

20 24

ANNUAL REPORT



Charting New Frontiers:

DAP's Progressive Journey in Fulfilling
its Developmental Mandate

Table of Contents

List of Acronyms	ii
List of Tables and Figures	vi
About the DAP	vii
Message from the DAP Chairperson	ix
The President’s Report	x
Building Transformational Leadership and Governance	13
Strengthening Institutional Capacities	27
Innovating Public Service Delivery	34
Embracing Digital Transformation for Development	38
Future-Proofing Public Institutions	40
Measuring Impact and Advancing Thought Leadership	42
Driving Socioeconomic Growth	46
Fostering Collaboration and Global Partnerships	48
Nurturing a Culture of Continuous Learning	53
Advancing Operational Excellence	56
Board of Trustees	60
DAP Officers	71
Financial Statements	75
Annex	84

List of Acronyms

ADB	Asian Development Bank	CFG	Center for Governance
ADB I	Asian Development Bank Institute	CFGPRR	Conceptual Framework for General Purpose Financial Reporting
AFP	Armed Forces of the Philippines	CGP	City Government of Pasig
AGILE	Adaptive Governance and Innovation for Local Executives	CHED	Commission on Higher Education
AI	Artificial intelligence	CitSat	Citizen Satisfaction Survey
AIDO	Advocacy and Institutional Development Office	CMDI	CARD-MRI Development Institute, Inc
APO	Asian Productivity Organization	COA	Commission on Audit
ARTA	Anti-Red Tape Authority	COE-PSP	Center of Excellence on Public Sector Productivity
ASEAN	Association of Southeast Asian Nations	CoP	Community of Practice
BAC	Bids and Awards Committee	CPCS	Compensation and Position Classification System
BARMM	Bangsamoro Autonomous Region in Muslim Mindanao	CPD	Commission on Population and Development
BHLM	Barangay Health Leadership and Management Program	CSC	Civil Service Commission
BIR	Bureau of Internal Revenue	CSF	Center for Strategic Futures
BizSat	Business Satisfaction Survey	CSM	Client Satisfaction Measurement
BOT	Board of Trustees	DA	Department of Agriculture
BPS	Bureau of Philippine Standards	DAED	Detailed Architectural and Engineering Design
CBILLS	Capability Building on Innovative Leadership for Legislative Staff		
CCD	Center for CES Development		
CDCs	Child Development Centers		

List of Acronyms

DAP	Development Academy of the Philippines	ERP	Economic Resiliency Plan
DAR	Department of Agrarian Reform	ETCBS	Education, Training and Capability Building Seminars
DBM	Department of Budget and Management	FSS	Farmers' Satisfaction Survey
DENR	Department of Environment and Natural Resources	GAA	General Appropriations Act
DepEd	Department of Education	GAD	Gender and Development
DILG	Department of the Interior and Local Government	GBPR	Government Best Practice Recognition
DOF	Department of Finance	GEDSI	Gender Equality, Disability, and Social Inclusion
DOH	Department of Health	GOCC	Government-Owned and Controlled Corporation
DOST	Department of Science and Technology	GPB	GAD Plan and Budget
DOTr	Department of Transportation	GQMP	Government Quality Management Program
DPSPS	Development of Public-Sector Productivity Specialists	GRIPS	Graduate Institute for Policy Studies
DSM	DAP sa Mindanao	GSD	General Services Division
DTI	Department of Trade and Industry	GSPDM	Graduate School of Public and Development Management
eDTR	Electronic Daily Time Record	HRMDD	Human Resource Management and Development Department
EODB	Ease of Doing Business	IBP	Integrated Bar of the Philippines
EOMS	Educational Organizations Management System	IGH	Idea Generation Hub

List of Acronyms

IKESS	International Knowledge and Experience Sharing Sessions	MMC	Middle Managers Class
IPSASs	International Public Sector Accounting Standards	MOA	Memorandum of Agreement
IS	International School	MOU	Memorandum of Understanding
ISMS	Information Security Management System	MPM	Master in Public Management
ISO	International Organization for Standardization	MPO	Mongolian Productivity Organization
ISP	Internet Service Provider	MPQM	Master of Productivity and Quality Management
ISSAIs	International Standards of Supreme Audit Institutions	MSMED	Micro, Small and Medium Enterprise Development
KESS	Knowledge and Experience Sharing Sessions	MSMEs	Micro, Small, and Medium Enterprises
L&D	Learning and Development	MVP	Minimum Viable Product
LGEMC	Local Government Executives and Managers Class	NACC	National Authority for Child Care
LGU s	Local Government Units	NEDA	National Economic and Development Authority
LKESS	Local Knowledge and Experience Sharing Sessions	NFRDI	National Fisheries Research and Development Institute
M&E	Monitoring and Evaluation	NIA	National Irrigation Administration
MARINA	Maritime Industry Authority	NPRMS	National Policy on Regulatory Management System
MDM	Master in Development Management	OECD	Organisation for Economic Co-operation and Development
MGB RO	Mines and Geosciences Bureau Regional Office	PAGCOR	Philippine Amusement and Gaming Corporation
MGRP	Modernizing Government Regulations Program	PCED	Philippine Center for Economic Development

List of Acronyms

PCGA	Philippine Coast Guard Auxiliary	RIA	Regulatory Impact Assessment
PDC	Productivity and Development Center	RQMS	Regulatory Quality Management System
PDCA	Plan-Do-Check-Act	RTU	Rizal Technological University
PDP	Philippine Development Plan	SDGs	Sustainable Development Goals
PES	Philippine Economic Society	SDO	Standards Development Organization
PEZA	Philippine Economic Zone Authority	SEARCA	Southeast Asian Regional Centre for Graduate Study and Research in Agriculture
PIDS	Philippine Institute for Development Studies	SEC	Senior Executives Class
PLC	Phronetic Leadership Class	SEED	Sector Service Excellence and Efficiency Development
PMDP	Public Management Development Program	SK	Sangguniang Kabataan
PNS	Philippine National Standard	SPARTA	Smarter Philippines through Data Analytics, R&D, Training, and Adoption
PPE	Property, Plant and Equipment	SQS	Service Quality Standards
PPP	Public-Private Partnership Center	SUCs	State Universities and Colleges
PQTO	Productivity and Quality Training Office	TESDA	Technical Education and Skills Development Authority
PSA	Philippine Statistics Authority	UEP	University of Eastern Philippines
PSE	Public Sector Entities	ULAP	Union of Local Authorities of the Philippines
PUP	Polytechnic University of the Philippines	UNESCO	United Nations Educational, Scientific and Cultural Organization
QMS	Quality Management Systems	VAWC	Violence Against Women and Their Children

List of Tables and Figures

Table 1	Enhanced Competence of Government Officials Performance Measures from 2022-2024, <i>page 6</i>	Figure 1	The DAP Strategy Map, <i>page 5</i>
Table 2	Improved Effectiveness and Efficiency of Government Organizations Assisted Performance Measure from 2022-2024, <i>page 7</i>	Figure 2	DAP GAD Personnel Training Count, 2016-2024, <i>page 11</i>
Table 3	Broadened Adoption of Innovative and Synergistic Solutions to Policy and Socio-Economic Concerns Performance Measure from 2022 to 2024, <i>page 7</i>	Figure 3	DAP GAD Training Sex Disaggregated Data, <i>page 11</i>
Table 4	Ensured Delivery of Relevant, High-Quality Training, Education, Consultancy, and Research Services Performance Measure from 2022-2024, <i>page 8</i>	Figure 4	MPM graduates and Master Theses, <i>page 19</i>
Table 5	Broadened Network and Linkages with Local and Foreign (Public or Private) Institutions Performance Measure from 2022-2024, <i>page 8</i>	Figure 5	GSPDM Executive and Course Completers, <i>page 20</i>
Table 6	Sustained Financial Viability Performance Measure from 2022-2024, <i>page 9</i>	Figure 6	Post-pandemic Recovery Survey Results, <i>page 43</i>
Table 7	Achieved Operational Efficiency and Effectiveness Performance Measure from 2022-2024, <i>page 9</i>		
Table 8	Expanded and Maintained Pool of High-Performing Talents Performance Measure from 2022-2024, <i>page 10</i>		
Table 9	GAD-Trained Personnel (2016-2024), <i>page 12</i>		
Table 10	DAP Employees' Competency Assessment for Core Competencies, <i>page 54</i>		
Table 11	DAP Employees' Self-rate for Technical Skills, <i>page 54</i>		
Table 12	DAP Employees' Self-rate for Leadership Competencies, <i>page 54</i>		

About the DAP

CORPORATE PROFILE

The Development Academy of the Philippines (DAP), a government-owned and controlled corporation, established in 1973 through Presidential Decree (PD) 205 and amended by PD 1061 and Executive Order (EO) 288, functions as the National Productivity Organization (NPO). As part of the Asian Productivity Organization (APO), it promotes productivity in the country through international commitments.

With the issuance of EO 45 s.2023, the DAP is now an attached agency to the National Economic and Development Authority for policy and program coordination, strengthening its programs, research, and alignment with the national socioeconomic agenda.



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.



Vision



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

Mission



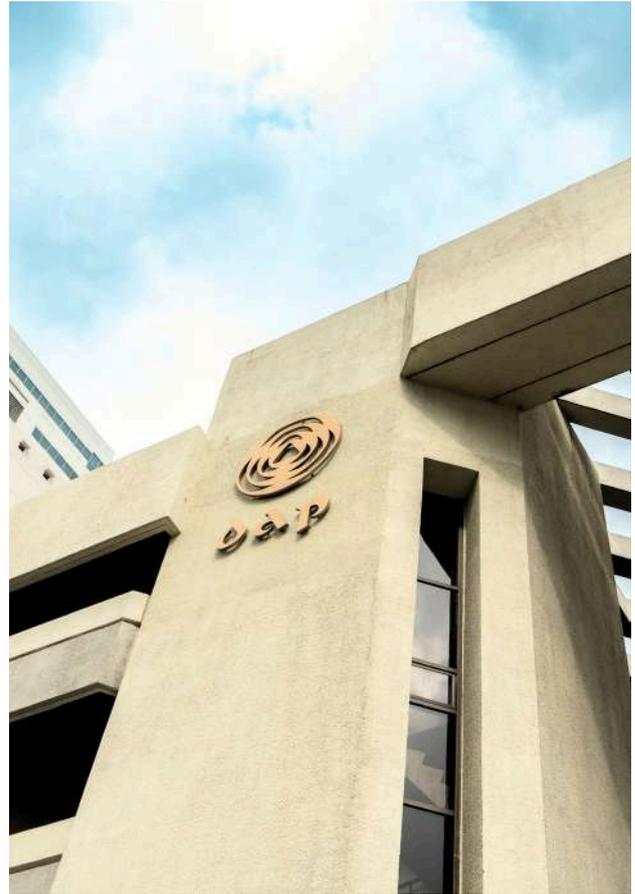
The DAP is the leading knowledge organization providing innovative, effective, and responsive solutions to the country's development challenges.



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.



Core Values

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



Dangal - Honor and Integrity



Galing - Smart and Innovative



Tatag - Stable and Future-ready

Message from the Chairperson

As Chairperson of the Board of Trustees of the Development Academy of the Philippines (DAP), I am honored to present the Academy's 2024 Annual Report, which captures a momentous year in our continuing journey of innovation, resilience, and unwavering service to the Filipino people.

Guided by the Philippine Development Plan (PDP) 2023-2028 and the long-term vision of AmBisyon Natin 2040, DAP has reaffirmed its role as a catalyst for transformative governance. In line with this year's theme, "Charting New Frontiers: DAP's Progressive Journey in Fulfilling its Developmental Mandate," the Academy has advanced its strategic agenda to empower the public sector, enhance regulatory efficiency, and promote inclusive and sustainable development.

The implementation of Executive Order No. 45, s. 2023—formally attaching DAP to the National Economic and Development Authority (NEDA)—has strengthened institutional synergy and deepened our collaboration in policy coordination and program execution. This alignment has enabled DAP to respond more effectively to the nation's evolving socioeconomic priorities.



In 2024, flagship programs such as the Public Management Development Program, Government Quality Management Program, and the Modernizing Government Regulations Program continued to break new ground. These initiatives not only bolstered public sector capacity but also drove meaningful reforms that improve service delivery and organizational performance across government.

DAP's commitment to innovation is equally evident in its Smart City initiatives and the Fastbreak Project, which leverage technology to foster responsive and future-ready governance. Within the organization, reforms such as the One DAP Vision and the implementation of the Compensation and Position Classification System reflect our ongoing pursuit of excellence and employee wellbeing.

As we continue charting new frontiers, DAP's contributions to capacity-building, evidence-informed policymaking, and strategic partnerships remain critical to building a more agile, inclusive, and resilient public sector.

Let us move forward together, inspired by our shared vision of a *Bagong Pilipinas*—one where governance is synonymous with integrity, innovation, and inclusivity.

ARSENIO M. BALISACAN, PhD
Secretary, National Economic and
Development Authority
Chairperson, DAP Board of Trustees

The President's Report

I am honored to present how, in 2024, the Development Academy of the Philippines (DAP) reinforced its commitment to driving innovation, strengthening governance, and building the capacities of our public sector institutions. Guided by the theme “*Charting New Frontiers*,” we embraced transformation and resilience amidst rapidly evolving national and global challenges.

Through our strategic alignment with NEDA, as mandated by Executive Order No. 45, s. 2023, DAP's role has been more clearly defined in advancing the Philippine Development Plan 2023–2028, AmBisyon Natin 2040, and Pagtanaw 2050. This alignment strengthens our position as the government's premier institution for capacity building, research, and innovation in governance and development.

In pursuit of this mandate, we have achieved significant milestones that reflect not only institutional progress but also our unwavering commitment to national development. Our 2024 accomplishments are as follows:

Institutional Governance and Strategic Realignment

DAP strengthened its governance framework with the approval of 36 Board resolutions and the issuance of key policy instruments. The organization recalibrated its strategic goals—focusing on public sector competence, financial sustainability, innovation, and institutional capability—supported by an updated Performance Scorecard.

Flagship Programs and Impactful Initiatives DAP's core programs delivered significant outcomes:

- **PMDP:** Welcomed 190 new scholars and graduated 224 government leaders.
- **GSPDM:** 269 graduates from MPM and MPQM programs.
- **QGMP:** Promoted quality management in public service.
- **MGRP:** Rolled out Regulatory Quality Management System in 12 LGUs.
- **EnviGov and Smart City Initiatives:** Launched the Smart City Roadmap in Malolos.
- **CBILLS:** Eight leadership and policy courses conducted and 130 participants trained.
- **AGILE:** Engaged 600+ LGU executives and key functionaries in adaptive governance.

Groundbreaking efforts included:

- **Fastbreak Project:** Saved 54 million transaction hours across 50 agencies.
- **Productivity Training:** Reached over 673 participants across 90+ agencies.
- **Knowledge and Experience Sharing Session:** Delivered 12 expert sessions and 40+ published case studies.

One DAP Vision and Institutional Reforms

The One DAP Vision unified policies and branding through initiatives such as One DAP Graduation and One DAP Look and One DAP Calendar for a cohesive institutional identity. DAP also:

- Strengthened digital presence through a unified platform
- Implemented CPCS and a 20 percent salary premium for NPPs to enhance employee welfare
- Strengthened grievance and anti-nepotism mechanisms.
- Issued enhanced attendance and misconduct handling guidelines.

Operational improvements were guided by external reviews, ISO certification initiatives, and efforts to ensure financial sustainability through diversified funding and cost optimization.

Global Partnerships

DAP expanded collaborations via memoranda of understanding with Philippine-American Educational Foundation, Mongolia Productivity Organization, and the Office of the Government Corporate Counsel, and conducted over 50 strategic meetings.

Looking Ahead

The DAP remains focused on:

- Institutionalizing QMS (Educational Organizations Management System, Environmental Management System, and Occupational Health and Safety Standard ISO 45001).
- Enhancing procurement and ethical governance.
- Standardizing education and training.
- Becoming a certification body for productivity specialists.

Upholding merit-based leadership selection.



50

Strategic meetings conducted



20%

*Salary **premium** for NPPs to enhance employee welfare*

A Year of Purpose and Progress

The year 2024 marked a pivotal year of progress for DAP. Through innovation, collaboration, and a steadfast commitment to excellence, the DAP continues to chart new frontiers in governance and development—empowering the public sector and shaping a better future for the nation.

Institutional Alignment with National Development Goals

The issuance of Executive Order No. 45, s. 2023 on October 25, 2023, formally attached DAP to the National Economic and Development Authority (NEDA) for policy and program coordination. This strategic alignment enhances DAP's ability to support programs and research aligned with the national socioeconomic agenda, strengthening its role in shaping, delivering, and evaluating development initiatives across all levels of government.

MAJAH-LEAH V. RAVAGO, PhD

President and CEO, Development Academy of the Philippines
Vice Chairperson, DAP Board of Trustees

Support to the Philippine Development Plan 2023-2028

The DAP's programs are aligned with key priorities identified in Chapters 10 and 14 of the Philippine Development Plan (PDP) 2023-2028:

- **Promoting Competition and Regulatory Efficiency.** DAP contributes to easing regulatory burdens and fostering a more conducive environment for economic activity.
- **Advancing Good Governance and Bureaucratic Efficiency.** DAP supports the deepening of participatory governance, the strengthening of public accountability and integrity, the rationalization and improvement of government systems and mechanisms, and the empowerment of a professional, agile, and resilient bureaucracy.





DAP Strategy Map 2018-2024

Technical Innovation in Governance and Productivity

Regional and Local Development

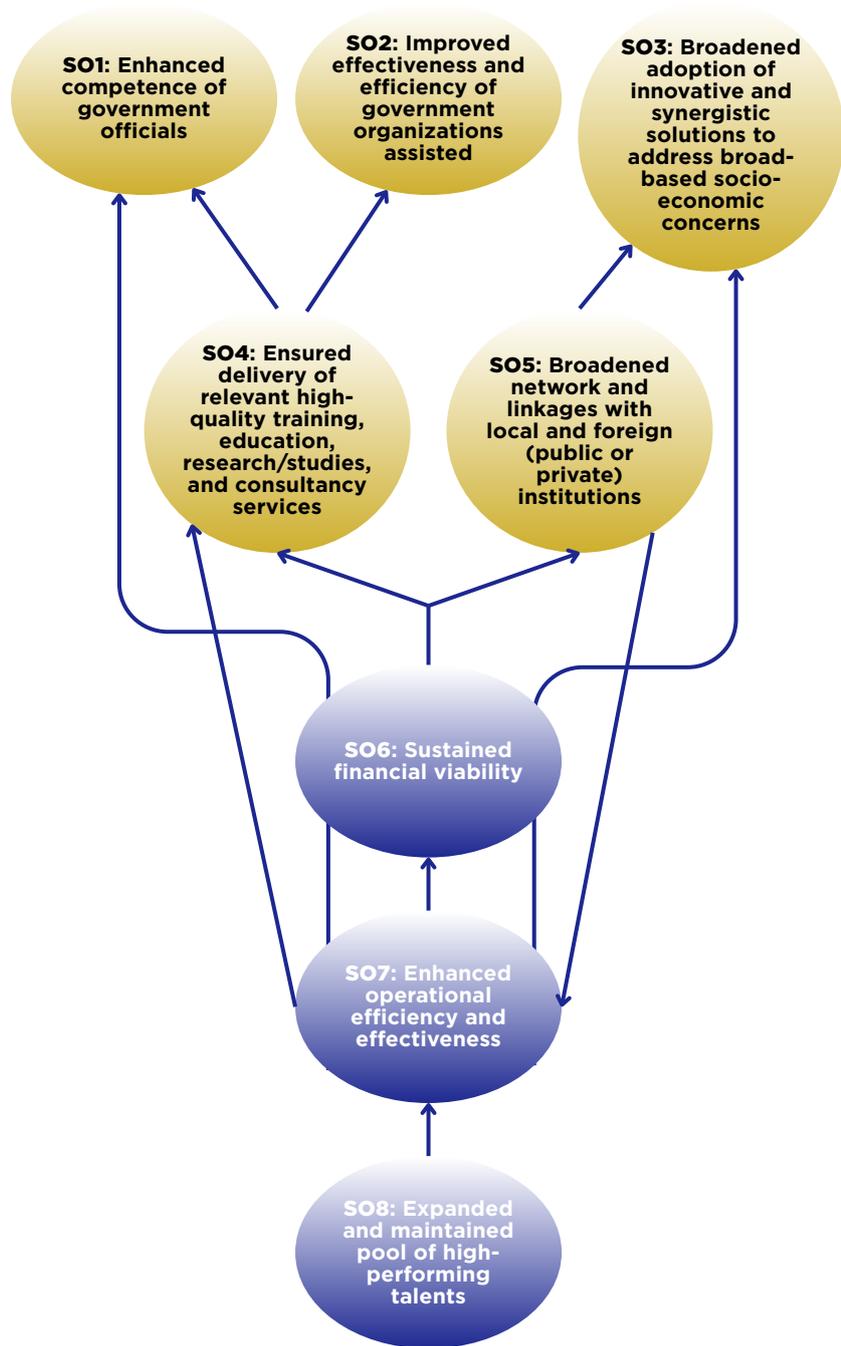
VISION

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

MISSION

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

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



LEARNING & GROWTH

INTERNAL PROCESS

FINANCIAL

CUSTOMERS & STAKEHOLDERS

CORE VALUES

Dangal

(Honor and Integrity)

Galing

(Smart and Innovative)

Tatag

(Stable and Future-ready)

Figure 1. The DAP Strategy Map

DAP 2024 Performance Scorecard

Under Board Resolution No. 2023-005, the DAP Board of Trustees approved the 2024 Performance Scorecard targets, reaffirming the Academy’s commitment to its mandate under the leadership of a newly appointed President and CEO. The Scorecard reflects alignment with the Department of Budget and Management’s Program Expenditure Classification (PREXC) system, as well as the broader national development frameworks such as AmBisyon Natin 2040 and Pagtanaw 2050.

