



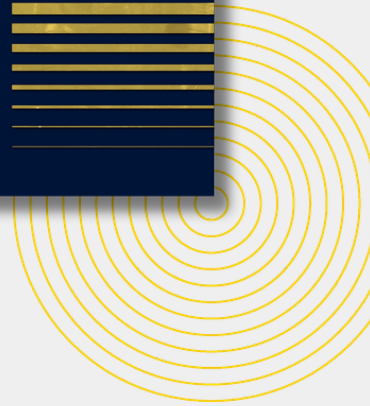
Development Academy
of the Philippines

Annual Report 2025

52
YEARS

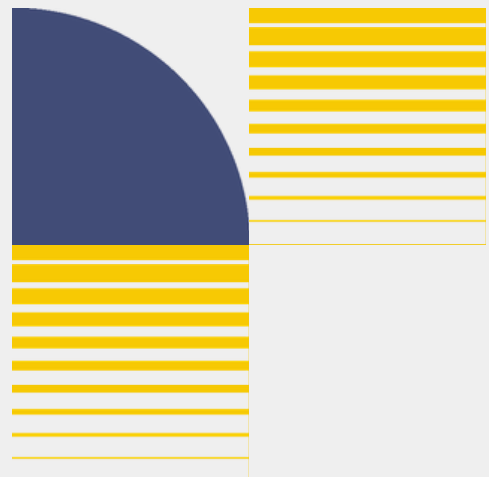
DAPat Magaling:
Driving Change,
Shaping the Future





About the Cover

The Development Academy of the Philippines (DAP) operates as a unique, multi-faceted government-owned and controlled corporation (GOCC) and graduate institution dedicated to driving institutional excellence across the Philippine civil service



Annual Report 2025

DAP*at Magaling*
Driving Change, Shaping the Future

Message from the President and CEO

The year 2025 was a defining period for the Development Academy of the Philippines. Guided by the theme, “DAPat Magaling: Driving Change, Shaping the Future,” the DAP demonstrated institutional strength, resilience, and adaptability amid significant change.

For the first half of the year, Acting Executive Vice President and Senior Vice President for Programs Magdalena L. Mendoza provided steady interim leadership, ensuring continuity of our programs and services. Her stewardship, alongside the dedication of DAP's officers and staff, affirmed our institutional resilience and deep commitment to excellence.

The year also brought a consequential structural transition. In April, DAP was formally transferred from the Governance Commission for GOCCs (GCG) to the Department of Budget and Management (DBM) as its supervising authority. This realignment with the government's central planning and budgeting functions was accompanied by a shift from the Compensation and Position Classification System (CPCS) to the Salary Standardization Law (SSL). While the transition required adjustment, it also strengthened DAP's positioning as a partner in government reform and modernization.

Amidst these shifts, DAP pressed forward with notable accomplishments that reflect both innovation and thought leadership. We advanced **AI capability building**, equipping public managers with the tools and perspectives needed to harness emerging technologies for better governance and service delivery. We also reached a historic milestone with DAP's accreditation by the Asian Productivity Organization (APO) as the **Philippines' Certification Body for Productivity Specialists**, a recognition that places the Academy at the forefront of developing a new cadre of experts who will drive productivity and competitiveness in the region.

When I assumed office in the latter half of the year, I inherited an organization that had sustained its momentum and navigated leadership and structural transitions with unity and resolve. That continuity reflects our collective adherence to our core values of *Dangal*, *Galing*, and *Tatag*, which continue to guide every decision, program, and partnership.

Throughout 2025, DAP remained steadfast in its mandate as a catalyst for public sector transformation — expanding leadership and governance programs, advancing regulatory reforms, fostering innovation, and strengthening local and international partnerships. Most critically, we created measurable impact: empowering leaders to act with integrity, enabling institutions to adapt, and shaping policies responsive to the evolving needs of the Filipino public.

As we look ahead, our direction is clear: to build a government that is future-ready, resilient, and genuinely responsive. With renewed leadership, strengthened institutional foundations, and the commitment of the entire DAP community, I am confident that we will carry forward the mandate of DAPat Magaling — driving change today to shape a better tomorrow.


