for advocating technical-vocational education and training. He received the Golden Globe Awards for Excellence in Public Service in 2015 and 2016. He was also recognized as an Outstanding Congressman in 2012 and 2015 by Superbrands Marketing International.

Now at the helm of the Civil Service Commission, Chairperson Nograles is dedicated to leading the CSC towards becoming the leader in empowering individuals and organizations in Human Resource and Organizational Development, and in providing streamlined and digitalized public services. He is committed to changing outdated modes of service delivery by embracing digitalization and to equip our entire workforce with the skills necessary to adapt to online technologies. He envisions a Civil Service that is future-ready and people-centric, ready to provide the public with vital services no matter the circumstance and to live up to the mantra of the Commission — “gawing lingkod bayani ang bawat kawani.”

## **ARSENIO M. BALISACAN**

Vice Chairperson, DAP Board of Trustees

Secretary, National Economic and Development Authority



Dr. Arsenio Balisacan is an economist with extensive development policy, governance, and administration expertise acquired from over 35 years of professional work as a government official, non-governmental organization executive, economic adviser, researcher, professor, and consultant for numerous development agencies and intergovernmental organizations.

A former economics professor at the University of the Philippines for three decades, Dr. Balisacan is presently a Cabinet member of the Philippine Government, serving as Secretary of the National Economic and Development Authority, a post he had previously held from 2012 to 2016. He also served as

the inaugural Chairperson and chief executive of the Philippine Competition Commission from 2016 to 2022.

In his current role as NEDA Secretary, he concurrently chairs the governing boards of various state agencies, including the Philippine Statistics Authority, Philippine Institute for Development Studies, Public-Private Partnership Center, Development Academy of the Philippines, Commission on Population and Development, and Philippine Center for Economic Development.

Before his initial Cabinet appointment in 2012, he was Dean of the University of the Philippines School of Economics, Director-Chief Executive of the Southeast Asian Regional Centre for Graduate Study and Research in Agriculture (SEARCA), and Undersecretary of the Department of Agriculture. Before joining the UP faculty in 1987, he was a research fellow at the East-West Center in Honolulu, Hawaii, and an economist at the World Bank in Washington, DC.

He has served in various capacities in many academic and professional organizations, including President of the Philippine Economic Society, President of the Asian Society of Agricultural Economists, Secretary-General of the Asia Pacific Agricultural Policy Forum, and Advisory Council member of the American Committee on Asian Economic Studies.

He has advised and consulted with numerous development agencies and multilateral institutions, including the World Bank, Asian Development Bank, OECD, ASEAN, and various United Nations agencies.

As an academic, he has taught graduate and undergraduate courses in development economics, resource and environmental economics, agricultural economics, international trade, industrial economics, and applied welfare economics.

He has authored and co-edited seven books and published close to 100 academic papers and book chapters covering wide areas of economic development, including poverty, inequality, human development, agricultural and rural development, and political economy of policy reforms in the Philippines and East Asia. His papers have appeared in, among others, *Economics Letters* (Elsevier), *World Development* (Elsevier), *Review of World Economics* (Springer), and *Economic Development and Cultural Change* (University of Chicago).

He was elected a lifelong member (Academician) of the National Academy of Science and Technology in 2008 for his research and other scholarly work in economics. He holds a PhD in Economics from the University of Hawaii, an MS in Agricultural Economics from the University of the Philippines Los Baños, and a BS in Agriculture (Magna Cum Laude) from the Mariano Marcos State University.

## **SARA Z. DUTERTE-CARPIO**

Trustee, DAP Board of Trustees

Vice President, Republic of the Philippines

Secretary, Department of Education



Sara Zimmerman Duterte is the Vice President and Secretary of Education in the Philippines. She is popularly known in the Philippines as Inday Sara. The nickname Inday means beloved in the Visayan language. She is the second child of Rodrigo Roa Duterte, the 16th President of the Republic of the Philippines, and Elizabeth Zimmerman Duterte, a former flight attendant and teacher. Sara is the first-ever elected woman and the youngest vice mayor and mayor of Davao City.

Her life is profoundly backdropped by her family's long history in politics and public service. Her socio-political acumen and leadership skills have been sharpened by the Duterte family's tradition of working in the government and serving the people. Before politics, Sara had a brief stint as a Court Attorney in the Supreme Court of the Philippines in 2006. She then served as Vice Mayor from 2007 to 2010 and was elected Mayor in 2010.

Although a newcomer in 2007, Sara demonstrated transformational leadership skills among the members of the City Council. Her landmark project while serving as Vice Mayor was 'Inday Para sa Barangay', a whole-of-government approach to service every year in each of the 182 barangays of the city. It is now called the Caravan of Government Services when she moved to the City Mayor's Office. During her term as mayor, the timeless Davao Life is Here brand was created. It propelled Davao City's image as a desired market and destination for investment and tourism events, including the Meetings, Incentives, Conference, Exhibitions market.

As a neophyte Mayor in 2010, she was appointed as Chairperson of the Regional Development Council (RDC). The RDC under her leadership made notable accomplishments that propelled the region. During her first full year as RDC chairperson, Davao Region's Gross Regional Domestic Product expanded from 3.9 percent in 2011 to 7.1 percent in 2012.

Under Sara's leadership, Davao City soared to greater heights and emerged as a premier city in Mindanao. For the short period of 2011 to 2013, Davao City received 36 awards, citations, and recognitions for good governance, business, tourism, health, environment, fiscal management, transparency, among others.

Sara served as a regional officer of the National Movement of Young Legislators in 2007- 2010 and served as officer in the National Executive Board of the League of Cities Philippines in 2010-2013.

In 2013, Sara took a respite from politics, devoting her time as one of the partner lawyers of Carpio & Duterte Lawyers. She passed the Pre-Judicature Program of the Philippine Judicial Academy in preparation for her plans to join the judiciary. In 2014, she was elected to the Board of Governors of the Philippine Red Cross.

In 2016, Sara re-entered local politics and ran for mayor. The centerpiece of her mayoral comeback was called Byaheng Do30, a political agenda guided by Thirty Projects for Ten Priority Sectors: Education, Health, Poverty Alleviation, Infrastructure Development, Solid Waste Management and Environment, Agriculture, Investment and Tourism, Traffic and Transportation Management, Disaster Risk Reduction and Management, and Peace and Order. As a believer of continuity, Sara's 2019 mayoral reelection bid was anchored on the 2016 platform, but this time called 'Byaheng Do30 - The Second Trip'.

Sara relentlessly pursued peace and progress in her administration. As a result, she was able to lift Davao City to a stellar national status with 117 awards, citations, and recognitions from March 2017 to December 2021. Davao City is included on the 2021 Top 10 Richest Cities of the Philippines of the Commission on Audit. And in the same year, Davao City was ranked the 4th Most Competitive Highly Urbanized City by the Department of Trade and Industry.

Sara has been recognized both here and abroad for the work that she has done as local chief executive. In 2012, she was one of the 88 nominees to the prestigious World Mayor Awards -- and one of the only two Filipino mayor nominees. In 2021, she was selected as the Philippines' Top Performing Mayor, with a rating of 93 percent, by an independent and non-commissioned survey of the RP-Mission and Development Foundation Inc.

Her advocacies are reflected in the projects dearest to her — the Peace 911 (a local peace initiative), Magnegosyo Ta 'Day (a livelihood support project), Pagbabago Campaign, and the Kean Gabriel Hotline (an anonymous reporting platform for abused children).

Sara is an adopted member of the Philippine Military Academy Maharlika Class of 1984 and the Philippine National Police Academy Tagapagkalinga Class of 1991. She is a member of the Philippine Coast Guard Auxiliary and the Armed Forces of the Philippines Army Reserve Command. She holds the rank of Colonel and is currently the Assistant Brigade Commander of the 2202nd Ready Reserve Combined Arms Brigade, Philippine Army. She has received several medals, ribbons, badges, and citations for her work in Davao in support of the Armed Forces of the Philippines.

Sara is a Bachelor of Science in Respiratory Therapy graduate from the San Pedro College in Davao City. She received her Juris Doctor degree from the San Sebastian College – Recoletos in the City of Manila. She was presented as one of the 30 Most Outstanding St. Augustine Awardees of San Sebastian in January 2014 and was granted by the San Sebastian College of Law the Distinguished Alumna Award for public service in February 2020. She also received the Distinguished Woman of Service Award from the San Beda College Alumni Association in February 2011. Sara spent four years of law school at the San Beda and her final year in San Sebastian.

Sara is a graduate in 2011 of the twin program of the Armed Forces of the Philippines Command and General Staff College – General Staff Course and the DAP- Master of Public Management.

She is married to fellow lawyer Manases Reyes Carpio and they have three children named Shark, Stingray, and Stonefish.

## **FERDINAND R. MARCOS, JR.**

Trustee, DAP Board of Trustees  
President, Republic of the Philippines  
Secretary, Department of Agriculture



Ferdinand R. Marcos Jr. has dedicated his life to serving the Filipino people for over two decades. His long and faithful service has been one characterized by his genuine care for the welfare of his constituents, and a firm determination to elevate the quality of life of every Filipino.

Ferdinand R. Marcos Jr., commonly referred to as Bongbong and by the initials BBM, was born on the 13th of September 1957 in the town of Batac, Ilocos Norte. He attended La Salle Greenhills elementary school (1964), and completed his secondary education at Worth School in West Sussex, England (1974). He earned a Special Diploma in Social Studies from Oxford University (1978). Bongbong subsequently enrolled at the Wharton School of Business for a Master of Business Administration, which was eventually cut short due to him being elected in 1980 as Vice Governor of his home province, Ilocos Norte.

Bongbong is the only son and namesake of the late former President Ferdinand E. Marcos Sr. and former First Lady Imelda Romualdez Marcos. He has three sisters: Imee, Irene and Aimee.

In 1993, Bongbong married Louise “Liza” Cacho Araneta. They are blessed with three children: Ferdinand Alexander “Sandro”, Joseph Simon and William Vincent “Vinny”.

Ever-present and dominant throughout Bongbong’s upbringing was the idea of public service. Having his youth and formative years spent in Malacañang and witnessing firsthand the single-minded dedication of his parents to serve country and people, he had determined from a very young age to devote his life to public service and the welfare of his people.

When the people of Ilocos Norte gave Bongbong their mandate and elected him Governor, his term was marked by a greater importance placed on improving the province’s agriculture; support for the establishment and operation of cooperatives that promote better market opportunities to local farmers; the construction of numerous agricultural processing and storage facilities; and a policy environment that encouraged and promoted greater investments in sustainable development and renewable sources of energy.

Bongbong's openness and keen interest in promoting alternative and sustainable sources of energy was instrumental and consequential in attracting big-ticket renewable energy investments to the province. His strong support and active push served as a key driver that led to the development of Southeast Asia's first wind farm – the Bangui Windmills – establishing the province and the region as a leader and champion for a broader shift to renewable energy and the sustainable use of the country's natural resources.

When Bongbong served as Representative of the 2nd District of the Province of Ilocos Norte, he authored and co-authored several house bills and resolutions, most of which were of local scope and geared towards the needs of his constituency.

Bongbong advocated for the establishment of a special economic free port zone in Ilocos Norte to help spur economic growth and foreign investment in his home province. He also strongly lobbied for the inclusion of subjects on Nationalism in the curricula of primary, secondary, and tertiary schools, as well as for stronger government support for indigenous formal and informal learning systems.

Bongbong, having already established himself as a strong advocate for the responsible and sustainable use of natural resources and alternative or renewable sources of energy, filed House Bill No. 8617 on the establishment of a National Institute for Clean Energy Research. The Bill aimed to provide Filipino scientists and engineers an environment that would support further training, research, and development of indigenous technologies that use renewable sources of power.

During Bongbong's time as a Senator of the Republic, he prioritized providing support to Overseas Filipino Workers (OFWs) through the authorship of Senate Resolution No. 379, tasking the Senate Committee on Foreign Relations to look into the remedial measures taken by the Department of Foreign Affairs (DFA) in protecting the welfare and interests of OFWs and Filipinos seeking employment in Taiwan.

Bongbong also served for several years as the Chairman of the Senate Committee on Local Government. Drawing from his considerable experience serving as Governor of his home province, he strongly advocated for greater Local Government reform and sought to empower them through the provision of more extensive, comprehensive, and responsive national government support.

True to form, he further committed his time in the Senate to pursue his aspiration of providing Filipinos with sustainable, affordable, and reliable energy through the Bills and Resolutions he filed such as:

Senate Bill No. 2593: Hydrogen Research, Promotion, And Development Act of 2010

Senate Bill No. 2885: Climate Change Education Act of 2011

Senate Bill No. 410: The Philippine Green Building Act

Senate Bill No. 2097: PAGASA Modernization Act (RA 10692)

Senate Resolution No. 622: Energy Infrastructure System

Undeterred by his defeat in 2016, and fully committed to his vision of a united Philippines, Bongbong decided to run for the highest office in government in 2022. He has remained resolute in his desire to steward the Filipino people towards an era of progress and development.

His campaign for the Presidency was anchored on the theme of unity which found resonance in the hearts and minds of millions of Filipinos. He invited them to co-create with him a country that prioritizes growth, collaboration, and a participatory society. His campaign message of unity and people moving in unison, strived to give a voice to Filipinos all around the nation, who believe in a brighter future for themselves and their children; a vision embodied in his campaign slogan: sama-sama tayong babangon muli.

On the 9th of May 2022, over 50 million Filipinos turned out at polling stations in the largest demonstration of democracy the country has ever seen. When the votes were counted, they revealed that 31 million Filipinos — 58 percent of those that actually voted — placed their trust in Bongbong Marcos, becoming elected with the largest vote count of any Presidential candidate in the nation's history.

As President, Bongbong Marcos vows to be a leader for every Filipino and stands steadfast behind his vision of uniting the nation and delivering a brighter future for the people.

President Bongbong chose windmills to represent his campaign as a universal symbol of hope and resilience. It signals a new era for the Philippines' willingness and readiness to address pressing problems, and to re-energize development. It is a token of Bongbong Marcos's commitment to positive change and to giving new hope to all Filipinos.

This change is not a small endeavor and will require each and every Filipino to work together. BBM's campaign rallied Filipinos under a message of unity, and that message will be the cornerstone of his policy agenda over the next six years.

## **CONRADO M. ESTRELLA III**

Trustee, DAP Board of Trustees

Secretary, Department of Agrarian Reform



Appointed by President Ferdinand 'Bongbong' Marcos Jr., former House Deputy Speaker Conrado M. Estrella III, is now the next Secretary of the Department of Agrarian Reform (DAR), the same post held by his grandfather, Conrado F. Estrella Sr., during the elder Marcos' administration.

Estrella III is not new to government service. As an AB history and political science graduate, he continued the legacy of his grandfather Estrella Sr., and his father, former congressman Robert M. Estrella Jr. of being a civil servant.

He first served as a provincial board member and was Chairman of the Committee on Agrarian Reform from 1980-1985.

Estrella was elected to the House of Representatives from 1987 to 2010, representing Pangasinan's 6th District. In the 8th Congress, he was one of the youngest elected representatives at age 26. During this time, he became an active member of the Committee on Agrarian Reform.

In Congress, his priority was to help the grievances of farmers. He authored more than 90 measures in the 18th Congress.

Among the bills he filed in the last three years include proposals to strengthen the resiliency of farmers against climate change, improve the financing system for farmers and fisherfolk, and establish "instructional gardening programs" in all elementary and secondary schools in the Philippines.

In 2013, he became the party-list representative of Abono, succeeding his brother Robert Raymond Estrella. As the representative of the Abono party-list, he ensured that the needs of those in the agricultural sector are not neglected.

As the country re-emerges under the leadership of President Ferdinand Marcos, Jr., Secretary Estrella III will continue to push for real change in agrarian reform.

Conrado Masonsong Estrella III was born on September 12, 1960. He is married to Sandra Romero-Estrella and has four children, Maria Sergia Susana, Conrado Andrew IV, Albert and Gilbert.

## **MARIA ANTONIA YULO LOYZAGA**

Trustee, DAP Board of Trustees

Secretary, Department of Environment and Natural Resources



Ms. Maria Antonia Yulo Loyzaga is the current Secretary of the Department of Environment and Natural Resources of the Philippines. Since her appointment, she has been designated by President Ferdinand R. Marcos, Jr. as Head of the Philippine Delegation to five major conferences: the 2022 Asia Pacific Ministerial Conference on Disaster Risk Reduction, United Nations Climate Change Conference COP27, United Nations Biodiversity Conference COP15, United Nations Water Conference, and the United Nations High-Level Meeting on the Midterm Review of the Sendai Framework for Disaster Risk Reduction. She is the Chairperson of the Cabinet Cluster on Climate

Change Adaptation, Mitigation, and Disaster Risk Reduction (CCAM-DRR) and the designated representative of President Marcos to the Climate Change Commission (CCC) as Chairperson.

Ms. Loyzaga was the President of the National Resilience Council (NRC), a science and technology-based public-private partnership aimed at the implementation of the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, and the Paris Climate Agreement. She was a member of the United Nations International Office for Disaster Risk Reduction's (UNDRR) Asia Pacific Science Technology Advisory Group (APSTAG) and was also a Director of the UNDRR's Alliance for Disaster Resilient Societies (ARISE) Philippines initiative, where NRC leads the Disaster Risk Management Strategies work theme.

Ms. Loyzaga served on the Science Advisory Board of the Integrated Research on Disaster Risk International Center of Excellence-Taipei (IRDR ICoE) and was a governing board member of the Future Earth Global Secretariat Hub (GSH) Taipei. She was a Trustee of the Zuellig Family Foundation, the Manila Observatory, Ateneo de Naga University and the Forest Foundation Philippines, where she also served as Treasurer.

Prior to these appointments, Ms. Loyzaga was the Executive Director of the Manila Observatory from 2007-2016 and was also a Trustee of the Ateneo de Manila University from 2007-2017. During this period, she was appointed to the Department of Science and Technology's Committee on Space Technology Applications and to the UNESCO National Commission's Committee on Science and Technology.

In 2013, she was recognized by the Armed Forces of the Philippines for her contributions to the Philippine military's emergency disaster response operations during Super Typhoon Haiyan.

Ms. Loyzaga holds a Master of Arts degree in Government from Georgetown University and Bachelor of Arts degree in Political Science from the Ateneo de Manila University.

DRAFT

## **AMENAH F. PANGANDAMAN**

Trustee, DAP Board of Trustees

Secretary, Department of Budget and Management



Amenah F. Pangandaman is the incumbent Secretary of the Department of Budget and Management (DBM). She is the first Muslim Budget Secretary, and the only female member of the country's economic team.

She carries with her 20 years of government service, having worked in the legislative and executive branches, and the Central Bank. With such experience, she possesses a unique perspective on Philippine bureaucracy and a profound understanding of the interplay among various sectors and agencies in the economic sector.

Prior to her appointment as Budget Secretary, Pangandaman served as the Concurrent Assistant Governor for Strategic Communication and Advocacy and Executive Offices Coordinator of the Bangko Sentral ng Pilipinas.

She is not new to the budget process as she was Undersecretary and Functional Group Head of the Office of the Secretary at the DBM during the Duterte Administration.

Early in her career, she oversaw the enactment of budget laws as the Chief-of-Staff to the late former Senate President Edgardo J. Angara and Committee of Finance Chairperson Senator Loren B. Legarda.

As the current Budget Secretary, she is fully committed to supporting the pursuit of the administration of President Ferdinand R. Marcos Jr. towards a broad-based and inclusive economic recovery.

To this end, she aims to advance prudent fiscal management of the government's financial resources, initiating the modernization of the budget system, embedding sustainability and green principles in government spending, and promoting sustainable economic growth through strategic investment in high-impact infrastructure and human capital development.

Secretary Pangandaman consistently champions financial inclusion and key budgetary reforms, such as Digitalization; Climate Change and Green Public

Procurement; and Open Government Partnership to further promote good governance, fiscal transparency, and accountability.