The Academy retains eight strategic objectives (SOs), categorized under four core perspectives: Customers/Stakeholders, Financial, Internal Processes, and Learning and Growth.

These SOs guide the Academy’s priorities in advancing Technological Innovation in Governance and Productivity and promoting Regional and Local Development.

Below is a summary of the 2024 accomplishments per SO:

Strategic Objective 1: Enhanced Competence of Government Officials

The DAP remains steadfast in empowering public servants to become skilled, ethical, and development-oriented leaders. Through ladderized and purposive training programs, the Academy delivers adaptive learning interventions for senior executives, middle managers, and emerging leaders in government. These capacity-building efforts enhance public service delivery by equipping officials with practical tools and strategic insights to navigate complex governance challenges.

The performance measures (PM) or indicators and accomplishments for this SO are as follows:

Table 1. Enhanced Competence of Government Officials Performance Measures from 2022 to 2024

Performance Measure	2022	2023	2024*
PM 1: Percentage completion of scholars in education and/or training programs	90%/90%	92% /90%	93%/90%
PM 2: Percentage of Capstone Project Plans (CPP) and Action Plan and Project (APP) accepted	89.75% / 85%	99%/85%	92%/85%
PM 3: Number of participants trained	249/100	586/775	1120/720

Strategic Objective 2: Improved Effectiveness and Efficiency of Government Organizations Assisted

Beyond individual training, the DAP focuses on institutional strengthening. Through targeted consultancy and capability-building engagements, it enhances internal processes, performance systems, and organizational frameworks of government organizations to deliver better services to the public. The DAP's assistance aims to boost productivity, foster professionalism, and improve service delivery outcomes across agencies and local government units (LGUs), thereby supporting national development goals.

The PMs or indicators and accomplishments for this SO are as follows:

Table 2. Improved Effectiveness and Efficiency of Government Organizations Assisted Performance Measure from 2022 to 2024

Performance Measure	2022	2023	2024
PM 4: Number of programs beneficiaries reached	NA	102/108	395/90
PM 5: Number of agencies that adopted the technical assistance intervention	NA	RR	65/37
PM 6: Number of beneficiary agencies assisted	NA	191/143	144/135

144/135

Number of beneficiary agencies assisted in **2024**

Strategic Objective 3: Broadened Adoption of Innovative and Synergistic Solutions to Policy and Socio-Economic Concerns

Recognizing the multifaceted nature of development issues, the DAP champions innovative, interdisciplinary solutions grounded in evidence-based policy and systems thinking for transformative change leading to a better quality of life for individuals. The Academy formulates and disseminates actionable strategies to address complex societal challenges, fostering a culture of futures thinking, innovation, and creativity. These initiatives contribute to shaping resilient, inclusive, and future-ready governance.

Table 3. Broadened Adoption of Innovative and Synergistic Solutions to Policy and Socio-Economic Concerns Performance Measure from 2022 to 2024

Performance Measure	2022	2023	2024
PM 7: Number of research / studies completed and submitted	NA	23/25	20/20
PM 8: Number of completed research adopted or submitted to a journal	NA	23/21	25/21
PM 9: Knowledge product and information considered relevant and useful	NA	100%/100%	100%/100%



395/90

Number of beneficiaries reached in **2024**



65/37

Agencies adopted TA intervention in **2024**

Strategic Objective 4: Ensured Delivery of Relevant, High-Quality Training, Education, Consultancy, and Research Services

To sustain service excellence, DAP institutionalized the Anti-Red Tape Authority’s (ARTA) harmonized Client Satisfaction Measurement (CSM). This ensures continuous improvement in training, education, consultancy, and research services. Compliant with the Ease of Doing Business Act (RA 11032) and ARTA MC 2022-05, the CSM helps track client feedback, maintain relevance, and align services with evolving client needs and governance standards.

The PM or indicator and accomplishment for this SO are as follows:

Table 4. Ensured Delivery of Relevant, High-Quality Training, Education, Consultancy, and Research Services Performance Measure from 2022 to 2024

Performance Measure	2022	2023	2024
PM 10: Percentage of satisfied customers	96%/85%	96%/85%	97%/90%

Strategic Objective 5: Broadened Network and Linkages with Local and Foreign (Public or Private) Institutions

For over eight years, DAP has prioritized building strategic partnerships to expand its reach and amplify its impact. Collaborations with public and private organizations—both domestic and international—have enabled the Academy to pool expertise, align initiatives with global best practices, and co-create development solutions. These partnerships also help DAP manage institutional risks and maximize synergies in policy and program implementation.

The PM or indicator and accomplishment for this SO are as follows:

Table 5. Broadened Network and Linkages with Local and Foreign Institutions Performance Measure from 2022 to 2024

Performance Measure	2022	2023	2024
PM 11: Number of international projects/hostings implemented	15/15	15/15	17/15

17/15

International projects/hostings implemented in **2024**



100%

Knowledge product and information considered useful in **2023** and **2024**



97%

Percentage of satisfied customers for **2024**



8 years+

DAP prioritized building **strategic partnerships** to expand reach

Strategic Objective 6: Sustained Financial Viability

To ensure long-term operational sustainability, the DAP has adopted enhanced business strategies, including diversifying funding sources, expanding endowment funds, and strengthening investment management.

By aligning financial planning with institutional goals and leveraging sound financial practices, the Academy continues to deliver quality services while safeguarding fiscal health.

The PMs or indicators and accomplishments for this SO are as follows:

Table 6. Sustained Financial Viability Performance Measure from 2022 to 2024

Performance Measure	2022	2023	2024
PM 12: Budget Utilization Rate - Obligation	NA	23/25	79%/90%
PM 13: Budget Utilization Rate - Disbursement	NA	23/21	87%/90%
PM 14: Budget Utilization Rate - Corporate Fund Utilization	NA	100%/100%	70%/90%

Strategic Objective 7: Achieved Operational Efficiency and Effectiveness

Through streamlined processes and innovation, the DAP improves its institutional productivity and service quality. It employs foresight and data analytics to respond to the volatile and complex global environment, enabling it to provide timely policy recommendations and agile responses to national and regional development issues.

Continuous process reengineering reinforces DAP's competitive advantage and institutional resilience.

The PMs or indicators and accomplishments for this SO are as follows:

Table 7. Achieved Operational Efficiency and Effectiveness Performance Measure from 2022 to 2024

Performance Measure	2022	2023	2024
PM 15: On-time delivery rate	86%/85%	93%/85%	90%/85%
PM 16: Compliance rate to quality standards	ISO Certified	ISO Certified	ISO Surveillance Audit done - DAP is ISO 9001:2015 Certified
PM 17: Number of e-government initiative developed / implemented	1 (Linang)	1 (e-bidding)	1 (e-payment)

90%

on time delivery rate
in **2024**

Strategic Objective 8: Expanded and Maintained Pool of High-Performing Talents

The DAP is committed to developing a future-ready workforce by fostering a culture of innovation, continuous learning, and adaptability. It prioritizes the recruitment, development, and retention of internal experts skilled in emerging technologies and development practices.

By doing so, DAP ensures that it remains at the forefront of public sector innovation and transformation.

The PM or indicator and accomplishments for this SO are as follows:

Table 8. Expanded and Maintained Pool of High-Performing Talents Performance Measure from 2022 to 2024

Performance Measure	2022	2023	2024
PM 18: Percentage of employees meeting the required competencies	98%/90%	98%/90%	Establish baseline for the revised Competency Framework

DAP Compliance with 8888 and Contact Center ng Bayan

In 2024, the DAP reaffirmed its commitment to integrity and accountability by fully complying with the 8888 Citizens' Complaint Center and the Contact Center ng Bayan. Of the 20 complaints received—16 via 8888 and four via the Contact Center—all were resolved within the mandated 72-hour period, reflecting the Academy's dedication to prompt and quality public service.



100%

Complaint resolution within **72 hours**

DAP Maintains ISO 9001 Certification

The DAP continues to uphold operational excellence through its ISO 9001:2015 Quality Management Systems certification, in line with Executive Order 605. A surveillance audit by TUV Nord Philippines Inc. on September 10, 2024, confirmed zero nonconformities across all sites: DAP Pasig, DAP Tagaytay, and DAP sa Mindanao. The certification remains valid from October 17, 2023, to January 27, 2027, reflecting DAP's consistent compliance in re-certifications and audits since 2008.

DAP Corporate Social Responsibility

In 2024, DAP strengthened its social responsibility efforts through active participation in national and local initiatives:

- **Civil Service Fun Run:** DAP President and CEO Dr. Majah-Leah Ravago led 30 staff in the 124th Philippine Civil Service Anniversary Fun Run, joining nearly 20,000 participants to support the *Pamanang Lingkod Bayani* program
- **International Coastal Clean-Up 2024:** 62 DAP staff joined 15,000 volunteers in the nationwide ICC at SM By the Bay, promoting marine protection under the theme *Clean Seas for Blue Economy*.
- **Community Outreach in Tagaytay:** The DAP Conference Center carried out various CSR activities:
 - Donated baked goods for Nutrition Month (Brgy. Sungay, East Tagaytay).
 - Provided cleaning supplies to Tagaytay City Science NHS (Brgy. Sungay West) for Brigada Eskwela.
 - Delivered relief items to typhoon-affected families in Batangas.
 - Shared holiday gifts, baked goods, and grocery packages with senior citizens, daycare centers, and families in Brgy. Sungay West.

These efforts highlight DAP's enduring commitment to both public service excellence and community engagement.

2024 Gender and Development (GAD) Report

In 2024, the DAP reinforced its commitment to gender equality and women’s empowerment through its GAD Technical Working Group (GAD-TWG), in line with the Magna Carta of Women and the Philippine Development Plan 2023–2028.

Strengthening Gender Mainstreaming

The Academy aligned its GAD Plan and Budget (GPB) with national standards, earning endorsement from the Philippine Commission on Women (PCW). The Academy achieved Level 2 in the PCW’s Gender Mainstreaming Evaluation Framework, signaling the installation of strategic gender mechanisms across policies, programs, and systems.

GAD-Responsive Policies

In 2024, DAP issued six key policies promoting gender equality:

- **Learning and Development Policy** (MC 2024-009) – Ensures inclusive training opportunities.
- **Merit Selection Plan** (MC 2024-013) – Promotes equal employment practices.
- **Sexual Harassment Policy and Reconstitution of the Committee on Decorum and Investigation** (MC 2024-011 and SO 2024-127) – Strengthen safeguards and investigation protocols.
- **Revised Dress Code** (MC 2024-015) – Encourages gender expression and inclusivity.
- **Grievance Machinery Amendment** – (MC 2024-014) – Ensures gender balance in grievance processes.

Capacity Building and Advocacy

The GAD-TWG led year-round learning sessions and advocacy activities, achieving 100 percent compliance with the mandatory three GAD training sessions per employee (per MC-2024-011). Key sessions covered anti-sexual harassment, gender sensitivity, and psychological strategies, facilitated by experts from the National Economic and Development Authority, Office of GCC, and PCW.

Count of Personnel with GAD Training from 2016-2024

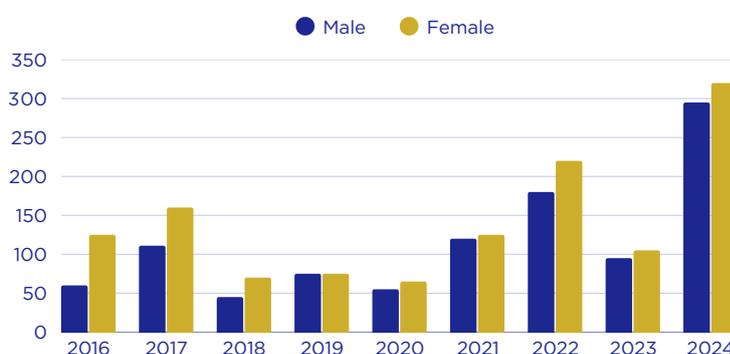


Figure 2. DAP GAD Personnel Training Count from 2016 to 2024.

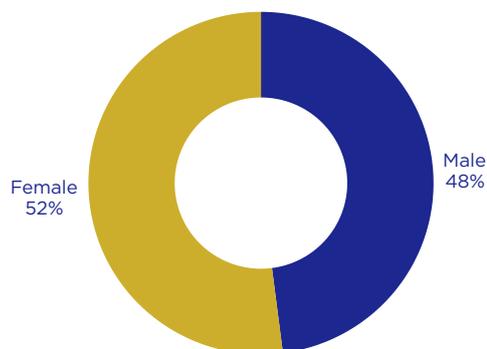


Figure 3. DAP GAD Training Sex Disaggregated Data in 2024



6

key policies promoting gender equality issued



100%

Compliance with the mandatory **three GAD training** sessions per employee

Table 9. GAD-Trained Personnel (2016–2024)

Count of Personnel with GAD Training from 2016-2024		
Year	Male	Female
2016	63	132
2017	105	173
2018	45	78
2019	77	76
2020	55	85
2021	118	131
2022	187	214
2023	94	107
2024	297	325

Key Events and Engagements

- **National Women’s Month:** Included GAD reels and logo contests, Purple Fridays campaign, the launch of the DAP Lactation Station, and recognition of women leaders.
- **Breastfeeding Month:** Encouraged use of the Lactation Station among personnel and stakeholders.
- **18-Day Campaign to End VAW:** Featured advocacy shirt-wearing, awareness banners, and training on psychological strategies to address sexual harassment.

Promotional and Support Materials

The Academy developed and displayed GAD brochures and tarpaulins across its Pasig and Tagaytay offices, reinforcing its commitment to a harassment-free, inclusive workplace.



DAP launches Lactation Station, 4 March 2024



DAP supports the 18-Day Campaign to End VAW, 28 November 2024

Enabling Mechanisms

The designation of DAP President and CEO **Dr. Majah-Leah V. Ravago** as the Academy’s first female **GAD Champion** highlights the institution’s dedication to inclusive leadership and gender empowerment.



622

total number of personnel with GAD training in 2024

Building Transformational Leadership and Governance



PMDP Phronetic Leadership Class Opening Ceremony, 29 April 2024

In 2024, the DAP continued to champion transformational leadership and good governance through its education and training programs for public sector leaders and personnel. Guided by its mandate to build the capacities of the bureaucracy, DAP delivered high-impact learning interventions designed to develop agile, accountable, and future-ready leaders. These initiatives support the government's broader agenda of institutional reform and innovation, empowering public servants to lead with integrity, strategic foresight, and a deep commitment to nation-building.

Public Management Development Program

The Public Management Development Program (PMDP) is the Development Academy of the Philippines' flagship leadership development initiative for career public servants, including Executives, Directors, and Division Chiefs. Launched in 2012, it is the modern successor to the Career Executive Service Development Program (CESDP), first introduced by the Academy in the year 1974.

The PMDP seeks to cultivate a corps of technically proficient, ethical, and mission-driven public sector leaders. By ensuring a consistent pipeline of qualified successors for critical government posts, the program contributes to strengthening professionalism and promoting institutional stability in the bureaucracy.

Aligned with Chapter 14 ("Practice Good Governance and Improve Bureaucratic Efficiency") and Outcome 4 ("Competent, motivated, agile, and resilient public servants supported") of the Philippine Development Plan (PDP) 2023-2028, the PMDP is implemented through DAP's Center for CES Development (CCD) and the Center for Governance (CFG).

Leaders

Training future-ready,
accountable public servants
in **2024**

Program Components

The Public Management Development Program (PMDP), the National Government’s Career Executive Service Development Program implemented by the DAP, features four distinct classes designed to nurture transformative leadership across different levels of the public sector.

- **Middle Managers Class (MMC)** – Tailored for Division Chiefs and high-performing technical specialists preparing for managerial roles, the MMC combines intensive training and immersive fieldwork. Phase 1 features a six-month residential program with periodic breaks and an 11-day Sensing Journey with 4Ps families in 4th to 6th class municipalities. An optional Phase 2 culminates in a Capstone Project, leading to a Master in Development Management (MDM) degree.
- **Senior Executives Class (SEC)** – Designed for incumbent Directors, the SEC offers 55 days of residential training spread across ten months, a five-day Sensing Journey, and a Foreign Study Mission to an Asian country. Participants then prepare and defend a Capstone Paper for independent implementation.
- **Phronetic Leadership Class (PLC)** – Intended for Undersecretaries and Assistant Secretaries, whether career officials or presidential appointees, the PLC is conducted in partnership with Japan’s National Graduate Institute for Policy Studies (GRIPS). The program features a five-day residential course with international experts, a study visit to Tokyo, and a collaborative co-creation project.



PLC 6 Observational Study Mission in Japan, May 27-29 2024



28th PMDP Graduation Ceremony for MMC and SEC scholars
April 29, 2024



3

PMDP Leadership Tracks:
MMC, SEC, and PLC.



6

months of residential + 11-day Sensing Journey in 4th–6th class municipalities for MMC Phase 1



55

days of residential training spread across 10 months + 5 days Sensing Journey, and a Foreign Study Mission to an Asian county for SEC



5

days of residential course with international experts, a study visit to Tokyo, and a collaborative co-creation project for PLC

Program Accomplishments

- **Middle Managers Class** - In 2024, the MMC opened two new cohorts—Batch 33 Balaghan (51 scholars) and Batch 34 Kadluan (42 scholars)—and graduated a total of 130 scholars from Batches 32 Hinagiban, 33 Balaghan, and 34 Kadluan.
- **Senior Executives Class** - The SEC opened Batch 13 Katig with 24 scholars, conducted a shuttle course for 22 scholars, and graduated 22 executives from Batch 13 Katig (including one completer from Batch 11).
- **Phronetic Leadership Class** - PLC-Bagani commenced with 13 scholars and successfully graduated 12.
- **Local Government Executives and Managers Class** - In 2024, the LGEMC graduated Batches 11 and 12, launched three new cohorts, and expanded its reach to 51 additional LGUs following the removal of age restrictions for applicants. The program sustained high training ratings through hybrid learning and achieved key milestones, including the rollout of the LGEMC Monitoring and Evaluation Framework, the Second Practitioners' Learning Forum, and the Third Short Course on Local Fiscal Administration and Management. Alumni further distinguished the program through innovative projects in digital governance, sustainability, and local economic development, underscoring the LGEMC's role as a catalyst for transformative leadership in LGUs nationwide.



