



development academy of the philippines

Integrated Management System (IMS) Manual

Approved by:



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development academy of the philippines

EXPLANATORY NOTE

The Integrated Management System (IMS) Manual of the Development Academy of the Philippines (DAP) serves as the primary framework for planning, implementing, evaluating, and continuously improving the Academy's operations. It strategically integrates four core management systems: ISO 9001 Quality Management System (QMS), ISO 21001 Educational Organizations Management System (EOMS), ISO 45001 Occupational Health and Safety Management System (OHSMS), and ISO 14001 Environmental Management System (EMS). Aligned with the adopted international standards, the manual ensures the consistent delivery of quality services while fostering a safe, sustainable work and learning environment.

The IMS scope encompasses DAP's core mandates as a government-owned corporation and the National Productivity Organization (NPO), covering education, training, technical assistance, policy research, and publication. These services are delivered through a Project Management System (PMS) that spans from conceptualization and development to evaluation and closure. The entire system is anchored in the DAP's core values: Dangal (Honor and Integrity), Galing (Smart and Innovative), and Tatag (Stable and Future-ready).

Structurally, the manual defines Management, Operational, and Support processes designed to meet stakeholder needs and regulatory requirements. It establishes rigorous protocols for risk management, internal audits, and management reviews to drive institutional excellence. By institutionalizing these systematic workflows, the DAP aims to provide innovative solutions to national development challenges in education, governance, productivity, and services while maintaining environmental stewardship and workplace safety.



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1.0. Introduction

The Development Academy of the Philippines (DAP) Integrated Management System (IMS) Manual serves as a comprehensive guide for planning, implementing, evaluating, and continuously improving the DAP-IMS, covering the Quality Management System (QMS), Educational Organizations Management System (EOMS), Occupational Health and Safety Management System (OHSMS), and Environmental Management System (EMS).

The IMS Manual ensures the consistent delivery of quality services while promoting a safe, healthy, and conducive learning and working environment for learners, workers, and partners, emphasizing sustainability and safeguarding the environment, and effectively communicating IMS requirements to both internal and external stakeholders.

The DAP maintains internal and external documented information – including the IMS Manual, policies, procedures, work instructions, and applicable laws, standards, and other government issuances – to guide its operations and governance, and retains records as evidence of conformance.

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

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

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

2.0. DAP Profile

2.1. Mandate

The DAP is a government-owned and controlled corporation established in 1973 through Presidential Decree No. 205, as amended by Presidential Decree No. 1061, Executive Order No. 288, and Executive Order No. 45. DAP is currently attached to the Department of Economy, Planning and Development (DEPDev), formerly National Economic Development Authority (NEDA). With these, the DAP is mandated to:

- a. 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;
- b. To promote, carry on and conduct scientific, inter-disciplinary and policy-oriented research, education, training, consultancy, and publication in the broad fields of economics, public administration, and the political and social sciences, generally, involving the study, determination, interpretation, and publication of economic, political, and social facts and principles bearing upon development problems of local, national, or international significance; and,



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- c. To discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asia and the Pacific.

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

It was also through P.D. No. 205 that all functions, funds and properties of the Productivity and Development Center (PDC) was transferred to the NEDA, which was later renamed to DEPdev and, thus, took on the role of the NPO.

2.2. Mission

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

- a. Generate policy and action through research and strategic studies that address development issues and emerging challenges;
- b. Promote excellence in leadership and organizations through training, education, and consultancy; and
- c. Catalyze the exchange of ideas and expertise in productivity and development in Asia and the Pacific.

2.3. Vision

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

2.4. Core Values

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

1. **Dangal (Honor and Integrity)**
Dangal translates to honor, pride, integrity and dignity. In the DAP, it means an adherence to what is right, and to the highest standards of conduct in life and work.
2. **Galing (Smart and Innovative)**
Galing means excellence, being very good or smart, and skilled. In the DAP, this means pursuing excellence in everything it does, innovating to adapt to changing environments and needs, and continuing to develop competencies towards the achievement of its mandates.
3. **Tatag (Stable and Future-ready)**
Tatag or matatag means solid, secure, enduring and future-ready. It also means stable, steadfast and firm. In the DAP, this means agility in a Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) world, as well as principled interventions that promote good government service that will ultimately benefit the Filipino people.



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2.5. IMS Policy

2.5.1 Introduction

As the national capacity development institution (P.D. No. 205, P.D. No. 1061, E.O. No. 288, E.O. No. 45) for capability-building, governance reform, productivity promotion, leadership development, public sector innovation, and development management, the DAP fulfills its mandate through provision of education, training, technical assistance, consultancy, research and publication that contribute to institutional excellence and national development.

The DAP Quality Management System has been in place and certified to ISO 9001 since 2008 which played a huge role in delivering the DAP's products and services. In 2026, the DAP strategically integrated environmental management, occupational health and safety, and educational organization management into its value-driven quality management system.

Corollary to the Vision to provide innovative, effective development and productivity solutions and the Mission to cultivate public sector governance excellence, the DAP implements an Integrated Management System (IMS) that anchors high-level conformance of systematic workflows into daily operations. Actionable IMS Objectives are set:

- Upholding **Dangal** (Honor and Integrity) by ensuring strict legal and regulatory compliance, financial transparency, and academic integrity
- Championing **Galing** (Smart and Innovative) through continuous workflow optimization and the reduction of competency gaps; and,
- Fostering **Tatag** (Stable and Future-ready) by enforcing rigorous risk management, proactive environmental stewardship, and a safe workplace.

The DAP core values, aligned IMS objectives and operational controls actively guide every process and service delivery to advance national development.

2.5.3 IMS Policy

In transforming people and organizations, we are committed to:

- Deliver the highest quality, inclusive, accessible, and learner-centered services on productivity solutions and governance excellence, to build individual, organizational, and institutional capacities;
- Adhere to legal requirements and established professional and ethical standards; and,
- Provide a safe and supportive work and learning space in delivering responsive interventions by ensuring consultation and participation of the Academy workers, eliminating hazards and reducing occupational health and safety risks, managing intellectual property, protecting the environment including preventing pollution, and fulfilling our social responsibility.

To achieve this, we commit to continually improve the effectiveness of our Integrated Management System.



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

2.6. Key Stakeholders

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

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

Key Stakeholders	Needs and Expectations from DAP	Monitoring Strategies
External Stakeholders		
1. Customers The DAP's customers include the following: 1.1. National Government Agencies (NGAs) 1.2. Local Government Units (LGUs) 1.3. Constitutional Bodies 1.4. Legislature 1.5. Judiciary 1.6. Government-Owned or Controlled Corporations (GOCCs) 1.7. International Organizations 1.8. Private Organizations 1.9. Non-Government Organizations (NGOs) 1.10. The Academe Customers also include those who rent DAP facilities both in Pasig and Tagaytay.	a. Quality and innovative project and program interventions in a timely manner and at a competitive cost b. Conducive, well-maintained, safe and secured facilities c. Timely and efficient negotiation and contracting process d. Timely preparation and release of contracts, e. Compliance to the terms and conditions stipulated in the contract f. Prompt delivery of conference facilities services g. Courteous, competent, professional, and approachable frontliners and staff h. Conformance to DAP Service Quality Standards (SQS)	- Course and Speaker Evaluation - Certificate of Project Deliverable Accepted (CPDA) - Certificate of Project Closure - Facility Evaluation - Monitoring of complaints lodged through 8888 Citizen's Complaint Center - Monitoring of feedback lodged through Contact Center ng Bayan - Client Satisfaction Measurement (CSM)



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2. Learners and other beneficiaries These include participants of training and workshops, and students of various degree programs of the DAP.	a. Quality, innovative, inclusive, and accessible program interventions that are timely and relevant to their organization's needs b. Conducive, well-maintained, inclusive, accessible, safe and secured facilities c. Courteous, competent, professional, and approachable staff d. Protection of participants and student's information and intellectual property e. Learner Support f. Grievance Handling g. Academic Integrity	• CHED checks submission of degree graduates • Degree programs Grade sheets • Master's thesis/ Capstones Papers • List of Graduates from Degree and Non-Degree Programs
3. Oversight Agencies These are composed of statutory and regulatory agencies; such as, the Office of the President (OP), Department of Economy, Planning, and Development (DEPDev), Governance Commission for GOCC (GCG), Department of Budget and Management (DBM), Commission on Audit (COA), Bureau of Internal Revenue (BIR), Government Procurement Policy Board (GPPB), Department of Energy (DOE), the Energy Regulatory Commission (ERC), Department of Environment and Natural Resources (DENR), Commission on Higher Education (CHED), Civil Service Commission (CSC), National Archives of the Philippines (NAP), Bureau of Fire and Protection (BFP), Anti-Red Tape Authority (ARTA), National Privacy Commission (NPC), Department of Labor and Employment (DOLE), Occupational Safety & Health Center (OSHC), Department of Health (DOH), Cooperative Development Authority (CDA),	a. Compliance to legal and regulatory requirements b. Timely submission of accurate reports c. Compliance with governance requirements	• Compliance tracker • Monitoring of complaints lodged through 8888 Citizen's Complaint Center • Monitoring of feedback lodged through Contact Center ng Bayan • CHED Checks submission of graduates



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Laguna Lake Development Authority (LLDA), Professional Regulation Commission (PRC), Department of Justice (DOJ), Philippine Commission on Women (PCW), Office of the Government Corporate Counsel (OGCC) and other relevant agencies authorized by law.		
4. Agencies Providing Statutory Benefits to Employees These include the Government Service Insurance System (GSIS), Home Development Mutual Fund (HDMF)/Pag-IBIG Fund and Philippine Health Insurance Corporation (PhilHealth).	a. Timely payment of monthly premium or contribution of regular employees b. Provision of relevant information on benefits, including requirements for application, processing, and payment of premiums and contributions to the DAP employees c. Inform employees of said benefits, the requirements for application and access to those benefits and the timely payment of premiums and contributions.	• Compliance Tracker
5. Local Government Units (LGUs) These include the LGUs of Pasig City, Tagaytay City, Cavite, and Davao City where DAP maintains business offices.	a. Compliance to local ordinances and regulations b. Timely payment of local taxes c. Provide support to local community development programs and projects d. Data & information for monitoring reports	• Compliance Tracker
6. Institutional Partners These include various institutional partners, such as, the Asian Productivity Organization (APO), Academic Partners, and the Council of Fellows.	a. Mutually-beneficial linkages for programs and projects b. Provision of relevant programs and projects to promote productivity and quality technologies for regional and local development c. Implementation and delivery of quality academic programs and activities d. Provision of effective technical, administrative, secretariat services for sponsored projects.	• Partnerships and Linkages Monitoring



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7. Faculty, External Consultants and, Resource Persons Faculty refers to those individuals engaged by the DAP for involvement in capacity building, whether for academic or non-academic programs/projects of the DAP. External consultants and resource persons include individuals engaged by the DAP to deliver a lecture, module or an identified pre-agreed output which contributes to the completion of a project or program intervention of the DAP.	- Clear terms of reference - Timely processing and release of contracts - Provision of competitive rates - Timely processing and release of payment upon completion or delivery of expected outputs - Objective selection of faculty, consultants, and external resource persons - Objective evaluation of performance	- Faculty and Course Evaluation - Letter of Conformance with TOR - Consultants' Categorization Form
8. Suppliers	- Proper coordination - Fair and equal opportunity - Transparency in bidding process - Objective evaluation and re-evaluation - Timely feedback - Timely processing of payments - Clear dispute resolution mechanisms - Accessible administrative staff counterpart	
9. Relevant Communities (e.g. Brgy. San Antonio Emergency Response Group, Ortigas Center Association Inc., OTOP Philippines Hub, Tagaytay Tourism Council)	- Active coordination in emergency readiness - Adherence to local ordinances and regulations - Peace, order, and traffic management coordination - Open communication channels - Timely information - Participation in community building initiatives	
Internal Stakeholders		
10. DAP Board of Trustees	- Compliance to directives and resolutions - Effective implementation of actions taken on issues raised - Timely reporting of results of actions taken	



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	d. Effective and efficient performance of DAP (resources and quality)	
11. DAP officials and employees and the DAP Personnel Association (DAPper) The DAP Personnel includes plantilla and non-plantilla personnel.	a. Timely provision of compensation, benefits, and incentives b. Proper implementation of CSC rules and guidelines c. Transparent management and operations of processes d. Regular monitoring of performance and objective performance appraisal e. Provision of competency-based interventions f. Conducive, inclusive, accessible, adequate, well-maintained facilities, and safe and secured work-environment g. Provision of adequate resources such as but not limited to perform work assignments h. Protection of personnel's personal information i. Employee development discussions and structured training programs for continuing personal and professional development for employees. j. Clear policies and guidelines for human resources management k. Evidence-based decisions on human resource matters l. Promotion of human resource welfare interventions m. Effective and objective settlement of personnel-related issues n. Management support in DAPper-initiated activities o. Collective negotiation agreement (participation of DAPper authorized representatives in the management of DAP)	• Client Satisfaction Measurement (CSM) • Incident reports • Strategic Performance Management System (SPMS)



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12. DAP Offices and Units	a. Inter-office collaboration b. Cooperation and effective communication c. Timely provision of services, transactions, requests d. Approachable and courteous staff e. Promotion of culture of knowledge-sharing	
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2.7. Products and Services

The DAP's products and services are its programs and projects aligned with its strategic thrusts, i.e. promote competition, improve regulatory efficiency, practice good governance, and continually improve bureaucratic productivity and efficiency.