LEOCADIO S. SEBASTIAN, PhD, CESO I
Acting President and CEO
Development Academy of the Philippines



Message from the Chairperson

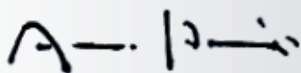
In 2025, the Development Academy of the Philippines (DAP) advanced its mandate with a clear purpose amid institutional transition and reform. Anchored on the theme “*DAPat Magaling: Driving Change, Shaping the Future*,” the Academy demonstrated its ability to remain steady, relevant, and results-oriented amid evolving demands.

The Board of Trustees (BOT) recognizes the Academy's ability to maintain operational continuity while navigating leadership changes and a significant shift in its oversight framework. These developments tested the institution's readiness and underscored the strength of DAP's systems, people, and governance foundations. Although complex, these transitions have positioned the Academy for closer alignment with national priorities and for more effective support of the country's development objectives.

Throughout the year, the Academy continued to deliver programs that enhance public-sector capabilities and foster innovation. Its initiatives in emerging areas, such as digital transformation and productivity development, reflect a forward-looking approach to governance and capacity building. These efforts reinforce DAP's role as a trusted partner in equipping institutions and leaders to respond to the challenges of a rapidly changing environment.

Looking ahead, the Board affirms its confidence in the Academy's strategic direction and institutional resilience. With a solid foundation and a shared commitment to excellence, DAP is well-positioned to deepen its impact and further contribute to a responsive, future-ready public sector.

On behalf of the BOT, I extend our commendation to the Academy's leadership, officers, and staff. May you continue to uphold the highest standards of public service, guided by integrity, innovation, and a steadfast dedication to national development.