2nd PMDP-LGEMC Learning Practitioner's Forum, July 13, 2024

Spotlight



PMDP scholar Rowena Goc-Ong and team conduct survey and in-person interview of a mining company as part of her capstone project.

Mining Revenues, Local Impact: How One Tax Specialist Helped LGUs Reclaim Their Share

Houses, bridges, vehicles, gadgets—many of the essentials of modern life would not exist without minerals. Mining provides the raw materials for development, but it comes with a heavy cost: environmental degradation, depletion of finite resources, and health and safety risks for nearby communities. And when mining firms are foreign-owned, as they often are in the Philippines, much of the nation’s wealth is funneled abroad.

To help balance this, the Philippine government imposes a four percent excise tax on the market value of minerals extracted by mining companies. By law, 40 percent of this tax should go to the local government unit (LGU) where the mining takes place—a measure meant to support community rehabilitation and compensation programs.

In reality, however, the system fails to deliver. Mining companies often understate their shipments and revenues, and the Bureau of Internal Revenue (BIR) collects far less than it should. Even worse, many LGUs have never received their rightful 40 percent share—not even once.

The communities that bear the brunt of mining are left without support, their environment scarred, and their livelihoods threatened.

But that’s beginning to change—thanks to the initiative of one public servant.

Ma. Rowena F. Goc-ong, lawyer-accountant and Assistant Division Chief of the Tax Fraud Division in BIR Revenue Region 14, took on this challenge as part of her Capstone Project in the Public Management Development Program (PMDP)’s Middle Managers Class. Her mission: plug the loopholes and ensure LGUs finally benefit from the wealth mined from their soil.

Ms. Goc-ong developed a collaborative mechanism that brought together BIR Revenue Region 14, the Mines and Geosciences Bureau Regional Office (MGB RO) VIII, and the municipal government of Guiuan, Eastern Samar. She facilitated the signing of a Memorandum of Agreement (MOA) to enable data sharing and joint monitoring of mineral exports through local ports. Upon pilot implementation, this cooperation yielded immediate results: excise tax revenue in Borongan, Eastern Samar rose by 17.53% from March to June 2024 compared to the same period in 2023—an increase of PhP 17.6 million.

Even more significantly, the MOA streamlined the process for LGUs to claim their 40 percent share. For the first time ever, in March to May 2024, Eastern Samar LGUs received PhP 12.4 million in excise tax revenue—long-overdue compensation for the toll mining has taken on their communities.

This success, Ms. Goc-ong believes, is just the beginning. As part of her Capstone, she also drafted proposed amendments to existing Revenue Regulations. These include the use of alternative base values—such as the prevailing London Metal Exchange price—in calculating the 4% excise tax. This would help the BIR counter potential undervaluation in mineral sales contracts and ensure fairer taxation. While implementation of this proposal was beyond the scope of her Capstone timeline, Ms. Goc-ong is committed to pursuing the necessary Regulatory Impact Assessment and advancing the proposal within the Department of Finance.

Big Boost

Inter-agency pact increases tax revenue by **17.53%** and unlocks PhP 12.4M for Eastern Samar LGUs

How did she end up in PMDP? Ms. Goc-ong had long been drawn to the program for its scholarship opportunity and its distinctive, transformative learning approach. After being nominated by her agency, she committed wholeheartedly. Among all the learning experiences, the most profound for her was the 11-day Sensing Journey, where she stayed with a 4Ps beneficiary family in a farming village in Pura, Tarlac. Living with the family—sharing meals, hearing their stories, experiencing their daily struggles and joys—deeply moved her. “It was overwhelming,” she said. “It changed how I see life, and what it means to serve.”

Nearly a year later, she remains in contact with the family.

Now back at the BIR’s Tax Fraud Division, Ms. Goc-ong juggles professional responsibilities and family life, including a husband and two teenage children. But something fundamental has shifted. The PMDP experience, she says, transformed her—and she’s determined to keep transforming the system, one breakthrough at a time.



Goc-ong and team assess tax compliance of mining firms in Homonhon Island, Guiana, Eastern Samar.



GSPDM MPM Major in Health Systems and Development Batch 4 Commencement Exercise, 31 May 2024

Master of Public Management

Launched in 1991, the **Master of Public Management (MPM)** program is an interdisciplinary graduate degree designed to equip public managers with the skills, knowledge, and mindset needed to lead effectively in an increasingly complex governance landscape. While grounded in theory, the 39-unit program is strongly practice-oriented. Its capstone requirement is a 6-unit **Action Research project**, which students are expected to implement within their agencies to drive real-world impact.

In 2004, the DAP Board authorized the **Graduate School of Public and Development Management (GSPDM)** to offer sector-specific MPM programs tailored to the distinct needs of various government agencies. This was further institutionalized through a Presidential Executive Order in 2010, allowing the GSPDM to collaborate with government institutions in developing “**twinning**” MPM programs.

To broaden access, the GSPDM also offers shorter **Certificate Courses** in fields aligned with its graduate programs. These are structured under a **ladderized system**, enabling learners to earn credits progressively toward an MPM degree.

The MPM regular program is delivered through both **face-to-face** and **online modalities**, and is available via either **open public offerings (client-paid)** or **GAA-funded full scholarships**. A shorter **Executive Course on Public Management** is also offered for senior-level public officials.

Built Better

Practice-driven degree for public sector leaders since **1991**

Program Clusters

The GSPDM organizes its specialized MPM and certificate programs into the following thematic clusters:

Health Governance and Social Protection Cluster

- MPM Major in Health Systems and Development
- MPM Major in Health Systems and Development for Hospital Administrators
- Certificate Course on Hospital Quality Improvement
- Certificate Course on Strategic Health Communication Governance

Security and Diplomacy Cluster

- MPM Major in Development and Security
- MPM Major in Development and Security with Specialization in Maritime Safety and Security
- Certificate Course in National and International Security
- Certificate Course on International Relations and International Law

Sustainable Development, Regional and Local Governance Cluster

- Certificate Course on Foresight and Futures Thinking
- Certificate Course on the Foundations of Knowledge Management
- Certificate Course on Public Finance and Budgeting

Program Accomplishments

The MPM Program produced a total of 229 graduates and Master's Theses from both its regular and specialized tracks.

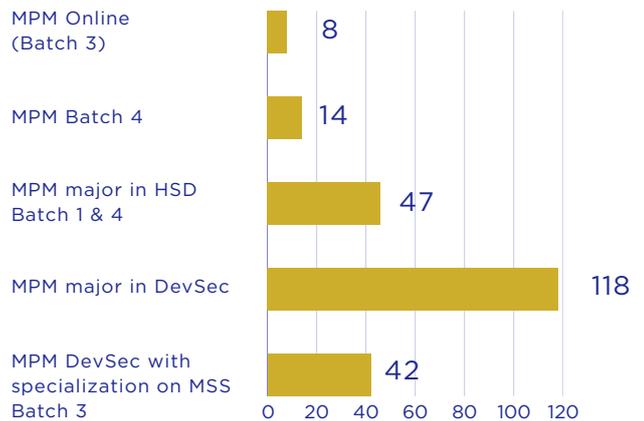


Figure 4. Distribution of MPM Graduates and Masters Theses by track



3

Main clusters of programs offered, produced and organized by GSPDM in **2024**



118

Students in total, MPM Major in DevSec produced the largest number of graduates in **2024**



229

GSPDM graduates across its various Master in Public Management (MPM) programs in **2024**

Master of Productivity and Quality Management major in Microfinance

The DAP, in partnership with the CARD-MRI Development Institute, Inc. (CMDI), initially offered the Master of Productivity and Quality Management major in Microfinance (MPQM-MF) to five batches of scholars. CMDI is a social development institution that delivers microfinance and related services to empower socially and economically disadvantaged women and families across the Philippines.

The MPQM-MF is a specialized graduate degree program designed to strengthen the leadership and management capabilities of CARD-MRI's area managers and regional directors deployed in various municipalities and cities nationwide. It aims to institutionalize productivity and quality best practices within the microfinance sector by integrating business and development perspectives. Through this initiative, DAP and CMDI seek to enable participants to reach more micro and small entrepreneurs and create a broader, more meaningful impact on the quality of their lives.

Program Accomplishments

The MPQM major in Microfinance produced 40 graduates from Batch 6



One DAP Graduation 2024, 31 January 2025

Executive and Certificate Courses

The GSPDM produced a total of 819 completers of the following executive and certificate courses:

- Executive Course on Program Administration and Quality Management
- Executive Course on Public Management
- Certificate Course on Foresight and Futures Thinking
- Certificate Course in National and International Security
- Certificate Course on Hospital Quality Improvement
- Certificate Course on Strategic Health Communication Governance
- Certificate Course on Public Finance and Budgeting
- Certificate Course on International Relations and International Law
- Certificate Course on the Foundations of Knowledge Management



Figure 5. GSPDM Executive and Course Completers

Strengthening Legislative Excellence: The CBILLS Program

The Capacity Building on Innovative Leadership for Legislative Staff (CBILLS) program, implemented by DAP's Center for Governance for both houses of Congress, equips legislative staff with advanced skills in policy research, governance, and leadership. It offers four learning tracks—Appropriations and Finance, Emerging Leaders, Middle Managers, and Senior Leaders—designed to strengthen Congress's capacity for evidence-based, innovative, and citizen-centered lawmaking.

Program Accomplishments

Through its learning tracks, CBILLS delivered a robust suite of programs: eight residential courses on leadership and policy, three expert lectures on socio-economic trends, four international study missions, and the inaugural CBILLS Conference. A total of 130 participants were served, with additional offerings such as the Legislative Training Course, Thursday Talks Series, and International Learning Course made available to non-enrolled staff.

CBILLS Conference: Technology and Governance

At the inaugural CBILLS Conference, scholars presented policy research exploring the integration of technology into legislative governance. Atty. Bekema underscored technology's potential to advance transparency, consultation, and accountable leadership.



8

Leadership and Policy Courses Conducted



130

Participants Trained and Capacitated



3

Expert Lectures on Key Socioeconomic Trends Delivered



4

International Study Missions Successfully Implemented



2024 International Learning Course on Public Policy and Public Sector Leadership Senior Leaders Track, 2 October 2024



CBILLS Conference 2024, 9 October 2024

Expanding Practical and Global Learning

- Legislative Training Course:** Participants engaged in “sensing” activities with LGUs to connect national policy to local realities. CBILLS scholar Atty. Aldrin Dale Ferrer (Office of Sen. Koko Pimentel) emphasized how the experience revealed the tangible impact of legislation on communities.
- Thursday Talks Series:** Sessions addressed governance challenges and long-term planning, including citizen engagement. CBILLS scholar Dr. Edgardo Pangilinan, House Deputy Secretary General, highlighted transparency and participation as cornerstones of good governance.
- International Learning Course:** CBILLS scholars attended a program at the Korea Development Institute School of Public Policy and Management. Topics included legislative innovation and public sector leadership. CBILLS scholar Atty. Rosselynn Jaye DC. Bekema (Office of Sen. Risa Hontiveros) emphasized using technology to empower leaders and improve government services.

Beyond the Classroom

CBILLS continues to foster dialogue and knowledge sharing through reports, commentaries, and e-newsletters on governance and socio-political issues—strengthening DAP’s enduring partnership with Congress and reinforcing its mission to build transformative public service leadership.



Legislative Training Course on Systems Thinking, 1 July 2024

Reinforcing

To build transformative **Public Service** leadership



Ms. Joy J. Divinagracia, Chief Economic Development Specialist from the National Economic Development Authority - Governance Staff shares the Philippine Development Plan 2023-2028 context and the significance of the alignment of projects in the local governments with the participants.

Empowering Local Leaders: The AGILE Program

The Adaptive Governance and Innovation for Local Executives (AGILE) Program reflects DAP's commitment to strengthening local leadership through adaptive, inclusive, and evidence-based governance. In 2024, AGILE focused on agile leadership and strategic policymaking to address local and national development challenges.

Core Components

AGILE is delivered through two key components:

- **Talk Points** – A webinar series offering timely insights on leadership, governance, and socio-political issues to support effective local decision-making.
- **Shuttle Courses** – In-depth standalone courses on critical topics, held both locally and internationally, to deepen leadership and governance competencies

AGILE Phase 4 (R.A. No. 11975)

Under DAP's Education and Training Program, Phase 4 rolled out impactful activities:

- Webinars on MSMEs and agriculture drew 122 participants from 59 LGUs (May 15, 2024 and July 5, 2024).
- Shuttle Courses on tourism, governance innovation, MSME development and agriculture leadership engaged 101 participants from 84 LGUs.
- Talk Points Webinar on child welfare through collaborative governance drew 275 participants (November 28, 2024).
- Foreign Study Mission with Korea Development Institute on agricultural innovation (Nov 18-22, 2024).

AGILE ETCBS (R.A. No. 11975)

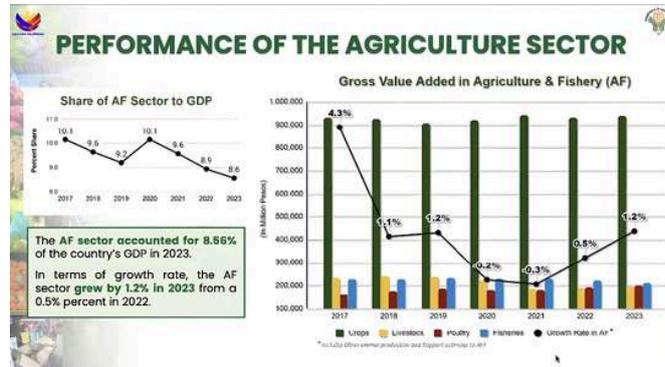
This phase emphasized gender equality, anti-VAWC strategies, and legislative governance:

- Shuttle Courses served 147 participants from 81 LGUs on VAWC response and legislative improvements.
- Foreign Study visit on smart and sustainable cities at the Lee Kuan Yew School of Public Policy (Nov 12–15, 2024).

Program Accomplishments

Across both AGILE Phase 4 and ETCBS, the program capacitated 645 participants from 301 LGUs through various learning activities, including:

- Webinars on MSMEs, agriculture, gender equality, anti-VAWC strategies, and legislative governance, reaching 122 participants from 59 LGUs.
- Shuttle Courses on tourism, governance innovation, MSME development, VAWC response, and legislative reform, engaging 248 participants from 165 LGUs.
- Foreign Study Missions with Korea Development Institute on agricultural innovation and Lee Kuan Yew School of Public Policy on smart and sustainable cities.



Asec. U-Nichols A. Manalo, DA OIC-Assistant Secretary for Operations, shares the agriculture sector's 2017-2023 performance with Zoom participants in a Talk Points webinar.



301

Program beneficiaries reached by AGILE 4 and AGILE-ETCBS



122

Participants in MSME and agriculture webinars from 59 LGUs



645

Participants capacitated from 301 LGUs across both AGILE Phase 4 and ETCBS

Participant Reflections: Learning that Inspires Local Action

Participant feedback from AGILE underscored the program's strong impact in translating learning into actionable ideas. During a Talk Points open forum, a participant valued the opportunity to engage with experts and pioneering LGU champions. These conversations not only deepened their understanding of innovative governance practices but also inspired fresh, localized approaches to public service.

The Shuttle Courses were particularly well received, with many noting that the training sessions ignited strategic thinking around local economic development. Participants came away equipped with practical tools and ideas to drive inclusive and sustainable growth in their communities.

Meanwhile, the International Study Missions, such as the one to Thailand, offered powerful cross-country insights. Participants cited the country's tourism development model as a noteworthy benchmark, providing concrete inspiration for enhancing their own local tourism initiatives.

Through AGILE, DAP continues to equip LGUs with the knowledge and tools to innovate, lead resilient communities, and drive sustainable development across the country.

Local Action

Learnings sparked fresh, **localized approaches** to public service

COE-PSP Capacity Building and Training

In 2024, the APO **Center of Excellence on Public Sector Productivity (COE-PSP)** expanded its capacity-building efforts to support a more agile and high-performing government workforce. A total of 673 participants from 86 national and local government agencies were trained through a suite of specialized programs focused on advancing productivity in the public sector.

Key offerings included the **Public-Sector Productivity Specialists Development Program, Productivity Measurement for the Public Sector, Citizen-Centered Public Service Design, and Public Service Value Chain**. These initiatives equipped public sector professionals with tools and frameworks to drive innovation and improve service delivery in their respective agencies.

As a result, **25 productivity improvement and service innovation projects** were adopted and implemented across participating institutions—demonstrating the real-world impact of the Academy's technical support and training.

To further promote a culture of continuous improvement, the COE-PSP also hosted webinars on emerging themes such as **nudge theory** and **green productivity**, attracting a total of **1,568 viewers** nationwide.



673

Participants from 86 **national & local** government agencies



25

Productivity improvement and **service innovation projects** implemented



1,568

Nationwide viewers on themes like **nudge theory** and **green productivity**



Beyond Borders

AGILE participants exchange insights with experts and explore **international best practices** to inspire governance innovation.

NEDA's Joy Divinagracia on PDP 2023-2028 (upper left), and Bangkok Governor welcomes FSM group (upper right).

Sen. Tolentino at the FSM Opening (lower left), and FSM visit to Sejong City, South Korea (lower right).

Strengthening Institutional Capacities

In pursuit of responsive, accountable, and high-performing public sector institutions, the DAP continues to strengthen the foundations of governance through strategic and quality-driven interventions. In 2024, DAP advanced its mandate by institutionalizing quality management systems across government agencies through the Government Quality Management Program (GQMP), fostering a culture of continuous improvement. Alongside this, DAP partnered with various client organizations to develop strategic plans and service quality standards that align with their unique mandates and performance goals. These initiatives collectively enhance operational efficiency, citizen satisfaction, and the overall integrity of public service delivery.

Government Quality Management Program: Promoting Quality Management from Compliance to Performance

The Government Quality Management Program (GQMP), created under Executive Order No. 605, champions quality and consistency in public service delivery by aligning agencies with international standards. It supports the Ease of Doing Business and *Efficient Government Service Delivery Act* (RA 11032) by enhancing regulatory compliance, streamlining processes, and strengthening citizen engagement.

For 17 years, GQMP has helped public sector agencies build Quality Management Systems (QMS) that improve performance and meet stakeholder expectations. While the program has made significant progress, its full impact depends on sustained inter-agency collaboration and a strong commitment to continuous improvement.

Aligned with the PDP 2023-2028

GQMP plays a vital role in advancing good governance and bureaucratic efficiency under Chapter 14 of the Philippine Development Plan 2023-2028. It promotes productivity, transparency, and accountability in line with the Marcos administration's transformation agenda.



17

*Years of helping Public Sector Agencies build **Quality Management Systems**.*

DAP Boost

Strengthening Governance Through Quality and Strategy



GQMP Conference, 20 November 2024



GQMP Forum “Rediscovering the Needs of Government Agencies on Quality Management Improvement,” 28 August 2024

Program Accomplishments

As the program’s implementing agency for advocacy and capability building, the DAP provided technical support to 40 agencies, all of which adopted QMS—exceeding GAA targets. As a result, 72.5 percent of agencies mandated under EO No. 605 have now achieved ISO 9001:2015 certification.

A key success was the National Fisheries Research and Development Institute (NFRDI), which—through DAP’s guidance—embedded QMS into daily operations and is on track for ISO certification in 2025.

Key 2024 Activities

- Whole-of-Government Satisfaction Survey
- GQMP Conference 2024 (formerly the PSQPIF)
- 9th Government Best Practices Recognition (GBPR)

These initiatives reflect GQMP’s continued role in fostering excellence, accountability, and innovation across the bureaucracy.

Top Targets

Driving **ISO Certification** Across Government



40

Agencies received DAP technical support for **QMS adoption**



72.5%

of agencies mandated under EO No. 605 are now **ISO 9001:2015 certified**



9th

Government Best Practices Recognition (**GBPR**)

Testimonial

“The Government Quality Management Program (GQMP) served as a springboard for the City Government of Pasig (CGP)”

One of the City Government of Pasig’s thrusts is to continuously become a responsive, transparent, and accountable government for it to better serve the Pasigueños and its transacting public. With the local government units as the “frontliners” of the bureaucracy, as mandated by the Local Government Code and the further devolution provided for in the implementation of the Mandanas Case Ruling, the Government Quality Management Program (GQMP) served as a springboard for the City Government of Pasig (CGP) to further push for reforms, in particular, in the aspect of good housekeeping.