The DAP's products and services are:

- a. **Capacity Development (Training Programs)** - in-house/residential or public course offering through in-person or online method, that are designed to increase the technical knowledge, skill, and attitude of learners in order to provide value-adding intervention to an identified competency gap. The DAP offers customized and targeted capacity development for government institutions that can be done multi-year. Training certificates are issued to participants who have completed or participated in the course.

In 2026, the DAP started preparing to institutionalize a nationwide accreditation and equivalency program for degree offerings in leadership and management. Thus, the programs are to be designed as stackable, ultimately leading to a master's degree, with the emergence of micro-credentials both locally and internationally. This initiative ensures access to structured, progressive, and context-responsive learning opportunities that continuously enhance competencies and qualifications among public servants across various sectors nationwide.

- b. **Education Programs** - degree courses and ladderized programs, either public offering or designed specifically for an institution, that provide instruction on public management, productivity and quality management that aims to facilitate learning, or acquisition of skills, values, beliefs, and habits through various pedagogies. These programs lead to a degree or certificates.
- c. **Technical Assistance** - consulting services by which expert knowledge are provided to customers to assist them in addressing various organizational issues through implementation or institutionalization of appropriate development tools and techniques, such as, quality management system, 5S good housekeeping, strategic planning, performance management system, environmental scanning, knowledge management, innovation, organizational development, among others.
- d. **Research** - interventions provided to help organizations understand and describe issues, make hypotheses, generalize and formulate conclusions in order to support decision-making or influence policies, such as, customer



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satisfaction survey, impact assessments, organizational effectiveness assessments, vulnerability assessments, standards development, among others. Research work is usually published or presented to clients and/or key stakeholders.

- e. **Publication** - printed or digital materials that document, preserve, and reproduce knowledge on good governance, productivity, and organizational development, among others.

The DAP's research and knowledge outputs may be accessed through knowledge banks available online. These aim to provide organizations and individuals with access to information relevant to their line of work.

The DAP is committed to advancing digital transformation and enhancing the delivery of capacity-building, research, and knowledge management functions. Central to this effort is the strengthening of an efficient, real-time, and AI-integrated Learning Management System (LMS) through Linang. It serves as a digital infrastructure enabling scalable, technology-enabled, and future-ready learning delivery across the DAP.

2.8 Office Locations / Sites

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

2.8.1. DAP Office in Ortigas Center, Pasig City

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

2.8.2. DAP sa Mindanao (DsM), Davao City

The DsM caters to programs and projects related to the strategic thrusts of the DAP focusing in the Mindanao area.

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

The DAP Conference Center, located in Tagaytay City, is a 4.08-hectare, self-contained training facility of the DAP. It provides comprehensive services for both residential and non-residential training, workshops, and events, catering to DAP-organized activities, government agencies, private organizations, and individuals.

The facility features an in-house kitchen and food production area that delivers full banquet services to guests throughout their stay. The two main dining areas can accommodate 500 seated guests. The barbecue plaza can support 200-400 guests for an outdoor dining set-up.

Combined with high-capacity infrastructure with professional expertise in conference facility management, the center can comfortably accommodate 300 individuals in its guest rooms and cottages, while hosting up to 1,200 participants in its adjustable, audio-visual equipped training and conference rooms.

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

3.1. Functional Structure

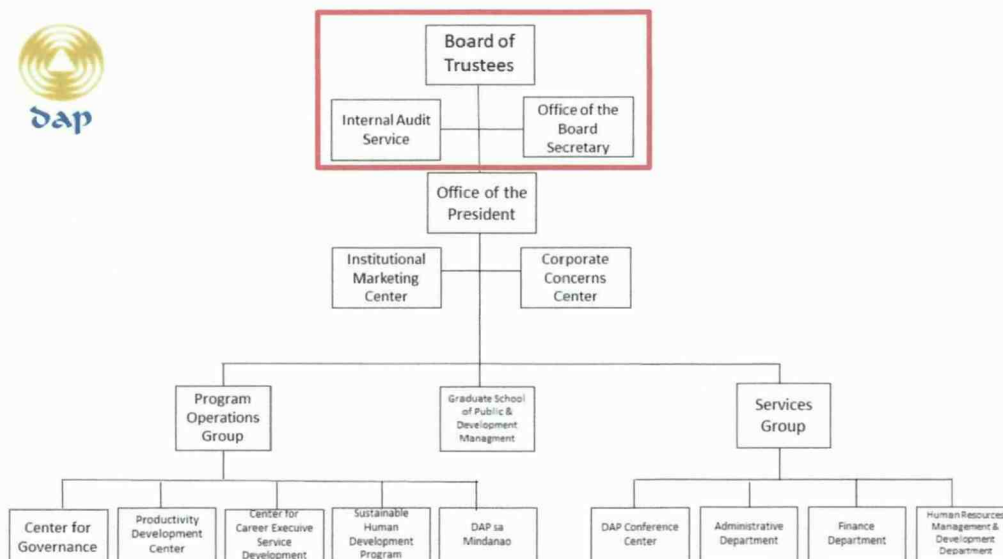


Fig 1. Functional Structure

3.2 Board of Trustees

3.2.1 Board Secretariat

The Board Secretariat provides administrative, documentation, compliance, records management, and coordination support to the Board of Trustees and its committees to ensure the effective administration, integrity, and proper documentation of Board actions, deliberations, and processes.

3.2.2 Internal Audit Service

The Internal Audit Service (IAS) provides independent, objective assurance and advisory services designed to add value and improve the operations of the DAP. It assists the Board of Trustees, the Audit Committee, and Management by evaluating and improving the effectiveness of governance, risk management, internal controls, and compliance processes as directed by the BOT.

3.3 Office of the President (OP)

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

- Periodic review and redefinition of the overall thrusts, directions and goals of the DAP;
- Exercise administrative, technical, operational and functional supervision and control over all groups and units of the DAP;
- Formulation, issuance of and monitoring of the implementation of policies and guidelines in ensuring the DAP's viability, internal efficiency,



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- professional credibility, and continuing relevance;
- Implementation of BOT instructions and directives;
- The OP likewise coordinates with the Corporate Secretary for the necessary staff work and support to the DAP's Board of Trustees, as well as initiates and monitors the implementation of Board Decisions; and,
- It also coordinates and manages offices and units that are attached to the OP, including the following:

3.3.1 APO/DAP Secretariat

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

To ensure the consistent and quality delivery of its mandate, the APO/DAP Secretariat executes the following core functional processes:

3.3.1.1 Project Hosting Coordination and Facilitation

Coordinates and facilitates implementation of APO project commitments or hostings.

3.3.1.2 Internal Technical and Administrative Support

Provides administrative and technical support to concerned center/units of the DAP in the implementation of APO projects in the Philippines.

3.3.1.3 Scholarships Management

Manages the processing of nominations to APO capability-building projects.

3.3.1.4 In-Country Technical Assistance Facilitation

Facilitates application for deputation of technical experts and study missions for in-country projects (TES, OSM, BCBN, etc.).

3.3.1.5 Institutional Partnership and Network Building

Networks/builds institutional partnerships with concerned local organizations including APO grantees (alumni) and other international organizations on productivity.

3.3.1.6 Directorate Support Services

Provides technical and administrative support to the NPO Directorate (APO Director, Alternate Director/NPO Head, Liaison Officer).

3.3.2 Corporate Affairs Group (CAG)

The CAG, formerly Corporate Concerns Center (CCC), is the management support center of the DAP. Its functions include supervising and coordinating the planning and strategy management, marketing center, and management systems of the DAP.



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3.3.1.1 Integrated Management System Office (IMSO)

The IMSO is headed by a Director and shall perform the following functions:

- a. Serve as the central office which will oversee all IMS related programs and activities of the DAP.
- b. Establish and implement a yearly IMS Audit Program to regularly review and assess the DAP's conformity with and effective implementation of the following ISO standards: Quality Management System; Educational Organization Management System; Environmental Management System; and Occupational Health and Safety Management System, and other ISO standards as necessary, separate from the audit mandates of the Internal Audit Service (IAS).
- c. Manage the DAP's legal and regulatory compliances required by government oversight bodies and support the technical requirements of the Compliance Officer.
- d. Spearhead and facilitate the review and revision of organizational policies and processes for increased productivity, efficiency, and effectiveness.
- e. To perform other tasks as directed by the authorized officers of the DAP.

3.3.1.2 Planning and Strategy Management Office (PSMO)

The PSMO is headed by a Director and shall perform the following functions:

- a. The PSMO spearheads and facilitates regular performance review and strategic and operational planning of the DAP and its center/units/offices. Develop planning and budgeting methodologies and systems.
- b. It supports regular meetings and monitors directives and instructions of The Management Committee (ManCom) of the DAP.
- c. Create a Performance Monitoring & Evaluation framework and plan for the DAP. Consolidate, validate, and provide analysis of key performance indicators. Support the maintenance of the DAP Project Management Information System (PMIS) in coordination with the Information and Communication Technology Division (ICTD) of the Administrative Department.

3.3.1.3 Institutional Marketing Center (IMC)

The IMC of the DAP is responsible for managing communications, maintaining public relations, developing content, and fostering partnerships. It comprises four units:



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- a. **Communications and Media Relations** - project a positive image of the DAP and ensure effective communication by Developing and implementing the Corporate Communications Plan; Projecting the DAP's institutional image Preparing and/or drafting content for institutional collaterals such as the corporate brochure and DAP Annual Report; Preparing the content/script of the corporate AVP; Reviewing and finalizing website and social media content; Managing the DAP website and social media assets (i.e., Facebook, LinkedIn, YouTube, X (formerly Twitter)); Supporting the DAP President and Chief Executive Officer's (PCEO) directives and policy pronouncements; Drafting/reviewing, clearing and publishing press releases and news articles; Drafting/reviewing and clearing speeches for the DAP PCEO; Managing institutional events and providing technical assistance (i.e., hosting, livestreaming); Assisting other groups in event management; Supporting HRMDD in employee engagement activities; Networking with media practitioners and managing media relations; and Handling press conferences and media guestings.
- b. **Public Affairs Desk (PAD)** - act as the DAP's frontline office for public inquiries and compliance with relevant laws through: Responding to public concerns in compliance with R.A. No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery; Monitoring and responding to eFOI Portal queries; Submitting compliance documents to the 8888 Citizen's Complaint Center and Contact Center ng Bayan; and Disseminating Client Satisfaction Measurement (CSM) data and monitoring client satisfaction.
- c. **Content Development** - ensure consistent and credible branding and develop marketing materials by: Enforcing the DAP's Brand Identity Manual; Developing and producing print and digital marketing collaterals; Reviewing promotional materials for brand compliance; Designing and producing the Annual Report; Creating visual elements and AVPs; Covering and documenting institutional events; Providing images for publication and archiving stock images/videos; and Designing exhibit materials for conferences and events.
- d. **Partnerships** - establish and maintain strategic partnerships through: Initiating and facilitating partnerships with local and international institutions or organizations with similar/ counterpart training, education, and research programs; Monitoring and reporting on active partnerships and agreements; Overseeing membership to associations and coordinating the submission of accomplishment reports pertaining to activities relevant to membership; Tracking DAP representatives in associations and membership benefits; Monitoring awards and recognitions received by the DAP; Facilitating study visits and institutional briefings; and Ensuring



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proper protocol implementation during visits.