Under her leadership, the government was able to enact the fastest national budget in recent memory. Additionally, she chairs the Development Budget Coordination Committee, which developed the Medium-Term Fiscal Framework and 8-Point Socioeconomic Agenda, which serves as the country's roadmap for economic growth; and the Intergovernmental Relations Body, strengthening relations for lasting peace and economic development in the Bangsamoro Autonomous Region of Muslim Mindanao.

As a proud Maranao with roots from the south, she persistently strives to provide Mindanao with a voice and expansive representation in her role as a civil servant across various government branches.

Secretary Pangandaman has earned a degree in Economics from the Far Eastern University and both a diploma and master's degree in Development Economics from the University of the Philippines. She is currently on leave from her Executive Master of Public Administration Program from the London School of Economics to serve as Budget Secretary.

As a testament to her exceptional leadership skills, she was recently honored with the Rising Tigers "Woman of Substance" award, a recognition given to women who have made a difference and have created an impact in their work and in alleviating the plight of the disadvantaged. She was also named "Public Servant of the Year" among the honorees on the Men & Women Who Matter List of the Asia Leaders Awards. Secretary Pangandaman also received the "Philippines' Women Leaders Award," a recognition presented by the World Women Leadership Congress.

The Polytechnic University of the Philippines (PUP) has also recognized her contribution as a champion of budget reform and advocate of financial inclusion, especially for Mindanao, with the "Tanglaw ng Bayan" award.

In May 2023, Pangandaman joined the ranks of the Philippine Coast Guard Auxiliary (PCGA) as Rear Admiral (two-star general).

She is also a regular columnist in Manila Bulletin's Opinion section to keep the public informed about the national budget and the country's economy in her weekly column titled "Beyond Budget."

## **BENJAMIN E. DIOKNO**

Trustee, DAP Board of Trustees  
Secretary, Department of Finance



Dr. Diokno is the current Secretary of the Department of Finance (DOF). Prior to his appointment as fiscal chief, he served as Governor of the Bangko Sentral ng Pilipinas (BSP) from 2019 to 2022. Under his leadership, the Philippine central bank was among the first to respond to the pandemic and deploy decisive measures to cushion the adverse impact of the pandemic and pave the road to recovery. Before taking charge of monetary affairs, he served as Budget Secretary under three presidents where he pursued an expansionary fiscal policy to finance investments in human capital development and

public infrastructure.

As Finance Secretary, Sec. Diokno seeks to rally the economic team to achieve three broad development goals by 2028: reduce the deficit-to-GDP ratio to pre-pandemic rates, bring down poverty incidence to single-digit, and achieve upper-middle-income economy status by the end of the Marcos administration. Sec. Diokno seeks to go beyond headline economic expansion and achieve a brand of inclusive and sustainable growth with equity.

Sec. Diokno's policy expertise and research contribution extend to various areas of public economics, such as the structure and scope of government, tax policies and reforms, public expenditure management analysis, fiscal decentralization, national budget, and public debt, among other topics. He has extensive experience in implementing reforms in the public sector, having also served as Budget Undersecretary from 1986 to 1991 and Budget Secretary from 1998 to 2001.

He is Professor Emeritus of the University of the Philippines-Diliman. Over more than 40 years, he taught the following courses: Public Sector Economics, Microeconomics, Macroeconomics, Development Economics, and Special Topics (e.g., Public Enterprises Investment and Pricing Policies; Public Sector Reforms; Local Government Finance, etc.). He was also Chairman of the Board of Trustees of the Pamantasan ng Lungsod ng Maynila (City University of Manila).

He served as Fiscal Adviser to the Philippine Senate. He also served as Chairman and CEO of the Philippine National Oil Company and Chairman of the Local Water Utilities Administration.

Some of the major policy reform contributions of Dr. Diokno include: providing technical assistance to the 1986 Tax Reform Program to simplify the income tax system and introduce the value-added tax, helping design the 1991 Local Government Code of the Philippines, initiating a What-You-See-Is-What-You-Get policy to streamline the release of funds, and sponsoring the internationally lauded Government Procurement Reform Act to modernize, regulate, and standardize government procurement activities in the Philippines.

He served as an adviser and consultant to various multilateral agencies like the World Bank, Asian Development Bank, European Commission, and USAID for work in the Philippines, China, and transitioning economies like Vietnam, Cambodia, and Mongolia.

He has also participated in numerous international conferences hosted by the IMF, ADB, World Bank, APEC, and UN, among other international organizations. He authored numerous publications and discussion papers regarding his research interests that have been published in academic journals and policy reports.

He finished his Bachelor's Degree in Public Administration (1968) and his Master's Degree in Public Administration (1970) and Economics (1974) at the University of the Philippines. He also holds an M.A. in Political Economy (1976) from the Johns Hopkins University in Baltimore, Maryland, USA and a Ph.D. in Economics (1981) degree from the Maxwell School of Citizenship and Public Affairs, Syracuse University in Syracuse, New York, USA. In 2017, he received an honorary Doctor of Laws degree from the University of the Philippines—the highest academic rank and honor conferred by the University.

## **MARIA ROSARIO S. VERGEIRE**

Trustee, DAP Board of Trustees  
OIC-Secretary, Department of Health



*Image from St. Luke's Medical Center*

At the early stages of the pandemic, she became the calm and steady voice of the government response. With over two decades of experience in public health, Vergeire became a familiar face on TV as she presided over the regular online briefings on the unprecedented health crisis, at a time when the DOH came under increasing pressure from an anxious public.

Vergeire, who is concurrently the undersecretary for public health services, joined the agency in 2007 after working for over a decade in the Marikina City health office.

She was appointed assistant secretary in 2015 and held top positions in the attached agencies and bureaus, such as the Field Regulatory Operation unit of the Food and Drug Administration, the Health Facilities and Services Regulatory Bureau, and the Health Research Division under the Health Policy Development and Planning Bureau.

Vergeire authored and co-authored several publications including the Philippine Local Health Account Manual of Procedures (MOP) and the Local Health Accounts Special Studies, Local Government Unit Scorecard MOP and the 2010-2020 Philippine Health Care Financing Strategy. She also took part in the development of various monitoring and evaluation systems in the DOH including the Local Government Unit Scorecard and the Monitoring and Evaluation for Equity and Effectiveness.

Vergeire remains a member of the faculty at the DAP and at the Ateneo School of Government.

She earned her undergraduate degree in Zoology from the University of Santo Tomas (UST) and obtained her medical degree from De La Salle University College of Medicine. She has a master's degree in Public Health from the University of the Philippines (UP) – Manila.

**CHIEF JUSTICE LUCAS P. BERSAMIN (Ret.)**

Trustee, DAP Board of Trustees

Executive Secretary, Office of the President



Executive Secretary Lucas P. Bersamin was born in Bangued, Abra on October 18, 1948. He finished his law degree from the University of East College of Law in 1973 and placed 9th in that year's Bar Examinations.

He was appointed to his current position on October 7, 2022, and confirmed on November 23, 2022.

Prior to his appointment as Executive Secretary, Sec. Bersamin had an extensive career in the judiciary starting as Presiding Judge in the Regional Trial Court of Quezon City from 1986 to 2003. He then served as an Associate Justice of the Court of Appeals in 2003. In 2009 he was appointed as Associate Justice of the Supreme Court and on November 28, 2018, he became Chief Justice, a post he held until October 17, 2019.

Sec. Bersamin also served as the Chairperson of the Government Service Insurance System from February 2020 to October 6, 2022.

## VII. ANNEX: LIST OF PROJECTS

### DAP Completed Projects as of CY2022

No.	Project Code	Project Title	Client	Project Start	Project End	Project Description
1	CPPQP	2021 Course on Basic Policy Process (Batch 2)	Public Sector	08/Nov/2021	11/Feb/2022	In pursuit of the DAP's mission to enhance the capacities of government agencies to fulfill their mandates, the Center for Governance through the Policy Research Office will be offering a series of training designed to promote evidence-based decision-making in the government. In particular, this training is designed to enable participants to appreciate the importance/significance of policies and policy development and to articulate concepts, principles, and processes of policy analysis and development. Due to health and safety threats posed by the COVID-19 pandemic, the PRO will run this year's second run of CBPP public offering online via Google Drive and Zoom.
2	CPRKE	2021 Customer Satisfaction Survey for Philippine Reclamation Authority	Philippine Reclamation Authority	01/Sep/2021	31/Jan/2022	Created by virtue of Presidential Decree 1084, The Philippine Reclamation Authority (PRA), formerly Public Estates Authority was created to serve primarily as the clearinghouse for all reclamation projects in the Philippines. PRA's programs and projects are supportive of government's thrust towards sustaining economic gains by

generating local and foreign investments in large-scale reclamation and development projects. PRA, which is mandated to be self-liquidating, has created assets for the Government by converting reclaimed lands into valuable and income-generating real estate properties. Aside from this, PRA is involved in a wide range of projects and delivery of services related to land development and urban renewal, infrastructure projects as well as financing and construction of buildings for other government agencies. PRA aims to increase the nation's land assets through reclamation in an environmentally sustainable manner consistent with public interest and to provide for a coastal defense strategy for the benefit for the future generations of Filipino people. With the issuance of the Governance Commission for GOCC's (GCG) Memorandum Circular to have a third-party customer satisfaction survey as part of the performance evaluation of GOCCs, PRA recognized an opportunity to further improve their services. In this context, PRA engages the DAP in the conduct of its 2019 Customer Satisfaction Survey, which will use GCG's 2019 Standardized Guidelines and Methodology for the conduct of customer satisfaction survey for GOCCs. DAP, with its extensive experience in policy research and technical assistance for Philippine

						government and international agencies, present this proposal and provide consultancy services for the conduct of a customer satisfaction survey for PRA.
3	CPRUD	2021 Customer Satisfaction Survey for the Civil Aviation Authority of the Philippines	Civil Aviation Authority of the Philippines	01/Nov/2021	31/Mar/2022	Created under Republic Act No. 9497, otherwise known as the Civil Aviation Authority Act of 2008, the Civil Aviation Authority of the Philippines (CAAP) was created as an independent regulatory body possessing quasi-judicial and quasi-legislative powers, as well as corporate attributes, attached to the Department of Transportation (DOTr) for purposes of policy coordination. CAAP is mandated to provide safe and efficient air transport and regulatory services in the Philippines with jurisdiction over the restructuring of the civil system, the promotion, development and regulation of the technical, operational, safety and aviation security functions under the civil aviation authority. CAAP recognizes the need for gathering customer feedback to continuously improve on its service delivery through the conduct of annual third-party customer satisfaction survey as part of the performance evaluation of GOCCs. This is in line with Memorandum Circular 2013-02 issued by the Governance Commission of GOCCs (GCG). To comply with the GCG requirements, CAAP seeks to engage the DAP in the conduct of its 2021 Customer Satisfaction Survey, which will

						use the GCG Guidebook and Standardized Guidelines and Methodology for the conduct of customer satisfaction surveys for GOCCs.
4	CPRIA	2021 Customer Satisfaction Survey for the Government Service Insurance System (GSIS)	Government Service Insurance System	15/Sep/2021	31/Mar/2022	The Government Service Insurance System (GSIS), created by Commonwealth Act No. 186 and Republic Act No. 8291 (or the GSIS Act of 1997), is a social insurance institution that provides a defined benefit scheme under the law. Its members are entitled to an array of social security benefits, such as life insurance benefits, separation or retirement benefits, and disability benefits. The GSIS is also the administrator of the General Insurance Fund by virtue of RA 656 (Property Insurance Law), which provides insurance coverage to government assets and properties that have government insurable interest. <sup>1</sup> Memorandum Circular 2013-02 of the Governance Commission of GOCCs (GCG) mandated the participation of the public in the evaluation of the performance of government-owned and controlled corporations (GOCCs). Along this line, the GCG required all GOCCs to adopt and conduct a third-party customer satisfaction survey. In 2018, the GCG issued a supplemental guideline which directed the GOCCs to adopt a standard methodology for the conduct of the survey. Through these guidelines, the GCG identified the primary customers of GOCCs who will be the

						<p>respondents of the survey, prescribed the questionnaire and methodology to be used for each type of respondent, and required a standard analysis and interpretation of the results. For 2020, the GCG released the “Guidebook on the Enhanced Standard Methodology for the Conduct of the Customer Satisfaction Surveys for GOCCs” to ensure that individual results of the GOCCs' customer satisfaction survey are comparable and can be consolidated to determine the overall customer satisfaction score of the GOCC sector. GSIS has engaged the DAP until 2020 to administer its customer satisfaction survey. Building on the results of these assessments, GSIS has realized the need of conducting regular customer satisfaction surveys to measure the customers’ insights on the organization’s management and operations, as well as to monitor the performance of its offices/branches/etc. in terms of satisfying their needs. They have sought the assistance of the DAP to administer its customer satisfaction survey this year.</p>
5	CPRHA	2021 Customer Satisfaction Survey for the Laguna Lake Development Authority (LLDA)	Laguna Lake Development Authority	08/Nov/2021	22/Apr/2022	The 2021 Customer Satisfaction Survey for the Laguna Lake Development Authority aims to determine the level of satisfaction of customers of LLDA.

6	CPRIB	2021 Customer Satisfaction Survey for the National Transmission Corporation	National Transmission Corporation	10/Nov/2021	31/Jan/2022	This project aims to determine the level of satisfaction of TransCo's customers (i.e. Renewable Energy Developers, Utility Management Department Customers, and the National Grid Corporation of the Philippines) on the quality of services offered to them and evaluate the responsiveness of TransCo to their needs and concerns.
7	CPRFD	2021 Customer Satisfaction Survey for the Philippine Crop Insurance Corporation (PCIC)	Philippine Crop Insurance Corporation	25/Oct/2021	31/Mar/2022	The Philippine Crop Insurance Corporation (PCIC), created by virtue of Presidential Decree 1467 (amended by Presidential Decree 1733 and further amended by Republic Act 8175), is the government institution primarily responsible for implementing the government's agricultural insurance program. As an attached agency of the Department of Agriculture (DA), it is mandated to provide insurance protection to the country's agricultural producers, particularly the subsistence farmers, against loss of their crop and non-crop agricultural assets on account of natural calamities such as typhoons, floods, droughts, earthquakes and volcanic eruptions, plant pests and diseases, or other perils. The PCIC has engaged the DAP since 2015 to administer its customer satisfaction survey. Building on the results of these assessments, the PCIC recognizes the need of conducting regular customer satisfaction surveys to measure the customers' satisfaction on the

						organization's management and operations, as well as to monitor the performance of its offices/branches/etc.
8	QEREZ	2021 Customer Satisfaction Survey for the Philippine Fisheries Development Authority	Philippine Fisheries Development Authority	03/Nov/2021	29/Apr/2022	The 2021 Customer Satisfaction Survey (CSS) is a project commissioned by the Department of Agriculture (DA) - Philippine Fisheries Development Authority (PFDA) to the DAP. The project aims to determine the level of customer satisfaction of PFDA's direct and indirect clients in its nine (9) fish ports nationwide. The set of service quality standards applied (if any) by PFDA will also be assessed based on the current status of service delivery, as well as the fish port's COVID-19 measures.
9	CPRAW	2021 Port Users' Satisfaction Survey for the Philippine Ports Authority	Philippine Ports Authority	6-Oct-21	31-Mar-22	The Philippine Ports Authority (PPA) is the principal agency responsible for the management and operations of public ports throughout the country. It has continuously endeavored to deliver excellent services to its customers in pursuit of its goal of providing world-class services and facilities. In relation to this, the PPA conducts customer satisfaction surveys to monitor their quality of service delivery and to gather feedback from their customers.
10	CPPAQ	2022 Course on Advanced Monitoring and Evaluation	Various NGAs	1-Sep-22	30-Nov-22	The course aims to build and enhance the participants' skills and understanding of M&E that will allow them to work through impactful projects and programs. Specifically, the course will

						provide participants with up-to-date and deeper knowledge on monitoring and evaluation that will enable them to prepare a well-defined reference of an impact evaluation study of their programs that will employ appropriate statistical analysis and other methods.
11	CPPYP	2022 Course on Basic Monitoring and Evaluation	Public Sector	13/Jun/2022	16/Sep/2022	In pursuit of the DAP's mission to enhance the capacities of government agencies to fulfill their mandates, the Center for Governance through the Policy Research Office will be offering a series of training courses designed to promote evidence-based decision-making in the government. In particular, this online training course aims to equip government technical staff with fundamental concepts and principles on monitoring and evaluation of programs and projects, including applicable tools. Due to health and safety threats posed by the COVID-19 pandemic, the PRO will run this year's CBME public offering online via Zoom and Linang, DAP's learning management system.
12	CPPVP	2022 Course on Basic Policy Process	Public Sector	21/Mar/2022	24/Jun/2022	In pursuit of the DAP's mission to enhance the capacities of government agencies to fulfill their mandates, the Center for Governance through the Policy Research Office will be offering a series of training designed to promote evidence-based decision-making in the government. In particular, this

						<p>training is designed to enable participants to appreciate the importance/significance of policies and policy development and to articulate concepts, principles, and processes of policy analysis and development. Due to health and safety threats posed by the COVID-19 pandemic, the PRO will run this year's CBPP public offering online via Google Workspace and Zoom.</p>
13	CMRJH	2022 ORGANIZATIONAL ASSESSMENT OF THE DEPARTMENT OF FOREIGN AFFAIRS	Department of Foreign Affairs	01/Sep/2021	15/Nov/2022	<p>The 2022 DFA Organizational Assessment Project is another cycle of assessment of DFA capacities to effectively perform and deliver its mandate. DFA deemed it important to obtain a third-party assessment of its internal environment to aid them in defining its strategic direction under an upcoming administration. Comparison of the assessment of the 2016 DFA Organizational Assessment Report would generate useful considerations in the agency's effort to ready for the formulation of its medium-term plan. This cycle of organizational assessment would focus on Six Areas of Management (AoM) namely: a.) Financial and Asset Management Review b.) People/Human Resources Managements Review c.) Information technology/Information Management Review d.) Governance and Strategic Direction Review e.) Policy and Programs, and Service Delivery Management Reviews.</p>

						Moreover, the current situation sets the difference on the methodology since most likely the surveys, interviews, and workshops will be conducted through online modalities. The study would be anchored on the Management Accountability Framework (MAF) attuned to assessing the public sector like DFA in particular.
14	QBPRP	2022 Public Course Offerings on Productivity & Quality (Basic & Advanced), ISO 9001:2015 QMS, and Other ISO Standards	Public and Private	1-Jan-22	31-Dec-22	The need for government agencies to improve quality in their operations and service delivery has never been more urgent in the light of the current Administration's thrust to ensure that "real change" is the actual direction of the government. In the inaugural speech and the 10-point socio-economic agenda of the President, the government agencies are directed to improve the delivery of services through process streamlining and rationalizing documentary requirements to increase competitiveness and ease of transaction for the citizens. There is also an urgent call to improve the citizens' faith and trust in the government's capacity to make the Filipino lives better, safer and healthier. This clear and compelling direction of the Administration further strengthens the need for government agencies to comply to Executive Order (E.O.) No. 605, Institutionalizing the Structure, Mechanisms, and Standards to Implement the Government Quality Management Program (GQMP), which was

issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Effective management and good governance are essential elements of quality that can be achieved through an effective Quality Management System (QMS). Aligning an organization's planning, service, and support operations to ISO 9001 International Standards is one reliable approach in establishing a QMS. This methodology provides a clear perspective of the quality system requirements and the areas of control to assure the consistency in the quality of services and continuous process improvement that will generate approaches to improve customer/citizen satisfaction. Thus, the DAP-PDC-PQTO offers courses and technical guidance sessions in relation with the development of a quality management system certifiable to ISO 9001:2015 for its clients. In addition to QMS, the office intends to introduce other standards outside the 9001 family in response to the growing needs of its clientele. Also, as the National Productivity Organization (NPO), DAP offers training courses on basic and advanced productivity and quality (P&Q) tools and techniques and measuring Total Factor Productivity (TFP) at the firm level.