“The City Government bureaucracy, in particular its officers and middle managers, has become more adept on quality management system (QMS)”

Through the program’s component on advocacy and capacity building, especially the provision of technical assistance to government agencies both at the national and local scene, the City Government bureaucracy, in particular its officers and middle managers, has become more adept on quality management system (QMS), its principles, and other related concepts, and laid down the overall general framework necessary to institutionalize QMS in the CGP.

“A lot of reforms have been rolled out in the City Government for the last five years”

The GQMP came at an opportune time, as the CGP has been consistently making breakthroughs in public service driven by the strong push to become an exemplar of participatory good governance. A lot of reforms have been rolled out in the City Government for the last five years, and through the GQMP, we were able to better document them to ensure the consistency of our processes and services.

“The GQMP facilitated setting up and putting in place mechanisms that will continuously advance the quality and level of service that the CGP delivers to the public”

With the citizen satisfaction at the heart of QMS (and the whole of the public sector), the GQMP facilitated setting up and putting in place mechanisms that will continuously advance the quality and level of service that the CGP delivers to the public. The CGP has just started its QMS journey through the GQMP, and we are looking forward to pushing for more service and process improvements – in the service of the Pasigueño.

Pasig City Government, 2024

Strategic Planning Interventions

The DAP, through the Center for Governance-Operations Management Office (CFG-OMO), implemented strategic planning interventions to strengthen the institutional capabilities of various government agencies, academic institutions, and organizations. These efforts aimed to support partner institutions in charting their long-term direction, improving performance, and aligning with their mandates through inclusive, evidence-based planning processes.

Key projects included:

- **Integrated Bar of the Philippines (IBP):** A five-year strategic plan (2024–2028) was developed, featuring revised core statements and strategic goals informed by a SWOT analysis and stakeholder consultations.
- **University of Eastern Philippines (UEP):** A 10-year foresight-based strategic plan (2025–2034) was produced, equipping participants with futures thinking tools and culminating in five organizational outcomes, 16 strategic goals, and 18 programs.

- **Polytechnic University of the Philippines (PUP):** A five-year strategic plan (2024–2028) was crafted through a structured process involving a rapid performance review, SWOT analysis, strategic planning workshops, and validation sessions. The final plan included a strategy map, updated core statements, scorecards across key result areas, 11 strategic goals, and 12 initiatives.
- **National Authority for Child Care (NACC):** A strategic plan (2024–2028) was formulated with strong executive involvement. It introduced a redefined mission, vision, and core values, along with 16 strategic goals, 47 objectives, and 17 initiatives supporting child care, adoption, and internal governance.
- **Rizal Technological University (RTU):** Through a phased planning approach from October 2023 to March 2024, RTU developed a strategic framework that included updated institutional statements, a balanced scorecard with four key result areas, 14 strategic objectives, and 21 initiatives.

These interventions reflect DAP's continued commitment to empowering institutions through strategic foresight, participatory planning, and performance-driven development.



Orientation on ISO 9001:2015 Quality Management System
23 April 2024



10-year

foresight plan (2025–2034) developed
for **University of Eastern Philippines**.



5

institutions assisted: **IBP, UEP, PUP, NACC, and RTU**.

Strong Plans

DAP guides agencies and SUCs in crafting **evidence-based** roadmaps for future success

Institutionalizing Service Excellence: Supporting the National Irrigation Administration’s Farmers’ Satisfaction Survey and Service Quality Standards Development

In a landmark initiative to institutionalize citizen-centered service delivery, the DAP, under commission from the National Irrigation Administration (NIA), completed the implementation of the 2022 Farmers’ Satisfaction Survey (FSS) and led the development of NIA’s first-ever Service Quality Standards (SQS). This transformative engagement, completed in 2024, aimed to strengthen NIA’s institutional capacity by capturing the voices of its primary stakeholders—Filipino farmers—and translating their feedback into concrete, standards-based improvements in irrigation service delivery.

Measuring Stakeholder Satisfaction Across the Country

The 2022 FSS, conducted nationwide in the wake of the COVID-19 pandemic, gathered valuable insights from farmers’ firsthand experiences with NIA’s services. The survey revealed high levels of stakeholder confidence, with an overall satisfaction mean rating of 4.25 and a positive satisfaction rate of 90.76 percent.



Campsite Lakeview Escape, Mabini, Bohol

A key driver analysis further identified the service attributes that most significantly influenced satisfaction, including:

- Ease of payment methods
- Reliability of irrigation facilities and equipment
- Quality and timeliness of repair services during interruptions
- Stability and availability of water supply
- Responsiveness to inquiries and concerns

These findings provided a clear picture of farmers’ priorities and expectations, serving as a foundational input in the development of quality benchmarks for service delivery.

High Standard

DAP survey reveals very high satisfaction, setting **benchmarks** for irrigation service excellence



Magat Dam, Ramon, Isabela

Institutionalizing Standards for Better Services

Building on the results of the FSS, DAP guided NIA in developing its pioneering Service Quality Standards. These standards are rooted in the expressed needs of farmers and aligned with NIA’s operational capacities, defining specific, measurable commitments on how services should be delivered. Anchored on a Plan-Do-Check-Act (PDCA) framework, the SQS allow for regular monitoring, incorporation of stakeholder feedback, and iterative improvement.

This initiative also marked the first organizational application of DAP’s Service Quality Standards Development Framework, developed under the Government Quality Management Program (GQMP), further showcasing DAP’s commitment to advancing quality-driven governance in the public sector.

Quality Service

Measurable **service commitments**, driving continuous improvement in irrigation services

Strategic Recommendations to Institutionalize Reform

To support NIA in translating survey insights into actionable reforms, DAP provided a comprehensive set of strategic, evidence-based recommendations:

1. **Improve Water Supply and Quality** – address distribution issues, particularly during dry seasons like El Niño.
2. **Upgrade Infrastructure** – prioritize canal lining, routine maintenance, and repairs to optimize water flow.
3. **Modernize Equipment** – invest in solar-powered irrigation systems to enhance service reliability.
4. **Enhance Farmer Engagement** – institutionalize consultations with irrigators’ associations for participatory planning.
5. **Ensure Timely Responses** – set service-level targets for resolution of minor and major concerns.
6. **Enforce Standards Compliance** – partner only with high-performing contractors to maintain quality assurance.
7. **Embed Continuous Improvement** – integrate FSS insights into NIA’s management systems via the PDCA cycle.
8. **Adopt and Institutionalize SQS** – use validated satisfaction drivers as the foundation of service delivery standards.



1st

*Organizational use of DAP’s Service Quality Standards Development Framework under **GQMP***



8

*Comprehensive set of strategic, evidence-based **recommendations***

Embedding a Culture of Service Excellence

The institutionalization of SQS represents a paradigm shift in how NIA defines, delivers, and monitors performance. Moving beyond traditional metrics, NIA now embraces a more responsive and citizen-informed model of governance. This initiative also signals a broader recognition within NIA of the value of stakeholder engagement, evidence-based decision-making, and quality assurance.

As NIA continues to strengthen its capacity to deliver high-quality irrigation services, the FSS and SQS stand as foundational tools for driving transparency, accountability, and continuous improvement. More importantly, they reaffirm NIA’s commitment to securing irrigation water for Filipino farmers—contributing to agricultural productivity and national food security.

This initiative sets a compelling precedent for how public sector institutions can harness citizen feedback and performance standards to improve government service delivery—ensuring that institutional reforms meaningfully benefit the people they are designed to serve.



Excellence

Citizen-informed standards driving **irrigation quality** and accountability



1st

*Institutionalized Service Quality Standards (SQS) in **NIA**'s history*

Innovating Public Service Delivery

As the Asian Productivity Organization's (APO) Center of Excellence on Public Sector Productivity (CoE-PSP), the DAP continues to spearhead high-impact initiatives that push the boundaries of innovation, agility, and citizen-centric governance. In 2024, the DAP reaffirmed its role as a regional hub for productivity and innovation by delivering transformative programs, advancing research, and enabling knowledge exchange across borders. Anchored on the principles of excellence, inclusivity, and continuous improvement, these efforts empowered public sector institutions to redesign how services are conceived, implemented, and improved to meet the dynamic needs of citizens.



Workshop on Needs Assessment of APO Members in Public Sector Productivity. 13-17 May, 2024.



APO Conference on Open Innovation, 28 August 2024

Innovate

DAP drives innovation and **citizen-focused governance** in 2024

DAP Center of Excellence on Public Sector Productivity Flagship Projects

Strengthening Capacities for a More Productive Public Sector

DAP invested in future-ready leadership and productivity-enhancing skills through a series of capacity development programs:

- **2024 Conference on Open Innovation in the Public Sector** (August 28-29, 2024, Quezon City): Nearly 300 delegates from 17 APO-member economies convened to explore how open innovation can redefine governance and public service delivery.
- **Needs Assessment Workshop for APO Members** (May 13-17, 2024): Public-sector experts collaborated to refine productivity frameworks tailored to member economies' needs.
- **Development of Public-Sector Productivity Specialists (DPSPS)** (April 15, 2024): A specialized online course delivered to 46 participants from 15 APO-member economies focused on leadership, technology integration, and e-governance.
- **DPSPS Foundation Course (DPSPSFC)**: Thirty-one participants from eight government agencies received hands-on technical support in productivity planning and implementation.
- **Webinar on “Nudging to Create Change”** (May 6-7, 2024): Drawing 640 participants, this session highlighted behavioral tools rooted in Nudge Theory to promote transformation in public institutions.

Productivity

DAP CoE-PSP's 2024 flagship programs deliver measurable impact



COE-PSP Knowledge and Experience Sharing Session



300

Delegates from 17 APO-member economies joined the **Aug 28-29** Open Innovation Conference



46

Participants from 15 economies completed the **DPSPS** specialized course



31

Participants from **8 agencies** trained in the DPSPS Foundation Course



640

Attendees joined the May 6-7 “**Nudging to Create Change**” webinar

Accelerating Innovation

At the forefront of service delivery reform, DAP launched bold initiatives that produced measurable results:

- **Fastbreak: 100K Transaction Hours Reduced:** Through this action-oriented program, 180 participants from 47 agencies streamlined over 3.2 million transactions, saving more than 100,000 processing hours.
- **Fastbreak Workshop Series:** Six intensive sessions offered hands-on coaching in service redesign, rapid prototyping, and user-centered innovation.
- **Fastbreak Awards and Recognition Ceremony** (November 27, 2024, DAP Pasig): Recognized top-performing agencies for breakthrough achievements in reducing service time.
 - **Grand Winner:** Office of the Ombudsman – Clearance processing time cut from 60 days to just over an hour (478.47 hours saved).
 - **Most Hours Saved:** Bicol Medical Center – Automated processes saved 7.3 million hours annually.
 - **Fastbreaker of the Year:** QC Business Permits and Licensing Department – Reduced permit processing time from 15 days to just 2 minutes.
 - **Special Citations:** Awarded to the Dr. Jose N. Rodriguez Memorial Hospital and Sanitarium, Municipal Governments of Bacnotan and Rodriguez (Rizal), Davao del Norte State College, and PhilHealth Region VI.
- **ImagineGovPH:** Citizen Innovators for Better Public Services (August 16–17, 2024): A two-day co-creation event where 35 public and private sector participants developed citizen-driven solutions to cut red tape and improve frontline services.

Promoting Knowledge Exchange Across Borders

DAP deepened its role as a convener of best practices in productivity through global and local platforms:

- **Knowledge and Experience Sharing Sessions (KESS):** Six sessions (five international, one local) brought together 153 participants to share productivity breakthroughs and implementation lessons.
- **International KESS (IKESS):** A five-part webinar series featured innovation stories by DPSPS alumni from:
 - *Thailand:* Agricultural Cooperatives Community of Practice
 - *Indonesia:* Digital transformation in civil service management
 - *Lao PDR:* 5S methodology in MSME support
 - *Pakistan:* Digital performance management systems
 - *Malaysia:* Implementation of good regulatory practices
- **Local KESS (LKESS):** Seven Philippine government agencies showcased successful productivity initiatives in process automation, data management, and performance monitoring, while also candidly discussing hurdles such as funding gaps and organizational resistance to change.



180

*Participants from 47 agencies streamlined 3.2M+ transactions under **Fastbreak***

Advancing Research for Policy Impact

To help institutionalize productivity measurement and reform, DAP undertook policy-relevant research studies:

- **Measuring Productivity in the Philippine Public Sector:** This landmark study aligned with the Philippine Development Plan 2023–2028, proposing a standardized productivity measurement framework. The findings—presented to the Inter-Agency Committee on Good Governance in February—included a peer-reviewed paper and four agency case studies (DTI, DOTr, Cavite State University, and Isabela State University).
- **Productivity of Local Revenue Generation:** Conducted across 17 LGUs, this study examined productivity drivers in local fiscal systems. Results were presented at the Second Local Government Practitioners’ Learning Forum in July.
- **Trends in Performance Management Systems in Asia:** A Philippine case study led by DAP SVP Magdalena L. Mendoza for the APO, documenting emerging trends and persistent challenges in the region’s public-sector performance systems.

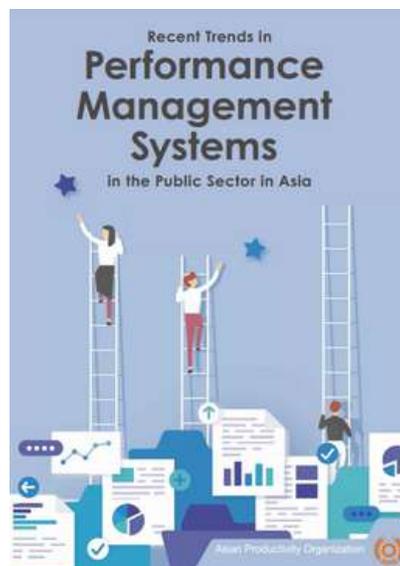


Fastbreak Workshop Series: Designing Citizen-Centered Public Services Final Batch, 23 May 2024

Enabling Innovation Through Knowledge Products

In 2024, the CoE-PSP Knowledge Center produced 55 knowledge products—including the Productivity Digest, Compendium of Innovation and Productivity Initiatives, and practical factsheets—earning a 100% relevance and usefulness rating from its users. Its online Knowledge Hub also registered 141,471 visitors throughout the year, reinforcing DAP’s position as a go-to resource for public-sector excellence and innovation.

Through these efforts, the DAP continues to elevate the standards of governance, drive service innovation, and build forward-looking public institutions—reinforcing its enduring commitment to productivity, innovation, and inclusive national development.



This APO-published study explores emerging trends and challenges in public sector performance management, with insights from DAP SVP Magdalena L. Mendoza,



4

Agency case studies in landmark **public-sector productivity study** (DTI, DOTr, Cavite State University, Isabela State University)



17

LGUs covered in local revenue generation productivity study

Embracing Digital Transformation for Development

The DAP strengthened its commitment to harnessing digital innovation for inclusive growth and governance transformation in 2024. Through strategic initiatives led by SPARTA and the Center for Strategic Futures (CSF), DAP advanced data-driven capacity building, policy foresight, and smart city development—empowering institutions to respond to 21st-century challenges with agility and foresight.

Smarter Philippines through Data Analytics R&D, Training, and Adoption (SPARTA)

To address the growing demand for data science and analytics (DSA) professionals, DAP-SPARTA offered six main learning pathways, 12 micro specializations, and 30 open online courses via Zoom and Linang, the Academy's online learning platform.

As of October 30, 2024, the program produced 36 Data Associates, 152 micro specialization graduates, and 3,074 course completers, many of whom credited the training for enhancing their impact in policymaking, trend analysis, and data visualization.



Smart Cities Convention, 18 April 2024

Center for Strategic Futures: Future-Proofing Policy and Governance

As DAP's think tank, the Center for Strategic Futures (CSF) leads initiatives that integrate foresight, creative thinking, and emerging technologies into governance. In 2024, it drove innovations in urban development and healthcare transformation through smart city planning and digital health solutions.

Smart City Convention and Roadmap for Malolos

DAP formally launched the Smart City Roadmap for the City Government of Malolos through the LIPAD PH Program. The event featured the #LIKHAMalolos citizen-sourcing initiative and the signing of MOUs with the Malolos LGU and other stakeholders, reinforcing a shared commitment to smart, inclusive urban governance.

Digital Drive

DAP powers data skills, foresight, and **smart city growth**



3,074

Course completers as of
October 30, 2024

Provincial-Level Smart Cities Assessment in Bulacan

The Smart Cities Convention also kicked off the Rapid Provincial Smart Cities Assessment Project across six Bulacan LGUs. This included a series of workshops to build local capacity in smart city planning and assessment:

- Workshop 1 (June 24): Introduced smart city principles and DAP's assessment tool.
- Workshop 2 (July 10-11): Focused on database management and domain-specific assessments.
- Workshop 3 (August 29): Covered advanced topics like project monitoring and theory of change.

Regular online check-ins ensured consistent data gathering and progress sharing across participating LGUs.

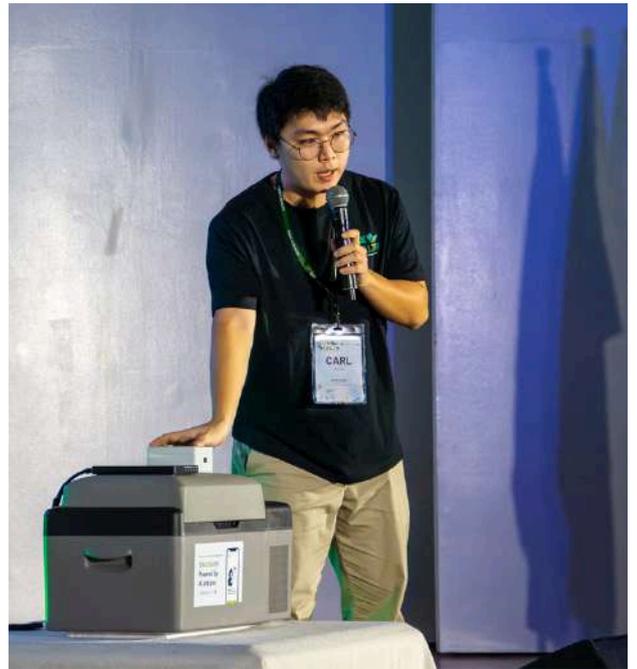
Hack4Health: Co-Creating Future-Ready Healthcare

In partnership with the Department of Health's Futures Thinking Office, CSF facilitated Hack4Health, a digital health innovation sprint aimed at building a predictive and inclusive Universal Healthcare system. Participants developed solutions such as:

- An AI-powered vaccine storage system
- A unified data app for fraud detection
- A real-time stroke diagnostic tool

These ideas exemplify how DAP is catalyzing the use of technology for public good.

Through these forward-thinking programs, the DAP continues to lead in integrating digital transformation into governance, policy innovation, and public service excellence.



A participant pitches a solution at the Hack4Health, a digital health innovation sprint, organized by the DAP's Center for Strategic Future for the Department of Health, 17 May 2024



6

Bulacan LGUs joined the Rapid Provincial Smart Cities Assessment Project



3

Workshops held: Smart City Principles & Assessment Tool, Database Management & Domain-specific Assessments, and Project Monitoring & Theory of Change



3

Prototype solutions developed through **Hack4Health**

Smart Cities

DAP equips **Bulacan LGUs** and innovators for tech-driven governance and healthcare

Future-Proofing Public Institutions

In an increasingly dynamic and competitive global environment, modernizing regulatory frameworks has become essential to future-proofing public institutions. Cumbersome and outdated regulations are barriers to business development and investment, undermining efforts to create an inclusive and competitive economy. Through the Modernizing Government Regulations Program (MGRP), the DAP is working with ARTA and other partners to build a regulatory environment that is transparent, efficient, and adaptive—one that enables both public institutions and private enterprises to thrive.