3.3.1.4 Asset Development and Management Program (ADMP)

Responsible for the strategic planning, development, and management of DAP's real estate assets and infrastructure projects. It oversees property records and legal documents, monitors construction and facilities expansion initiatives, coordinates with internal and external stakeholders on property-related matters, and supports the maintenance, utilization, and development of DAP assets to enhance operational efficiency and long-term organizational sustainability. The ADMP is integrated under the Office of the Vice-President for CAG pursuant to OO-2026-007 "Integration of the Asset Development and Management Program into the Office of the Vice-President for Corporate Affairs Group."

3.3.1.5 DAP Conference Center (DAPCC)

The DAPCC is the DAP's unit mandated to manage and operate its physical assets in Tagaytay City. The DAPCC is a major player in the DAP's business model towards becoming a self-sustaining organization. The center has its operating units, namely:

3.3.1.5.1 Rooms and Facilities Services (RFS)

The RFS is in charge of maintaining the cleanliness, orderliness, and functionality of all guest rooms, cottages/villa, conference rooms, dining areas, offices, and public spaces. Under this unit are the front desk, business center, audiovisual services, housekeeping, linen, grounds and garden maintenance. This unit facilitates the guest's requirements while inside the center through its Front Desk.

3.3.1.5.2 Food and Beverage Services (FBS)

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

3.3.1.5.3 Engineering and Maintenance Services (EMS)

The EMS provides engineering-related work and service. It manages the building infrastructure, utilities, and equipment in the center. The unit ensures that the physical condition of the building is safe and that all the engineering systems are optimally functioning. The unit also implements physical improvement projects within the center to boost its operational capacity. Compliance with oversight agencies and observance of applicable engineering laws, codes, and regulations that principally relate to environmental impact, energy efficiency, and general public safety are also within the unit's responsibility.

3.3.1.5.4 Facilities Marketing and Sales Office (FMSO)

The FMSO is the center's marketing and sales arm of the DAP Conference Center. This unit leads the revenue generation of the center as well as the center's market development activities. It



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manages the booking and reservation of facilities, sales management, public/ community relations, advocacy, and customer relations.

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

3.3.1.5.5 DAPCC Support Services (DSS)

The DSS provides direct administrative support to the operating units of the DAP Conference Center. These support services are in the form of human resource management and development, financial and cash management, procurement, property and inventory management, and transportation services. All these immediate support services are aligned and in coordination with the central office policy and processes- HRMDD, Finance Department (FD), and Administrative Department (AD).

3.3.3 Office of the Academy Registrar (OAR)

The OAR shall, in coordination with the concerned offices/units of the DAP:

- a. Integrate, implement and review standards and systems of admission, retention and enrollment of students to its various degree, non-degree (diploma course) and certificate programs;
- b. Operationalize, implement and review the system of student records management and its responsible use for the DAP; and,
- c. Continuously improve and enhance the effectiveness of the systems and strategies established above.

3.3.4 DAP Research and Development Office (DRDO)

The DRDO formulates and continually improves, with assistance from the Mancom and the DAP's units, and with the approval of the DAP PCEO policies, systems, standards, and procedures for developing, enhancing, and evaluating new products and services, and for conducting research in the fields of public policy and management.

3.4 Office of the Executive Vice President (O EVP)

The O EVP serves as the principal management, operations coordination, and institutional integration office of the DAP, providing executive oversight, operational leadership, corporate planning supervision, performance monitoring, and management support to ensure the effective implementation of the DAP's programs, policies, systems, and organizational objectives. The O EVP likewise oversees and coordinates the operations of the DAP sa Mindanao, and the DAPCC, while also serving as the DAP's central program and project development and coordination office that functions as a clearing house for the review, vetting, harmonization, and endorsement of program and project proposals for implementation and engagement with client agencies and development partners.



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3.5 Programs Group

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

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

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

3.5.1 Office of the Senior Vice President for Programs (OSVP-P)

The OSVP-P performs the following:

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

3.5.2 Productivity and Development Center (PDC)

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

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

3.5.2.1 Productivity and Quality Training Office (PQTO)

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

3.5.2.2 Advocacy and Institutional Development Office (AIDO)

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



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information, etc.

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

In furtherance of the objectives of the GQMP, the Government Quality Management Program Office (GQMPO) is established to support its implementation. Specifically, it prepares the Program's annual strategic plans; oversees, monitors, and evaluates Program implementation; reports on Program accomplishments; and provides the necessary technical and administrative support for project implementation.

3.5.2.3 Productivity Development Research Office (PDRO)

The PDRO undertakes broad based studies to address productivity gaps throughout the agro-industry value chain. This will include the studies on policies, regulations, and issues to generate information for policy decision making and may include provision of necessary interventions to effect the implementation of study findings. A special program of the PDRO is the Modernizing Government Regulations Program (MGRP), managed by the Modernizing Government Regulations Program Office (MGRPO) which is created to support the implementation of the MGRP.

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

The MGRPO is established to prepare the Program's annual strategic plans; oversee, monitor, and evaluate Program implementation; report on Program accomplishments; and provide the necessary technical and administrative support for project implementation.

3.5.2.4 Technology Management Office (TMO)

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



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3.5.3 Center for Governance (CFG)

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

3.5.3.1 Policy Research Office (PRO)

The PRO provides evidence-based and research-driven technical assistance and training to aid public managers and public sector organizations in developing and evaluating sound and responsive public policies and programs, and promote accountability and integrity in government.

3.5.3.2 Operations Management Office (OMO)

The OMO provides technical assistance and training services to enable public sector organizations to effectively plan, lead, organize, and control its operations for enhanced delivery of public goods and services.

3.5.3.3 Local Governance and Development Office (LGDO)

The LGDO provides technical assistance and training interventions to help build and strengthen the capacity of local government units towards transparent, effective and accountable local governance.

3.5.3.4 AO 25 Technical Secretariat (AO 25)

Through Administrative Order No. 25, the DAP was designated as the Technical Secretariat and Resource Institution of the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information, and Reporting Systems. As such, the AO 25 Technical Secretariat provides technical and administrative support for the implementation of the Results-Based Performance Management System (RBPMS) and the Performance-Based Incentive System (PBIS) as mechanisms to enhance public accountability and transparency and improve performance in the public sector, while ensuring continued alignment with emerging legal requirements.

3.5.3.5 Center of Excellence on Public Sector Productivity - Program Management Office (COE-PSP PMO)

The COE-PSP PMO initiates, plans, prioritizes and undertakes knowledge product development, capability building and research activities in line with the intent of the APO to facilitate learning and sharing of knowledge and best practices on public sector productivity.

3.5.4 Center for Career Executive Service Development (CCD)

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



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Government's Career Executive Service Development Program within the DAP. The CCD is tasked with the training of senior government executives or those in the third and highest level of the bureaucracy and their successors. The CCD's functions include:

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

The CCD has three offices:

3.5.4.1 Junior Executive Development Office

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

3.5.4.2 Senior Executive Development Office

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

3.5.4.3 Advocacy and Admission Office

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



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of practice for the DAP.

3.5.5 Sustainable Human Development Program (SHDP)

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

The SHDP has the following units:

3.5.5.1 Environmental and Sustainable Development Unit (ESDU)

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

3.5.5.2 Human Development Unit (HDU)

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

3.5.6. DAP sa Mindanao (DsM)

The DsM is the regional center of the DAP in Mindanao. It implements the DAP's mandate and its thrusts through various programs and projects in transformative governance, innovation, and productivity. Strategically positioned, the DsM forges partnerships and fosters synergy with key stakeholders in the region. It facilitates programs in education, research, technical assistance, and training across developmental areas in all sectors of government and other institutions. Committed to the DAP's IMS policy, the DsM advances sustainable and inclusive growth toward a future-ready Mindanao.

3.5.7. Center for Strategic Futures (CSF)

The CSF is a strategic unit under the Programs Operations which has the following functions:

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



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CSF and DAP as an institution.

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

3.5.7.1 The Data and Artificial Intelligence Laboratory (DAIL)

The DAIL is a data solutions unit which provides elegant and cross-cutting solutions to complex development problems through data science, analytics, and artificial intelligence.

3.5.7.2 The Futures Thinking and Innovation Laboratory (FTIL)

The FTIL aims to promote anticipatory governance by mainstreaming futures thinking and innovation methodologies in local planning and policy-making processes.

3.5.7.3 The Smart and Creative Communities Laboratory (SCCL)

The SCCL focuses on projects that will stimulate and accelerate the development of smart and sustainable communities in the country.

3.6 Graduate School of Public Management (GSPM)

The DAP originally established the "Special Graduate School in Public and Development Management" as the DAP's educational academic arm under DAP Board Resolution No. 1994-001, later on renamed as "Graduate School" via Board Resolution No. 2017-020. Through Office Order No. 2026-005, the unit was formally reconstituted as the Graduate School of Public Management (GSPM). This order defined the GSPM's organizational structure to guarantee cohesive governance, institutional accountability, and efficient administration across all academic programs and support services.

The GSPM delivers impactful programs, expands DAP's research portfolio, and strengthens its role in governance and development by integrating teaching, research, and policy development. Consolidating research functions and streamlining operations will strengthen DAP's thought leadership and enhance its contribution to public sector capacity building.

3.6.1 Office of the Dean

The Office provides overall strategic, academic, administrative, and operational leadership for the Graduate School of Public Management (GSPM), guided by the policies and directives of the Academic Council, the DAP PCEO, and the Board of Trustees. It leads the Graduate School's strategic planning, program development, marketing, partnership-building, and stakeholder engagement initiatives.

It is also responsible for ensuring the quality and effective implementation of academic programs. This includes overseeing and approving curricula, faculty appointments, learning management teams, program proposals, and graduation endorsements. It supervises research, extension, publication, instructional, and student-related activities to promote academic excellence, uphold discipline, and ensure effective program delivery.



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In addition, the Office oversees the financial and operational management of the Graduate School and approves official academic and administrative reports, records, and other institutional documents.

3.6.2 Center for Public Management (CPM)

The center designs, develops, and implements academic and executive education programs for leaders and institutions in the public and private sectors in the fields of public management, governance, leadership, national security, diplomacy, health systems, social protection, social welfare, and statistical management.

It offers customized master's degree programs, certificate courses, and executive development programs aimed at strengthening leadership competencies, institutional effectiveness, policy and program management, and public sector performance. CPM serves as the Graduate School's focal center for interdisciplinary and sector-specific capability development, promoting excellence in governance and public service in support of national development priorities.

Its primary clients and stakeholders shall include various Line Agencies and Sub-Offices/Units, Attached Agencies, Other Executive Offices, Government-Owned and Controlled Corporations (GOCCs), State Universities and Colleges (SUCs), Constitutional Offices, Congress, as well as private organizations and entities.