15	TFTHY	ALS-EST on Organic Farming	DepEd, Saniel Integrated Farm Technological School, Inc.	01/Nov/2018	31/May/2022	<p>The ALS-EST Partnership Fund seeks to fulfill the legal mandate of DepEd to provide access to education for all, increase the access of ALS learners to employment and livelihood opportunities, and increase the number of partners and institutions mobilized to implement ALS-EST projects; DepEd and DAP recognizes that partnerships allow implementing organizations to improve program delivery, achieve outcomes and make strategic contributions to the learners, their families, and communities; One of the modalities to implement ALS-EST projects is through a partnership modality and the ALS-EST Partnership Fund will be the source of DepEd and DAP's contribution in an ALS-EST partnership.</p>
16	HERZB	Analysis of Supply of Skilled Labour in the Philippines	International Labour Organization	01/Dec/2021	30/Sep/2022	<p>The Skills for Prosperity Project in the Philippines (SfP), funded by UK Global Prosperity Fund and implemented by International Labour Organization (ILO) and Green Jobs and Sustainable Development International Centre (GJASD) International, collaborates with key Philippine government agencies, employers' organizations, trade unions, and other stakeholders to further boost skills development and Technical and Vocational Education and Training (TVET) system. It aims to enhance national capacity and sustained quality services of TVET. The</p>

						<p>TVET system has the potential to help reduce the skills gaps and shortages and improve labor market outcomes. However, there are risks that the regional TVET systems may contribute to a mismatch between demand and supply of workforce. It is in this context that the ILO tapped the DAP to conduct a study and analysis of the supply of skilled labor in the Visayas region particularly in Region 6, Region 7, and Region 8. The results of the study will assist the ongoing efforts of the Technical Education and Skills Development Authority (TESDA), the Commission on Higher Education (CHED), and other concerned agencies in transforming regional TVET delivery into labor demand-driven training.</p>
17	TFTPO	APO Special Account for Business Recovery and Resilience: Assistance to Small Enterprises and Critical Sectors (Philippines)	Asian Productivity Organization	01/May/2021	30/Dec/2022	<p>The project is an assistance package to two clusters of beneficiaries, namely: 1. Small enterprises engaged in the processing and distribution of basic food commodities; and, 2. Associations of disadvantaged groups engaged in small business activities or looking for business opportunities.</p>
18	QDIDT	APO–Asian Development Bank Institute (ADB) Joint Study on the	APO/DAP/Government and Private Institution	01-Jun-2021	31-Mar-2022	<p>In response to the outbreak of COVID-19, the DAP, the Asian Productivity Organization (APO), and the Asian Development Bank Institute (ADB) will conduct an international survey to grasp the</p>

		Impact of Covid 19 on SMEs				business status of Small and Medium Enterprises (SMEs) since early 2020. The survey will be conducted in June and December 2021. Ten (10) countries will participate in this survey. They are as follows: Bangladesh, Cambodia, India, Indonesia, Lao PDR, Malaysia, Mongolia, Pakistan, Philippines, and Vietnam.
19	QGRIF	Basic Course on Regulatory Impact Assessment for Junior Staff Officers of the Securities and Exchange Commission	Securities and Exchange Commission	24/Oct/2022	24/Nov/2022	With the goal of better appreciation and understanding of good regulatory practices, particularly systematic, comparative, data-driven, preemptive-diagnostic, client-centric approach for decision-making and regulation development and enforcement, the Securities and Exchange Commission (SEC) intends to undergo the Basic Course on RIA. In support of the mandate of the SEC to, among others, create, develop, and manage regulations on corporations and securities, as well as capital market institutions and participants, in the Philippines, the DAP, through its Modernizing Government Regulations (MGR) Program, will implement the project entitled "Basic Course on Regulatory Impact Assessment for the Junior Staff Officers of the Securities and Exchange Commission."
20	QGRYA	Basic Course on Regulatory Impact Assessment	National Commission for Culture and the Arts	15/Jun/2022	15/Jul/2022	RIA is a systemic approach that critically measures the expected positive and negative effects of proposed and existing regulations through a rigorous, welldefined,

		for the National Commission for Culture and the Arts				and evidence-based analysis. As a tool, it was first used and developed in the United States and has since been widely accepted, adapted, and practiced by organizations such as the Organization for Economic Cooperation and Development, European Union and countries such as Australia, South Korea, and Malaysia which have already reaped many benefits for their people. With the goal of better appreciation and understanding of good regulatory practices, particularly systematic, comparative, and data-driven processes for decision-making and regulation development and enforcement, the National Commission for Culture and the Arts (NCCA) intends to undergo the Basic Course on RIA. In support of the mandate of the NCCA to, among others, create, develop, and manage regulations on the culture and the arts, the DAP, through its Modernizing Government Regulations (MGR) Program, will implement this project entitled “Basic Course on Regulatory Impact Assessment for the National Commission for Culture and the Arts.”
21	CPRTG	Basic Research and Policy Development and Evaluation Programs for DTI	Department of Trade and Industry	27/Jun/2022	30/Aug/2022	The project seeks to deliver trainings on Basic Research and Policy Development and Evaluation to participants from DTI who are enrolled in DTI Academy’s Dalubhasa Program. Said trainings are part of the foundational courses offered by the Program. The trainings aim to

						equip the participants with fundamental concepts, principles, and tools on public policy and research.
22	CPGR W	Capability Building on Innovative Leadership for Legislative Staff 2021	Department of Budget and Management	01/Jan/2021	31/Dec/2022	The Philippine Congress has recognized the need to continuously capacitate top and up-and-coming legislative officers and staff to ensure they are able to complement the evolving lawmaking functions of our legislators which involves the conduct of committee hearings and legislative inquiries on various socio-economic and political issues. Thus, Congress has identified education and training capability building as an intervention to develop capacities of its technical legislative officers and staff to effectively assist and manage the need of our legislators. It is in pursuit of this agenda, that the legislative branch has chosen to partner with the DAP, with its reputation as the leading training institution that has capacitated individuals and development stakeholder organizations in government, the private sector, civil society, academe, and international organizations in efficiently and effectively performing their respective roles and mandates in development, design, and implementation of a continuous training program that would meet the evolving capacity needs of its officers and staff. For this year, all modules and activities will emphasize the role of Congress in balancing the powers of

government and its continuing role in adopting legislative measures during this time and responsive to the present health emergency and looming economic crisis. To address the limitations in conducting physical classes due to the current health situation, all activities will be conducted online. The CBILLS program include the following components: 1. Local Training which covers topics on management, leadership and technical skills, including special topics to revisit fundamental concepts, and facilitate awareness on current political trends, and new and/or emerging perspectives in the public sector.

- a. E-learning modules on management, leadership and policy development skills designed specifically to enhance leadership competencies and technical skills of participants.
- b. Webinar series on socio-political and economic perspectives aims to promote the discipline of long-term planning and to provide a venue for discussing strategic issues that impact socio-political and economic governance.

2. The International Learning component is an opportunity for participants to learn from international experts and institutions. It aims to enhance global perspective and understanding on public policy systems, legislation, public sector leadership, as well as to innovative governance measures. It will also serve as a forum of

						information exchange where participants can discuss and share skills and best practices, while building and strengthening networks for possible international collaboration.
23	QBSPSP	Capability Building on the Philippine Quality Award (PQA) 2022	Various NGAs	31-Jan-22	30-Dec-22	The Philippine Quality Award (PQA) is the highest recognition being given to organizations with exemplary performance. The PQA Program is a global competitiveness template that aims to encourage and engage organizations to strive for and attain performance excellence. The project aims to help the government's call for to be more responsible and focus on citizen-centric public sector delivery. There is a need to heighten awareness and build individual and organizational capabilities of public sector agencies to adopt the PQA Framework for superior results. The project will involve the implementation of in-house and public course offerings of the PQA Application Development Course to various public sector agencies. Also included in the program is the administration of the PQA Award Process, as well other capability-building efforts on the PQA.
24	CLGTL	Capability Building Program on Adaptive Governance and Innovation	Department of Budget and Management	20-Sep-21	31-Dec-22	Local Governments are currently facing challenges that demand immediate, strategic and innovative governance responses. The COVID-19 pandemic has forced local government units (LGUs) to respond nimbly to rapid change

for Local Executives

and strive to transform [its mindset and] operations not only in health care but also work towards more accessible and personalized delivery of public services; [data-driven] and adaptive policy formulation and execution (Deloitte, 2021); and fast-track local economic recovery under the new normal environment. In light of the Supreme Court ruling on the Mandanas-Garcia petition, a pivotal shift in fiscal policy is expected to occur by 2022 as the LGUs' share of the national revenue is estimated to increase exponentially; and entails further devolution of basic programs and services which are being carried out by the national government agencies. Thus, raising the major concern on the readiness and absorptive capacity of certain LGUs. Further, the challenges of climate change, disasters, and environmental degradation on one hand, and the issue of poverty on the other, are quite enormous: balancing safety, health, social services, and economic gains is quite a tall order for LGUs who are at the ground level where impacts of these issues are most felt. As such, there is a need to rationalize, reflect on and regain the prominence of environmental governance as a key component to long-term sustainable development and resilience. LGUs have a crucial role and power to realize this but need

						<p>guidance on applying environmental governance concepts and tools to protect and manage their natural resources. Adherence to good governance standards also remains challenging for many LGUs as the Department of the Interior and Local Government (DILG) has also refined its Seal of Good Local Governance (SGLG) criteria in seven governance areas, specifically: financial administration; disaster preparedness; social protection; peace and order; business-friendliness and competitiveness; environmental protection; and tourism, culture and arts. In 2019, only 22 percent or 380 LGUs (17 provinces, 57 cities, and 306 municipalities) were accorded with the SGLG. Within the context of these existing and emerging challenges; and the heightened expectations from local chief executives (LCEs) to level up accountability and thrive amidst a vulnerable, uncertain, complex, ambiguous and disruptive environment, the DAP has designed this Capability Building Program on Adaptive Governance and Innovation for Local Executives (AGILE).</p>
25	QGRHU	Capability Development on Regulatory Impact Assessment for the Environment	Environmental Management Bureau	19/May/2022	19/Sep/2022	With the goal of equipping its personnel with better understanding of the processes and proper implementation of regulatory processes to create, develop, and manage regulations for the prevention, control of pollution and protection of the

		tal Managemen t Bureau				environment, the Environmental Management Bureau (EMB) intends to undertake capacity building activities on Regulatory Impact Assessment (RIA). RIA is a systemic approach that critically measures the expected positive and negative effects of proposed and existing regulations through a rigorous, well-defined, and evidence-based analysis. In support of the mandate of the EMB to deliver efficient and effective regulations through systematic, comparative, and data-driven processes for decision making and regulation development and enforcement, the DAP will implement this project entitled “Capability Development on Regulatory Impact Assessment for the Environmental Management Bureau.”
26	GYGSL	Center of Excellence for Data Science and Analytics (CEDSA)	National Government Agencies	01/Feb/2021	31/Dec/2022	The CEDSA is a new strategic business unit of the DAP that is created to support the government in deriving potential value from the data generated from governance processes and public services delivery. It aims to hasten the delivery of the public services to the Filipino people through a strengthened data-driven governance. The unit will provide first-rate data science and analytics services to the government including data intelligence and insights which support evidence-based policy-making and planning.

27	CTGSM	Center of Excellence on Public Sector Productivity PMO-2021	Department of Budget and Management	01/Jan/2021	31/Dec/2022	<p>A key strategy adopted by the Asian Productivity Organization to develop national productivity organizations like the DAP is establish centers of excellence (COE) in areas where NPOs possess unique strengths and expertise. According to APO, the best practices in the area of expertise of an NPO can be propagated and emulated by other NPOs. To date, APO has already designated two NPOs as COE. The SPRING of Singapore was designated as COE on Business Excellence in 2009. The China Productivity Center was chosen COE on Green Productivity in 2013. In 2014, the DAP submitted the Philippines bid to be the APO Center of Excellence on Public Sector Productivity to be able to showcase, get international recognition and further enrich its capacity and leadership in developing and implementing programs to raise efficiency, effectiveness, economy and ethics in the public sector</p>
28	CTGUU	Center of Excellence on Public Sector Productivity PMO-2022	Department of Budget and Management	01/Jan/2022	31/Dec/2022	<p>A key strategy adopted by the Asian Productivity Organization to develop national productivity organizations like the DAP is establish centers of excellence (COE) in areas where NPOs possess unique strengths and expertise. According to APO, the best practices in the area of expertise of an NPO can be propagated and emulated by other NPOs. To date, APO has</p>

						<p>already designated two NPOs as COE. The SPRING of Singapore was designated as COE on Business Excellence in 2009. The China Productivity Center was chosen COE on Green Productivity in 2013. In 2014, the DAP submitted the Philippines bid to be the APO Center of Excellence on Public Sector Productivity to be able to showcase, get international recognition and further enrich its capacity and leadership in developing and implementing programs to raise efficiency, effectiveness, economy and ethics in the public sector</p>
29	MLRQF	Certificate Course in Psycho-Socio-Cultural Dimensions of Development and Security Batch 1	Philippine Air Force	01/Jul/2021	30/Jun/2022	<p>The certificate course investigates the psychological, sociological, and cultural dimensions of development and security. Operating on the National Security Framework of the country, it engages the three major fields as enabling and disabling contexts for development, while at the same time conversing with recent global and local research. Aimed at developing a security policy that is sensitive to the endemic psychological, sociological, and cultural aspects of development, the certificate course introduces the participants to the plurality of perspectives brought about by ethno-linguistic, religious, educational-technological, and political differences.</p>
30	MOPTO	Certificate Course on	Public and Private	1-Feb-21	30-Jun-22	<p>The Certificate Course on Futures Thinking (CC-FT) Batch 2 will</p>

		Futures Thinking Batch 2				introduce the praxis of Futures Thinking, an equal take on theory and practice towards futures intelligence and futures literacy. Looking through the FT lens, it aims to relate futures as an asset, tool and resource. Moreover, the course will delve into the use of the futures concept to anticipate better outcomes and transform today.
31	MOPZO	Certificate Course on Futures Thinking Batch 3	Public and Private	12/Apr/2021	30/Jun/2022	The Certificate Course on Futures Thinking (CC-FT) will introduce the praxis of Futures Thinking, an equal take on theory and practice towards futures intelligence and futures literacy. Looking through the FT lens, it aims to relate futures as an asset, tool and resource. Moreover, the course will delve into the use of the futures concept to anticipate better outcomes and transform today.
32	MOPZP	Certificate Course on Futures Thinking Batch 4	Public and Private	01/May/2022	31/Dec/2022	The Certificate Course on Futures Thinking (CC-FT) will introduce the praxis of Futures Thinking, an equal take on theory and practice towards futures intelligence and futures literacy. Looking through the FT lens, it aims to relate futures as an asset, tool and resource. Moreover, the course will delve into the use of the futures concept to anticipate better outcomes and transform today.
33	MIPOP	Certificate Course on Hospital Quality	Public Sector	01/Oct/2021	30/Jun/2022	Quality improvement in healthcare is intended to ensure that health services are effective, safe and focused on the needs of

		Improvement Batch 2				<p>the patient. Health systems in most countries, especially in low- and medium-income countries, are so burdened and stretched that quality is not given sufficient attention. The delivery of unsafe, unequal and inequitable health services will negate the intention of promoting health among the population. This theory-based and practice-focused training course is intended for staff in healthcare facilities, e.g., hospitals and clinics. The course offers the participants the opportunity to understand the complexity of health systems and how quality improvement initiatives could strengthen health systems. Furthermore, participants will learn quality improvement tools to enable them to analyze problems, search for solutions, plan and apply these in implementing quality improvement programs in their own setting. At the heart of the discussions on quality is the delivery of safe care.</p>
34	MIPXP	Certificate Course on Hospital Quality Improvement Batch 3	Public Sector	01/Mar/2022	31/Jul/2022	<p>Quality improvement in healthcare is intended to ensure that health services are effective, safe and focused on the needs of the patient. Health systems in most countries, especially in low- and medium-income countries, are so burdened and stretched that quality is not given sufficient attention. The delivery of unsafe, unequal and inequitable health services will negate the intention of promoting health among the population. This theory-based and practice-focused training course</p>

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35	MIPBQ	Certificate Course on Hospital Quality Improvement Batch 4	Public Sector	01/Jul/2022	30/Nov/2022	<p>Quality improvement in healthcare is intended to ensure that health services are effective, safe and focused on the needs of the patient. Health systems in most countries, especially in low- and medium-income countries, are so burdened and stretched that quality is not given sufficient attention. The delivery of unsafe, unequal and inequitable health services will negate the intention of promoting health among the population. This theory-based and practice-focused training course is intended for staff in healthcare facilities, e.g., hospitals and clinics. The course offers the participants the opportunity to understand the complexity of health systems and how quality improvement initiatives could strengthen health systems. Furthermore, participants will learn quality improvement tools to enable them to analyze problems,</p>

						search for solutions, plan and apply these in implementing quality improvement programs in their own setting. At the heart of the discussions on quality is the delivery of safe care.
36	MOPEQ	Certificate Course on Setting the Tone for Good Local Governance	Public Sector	01/Jul/2022	31/Dec/2022	This executive course will focus on the “praxis” (practice and empirical perspectives) of local and regional administration including issues on central-local relations, community and institutional development, and area management. Special issues, like, federalism, public-private partnership, digitalization, and collaboration using futures thinking as a lens will also be discussed.
37	MOPXO	Certificate Course on the Foundations of Knowledge Management Batch 2	Public and Private	15/Mar/2021	30/Jun/2022	The series of certificate courses on Knowledge Management (KM) is a competency-based professional certification where students progressively acquire or develop KM competencies that enable them to share and use knowledge as they perform their jobs, and start and manage KM initiatives in their respective organizations. The certificate courses vary in terms of focus to respond or cater to the specific needs of prospective students. Each course consists of competency-based modules, which require students to submit outputs on applications of lessons learned from the modules. Some of these courses may be credited towards the the Master of Public Management major in Knowledge Management (MPM-KM), the

						<p>newest master’s degree program of the Graduate School, should students opt to pursue and earn higher qualifications. The certificate courses are offered on demand except for the KM Foundations Certificate Course, which is offered on a regular basis as it is a prerequisite for taking the other certificate courses in the series. All certificate courses are delivered via distance learning using an online platform, which means that students can complete the courses without ever needing to set foot at DAP-GSPDM. The first among the series of KM certificate courses is on KM Foundations which is an introduction to the practice of KM in organizations. System thinking is used as a framework to guide the KM practice. Managing the context of KM provides the springboard for organizations to start their respective journey with KM. Module 1: Introduction to the Practice of KM Module 2: System Thinking for KM Practice Module 3: Managing the Context of KM Module 4: Techno-structural Context of KM Module 5: Behavioral Context of KM Module 6: Economic-Regulatory Context of KM Module 7: KM Audit</p>
38	QFGSG	COE-Public Sector Productivity Innovation Laboratory 2021	National Government Agencies	15/Feb/2021	31/Aug/2022	<p>The Philippine government has been facing challenges that potentially need new ideas to resolve the issues. Changing citizen expectations, policy challenges, global trends, fiscal pressure and technological changes are just some of the</p>