As part of its commitment to future-proofing public institutions, the DAP launched the Certificate Course on Foresight and Futures Thinking to equip leaders with the mindset and tools needed to anticipate and navigate emerging challenges. The course supports the Philippine Development Plan 2023–2028 and the National Innovation Agenda and Strategy Document 2023–2032 by fostering forward-thinking governance and innovation-driven public service.

Modernizing Government Regulations Program: Enhancing Competitiveness Through Regulatory Reform

The Philippines' Ease of Doing Business (EODB) ranking improved over the past decade. MGRP plays a crucial role in this transformation by aligning regulatory processes with the goals of efficiency, relevance, and ease of compliance.

In partnership with ARTA, MGRP supports the implementation of Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. The Program aids ARTA by providing results of regulatory reviews, conducting capacity development activities for priority agencies, and promoting regular reviews of existing regulations to ensure they remain clear, consistent, and business-friendly.

Institutionalizing Regulatory Quality Management

A major accomplishment of the MGRP is the development of the Regulatory Quality Management System (RQMS), a guide for regulatory agencies to effectively create, implement, and assess regulations. Complementing ARTA's National Policy on Regulatory Management System (NPRMS), the RQMS promotes a unified framework to improve regulatory practices nationwide.

As a recognized Standards Development Organization (SDO), DAP is working with the Department of Trade and Industry's Bureau of Philippine Standards (DTI-BPS) for the RQMS to be adopted as a Philippine National Standard. A multi-sectoral Technical Committee endorsed the RQMS to DTI-BPS in December 2024, marking a milestone in the institutionalization of good regulatory practices.

Capacity Building at the Local Level

MGRP has empowered 12 LGUs across the Philippines through its Regulatory Impact Assessment (RIA) training program. Participants, comprising officers and technical staff from departments involved in regulatory work, completed a structured training package including basic and advanced courses and a panel presentation of their RIA outputs.



12

LGUs trained under the **Regulatory Impact Assessment (RIA)** program



2024

RQMS endorsed to DTI-BPS in December 2024 for adoption as a Philippine National Standard



10 years+

Philippines' **EODB** ranking improved through MGRP reforms.

The training enabled LGUs to improve regulations on business permits, local industry practices, and service delivery. For example, some LGUs focused on streamlining quarry permits, enhancing anti-poverty programs, or managing localized wastewater systems. A Tracer Study conducted in 2024 revealed that participants found the training relevant and applicable, with 12 percent of them having successfully submitted RIA reports approved by ARTA.

Advocacy, Engagement, and Knowledge Sharing

To promote broader adoption of Good Regulatory Practices, MGRP conducted executive briefings and lectures on RIA for senior and middle managers under the Public Management Development Program. MGRP also launched a Community of Practice (CoP) in December 2024, offering a platform for RIA practitioners to collaborate, share experiences, and elevate their competencies.

Additionally, a comprehensive compendium documenting MGRP’s achievements from 2016 to 2023 has been produced to highlight the program’s impact and lessons learned in advancing regulatory reform.



RQMS TC, led by NEDA Usec. Abad Santos, holds its 6th and final meeting (5 July 2024) to review the near-final draft for DTI-BPS promulgation.

Foresight

DAP advances regulatory reform and futures thinking for **public impact**

Building Futures-Ready Leaders: Certificate Course on Foresight and Futures Thinking

Empowering Change Agents

In 2024, the Academy successfully conducted six runs of the Certificate Course on Foresight and Futures Training for a total of 209 individuals from national government agencies, government-owned and controlled corporations, local government units, academic institutions, and the private sector.

This flagship program blends lectures, workshops, and mentoring to develop participants’ understanding of foresight principles, scenario building, and strategic planning. It also features a futures prototyping lab that allows participants to design interventions responsive to anticipated societal shifts.

From Theory to Application

Participants of the course are required to develop and present prototype outputs grounded in futures thinking methodologies. In 2024, project themes ranged from education, agriculture, and local governance to cybersecurity, transportation, and climate resilience. These projects were showcased before a Futures Panel composed of local and international experts.

To date, many of these prototypes have sparked pilot initiatives or served as the basis for policy refinement and program design in their respective agencies—demonstrating the practical impact of foresight in shaping responsive and resilient public institutions.

Futures Thinking as a Strategic Imperative

As the Philippines strives to strengthen its long-term planning culture, DAP continues to position futures thinking as a critical component of strategic governance. The Certificate Course, together with DAP’s broader initiatives in foresight education and consultancy, aims to mainstream futures thinking in policy development and public sector innovation.

Measuring Impact and Advancing Thought Leadership

The DAP continued to underscore the value of evidence-based decision-making and thought leadership as integral components of its mandate. Research remained a core element of key institutional programs such as the Modernizing Government Regulations (MGR), the GSPDM's research on sustainable development goals (SDGs) and Futures Thinking, and various client-funded programs aimed at addressing sector-specific challenges and informing policy and reforms.

Further reinforcing its thought leadership role, DAP officers were invited as resource persons and speakers in both local and international conferences, sharing insights on governance, productivity, innovation, and regulatory reform. These engagements reflect the Academy's growing influence in shaping public discourse and contributing to transformative change in the public sector.

The DAP continued to advance evidence-based policy and regulatory reform through the research component of its MGR Program. Under the technical guidance of the National Economic and Development Authority, the MGRP identifies industries whose regulatory frameworks would benefit significantly from a comprehensive review and reform.



35

Regulatory reviews
completed since **2016**

Reform

MGRP drives evidence-based policies through regulatory reviews and engagement

MGRP Regulatory Reviews

Since its inception in 2016, the program has completed 35 regulatory reviews covering 27 industries, with some sectors revisited multiple times to ensure policy continuity and relevance. In 2024, the MGRP produced in-depth studies on four priority areas: **Water Utilities, Waste-to-Energy, Shipbuilding and Ship Repair, and the Impact of Regulation on Agricultural Productivity**. These studies were conducted by Multidisciplinary research teams composed of carefully selected industry experts.

To maximize the impact of its findings and promote stakeholder engagement, the MGRP employs a four-pronged approach to communication and advocacy:

- 1. Regulatory Agency Engagements** – Research findings are presented directly to relevant regulatory agencies, advocating for evidence-based decision-making and regulatory coherence.
- 2. Policy Integration** – Study results are used as technical inputs to national policy initiatives, particularly the Anti-Red Tape Authority's National Effort for the Harmonization of Efficient Measures of Interrelated Agencies (NEHEMIA) Program, which seeks to streamline bureaucratic procedures.
- 3. Multisectoral Dialogues** – Public forums and consultations are organized to engage both public and private sector stakeholders, enabling discussion, feedback, and co-ownership of reform recommendations.
- 4. Knowledge Dissemination** – The outputs are published and made accessible through the Academy's official website and the dedicated MGRP portal, ensuring transparency and wider reach.

Further, in 2024, the MGRP conducted a **Tracer Study** on participants of its Capability Building Interventions. This study aimed to assess the longer-term outcomes of MGRP training efforts on regulatory awareness and reform advocacy among key stakeholders.

Through its sustained research efforts and strategic dissemination mechanisms, the MGRP continues to serve as a cornerstone of DAP’s thought leadership and impact in advancing responsive, streamlined, and innovation-friendly regulatory environments.

Through the Citizen Satisfaction Survey (CitSat) and Business Satisfaction Survey (BizSat), the Academy continues to monitor and drive improvements in the quality of frontline government services, as part of broader efforts to enhance public sector productivity. Notable survey results reflect strong post-pandemic recovery: the 2022 CitSat score reached 96.96 percent, the 2023 BizSat score stood at 93.5 percent, and the 2024 CitSat recorded a solid 95.05 percent.



MGRP 24th Advanced Course on RIA for LGUs, 12 August 2024

These surveys are integral to the Government Quality Management Program (GQMP), which supports productivity enhancement by promoting performance tools and standards such as the adoption of Service Quality Standards (SQS). Future survey cycles will adopt a life-event approach—a citizen-centered framework widely recognized in digital governance—aligning service delivery with key stages of life such as birth, education, employment, and retirement. This approach aims to improve the accessibility and relevance of public services, deepen citizen engagement, and boost overall satisfaction.

To ensure equity and lasting impact, DAP will further enhance its performance management framework by integrating culture- and gender-sensitive indicators, harmonizing measurement and improvement systems, and embedding inclusivity through data that reflects the experiences of marginalized and underrepresented communities. With service quality improvement as a strategic priority, the government continues to pursue greater efficiency, responsiveness, and accountability across the public sector.

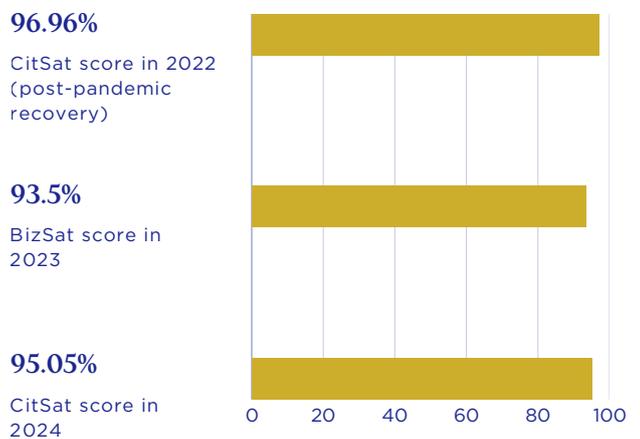


Figure 6. Post-pandemic Recovery Survey Results

Impact

MGRP training outcomes and satisfaction surveys drive service quality gains



2024

Tracer Study evaluated long-term outcomes of MGRP capability building

Research on Sustainable Development Goals and Futures Thinking Program

As part of its strategic thrust to catalyze public sector transformation, the DAP-GSPDM has established itself as a dynamic Research Hub for Public Management Knowledge Co-Creation. At the core of this initiative is a commitment to evidence-based research that strengthens the performance of the public sector and contributes to sustainable development both nationally and globally. The research program is anchored in a dual mission: to generate robust evidence that drives innovation aligned with the Sustainable Development Goals (SDGs), and to co-create knowledge that enhances public sector performance through multi-stakeholder collaboration.

The DAP-GSPDM's research initiatives are fully aligned with key national and international frameworks, notably the SDGs 2015–2030, the Philippine Development Plan (PDP) 2023–2028, and AmBisyon Natin 2040. These serve as the foundational pillars that ensure policy relevance and impact. Recognizing the pivotal role of governance in achieving development outcomes, the program emphasizes institutional connectivity, practical policy application, and public management education. Government support for the program—reflected in continuous funding through the General Appropriations Act (GAA) since 2020—underscores its strategic value and national significance.

Catalyst

GSPDM research advances **SDGs** and futures thinking for public sector transformation

The research framework is guided by principles of inclusivity, participation, ecological responsibility, and long-term sustainability. It follows a phased approach to ensure meaningful progression—from foundational situational analysis in 2020, to policy and program innovation in 2021–2022, and toward capacity-building and institution strengthening in 2023–2024. In 2024, the program also embraced Futures Thinking as a thematic priority, reinforcing the Academy's forward-looking stance in anticipating governance challenges and opportunities. This evolution reflects the program's maturity and its intent to embed sustainable practices across governance systems.

Through this comprehensive and adaptive approach, the DAP-GSPDM continues to serve as a critical enabler of modern, effective governance. It acts not only as a domestic catalyst for development but also as a contributor to global sustainability discourse. By transforming research into actionable solutions and fostering knowledge co-creation across sectors, the Academy affirms its role in shaping an agile, competent, and future-ready public sector.



2040

*Program aligns with SDGs 2015–2030, PDP 2023–2028, and **AmBisyon Natin 2040***



2020

*Funded through the **General Appropriations Act (GAA)** since 2020*



2024

***Futures Thinking** adopted as a 2024 thematic priority*

Program Accomplishments

In 2024, the GSPDM successfully conducted, completed, and disseminated **15 research projects** under the Research on Sustainable Development Goals (SDGs) and Futures Thinking Program. These research outputs were shared with stakeholders through cascading activities held in key locations across the country—Palawan, Cebu, Dumaguete, Davao, Pangasinan, and Mindanao—as part of the DAP-GSPDM SDGs and Futures Thinking Regional Caravans.

The research portfolio reflected DAP’s multi-sectoral and future-focused thrust, addressing complex national issues across the following thematic areas:

- **Tourism and Urban Development (four studies):** Research explored sustainable tourism pathways amid crises, future scenarios for tourism resilience, and the reimagining of commercial development and open space models in urban settings.
- **Food and Environmental Security (three studies):** Studies examined the future of Philippine rice security, the decline of the salt industry, and localized foresight methods for environmental management in the Ligawasan Marsh.
- **Governance and Public Sector Transformation (three studies):** Research covered harmonization of national-local relations through devolution transition plans, incorporation of the SDGs into higher education and LGU capacity-building, and the strategic direction of the Philippines’ international relations sector.

- **Science, Technology, Innovation, and Smart Cities (two studies):** Focus was given to the long-term outlook for Philippine STI and the profiling of smart city projects that support sustainable urban communities.
- **Futures Thinking and SDG Localization (three studies):** Several studies advanced foresight as a tool for localizing the SDGs and engaging communities in scenario-building using participatory methods.

Through its cascading efforts, DAP brought research insights directly to practitioners, educators, and local government leaders in six provinces and regions, fostering multi-level dialogue and knowledge co-creation. These research and dissemination activities further underscore DAP’s strategic role in shaping evidence-based policy, enhancing institutional capacity, and promoting anticipatory governance across the public sector.

4 studies
on *Tourism & Urban Development*

2 studies
on *Science, Technology, Innovation & Smart Cities*

3 studies
on *Food & Environmental Security*

3 studies
on *Futures Thinking & SDG Localization*

3 studies
on *Governance & Public Sector Transformation*



15

Number of research/studies completed and submitted



6

Regional caravan locations: Palawan, Cebu, Dumaguete, Davao, Pangasinan, and Mindanao

Insights

GSPDM delivers research and **regional caravans** for SDGs and futures thinking

Driving Socioeconomic Growth

Under its commitment to drive inclusive and sustainable socioeconomic growth, the DAP continued to advance regulatory reform through the Modernizing Government Regulations Program (MGRP). Anchored on improving the quality, efficiency, and responsiveness of government regulations, the MGRP fosters a more enabling environment for businesses and citizens by reducing undue regulatory burden and promoting innovation in governance. In 2024, the program expanded its reach and impact, empowering public sector institutions to streamline processes, enhance service delivery, and support the national agenda on ease of doing business and global competitiveness.

MGRP: Fostering a Business Friendly Regulatory Environment

The **MGRP** is a strategic initiative designed to foster a more business-friendly regulatory environment in the Philippines by simplifying compliance requirements and streamlining regulatory processes. The program contributes to the realization of **Chapter 10** (“Promote Competition and Improve Regulatory Efficiency”) and Outcome 3 (“Burden of regulation reduced”) of the **Philippine Development Plan 2023–2028**.

Proposed by the DAP in 2015 and funded by the national government beginning in 2016, the MGRP is implemented by the Academy’s **Productivity and Development Center (PDC)**. It operates under a joint agreement with the **National Economic and Development Authority (NEDA)**, the **Department of Budget and Management (DBM)**, and the **Department of Trade and Industry (DTI)**.

Streamlined

MGRP boosts regulatory efficiency and business competitiveness

Program Components

The MGRP has three core components:

1. Regulatory Research and Reform Recommendations

The program conducts in-depth studies on industry-specific regulatory systems and compliance requirements. These studies identify pain points and propose evidence-based reforms to simplify and rationalize regulations. (See also the “Measuring Impact and Advancing Thought Leadership” section of this report.)

2. Regulatory Quality Management System (RQMS)

The MGRP developed the **RQMS framework**—a comprehensive guide to help regulatory agencies independently formulate, implement, and review regulations. Designed for national adoption, the RQMS is currently positioned for recognition as a **Philippine National Standard (PNS)** through the **DTI – Bureau of Philippine Standards (BPS)**.

3. Capacity Building on Regulatory Impact Assessment (RIA)

To promote smarter regulation, the MGRP offers training programs on **Regulatory Impact Assessment (RIA)**. In 2024, training efforts focused on **Local Government Units (LGUs)** to help them improve regulatory practices, such as simplifying permit processes or optimizing local regulations on wastewater management, fishing registration, and quarry operations.

Notable Timeline

- 2015
MGRP proposed by DAP
- 2016
National government funding began
- 2024
LGU-focused **RIA** training on permits, wastewater, fishing, quarry operations

Program Accomplishments

- The **RQMS framework** was formally endorsed in **December 2024** by the technical committee composed of oversight agencies to the **DTI-BPS** for adoption as a **Philippine National Standard**.
- The **Basic Training Course on RIA** was delivered to the following LGUs: **Concepcion (Romblon), Goa (Camarines Sur), San Isidro (Isabela), Santa Fe (Nueva Vizcaya), Narra (Palawan), Trece Martires (Cavite), Ormoc (Leyte), Tagum (Davao del Norte), Butuan (Agusan del Norte), Koronadal (South Cotabato), Northern Samar, and Davao del Norte**.
- The **Advanced RIA Training Course** was conducted for: **Tagaytay City (Cavite), Iloilo City (Iloilo), and Davao City (Davao del Sur)**.
- RIA concepts were introduced to scholars of the **Public Management Development Program (PMDP)**, including:
 - **Senior Executives Class (Batch 13)**
 - **Middle Managers Class (Class 33)**
 - **Local Government Executives and Managers Class** (See “**Building Transformational Leadership and Governance**” in this report.)
- A **workshop to establish a Community of Practice (CoP)** among RIA-trained regulatory agencies was conducted to encourage knowledge sharing and sustained collaboration. This milestone marks the first step in building a national RIA practitioner network to improve regulatory quality across government.



Members of the LGUs in Concepcion, Romblon and Goa, Camarines Sur during one of the sessions of the 22nd Advanced Course on RIA held in Tagaytay City, Cavite on 22-26 April 2024

Made better

MGRP trains **LGUs** and builds national RIA practitioner network



12

LGUs completed **Basic RIA Training**



3

Cities completed **Advanced RIA Training**



3

PMDP classes introduced to RIA



1

Inaugural **Community of Practice (CoP)** workshop held for RIA-trained agencies

Fostering Collaboration and Global Partnerships

In 2024, the DAP strengthened its national and international linkages through 89 institutional partnerships—69 existing and 20 newly forged. Notable among these were multi-center collaborations with the Department of Health Central Office, Bulacan State University, and the National Graduate Institute for Policy Studies, reflecting a shared commitment to development initiatives.

Under the leadership of the Office of the President, DAP formalized strategic partnerships with the Philippine-American Educational Foundation (the Fulbright Commission in the Philippines) and the Office of the Government Corporate Counsel, deepening cooperation in governance, education, and public sector capacity-building.

As the APO Center of Excellence on Public Sector Productivity, DAP expanded international engagements by partnering with the Mongolia Productivity Organization. This collaboration promotes knowledge exchange, best practices, and productivity-enhancing strategies for government institutions.

DAP also sustained its partnerships with national productivity organizations, including the Malaysia Productivity Corporation, Thailand's Foundation for Productivity Institute, and Indonesia's Directorate for Productivity Development. These alliances supported study visits and knowledge-sharing efforts to drive innovation and efficiency in the public sector.

Through its Center for Strategic Futures (CSF), DAP completed the Smart City Assessment and Roadmap Development Project for the City of Malolos, and initiated similar efforts in San Jose del Monte, Bulacan State University, and the Department of Science and Technology Region III, advancing digital transformation and local governance.

Active Engagement in National and International Events

DAP broadened its influence and showcased its expertise through active participation in key events:

- Local Governance Summit. Partnered with the DILG and ULAP to highlight innovations in local governance.
- APO Conference on Youth Education and the Future of Work. Participated as an exhibitor to share insights on education and employment trends.
- 62nd Philippine Economic Society (PES) Annual Meeting and Conference. DAP sponsored the session, Shaping a Resilient Future: SDGs, Energy, and SMEs in a Post-COVID World, led the book launch of Designing Competition Policy for Economic Development in Asia and the Pacific, co-edited by President Majah-Leah V. Ravago, Ph.D., hosted a flagship programs exhibit, and was officially welcomed as an institutional PES member.
- 11th Monitoring and Evaluation (M&E) Network Forum. DAP maintained visibility through its exhibit booth, and President Ravago presented on “The Landscape of Capacity Development Opportunities for M&E Practitioners.”