ARSENIO M. BALISACAN, PhD
Chairperson, DAP Board of Trustees



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About the DAP

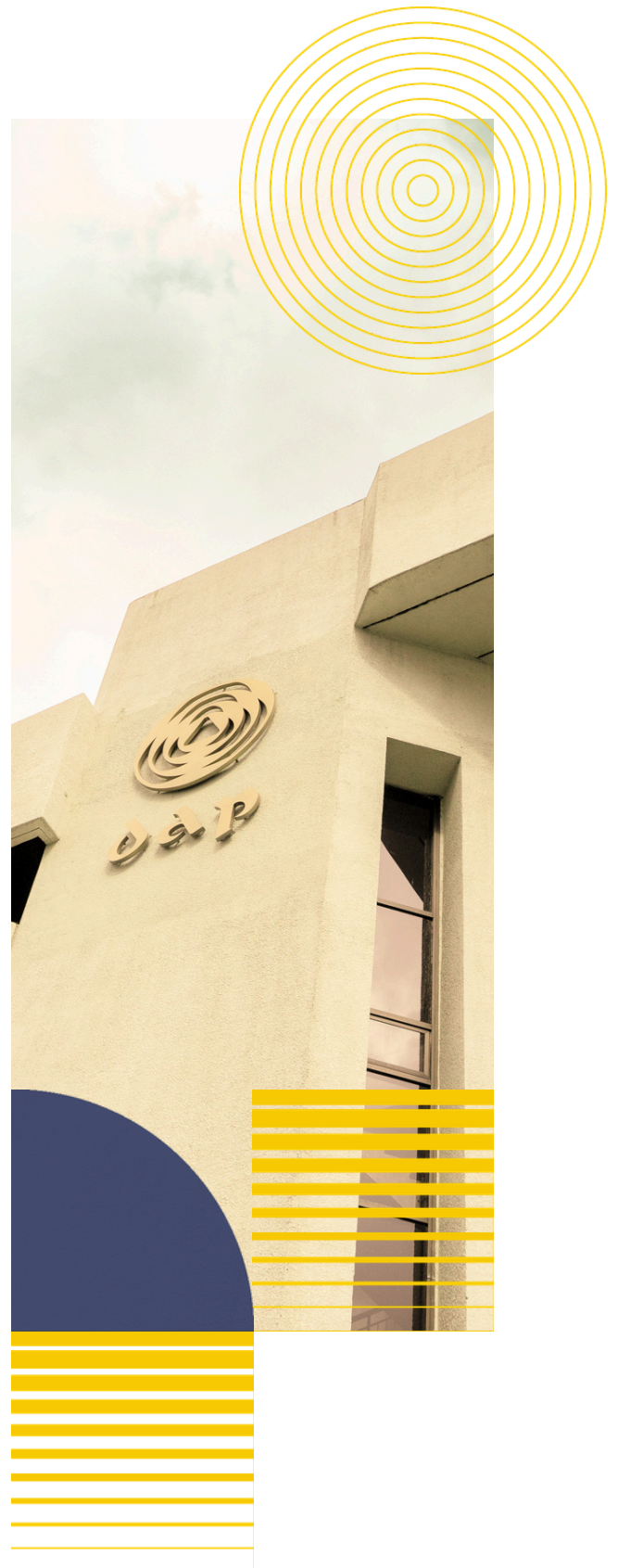
Mandate and Legal Basis

The Development Academy of the Philippines (DAP) operates as a unique, multi-faceted government-owned and controlled corporation (GOCC) and graduate institution dedicated to driving institutional excellence across the Philippine civil service.

Foundational Charter: Presidential Decree No. 205

The Academy was officially created and established on June 7, 1973, under Presidential Decree No. 205. Conceived by its founding financial and planning institutions, DAP was mandated to fulfill three foundational pillars of public-sector transformation:

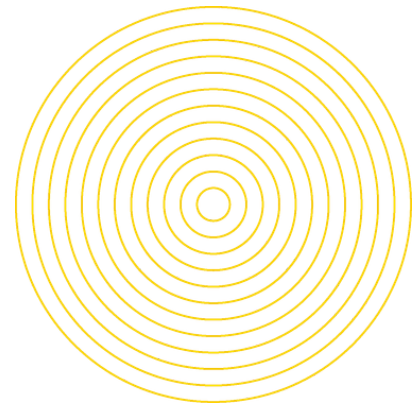
- 1. Human Resource Development:** To foster and support the developmental forces at work in the nation's economy by carrying out selective training and education programs designed to instill development perspectives and advance management capabilities across key government sectors.
- 2. Policy Research and Consultancy:** To promote, carry on, and conduct scientific, interdisciplinary, and policy-oriented research, education, training, and consultancy in the broad fields of economics, public administration, and the social sciences.
- 3. Regional Catalyst Role:** To discharge a distinct regional role within Asia and the Pacific by initiating and catalyzing the exchange of ideas, expertise, and innovative solutions regarding sustainable development activities. In this capacity, DAP serves as the designated National Productivity Organization (NPO) representing the Philippines within the Asian Productivity Organization (APO) framework.



Strategic Realignment: Executive Order No. 45 and Republic Act 12145

To ensure that the Academy's capabilities are maximized in tandem with national priorities, President Ferdinand Marcos Jr. issued Executive Order No. 45 s. 2023) and later Republic Act 12145 s. 2025, which officially placed DAP as an attached agency of National Economic and Development Authority, now the Department of Economy Planning and Development (DEPDev), for policy and program coordination.

This modern legal realignment strategically synchronizes DAP's data collection, policy research, and executive training tracks directly with the overarching goals of the Philippine Development Plan (PDP). By anchoring its programs to DEPDev's socioeconomic coordination framework, the Academy guarantees that its institutional capacity-building efforts directly accelerate national productivity, regulatory modernization, and collaborative governance.



Our Core Values

Dangal (Integrity)

We uphold the highest ethical standards in everything we do.

Galing (Excellence)

We pursue mastery and innovation in all our programs and services.

Tatag (Resilience)

We adapt, endure, and emerge stronger through every challenge.