						<p>issues that should drive the government sector to extract and apply innovative ideas in its existing system. In most cases, many approaches have already been applied to resolve prevalent issues but a new idea has the potential to resolve them. Thus, it is high time to strengthen the implementation of the Public Sector Productivity Innovation Laboratory. Through the program, innovation thinking will be promoted and encouraged among government agencies. Innovation is the generation and application of new ideas. It is not simply coming up with ideas, but also integrating them with the existing system and processes, and monitoring the results.</p>
39	QFGUC	COE-Public Sector Productivity Innovation Laboratory 2022	National Government Agencies	15-Feb-22	31-Dec-22	<p>The Philippine government has been facing challenges that potentially need new ideas to resolve the issues. Changing citizen expectations, policy challenges, global trends, fiscal pressure and technological changes are just some of the issues that should drive the government sector to extract and apply innovative ideas in its existing system. In most cases, many approaches have already been applied to resolve prevalent issues but a new idea has the potential to resolve them. Thus, it is high time to strengthen the implementation of the Public Sector Productivity Innovation Laboratory. Through the program, innovation thinking will be promoted and encouraged among</p>

						government agencies. Innovation is the generation and application of new ideas. It is not simply coming up with ideas, but also integrating them with the existing system and processes, and monitoring the results.
40	CTIDZ	Conference on Public-sector Productivity	Department of Budget and Management	01/Jun/2022	31/Dec/2022	The Conference on Public-Sector Productivity has been one of the regular projects of the APO and DAP since 2017. In those five years, it has revolved around the following themes and topics: Transforming the Public Sector in the Age of Disruption (2017), Shaping a Future-Oriented and Smart Public Sector (2018), Building an Agile and Innovative Public Sector in the Age of Disruption (2019), Conference on Smart Public Service Delivery (2020), Ensuring Public Services in the New Normal (2021). The 2022 conference will also act as a platform for people to learn the different trends, issues, strategies, and perspectives related to public-sector productivity. A combination of plenary sessions, small-group discussions, and online streaming will allow for various modes of engagement between the resource persons and participants.
41	CMRCZ	Course on Basic Project Management for the Ministry of the Interior	Bangsamoro Autonomous Region in Muslim Mindanao (BARMM)	01/Jul/2022	26/Aug/2022	The Course on Basic Project Management is a five-day training, designed to capacitate the participants with fundamental knowledge and skills in developing, implementing, and monitoring projects.

		and Local Government - Bangsamoro Autonomous Region in Muslim Mindanao				
42	HEGVN	Course on Environmental Governance under the Adaptive Governance and Innovation for Local Executives (AGILE)	APO/DAP/Government and Private Institution	01/Sep/2022	29/Nov/2022	The course will discuss the fundamental concepts of environmental governance in the context of local development, highlighting the relationship of environmental protection to economics, local politics, and other societal concerns. It will also present models of environmental governance, including good practices and policies that may be replicated in Philippine local governments, focusing on the role of good governance and stakeholders' participation towards resilient and sustainable development.
43	RORHR	Course on Foresight and Futures Thinking: A Scenario Planning Workshop	Mindanao State University	01/Nov/2022	31/Dec/2022	The project is purposive to create a course design focused on strategic foresight and futures thinking that will help increase their awareness on the topics and its corresponding tools, and help future-proof the organization.
44	GYRAJ	Curriculum Development and Implementation of Certification Course for	Presidential Communications Operations Office (PCOO)	31/Aug/2021	20/Jun/2022	The Philippines has taken a step towards a more transparent and accountable governance through the issuance of the Executive Order No. 2, s. 2016 by President Rodrigo R. Duterte which seeks to operationalize people's constitutional right to information

		Information Officers				<p>in the Executive branch. This instrument authorizes the disclosure of information under the possession of government to the public, thereby creating an enabling mechanism to elevate public disclosure in the country as well as a platform for the people to obtain information directly from the government. For a more thorough implementation, the Presidential Communication Operations Office (PCOO), through the Freedom of Information–Project Management Office (FOI-PMO), has been forging partnership with different institutions to expand its capacity development intervention for Information Officers, specifically the FOI Officers, with an end view of strengthening the implementation of the FOI program in the government. Towards this end, PCOO partnered with the DAP for the formulation and implementation of a formal and accredited Certification Course for Information Officers which will be designed to equip Information Officers with skills and knowledge necessary for the effective operationalization of the FOI policy in their respective agencies.</p>
45	RORAI	Developing a Reorganizational Plan towards Revitalizing Peoples	Peoples Television Network, Inc.	15/Aug/2021	15/Mar/2022	This project responds to the need of PTNI to formulate a new reorganization plan as called for in Board Resolution No. 2020-061-Applying the Changes in the Ongoing Reorganization of the People's Television Network, Inc.

		Television Network, Inc. (PTNI)				Under GCG MC No. 2015-04 and Providing its Governance Structure, which was approved on December 9, 2020 by its Board of Directors.
46	QCRMJ	Development of a Quality Management System Certifiable to ISO 9001:2015 Phase 3 for the Philippine National Police	Philippine National Police	27/Jan/2022	31/Dec/2022	The Philippine National Police (PNP) is the armed, civilian national police force in the Philippines that enforces the law, prevents and controls crimes, maintains peace and order, and ensures public safety and internal security with the active support of the community. The PNP has established and maintains a quality management system (QMS) certifiable to ISO 9001:2015 standard for its 26 identified offices located at Camp BGen. Rafael T. Crame, Quezon City, National Capital Region Police Office, Camp Bagong Diwa, Taguig City, and Camp PMGen. Tomas B. Karingal, Quezon City. With its aim to continually improve the performance of the organization, the PNP will establish a QMS certifiable to ISO 9001:2015 standard to another eight offices located at Camp Major Bado Dangwa, La Trinidad, Benguet, Camp BGen. Oscar M. Florendo, San Fernando City, La Union, Camp Marcelo A. Adduru, Tuguegarao City, Cagayan, Camp Olivas, San Fernando City, Pampanga, Clark Freeport Zone, Mabalacat, Pampanga, and Camp BGen. Rafael T. Crame. In line with this, the PNP has requested the DAP to provide technical assistance on the

						Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Philippine National Police Phase 3.
47	QEGTD	Development of Quality Workplace Standards for Local Government Units and Health Care Sector	LGUs	01/May/2021	31/Mar/2022	The DAP, as the country's National Productivity Organization, upholds its commitment to enhance productivity and quality in the national government. In view of this, the DAP implements the project title, Development of Quality Workplace Standards to complement to the institutionalization of the 5S Good Housekeeping Program, under the Government Quality Management Program (GQMP). Focus group discussions shall be facilitated to gather best practices, obtain valuable data and information, gain insights from customer's perspectives, as inputs in the development of a standard.
48	HERCB	DHSUD Performance Review and Planning Workshop	Department of Human Settlements and Urban Development	01/May/2022	31/May/2022	The Performance Review and Planning Workshop is a three-day activity aimed at assessing its performance for 2020 and 2021 vis-à-vis its planned targets as well as identifying possible focus areas for the next administration through its Program, Activities and Projects (PAPs).
49	HEPFP	Disaster Waste Management Training	Various Local Government Units	26/Jul/2021	31/Jan/2022	The Public Offering on Disaster Waste Management is a 5-day training intended for Local Government Units, on the management of wastes generated or exposed by different natural

						<p>hazards or disaster events. The training will be a mix of lectures, discussions, and activities focused on disaster waste management and its four phases namely; (1) Preparedness Phase; (2) Emergency/Relief Phase; (3) Recovery Phase and; (4) Reconstruction Phase. Specific sets of actions for each of the four phases will be tackled, after which LGU participants will be given time to draft their SOPs for the four phases based on the environmental context and resources of their respective localities.</p>
50	HEPUP	Disaster Waste Management Training 2022	Various Local Government Units	01/Mar/2022	30/Dec/2022	<p>The Public Offering on Disaster Waste Management is a 5-day training intended for Local Government Units, on the management of wastes generated or exposed by different natural hazards or disaster events. The training will be a mix of lectures, discussions, and activities focused on disaster waste management and its four phases namely; (1) Preparedness Phase; (2) Emergency/Relief Phase; (3) Recovery Phase and; (4) Reconstruction Phase. Specific sets of actions for each of the four phases will be tackled, after which LGU participants will be given time to draft their SOPs for the four phases based on the environmental context and resources of their respective localities.</p>
51	MLRRF	Executive Course in	Philippine Air Force	01/Jul/2021	31/Jul/2022	<p>This is a twinning program between the DAP-GSPDM and</p>

		Public Management				Philippine Air Force Officers School. The Executive Course in Public Management is conducted in alignment with the PAFOS's Squadron Officer Course. It will be composed of two modules as follows: Research Module This course introduces students to the fundamental research process, methodologies and techniques in public management. It covers qualitative, quantitative and mixed methods of data collection and analysis. It shall equip students with the critical analysis and proficiency in conducting basic research. Management Module Course Description: This course is designed as a broad overview of the critical theoretical/practical issues and trends pertaining to public organizations and their management, with emphasis on applications to both "micro" (i.e., inside the organization) and "macro" (i.e., external relations and strategy) organizational issues. It explores adaptive and innovative strategies and policy perspectives that may turn organizational challenges into opportunities.
52	MLRSF	Executive Course in Public Management Batch 2	Philippine Air Force	10/Jan/2022	31/Dec/2022	This is a twinning program between the DAP-GSPDM and Philippine Air Force Officers School. The Executive Course in Public Management is conducted in alignment with the PAFOS's Squadron Officer Course. It will be composed of two modules as follows: Research Module Course Description: This course introduces students to the

						<p>fundamental research process, methodologies and techniques in public management. It covers qualitative, quantitative and mixed methods of data collection and analysis. It shall equip students with the critical analysis and proficiency in conducting basic research. Management Module Course Description: This course is designed as a broad overview of the critical theoretical/practical issues and trends pertaining to public organizations and their management, with emphasis on applications to both “micro” (i.e., inside the organization) and “macro” (i.e., external relations and strategy) organizational issues. It explores adaptive and innovative strategies and policy perspectives that may turn organizational challenges into opportunities.</p>
53	MOPDP	Executive Course on Leadership, Innovation, Communication and Knowledge Management (CLICK) Batch 2	Public and Private	1-Jun-21	30-Jun-22	<p>The Executive Course on Leadership, Innovation, Communication, and Knowledge Management (CLICK) Batch 2 is a joint offering of three partners - the DAP, National Union of Career Executive Service Officers, Inc., and Aboitiz Equity Ventures, Inc. (AEV). It is intended for Career Executive Officers and senior government officials to reinforce existing and provide an overview of new competencies that they will need to better cope with the demands of the changing workplace. The program will have its second run in July 2021 for select government</p>

						officials who will meet the criteria set by the program partners.
54	MIPCQ	Executive Course on Setting the Tone on Local Governance	Public Sector	01/Jul/2022	30/Sep/2022	Public service is more than just an ardent passion to alleviate the plight of the poor and the marginalized, to lead the improvement of various systems in government, or even to make a significant difference in the lives of our countrymen. Not to conclude that such personal fervor for change is unnecessary, but rather, to emphasize more the tenet that public service is more than just the desire to uplift the lives of people, but, fundamentally, a craft and a virtue - a profession that requires due prudence, knowledge, skills and abilities for the purpose of advancing the common good and affect significant, meaningful progress for the country. In the paradigm of development, both legislative and executive officials play vital and unique roles. They are the potent tools that give impetus to socio-economic plans, policies and thrusts. They legitimize acts or decisions that may be expedient and widely beneficial to the welfare of the people. Legislations and executive actions establish frameworks that would be adopted by various government agencies, local government units and society at large, prescribing the path which the country will undertake in the interest of socio-economic growth, national patrimony and nationhood. Members of the Executive and

						<p>Legislative Branches of Government do not only represent their constituents but more importantly, they play lead roles in defining change and development, and shaping the future of the nation. Indeed, anyone can be a public servant, but not everyone can be effective and ethical. Learning the intricacies of public institution, the magnitude of attendant responsibilities, the pace of the dynamics inherent in the position and the astuteness in decision-making may not be mastered in one or several instances. Truly, there is no substitute for actual experience and the diligence required during one's performance in office. In this regard, the DAP-GSPDM takes on the challenging task of assisting public officials in accelerating their learning processes and helping them "hit the ground running", i.e. possessing the essential knowledge and certain degree of familiarity of their new environment. Participants who have successfully attended the complete course hours and submitted the required final output will automatically receive Continuing Education Units, to be determined upon completion.</p>
55	MAPVH	EXECUTIVE DOCTORATE IN EDUCATION	PUBLIC SECTOR	01/Jul/2012	31/Mar/2022	

		LEADERSHIP (EDEL) BATCH II (MAPVH)				
56	MOPD O	Executive Doctorate in Education Leadership (EDEL) Dissertation Writing Refresher Course	Public and Private	01/Jan/2020	31/Mar/2022	The Executive Doctorate in Education Leadership (EDEL) is the highest academic degree program of the DAP designed for senior-level managers of higher education institutions (HEIs) and government and private agencies. The program aims to provide an academic framework where leaders can further their understanding and develop their skills and abilities in managing HEIs by building on their vast knowledge of and experience in their respective institutions. The EDEL program started in 2011 and ran for two (2) batches. Some students have already graduated while others are still completing their dissertation which is the major final output for the program. The Academic Council, during their meeting on October 14, 2019, approved the extension of the EDEL program until December 31, 2020 to give chance to all students to finish their academic requirements particularly the dissertation. Hence, this refresher course on Dissertation Writing will be conducted by the Graduate School.
57	KMRYI	Food Terminal Inc. 2.0 Reinvent:	Food Terminal Incorporated	25/Nov/2019	31/Dec/2022	Food Terminal Inc. 2.0 Reinvent: Component 3: "FTI Reborn" will deal with developing the required infrastructure that will support the strategic direction and to fully

		Component 3				<p>effect the transition. This includes the different organizational and human resource development requirements of the corporation to achieve the plans and targets to be set for the immediate future. It also includes piloting the new business models that will be approved and adopted by the FTI's top management and Board of Directors. This will have 3 key components areas: (1) Organizational Development which includes the streamlining of business processes, the formulation of a new organizational and compensation structure, the identification of critical staffing with appropriate deployment plans, and development of competency models; (2) New Business Development which will focus on the pre-feasibility and piloting of the models and (3) Strategic Management which will look at the FTIs mandate and develop the long term thrusts and directions of the agency including developing strategic business directions vis the support it has to deliver to the National Government.</p>
58	GYGSK	Foresight and Anticipatory Governance	Various Local Government Units	01/Mar/2021	31/Dec/2022	<p>As part of the ongoing efforts of the DAP to effectively address the disruptive challenges brought by a VUCA environment, the DAP recognizes that enhancing the ability of organizations and institutions to anticipate, respond and adapt to rapidly changing environments have become increasingly important. It is also for this reason that organizations</p>

						<p>around the world are building and institutionalizing competencies on innovation, agile and futures thinking in order to build a more robust, resilient and future-ready organization. According to OECD, strategic foresight and futures thinking should not be regarded as an optional intervention to the decision-making process, but rather a vital part of it. As an avenue for creative thinking, innovative problem solving, and strategic foresight, DAP proposes to implement the program entitled Foresight and Anticipatory Governance under the DAP's Center for Strategic Futures (CSF). The Program aims to promote collaboration and knowledge co-creation approaches designed for the anticipation of emerging complex issues and identification of relevant smart and innovative solutions in order to respond to the needs of a VUCA environment and effectively adapt to other global phenomena that increasingly define and shape the nature of the world (i.e., globalization, climate change, demographic change, and digitalization).</p>
59	CMRLF	Foresight-based Strategic Planning for the Department of the Interior and	Department of the Interior and Local Government	01/Feb/2022	31/Dec/2022	This project consists of a series of interventions to prepare and guide designated DILG working groups in the conduct of scenario planning and in the formulation of a multi-year strategic plan for fiscal years 2023-2028.

		Local Government				
60	HEPSO	Geographic Information System Hazard Modeling Training for Improved Decision-Making and Early Warning Action of Local Government Units	Various Local Government Units	11/Jan/2021	31/Jan/2022	The Training on GIS Hazard Modeling is a basic course on GIS and modeling for application in forecast-based early warning system. It is designed for a maximum of 20 participants, with at least one representative from each of the participating LGU. It is a fully online training that will entail ten days of both synchronous and asynchronous learning sessions following the DAP learning methodology using the 4 A's of Activity, Analysis, Abstraction and Application. It shall proceed with concepts and applications sessions. It will be participatory and output driven, involving a combination of lectures, practical demonstrations, hands-on exercises and individual reporting. Using an ecosystem-based framework, the training will be using the available biogeophysical and other data and mapping materials (e.g. shapefiles) from each of the LGUs, complemented by available rainfall, flood, drought, and other pertinent data from partner agencies.
61	HEPWP	Geographic Information System Hazard Modeling Training for Improved Decision-	Various Local Government Units	1-Mar-22	30-Dec-22	The Training on GIS Hazard Modeling is a basic course on GIS and modeling for application in forecast-based early warning system. It is designed for a maximum of 25 participants, with at least one representative from each of the participating LGU. It is

		Making and Early Warning Action of Local Government Units 2022				a fully online training that will entail ten days of both synchronous and asynchronous learning sessions following the DAP learning methodology using the 4 A's of Activity, Analysis, Abstraction and Application. It shall proceed with concepts and applications sessions. It will be participatory and output driven, involving a combination of lectures, practical demonstrations, hands-on exercises and individual reporting. Using an ecosystem-based framework, the training will be using the available biogeophysical and other data and mapping materials (e.g. shapefiles) from each of the LGUs, complemented by available rainfall, flood, drought, and other pertinent data from partner agencies.
62	CMGT M	GovServE: Governance Innovation for Public Service Enhancement	Department of Budget and Management	01/Jul/2021	31/Mar/2022	To support the implementation of government current interventions and help address the identified challenges, the DAP aims to enhance intrapreneurial thinking and innovative approach in designing and delivering public services.
63	QDGSE	GQMP 2021: Measuring Business Satisfaction with Data Analytics and Institutionalizing Service	National Government Agencies	01/Jan/2021	30/Sep/2022	The DAP, through the GQMP, proposes a whole-of-government approach in measuring citizen and business satisfaction and advocates adoption of evidence-based Service Quality Standards (SQS) and DAP's Customer/Business/Stakeholder Satisfaction Survey (harmonized survey tool) to support continual

Quality Standards for the "New Normal" Frontline Government Services

government-wide quality improvement in the design and delivery of frontline service in the "new normal" towards achieving a seamless public service delivery. This intervention is being implemented under the GQMP Component 3 project on Institutionalizing Service Quality Standards in Frontline Government Services. The GQMP Component 3 project seeks to develop SQS for a citizen-centered frontline government service during and post-pandemic using "outside-in" approach in listening to the people and understanding their needs and expectations by determining frontline government service delivery aspects prevailing in the new normal that is most important to the citizens and businesses and may also guarantee their satisfaction. In particular, the project aims to determine the overall citizen and business satisfaction scores of the whole-of-government based on identified service dimensions, identify attributes of essential service dimensions of frontline government services, and make recommendations to enhance whole-of-government approach on continual quality improvement by establishing SQS for the new normal frontline government services. The project advocates the importance of SQS and its institutionalization through the adoption of a national policy on SQS for frontline government

						service providers enjoining all government agencies and offices with frontline services to adhere to a common mechanism for service quality improvement. This is a timely initiative especially with the pandemic still raging and directly affecting the delivery of frontline government services.
64	QEGTF	GQMP 2021: Service Quality Improvement Program	Department of Budget and Management	01/May/2021	30/Nov/2022	In line with its thrust of ensuring that “real change” is the actual direction of the government, the Duterte Administration prioritizes, among others, citizen-centric public service to bring the government closer to the people. Thus, there is a need for government offices to quickly respond and yield meaningful results in working more efficiently, and providing high quality and genuine public service that Filipinos deserve, without delay and bureaucratic red tape. Recent initiatives include Republic Act (RA) 11032, the Ease of Doing Business and Efficient Government Service Delivery Act, which is an amendment of the Anti-Red Tape Act. This was formulated to make the process of putting up and running a business in the Philippines easier and more efficient, as well as solve the perennial problem of bureaucratic red tape in government and spare people of intolerable waiting time. It aims to promote efficient turnaround in the delivery of government services, and prevent graft and corruption. Among its salient features is the standardized deadline for

government transactions. Prior to this, performance excellence was promoted through RA 9013, Establishing the Philippine Quality Award in order to encourage organizations in both the private and public sectors to attain excellence in quality in the production and/or delivery of their goods and services. This provided an internationally comparable framework and criteria for organizational performance as seen in the processes and in business results. In addition, Executive Order (EO) No. 605, Institutionalizing the Structure, Mechanisms, and Standards to Implement the Government Quality Management Program, was issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Government agencies were enjoined to implement a Quality Management System (QMS) and be certified to ISO 9001, an international standard that specifies requirements for a QMS, used by organizations to demonstrate their ability to consistently provide products and services that meet customer and regulatory requirements. EO 605 was strengthened by the directive of President Duterte that all government agencies must secure the trust and confidence of all its stakeholders, especially the Filipino citizens. This called for the streamlining of processes and