Awards and Recognitions

In 2024, the Philippine Air Force's Air Education, Training, and Doctrine Command awarded DAP a Plaque of Appreciation through its Graduate School's Security Governance and Diplomacy Cluster. This recognized DAP's role in upskilling Special Operations Course (SOC) students via the Executive Course in Public Management Twinning Program—an ongoing partnership since 2020 that supports defense sector capacity-building.



Build Partnerships

DAP amplified its influence in 2024 through **national** and **international forums**, strategic collaborations, and sectoral recognition.

62nd Philippine Economic Society (PES) Annual Meeting and Conference. (Upper left & right)

Local Governance Summit (Lower left & right)

Institutional Membership in the Philippine Economic Society

DAP's admission as an institutional member of the Philippine Economic Society aligns with its commitment to evidence-based policymaking. Its active role in PES events further elevated its profile in economic discourse and research.

APO/DAP Secretariat: Hosting International Programs

As the Philippines' National Productivity Organization, DAP hosted 11 APO programs in 2024, reaching 462 participants from the public and private sectors. These initiatives focused on public-sector productivity, MSMEs, and cross-border collaboration.

Study Missions and Benchmarking Initiatives

DAP facilitated strategic knowledge exchange with other APO member economies:

- **Philippines-Mongolia Bilateral Cooperation (February-May)** – Culminated in a formal MOU signed at the 66th APO Governing Body Meeting in Kuala Lumpur.
- **Food Waste Management Study Mission (July)** – Partnered with China Productivity Center.
- **Circular Economy Mission to Taiwan (September)** – Focused on sustainability and resource management.

Capability Building

Key initiatives in 2024 included:

- **Innovation Management Capacity Assessment** – Delivered technical assistance to DOST's SETUP program, involving 47 participants in a policy workshop.
- **Public-sector Productivity Specialist Training** – A digital, multicountry course training 34 international and 12 local participants.
- **Training on Gainsharing in Agribusiness** – An in-person course for delegates from 18 APO economies.
- **Open Innovation Conference in the Public Sector** – Nearly 300 participants from 17 APO members explored transformative innovation in governance.

Other programs included technical expert services on AI for Business Innovation and a course on Good Regulatory Practices.

Research, Surveys, and Conferences

DAP led or contributed to the following:

- **Needs Assessment Workshop** – Mapped public-sector productivity priorities across APO members.
- **ADB Institute Research** – Provided policy insights for MSME development.
- **Youth Education & Future of Work Conference** – Hosted 15 APO economies to address workforce-readiness and educational equity.



APO Conference on Youth Education and the Future of Work, 12 November 2024

Strengthening Regional Partnerships: Philippines-Mongolia Cooperation

On May 29, 2024, during the 66th APO Governing Body Session, DAP and the Mongolia Productivity Organization signed a Memorandum of Understanding formalizing their partnership. This agreement, a product of earlier bilateral engagements, focuses on mutual learning, performance excellence frameworks, and shared governance innovations.

The signing was witnessed by APO and national representatives, including:

- Dr. Indra Pradana Singawinata, APO Secretary-General
- Dr. Arsenio M. Balisacan, NEDA Secretary and APO Director for the Philippines
- Dr. Majah-Leah V. Ravago, DAP President and CEO, APO Alternate Director
- Armand Tristan R. Suratos, APO Liaison Officer for the Philippines
- Erkhembayar Yamaaranz, APO Director for Mongolia
- Batbileg Tsagaan, MPO Deputy Director

This collaboration reinforces DAP's role as a catalyst for productivity and innovation in the Asia-Pacific region.



DAP President and CEO, Dr. Majah-Leah Ravago and APO Director for Mongolia Erkhembayar Yamaaranz sign a memorandum of understanding with for the partnership between DAP and Mongolia Productivity Organization at the 66th Session of the APO Governing Body in Kuala Lumpur, Malaysia on May 29, 2024.



Years of Service

Celebrating **51 years**, DAP honors its journey, achievements, and shared commitment to building a stronger future together.

DAP 51st Anniversary Celebration held at Novotel Araneta Center, 5 July 2025

Nurturing a Culture of Continuous Learning

Driven by its commitment to excellence and innovation, the DAP continues to invest in the growth and development of its people. In 2024, the Academy implemented a range of internal Learning and Development (L&D) interventions designed to enhance the competencies and capabilities of its human resources. These initiatives, grounded in the principles of lifelong learning and responsive public service, aim to equip DAP personnel with the skills, knowledge, and mindset needed to adapt to emerging challenges and lead transformative change in the public sector.

Learning and Development

In 2024, the DAP strengthened its commitment to cultivating a learning-oriented workforce. Through comprehensive training and development initiatives, DAP ensured that its personnel continuously enhanced their capabilities to meet evolving institutional goals.

A substantial majority of DAP employees underwent training during the year, demonstrating strong organizational support for professional growth.

To gain deeper insight into learning outcomes, DAP conducted a competency assessment involving 375 personnel.

Leadership development was a major focus in 2024, with assessments conducted on both internal leadership competencies and those defined by the Civil Service Commission (CSC). Results showed DAP personnel rated themselves strongest in strategic thinking and visioning (100%), problem-solving and decision-making (95%), and positive influence (95%).

Upskilling

DAP boosts staff capabilities through targeted 2024 **L&D** programs



375

Personnel assessed for competencies



A season of Joy

Coming together as **one family** to celebrate the spirit of Christmas, friendship, and hope for the year ahead.

A joyous DAP Christmas Celebration with the theme,

"ONE DAP: Tanglaw at Ugnayan, Sama-sama sa Diwa ng Pasko"

Held 18 December 2024

Advancing Operational Excellence: Innovations in Systems, Spaces, and Sustainability

In pursuit of a more agile and future-ready organization, the DAP undertook strategic initiatives in 2024 to enhance its internal operations and institutional resilience. These efforts included the digitalization of core processes, the modernization of facilities, and the adoption of sustainable practices to reduce environmental impact. These internal improvements not only streamline workflows and enhance employee productivity but also reflect the Academy's unwavering commitment to progressive governance and its role as a model institution for innovation in the public sector.

Digitalization Initiatives

To enhance organizational efficiency and service delivery, the DAP rolled out several digital transformation initiatives that benefit both employees and stakeholders. These efforts streamline internal processes, improve data security, and align with evolving workplace needs. The key accomplishments in 2024 are as follows:

- **Electronic Daily Time Record (eDTR) System (August 2024)** - Enabled automated attendance tracking, minimizing manual errors and improving real-time monitoring. It also streamlined HRM processes such as schedule management and payroll.
- **Migration to Microsoft 365** - Transitioned from Google Workspace to Microsoft 365 to improve collaboration and cost-efficiency. A series of user orientations ensured a smooth shift.
- **PABX System Upgrade** - Modernized telephony system enabled seamless communication between Pasig and Tagaytay offices, enhanced call quality, and reduced operational costs.

Future-ready

Strengthening Systems, People,
and Sustainability

- **Additional Internet Service Provider (ISP) for DAP Tagaytay** - Introduced network redundancy to minimize downtime and boost cybersecurity.
- **DAP Digital Transformation Taskforce** - Formed to spearhead digital transformation efforts, integrating cloud computing, artificial intelligence, and automation aligned with DAP's institutional goals.
- **Website Redesign** - Initiated a comprehensive revamp of the official website to enhance security, usability, and user experience.
- **Data Protection Task Force** - Established via SO-2024-155 and MC-2024-016 to strengthen data privacy policies and safeguard personal information through improved encryption and cybersecurity measures.



1

New **Electronic Daily Time Record (eDTR)** system launched (Aug 2024)



100%

Automated **attendance tracking** – reducing manual errors



2

Office sites (Pasig & Tagaytay) connected via upgraded **PABX system**



1

Major platform migration – Google Workspace to **Microsoft 365**

Ongoing Projects

- Network Switches Rehabilitation. Upgrading infrastructure to improve system stability, performance, and security.
- Motor Vehicle Pool Reservation System. Developing an automated system to streamline scheduling and reduce errors.

These initiatives reflect DAP's proactive approach to digital transformation, highlighting its drive for operational agility, resilience, and innovation.

Energy Efficiency and Sustainability Initiatives

As part of its corporate social responsibility and environmental stewardship, the DAP continues to embed sustainability in its operations. In recognition of these efforts, the Academy received the **Energy Efficiency Excellence Award for GOCCs** and commendation in the **ISO Surveillance Audit Report (2023)** for its use of digital dashboards to monitor lighting and air quality.

Carbon Footprint Reduction

Strategic facility upgrades, including a shift to inverter-type air conditioning and LED lighting, led to a **62 percent reduction in electricity consumption in 2023**. The implementation of an automated power schedule in the Pasig Building further reduced energy usage by **6,636 kWh annually**, translating to **PhP86,268.00** in savings.

Green Shift

Driving **digital upgrades** and sustainability for a resilient, eco-smart DAP

Sustainable Building Practices

DAP has adopted environment-friendly practices, such as:

- A **Building Indoor Air Quality Monitoring System** for healthier workspaces
- A **Solid Waste Segregation Program** with custom-designed bins to promote responsible waste management

External Engagements on Energy Efficiency

DAP personnel actively contributed to national conversations on sustainability:

- At the **33rd Foundation Anniversary and Building Management Week (September 2024)**, the Academy supported the identification of technical speakers on sustainable practices.
- During the **Midyear Energy Summit (July 2024)**, GSD Acting Department Manager Engr. Nelson L. Calasan delivered a talk on green productivity and received an **Honorary Membership Award** from ENPAP 4.0, Inc.



62%

Drop in **electricity use** (2023) from inverter ACs & LED lighting



6,636 kWh

Annual savings from **automated power scheduling**



₱86,268

Saved yearly from **reduced energy consumption**



1

Energy Efficiency Excellence Award for GOCCs received (2023)

Idea Generation Hub (IGH): Progress and Development

In support of DAP's role as a knowledge institution and incubator of innovation, the **Idea Generation Hub (IGH)** was envisioned as a transformative space for collaboration, creativity, and strategic thinking. The project involves the repair, rehabilitation, and redesign of Levels 7A and 7B of the DAP Building Headquarters, with completion targeted for 2025.

IGH Project Phases:

- **Phase 1** Completion of Detailed Architectural and Engineering Design (DAED), masterplan for Levels 7A and 7B, and construction of two interiors with full design fit-outs and furnishings
- **Phase 2** Construction of a covered walkway connecting interiors and an exterior café with complete fit-outs
- **Phase 3** Procurement and installation of complete IT/AV systems
- **Phase 4** Landscaping for Decks A and B, including exterior accessories and furnishings

Following the completion of **Phase 1 in September 2023**, DAP continued to advance the project:

- **Phase 2** reached **45.5 percent completion as of January 2025**, with full completion targeted by **12 April 2025**.
- **Phase 3** is in the bidding stage, with implementation set for 2025.
- **Phase 4** awaits schematic design approval, with bidding scheduled for Q1 2025 and completion expected by year-end.

The IGH embodies DAP's forward-thinking ethos—fostering collaboration, creativity, and innovation as central pillars of public sector transformation.

Phase 3 was awarded in December 2024 and confirmed with a Notice to Proceed in January 2025, with its completion expected within CY 2025. Preliminary activities prior to bidding for Phase 4 are currently ongoing.

New Space

Building a **collaborative hub** for creativity, strategy, and public sector transformation



2

Floors (Levels 7A & 7B) under repair, **redesign**, and fit-out



45.5%

Completion of Phase 2 as of Jan 2025; target 12 April 2025



1

Covered walkway + 1 exterior café planned in **Phase 2**



2025

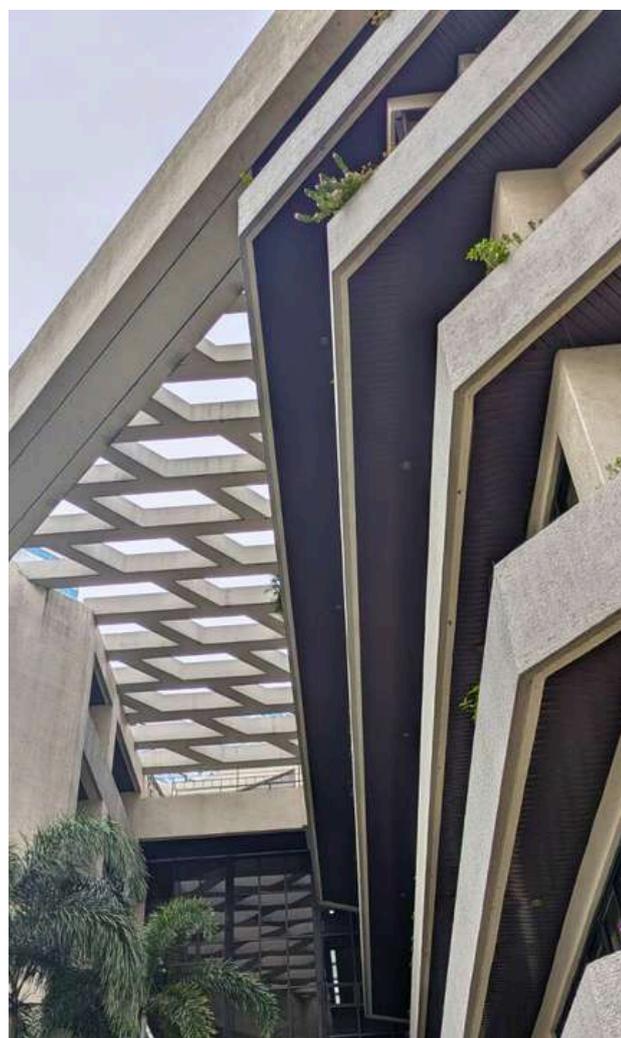
Phase 3 awarded Dec 2024, NTP issued Jan 2025, completion within CY 2025

Governance and Policy Direction



Board of Trustees Meeting, 21 August 2024

The governance and policy direction of the Academy are vested in, and its powers exercised by, a Board of Trustees composed of 11 members representing the following institutions: the Office of the President of the Philippines, Department of Budget and Management, Department of Education, National Economic and Development Authority, Civil Service Commission, Department of Health, Department of Agrarian Reform, Department of Agriculture, Department of Environment and Natural Resources, Department of Finance, and the DAP.



Board of Trustees 2024



ARSENIO M. BALISACAN, PhD

Secretary, Department of Economy,
Planning, and Development
Chairperson, DAP Board of Trustees

A former economics professor at the University of the Philippines for three decades, Secretary Balisacan presently serves as a cabinet member of the Philippine Government, holding the position of Secretary of the National Economic and Development Authority, a post he 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 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. Prior to 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.

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 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. Dr. Balisacan 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.



MAJAH-LEAH V. RAVAGO, PhD
President and CEO, Development
Academy of the Philippines
Vice Chairperson, DAP Board of
Trustees

Dr. Majah-Leah V. Ravago is the 10th President of the Development Academy of the Philippines and an economist with solid leadership skills.

Her diverse professional background includes leadership in multimillion-dollar energy projects, policy research, and a results-oriented approach to energy economics, competition policy, natural disasters, and development economics. She was the Project Leader of the House of Representatives (HRep) and the Ateneo de Manila University Project on supporting the President's 8-point agenda with evidence-based research. She was the Program Director of the 2014-2018 USAID project - the Energy Policy and Development Program that provided policy advice to NEDA, DOE, and the Committees on Energy in the Senate and HRep.

She has extensive experience as a policy advisor to government officials at NEDA, DOE, PCC, DTI, and the Committees on Energy in the Senate and House of Representatives. She also serves as a policy and research consultant for the World Bank, Asian Development Bank (ADB), ADB Institute, and USAID, among other development agencies.

Her research interests include energy economics, competition policy and economics, the economics of natural disasters, and agricultural and development economics. An output-driven academic, she has published in international journals and has co-edited four books. She received the One UP Faculty Grant Award in Economics for Outstanding Research and Public Service at UP Diliman (2016-2018). The National Academy of Science and Technology (NAST) awarded her the Outstanding Young Scientist in Economics in 2016. She earned her BS in Business Economics and MA in Economics from the University of the Philippines. She obtained her PhD in Economics from the University of Hawai'i in 2012 under the East-West Center Graduate Degree Fellowship Program.



ATTY. MARILYN BARUA-YAP
Chairperson, Civil Service Commission
Trustee, DAP Board of Trustees

Atty. Marilyn Barua-Yap is a distinguished Filipino lawyer, civil servant, and academic with an impressive career spanning over three decades. Her expertise in governance, legislative management, and public administration has positioned her as a key figure in the Philippines' civil service and educational landscape.

Atty. Barua-Yap is a proud alumna of the University of the Philippines Diliman, where she earned a Bachelor of Arts in English and Comparative Literature, graduating cum laude, and a Bachelor of Laws, passing the Philippine Bar Examination in 1985. She furthered her education with a Doctorate in Public Administration from the UP National College of Public Administration and Governance and a Master in Public Management from the Ateneo School of Government, Ateneo de Manila University.

She currently serves as Chairperson of the Civil Service Commission (CSC), a position she was appointed to on October 16, 2024, by President Ferdinand Marcos Jr., with her term extending until February 2, 2029. She also serves as Member of the Board of Trustees of the DAP, contributing to the academy's mission of promoting excellence in governance and public management.

Her professional career includes serving as Secretary General of the House of Representatives from 2007 to 2013, where she was the first woman to hold the position and effectively managed legislative processes during the 14th and 15th Congresses. Prior to her CSC appointment, she served as Undersecretary at the Department of Agrarian Reform (DAR), where she oversaw Special Concerns and External Affairs and Communications and played a pivotal role in policy advocacy and program implementation. Atty. Barua-Yap has also been a lecturer at the University of the Philippines Diliman, imparting knowledge in law and public administration.



FRANCISCO P. TIU LAUREL

Secretary, Department of Agriculture
Trustee, DAP Board of Trustees

Secretary Francisco “Kiko” P. Tiu Laurel shares President Ferdinand R. Marcos Jr.’s vision to modernize the agriculture sector, uplift the lives of farmers and fishers, and ensure food security for Filipinos.

Secretary Tiu Laurel has decades of experience managing companies engaged in fisheries, most notably the family-owned Frabelle Fishing Corporation, as well as marine enterprises, food processing, cold chain and logistics, real estate, and power.

His extensive experience in these industries from a young age has provided him with invaluable real-world expertise in navigating challenges and opportunities.

Beyond his individual success over the years, he has led numerous organizations such as the World Tuna Purse Seine Organization, actively championing sustainable fishing practices and advocating for responsible resource management and environmental preservation.

As Agriculture Secretary, he aims to revolutionize the sector by focusing on science-based approaches, promoting mechanized farming, and leveraging technological advancements.

He envisions a future where Filipino farmers thrive through improved farming practices — equipped with advanced knowledge and tools to optimize yields and overcome challenges — contributing to a food-secure and self-sufficient Philippines.



CONRADO M. ESTRELLA

Secretary, Department of Agrarian Reform
Trustee, DAP Board of Trustees

Secretary Conrado M. Estrella, former House deputy speaker, currently heads the Department of Agrarian Reform under President Ferdinand ‘Bongbong’ Marcos Jr.’s administration, a position previously held by his grandfather, Conrado F. Estrella Sr., during the elder Marcos’ administration.

Secretary Estrella is no stranger to government service. As an AB history and political science graduate, he continued the legacy of his grandfather and father, former congressman Robert M. Estrella Jr., as a civil servant. He first served as a provincial board member and chaired the Committee on Agrarian Reform from 1980-1985.

Elected to the House of Representatives from 1987 to 2010, representing Pangasinan’s sixth District, he became one of the youngest elected representatives at 26. During this time, he was an active member of the Committee on Agrarian Reform.