3.6.3 Center for Productivity and Quality Management

The Center shall develop and implement graduate academic offerings on productivity, quality management, and organizational performance. Its main responsibility is for designing and implementing programs on productivity, quality management, and organizational performance.

3.6.4 Center for Futures Thinking and Emerging Technologies

The center shall develop long-term strategic initiatives based on research and innovation to address emerging challenges. It is in charge of developing the newer and more innovative courses with respect to developments in public management thought. The office focuses on the application of the United Nations instruments, such as the Agenda 2030 and foresight and futures thinking in governance.

With certificate courses in futures thinking and evidence-based policymaking, and a GAA-supported research program to boot, the CCFTET supports the most exploratory and forward-looking endeavors of the Graduate School.

3.6.5 Extension, Linkages, and External Affairs

Shall coordinate partnerships, extension initiatives, alumni engagement, and external relations of the GSPM in coordination with concerned offices.

3.6.6 Library

Shall provide information and learning resource services supporting instruction, research, and academic work of the DAP.



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3.7 Services Group

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

3.7.1 Office of the Senior Vice President for Services (OSVP-S)

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

3.7.2 Administrative Department

The Administrative Department is responsible for all administrative functions and oversees the supervision and management of four divisions namely:

3.7.2.1 Office of the Department Manager – Administrative

The ODM-Admin provides overall supervision and guidance to the department and is in charge of policy-formulation and design, and implementation of related government rules, policies, and regulations. The ODM also handles the Services Front Desk which receives and tracks transactions for processing of the Services Group.

3.7.2.2 Central Documentation and Records Division (CDRD)

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

It serves as the Document Controller of the DAP, coordinating with the various centers/offices of the DAP for the implementation of IMS procedures on Maintained and Retained documented information. The CDRD also acts as the clearing house for final copyediting, formatting, sequential numbering, and records control of all policy issuances. (MC-2025-028)

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

3.7.2.3 General Services Division (GSD)

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



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in Pasig, Tagaytay and Davao.

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

It also provides technical oversight functions and guidance to DsM-Davao's assigned vehicle(s). It also renders maintenance and upkeep of the building and grounds to provide healthy, clean, and safe environment as well as functional and orderly workstations, rooms and conference facilities and manages the leasing of office space and conference/training facilities to external clients, and the preparation of conference/training facilities and office spaces for use of internal clients.

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

3.7.2.4 Logistics Division (LoDi)

The LoDi handles the DAP's issuance, monitoring and management of Common-use Supplies, Small Tangible Items and Property, Plant and Equipment. It also takes charge of vehicle registration, vehicle insurance applications, claims of DAP buildings and vehicles, as well as postal or courier related requirements of the various units in DAP Pasig. The LoDi likewise handles the DAP's procurement of infrastructure projects, goods and consulting services including transportation, venue, and catering requirements in accordance with R.A. No. 12009 "New Government Procurement Act".

3.7.2.5 Bids and Awards Committee Secretariat (BAC Secretariat)

The BAC Secretariat provides administrative and technical support to the BAC procurement activities and prepares research and other technical documents related to R.A. No. 9184 "Government Procurement Reform Act" and R.A. No. 12009 "New Government Procurement Act".

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

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



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3.7.2.6 Information, Communication, and Technology Division (ICTD)

The ICTD performs two main roles: systems development and management, and IT support services.

3.7.2.6.1 Systems Development and Administration Section

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

3.7.2.6.2 IT Services Section

- a. Providing internal stakeholders in DAP the ICT Services listed in the Service Catalogue as well as responding to ICT-related Incidents in accordance with agreed-upon SLAs. The services may include network and computer provisioning, standard service requests, standard diagnosis, maintenance, repair, and event services support;
- b. Maintaining, monitoring, and securing the network and connectivity infrastructure of the DAP to ensure the uptime target is always met;
- c. Managing and maintaining the data center of the DAP; and,
- d. Implementing Identity and Access Management (IAM) across ICTD-managed systems, platforms, and subscriptions.

3.7.2.7 Café Services

The Café Services operates as a revenue generating unit of the DAP at the Central Headquarters in Pasig under the Administrative Department catering to the food requirements of Internal (DAP sponsored projects) and External (Government and Private) clientele for banquet services (conference, training, and special events). It also provides quality over the counter food service for employees, tenants and walk-in guests. It acts as a support business to the DAP's operations and generates profit to recover its own cost ensuring the DAP's viability.

3.7.3 Finance Department

The Finance Department supports the DAP in achieving its mandates and mission through the provision of financial services to the Management and all operating units. It manages various compliances with oversight agencies such as the Commission on Audit (COA), Department of Budget and Management (DBM), Department of Finance (DOF), Bureau of Internal Revenue (BIR), House of Representatives, Senate of the Philippines, Governance Commission for GOCCs (GCG), and the Philippine Statistics Authority (PSA).



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

3.7.3.1 Office of the Department Manager (ODM) – Finance

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

3.7.3.2 Budget Division

The Budget Division is responsible for efficient and effective budget preparation, management, monitoring, and control system. It ensures that the DAP's expenditures are within the prescribed policies and regulations of both Management and Oversight Agencies. It reviews and analyses the budget proposals of different centers and offices, consolidates and submits to the Management and Board of Trustees. It provides advisory services and reports to the internal clients for a sound financial management, and complies with the various requirements of oversight agencies such as, Department of Budget and Management (DBM), Commission on Audit (COA) Governance Commission for GOCCs (GCG) and the Legislative bodies.

3.7.3.3 Accounting Division

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

3.7.3.4 Treasury Division

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



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3.7.4 Human Resource Management and Development Department (HRMDD)

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

3.7.4.1 Human Resource Management Division (HRMD)

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

The RSP Team responds to the staffing requirements of the DAP through the recruitment, selection, and placement processes; It takes charge of personnel actions - hiring, promotion, reappointments, transfer and separation; and takes charge of the position allocation list and plantilla management.

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

3.7.4.2 Human Resource Development Division (HRDD)

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

4.0 DAP-Integrated Management System

4.1 Scope and Application

The DAP IMS applies to the planning, development, implementation, monitoring, and continual improvement of its management, operational, and support processes in the delivery of its mandate through project management-based service delivery.

The IMS covers DAP's core services implemented as projects, including capability development, graduate and continuing education, technical assistance, policy research, and knowledge management including publications and dissemination of outputs, in support of public sector development.



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4.2 IMS Process Map

The IMS Process Map generally shows how the DAP plans, implements, monitors, evaluates, and improves its operations of Project and Learning Management Systems. As part of the DAP planning activities, the DAP analyzes its external and internal environment to identify issues that may affect its capability to effectively deliver its products and services, and attain its goals and targets. Customer and stakeholder requirements, i.e., their needs and expectations, which are detailed in Section 2.6 of this manual, are also important inputs in the plans, programs and projects of the DAP. Customer and stakeholder requirements are gathered through effective communication with them and through various feedback mechanisms established and implemented by the DAP.

The DAP IMS Process Map classifies the DAP's processes into three types of process, namely:

a. Management Process

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

b. Operational Process

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

c. Support Process

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

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

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



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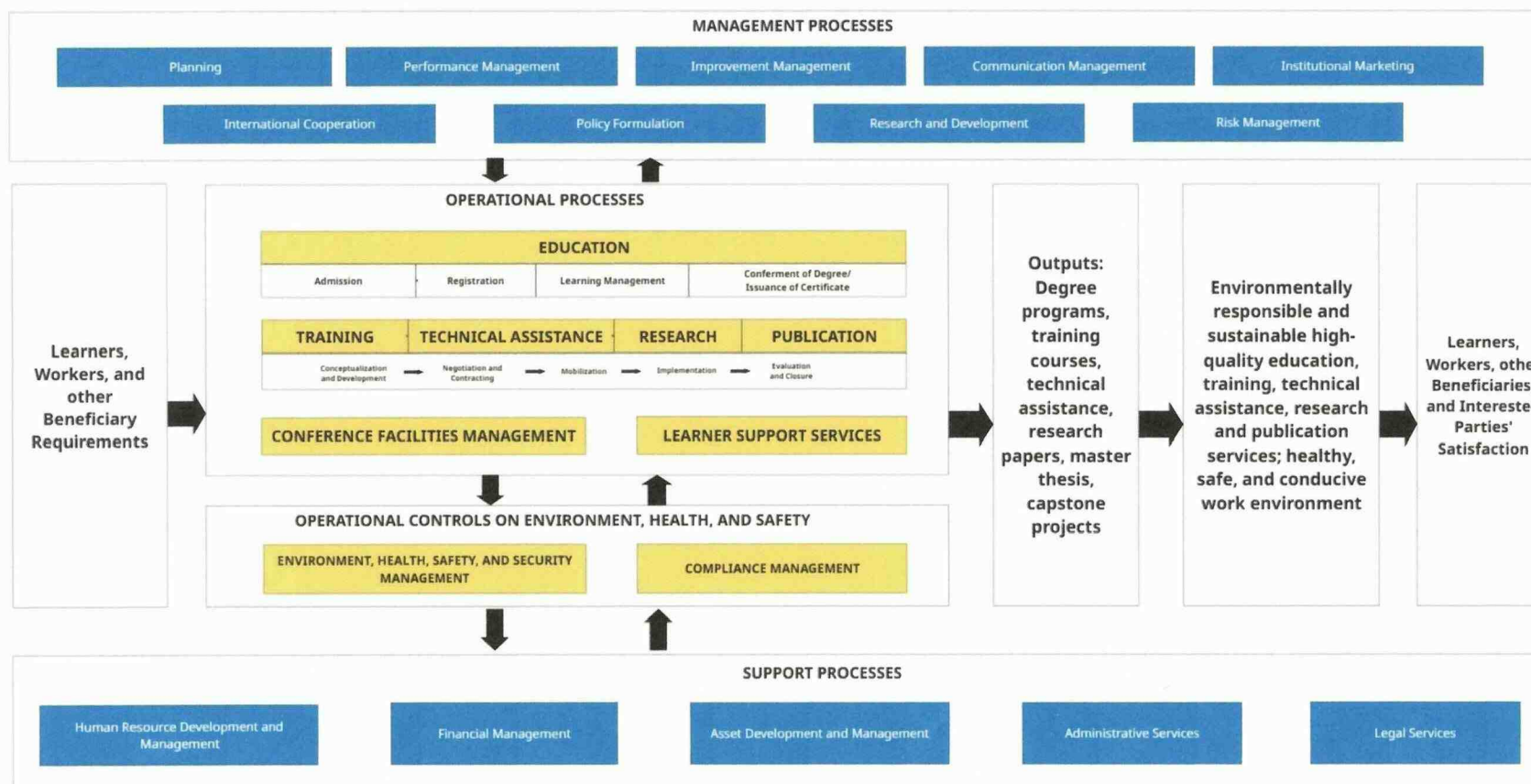


Fig 2. IMS Process Map



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5.0 Management Processes

5.1 Planning

The DAP's planning system consists of strategic and operations planning. Strategic and Operations Planning activities are led and facilitated by its Corporate Affairs Group, specifically the Planning and Strategy Management Office.

The DAP's planning cycle conforms with ISO 9001:2015, ISO 21001:2025 EOMS, ISO 45001:2024 OHSMS, 14001:2026 EMS, and complies with the requirements of oversight agencies such as the Governance Commission for GOCCs (GCG), Department of Budget and Management (DBM), Civil Service Commission (CSC), as well as, the Results-Based Performance Management System monitored by the AO25 Inter-Agency Task Force and other legal requirements.

5.1.1 Strategic Planning

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

The DAP determines external and internal issues that may have impact on its strategic directions and its ability to achieve performance targets and the intended results of its IMS through various methodologies such as SWOT, PESTLE, and the Environmental Aspects and Hazard Identification Risk Assessment and Control (EAHIRAC) which identifies risks and opportunities, actions to address them, and evaluation of effectiveness of such actions. The DAP also considers the results of the monitoring of effectiveness of its IMS through the conduct of IMS audit, management review, and stakeholder feedback.