						<p>minimizing requirements. The Government Quality Management Program plans to focus on effecting actual improvements in the quality of public service delivery through the conduct of organizational diagnosis and assessment and the facilitation of the development and implementation of agency action plans to enhance processes and systems. In view of this, the DAP is proposing the implementation of the “Service Quality Improvement Program: Enhancing Processes and Systems towards Improved Quality of Public Service Delivery”.</p>
65	QFGVF	<p>QQMP 2022 Technical Assistance on Strengthening Risk Management, Service Quality Improvement and Capability Building Intervention on QMS</p>	<p>Various NGAs</p>	<p>01/Apr/2022</p>	<p>30/Sep/2022</p>	<p>The QQMP shall implement the Technical Assistance (TA) on Strengthening Risk Management, TA on Service Quality Improvement, and Capability-building Intervention on QMS (CBIQ) to selected beneficiary agencies (BAs). The program integrates the use of various process/service quality improvement tools and techniques, such as 5S Good Housekeeping/Quality Workplace, process streamlining, risk management, and co-creation innovation process, among others, to enhance the implementation of ISO 9001 QMS.</p>
66	QEGVU	<p>QQMP 2022: Capability Building</p>	<p>Laguna Lake Development Authority</p>	<p>15/Sep/2022</p>	<p>31/Dec/2022</p>	<p>With Republic Act No. 4850, the Laguna Lake Development Authority (LLDA) was established as a quasi-government agency</p>

Intervention on Knowledge Management for the Laguna Lake Development Authority (LLDA)

with regulatory and proprietary functions. Through Presidential Decree 813 in 1975, and Executive Order 927 in 1983, its powers and functions were further strengthened to include environmental protection and jurisdiction over the lake basin's surface water. In 1993, through Executive Order 149, the administrative supervision over LLDA was transferred from the Office of the President to the Department of Environment and Natural Resources (DENR). Its mandate is to promote and accelerate the development and balanced growth of the Laguna Lake area and the surrounding cities and towns. As LLDA is increasingly reliant on knowledge for its evidence-based decision-making processes and constant need from stakeholders for reliable information, LLDA is finding ways on how it can effectively organize and store its information for sharing with various stakeholders. Thus, they requested assistance and was selected as a beneficiary agency for Capability Building Intervention on Quality Management System (CBIQ) focused on Knowledge Management under the Government Quality Management Program (GQMP). In this regard, the DAP will be implementing the project titled, "GQMP 2022: Capability Building Intervention on Knowledge Management for the Laguna Lake

						Development Authority (LLDA),” to enhance organizational productivity and growth by understanding and applying the fundamental concepts, practices and tools in creating, sharing and applying knowledge. The intervention highlights how knowledge management dovetails with the Philippine Quality Award (PQA) framework and the ISO 30401:2018.
67	QDGVQ	GQMP 2022: Capability Building Intervention on QMS - Strengthening Risk Management for DAR Region VI	National Government Agencies	03/Oct/2022	15/Dec/2022	The project aims to enhance the risk management capability of the ISO 9001:2015 certified organization, aligned with ISO 31000:2018 RM
68	QEGVV	GQMP 2022: Capability-Building Intervention on QMS Requirements and Documentation and Root Cause Analysis and Corrective Action Formulation for NCIP and NHCP	National Commission on Indigenous Peoples	15/Sep/2022	30/Nov/2022	[NCIP] Conduct of Training Course on ISO 9001:2015 Quality Management System Requirements and Documentation to enhance the NCIP participants’ knowledge and understanding of quality concepts and principles, and the requirements defined in ISO 9001:2015 standard, as well as relevant statutory and regulatory requirements; [NHCP] Conduct of Root Cause Analysis and Corrective Action Formulation for NHCP staff to enable NHCP to effectively maintain its Quality Management System as well as eliminate and prevent the occurrence of detected

						problems/nonconformities within the organization
69	QCGUR	GQMP 2022: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Department of Human Settlements and Urban Development	Department of Human Settlements and Urban Development	16/Mar/2022	31/Dec/2022	The need for government agencies to improve quality in their operations and service delivery has never been more urgent in the light of the current Administration's thrust to enhance the social fabric through ensuring people-centered, clean, and efficient governance, as cited in the "Malasakit" pillar of the Philippine Development Plan 2017-2022. To this goal, the government is leveraging the priorities of its Results-Based Performance Management System, and its people-centered Performance-Based Incentive System under Executive Order No. 80, s. 2012. This is further strengthened with the enactment of Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which aims to establish transparency, efficiency, and quality in the delivery of government services and ensure citizen satisfaction, thereby improving the competitiveness of the country. There is also an urgent call to improve the citizens' faith and trust in the government's capacity to make the Filipino lives better, safer, and healthier. This clear and compelling direction of the Administration further intensifies the need for government agencies to comply with Executive Order No. 605, Institutionalizing the Structure,

Mechanisms, and Standard to Implement the Government Quality Management Program, which was issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Effective management and good governance are essential elements of quality that can be achieved through an effective Quality Management System (QMS). Aligning an organization's planning, service, and support operations to ISO 9001 International Standard is one reliable approach in establishing a QMS. This methodology provides a clear perspective of the quality system requirements and the areas of control to ensure consistency in the quality of services and continuous process improvement intended to generate approaches to improve citizen satisfaction. The Department of Human Settlements and Urban Development (DHSUD), created through Republic Act no. 11201, is the primary national government entity responsible for the management of housing, human settlements and urban development. It performs the consolidated functions of the defunct Housing and Urban Development Coordinating Council (HUDCC) and Housing and Land Use Regulatory Board (HLURB), except adjudication. It

						<p>is responsible for the development and adoption of a national strategy to ensure the alignment of the policies, programs and projects of all its attached agencies. In line with its mission to provide access to decent, affordable, resilient and sustainable housing communities to all Filipinos, particularly the underprivileged and those in the low-income bracket, the DHSUD seeks to continually improve the delivery of its services and transform its current management system to an ISO 9001:2015-certified QMS. The DHSUD signified its interest and commitment and was selected to become one of the GQMP Beneficiary Agencies that will receive technical assistance from the DAP for the establishment of a QMS certifiable to ISO 9001:2015 standard. In this regard, the DAP is implementing the project entitled, "Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Department of Human Settlements and Urban Development."</p>
70	QCGVC	<p>GQMP 2022: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for</p>	<p>Department of Transportation</p>	01/Apr/2022	31/Jul/2022	<p>The need for government agencies to improve quality in their operations and service delivery has never been more urgent in the light of the current Administration's thrust to enhance the social fabric through ensuring people-centered, clean, and efficient governance, as cited in the "Malasakit" pillar of the Philippine Development Plan</p>

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2017-2022. To this goal, the government is leveraging the priorities of its Results-Based Performance Management System, and its people-centered Performance-Based Incentive System under Executive Order No. 80, s. 2012. This is further strengthened with the enactment of Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which aims to establish transparency, efficiency, and quality in the delivery of government services and ensure citizen satisfaction, thereby improving the competitiveness of the country. There is also an urgent call to improve the citizens' faith and trust in the government's capacity to make the Filipino lives better, safer, and healthier. This clear and compelling direction of the Administration further intensifies the need for government agencies to comply with Executive Order No. 605, Institutionalizing the Structure, Mechanisms, and Standard to Implement the Government Quality Management Program, which was issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Effective management and good governance are essential elements of quality that can be achieved through an effective

Quality Management System (QMS). Aligning an organization's planning, service, and support operations to ISO 9001 International Standard is one reliable approach in establishing a QMS. This methodology provides a clear perspective of the quality system requirements and the areas of control to ensure consistency in the quality of services and continuous process improvement intended to generate approaches to improve citizen satisfaction. The Department of Transportation (DOTr), established through Executive Order No. 125, is the primary policy, planning, programming, coordinating, implementing and administrative entity of the executive branch of the government on the promotion, development and regulation of a dependable and coordinated network of transportation systems, as well as in the fast, safe, efficient and reliable transportation services. In line with its mission to provide the country with efficient, effective, and secure transportation systems that are globally competitive, compliant with international standards, and responsive to the changing times, the DOTr seeks to continually improve the delivery of its services and transform its current management system to an ISO 9001:2015 certified QMS. The DOTr signified its interest and commitment and was selected to

						become one of the GQMP Beneficiary Agencies that will receive technical assistance from the DAP for the establishment of a QMS certifiable to ISO 9001:2015 standard. In this regard, the DAP is implementing the project entitled, "Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Department of Transportation."
71	QEGUG	GQMP 2022: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Southern Philippines Development Authority	Southern Philippines Development Authority	01/Mar/2022	31/Dec/2022	The need for government agencies to improve quality in their operations and service delivery has never been more urgent in the light of the current Administration's thrust to enhance the social fabric through ensuring people-centered, clean, and efficient governance, as cited in the "Malasakit" pillar of the Philippine Development Plan 2017-2022. To this goal, the government is leveraging the priorities of its Results-Based Performance Management System, and its people-centered Performance-Based Incentive System under Executive Order No. 80, s. 2012. This is further strengthened with the enactment of Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which aims to establish transparency, efficiency, and quality in the delivery of government services and ensure citizen satisfaction, thereby improving the competitiveness of the country. There is also an

urgent call to improve the citizens' faith and trust in the government's capacity to make the Filipino lives better, safer, and healthier. This clear and compelling direction of the Administration further intensifies the need for government agencies to comply with Executive Order No. 605, Institutionalizing the Structure, Mechanisms, and Standard to Implement the Government Quality Management Program, which was issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Effective management and good governance are essential elements of quality that can be achieved through an effective Quality Management System (QMS). Aligning an organization's planning, service, and support operations to ISO 9001 International Standard is one reliable approach in establishing a QMS. This methodology provides a clear perspective of the quality system requirements and the areas of control to ensure consistency in the quality of services and continuous process improvement intended to generate approaches to improve citizen satisfaction. The Southern Philippines Development Authority (SPDA) is established through Presidential Decree 690 on 22 April 1975 and as amended by Presidential Decree 1703 on

						<p>24 July 1980, to promote the development of Southern Philippines and to make investment in any field that would enhance the economic development of the region. In line with its mission to promote and enhance balanced growth in Mindanao through economic and developmental initiatives and undertakings, the SPDA seeks to continually improve the delivery of its services and transform its current management system to an ISO 9001:2015 certified QMS. The SPDA signified its interest and commitment and was selected to become one of the QMP Beneficiary Agencies that will receive technical assistance from the DAP for the establishment of a QMS certifiable to ISO 9001:2015 standard. In this regard, the DAP is implementing the project entitled, "Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Southern Philippines Development Authority."</p>
72	QCGUN	<p>GQMP 2022: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for</p>	<p>Various NGAs</p>	<p>16/Mar/2022</p>	<p>31/Dec/2022</p>	<p>The need for government agencies to improve quality in their operations and service delivery has never been more urgent in the light of the current Administration's thrust to enhance the social fabric through ensuring people-centered, clean, and efficient governance, as cited in the "Malasakit" pillar of the Philippine Development Plan 2017-2022. To this goal, the</p>

the Various NGAs

government is leveraging its Results-Based Performance Management System's priorities and its people-centered Performance-Based Incentive System under Executive Order No. 80, s. 2012. This is strengthened with the enactment of Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. It aims to establish transparency, efficiency, and quality in the delivery of government services and ensure citizen satisfaction, thereby improving the country's competitiveness. There is also an urgent call to improve the citizens' faith and trust in the government's capacity to make the Filipino lives better, safer, and healthier. This clear and compelling direction of the Administration further intensifies the need for government agencies to comply with Executive Order No. 605, Institutionalizing the Structure, Mechanisms, and Standard to Implement the Government Quality Management Program, which was issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Effective management and good governance are essential elements of quality that can be achieved through an effective Quality Management System

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competitiveness. There is also an urgent call to improve the citizens' faith and trust in the government's capacity to make the Filipino lives better, safer, and healthier. This clear and compelling direction of the Administration further intensifies the need for government agencies to comply with Executive Order No. 605, Institutionalizing the Structure, Mechanisms, and Standard to Implement the Government Quality Management Program, which was issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Effective management and good governance are essential elements of quality that can be achieved through an effective Quality Management System (QMS). Aligning an organization's planning, service, and support operations to ISO 9001 International Standard is one reliable approach in establishing a QMS. This methodology provides a clear perspective of the quality system requirements and the areas of control to ensure consistency in the quality of services and continuous process improvement intended to generate approaches to improve citizen satisfaction. In line with the aforementioned thrust of the government and to strengthen the implementation of the E.O. No. 605, the DAP, as a member of the

						<p>Technical Working Group on Advocacy and Capability-Building of the QMCP and as the National Productivity Organization, and through the General Appropriations Act of 2022 funding for the QMCP. It shall provide technical assistance to various National Government Agencies such as the National Council for Children's Television, Film Council Development Office, and National Book Development Board, as among the Beneficiary Agencies of the QMCP to received technical assistance from the DAP for the establishment of a QMS certifiable to ISO 9001:2015 standard. In this regard, the DAP is implementing the project entitled, "Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the various NGAs."</p>
73	QCGUT	<p>QMCP 2022: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for Various State Universities and Colleges (SUCs)</p>	Various SUCs	15/Mar/2022	31/Dec/2022	<p>The need for government agencies to improve quality in their operations and service delivery has never been more urgent in the light of the current Administration's thrust to enhance the social fabric through ensuring responsive, people-centered, technology-enabled, and clean governance, as cited in the "Malasakit" pillar of the Philippine Development Plan 2017-2022. To this goal, the government is leveraging the priorities of its Results-Based Performance Management System, and its people-centered Performance-Based Incentive System under</p>

Executive Order No. 80, s. 2012. This is further strengthened with the enactment of Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which aims to establish transparency, efficiency, and quality in the delivery of government services and ensure citizen satisfaction, thereby improving the competitiveness of the country. There is also an urgent call to improve the citizens' faith and trust in the government's capacity to make the Filipino lives better, safer, and healthier. This clear and compelling direction of the Administration further intensifies the need for government agencies to comply with Executive Order No. 605, Institutionalizing the Structure, Mechanisms, and Standard to Implement the Government Quality Management Program, which was issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Effective management and good governance are essential elements of quality that can be achieved through an effective Quality Management System (QMS). Aligning an organization's planning, service, and support operations to ISO 9001 International Standard is one reliable approach in establishing a QMS. This methodology provides

						a clear perspective of the quality system requirements and the areas of control to ensure consistency in the quality of services and continuous process improvement intended to generate approaches to improve citizen satisfaction. In this regard, the DAP is implementing the project entitled, “Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for Various State universities and Colleges.”
74	QCGU Q	GQMP 2022: Technical Assistance on Quality Management System Transition to ISO 9001:2015 Standard for the National Research Council of the Philippines	National Research Council of the Philippines	15/Mar/ 2022	31/Dec/ 2022	The need for government agencies to improve quality in their operations and service delivery has never been more urgent in the light of the current Administration’s thrust to enhance the social fabric through ensuring responsive, people-centered, technology-enabled, and clean governance, as cited in the “Malasakit” pillar of the Philippine Development Plan 2017-2022. To this goal, the government is leveraging the priorities of its Results-Based Performance Management System, and its people-centered Performance-Based Incentive System under Executive Order No. 80, s. 2012. This is further strengthened with the enactment of Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which aims to establish transparency, efficiency, and quality in the delivery of government services and ensure citizen satisfaction,

thereby improving the competitiveness of the country. There is also an urgent call to improve the citizens' faith and trust in the government's capacity to make the Filipino lives better, safer, and healthier. This clear and compelling direction of the Administration further intensifies the need for government agencies to comply with Executive Order No. 605, Institutionalizing the Structure, Mechanisms, and Standard to Implement the Government Quality Management Program, which was issued to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Effective management and good governance are essential elements of quality that can be achieved through an effective Quality Management System (QMS). Aligning an organization's planning, service, and support operations to ISO 9001 International Standard is one reliable approach in establishing a QMS. This methodology provides a clear perspective of the quality system requirements and the areas of control to ensure consistency in the quality of services and continuous process improvement intended to generate approaches to improve citizen satisfaction. The National Research Council of the Philippines (NRCP) was established through Ninth

						<p>Philippine Legislature Act No. 4120, to promote and support fundamental or basic research for the continuing total improvement of the research capability of individual scientists or group of scientists; provide advice on problems and issues of national interest; promote scientific and technological culture to all sectors of society; and, fosters linkages with local and international scientific organizations for enhanced cooperation in the development and sharing of information. In line with its mission to promote frontier and problem-oriented researches in the sciences and humanities that provide solutions to pressing and anticipated national issues, the NRCP seeks to continually improve the delivery of its services and transition its current management system to an ISO 9001:2015 certified QMS. The NRCP signified its interest and commitment and was selected to become one of the GQMP Beneficiary Agencies that will receive technical assistance from the DAP for the transition of a QMS certifiable to ISO 9001:2015 standard. In this regard, the DAP is implementing the project entitled, "Technical Assistance on Quality Management System Transition to ISO 9001:2015 Standard for the National Research Council of the Philippines."</p>
75	QEGUZ	GQMP 2022:	Insurance Commission	15/Apr/2022	31/Oct/2022	The Insurance Commission (IC) is an attached agency of the

Technical Assistance on Service Quality Improvement

Department of Finance (DOF) committed to protect the interest and welfare of the insuring public and to develop and strengthen the insurance industry. As Regulator, they shall provide an opportunity for every Filipino to secure insurance protection and shall observe practices at par with regional and global standards. The Insurance Commission's existing Quality Management System (QMS) covers the provision of insurance, pre-need, and health maintenance organization (HMO) regulatory services in the Philippines involving activities related to licensing, monitoring, approval, examination, and legal proceedings. It aims to further improve its documented processes/procedures and ensure the quality of its services in accordance with government regulations and international standards, for the benefit of the insuring public. To attain this, the IC requested for assistance and was selected as a beneficiary agency of the Service Quality Improvement Project under the Government Quality Management Program (GQMP). In this regard, the DAP will be implementing the project entitled, "Technical Assistance on Service Quality Improvement for the Insurance Commission," to enhance the quality of public service delivery by addressing areas for improvement, particularly in the frontline services.