In Congress, his priority was addressing farmers’ grievances. He authored over 90 measures in the 18th Congress. Among bills filed in the last three years were proposals to enhance farmers’ resilience against climate change, improve financing for farmers and fisherfolk, and establish “instructional gardening programs” in all Philippine elementary and secondary schools.

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 the agricultural sector’s needs were not overlooked.

Under President Ferdinand Marcos Jr.’s leadership, Secretary Estrella III continues to advocate for real change in agrarian reform.



AMENAH F. PANGANDAMAN

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

Secretary Amenah F. Pangandaman holds the distinction of being the first Muslim Budget Secretary and the sole female member of the country's economic team.

With 20 years of government service across legislative, executive branches, and the Central Bank, she possesses a unique perspective on Philippine bureaucracy and a profound understanding of various sectors' interplay in the economy.

Before 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 was also undersecretary and functional group head of the Office of the Secretary at the DBM during the Duterte Administration.

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

Committed to supporting President Ferdinand R. Marcos Jr.'s administration in achieving broad-based and inclusive economic recovery, she aims to advance prudent fiscal management, modernize the budget system, embed sustainability and green principles in government spending, and promote sustainable economic growth through strategic investments in high-impact infrastructure and human capital development.

Secretary Pangandaman holds 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.



JUAN EDGARDO M. ANGARA
Secretary, Department of Education
Trustee, DAP Board of Trustees

Secretary Juan Edgardo Angara has served more than two decades—nine (9) as Aurora Province representative and eleven (11) as Senator from 2013 to 2024. In July 2024, he was appointed by President Bongbong Marcos Jr. to head the Department of Education (DepEd).

He has since vowed to work on reforming the education system to graduate more job-ready individuals; addressing the problems identified by international assessments; bridging infrastructure and learning materials backlogs, among others; opening more opportunities for teachers; and enabling more private sector partnerships with schools.

He sponsored or authored more than 340 measures, which include landmark measures on transitioning to the K to 12 Program; making kindergarten accessible to Filipino families; providing free college tuition in State Universities and Colleges (SUCs); building child development centers (CDCs) across the country; establishing a more targeted student financial assistance system; institutionalizing and raising the allowance of teachers for their supplies in the classroom; granting student fare discounts all-year-round; developing different education pathways for alternative learning, distance education, and ladderized programs; and implementing a nationwide policy against bullying.

Senator Sonny is a graduate of Xavier School, the London School of Economics, the University of the Philippines College of Law, and Harvard Law School. He has been a regular newspaper columnist. He was the co-team captain of the Senate Defenders, the official basketball team of the Senate.

He is happily married to wife Tootsy and they have three children.

“Education is a pillar of our nation’s progress. It is only through a nation’s efforts that education will be improved and made more effective. I hope we can all work together.”



MARIA ANTONIA YULO LOYZAGA
Secretary, Department of Environment
and Natural Resources
Trustee, DAP Board of Trustees

Secretary Maria Antonia Yulo Loyzaga currently heads the Department of Environment and Natural Resources of the Philippines.

Secretary Loyzaga previously served as the president of the National Resilience Council (NRC), a science and technology-based public-private partnership aimed at implementing 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 and also served as a Director of the UNDRR's Alliance for Disaster Resilient Societies Philippines initiative, where NRC leads the Disaster Risk Management Strategies work theme.

She also served on the Science Advisory Board of the Integrated Research on Disaster Risk International Center of Excellence-Taipei and was a governing board member of the Future Earth Global Secretariat Hub-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.

Before these appointments, Secretary Loyzaga was the executive director of the Manila Observatory from 2007-2016 and a trustee of Ateneo de Manila University from 2007 to 2017. During this period, she was appointed to the Department of Science and Technology-Committee on Space Technology Applications and to the UNESCO National Commission's Committee on Science and Technology.

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



RALPH GONZALEZ RECTO

Secretary, Department of Finance
Trustee, DAP Board of Trustees

Secretary Ralph Gonzalez Recto currently leads the Department of Finance and serves as a member of the Monetary Board, the highest policy-making body of the Bangko Sentral ng Pilipinas, representing the government.

Prior to his appointment to the DOF, Secretary Recto served as deputy speaker of the House of Representatives in the 19th Congress, representing the sixth District of Batangas. His extensive political career includes three terms in the Senate from 2001 to 2007 and from 2010 to 2022, where he held key positions such as senate president pro tempore (16th to 18th Congresses), Senate Minority Leader (17th Congress), and chairperson of the Committee on Ways and Means (12th, 13th, and 15th Congresses). He started his political career as Representative of the fourth District of Batangas from 1992 to 2001.

Among the major laws he principally authored/sponsored include the following: Tax Reform for Acceleration and Inclusion Act; the Universal Healthcare Act; the Rice Tariffication Act; the Ease of Doing Business and Efficient Government Service Delivery Act of 2018; the General Tax Amnesty; the Rationalization of Excise Tax on Automobiles; and the Social Reform and Poverty Alleviation Act.

He is also known for his steadfast leadership, particularly his decisive actions during crises. With world markets reeling from the global financial crisis in 2008, he accepted the call to serve as Socioeconomic Planning Secretary. As NEDA chief, he led the crafting and monitoring of the government's Economic Resiliency Plan (ERP). To protect the gains from the ERP and prepare the country for a strong resurgence, he introduced the Reloading Economic Acceleration Plan.

He holds a bachelor's degree in Commerce majoring in Business Management from the De La Salle University in Manila. He also earned masteral units in Business Economics from the University of Asia and the Pacific, and in Public Administration from the University of the Philippines. Additionally, he completed a Leadership Course at the John F. Kennedy School of Government at Harvard University.



DR. TEODORO J. HERBOSA
Secretary, Department of Health
Trustee, DAP Board of Trustees

Dr. Teodoro “Ted” J. Herbosa, the Health Secretary, served as undersecretary in the Philippines’ health system from 2010 to 2015. His noteworthy achievements include making healthcare accessible to everyone in achieving Universal Health Care.

Among the significant projects he led include the upgrading of public hospitals through Health Facilities Enhancement Funds and Public-Private Partnerships, and developing the National eHealth Strategic Framework Plan ensuring top-notch information management.

During the aftermath of Typhoon Haiyan in 2013, he also coordinated foreign medical teams, showcasing his commitment to public health in times of crisis.

Secretary Herbosa, who holds expertise in Trauma Surgery and Disaster Medicine, pioneered Fellowship programs at the University of the Philippines for Trauma Surgery and the Residency Program in Emergency Medicine. Notably, he has held several international posts as he was a professor of Emergency Medicine at Universiti Kebangsaan Malaysia. He established the Center for Research in Emergency Medicine and led international efforts, including roles at Johns Hopkins University and the World Association for Disaster and Emergency Medicine. His contributions extend to the World Health Organization’s Safe Surgery initiative.

As a devoted community leader, he currently chairs Physicians for Peace, Philippines, and previously served as vice president of the UP Alumni Association. Among his accolades are the 2011 UPAA Distinguished Award for Public Service, the 2013 UPAA Distinguished Service Award, and the 2012 Rotary International D3780 Rotary Golden Wheel Award. As executive vice president of the University of the Philippines System from 2017 to 2021, he achieved notable milestones, including hosting international conferences, strengthening ties with Southern Taiwan University, advancing research on Road Safety, and establishing the UP COVID-19 Pandemic Response Team for nationwide employee safety.



LUCAS P. BERSAMIN

Executive Secretary, Office of the President of the Philippines
Trustee, DAP Board of Trustees

Executive Secretary Lucas P. Bersamin hails from Bangued, Abra. He finished his law degree from the University of East College of Law in 1973 and placed ninth 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, Executive Secretary Bersamin had an extensive career in the judiciary starting as the 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 an associate justice of the Supreme Court, and on November 28, 2018, he became chief justice, a post he held until October 17, 2019.

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

DAP Officers

Organizational Unit	Name	Designation
A. CORPORATE OFFICES		
Office of the President and Chief Executive Officer		Chief of Staff & Head Executive Assistant
Council of Fellows	Joanne Liezl Q. Nuque	Officer-in-Charge
Office of the Academy Registrar	Chester B. Cabalza	Officer-in-Charge
APO DAP Secretariat	Armand Tristan R. Suratos	Head and Liaison Officer
	Rizalito E. Legaspi	Manager
DAP Research and Development Office	Immanuel A. Magalit	Office Director
Center for Strategic Futures	Alan S. Cajés	Head
	Donna Pamela D. Gonzales	Program Manager
Office of the Board Secretary	Atty. Marie Anne Cora H. Uy	Board Secretary
Internal Audit Services	Roel R. Preciados	Acting Manager
Corporate Concerns Center	Alan S. Cajés	Vice President
Corporate Operations and Strategy Management	Catherine S. Luzuriaga	Director
Institutional Marketing Center	Joanne Liezl Q. Nuque	Director
DAP sa Mindanao	Mark Lemuel L. Garcia	Vice President
Project Management Office	Avon P. Sinajon	Office Director
B. PROGRAMS OPERATIONS GROUP		
Office of the Senior Vice President for Programs	Magdalena L. Mendoza	Senior Vice President
PRODUCTIVITY AND DEVELOPMENT CENTER		
Office of the Vice President	Arnel D. Abanto	Vice President
Productivity Development Research Office	Monica D. Saliendres	Director
Modernizing Government Regulations Program	Lea S. Peralta	Officer-in-Charge (with rank of Program Manager)

Organizational Unit	Name	Designation
Productivity and Quality Training Office	Ma. Theresa A. Agustin	Director
Advocacy and Institutional Development Office	Angela C. Vargas	Officer-in-Charge (with rank of Director)
Government Quality Management Program	Yuri R. Munsayac	Program Manager
Technology Management Office	Samuel C. Rosal	Director
CENTER FOR GOVERNANCE		
Office of the Vice President	Imelda C. Caluen	Vice President
AO25 Secretariat	Maria Rosario A. Ablan	Director
COE-PSP	Peter Dan B. Baon	Program Director
Operations Management Office	Alvin P. Principe	Director
Policy Research Office	Gilbert E. Lumantao	Director
Capability Building on Innovative Leadership for Legislative Staff	Sheena Carmina V. Mateo	Program Manager
Local Governance and Development Office	Jannis T. Montanez	Director
Adaptive Governance and Innovation of Local Executive	Melinda Patricia Nena G. Tabucan-Hipol	Program Manager
Local Government Executives and Managers Class	Michelle N. Belga	Program Manager
CENTER FOR CES DEVELOPMENT		
Office of the Vice President	Nanette C. Caparros	Vice President
Advocacy and Admissions Office	Reina Carmelita F. Young	Director
Senior Executive Development Office	Sheryl D. Reyes	Director
Junior Executive Development Office	Myda A. Nieves	Director

Organizational Unit	Name	Designation
SUSTAINABLE HUMAN DEVELOPMENT PROGRAM		
Office of the Director	Dorothea C. Boy-Navarro	Director
Environment and Sustainable Development Unit	Marites D. Solomon	Program Manager
Human Development Unit	Melonie J. Tejol	Program Manager
C. GRADUATE SCHOOL OF PUBLIC AND DEVELOPMENT MANAGEMENT		
Office of the Dean	Lizan E. Perante-Calina	Dean
Security Governance and Diplomacy Cluster	Alyn Joy D. Baltazar	Program Manager
Health Governance and Social Protection Cluster	Ma. Felicidad F. Billedo	Program Manager
Sustainable Development and Regional and Local Governance Cluster	Charissa Anna R. Maquiraya	Program Manager
D. SERVICES GROUP		
Office of the Senior Vice President for Services	Alan S. Cajés	Acting Senior Vice President
	Armin James S. Kraft	Chief Security Officer
ADMINISTRATIVE DEPARTMENT		
Office of the Department Manager	Nelson L. Casalan	Department Manager
General Services Division	Nelson L. Casalan	Division Chief
Café Services	Veronica V. Ferrer	Manager
Logistics Division	Rodel DV. Castillo	Division Chief
BAC Secretariat	Rodel DV. Castillo	Officer-in-Charge
Central Documentation and Records Division	Monina A.R. De Armas	Head
	Liza Rose I. Fetalino	Manager
Information and Communications Technology Division	Jomar A. Pastrana	Division Chief

Organizational Unit	Name	Designation
HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT DEPARTMENT		
Office of the Department Manager	Richa S. Tibo	Department Manager
Human Resource Management Division	Carolyn Ruby Pilar L. Rivera	Division Chief
Human Resource Development Division	Marietta Q. Umbay	Division Chief
FINANCE DEPARTMENT		
Office of the Department Manager	Anatalia SD. Barawidan	Department Manager
Budget Division	Marilyn P. Son	Division Chief
Accounting Division	Jocelyn DC. Ybanez	Division Chief
Treasury Division	Gloria B. Lim	Acting Division Chief
DAP CONFERENCE CENTER (DAPCC)		
Office of the Department Manager	Pag-asa L. Dogelio	Department Manager
Food and Beverage Services	Lara Mae B. Mendoza	Officer-in-Charge
Facilities Marketing and Sales Office	Liberty P. Angcaya	Manager
Rooms and Facilities Services	Lee Arvin C. Garcia	Manager
Engineering and Maintenance Services	Engr. Alberto Angelo M. Jimenez	Manager
Support Services	Danilo C. Filarca	Manager
DAPCC Physical Expansion Project	Antonio L. Alegria	Acting Manager

Financial Statements



Republic of the Philippines
COMMISSION ON AUDIT
Commonwealth Avenue, Quezon City

INDEPENDENT AUDITOR'S REPORT

THE BOARD OF TRUSTEES

Development Academy of the Philippines
DAP Building, San Miguel Avenue
Pasig City

Report on the Audit of the Financial Statements

Qualified Opinion

We have audited the financial statements of the Development Academy of the Philippines (DAP), which comprise the statements of financial position as at December 31, 2024 and 2023, and the statements of financial performance, statements of changes in net assets/equity, and statements of cash flows for the years then ended, statement of comparison of budget and actual amounts for the year ended December 31, 2024, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects and possible effects of the matters described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of DAP as at December 31, 2024 and 2023, and its financial performance and its cash flows for the years then ended in accordance with International Public Sector Accounting Standards (IPSASs).

Basis for Qualified Opinion

The faithful representation of the balance of the Property, Plant and Equipment (PPE) accounts, with a total cost of P560.258 million and a carrying amount of P291.802 million, could not be established due to the following deficiencies:

- a. Building and Other Structures account, with a carrying amount of P70.598 million, was affected by: i) Non-maintenance of PPE Ledger Cards and Property Cards to substantiate the balance; ii) use of inappropriate useful lives and residual values in depreciating capitalized repairs, improvements, betterments and additions;
- b. Report on the Physical Count of PPE included 195 unaccounted items amounting to P19.722 million;
- c. Land account was overstated by P1.026 million due to the inclusion of unsubstantiated land improvements; and
- d. Overstatements were also noted in the Machinery and Equipment (M & E), Accumulated Depreciation - M & E, Accumulated Impairment Losses - M & E and

Accumulated Surplus/(Deficit) accounts amounting to P4.283 million, P3.730 million, P216,607 and P0.647 million, respectively, due to the non-derecognition of disposed properties.

These deficiencies cast doubt on the reliability of the recorded balances, and affect the fair presentation of the PPE accounts in the financial statements, contrary to Paragraphs 3.10 and 3.11 of the Conceptual Framework for General Purpose Financial Reporting (CFGPFR) by Public Sector Entities (PSE) and Paragraph 27 of IPSAS 1.

Also, the faithful representation of the Receivables account, with a recorded balance of P217.285 million and a net realizable value of P125.388 million as at December 31, 2024, could not be ascertained due to:

- a. Variances between the recorded balances in the books and the confirmed balances, totaling P12.404 million; and
- b. The existence of dormant accounts amounting to P52.831 million, which were still recorded in the books at year-end, contrary to the provisions of Paragraph 72 of IPSAS 41.

These deficiencies affect the fair presentation of the Receivables account in the financial statements, contrary to Paragraph 27 of IPSAS 1, and Paragraphs 3.10 and 3.11 of CFGPFR by PSE.

Moreover, the Unearned Revenue/Income and Accounts Receivable – Government accounts were both overstated by P10.392 million, while the Accumulated Surplus/(Deficit) account was understated by the same amount due to the recording of advance billings to clients for contracted projects despite the non-completion of deliverables/services and the non-receipt of payments. Such recording constitutes an error in recognizing revenue and affects the fair presentation of the accounts in the financial statements, contrary to Paragraphs 14 and 19 of IPSAS 9, and Paragraph 27 of IPSAS 1.

We were not able to perform alternative audit procedures to determine if any adjustments to the PPE, Receivables, and Other Unearned Revenue/Income accounts are necessary due to the status of records of the DAP's Accounting Division.

We conducted our audits in accordance with the International Standards of Supreme Audit Institutions (ISSAIs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of DAP in accordance with the Revised Code of Conduct and Ethical Standards for the Commission on Audit Officials and Employees (Code of Ethics) together with the ethical requirements that are relevant to our audit of the financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with IPSASs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the DAP's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate DAP or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the DAP's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the DAP's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the DAP's ability to continue as a going concern. If we conclude that a material

uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause DAP to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information for the year ended December 31, 2024, required by the Bureau of Internal Revenue as disclosed in Note 34 to the financial statements is presented for purposes of additional analysis and is not a required part of the basic financial statements prepared in accordance with IPSASs. Such supplementary information is the responsibility of management.

COMMISSION ON AUDIT


SUZETTE G. PORNALES
Supervising Auditor
Audit Group G – Development, Media and Other Agencies 1
Cluster 6-Social, Cultural, Trading, Promotional and Other Services
Corporate Government Audit Sector

April 23, 2025

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF FINANCIAL POSITION
As at December 31, 2024 and 2023
(In Philippine Peso)

	Note	2024	2023 (As Restated)
ASSETS			
Current Assets			
Cash and cash equivalents	6	715,779,965	472,697,036
Investments	7	423,948,977	738,816,542
Receivables - net	8	102,078,312	110,583,286
Inventories	9	3,532,989	4,386,232
Other current assets	13.1	31,601,101	24,286,807
		1,276,941,344	1,350,769,903
Non-Current Assets			
Investments	7	328,753,591	129,864,767
Receivables - net	8	23,309,395	8,966,903
Property, plant and equipment - net	10	291,801,502	285,728,952
Intangible assets	11	162,808	343,231
Deferred tax assets	12	12,948,643	9,302,849
		656,975,939	434,206,702
TOTAL ASSETS		1,933,917,283	1,784,976,605
LIABILITIES			
Current Liabilities			
Financial liabilities	14	112,292,109	113,086,718
Inter-agency payables	15	18,102,691	19,618,844
Trust liabilities	16	1,412,402	1,312,350
Deferred credits	17	4,720,025	5,540,902
Unearned revenue/income	18	25,664,358	24,367,803
Other payables	20	9,262,637	26,984,788
		171,454,222	190,911,405
Non-Current Liabilities			
Financial liabilities	14	25,578,836	27,894,104
Inter-agency payables	15	118,131,815	125,615,159
Trust liabilities	16	15,079,601	15,773,824
Deferred credits	17	29,858,503	28,327,379
Unearned revenue/income	18	4,590,746	-
Provision for leave credits	19	116,923,832	117,803,429
Other payables	20	53,804,521	27,051,610
		363,967,854	342,465,505
TOTAL LIABILITIES		535,422,076	533,376,910
NET ASSETS (TOTAL ASSETS LESS TOTAL LIABILITIES)		1,398,495,207	1,251,599,695
NET ASSETS/EQUITY			
Government equity	21	47,500,000	47,500,000
Donated capital	22	160,488,578	160,488,578
Accumulated surplus/(deficit)	23	1,190,506,629	1,043,611,117
TOTAL NET ASSETS/EQUITY		1,398,495,207	1,251,599,695

The notes on pages 11 to 52 form part of these financial statements.