Strategic Planning is also the venue for the DAP to review the needs and expectations of the DAP's key stakeholders. The outputs of the strategic planning process include, among others, strategies for business and operational improvement, pursuit of the DAP mandates, product or service innovation, and enhancements for a more customer-focused service, which are documented in the DAP's Strategy Map and Strategic Plan document.

5.1.2 Operational Planning

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

Academy Operations Planning

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

To intensify the DAP's support to the government in terms of providing value-



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

Group and Center Operations Planning

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

5.1.3 Risk Management

DAP conducts a risk management process through identifying internal and external issues using analytical tools like SWOT, PESTLE, and EAHIRAC to recognize both risks and opportunities across all organizational levels, incorporating environmental aspects, impacts, and hazard identification.

Once identified, these items undergo risk analysis, where teams determine the specific risk scenarios, their likelihood of occurring, and their potential consequences to calculate an overall risk rating and magnitude. Depending on this calculated magnitude, the risks are then subject to an escalation process, directing them to the appropriate leadership level – ranging from Program Managers for "Low" risks up to the Board of Trustees for "Extreme" risks. For any risk categorized as "Medium" or higher, a formal Risk Treatment Plan must be formulated to outline the required actions, necessary resources, budget, timeframe, and specific success indicators. Finally, the process requires a post-treatment evaluation to continuously monitor the implemented plans and assess whether the actions taken were effective in successfully eliminating or significantly reducing the original risk.

5.2 Performance Management

5.2.1 Office and Project Performance Management

Monitoring of Office and project performance is done on a quarterly basis to keep track of office accomplishments and project status in terms of physical targets, timeliness of project implementation, and financial performance, i.e., revenue and net income generated. Offices also conduct regular meetings and gathering of accomplishment data to analyze and identify issues and come up with actions to address them. Office submission of physical and financial accomplishment reports is done on a quarterly basis and as required by oversight agencies. The DAP uses applicable statistical techniques and tools to analyze data such as customer feedback, audit results, project and training evaluation, supplier performance, and the like, and evaluate process and system performance. Graphs, diagrams, trend



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analysis and variance analysis are the most common tools used for data analysis depending on the information needs of management.

The PSMO, as the planning and strategy management office of the DAP is responsible for the following, in coordination with the major center concerned, the HRMDD, OSVP-P, OSVP-S, OSVP-GSPM, and the OVP-CAG:

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

5.2.2 Internal Audit

Under the IMSO, the DAP has an Integrated Management System Audit (IMSA) team tasked to perform internal audit as required by Clause 9.2 of the four standards: ISO 9001 QMS, ISO 21001 EOMS, ISO 14001 EMS, and ISO 45001 OHSMS. This is separate from the audit functions of the IAS.

The main function of the IMSA is to provide information on whether the DAP conforms to its own IMS requirements, the requirements of the four ISO standards, and other applicable requirements as well as ensure that the DAP-IMS is effectively implemented and maintained.

A yearly IMS Audit Programme is planned, established, implemented and maintained, including frequency, methods, responsibilities, planning requirements, and reporting. The audit team is composed of qualified auditors from the different offices of the DAP headed by the assigned Audit Team Leader who supervises the auditors, and the assigned lead auditor together with audit team members, to ensure that the Audit Programme is carried out accordingly, including the competence and objectivity of auditors.

The IMSA is guided by ISO 19011:2026 Guidelines for Auditing Management Systems.

To maintain strict organizational independence and objectivity in accordance with the Revised Philippine Government Internal Audit Manual (RPGIAM), the IAS shall remain separate from the IMSA team. The IAS can audit the IMSO and IMSA to ensure its administrative conformity to IMS standards. Still, IAS personnel shall not participate in conducting, supervising, or planning the IMS audits.

5.2.3 Management Review

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



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The Management Review shall include, but not be limited to, the following agenda items:

1. Status of actions from previous management reviews
2. Changes in external and internal issues that are relevant to the QMS, EOMS, OHSMS and EMS
3. Changes in needs and expectations of interested parties that are relevant to the QMS, EOMS, OHSMS and EMS
4. Information on the performance and effectiveness of the integrated management system, including trends in:
 - a. Customer/learner/worker/stakeholder and other beneficiary satisfaction and feedback related to customer/learner/worker/stakeholder and other beneficiary requirements;
 - b. The extent of which IMS objectives have been met;
 - c. Process performance and conformity of DAP products and services;
 - d. Nonconformities and corrective actions;
 - e. Monitoring and measurement result;
 - f. Audit results;
 - g. Performance of external providers; and,
 - h. Formative and summative assessment scores (for EOMS)
5. Adequacy of resources
6. Effectiveness of actions taken to address risks and opportunities
7. Staff feedback related to activities to enhance their competence (for EOMS)
8. Opportunities for continual improvement.

Likewise, to sustain the DAP's IMS continual improvement, any management system concern is made part of the agenda of the regular ManCom meetings. The ManCom Secretariat provides administrative and logistical support to the management review meetings such as preparation and distribution of agenda; recording and documentation of minutes of the meeting; and monitoring of agreements and actions to be taken.

5.2.4 Customer Satisfaction Management

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

5.2.4.1 Client Satisfaction Measurement

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

The survey is administered throughout the year upon completion of a service transaction using both an online and paper tool. Results are analyzed and presented during the management review where improvement actions are identified for implementation accordingly.



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5.2.4.2 Customer Feedback Gathering

The DAP utilizes various means of gathering customer feedback based on the nature of services it provides, to wit:

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

In training-related projects, course evaluation including speaker evaluation is done at the end of the course. Results of evaluations are used to improve/enhance the conduct of similar courses in the future. Customer feedback is gathered at periodic stages of the project to ensure that the project processes and outputs conform to the service quality standards of the DAP and the customer's acceptance of those outputs. The DAPCC also conducts an internal customer feedback survey following the use of its facilities for various purposes. The results of these internal mechanisms may be used as validation tools for the external customer satisfaction survey results that could help the Management identify areas for improvement.

5.3. Improvement Management

5.3.1. Control of Nonconformity and Corrective Action

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

- Determination of a correction action (action to eliminate the detected nonconformity);
- Elimination of the root-cause of the nonconformity by performing a root-cause analysis;



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- c. Determination of corrective action (action to prevent recurrence of nonconformity); and
- d. Necessary updates to risks and opportunities.

An RFA may be issued by any employee or officer of the DAP to another employee or officer with whom an action is requested, provided that the RFA is issued with documented basis for said request (such as a non-conformity to ISO standards, existing office rules and guidelines, potential NC to ISO standards, or dissatisfaction with quality of service rendered). The issuing employee or officer shall be able to substantiate the basis for the RFA, and a copy thereof shall be furnished to the IMSO Director and the IMSA Lead Auditor for monitoring of action and closure of the RFA, in accordance with existing policy.

5.3.2. Improvement Action

Continual improvement is a permanent objective of the DAP. As such, offices prepare and implement corrective action plans for unmet targets, as well as, come up with quality improvement plans with the goal of improving performance. Various inputs are considered for improvement such as the IMS policy, performance targets, audit findings, analysis of performance data, corrective actions and performance review results. Actions taken on risks and opportunities are likewise assessed for effectiveness and suitability and the results of such assessment are taken as inputs for continual improvement and planning. The DAP also aims to continuously improve its products and services through the development of new products and services, or the enhancement and reinvention of existing products and services. These products and services have the potential to be projectized and offered to clients for a fee. The development of new or enhanced products and services follows the "Guidelines for the Product Development and Research Grants and Awards of the DAP Research and Development Office" (MC-2023-008).

5.4. Communication Management

The DAP implements and maintains a systematic approach to managing both internal and external communications to ensure that relevant information is conveyed accurately, timely, and to the appropriate parties.

5.4.1. Internal Communication

Internal communication within the DAP is facilitated through various channels, i.e., email blast, online meetings, etc., to ensure that all employees and officers are informed of policies, directives, and other organizational matters. Centers and Offices are responsible for cascading relevant information to their respective staff in a timely manner.

5.4.2. External Communication

The DAP communicates with external stakeholders including clients, partner institutions, oversight agencies, and the general public through formal and informal channels. All official external communications involving institutional commitments, partnerships, or policy positions are reviewed by the appropriate office and endorsed for approval by the DAP PCEO or their authorized and designated representatives prior to release.



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5.5. Institutional Marketing

The DAP implements a coordinated institutional branding and corporate communications process to strengthen its public image, promote its programs, projects, and services, and sustain strategic engagement with stakeholders. This process encompasses brand management, strategic partnerships, and the development, production, and dissemination of marketing and communication materials through appropriate channels, including the DAP website, official social media platforms, mass media, institutional events, exhibitions, and official visits.

To ensure consistency, credibility, and alignment with the DAP's corporate identity, all communication and promotional materials bearing the DAP name, logo, or other brand elements are subject to review and clearance prior to publication or dissemination. Such review verifies compliance with established branding, editorial, and visual identity standards, ensuring a coherent and unified "One DAP" identity across all centers, offices, and communication platforms.

5.6. International Cooperation

Under P.D. No. 205, the DAP may "enter into any agreement necessary or incidental to the Exercise of its corporate powers." Thus, the DAP may at times choose to enter into partnerships with institutions towards accomplishing its mandate and mission.

The DAP is committed to building strategic partnerships with institutions and organizations that share common interests. This commitment is reflected in a structured process designed to foster synergy, strengthen connections, and achieve mutually beneficial objectives. The process begins with identifying potential partners by initiating centers or offices based on specific needs. Each potential partner undergoes a thorough due diligence assessment to evaluate their capacity, credibility, and alignment with the DAP's goals.

Once a suitable partner is identified, a detailed Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) is prepared. This agreement outlines the objectives, expected outcomes, and roles and responsibilities of each party. The MOU/MOA is reviewed by the initiating center's group head and then by the DAP's Finance Department and Legal Office ensuring the legality of stipulated provisions. After these reviews, the final contract is endorsed to the DAP PCEO for approval and signature, making the DAP PCEO the official signatory for all partnership agreements. The CAG-IMC can arrange a formal signing ceremony, following standard protocol, whenever necessary.

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

5.7. Policy Formulation

The DAP develops its policy to guide its operations and support services. The policies are in the form of Office Orders, Memorandum Circulars, Special Orders and Memos



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issued by the DAP PCEO. Policies are reviewed and updated by its process owners according to the DAP MC-2025-028 Revised Policy Issuance Guidelines of the DAP when there are changes in the DAP (such as changes in administration, personnel movement, or change in organizational structure, or changes in directions emanating from Management or the Board of Trustees). Policies are likewise reviewed upon the direction of the Management through a formal guidance or minutes of the meeting for the purpose of improving or streamlining processes and systems within the DAP.

Office Orders contain general policy directions the DAP takes on certain issues. Memorandum Circulars contain guidelines on internal processes and systems of the DAP, while Special Orders pertain to personnel designations, formation of Committees and Task Forces, and Project Teams. Office Orders and Memorandum Circulars are initiated by the respective process owners, vetted with Management, and approved by the DAP PCEO. Special Orders designating the Project Team are initiated by the Center, reviewed by the Center and Group Head, and approved and signed by the DAP PCEO. Memoranda are issued by the DAP PCEO as part of the day-to-day operations and management discretion.

5.8 Research and Development

The DAP conducts its research and development (R&D) through a structured institutional process designed to foster innovation and address critical gaps in public policy and management. This process is anchored by a five-year rolling Strategic Research Agenda, which aligns all R&D activities with the DAP's mandate and the evolving needs of the bureaucracy. R&D initiatives are primarily categorized into two streams: Product Development, which focuses on the enhancement or reinvention of services for clients, and Research, which aims to create or test knowledge that leads to better governance outcomes. To support these efforts, the DAP utilizes a competitive Grants and Awards mechanism, allowing operating units to secure funding from the DAP Research Fund on a first-come, first-served basis for non-client-funded initiatives.