76	QEGVS	GQMP 2022: Technical Assistance on Service Quality Improvement for Bureau of Fisheries and Aquatic Resources	Bureau of Fisheries & Aquatic Resources	01/Sep/2022	31/Dec/2022	<p>Service quality is a measure of how an organization delivers its services compared to the expectations of its customers. Improving service quality can increase an organization's reputation and have a direct impact to satisfy customer needs. Putting this in mind, the previous Administration prioritized having a citizen-centric public service to bring the government closer to the people. Different initiatives were formulated to respond and yield meaningful results in working more efficiently, and providing high quality and genuine public service that Filipinos deserve, without delay and bureaucratic red tape. These include: (1) Republic Act (RA) 11032, the Ease of Doing Business and Efficient Government Service Delivery Act, which aims to promote efficient turnaround in the delivery of government agencies and the standardized deadline for government transactions, and (2) Executive Order (EO) No. 605, Institutionalizing the Structure Mechanisms, and Standards to Implement the Government Quality Management Program, to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Government agencies were enjoined to implement a Quality Management System (QMS) and be certified to ISO 9001, an international standard</p>
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that specifies requirements for a QMS, used by organizations to demonstrate their ability to consistently provide products and services that meet customer and regulatory requirements. EO 605 was strengthened by the directive of President Duterte that all government agencies must secure the trust and confidence of all its stakeholders, especially the Filipino citizens. This called for the streamlining of processes and minimizing requirements. Hence, as the advocacy and capability-building arm of the Government Quality Management Committee (GQMC), the DAP has been providing technical assistance which focuses on effecting actual, measurable improvements in the quality of public service delivery through the conduct of assessment of frontline service delivery and the implementation of appropriate actions to address areas of improvement. The Bureau of Fisheries and Aquatic Resources (BFAR) was established through Republic Act No. 8550 (Philippine Fisheries Code of 1998), is responsible for the development, improvement, management and conservation of the country's fisheries and aquatic resources. The BFAR signified its interest and commitment and was selected to become one of the GQMP Beneficiary Agencies that will receive technical assistance from the DAP for service quality improvement in line with its mission to ensure sustainable

						fisheries and aquatic resources by empowering fisherfolk towards productivity and resiliency. In this regard, the DAP is implementing the project entitled, “Technical Assistance on Service Quality Improvement for the Bureau of Fisheries and Aquatic Resources”.
77	QEGVT	GQMP 2022: Technical Assistance on Service Quality Improvement for TIEZA	Department of Budget and Management	16/Aug/2022	31/Dec/2022	Service quality is a measure of how an organization delivers its services compared to the expectations of its customers. Improving service quality can enhance an organization’s reputation and have a direct impact on the satisfaction of customers. With this in mind, the Philippine government has prioritized service quality improvement towards citizen-centric public service in order to bring the government closer to the people. Different initiatives were formulated to respond and yield meaningful results in working more efficiently, and providing high quality and genuine public service that Filipinos deserve, without delay and bureaucratic red tape. These include: (1) Republic Act (RA) 11032, the Ease of Doing Business and Efficient Government Service Delivery Act, which aims to promote efficient turnaround in the delivery of government agencies and the standardized deadline for government transactions; and, (2) Executive Order (EO) No. 605, Institutionalizing the Structure Mechanisms, and Standards to

Implement the Government Quality Management Program, to effect improvement in public sector performance by ensuring the consistency of products and services through quality processes. Government agencies were enjoined to implement a Quality Management System (QMS) and be certified to ISO 9001, an international standard that specifies requirements for a QMS, used by organizations to demonstrate their ability to consistently provide products and services that meet customer and regulatory requirements. EO 605 was strengthened by RA 11032 and directives to all government agencies to secure the trust and confidence of all stakeholders, especially the Filipino citizens, which called for the streamlining of processes and minimizing requirements. Hence, as the advocacy and capability-building arm of the Government Quality Management Committee (GQMC), the DAP has been providing technical assistance focused on effecting actual, measurable improvements in the quality of public service delivery, through the conduct of service quality assessment and provision of assistance in the implementation of appropriate actions to address areas for improvement. The Tourism Infrastructure and Enterprise Zone Authority (TIEZA) was established through Republic Act No. 9593 on 12 May 2009, with

						<p>the mandate to designate, regulate, and supervise the Tourism Enterprise Zones (TEZs), with the primary objective of encouraging investments. The TIEZA signified its interest and commitment and was selected to become one of the GQMP Beneficiary Agencies that will receive technical assistance from the DAP for service quality improvement in line with its mission of developing, managing, and supervising TEZs and tourism infrastructure projects in the country to help move towards productivity and resiliency. In this regard, the DAP is implementing the project entitled, “Technical Assistance on Service Quality Improvement for the Tourism Infrastructure and Enterprise Zone Authority”.</p>
78	QCGUP	<p>GQMP 2022: Technical Assistance on Strengthening Risk Management for the National Library of the Philippines (NLP)</p>	<p>National Library of the Philippines</p>	<p>15/Feb/2022</p>	<p>30/Dec/2022</p>	<p>The project entitled, “Technical Assistance on Strengthening Risk Management for the National Library of the Philippines (NLP),” aims to enhance the effectiveness of ISO 9001-Certified QMS through the adoption of ISO 31000 RM and ensuring alignment with the PSCP guidelines. It is being implemented by the DAP, as the advocacy and capability building arm of the Government Quality Management Program (GQMP). The NLP, as the repository of the printed and recorded cultural heritage of the country and other intellectual, literary, and information sources has signified its interest and commitment to</p>

						undertake the above project and has been selected as one of the GQMP Beneficiary Agencies that will receive technical assistance from the DAP.
79	QDGVP	GQMP 2022: Technical Assistance on Strengthening Risk Management for the NMIS, PCIC, and PFDA	National Government Agencies	1-Sep-22	31-Dec-22	The project entitled, “GQMP 2022: Technical Assistance on Strengthening Risk Management for the National Meat Inspection Service (NMIS), Philippine Crop Insurance Corporation (PCIC), and Philippine Fisheries Development Authority (PFDA)” aims to enhance the effectiveness of ISO 9001-Certified QMS through the adoption of ISO 31000 RM and ensuring alignment with the PSCP guidelines. It is being implemented by the DAP, as the advocacy and capability-building arm of the Government Quality Management Program (GQMP).
80	QCGVR	GQMP 2022: Technical Assistance on Strengthening Risk Management for the Philippine Economic Zone Authority (PEZA), Philippine Drug Enforcement Agency (PDEA), and	Various NGAs	22/Aug/2022	31/Dec/2022	The project entitled, “Technical Assistance on Strengthening Risk Management for the Philippine Economic Zone Authority (PEZA), Philippine Drug Enforcement Agency (PDEA), and the Carlos Hilado Memorial State University (CHMSU), ” aims to enhance the effectiveness of ISO 9001-Certified QMS through the adoption of ISO 31000 RM. It is being implemented by the DAP, as the advocacy and capability building arm of the GQMP. The two (2) national government agencies (NGAs) and one state university and college (SUC) namely: a) PEZA, as the agency tasked to promote investments,

		the Carlos Hilado Memorial State University (CHMSU)				extend assistance, register, grant incentives to and facilitate the business operations of investors in export-oriented manufacturing and service facilities inside selected areas throughout the country; b) PDEA, as the agency responsible for the efficient law enforcement of all provisions on any dangerous drugs and/or precursors and essential chemicals; and, c) CHMSU, as a public state-owned university, with the main campus in Talisay, Negros Occidental, to provide pre-school, elementary, secondary, higher technological, professional and vocational instruction and training in science, agriculture and industrial fields, have all signified their interest and commitment to undertake the above project and has been selected as the three Beneficiary Agencies of the GQMP that will receive technical assistance from the DAP.
81	QEGVM	GQMP 2022: Technical Assistance on Strengthening Risk Management for the University of Northern Philippines (UNP) and Presidential Commission on Good	University of Northern Philippines	22/Jul/2022	31/Dec/2022	Risk Management (RM) is the process of ensuring that risks are identified, considered, and controlled throughout the ISO 9001 certified quality management system (QMS). A common approach to managing any type of risk is presented in ISO 31000 Risk Management guidelines. Strengthening the adoption/integration of RMS into the QMS ideally results in the creation and protection of value in the organization. An effective RMS implementation helps improve performance,

Government  
(PCGG)

encourages innovation, supports the achievement of objectives, and aims for the consistent provision and standard quality of products/services. Public sector organizations (PSOs) have been required to instigate public service continuity plan (PSCP) and carry out necessary actions that will address or reduce the impact of risks on public service delivery and ensure continuity in the performance of essential government functions, amidst a volatile, uncertain, complex, ambiguous, and disruptive (VUCAD) environment. The Civil Service Commission (CSC) issued Memorandum Circular No. 2, s. 2021 - Formulation of the Public Service Continuity Plan (PSCP) and the National Disaster Risk Reduction and Management Council (NDRRMC) issued Memorandum No. 33 s. 2018 - PSCP template to establish public service continuity mechanisms to be implemented by PSOs. The project entitled, "GQMP 2022: Technical Assistance on Strengthening Risk Management for the University of Northern Philippines (UNP) and Presidential Commission on Good Government (PCGG)" aims to enhance the effectiveness of ISO 9001-Certified QMS through the adoption of ISO 31000 RM and ensuring alignment with the PSCP guidelines. It is being implemented by the DAP, as the advocacy and capability-building arm of the GQMP. The PCGG, to

						<p>ensure consistency of its services through quality processes in meeting its mission to secure its place in history, by creating a legacy built on transparency, integrity, and accountability has signified its interest and commitment to undertake the above project and has been selected as one of the GQMP Beneficiary Agencies that will receive technical assistance from the DAP. The UNP, in conjunction with its mission to produce globally competitive and proactive professionals thru excellent instruction, research, extension and production has signified its interest and commitment to undertake the above project and has been selected as one of the GQMP Beneficiary Agencies that will receive technical assistance from the DAP.</p>
82	QBGTB	<p>GQMP: Transforming Public Service Delivery through 5S Good Housekeeping (2021)</p>	<p>National Government Agencies</p>	<p>19/Apr/2021</p>	<p>30/Mar/2022</p>	<p>The need for government agencies to improve quality in their operations and service delivery has never been more urgent in the light of the Administration's goal of enabling Filipinos to attain a matatag, maginhawa, at panatag na buhay by the end of 2022. The Malasakit pillar of the Philippine Development Plan (PDP) 2017-2022 contains the strategies to improve governance through seamless service delivery. To achieve this, there is a need for implementation of one of the identified target outcomes that intends to ensure people-centered, clean, efficient and</p>

effective governance, which is tantamount to improving the trust of the people in the government. The said target is stipulated under the pillar of Enhancing the Social Fabric: 'Malasakit'. To realize this outcome, the institutionalization of a quality workplace system across all government agencies was identified in the PDP 2017-2022 as a viable entry point and strategic tool to realize this outcome. It will further enhance operational efficiency; improve public sector productivity, service quality, employee engagement and customer satisfaction in the public sector. 5S as an entry point of all Quality Improvement Programs (QIPs). As a management tool, it is used as a basic, fundamental, systematic approach for productivity, quality and safety improvement in all types of organizations. Usually, improvement of work processes often is sustained only for a while, and workers drift back to old habits and managers lose the determination and perseverance. 5S in contrast involves all staff members in establishing new disciplines so that they become the new norms of the organization, i.e., internalization of concept, and development of a different culture. Furthermore, government offices could improve the optimization of resources, reduce cost and losses, increase budget utilization rate, improve process consistency, fewer hazards and enhance employee

						<p>morale, among others. More importantly, it develops a quality culture among employees and improves organizational maturity. This year's intent is to build on what has already been started by the previous project by expanding the number of government agencies that can benefit from the activities set forth and that can lead to the spread of the 5S culture. Also, additional activities shall be conducted in order to strengthen and enhance the implementation of the project.</p>
83	CSGUH	Harmonization of National Government Performance Monitoring, Information and Reporting System (2022)	Department of Budget and Management	01/Jan/2022	31/Dec/2022	<p>In line with the Government's commitment to accountability and effective governance and in an effort to further rationalize the compensation and pay system, Administrative Order 25 issued in December 2011 sought to harmonize, unify, streamline and simplify all existing monitoring and reporting requirements of the oversight agencies through an integrated Results-Based Performance Management System (RBPMS). In view of their relatively developed state and wide use for budgeting and planning, the Organizational Performance Indicator Framework (OPIF) and the Results Matrix (RM) of the Philippine Development Plan are the underlying frameworks for the RBPMS. As provided in AO 25, the RBPMS was used as the basis for determining entitlement to performance-based allowances, incentives, or compensation of personnel in</p>

						<p>view of the transparency it afforded to the agency scorecard. To build the foundations of a performance culture in government, EO No. 80 issued on July 20, 2012, adopted the Performance-Based Incentive System which consists of the Productivity Enhancement Incentive (PEI) and the Performance-Based Bonus (PBB). EO No. 201 issued on February 19, 2016, on the Modification of the Salary Schedule for Civilian Government Personnel provided that the compensation and position classification be revised or updated to strengthen the PBIS in recognition of government personnel who play a greater role and carry a heavier responsibility in attaining performance targets and delivering results.</p>
84	CSGSX	Harmonization of the National Government Performance Monitoring, Information and Reporting System 2021	Department of Budget and Management	01/Jan/2021	31/Mar/2022	<p>In line with the Government's commitment to accountability and effective governance and in an effort to further rationalize the compensation and pay system, Administrative Order 25 issued in December 2011 sought to harmonize, unify, streamline and simplify all existing monitoring and reporting requirements of the oversight agencies through an integrated Results-Based Performance Management System (RBPMS). In view of their relatively developed state and wide use for budgeting and planning, the Organizational Performance Indicator Framework (OPIF) and the</p>

						<p>Results Matrix (RM) of the Philippine Development Plan are the underlying frameworks for the RBPMS. As provided in AO 25, the RBPMS was used as basis for determining entitlement to performance-based allowances, incentives, or compensation of personnel in view of the transparency it afforded to the agency scorecard. To build the foundations of a performance culture in government, EO No. 80 issued on July 20,2012 adopted the Performance Based Incentive System which consists of the Productivity Enhancement Incentive (PEI) and the Performance-Based Bonus (PBB). EO No. 201 issued on February 19, 2016 on the Modification of the Salary Schedule for Civilian Government Personnel provided that the compensation and position classification be revised or updated to strengthen the PBIS in recognition of government personnel who play a greater role and carry a heavier responsibility in attaining performance targets and delivering results.</p>
85	TFTHX	Implementat ion/Provisio n of ALS- EST in AJCMFI Target Areas - Trust Fund	DepEd, Arnold Janssen Catholic Mission Foundation, Inc	01/Nov/ 2018	31/May/ 2022	The ALS-EST Partnership Fund seeks to fulfill the legal mandate of DepEd to provide access to education for all, increase the access of ALS learners to employment and livelihood opportunities, and increase the number of partners and institutions mobilized to implement ALS-EST projects; DepEd and DAP recognizes that

						<p>partnerships allow implementing organizations to improve program delivery, achieve outcomes and make strategic contributions to the learners, their families, and communities; One of the modalities to implement ALS-EST projects is through a partnership modality and the ALS-EST Partnership Fund will be the source of DepEd and DAP's contribution in an ALS-EST partnership.</p>
86	GWRHT	Intensified Abot Alam Program (IAAP)	Department of Education	01/Feb/2017	31/Aug/2022	<p>This is in line with the priorities of the DepEd under the Alternative Learning Systems (ALS) for children, youth or adults that are out-of-school or have not been able to complete basic education. The Abot Alam Program is one among several components of the Alternative Learning System Program being implemented by the DepEd.</p>
87	QCRVC	ISO 9001:2015 Quality Management System Scope Expansion for the Philippine Statistics Authority Phase 1	Philippine Statistics Authority	21-Dec-17	31-Dec-22	<p>The Philippine Statistics Authority, mandated to plan, develop, prescribe, disseminate and enforce policies, rules and regulations and coordinate government-wide programs governing the production of official statistics, general-purpose statistics, and civil registration services is ready for certification to ISO 9001:2015 covering its Statistical Planning, Policy and Standard Development, Statistical Operations, and Civil Registration Services in its Central Offices and six (6) pilot regional and provincial offices. In line with the PSA's goal towards</p>

						performance excellence, it has again requested the assistance of the DAP in the sustenance and roll-out of its QMS to all Regional Statistics Service Offices (RSSOs) and identified Provincial Offices (PSOs).
88	CLGTG	Local Government Executives and Managers Class (LGEMC) Batch 3	Department of Budget and Management	01/Jul/2021	28/Feb/2022	The PMDP-LGEMC is a comprehensive training program which aims to strengthen the capabilities of local government leaders so that they may excel in their roles and performance of mandated functions, be more adaptive and agile in a changing and disruptive environment, and promote good practices and innovations for more effective delivery of public services at the local government level.
89	HHGTK	Local Government Executives and Managers Class (LGEMC) Batch 4	Department of Budget and Management	20/Sep/2021	30/Apr/2022	The PMDP-LGEMC is a comprehensive training program which aims to strengthen the capabilities of local government leaders so that they may excel in their roles and performance of mandated functions, be more adaptive and agile in a changing and disruptive environment, and promote good practices and innovations for more effective delivery of public services at the local government level.
90	CLGTN	Local Government Executives and Managers Class (LGEMC) Batch 5	Department of Budget and Management	15/Oct/2021	31/Aug/2022	The PMDP-LGEMC is an intensive program that aims to strengthen the capabilities of local government leaders so that they may excel in their roles and performance of mandated functions, be more adaptive and agile in a changing and disruptive

						<p>environment, and promote good practices and innovations for more effective delivery of public services at the local government level. The LGEMC Program is centered on three learning areas: (1) personal efficacy and leadership; (2) development and governance; and (3) strategic public management. The development and presentation of an Innovation Project Concept is the final requirement of the program. The program shall target Department Heads, including those in-charge of critical local government functions, with permanent positions for 2 years and above, and no more than fifty (50) years of age. They are expected to engage in lectures, assessment exercises, consultations and executive coaching sessions through a flexible and blended learning mode which may combine synchronous and asynchronous sessions using an online platform, while ensuring the integrity of the curriculum and the highest standards of academic excellence.</p>
91	CLGTV	Local Government Executives and Managers Class (LGEMC) Batch 6	Department of Budget and Management	15/Jan/2022	31/Dec/2022	<p>The PMDP-LGEMC is an intensive program that aims to strengthen the capabilities of local government leaders so that they may excel in their roles and performance of mandated functions, be more adaptive and agile in a changing and disruptive environment, and promote good practices and innovations for more effective delivery of public</p>

						<p>services at the local government level. The LGEMC Program is centered on three learning areas: (1) personal efficacy and leadership; (2) development and governance; and (3) strategic public management. The development and presentation of an Innovation Project Concept is the final requirement of the program. The program shall target Department Heads, including those in-charge of critical local government functions, with permanent positions for 2 years and above, and no more than fifty (50) years of age. They are expected to engage in lectures, assessment exercises, consultations and executive coaching sessions through a flexible and blended learning mode which may combine synchronous and asynchronous sessions using an online platform, while ensuring the integrity of the curriculum and the highest standards of academic excellence.</p>
92	HHGVK	Local Government Executives and Managers Class (LGEMC) Batch 7	Department of Budget and Management	01/Jun/2022	30/Dec/2022	<p>The PMDP-LGEMC is a comprehensive training program which aims to strengthen the capabilities of local government leaders so that they may excel in their roles and performance of mandated functions, be more adaptive and agile in a changing and disruptive environment, and promote good practices and innovations for more effective delivery of public services at the local government level.</p>

93	CLGVO	Local Government Executives and Managers Class (LGEMC) Batch 8	Department of Budget and Management	3-Aug-22	31-Dec-22	The PMDP-LGEMC is an intensive program that aims to strengthen the capabilities of local government leaders so that they may excel in their roles and performance of mandated functions, be more adaptive and agile in a changing and disruptive environment, and promote good practices and innovations for more effective delivery of public services at the local government level. The LGEMC Program is centered on three learning areas: (1) personal efficacy and leadership; (2) development and governance; and (3) strategic public management. The development and presentation of an Innovation Project Concept is the final requirement of the program. The program shall target Department Heads, including those in-charge of critical local government functions, with permanent positions for 2 years and above, and no more than fifty (50) years of age. They are expected to engage in lectures, assessment exercises, consultations and executive coaching sessions through a flexible and blended learning mode which may combine synchronous and asynchronous sessions using an online platform, while ensuring the integrity of the curriculum and the highest standards of academic excellence.
94	CMRJA	Management	Government Service	01/Sep/2021	31/Jan/2022	The GSIS current strategic plan's learning and growth objective