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF FINANCIAL PERFORMANCE
For the Years Ended December 31, 2024 and 2023
(In Philippine Peso)

	Note	2024	2023 (As Restated)
REVENUE			
Service and business income	24	284,107,188	237,560,750
		284,107,188	237,560,750
LESS: CURRENT OPERATING EXPENSES			
Personnel services	25	339,054,598	343,630,813
Maintenance and other operating expenses	26	480,864,446	425,484,462
Financial expenses	27	114,190	52,167
Non-cash expenses	28	23,818,849	18,463,765
Total Current Operating Expenses		843,852,083	787,631,207
Deficit from Current Operations		(559,744,895)	(550,070,457)
Non-operating income/gain	29.1	2,027,961	2,611,372
Non-operating losses	29.2	(1,740,554)	(2,450,502)
Deficit before Subsidy		(559,457,488)	(549,909,587)
Subsidy from the national government	30	706,353,000	811,818,712
Net Surplus for the Period		146,895,512	261,909,125

The notes on pages 11 to 52 form part of these financial statements.

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF CHANGES IN NET ASSETS/EQUITY
For the Years Ended December 31, 2024 and 2023
(In Philippine Peso)

	Accumulated surplus/(deficit) Note 23	Government equity Note 21	Donated capital Note 22	Total
BALANCE AT JANUARY 1, 2023	687,746,777	47,500,000	160,488,578	895,735,355
Adjustments:				
Add/(Deduct):				
Closing of non-moving accounts	(4,951,680)	-	-	(4,951,680)
Reclassification/adjusting entries	98,906,895	-	-	98,906,895
RESTATED BALANCE AT JANUARY 1, 2023	781,701,992	47,500,000	160,488,578	989,690,570
Changes in net assets/equity for CY 2023				
Add/(Deduct):				
Surplus/(Deficit) for the period	140,409,384	-	-	140,409,384
Surplus/(Deficit) adjustment in 2023	121,499,741	-	-	121,499,741
RESTATED BALANCE AT DECEMBER 31, 2023	1,043,611,117	47,500,000	160,488,578	1,251,599,695
Changes in net assets/equity for CY 2024				
Add/(Deduct):				
Surplus/(Deficit) for the period	146,895,512	-	-	146,895,512
BALANCE AT DECEMBER 31, 2024	1,190,506,629	47,500,000	160,488,578	1,398,495,207

The notes on pages 11 to 52 form part of these financial statements.

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF CASH FLOWS
For the Years Ended December 31, 2024 and 2023
(In Philippine Peso)

	Note	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash Inflows			
Collection of revenues		29,360,857	17,134,682
Receipt of assistance/subsidy		706,353,000	709,259,009
Collection of receivables		218,622,243	158,796,988
Receipt of inter-agency fund transfers		3,826,098	9,480,904
Trust receipts		4,748,667	3,288,783
Other receipts		5,313,718	33,350,047
Total Cash Inflows		968,224,583	931,310,413
Adjustments		73,417,411	242,221,882
Adjusted Cash Inflows		1,041,641,994	1,173,532,295
Cash Outflows			
Payment of expenses		662,754,399	620,475,149
Payment of other payables		30,931,305	35,482,811
Purchase of inventories		16,064,276	11,340,516
Grant of cash advances		19,800,194	21,572,347
Prepayments		6,014,447	5,563,725
Refund of deposits		-	727,846
Payment of accounts payable		5,264,548	627,918
Remittance of personnel benefits, contributions and mandatory deductions		117,090,651	115,705,062
Other disbursements		1,287,393	2,364,228
Release of inter-agency fund transfers		2,763,375	57,899,253
Total Cash Outflows		861,970,588	871,758,855
Adjustments		55,600,691	313,804,308
Adjusted Cash Outflows		917,571,279	1,185,563,163
Net Cash Provided by/(Used in) Operating Activities	31	124,070,715	(12,030,868)
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash Inflows			
Receipt of interest earned		37,702,738	15,353,151
Proceeds from matured investments/ redemption of long-term investments		639,997,296	190,350,709
Total Cash Inflows		677,700,034	205,703,860
Cash Outflows			
Purchase/construction of property, plant and equipment		38,975,227	24,777,705
Purchase of investments		520,000,000	639,997,296
Total Cash Outflows		558,975,227	664,775,001
Net Cash Provided by/(Used in) Investing Activities		118,724,807	(459,071,141)
Net Increase/(Decrease) in Cash and cash equivalents		242,795,522	(471,102,009)
Effects of exchange rate changes		287,407	21,367
Cash and cash equivalents, January 1		472,697,036	943,777,678
Cash and Cash Equivalents, December 31	6	715,779,965	472,697,036

The notes on pages 11 to 52 form part of these financial statements.

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS
For the Year Ended December 31, 2024
(In Philippine Peso)

	Note	Budgeted Amount		Actual Amounts on Comparable Basis	Difference Final Budget and Actual
		Original	Final		
RECEIPTS					
Service and business income	24	539,896,000	539,896,000	284,107,188	255,788,812
Assistance and subsidy	30	831,743,000	831,743,000	706,353,000	125,390,000
Total receipts		1,371,639,000	1,371,639,000	990,460,188	381,178,812
PAYMENTS					
Personnel services	25	361,017,000	361,017,000	339,054,598	21,962,402
Maintenance and other operating expenses	26	586,048,000	522,642,000	480,864,446	41,777,554
Capital outlay		424,326,000	424,326,000	38,975,227	385,350,773
Total payments		1,371,391,000	1,307,985,000	858,894,271	449,090,729
NET RECEIPTS/(PAYMENTS)		248,000	63,654,000	131,565,917	(67,911,917)

The notes on pages 11 to 52 form part of these financial statements.

Annex: List of 2024 Projects

Client Name	Project Title	Center
Agricultural Training Institute	Assessing the Effectiveness of Selected Farmers' Information and Technology Services Centers in Delivering Information to Local Farmers	CFG
Anti-Red Tape Authority	Phase VI: Capability Development on Regulatory Impact Assessment for Priority Agencies of the Anti-Red Tape Authority	PDC
APO/DAP/Government and Private Institution	APO-Asian Development Bank Institute (ADBI) Joint Study on the Impact of COVID-19 on SMEs: 4th Round	PDC
APO/DAP/Government and Private Institution	Study on the Feasibility of having a National Certification for Productivity Specialists	PDC
APO/DAP/Government and Private Institution	China Productivity Center Study Mission to the Philippines - Closing the Loop: Introducing Food Waste Recycling as a Climate Solution through the Circular Economy/Green Productivity Pathway	SHDP
APO/DAP/Government and Private Institution	Study Mission from the Philippines to the Republic of China on the theme: Circular Economy, Resource Recycling and Waste Management	SHDP
Armed Forces of the Philippines	Master in Public Management Major in Development and Security (Batch 19)	GSPDM
	Master in Public Management Major in Development and Security (Batch 20)	
	Master in Public Management Major in Development and Security (Batch 21)	

Client Name	Project Title	Center
Armed Forces of the Philippines	Master in Public Management Major in Development and Security (Batch 22)	GSPDM
	Master in Public Management Major in Development and Security Batch 23	
Asian Productivity Organization	2024 APO COE-PSP Capability Development Projects	CFG
	Training Course on Gainsharing in Agribusiness Enterprises	PDC
	Training Course on Good Regulatory Practices	PDC
BARMM - Office of the Chief Minister	Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the BARMM - Office of the Chief Minister	PDC
Batanes State College	GQMP 2024: Development of a QMS Certifiable to ISO 9001:2015 for the Batanes State College	PDC
Bukidnon State University	BukSU Insyght: A Multidimensional Analysis of the Innovation System for Growth and Holistic Transformation in the Higher Education Institution (Higher Education Research and Innovation Project)	DSM
Bulacan Agricultural State College	Executive Course on Foresight and Futures Thinking for Bulacan Agricultural State College	GSPDM
CARD-MRI Development Institute, Inc.	Master in Productivity and Quality Management Major in Microfinance (Batch 6)	GSPDM
Cavite State University	Expansion of an ISO 9001-Certified QMS for the Cavite State University	PDC
City Government of Caloocan	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the City Government of Caloocan	PDC

Client Name	Project Title	Center
City Government of Meycauayan, Bulacan	GQMP 2024: Development of a QMS Certifiable to ISO 9001:2015 for the City of Meycauayan	PDC
City Government of Navotas	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the City Government of Navotas	PDC
City Government of Ormoc	Certificate Course on Personal Efficacy and Leadership	GSPDM
City Government of Pasig	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the City Government of Pasig	PDC
City Government of Zamboanga	Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the City Government of Zamboanga	PDC
Department of Agrarian Reform	Masters Program in Public Management Major in Rural Development - Pre Implementation	CFG
Department of Budget and Management Cavite State University City Government of Caloocan	Tracer Study of the Modernizing Government Regulations Program (MGRP) Capability Building Participants	CFG
	Harmonization of National Government Performance Monitoring, Information and Reporting System (2024)	CFG
	Adaptive Governance and Innovation for Local Executives (AGILE) Program - ETCBS	CFG
	Capability Building on Innovative Leadership for Legislative Staff (CBILLS) 2024	CFG

Client Name	Project Title	Center
Department of Budget and Management	Capability Building on Innovative Leadership for Legislative Staff (CBILLS) 2024	CFG
	Conference on Youth Education and the Future of Work	CFG
	Local Government Executives and Managers Class (LGEMC) Batch 12	CFG
	Local Government Executives and Managers Class (LGEMC) Short Course on Local Fiscal Administration and Management	CFG
	Local Government Executives and Managers Class FY 2024	CFG
	Center of Excellence for Data Science and Analytics (2024)	OP-SP
	Smart and Creative Communities (2024) - Technical Assistance Component	OP-SP
	Foresight and Anticipatory Governance (2024)	OP-SP
	GQMP 2024: Conduct of the Government Quality Management Program Evaluation	PDC
	GQMP 2024: Foundational Inputs for Enhancing Quality Management System Certification Approach	PDC
	MGR Program 2024 - Regulatory Review Component, P2	PDC
	GQMP 2024: Technical Assistance on Service Quality Improvement for Philippine Sports Commission	PDC

Client Name	Project Title	Center
Department of Budget and Management	MGR Program 2024 - Capacity Development Component, P3	PDC
	Local Government Executives and Managers Class (LGEMC) Batch 11	SHDP
Department of Finance	Technical Assistance on the Expansion of the ISO 9001:2015 - Certified Quality Management System (QMS) of the Department of Finance (DOF)	PDC
Department of Finance and Department of Environment and Natural Resources	Conduct of an Objective, Fact-Finding and Science-Based Review of Performance of Existing Mining and Quarry Operations - Phase III_DENR	COD
Department of Finance and Department of Environment and Natural Resources	Conduct of an Objective, Fact-Finding and Science-Based Review of Performance of Existing Mining and Quarry Operations - Phase III_DOF	COD
Department of Health	Master in Public Management Major in Health Systems and Development Batch 8	GSPDM
	Master in Public Management major in Health Systems and Development Regular Batch 5	GSPDM
	Conduct of Pilot Hackathon Activity - DOH	OP-SP
Department of Health - Davao Center for Health Development	Effective Communication Skills and Interpersonal Relations Training	DSM
Department of Health - NCR	Master in Public Management major in Health Systems and Development Regular Batch 4	GSPDM

Client Name	Project Title	Center
Department of Trade and Industry	Rapid Impact Evaluation of the Kapatid Mentor ME Program (F.Y. 2020-2022)	PDC
	Developing the Micro, Small and Medium Enterprise Development (MSMED) Plan for 2023-2028	PDC
Eastern Visayas State University	Capacity Development on Futures Thinking and Strategic Foresight for Eastern Visayas State University	DSM
Eulogio 'Amang' Rodriguez Institute of Science and Technology	Training on Futures Thinking and Foresight for the Eulogio 'Amang' Rodriguez Institute of Science and Technology	OP-SP
Games and Amusements Board	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Games and Amusements Board	PDC
House of Representatives	Executive Course on Program Administration and Quality Management	GSPDM
Integrated Bar of the Philippines	Crafting the Integrated Bar of the Philippines' Strategic Blueprint for 2024-2028	CFG
Maritime Industry Authority	Capability Development on Regulatory Impact Assessment for the Maritime Industry Authority	PDC
	Advanced Course on Project Development and Management cum Writeshop for the Maritime Industry Authority (MARINA)	SHDP
	Basic Course on Project Monitoring and Evaluation for the Maritime Industry Authority (MARINA)	SHDP
Metropolitan Manila Development Authority	Course on Advanced Monitoring and Evaluation for Metro Manila Flood Management Project	CFG

Client Name	Project Title	Center
Mindanao State University	Executive Course on Foresight and Futures for Mindanao State University - General Santos City	GSPDM
Municipal Government of Candelaria, Zambales	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Municipal Government of Candelaria, Zambales	PDC
Municipal Government of Pilar, Sorsogon	GQMP 2024: Strengthening Risk Management Capability for the Municipal Government of Pilar, Sorsogon	PDC
National Authority for Child Care	Technical Assistance on the Development of a Five-Year Strategic Plan for the National Authority for Child Care	CFG
National Economic and Development Authority	Development of the Minimum Viable Product (MVP) Phase 2 of the Data Observatory Philippines Project	OP-SP
National Fisheries Research and Development Institute	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the National Fisheries Research and Development Institute	PDC
National Irrigation Administration	2022 Farmers' Satisfaction Survey (FSS) and Development of Service Quality Standards for the National Irrigation Administration	PDC
National Transmission Corporation	2023 Client Satisfaction Measurement for the National Transmission Corporation	CFG
National Youth Commission	Course on Basic Project Management for Sangguniang Kabataan (SK) Officials	CFG

Client Name	Project Title	Center
Philippine Air Force	Executive Course in Public Management (Batch 4)	GSPDM
	Executive Course in Public Management (Batch 5)	GSPDM
	Executive Course in Public Management (Batch 6)	GSPDM
	Executive Course in Public Management (Batch 7)	GSPDM
Philippine Army - Office of the Assistant Chief of Staff for Financial Management, G10	Development of a Quality Management System Certifiable to ISO 9001:2015 for the Office of the Assistant Chief of Staff for Financial Management, G10, Philippine Army	PDC
Philippine Coast Guard	Master in Public Management major in Development and Security with specialization in Maritime Safety and Security Batch 3	GSPDM
Philippine Council for Agriculture and Fisheries	Implementation Assessment of the Philippine Food Safety Act of 2013	PDC
Philippine Crop Insurance Corporation	2023 Client Satisfaction Measurement for the Philippine Crop Insurance Corporation	CFG
Philippine Economic Zone Authority	Technical Assistance on Cascading the Philippine Economic Zone Authority (PEZA) Strategic Plan to drive Organizational Performance	CFG
Philippine Reclamation Authority	2023 Client Satisfaction Measurement for the Philippine Reclamation Authority	CFG
Polytechnic University of the Philippines	Development of a Five-Year Strategic Plan for the Polytechnic University of the Philippines	CFG

Client Name	Project Title	Center
Professional Regulation Commission - Region XI	Development of a Quality Management System Certifiable to ISO 9001:2015	DSM
Provincial Government of Quezon	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Provincial Government of Quezon	PDC
Provincial Hospital of Sultan Kudarat	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Provincial Hospital of Sultan Kudarat	PDC
Public and Private	Certificate Course on National and International Security (Batch 2)	GSPDM
	Certificate Course on Productivity and Quality Management (Batch 4)	GSPDM
	Certificate Course on Public Finance and Budgeting (Batch 4)	GSPDM
	Certificate Course on Public Finance and Budgeting (Batch 2)	GSPDM
	Certificate Course on Public Finance and Budgeting (Batch 3)	GSPDM
	Certificate Course on the Foundations of Knowledge Management (Batch 4)	GSPDM
	Master in Public Management (Batch 6)	GSPDM
	Master in Public Management Major in Development and Security Online (Batch 1)	GSPDM

Client Name	Project Title	Center
Public and Private	Master in Public Management Online (Batch 3)	GSPDM
	Master in Public Management Major in Knowledge Management	GSPDM
	Research on Sustainable Development Goals and Futures Thinking 2024	GSPDM
	Procurement of Consultancy Services Pertinent to the Conduct of PAGCOR's Reorganization	GSPDM
	Basic Course on the Development of Productivity Specialists	GSPDM
	PQTO Public Course Offerings on Productivity and Quality Improvement	GSPDM
	Master in Public Management (Batch 6)	GSPDM
	Master in Public Management Major in Development and Security Online (Batch 1)	GSPDM
Public Sector	2023 Course on Advanced Monitoring and Evaluation	CFG
	2024 Course on Policy Design and Development	CFG
	Course on Advanced Monitoring and Evaluation	CFG
	Course on Basic Monitoring and Evaluation	CFG
	Building High Performing Teams through Completed Staff Work and Effective Technical Writing	DSM
	Building High Performing Teams through Completed Staff Work and Effective Technical Writing (Batch 2)	DSM

Client Name	Project Title	Center
Public Sector	Executive Course on Writing of Systematic Literature Review for Publication	DSM
	Training on Futures Thinking	DSM
	Certificate Course on Foresight and Futures Thinking (Batch 10)	GSPDM
	Certificate Course on Foresight and Futures Thinking (Batch 11)	GSPDM
	Certificate Course on Foresight and Futures Thinking (Batch 12)	GSPDM
	Certificate Course on Foresight and Futures Thinking (Batch 13)	GSPDM
	Certificate Course on Hospital Quality Improvement (Batch 6)	GSPDM
	Certificate Course on Hospital Quality Improvement (Batch 7)	GSPDM
	Certificate Course on Hospital Quality Improvement (Batch 8)	GSPDM
	Certificate Course on Strategic Health Communication Governance (Batch 2)	GSPDM
	Certificate Course on Strategic Health Communication Governance (Batch 3)	GSPDM
	Certificate Course on Strategic Health Communication Governance (Batch 4)	GSPDM
	Master in Public Management Major in Health Systems and Development Online (Batch 1)	GSPDM

Client Name	Project Title	Center
Public Sector	Master in Public Management Regular (Batch 5)	GSPDM
	MGR Program 2024: P3 - 30th, 31st, and 32nd Basic Course on RIA	PDC
Relief International Philippines	Development of an Updated Module for Barangay Health Leadership and Management Program (BHLMP) and for Immunization Champions Integrated with GEDSI and Conduct of Training of Trainers	SHDP
Rizal Technological University	Development of a Five-Year Strategic Plan for the Rizal Technological University	CFG
Southern Leyte State University	Executive Course on Foresight and Futures Thinking for Southern Leyte State University	GSPDM
University of Eastern Philippines	Foresight-based Strategic Planning for the University of Eastern Philippines	CFG
University of Science and Technology of Southern Philippines	Bending Reality: a Transformational Immersion to a Strategic Foresight	DSM
Various LGUs	Certificate in Public Management for Cabuyao City	GSPDM
	Risk Communication for Disaster and Climate	SHDP
Various NGAs	Leadership Conference	CCD
	Middle Managers Class Batch 32 - Residential Training	CCD
	Phronetic Leadership Class (Batch 6)	CCD

Client Name	Project Title	Center
Various NGAs	PMDP Middle Managers Class Batch 33 - Residential Training	CCD
	PMDP Middle Managers Class Batch 34 - Residential Training	CCD
	Senior Executives Class (Batch 13)	CCD
	Certificate Course on International Relations and International Law	GSPDM
	GQMP 2024: Citizen Satisfaction Survey Towards the Institutionalization of Service Quality Standards of Frontline Government Agencies	PDC
	AIDO Introductory Course Offerings on the Public Sector Service Excellence and Efficiency Development (SEED) Program	PDC
	Capability Building on the Philippine Quality Award 2023	PDC
	Capability Building on the Philippine Quality Award 2024	PDC
	GQMP 2024: Capability Building Intervention on Quality Management System	PDC
	Course on Basic Project Management	CFG
Various NLAs and GOCCs	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the Basilan State College	PDC
Various SUCs	GQMP 2024: Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the University of the Philippines System Administration	PDC
Zamboanga Peninsula Polytechnic State University	GQMP 2024: Expansion of the ISO 9001:2015 - Certified Quality Management System of the Zamboanga Peninsula Polytechnic State University	PDC

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The 2024 DAP Annual Report is a project of the Institutional Marketing Center and DAP Research and Development Office.

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