DAP Strategy Map and Scorecard

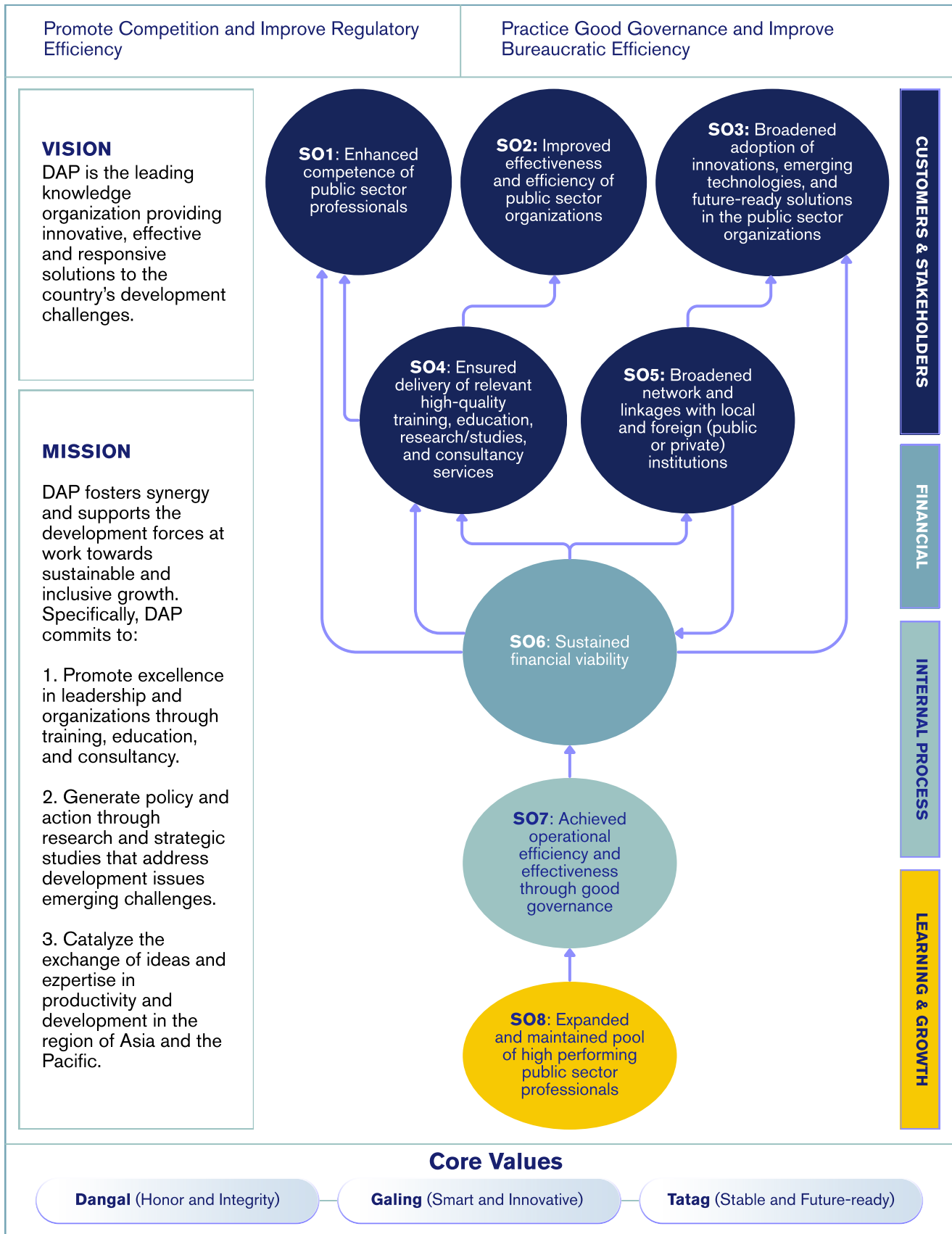


Figure 1. The DAP Strategy Map

The Planning and Strategy Management Office monitored the Academy's corporate performance through a rigorous execution framework geared toward institutional dexterity and social impact. In 2025, DAP successfully achieved an overall Institutional Accomplishment Rating of 89.78 percent (rounded to 90 percent) across its organizational scorecard.

By balancing aggressive expansions in research and training with foundational compliance protocols, the Academy reinforced its position as the premier center for public-sector productivity.