		Development Program for GSIS	Insurance System			centers on recruiting, developing and retaining a competent workforce. The organization continues its succession planning policy called Enhanced Leadership Development Program (LDP) for both its senior executives and management as well as its middle management as second liners. The GSIS is engaging DAP to partner in the implementation of the Management Development Program (MDP), one relevant L&G initiative that serves as the accelerated development intervention for high performing and high potential employees selected to form part of the acceleration pool for managers.
95	MLRPV	Master in Public Management major in Development and Security Batch 17	Armed Forces of the Philippines	01/Feb/2021	31/Aug/2022	The Master in Public Management major in Development and Security (MPM DevSec) and the Armed Forces of the Philippines Command and General Staff College (AFPCGSC) is a joint program of the DAP and the Armed Forces of the Philippines (AFP) through the approval of the Department Circular Nr 5. It is crafted as a twinning program for the mandatory mid career course of AFP officers before they are promoted to "06" position. The intensive degree programs seek to build the competencies of future leaders within the overarching framework of development and security. The program believes that enduring peace and prosperity can be achieved only by melding and

						balancing the relevant and key substantive sub-fields of national security and national development into a focused, single-minded, and reasonably coherent whole.
96	MIRJW	Master in Public Management major in Health Systems and Development Regular Batch 5	Department of Health - NCR	01/Jun/2021	30/Jun/2022	The Master in Public Management major in Health Systems and Development (MPM-HSD) is a 39-unit interdisciplinary graduate program for health sector practitioners and professionals. It incorporates the DAP's distinctive features of combining both theoretical and practical cum functional competencies, as well as building stewardship values. Program graduates are envisioned to be health systems reform implementers and rural health development managers who will serve as change catalysts in their respective areas. MPM-HSD uses and includes adult and experiential-based learning, interactive sessions with experts and practitioners, field exposures, and an action-oriented thesis scheme that combines scientific research with program development and implementation. Its major learning areas involve strengthening scientific and technical knowledge and skills on one hand and developing personal and managerial efficacy on the other hand. MPM-HSD covers research, planning and implementation of programs on health sector reform and other related activities. Students are honed on scientific as well as

						managerial approaches and tools for pursuing reforms, innovations, and proposing strategic solutions to problems and concerns in the health sector.
97	MORAF	Master in Public Management Major in Regional and Local Governance and Development	BARMM - Office of the Chief Minister	26/Feb/2020	31/Dec/2022	<p>Republic Act No. 11054 otherwise known as the Bangsamoro Organic Law (BOL) paved the way for the establishment of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). The daunting task of running the Bangsamoro Government is now on the shoulders of its officials composed of select men and women, all qualified and successful in their own right, but of diverse professional experience and academic preparation. Members of the Bangsamoro Government do not only represent their constituents but, more importantly, play lead roles in defining change and development, and shaping the future of the BARMM. However, public service is more than just the desire to uplift the lives of people, but, fundamentally, a craft and a virtue - a profession that requires due prudence, knowledge, skills and abilities for the purpose of advancing the common good and affecting significant, meaningful progress for the country. In this regard, the DAP-GSPDM and DSM take on the challenging task of assisting the members of the Bangsamoro Government in accelerating their learning process and helping them “hit the ground running” as they try to fulfill the mandate of the</p>

						<p>institutions they represent. DAP offers the Master in Public Management Major in Local and Regional Governance and Development (MPM-RLGD) to executives, both elected and appointed, of the Bangsamoro Government. The MPM-RLGD curriculum focuses on local and regional governance specifically in the Philippine setting. The unique advantage of the curriculum, in contrast to others, is that each course attempts to imbue and instill in the learners-- who are filled with the spirit of nationalism and patriotism-- the love of country, a very important value for a developing country like the Philippines. Equally important is to make them professional public managers and administrators exhibiting the highest degree of integrity, competence and excellence. Another benefit is the incorporation of the security aspect in development that can be discussed in juxtaposed to international relations. In particular, the MPM-RLGD curriculum will focus on different aspects and areas of development in the BARMM including but not limited to the experience of a regional government in terms of decentralization, devolution, and democratization.</p>
98	MIPKO	Master in Public Management Online	Various NGAs	01/Jul/2020	28/Feb/2022	The Master in Public Management (MPM) Regular Online is a 39-unit interdisciplinary graduate

						<p>program for public sector practitioners and professionals. It incorporates the DAP's distinctive features of combining both theoretical and practical cum functional competencies, as well as building stewardship values. Program graduates are envisioned to be reform implementers and effective public managers who will serve as change catalysts in their respective areas or agencies. The MPM uses and includes adult and experiential-based learning, interactive sessions with experts and practitioners, field exposures, and an action oriented thesis scheme that combines scientific research with program development and implementation. Its major learning areas involve strengthening scientific and technical knowledge and skills on one hand, and developing personal and managerial efficacy on the other hand. These cover research, planning and implementation of programs on health sector reform and other related initiatives. Students are honed on scientific as well as managerial approaches and tools for pursuing reforms and proposing strategic solutions to problems and concerns in the public sector.</p>
99	DPGTJ	Middle Managers Class - Batch 27 Residential Training	National Government Agencies	02/Aug/2021	30/Jun/2022	The PMDP is the National Government's Career Executive Service Development Program which aims to produce a network of peak-performing, development-oriented, ethical, and committed

						government executives and middle managers in the Philippine bureaucracy. It contributes to the achievement of the Philippine government's goal to promote people-centered, clean efficient, and effective governance through strengthened institutions.
100	DPGVE	Middle Managers Class Batch 29 - Residential Training	National Government Agencies	15-Apr-22	31-Dec-22	The PMDP is the National Government's Career Executive Service Development Program which aims to produce a network of peak-performing, development-oriented, ethical, and committed government executives and middle managers in the Philippine bureaucracy. It contributes to the achievement of the Philippine government's goal to promote people-centered, clean efficient, and effective governance through strengthened institutions.
101	QBGVG	Modernizing Government Regulations Program 2022 - 25th & 26th Basic Course on RIA, P3	Public Sector	01/Jul/2022	31/Dec/2022	The Modernizing Government Regulations (MGR) Program aims to contribute to the improvement of the competitiveness of the Philippines through regulatory governance reform by facilitating a conducive environment for business to develop and grow. Crucial to the success of the MGR Program is to strengthen the capability of government regulatory bodies on regulatory management and good regulatory practices (GRPs). It is with this goal in mind that the Capacity Development Component of the MGR Program has been implemented.

102	HERYC	National Government Agency and Local Government Unit (NGA-LGU) ICT Readiness Survey	Department of Information and Communications Technology	1-Sep-22	31-Dec-22	<p>The Department of Information and Communications Technology (DICT) recognizes the importance of high-speed internet connectivity in nation building. Capitalizing on the Internet and these new digital technologies, the National Government Agencies (NGAs), as well as the Local Government Units (LGUs) need to spearhead the adoption and promotion of e-government in the country to enhance the efficiency and effectiveness of delivery of public services nationwide. The NGA-LGU ICT Readiness Survey will provide valuable information on the state of ICT readiness of national government agencies and local communities in 3rd to 6th class municipalities where ICT coverage may be at its lowest. The project is aligned with the Department's Connect-Harness-Innovate-Protect (CHIP) framework which was crafted to enable the country to bounce back better from the pandemic and to harness measures designed to improve the Philippine's digital readiness.</p>
103	CMPLQ	Online Course on Strategic Planning using the Balanced Scorecard	NLAs and GOCCs	25-Aug-22	15-Dec-22	<p>This is a five-day online course which a venue to obtain the needed competencies for translating organizational directions into workable strategies, determining appropriate performance measures, and setting challenging but realistic targets. The DA has been offering this</p>

						course for almost 30 years to the program and project managers and technical staff of National Line Agencies (NLAs), Government-Owned, Controlled Corporations (GOCCs), State Colleges and Universities (SUCs), and other Attached Agencies.
104	HEPHQ	Online Training on Monitoring, Evaluation, Accountability, and Learning (MEAL)	Various SUCs	01/Jul/2022	31/Jul/2022	The Online Training on Monitoring, Evaluation, Accountability, and Learning (MEAL) is a 4-day training that will cater to faculty members who will be involved in teaching elective courses for the Ph.D. in Development Communication. This training will serve as a ground to learn tools and models in monitoring, evaluation, accountability, and learning. Given the high demand for elective courses at the PhD level, the development of elective courses becomes relevant.
105	KIRAN	Organizational Structure and Staffing Plan for the National Power Corporation	National Power Corporation	15/Mar/2021	15/Aug/2022	Created on 30 November 1936 as a non-stock government corporation through Commonwealth Act No. 120, the National Power Corporation (NPC), now a GOCC, is mandated to energize far-flung, off-grid areas and islands in the Philippines, to perform effective and efficient management of the government's remaining power assets, and to manage watershed and dams. The NPC, as envisioned then, would be a "world-class power corporation providing reliable and reasonably-priced electricity in all missionary areas by 2025; managing

						<p>sustainable watersheds and dam resources for power generation; and optimizing the use of remaining power generating assets”. With this vision, along with the current thrusts and mandate of NPC, including the creation of seven (7) Regional Offices to strengthen Small Power Utilities Group (SPUG) with thrust of total electrification of the islands by year 2020, the increase to a 24/7 operating hours of SPUG plants, and the strengthening of the monitoring and information management functions between the Head Office and Plant/Field Offices, the creation of a new organizational structure for NPC has become critically necessary. The DAP–Center for Organizational Development (DAP-COD), as the DA’s technical resource center for Organization Development interventions, therefore proposes to undertake a technical assistance project for creating a proposed new organizational structure for NPC to improve organizational effectiveness and operational efficiency.</p>
106	KIREX	Organizational Structure and Staffing Plan for the Philippine Fisheries Development Authority	Philippine Fisheries Development Authority	01/Sep/2021	31/Dec/2022	<p>The project aims to facilitate the development of a proposed Organizational Structure and Staffing Plan for the effective implementation of Philippine Fisheries Development Authority’s Organizational Rightsizing Plan as provided under Governance Commission for GOCCs (GCG) Memorandum Circular No. 2015-04 and in</p>

						compliance with all relevant issuances regarding the new normal guidelines issued by the Inter-Agency Task Force (IATF).
107	QCGVB	PDC Advocacy of Productivity and Quality Improvement Approaches (2022)	APO/DAP/Government and Private Institution	01/Feb/2022	31/Dec/2022	Advocacy is all about influencing and driving change. And this will happen only through effective, consistent and focused communication. A strategic and creative advocacy campaign is proactive rather than reactive to the external factors; thereby driving the agenda, ahead. In the social and economic development context the aims of advocacy are to create or change policies, laws, regulations, distribution of resources or other decisions that affect people's lives and to ensure that such decisions lead to implementation.
108	QGRCD	Phase IV: Capability Development on Regulatory Impact Assessment for Priority Agencies of the Anti-Red Tape Authority	Anti-Red Tape Authority	30/Jun/2022	30/Oct/2022	Cognizant to the need for more regulatory agencies capacitated to conduct RIA, the Anti-Red Tape Authority (ARTA) intends to undertake additional batches of the Basic and Advanced Courses on RIA and sessions of the Panel Presentation of the Results of the RIA for a new set of regulatory agencies. Supportive of the mandate of the ARTA on assisting regulatory agencies in delivering efficient and effective regulations through systematic, comparative, and data-driven processes for decision making and regulation development and enforcement, the DAP will implement this project entitled "Phase IV: Capability Development on Regulatory Impact Assessment

						for Priority Agencies of the Anti-Red Tape Authority.”
109	RORDJ	PhilHealth Regional Office XI Learning and Development	Philippine Health Insurance Corporation - Regional Office XI	01-Jul-2022	30-Nov-2022	The National Health Insurance Program was established to provide health insurance coverage and ensure affordable, acceptable, available and accessible health care services for all citizens of the Philippines. It shall serve as the means for the healthy to help pay for the care of the sick and for those who can afford medical care to subsidize those who cannot. It shall initially consist of Programs I and II or Medicare and be expanded progressively to constitute one universal health insurance program for the entire population. The program shall include a sustainable system of funds constitution, collection, management and disbursement for financing the availability of a basic minimum package and other supplementary packages of health insurance benefits by a progressively expanding proportion of the population. The program shall be limited to paying for the utilization of health services by covered beneficiaries. It shall be prohibited from providing health care directly, from buying and dispensing drugs and pharmaceuticals, from employing physicians and other professionals for the purpose of directly rendering care, and from owning or investing in health care facilities. (Article III, Section 5 of RA 7875 as amended) As the administrator of the Health

						<p>Insurance Program in the Region, the Philhealth Regional Office XI (PRO-XI) ensures that set national corporate strategies , goals and objectives are met. It is therefore important to ensure that officers/employees are competent, high performing individuals and ready to assume responsibility. Through learning and development programs, this will lay down the track towards available, capable, and willing employees to assume critical roles. In line with that mandate, the Philhealth Regional Office XI (PRO XI) recognized the DAP as one of the agencies mandated to capacitate individuals and development organizations in government, and requested DAP's assistance and expertise to conduct the identified training needs of the Philhealth Regional Office XI (PRO XI).</p>
110	DPGTO	Phronetic Leadership Class Batch 4	National Government Agencies	01/Sep/2021	31/Mar/2022	<p>The Phronetic Leadership Class is a partnership with the Japan's National Graduate Institute for Policy Studies (GRIPS). The training will run for 9 days, which will be delivered in two phases: a four-day residential online training to be handled by international and local experts and another four days for the online observational study mission for participants to interact with recognized phronetic leaders. The target participants for the module are 25 undersecretaries and assistant secretaries.</p>

111	KMRKF	Planning for Competency Assessment : The PRA Training Course on Competency Assessment Design, Development, and Administration	Philippine Reclamation Authority	03/Sep/2021	31/Mar/2022	Planning for Competency Assessment is a strategic capability-building program that aims to equip PRA HR with the knowledge and skills in designing, planning, and managing a full competency assessment administration program in the organization. The program is a furtherance to the successful HR Learning Series conducted in 2020 under the PRAISE Program that set the stage towards new human resource management constructs of the PRA Managers and HR Staff and a complement to the PRA Competency Assessment Manual created by the DAP-COD for PRA in the same year.
112	DPGTP	PMDP Middle Managers Class Batch 28 – Residential Training	National Government Agencies	01/Oct/2021	01/Dec/2022	The PMDP is the National Government's Career Executive Service Development Program which aims to produce a network of peak-performing, development-oriented, ethical, and committed government executives and middle managers in the Philippine bureaucracy. It contributes to the achievement of the Philippine government's goal to promote people-centered, clean efficient, and effective governance through strengthened institutions.
113	GWRID	Post-Compact Monitoring and Evaluation	Department of Finance	01/Jan/2017	28/Feb/2022	The Compact 1, implemented by the DOF through the Millennium Challenge Account-Philippines (MCA-P) from September 23, 2010 to September 2016, aimed to reduce poverty by economic growth through the

						<p>implementation of the three (3) major projects: a) Secondary National Roads Development Project, b) Kapit-Bisig Laban sa Kahirapan – Comprehensive Integrated Delivery of Social Service, and c) Revenue Administration Reform Project; After the closure of MCA-P on September 22, 2016, and implementation of the Compact projects has ended, the GPH, through DOF, still needs to track if the expected results and impact have already materialized pursuant to the Compact Agreement dated September 23, 2010.</p>
114	TFTID	Post-Compact Monitoring and Evaluation	Department of Finance	01/Jan/2017	28/Feb/2022	<p>The Compact 1, implemented by the DOF through the Millennium Challenge Account-Philippines (MCA-P) from September 23, 2010 to September 2016, aimed to reduce poverty by economic growth through the implementation of the three (3) major projects: a) Secondary National Roads Development Project, b) Kapit-Bisig Laban sa Kahirapan – Comprehensive Integrated Delivery of Social Service, and c) Revenue Administration Reform Project; After the closure of MCA-P on September 22, 2016, and implementation of the Compact projects has ended, the GPH, through DOF, still needs to track if the expected results and impact have already materialized pursuant to the Compact Agreement dated September 23, 2010.</p>

115	RORID	Procurement of Services in Formulation of Monitoring And Evaluation (M&E) System and User's Manual with Technical Assistance for Bureau of Internal Revenue (BIR) Gender and Development (GAD) Programs, Activities and Projects	Bureau of Internal Revenue, Revenue Region 19 - Davao City	1-Jun-22	31-Dec-22	This project aims to establish an outcome-impact based Monitoring and Evaluation (M&E) Manual which will be applicable to all revenue regions nationwide.
116	ROGVZ	Requested Assistance from DAP sa Mindanao for the project entitled, GQMP 2022: Measurement of Whole-of-Government Citizen Satisfaction and Enhancement of Service	Department of Budget and Management	20/Oct/2022	31/Dec/2022	The DAP-PDC through the GQMP implements the project entitled, GQMP 2022: Measurement of Whole-of-Government Citizen Satisfaction and Enhancement of Service Quality Standards for Public Sector Organizations. This project aims to determine the overall citizen satisfaction score of the whole-of-government based on identified service dimensions and attributes of frontline government services and make recommendations to enhance the whole-of-government approach on continual quality improvement by establishing evidence- and risk-based service quality

		Quality Standards for Public Sector Organizations				standards (SQS). In 2018 and 2019, PDC requested the assistance of DAP sa Mindanao (DsM) to help execute the whole-of-government satisfaction surveys in Mindanao. This year, as face-to-face activities are resuming and mobility restrictions are easing up, the support and assistance of DsM is being requested once again for the rollout of the 2022 CitSat in Mindanao, specifically, in selected frontline government offices and facilities in Davao City.
117	MOGSC	Research on Sustainable Development Goals and Futures Thinking 2021	Public and Private	01/Jan/2021	31/Dec/2022	The GSPDM Research Program fulfills the function of the Graduate School as a hub for knowledge creation. It focuses on two areas: 1. research and publication; and 2. research capacity building. GSPDM's five-year Research Agenda is anchored on Sustainable Development Goals, Philippine Development Plan, AmBisyon Natin 2040 and the DAP Mandate. It aims to generate evidence for innovation and change to achieve the SDGs in Philippine national and local contexts, and to co-create knowledge for public management at the higher education (tertiary) level to support public sector performance. The program has three phases: Research Phase 1 for year 2020 consists of mapping, scoping and situational analysis on the Philippine conditions on the specific SDG. Research Phase 2 for year 2021-2022 is geared towards

						<p>functionality, practice and innovation development. Research Phase 3 for year 2023-2024 builds public management and governance capacities for institutions. The funds for 2020 came from the General Appropriations Act (GAA) in the amount of PhP 24.050 million (previously PhP 37 million but was reduced by 35 percent as contribution to the Bayanihan to Heal as one Act). GSPDM's untiring efforts paved the way for the program to be included in the National Expenditure Program (NEP), making it a continuing appropriation under GAA 2021 in the amount of PhP 30.479 million.</p>
118	MOGSD	Research Programs of the Graduate School of Public and Development Management 2021	Public and Private	01/Jan/2021	31/Dec/2022	<p>The GSPDM Research Program fulfills the function of the Graduate School as a hub for knowledge creation. It focuses on two areas: 1. research and publication; and 2. research capacity building. GSPDM's five-year Research Agenda is anchored on Sustainable Development Goals, Philippine Development Plan, AmBisyon Natin 2040 and the DAP Mandate. It aims to generate evidence for innovation and change to achieve the SDGs in Philippine national and local contexts, and to co-create knowledge for public management at the higher education (tertiary) level to support public sector performance. The program has three phases: Research Phase 1 for year 2020 consists of mapping, scoping and situational</p>

						<p>analysis on the Philippine conditions on the specific SDG. Research Phase 2 for year 2021-2022 is geared towards functionality, practice and innovation development. Research Phase 3 for year 2023-2024 builds public management and governance capacities for institutions. The funds for 2020 came from the General Appropriations Act (GAA) in the amount of PhP 24.050 million (previously PhP 37 million but was reduced by 35 percent as contribution to the Bayanihan to Heal as one Act). GSPDM's untiring efforts paved the way for the program to be included in the National Expenditure Program (NEP), making it a continuing appropriation under GAA 2021 in the amount of PhP30.479 million.</p>
119	QERHV	Seminar on ISO 14001:2015 Environmental Management System for the Ecosystems Research and Development Bureau	Ecosystems Research and Development Bureau	22/Jul/2022	15/Aug/2022	<p>For the past years, the Department of Environment and Natural Resources (DENR) has maintained its certifications to ISO 14001:2015 Environmental Management System (EMS) at the Central Office and ISO 9001:2015 Quality Management System (QMS) to all offices at the Central Office, attached bureaus, and regions. After successful certifications to the said systems, the DENR has realized some benefits from the implementation of EMS and QMS. Since the QMS has already been established in all its offices nationwide, the DENR Central Office has required all its regional offices and attached bureaus, including the</p>

						Ecosystems Research and Development Bureau (ERDB), establish an EMS-Certifiable to ISO 14001:2015. In order to address this requirement and as initial step, the ERDB has requested for a “Seminar on ISO 14001:2015 Environmental Management System” to develop the participants’ awareness, understanding, and appreciation of ISO 14001:2015 Environmental Management System.
120	DPGRZ	Senior Executives Class Batch 10	National Government Agencies	10/Feb/2021	31/Mar/2022	The PMDP is the National Government’s Career Executive Service Development Program which aims to produce a network of peak-performing, development-oriented, ethical and committed government executives and middle managers in the Philippine bureaucracy. It contributes to the achievement of the Philippine government’s goal to promote people-centered, clean efficient and effective governance through strengthened institutions.
121	GYRQG	Smart City Assessment and Roadmap Development of Santa Rosa City	Department of Science and Technology - CALABARZON	3-Nov-21	15-Sep-22	The Smart City Assessment and Roadmap Development of Santa Rosa City is a 6-month project in partnership with DOST-CALABARZON that aims to measure the progress of Santa Rosa City towards becoming a smart and sustainable city; and define the desired smart city outcomes, milestones, and strategies for a guided development of Santa Rosa as a smart city.