The operational workflow for R&D projects follows these technical stages:

- 5.8.1 Proposal and Review:** Units submit detailed proposals that undergo rigorous assessment by specialized committees, such as the Product Development Review Panel (PDRP) or the Research Review Panel (RRP). Proposals involving human subjects or sensitive data are also vetted by an Ethics Review Panel (ERP).
- 5.8.2 Authorization and Mobilization:** Upon approval, a formal Grant Authorization is issued, and a dedicated Project or Research Team is institutionalized via a Special Order.
- 5.8.3 Implementation and Monitoring:** Teams execute their work based on a Project Implementation Plan (PIP), which includes data gathering and analysis, and they are required to submit periodic progress reports.
- 5.8.4 Quality Control and Dissemination:** Research outputs, such as policy papers or monographs, must pass a prescribed peer review process managed by a Scientific Committee to ensure technical excellence. The final outputs are then published and disseminated in partnership with the DAP's Library and presented at conferences for stakeholders.

This comprehensive framework ensures that R&D at the DAP is not merely an administrative function but a systematic approach to generating pioneering, value-



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adding solutions for national development.

6.0. Operational Processes

6.1 Education

6.1.1 Admission of Learners

The DAP implements an inclusive, non-discriminatory, and merit-based admissions process administered by the OAR in coordination with Learning Managers (LMs). All applicants are required to submit complete admission credentials, including an accomplished Student Information Form, certified academic records, identification documents, curriculum vitae, photographs, and the prescribed application fee. Additional program-specific requirements, such as recommendation letters, essay examinations, cognitive assessments, or personality tests, may be imposed depending on the nature of the program.

Admission to certain programs, particularly scholarship-based or executive development tracks, follows a structured and competitive selection process anchored on merit and institutional alignment. Candidates may be required to undergo a multi-stage evaluation consisting of document screening, written and/or online examinations, and panel interviews to assess leadership potential, intellectual capacity, and commitment to public service. In some cases, following the founding requirements, applicants must be formally nominated or endorsed by their respective agencies or organizations.

The admissions process strictly enforces policies on eligibility and compliance, including the prohibition of dual enrollment. Applicants transferring from other graduate programs must secure and submit an Honorable Dismissal prior to acceptance. Final admission decisions are subject to review and confirmation by the appropriate academic or program oversight bodies, with official endorsement transmitted to the OAR for processing and enrollment. Completion and submission of all required documentation are mandatory. Failure to comply with documentary requirements may result in delays, denial of admission, or withholding of official academic records and credentials.

6.1.2 Registration

The registration process at the DAP is a systematic organizational workflow initiated through mandatory online pre-registration or the submission of required digital and physical credentials, including academic records and medical clearances. The LMT and the OAR conduct a thorough audit of all submitted data to verify its accuracy and authenticity. This rigorous verification ensures that all learner data conforms to institutional standards and academic integrity before proceeding to official enrollment or before allowing to graduate, in general cases.

Once the audit is complete and acceptance is confirmed by relevant committees, verified details are encoded into the Registrar Information System (RIS), which automatically generates a unique student number for the learner. To ensure compliance and administrative efficiency, students must satisfy all outstanding requirements within strict deadlines, as failure to do so may result in the immediate suspension of participation in the program. Any discrepancies found during the verification process are forwarded to the OAR for appropriate corrective action and



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final system clearance.

6.1.3 Learning Management

The DAP's learning management process is a collaborative and structured ecosystem designed to optimize learner progress through a conducive environment and flexible delivery arrangements, such as hybrid access and asynchronous modules. Strategic direction and alignment are established by executive leadership – including OP, SVPs, Deans, Vice Presidents, and Directors – while day-to-day academic, administrative, and logistical components are managed by dedicated LMTs. On-the-ground delivery is led by designated Program/Learning Managers (P/LMs) who monitor learning progress, evaluate engagement, and act as official liaisons to help scholars balance academic demands with professional obligations. Instructional delivery and mentorship are provided by a diverse faculty of internal experts and external consultants who serve as resource persons and advisers. This organizational framework is supported by the OAR for admissions and records management, with the Academic Council acting as the highest policy-making body for education, learners, quality assurance, and graduates approval. By anchoring these workflows in the DAP's IMS, the process guarantees academic integrity and institutional excellence through systematic monitoring and standardized evaluation protocols.

6.1.4 Conferment of Degree/Issuance of Certificates

To be formally eligible for a degree or certificate, a student must successfully complete all required academic coursework or modules and pass final requirements such as a Master's Thesis defense or a Capstone Project presentation (Revalida). Eligibility is further defined by maintaining minimum grade standards and achieving passing scores on mandatory comprehensive examinations, which serve as prerequisites for final research implementation. Once these academic requirements are satisfied, the student is recommended for graduation to the Academic Council, a process that may be initiated even before the official release of administrative clearance.

The formal issuance of diplomas, transcripts, and certificates is managed by the OAR, which maintains official records within the RIS. This administrative phase involves verifying that the learner has settled all organizational accountabilities while ensuring their data is handled in strict accordance with the R.A. No. 10173 or the Data Privacy Act of 2012. For non-degree offerings, the DAP issues training certificates or stackable micro-credentials, while all degree-level conferments are aligned with national standards and subject to verification by oversight bodies like the CHED.

6.2. Training, Technical Assistance, Research, and Publication

6.2.1. Assessment

Assessment is conducted to identify the needs, priorities, and capacity gaps of the participants or client organizations/partner organizations. This may be done through document review, interview, process walkthrough, survey, and focus group discussions. The assessment findings serve as inputs for designing activities and allocating resources effectively.



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6.2.2. Design

Design involves translating the assessment results into customized project activities. This includes defining objectives, expected outputs and outcomes, target participants, implementation strategies, methodologies, timelines, budgets, monitoring indicators, and evaluation frameworks. For education programs and training projects, design and learning modules, instructional materials, and assessment tools are developed. For technical assistance projects, activities are designed. Research projects include the development of research questions, methodologies, data collection instruments, ethical and other considerations, and analysis plans. Publication projects encompass editorial planning, content development, peer review mechanisms, design specifications, and dissemination strategies.

6.2.3. Implementation

Implementation focuses on executing project activities according to the approved plan while ensuring quality, efficiency, and stakeholder engagement. Education programs and training projects are delivered using appropriate instructional approaches that encourage active participation and practical application of learning. Technical assistance activities provide expert guidance, coaching, mentoring, and capacity-building support tailored to client needs. Research projects involve systematic data collection, analysis, interpretation, and documentation following established scientific and ethical standards. Publication projects proceed through writing, editing, technical review, layout and design, production, and dissemination to intended audiences. Throughout implementation, project progress is monitored to address challenges promptly and ensure adherence to schedules, budgets, and quality standards.

6.2.4. Evaluation

Evaluation assesses the effectiveness, efficiency, relevance, impact, and sustainability of project outcomes. Multiple evaluation methods – including participant feedback, pre- and post-assessments, and performance indicators are employed to determine whether project objectives have been achieved. For research projects, evaluation includes assessing rigor, validity of findings, and contributions to knowledge or policy. Publication projects are evaluated based on quality, accessibility, dissemination reach, and audience engagement. Lessons learned, best practices, and recommendations are documented to support continuous improvement, inform future planning, and strengthen organizational capacity for delivering high-quality training, technical assistance, research, and publication initiatives.

6.3. Project Management System (PMS)

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

These programs and projects are composed of different interventions, such as, education, training, technical assistance, research and publication.



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These are categorized into four types:

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

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

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

Fig. 3 DAP Project Management System is a graphical representation of the interface and interrelationships of the stages of Project Management System.



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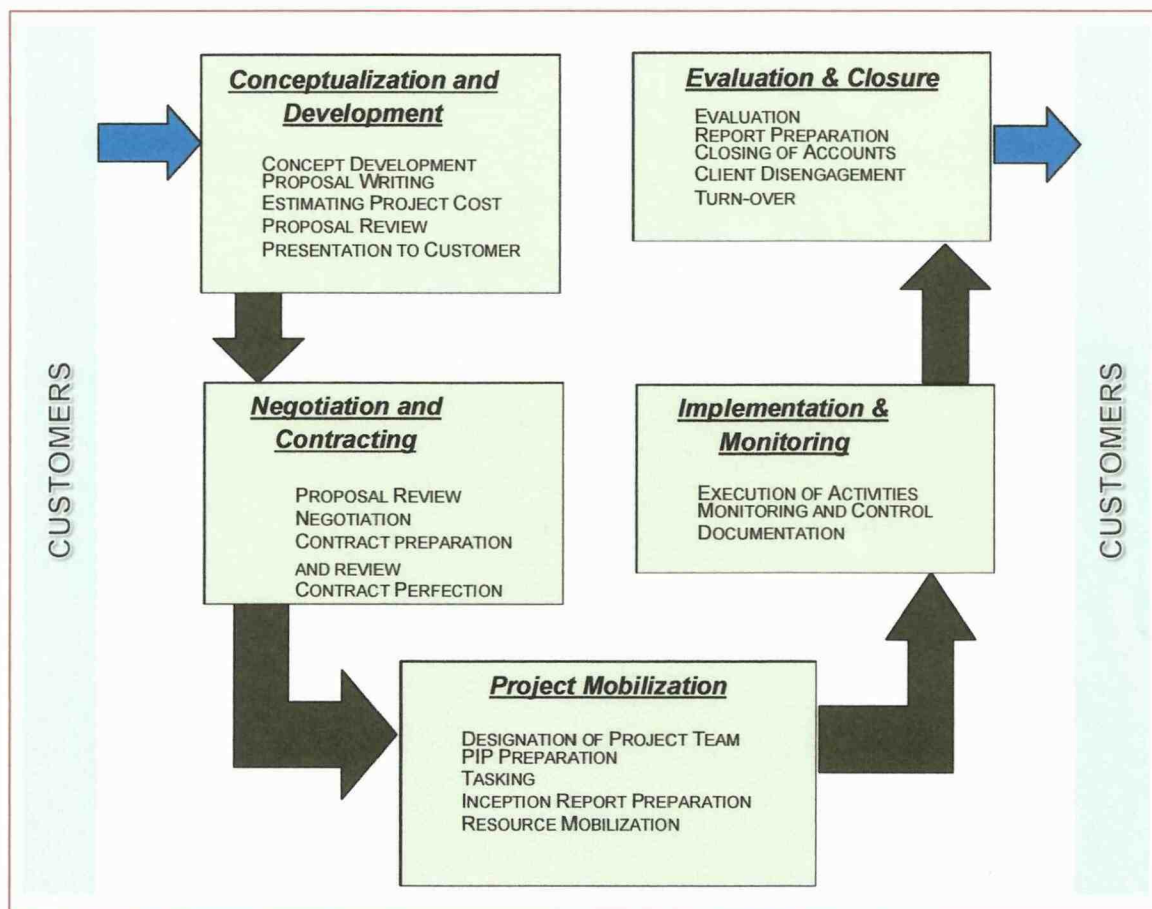


Fig 3. DAP Project Management

6.3.1 Project Conceptualization and Development

The Project Conceptualization and Development stage begins with identification of necessary intervention in response to a customer request/need, followed by proposal writing and review, project cost estimation, and ends with the acceptance of the proposed intervention by the customer. Training courses also go through conceptualization and development. (PMS-WI-01)

6.3.2 Project Negotiation

This stage of the project begins once the customer indicates initial acceptance of the proposal. It involves discussions and clarification of the project's Terms of Reference including output specifications, institutional responsibilities and other conditions to meet the requirements for the approval of the Memorandum of Agreement and/or Letter of Conformity of a particular project contract during parallel review by the client and DAP. (PMS-WI-02)

6.3.3 Project Mobilization

Once the project contract is perfected, the start-up activities of the project can be initiated. This stage entails the formation and internal authorization of the project



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team through a Special Order. Detailed Project Implementation Plan (PIP) preparation, tasking, preparation of inception report (as appropriate) and resource mobilization are among the key activities involved. (PMS-WI-03)

6.3.4 Project Implementation

The Project Implementation involves procurement of project inputs (goods or services), the execution of activities to carry out the project plan and deliver the project outputs, the conduct of monitoring activities, and output evaluation and documentation. This stage may end once the expected outputs of the project are completed. (PMS-WI-04)

6.3.5 Project Evaluation and Closure

This entails the client evaluation of the project, preparation of the final report, settling of financial accounts to clear the DAP of all accountabilities, the turn-over of project documentation including the lessons learned as future reference, and disengagement from the client. This entails the final set of activities to evaluate the entire project, prepare completion and/or final report, settle financial accounts (accrual of revenue and expenses), clear the DAP of its obligations from the customer and turn-over the project documentation including the lessons learned as reference for future similar undertakings. This work instruction likewise includes the preliminary administrative and logistical preparation the designated team administers prior to actual implementation date. (PMS-WI-05)

6.4 Conference Facilities Management

The DAPCC supports the DAP in fulfilling its mandate by providing safe, accessible, inclusive, and conducive physical learning environments and integrated facility-based services for training, capacity-building, conferences, and other learning and development activities under the ISO 21001 EOMS and its IMS components.