2025 Performance Dashboard

Table 1. DAP 2025 Performance Dashboard

Strategic Objective (SO) & Performance Measure (PM)	2025 Target	2025 Actual	Performance Status
SO1: Enhanced Competence of Public Sector Professionals			
<i>PM1: Scholar completion rate in Education & Training programs</i>	90%	97.87%	Exceeded
<i>PM2: Master's Thesis & Capstone Papers accepted by the panel</i>	85%	98.22%	Exceeded
<i>PM3: Number of public sector participants trained</i>	305	320	Exceeded
SO2: Improved Effectiveness & Efficiency of Organizations			
<i>PM4: Program beneficiaries reached</i>	34	316	Exceeded
<i>PM5: Number of agencies adopting DAP Technical Assistance (TA)</i>	12	43	Exceeded
<i>PM6: Number of beneficiary agencies assisted</i>	377	385	Exceeded
SO3: Broadened Adoption of Innovative & Synergistic Solutions			
<i>PM7: Number of research papers/studies completed and submitted</i>	18	33	Exceeded
<i>PM8: Completed research adopted or submitted to journals</i>	2	11	Exceeded
<i>PM9: Knowledge products considered relevant and useful</i>	100%	100%	Attained
<i>PM10: Number of research/studies publicly disseminated</i>	9	20	Exceeded

Strategic Objective (SO) & Performance Measure (PM)	2025 Target	2025 Actual	Performance Status
SO4: Ensured Delivery of Relevant, High-Quality Services			
<i>PM11: Percentage of satisfied customers</i>	90%	98.88%	Exceeded
SO5: Broadened Network and Linkages (Local & Foreign)			
<i>PM12: Number of international projects/ hostings implemented</i>	15%	13%	Unmet
<i>PM13: Percentage of active partnerships maintained</i>	80%	91.84%	Exceeded
SO6: Sustained Financial Viability			
<i>PM14: Gross Corporate Revenue</i>	PhP 799.26M	PhP 992.49M	Met
<i>PM15: EBITDA (Earnings Before Interest, Taxes, Depreciation, etc.)</i>	PhP 31.95M	PhP 168.88M	Met
<i>PM16: Budget Utilization Rate (BUR) - Obligation</i>	90%	100%	Met
<i>PM17: Budget Utilization Rate (BUR) - Disbursement</i>	90%	100%	Met
<i>PM18: Budget Utilization Rate (BUR) - Corporate Fund Utilization</i>	90%	94%	Met
SO7: Governance, Operational Efficiency, and Effectiveness in Good Governance			
<i>PM19: On-time project delivery rate</i>	85%	89.93%	Exceeded
<i>PM20: Compliance rate to mandated oversight policies</i>	100%	100%	Attained
<i>PM21: Number of e-Government initiatives implemented</i>	1	1	Attained
<i>PM22: Climate change initiatives developed/implemented</i>	1	1	Attained
<i>PM23: GAD-related events/initiatives implemented</i>	1	3	Exceeded
SO8: Expanded and Maintained Pool of High Performing Public Sector Professionals			
<i>PM24: Percentage of internal employees with enhanced competencies</i>	Baseline	75%	Established
<i>PM25: Institutional PRIME-HR Certification Level</i>	Level 2	Ongoing	In Progress

Strategic Analysis of Performance

1. Educational and knowledge triumphs (SO1, SO2, and SO3)

The Academy experienced explosive growth across its core intellectual and capability-building indicators. Scholar completion hit a stellar 97.87 percent, while panel acceptance for rigorous Master's theses and capstone projects reached 98.22 percent against an 85 percent target baseline.

Most notably, the demand for DAP's systemic interventions triggered massive scaling anomalies in the best possible way:

- **Fulfillment Expansion:** The Academy reached 316 program beneficiaries, outpacing the target of 34.
- **Technical Assistance Velocity:** 43 public agencies fully adopted DAP's technical assistance frameworks during the year, nearly quadrupling the target of 12.
- **Research and Dissemination:** DAP solidified its position as a primary civil think tank by completing 33 major research studies (target:18) and publicly disseminating 20 separate research tracks to elevate data-driven governance across the bureaucracy.

2. Service quality and partnership density (SO4 and SO5)

DAP maintained elite standards of external execution, logging an exceptional 98.88 percent customer satisfaction rating across its training and consultancy interactions. While international hosting targets fell slightly short at 13 implemented projects due to regional scheduling friction from the APO Secretariat, the Academy successfully deepened local and global network resilience, elevating its active partnership retention rate to 91.84 percent.

3. Financial agility and governance realities (SO6 and SO7)

The financial parameters of the scorecard reflected strong revenue performance despite broader fiscal adjustments across the public sector. Gross revenue reached Php992.49 million against a target of Php799.26 Million, and driving EBITDA to Php168.88 million. This robust top-line performance supported budget utilization, with corporate fund utilization at 94 percent and obligation-BUR at 100 percent.