122	TFDQI	Smarter Philippines through Data Analytics, R&D, Training, and Adoption (SPARTA) Y3	Philippine Council for Industry, Energy and Emerging Technology Research and Development	15/Nov/2021	31/Dec/2022	<p>The DAP is strategically positioning itself to be the Government Centre of Excellence for Data Science and Analytics in order for it to continue serving, at a greater capacity, its key mandate of generating pioneering, value-adding, synergistic ideas, concepts, principles, techniques and technologies that will address development problems that are of local, national and international significance. It has recognized the immense value of data that lies untapped within government agencies and unlocking them through well thought out data science and analytics R&amp;D initiatives should translate to invaluable insights that can help in nation-building. Likewise, as an academy whose mandate is also to capacitate individuals, specifically government leaders, the DAP is in a position to both democratize and institutionalize the knowledge of data science and analytics in the context of governance and public administration. This is aligned to a new key thrust of the DA of invigorating its educational program offerings, from its centers to its graduate school, with identified future skills and technological expertise that will help public leaders navigate the digital future. Project SPARTA - Smarter Philippines through Data Analytics R&amp;D, Training and Adoption is proposed in order to put in place the necessary online</p>
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						education, research and development mechanisms and infrastructure to not only enable the industry of data science and analytics but also to foster smart governance practices. This project will be aligned and eventually institutionalized by the DA through key new offerings such as certification courses for public administrators involving data, r&d initiatives on productivity analytics, data analytics for smart city consulting works, and the creation of GCEDSA (Government Center of Excellence for Data Science and Analytics).
123	TFTPP	Strengthening of Public Transport Cooperatives Towards Recovery and Resilience	Asian Productivity Organization	17/Jan/2022	15/Nov/2022	The proposed project of DAP will be a combination of technical assistance package and support program for the target beneficiaries in cooperation with the Asian Productivity Organization (APO) through the APO Special Account for Business Recovery and Resilience: Assistance to SMEs and Critical Sectors. The package will cover organized transport groups affected by the pandemic who have been transitioning from traditional or individual operations to formal business entities in view of the Public Utility Vehicle Modernization Program (PUVMP) of the Philippine Government through the Land Transportation Franchising and Regulatory Board (LTFRB) and Department of Transportation (DOTr). The proposed project aims to enhance the capabilities of select legal

						<p>entities registered and established under PUVMP who are now operating under the new normal. Upon transition and in adherence to the health and safety protocols implemented in the public transportation sector, these legal entities are expected to continue paying their amortization for the acquisition of modernized vehicle units loaned either through government or private financial institutions. Facing the effects of the pandemic, these legal entities need to continue raising funds to continue their operations and at the same time pay their financial obligations. Hence, these entities need to upgrade and innovate their business strategies considering the requirements of the new normal.</p>
124	QDREY	Study on Development of a Monitoring System for Prices in the Supply Chain of Major Agricultural and Fishery Commodities	Agribusiness and Marketing Assistance Service	07/Jul/2021	15/May/2022	<p>Stable food prices are one of the many but significant impacts or indicators of having food security. However, present times have brought unstable conditions that greatly affect food prices such as climate change, trade policies, varying degrees of market interventions, calamities or crisis situation like the COVID-19 health crisis, among others. The fluctuating food prices particularly for agricultural commodities have adversely affected the whole supply chain which consequently disrupts the ability of the country to respond to crisis situation and in the long term move towards its development goal. In the exercise of their mandate to implement the</p>

						<p>Republic Act 75811 otherwise known as the Price Act, the Department of Agriculture - Agribusiness and Marketing Assistance Service (DA-AMAS) has been doing its best to strictly monitor the price of basic commodities around the country. As such, DA-AMAS has requested the assistance of the DAP in conducting a study on the development of a price monitoring system capable of providing timely analysis on price movements along the supply chain of major agricultural and fisheries commodities.</p>
125	HERZC	Systematic Technical Review of the NCCAP RBMES to Enhance and Improve Capability for Climate Reporting	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	1-Aug-22	18-Nov-22	<p>With the enactment of the Climate Change Act of 2009 (Republic Act 9729), the Philippines took an imperative step in ensuring that the risks that come with the manifestations of climate change in the country will be mitigated. As described by the Climate Change Commission (CCC), the Climate Change Act provides the policy framework that is needed to systematically address the growing threats of the impacts of climate change in communities and the environment. Pursuant to this Act, the National Climate Change Action Plan (NCCAP) was formulated to guide government efforts in securing food, water, human life, industries and services, the environment, and energy among others, vis-à-vis the effects of climate change. Towards this end, the German Agency for International Cooperation (GIZ), as</p>

						<p>commissioned by the German Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety (BMU), is implementing the project entitled “Component 1 – Climate Policy of the Support to the Philippines in Shaping and Implementing the International Climate Regime”, otherwise known as Support CCC II.</p>
126	MIRJT	<p>Technical Assistance for the Creation of Center for Health Systems and Development for the Ilocos Training and Regional Medical Center</p>	<p>Ilocos Training and Regional Medical Center</p>	01/Jan/2021	30/Jun/2022	<p>The Universal Health Care Act (Republic Act No. 11223) declares: 1) an integrated and comprehensive approach to ensure all Filipinos are health literate, provided with healthy living conditions, and protected from hazards and risks that could affect their health; 2) a health care model that provides all Filipinos access to a comprehensive set of quality and cost-effective, promotive, preventive, curative, rehabilitative and palliative health services without causing financial hardship and prioritizes the needs of the population who cannot afford such services; 3) a framework that fosters a whole-of-system, whole-of-government, and whole-of-society approach in the development, implementation, monitoring, and evaluation of health policies, programs and plans; and 4) a people-oriented approach for the delivery of health services that is centered on people’s needs and well-being, and cognizant of the differences in culture, values and beliefs. The UHC likewise aims to: 1) progressively realize universal</p>

health care in the country through a systemic approach and clear delineation of roles of key agencies and stakeholders towards better performance in the health system; and 2) ensure that all Filipinos are guaranteed equitable access to quality and affordable health care goods and services and protected against financial risk. The Ilocos Training and Regional Medical Center (ITRMC) tapped the services of the DAP through the Graduate School of Public and Development Management (GSPDM) to assist in the praxis of health systems and development through establishment of ladderized programs and other developmental mechanisms which will contribute to the achievement of Universal Health Care goals and the futures of health. In this regard, the GSPDM takes on the challenging task of assisting the ITRMC in creating their Center for Health Systems and Development (CHSD), which may be temporarily named as such. The Center's name may be indicated in the Memorandum of Agreement. A major take-off point of the activities under the technical assistance is the organization and management gaps which will be analyzed using the World Health Organization's (WHO) Six Building Blocks of Health framework such as 1) Service Delivery; 2) Health Workforce; 3) Health Information Systems; 4) Access to Essential

						Medicines; 5) Financing; and 6) Leadership/Governance. This is to make sure that the ITRMC, as an Apex Hospital, is greatly contributing to the improvement of health outcomes and equity, social and financial risk protection, responsiveness and efficiency.
127	CMRH W	Technical Assistance on Scenario Analysis and Strategic Plan Formulation for the National Council for Childrens Television (NCCT)	National Council for Childrens Television	01/Feb/2022	30/Jun/2022	The National Council for Children’s Television (NCCT), an attached agency of the Department of Education (DepED), was created pursuant to Republic Act No. 8370, otherwise known as the "Children's Television Act of 1997." On May 5, 2003, the NCCT was transferred from the Office of the President to the Department of Education, under Executive Order No.203 signed by then-President Gloria Arroyo. Given this development, the NCCT identified the need for “the organization to be equipped with the strategic directions to ensure the day-to-day decision fit in with the long-term intent of the Agency, focus on implementing the forthcoming activities instead of addressing current service pressures and urgencies, define services that are appropriate to be delivered to specific stakeholders, and encourage organization and its partner institutions to work together to achieve a common goal in providing quality programs to its beneficiaries.” To achieve these objectives, the NCCT requested the assistance of the DAP to formulate their strategic

						plan and also help better prepare them in the upcoming changing political and leadership landscape and embark on a journey on quality and performance excellence.
128	CMRIU	Technical Assistance on the Development of National Nutrition Council Strategic Plan 2023-2028	National Nutrition Council	01/Dec/2021	31/Mar/2022	The National Nutrition Council sought the technical assistance of the DAP for the formulation of its Strategic Plan 2023-2028. From the present Strategic Plan, the need to revisit the accomplishments and how current developments are affecting performance is contemplated due to various challenges, specifically the onslaught of the COVID-19 pandemic. As the current plan is about to come to an end, it is due time for NNC to start its preparations for its successor plan. Through the formulation of this new strategic plan, NNC will be able to plot in advance its roadmap for the continuing six years that are geared towards better implementation of nutrition-related programs supportive of the Philippine Plan of Action for Nutrition (PPAN) in the new normal. In response to NNC's request, the DAP proposes technical assistance on the formulation of the NNC Strategic Plan 2023-2028 that aims to enhance the organization's strategic management and planning process. This will help prepare the NNC to continue the journey towards quality and performance excellence amidst disruption.

129	RORLG	Tracer Study on Past REAP Research	Local Government Academy	16-Mar-22	30-Nov-22	This project aims to conduct a research study through gathering data on the outcomes of the past research study entitled Natural Resources and Vulnerability Assessment of the Ancestral Domain Site of the Apo Governance and Indigenous Leadership Academy (AGILA)
130	QEROC	Training Course on 5S Quality Workplace for the National Defense College of the Philippines (NDCP)	National Defense College of the Philippines	22/Jul/2022	30/Sep/2022	Conduct of Training Course on 5S Quality Workplace for NDCP staff to enable NDCP to effectively maintain its Quality Management System as well as improve productivity and quality in the workplace
131	CPRDE	Training on Monitoring and Evaluation for the Metropolitan Manila Development Authority (MMDA)	Metropolitan Manila Development Authority	01/Apr/2022	30/Jun/2022	This training aims to equip the participants from the Metropolitan Manila Development Authority(MMDA), particularly those who are involved in the Metro Manila Flood Management Project, with the necessary basic and essential skills and knowledge on monitoring and evaluation of programs and projects. It will also enable them to assess performance using various tools including the report card survey.
132	CMRQH	Training on Strategic Foresight Using Scenario Planning for	Department of Science and Technology - CAR	01/Jan/2022	31/Mar/2022	The Training on Strategic Foresight Using Scenario Planning is a 40-hour capability development intervention designed to help the Department of Science and Technology

		the Department of Science and Technology				(DOST) to be more adaptive to the changing environment and to be future ready by introducing the use of strategic foresight as an approach in planning.
133	HHPJQ	Training on the Development of Child-friendly Materials and Messages for Behavior Change	Various Local Government Units	20/Sep/2022	31/Dec/2022	This training on the Development of Child-friendly Materials and Messages for Behavior Change was developed to capacitate LGUs especially the school personnel in coming up with effective strategies to communicate with their students and eventually achieve desired health behaviors to combat threats from COVID-19. It aims to introduce to participants the principles and techniques in social and behavior change communication with a particular focus on children as primary target audiences. Moreover, this foundational course is supplemented by skills-based sessions on evidence-based materials and message development that would help participants apply behavior change communication principles in their work. The training will be conducted using a combination of synchronous and asynchronous sessions for the lectures and workshops. It is a 52-hour capacity-building assistance intervention that would benefit LGUs and schools seeking to build their capacity on behavior change communication focused on children.
134	CLRGT	Training-Workshop	Municipal Government	09/Sep/2022	15/Nov/2022	The recently concluded national and local elections have posed a

on Formulating an Executive and Legislative Agenda for the Municipal Government of Amulung, Cagayan

of Amulung, Cagayan

greater challenge not only to local chief executives but also to the members of the Sanggunian in terms of aligning local developments with the national and regional thrusts. With the current leadership putting more value on the promotion of good governance, it is imperative that local program supports national policy to empower local communities for effective governance and self-reliant development. The Executive Legislative Agenda (ELA) is an enhancement to existing local planning processes and structures as mandated by the Local Government Code. It provides strategies that are intended for Local Chief Executives (LCEs), Sanggunian members, the Local Development Council, local government unit (LGU) personnel and local planning professionals in charting a common future for their localities. The formulation of ELA will utilize participatory and consultative approaches, and offers mechanisms that facilitate convergent planning and decision-making processes between the executive and legislative departments of the LGU. Recognizing the significance of the ELA, the Municipal Government of Amulung has requested the DAP to design and implement a Training-Workshop on ELA formulation to facilitate the LGU's fulfillment of its mandate to chart a

						clear direction in governance and development.
135	CMRFA	Training-Workshop on the Formulation of Service Delivery Standards for the Bureau of Fisheries and Aquatic Resources	Bureau of Fisheries & Aquatic Resources	10/May/2022	31/Aug/2022	The Supreme Court ruling in favor of the Mandanas Garcia petition allowed the transfer of budget from national to local governments to further devolve basic programs and services to local constituents. These include healthcare, education, social welfare, agricultural services, among others which are presently being carried out by the national government. The DA's Bureau of Fisheries and Aquatic Resources (BFAR) as one such national agency prepares for the transition of 5 services which include 1. Distribution of Fingerling/See stock, 2. Distribution of Seaweeds Propagules, 3. Enforcement of Fishery Laws in Municipal Waters, 4. Planting of Mangrove Propagules, and 5. Establishing of Community Fish Landing Centers (CFLCs). As the agency complies with this ruling, BFAR sought the assistance of the Academy to implement a training-workshop to review its submission and refine its Devolution Transition Plan (DTP).
136	QDIDW	Workshop on Climate-smart Agriculture Techniques and Practices	Asian Productivity Organization	15/Mar/2022	15/Jun/2022	Agriculture is one of the sectors most vulnerable to climate change. Shifts, instability, and extremes of temperature and precipitation directly impact its productivity. Climate change makes it difficult for farmers to optimize water and soil conditions, manage pests and weeds, and maintain cultural

practices that they have followed for generations. Agriculture is also one of the main sectors responsible for climate change. The OECD reported in 2019 that between 2007 and 2016, it contributed approximately 12 percent of global anthropogenic greenhouse gas emissions. To protect against and mitigate climate change while producing more food for growing populations, the adoption of CSA must be accelerated. The FAO defines CSA as an approach that helps guide actions to transform agrifood systems toward green, climate-resilient practices which include three main objectives: sustainably increasing agricultural productivity and incomes; adapting and building resilience to climate change; and reducing and/or removing greenhouse gas emissions where possible. In practice, CSA involves all aspects of agricultural materials and methodologies such as selection of crops and varieties, adjusting water requirements, preparation of land, selection of culture practices, and management of fertilizer and pesticide use. In the Asia-Pacific region, the ASEAN Climate Resilience Network (ASEAN-CRN) was established in 2014 as a platform for regional exchange, particularly for sharing information, experiences, and expertise on CSA. This workshop on CSA is part of the APO's ongoing efforts to contribute to meeting the UN SDGs through

						<p>Green Productivity (GP). The GP concept has been promoted by the APO for almost three decades to enhance productivity and simultaneously reduce negative impacts on the environment. This workshop will also provide a platform for leaders from the public and private sectors to examine the latest CSA techniques and practices in the Asia-Pacific. It will help decisionmakers to develop plans for R&amp;D investment in CSA and introduce adaptive technologies in APO member countries.</p>
137	QBIEA	Workshop on Developing a Healthy Workplace for the Small and Medium Enterprises (SMEs) for People Centered Productivity	Asian Productivity Organization	15/Jul/2022	30/Sep/2022	<p>Health and well-being are critical for enhancing people's productivity. They apply across genders, ages, and locations to achieve inclusive productivity under the APO Vision 2025. The ILO reported in 2019 that more than 1.1 million people die every year due to work-related accidents or diseases in the Asia-Pacific region, and women, those with disabilities, and migrant workers are often involved. In addition to health, the well-being of workers in the rapidly changing environment caused by COVID-19 pandemic-related restrictions and digitalization must be considered. Where to work, how to work, and who should work have become increasingly important considerations. In the Asia-Pacific, SMEs are dominant, and they employ the majority of workers. Therefore, SMEs need to adopt, establish, or strengthen measures to improve health and</p>

						<p>well-being in the workplace. They must also adjust to the post-pandemic and digital environments. However, many SMEs have limited know-how and finances to do this, and policies supporting them are limited. This workshop will examine frameworks and good practices for developing and operating healthy workplaces in SMEs. It will discuss the linkages to productivity and promote best practices for SMEs across APO members. Day 1: Overview of health and well-being in the workplace: Linkages to productivity Policies and frameworks for health and well-being in the workplace Day 2: Health and well-being considerations for the digitalized postpandemic era Case studies on successful establishment of healthy workplaces by SMEs Day 3: Case studies on successful establishment of healthy workplaces by SMEs Group discussion</p>
138	QGIDY	Workshop on the Future of Regulation	Asian Productivity Organization	16/May/2022	15/Aug/2022	<p>To adapt to recent changing circumstances such as the rising demand for regulations to address environmental, health and safety risks since the onset of the Covid-19 pandemic, numerous novel approaches to regulation have emerged, creating better and smarter regulations involving the adoption of innovations and new technologies. This workshop will tackle new regulatory approaches, tools and strategies for regulatory governance, the</p>

					<p>regulatory challenges of the future given the changing circumstances and technological advancements, and the emerging responses of stakeholders to address these changes and challenges in the Asia Pacific region and beyond. The project shall involve the management of a three-day workshop using the digital modality. It will be conducted online using videoconferencing applications. The resource speakers and participants will interact virtually using their own devices, applications and internet connections.</p>
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