The DAPCC delivers complete facility-based services for residential and non-residential programs, including training sessions, conferences, seminars, team-building activities, and blended or online-supported learning engagements. These services cover accommodation, food and beverage, recreational facilities, and business center services for both organized groups and individual guests, ensuring a holistic environment that supports effective learning outcomes and positive learner experience.

In alignment with ISO 21001 EOMS, the DAPCC ensures that its facilities and services are designed and maintained to support learner well-being, accessibility, engagement, and satisfaction, thereby contributing to effective learning delivery and stakeholder value.

In accordance with ISO 45001 OHSMS requirements, the DAPCC implements safety controls to ensure safe accommodation, dining, training, and recreational environments. This includes hazard identification, risk assessment, and implementation of preventive measures to protect guests, learners, and personnel from work-related injury and health risks, supported by emergency preparedness and safety protocols within all facility operations.

In alignment with ISO 14001 EMS requirements, the DAPCC promotes environmentally responsible operations through efficient use of energy, water, and other resources;



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proper waste management; reduction of environmental impacts from facility operations; and integration of sustainable practices in food services, lodging, and event management.

The DAPCC also contributes to the DAP's financial sustainability by generating revenue through asset- and facilities-based services, supporting the corporate-wide administrative and operational requirements of the institution while ensuring that all activities remain aligned with its mandate and integrated management system objectives.

Through continual improvement of its facilities, services, and operational systems, the DAPCC ensures a safe, sustainable, and learner-centered environment that enhances the quality of learning experiences and supports the DAP's overall mission and stakeholder satisfaction.

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

6.5 Learner Support Services

6.5.1 Health and Wellness

The DAP is concerned about the health and well-being of its students, hence, the provision of a medical clinic both in Pasig and Tagaytay. The services of a retainer physician, dentist and nurse are available for consultations, initial/first-aid treatment of the said health concerns.

6.5.2 Student Records Management

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

6.5.3 Library Services

The DAP Library provides the following support services:

- a. **Technical Services** – cataloging and classification of library resources incorporating the latest bibliographic systems approach – RDA (Resource Description Access); indexing and abstracting of research papers and journals; bibliographic encoding; tagging of MARC system; updating of the Integrated Library Management System (ILMS-KOHA);
- b. **Reference and Research Services** – responds to reference queries and research requests (actual and online) of students, faculty members,



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- administrators and staff of the DAP; provides guides to citations and plagiarism awareness; provides pathfinder in a specific subject area;
- c. **Circulation Services** – borrowing and returning of library resources; renewing and recalling of loaned out books; updating of user accounts to the OPAC.
- d. **Book Acquisition Requests** – responds to requests to purchase books, journals and other library materials;
- e. **Current Awareness Services** – disseminates current library title listings and e-books through email. With this service, information on particular topics or interests is routed to concerned individuals. This information may be reproduced or culled from relevant sources; and
- f. **Interlibrary Research Referral** – administers interlibrary research requests by students, faculty members, administrators and staff who want to conduct research in other libraries.

6.5.4 Protection and Transparency of Learner's Data

The DAP manages learner data through a standardized lifecycle governed by the R.A. No. 10173 or the Data Privacy Act and institutional EOMS policies. The process begins with the authorized collection of only necessary information – including contact details, institutional affiliations, and educational background – facilitated through Participant Information Sheets (PIS), nomination forms, and registration activities. This data is processed for legitimate administrative, monitoring, and evaluation purposes, with Program Managers ensuring that collection is fair and lawful. The DAP upholds the strict confidentiality of student records, limiting access exclusively to the student concerned; information is not released to third parties without prior written consent, though public-natured data such as institutional affiliations may be disclosed where appropriate.

Technical management involves storing records on authorized institutional platforms, specifically Google Shared Drive, MS OneDrive, SharePoint, or dedicated databases, protected by account-level access controls. Access is strictly restricted to authorized personnel involved in admissions, program implementation, or administrative functions on a need-to-know basis. Internal sharing is permitted for operational tasks like certificate issuance and faculty coordination, while external sharing is minimized and typically excludes sensitive personal information. For transparency, learners are informed of the data's purpose and their rights, including the requirement of a duly signed Consent Form before any media captured during programs is used for institutional promotion. Finally, records are retained only as long as required for legal, audit, or operational purposes before undergoing secure disposal.

7.0. Operational Controls on Environment, Occupational Health and Safety

7.1. Environment, Health, Safety, and Security Management

7.1.1 Incident Management

The DAP conducts incident management by prioritizing the protection of life and immediate safety over administrative documentation. When an event occurs, personnel assess the situation, provide emergency assistance, and isolate the area to prevent further harm. Workers, contractors, and visitors must report incidents according to specific timeframes, such as immediately for fatalities or



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within 24 hours for near misses and unsafe acts. Formal documentation involves submitting an Incident Report Form to the relevant Department or Center Head for review and endorsement.

The OHS Officer maintains the Incident Register and facilitates investigations to identify root causes using tools like the 5 Whys or Fishbone Diagram. Following the investigation, DAP applies corrective actions – such as hazard elimination, administrative controls, or revised work instructions – which are assigned to responsible persons and monitored until completion. Top Management supports this process by reviewing serious incidents and providing resources for the continual improvement of safety performance. The management process concludes once corrective actions are verified for effectiveness, lessons learned are communicated, and all records are securely stored.

The Incident Management process is led by a dedicated Safety and Security Officer designated by a Special Order and governed by the Incident Management Procedure that establishes the policies, responsibilities, and oversight mechanisms required for the effective management and resolution of incidents.

7.1.2 Emergency Preparedness and Response

The DAP implements an Emergency Preparedness and Response Procedure to protect the lives of all personnel, trainees, and visitors while minimizing damage to DAP assets during man-made or natural disasters. This procedure utilizes a standardized Incident Command System (ICS), where a designated Incident Commander (IC) assumes full operational control and decision-making authority. The Emergency Response Team (ERT), alongside Floor Chiefs and specialized units such as Medical, Firefighting, and Security teams, executes response actions across all the DAP sites and work arrangements to ensure a coordinated approach to life safety and duty of care.

The systematic process begins with detection and immediate alert, followed by reporting to authorities to activate the ICS and establish an Incident Command Post. Depending on the rapid assessment of the situation – whether fire, earthquake, security threat, or medical emergency – personnel are directed to either evacuate to designated Assembly Areas or Shelter-in-Place. Following the resolution of the immediate hazard, the process concludes with a headcount for accountability, structural safety inspections, and a post-incident review to identify gaps and implement corrective actions for future preparedness.

The Emergency Preparedness and Response process is led by a dedicated IC designated by a Special Order and governed by the Emergency Preparedness and Response Procedure that establishes the policies, responsibilities, and oversight mechanisms required for the effective management and resolution of incidents.

7.1.3 Environmental Aspect and Hazard Identification, Risk Assessment and Control

The DAP conducts its Environmental Aspect and Hazard Identification, Risk Assessment, and Control (EAHIRAC) through a systematic, risk-based approach applied to all routine, non-routine, and emergency activities across its sites. Process Owners and Unit Heads lead the identification of occupational hazards



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and environmental aspects, assessing them based on Severity (S), Likelihood (L), and Control Effectiveness (C). This assessment determines risk levels and significance, which are documented in the EAHIRAC Form to guide the prioritization of necessary actions and compliance with health, safety, and environmental requirements.

To manage identified risks, the DAP implements control measures following a strict Hierarchy of Controls, prioritizing elimination, substitution, and engineering controls over administrative measures and Personal Protective Equipment (PPE). The IMSO review and validate these entries to ensure technical accuracy and conformity with ISO 45001 and ISO 14001 standards. This process is sustained through regular monitoring, re-assessment of residual risks, and updating of controls during operational planning or whenever changes in processes and incidents occur.

The EAHIRAC process is led by a dedicated Safety Officer, Health Officer, and Pollution Control Officer (PCO) designated by a Special Order and governed by the EAHIRAC Procedure that establishes the policies, responsibilities, and oversight mechanisms required for the effective management and resolution of incidents.

7.1.4 Safety and Security Management

The DAP prioritizes Life Safety and Duty of Care by implementing security and safety initiatives to protect personnel, properties, and facilities across all work arrangements. Physical security is managed through an outsourced provider supervised by the Chief Security Officer (CSO), who enforces institutional policies, house rules, and health protocols. In alignment with ISO 45001 standards, the DAP employs coordinated security and safety controls, regular monitoring, and hazard elimination to reduce occupational health and safety risks within its premises.

To ensure preparedness for natural and man-made emergencies such as fire and earthquakes, DAP maintains an Emergency Response Team (ERT) composed of trained, certified personnel and volunteers. Operating under a standardized Incident Command System (ICS), the ERT strengthens institutional resilience through continuous capacity building, drills, and coordination with external stakeholders. This systematic approach ensures the protection of personnel and trainees while safeguarding institutional assets and maintaining operational continuity.

The Safety and Security Management process is led by a dedicated Safety and Security Officer designated through a Special Order and is governed by the Incident Management Procedure and the Emergency Preparedness and Response Procedure, which establish the policies, responsibilities, and oversight mechanisms required for the effective management and resolution of incidents.

7.2. Compliance Management

The DAP establishes a systematic process for identifying, registering, evaluation, and reporting on applicable compliance obligations and ensures that the DAP:



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- a. Identifies and has access to all legal, regulatory, and other compliance obligations related to its environmental aspects, occupational health and safety hazards, and IMS processes;
- b. Evaluates compliance with those obligations at planned intervals; and
- c. Documents and communicates its compliance status to relevant interested parties, including Top Management.
- d. Consistently monitors, tracks, and follows up to ensure full compliance with all mandatory and reportorial requirements for relevant oversight bodies; and
- e. Requires all offices and process owners to copy-furnish the Compliance Monitoring Team with their official compliance submissions, transmittals, and regulatory acknowledgments.

8.0. Support Processes

8.1. Human Resource Management and Development

The DAP determines and provides competent human resources to effectively implement the IMS and ensure operations and control of its processes. As such, the HRMDD maintains the documented information in undertaking the following functions:

8.1.1 Recruitment, Selection, and Placement

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

8.1.2 Learning and Development

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

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

8.1.3 Performance Management

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

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



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8.1.4 Rewards and Recognition

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

8.1.5 Holistic Health, Wellness and Wellbeing Services

The DAP provides comprehensive employee welfare services to support the health, safety, and overall well-being of its personnel. Medical clinics are available in both Pasig and Tagaytay, offering accessible healthcare through a retainer physician, dentist, and nurse.