Likewise, the Academy retained its structural resilience:

- **Efficiency and Timeliness:** Project teams registered a solid 89.93 percent on-time delivery rate, proving that internal operations remain prompt and highly functional.
- **Institutional Integrity:** The Academy maintained a 100 percent compliance rate across all mandated national oversight requirements, alongside intentional advancements in e-Government modules, climate change policies, and a tripled output in Gender and Development (GAD) initiatives.

Financial Agility and Governance Realities

Key 2025 Financial performance and operational governance indicators of the Academy.

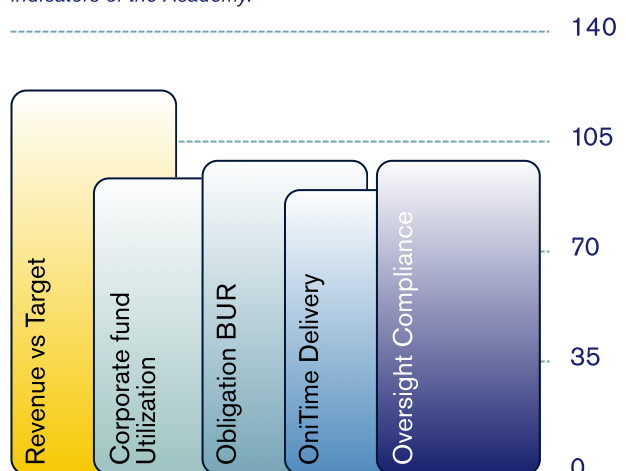


Figure 2. Revenue actual Php992.49M vs Php799.26M target; governance indicators shown as percentages.

Year in Review: Driving Change, Shaping the Future

In 2025, the DAP demonstrated agility and impact amid leadership transitions, evolving mandates, and increasing demand for its services. Guided by national priorities and strengthened oversight from the Department of Budget and Management (DBM) and the Department of Economy, Planning, and Development (DEPDev), the Academy sustained its role as the government's premier training and development institution.

Sustaining Leadership and Institutional Credibility

Despite transitions across two presidencies, DAP maintained strategic continuity and organizational alignment, reinforced by its first Management Team Retreat. The Academy continued to enjoy strong recognition and support from Malacañang, Congress, and DBM, affirming its reputation as a trusted and results-driven institution.

Delivering High-Impact Programs

DAP advanced its core mandate through sustained implementation of flagship programs, particularly the Public Management Development Program (PMDP), which marked 15 years of continuous government support. Ongoing harmonization with the Career Executive Service (CES) Board and growing recognition from external partners further strengthened its relevance. Capability-building initiatives, including AGILE training for local executives, expanded reach and reinforced performance-based development.

Driving Innovation and Future Readiness

DAP deepened its role in innovation and thought leadership through the Paperless and Next Gen Productivity Challenges and the use of emerging technologies such as artificial intelligence (AI) through hackathons.

The Academy was also mandated to develop a national AI capability-building program, positioning it at the forefront of future-ready governance.

Through its Smart Cities initiatives under the LIPAD PH Project, implemented with the Department of Science and Technology (DOST), DAP provided technical assistance to key cities and engaged over 120 local government units nationwide—earning recognition for advancing digital and urban transformation.

Expanding Partnerships and Global Presence

Collaborations and co-created programs increased significantly, reflecting growing client demand and trust. The renewal of DAP's partnership with the Commission on Higher Education (CHED) reinforced its role in education and capacity development. Internationally, the accreditation of its certification body by the Asian Productivity Organization (APO) opened new opportunities, with training inquiries from India and the United Arab Emirates.