Services include medical and dental consultations, first-aid treatment, monitoring and follow-up of health conditions, and psychosocial and emotional support. These efforts aim to promote a healthy, safe, and productive workforce while ensuring timely and appropriate care for employees.

8.1.6 Records Management and Human Resource Analytics

The DAP provides records management and human resource analytics services to support efficient operations and informed decision-making. Records management ensures the proper handling, accuracy, confidentiality, and accessibility of personnel records in compliance with policies and data privacy standards. Meanwhile, human resource analytics involves the analysis of workforce data to generate insights that support planning, improve HR programs, and guide management decisions.

8.2. Financial Management

Financial management supports the IMS of the DAP by serving as a centralized support process that provides critical financial services to Management and all operating units to fulfill institutional mandates and missions. This process is strategically integrated into the DAP-IMS framework to uphold the core value of DAP by ensuring strict legal and regulatory compliance and institutional financial transparency. By systematically managing obligations to external oversight agencies – including the COA, DBM, and BIR – the Finance Department provides the fiscal infrastructure necessary to sustain the DAP's operations.

Operating through Budget, Accounting, and Treasury divisions, the financial management function executes rigorous controls over the management and utilization of institutional resources in accordance with Presidential Decree No. 1445. This process serves as a vital operational control to achieve efficient, economic, and effective operations while safeguarding the DAP assets against loss or wastage through improper or illegal disposition. Through continuous monitoring and technical oversight, the Finance Department ensures that all activities remain compliant with the DAP IMS.



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8.2.1. Budgeting

Budgeting functions as a critical support process within the DAP-IMS by facilitating the systematic allocation and management of financial resources required for the DAP's operations. Through the Budget Division, this process executes a rigorous monitoring and control system ensuring that expenditures remain within the regulatory frameworks of both internal management and external oversight agencies such as the DBM, COA, and GCG. This systematic oversight upholds the IMS objectives of financial transparency and legal compliance, providing essential data for management review to achieve efficient, economic, and effective operations while safeguarding institutional assets.

8.2.2. Accounting

Accounting supports the IMS process by executing the systematic generation of financial statements and reports in strict accordance with current government accounting rules and internal control policies, facilitating institutional transparency and an audit-ready infrastructure for all operations. This function reinforces the IMS objectives by managing tax compliance and mandatory reporting for oversight agencies such as the COA, BIR, and GCG. As a critical operational control, the division provides technical advice on financial presentation and risk-based reporting to safeguard institutional resources against loss or wastage, thereby ensuring long-term adherence to national legal frameworks and institutional viability.

8.2.3. Treasury

Treasury supports the IMS process by serving as a critical support process for the DAP's operations. This function involves the efficient processing of payments and the rigorous monitoring of collections, disbursements, and investible funds to uphold financial transparency. By safeguarding financial assets and providing technical advisory to maximize returns, the Treasury Division acts as an operational control that reinforces the DAP's objective through continuous liquidity management and fiscal risk mitigation. Ultimately, this process ensures high-level conformance with the regulatory frameworks of the COA, DOF, and banking institutions, preventing resource loss and sustaining the DAP's operations.

8.3. Asset Development and Management

The development and management of real estate assets involves a systematic approach to maximizing the utility and revenue potential of all the DAP properties. This process begins with the formulation of a comprehensive Real Estate Development Plan, which evaluates unutilized assets for potential high-value arrangements such as public-private partnerships (PPP), government-to-government agreements, or build-operate-transfer (BOT) schemes. Strategic execution requires continuous technical assessment and feasibility studies to ensure that infrastructure initiatives, including major training facility expansions, align with institutional priorities and generate long-term operational sustainability.

On an operational level, the workflow integrates rigorous legal and technical oversight to secure and maintain the DAP's portfolio. This includes the systematic inventory and safekeeping of original land titles, active coordination with LGUs to resolve ownership or occupancy disputes, and the direct monitoring of ongoing construction and rehabilitation projects. To maintain asset integrity, the process incorporates a



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collaborative maintenance cycle, where technical functions liaise with general services and engineering divisions to oversee repairs and facility improvements while providing management with regular data-driven reports to guide future development and expansion decisions.

8.4. Administrative Services

The Administrative Process encompasses a technical suite of functions concerned with logistical management, procurement, facility operations, and the preservation of institutional knowledge resources to ensure organizational efficiency and regulatory compliance. These services directly support the IMS by providing the essential infrastructure and digital enablement required to uphold institutional integrity through strict legal adherence and the systematic control of maintained and retained documented information. By optimizing administrative workflows and resource allocation and enforcing rigorous operational controls for safety, security, and environmental stewardship, this process serves as the foundational backbone that guarantees the consistent delivery of quality products and services while facilitating the DAP's cycle of continuous improvement.

8.4.1. General Services

The General Services process encompasses the technical management and operational maintenance of the DAP's physical infrastructure, engineering, maintenance, energy management, and multi-site facilities to ensure a safe, sustainable, and highly functional institutional environment. This process serves as a critical pillar of the IMS by enforcing rigorous operational controls for building safety, security, and disaster response, while managing pollution control and energy efficiency to satisfy institutional environmental mandates.

By overseeing technical building improvements, maintaining standardized workstations, and optimizing the Central MVPool System for logistical reliability, General Services ensures strict adherence to regulatory building codes and city ordinances and creates the optimal infrastructure necessary to drive the DAP's operations.

8.4.2. Cafe Services

The Cafe Services process operates as a strategic revenue-generating unit within the Administrative Department, technically managing comprehensive banquet and catering solutions for both internal institutional programs and external government and private clientele.

This process is a critical component of the IMS, as it ensures the DAP's long-term financial sustainability by generating profit to recover operational costs by optimizing food service delivery and adhering to high standards for health and quality in support of training and special events, Cafe Services upholds institutional professional standards and provides the essential logistical infrastructure required to support the DAP's operations.

8.4.3. ICT Management

The ICTD serves as the central hub for knowledge management, digital enablement, and innovation within the DAP, supporting the EOMS by ensuring the effective, secure, and accessible delivery of ICT-enabled services for learners,



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employees, and other stakeholders.

As the primary technology solutions provider and support unit, the ICTD is responsible for the planning, establishment, management, maintenance, and troubleshooting of the DAP's ICT infrastructure, including computer systems, software applications, networks, databases, and application programming interfaces (APIs), to ensure the reliable delivery of educational, training, administrative, and support services.

In support of ISO 21001, the ICTD collaborates with various offices to design, manage, and improve specialized information systems that enhance learning delivery, learner experience, data integrity, and evidence-based decision-making. It also supports the digital transformation of processes to improve accessibility, responsiveness, and service quality for learners and stakeholders.

In alignment with ISO 14001 EMS requirements, the ICTD promotes environmentally responsible ICT operations through efficient use of energy and digital resources, optimization of ICT infrastructure to reduce environmental footprint, promotion of paperless processes, and consideration of environmental impacts in ICT procurement, system upgrades, and lifecycle management of digital assets.

The ICTD is also responsible for conducting ICT security audits, ensuring cybersecurity resilience, managing cloud services, and assessing the compatibility and sustainability of ICT acquisitions. It ensures that all ICT systems are designed and operated to maintain data quality, system integrity, and service continuity.

As the operational arm of the Digital Transformation Task Force, the ICTD leads the implementation of digital innovation initiatives that enhance institutional efficiency, improve service delivery, and strengthen learner-centered systems, ensuring that the DAP remains responsive to evolving technological, environmental, and stakeholder requirements.

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

8.4.4. Property and Supply Management

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



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8.4.4.1 Receiving and issuance of supplies and equipment

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

The LoDi ensures that equipment, materials and supplies that are issued to officers and employees are in good working condition prior to issuing to the respective end users. The LoDi also conducts an evaluation of the timeliness of delivery of these items and provides the needed feedback to the DAP's suppliers.

8.4.4.2 Inventory and storage of equipment/supplies

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

8.4.4.3 Disposal of Unserviceable Materials

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

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

In accordance with ISO 14001 EMS principles, the disposal process is implemented in a manner that minimizes environmental impacts, promotes responsible waste handling, and ensures appropriate segregation, recovery, recycling, reuse, or final disposal through authorized and environmentally compliant methods, where applicable. The LoDi is the office in the DAP responsible for the disposal of unserviceable materials.

8.4.5 Procurement

In the consideration of the DAP's operation, the procurement of goods, service, and infrastructure projects are in accordance with the relevant regulations of R.A. No. 9184 or the Government Procurement Reform Act and the R.A. No. 12009 "New Government Procurement Act", the DAP integrates environmental management considerations in procurement in accordance with ISO 14001 by promoting environmentally responsible purchasing decisions, including the selection of goods, services, and infrastructure that support resource efficiency, energy efficiency, pollution prevention, waste reduction, and reduced environmental impacts throughout their life cycle, where practicable and appropriate.



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

As a general rule, all procurement shall be through Competitive Bidding. However, the Procuring Entity may, in order to promote economy and efficiency, resort to any of the alternative methods of procurement provided in the rule stated in R.A. No. 12009 or the New Government Procurement Act.

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

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

8.4.6 Documented Information Management

The DAP IMS is designed to ensure consistency in meeting the customer's needs and expectations through the actual performance of the documented information of processes, systems and procedures that are maintained by the DAP. These documented information are categorized into a structure as illustrated in Figure 4. IMS Documented Information Structure.



Fig 4. IMS Documented Information Structure

Level 1: External Policies (Applicable Legal Requirements) - the laws governing the organization include its charter, P.D. No. 205, and subsequent issuances, as well as other laws and orders mandating certain functions and



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programs of the DAP. Level 1 also includes all national laws and policies that may impact the governance and operation of the DAP, including Executive Orders and Memorandum Circulars issued by the Office of the President of the Philippines and oversight agencies which are relevant to the DAP'S operations and should be complied with.

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

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

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

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

a. Maintenance of Documented Information

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

Creation and revision of controlled documents are done through the Documented Information Feedback Form (DIFF). While any staff of the DAP may propose a revision to an existing controlled form, proposed revisions are reviewed by the process owner, as well as by the Management. All revisions to the DAP's controlled documents are approved by the DAP PCEO. Upon approval, all controlled forms are disseminated to all DAP employees via email blast. This is also made available in the DAP's Electronic Records Management System (ERMS) portal.

b. Retention and Disposition of Documented Information

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



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

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

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

The ERMS is managed by the DAP's CDRD which takes charge of the uploading, updating and maintenance of electronic documented information. Back-end support for the maintenance of the system is provided by the ICTD.

8.5 Legal Services

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

Assistance to the Operations Groups include interpretation of laws, rules and regulations affecting the operations, initial and final review of all contracts (MOA, LOCs, MOU) and instruments prior to finalization of the relevant documents between the DAP and the clients, provision of legal advice on complaints issued by external agencies, the DAP employees and client agencies regarding allegations of unmet liabilities and other offenses, and performance of such other functions as may be provided by law. The DAP's legal instruments conform to guidelines and guidance set down by the Office of the Government Corporate Counsel (OGCC) in contracting with other parties.

9.0 Procedures and Work Instructions

The DAP maintains a comprehensive set of approved Procedures and Work Instructions that provide standardized guidance for the effective and efficient implementation of its operational, administrative, and academic processes. These documents establish the required procedures, responsibilities, and operational controls necessary to ensure consistency, compliance, quality service delivery, and continual improvement across the organization.

The DAP's documented procedures serve as the primary references for personnel in the execution, management, and monitoring of the DAP's core functions and support services and work instructions. The documented procedures include the following:



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- a. Project Management System (PMS) Work Instructions
- b. Conference Facilities Work Instructions
- c. PMDP Implementing Rules and Regulations
- d. PMDP Admission Guidelines for SEC and MMC
- e. PMDP-LGEMC Admission Guidelines
- f. Office of the Academy Registrar Manual of Policies and Procedures
- g. Registrar Systems and Portals Manual
- h. General Services Division Work Instructions
- i. Procedure on Training Management

10.0. Managing Externally Provided Services

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