(L-R: Vice President Arnel D. Abanto, Senior Vice President Magdalena L. Mendoza, and APO Liaison Officer Armand Tristan R. Suratos) DAP represents the Philippines at the 67th APO Governing Body Meeting in Jakarta

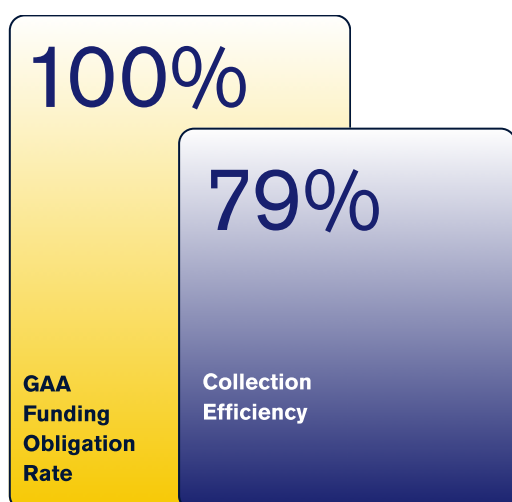


Figure 3. DAP Financial and Resource Performance indicators (%)

Strengthening Operations and Resource Management

DAP achieved full utilization of its General Appropriations Act (GAA) funding, with a 100 percent obligation rate and 79 percent collection efficiency. While the DAP Conference Center's new training building project was not awarded, the Academy generated revenues from bidding activities. Operational capacity expanded despite manpower constraints, supported by increased engagement of non-plantilla personnel.

Advancing Human Resource Reforms and Culture

Key HR reforms included the revision of the Merit Selection Plan and continued processing of personnel actions. However, workforce sustainability remains a priority, with several senior officers retiring or nearing retirement, underscoring the need for succession planning. Initiatives such as quarterly staff assemblies and workplace improvements contributed to a more engaged and supportive organizational culture.

Ensuring Accountability and Service Excellence

DAP maintained a low-profile yet high-impact presence, responding to public concerns, including 8888 complaints, while consistently delivering quality services. Its recognition as the government's "top-of-mind" training institution reflects its enduring commitment to excellence and public value.

Moving Forward

With a strong foundation in program excellence, innovation, and partnerships, DAP is well-positioned to scale its impact, lead in emerging areas such as AI and digital governance, and continue shaping a future-ready public sector.

Timely resolution of 8888 complaints	✓
Sustained "top-of-mind" training institution status	✓
Maintaining high-impact service delivery under tight resources	✓

Pillars of Excellence

Pillar I: Capacity Building for Public Sector Excellence

Executive and Leadership Development

At the center of DAP's mission is the conviction that strong governance begins with strong leaders. DAP's core institutional programs deliver world-class, multimodal learning experiences built around four specialized leadership pathways — each calibrated to the responsibilities and aspirations of a distinct tier of public service.

Public Management Development Program (PMDP)

The PMDP is a national government-funded initiative in the Philippines aimed at providing comprehensive and diverse learning experiences for public managers with four class offerings:

- **Senior Executives Class (SEC):** A hybrid, 10-month executive development program featuring 55 residential days, a local Sensing Journey, a Foreign Study Mission, and a Capstone Paper revalida — culminating in a Graduate Diploma in Development Management.
- **Middle Managers Class (MMC):** Tailored for high-performing Division Chiefs on the cusp of directorship, this six-month intensive program combines residential training with an 11-day Sensing Journey and rigorous Capstone Project formulation, leading to a Master in Development Management (MDM) degree.
- **Local Government Managers and Executives Class (LGEMC):** A three-month blended course that empowers local government functionaries to conceptualize high-impact Innovation Project Concepts that elevate local governance efficiency.

- **Wise Leadership Class (WLC):** Crafted for Undersecretaries and Assistant Secretaries, this elite program operationalizes "Phronetic Leadership" through a five-day residential track and a 5-day Foreign Study Mission to Tokyo, Japan, in partnership with the National Graduate Institute for Policy Studies (GRIPS).

In 2025, the PMDP welcomed 120 new graduates — expanding the historic network of elite completers to 1,782.



(In photo: Vice President Nanette C. Caparros (front left) with the Wise Leadership Class (WLC) Batch 7 and GRIPS officials (front center) DAP-PMDP strengthens senior government leaders' capabilities through the WLC and Tokyo study mission with GRIPS.

Table 2. 2025 PMDP Graduates

Track	No. of Graduates
Senior Executives Class (SEC)	18
Middle Managers Class (MMC)	84
Wise Leadership Class (WLC)	18
Total	120

Stories of Impact Beyond the Classroom: The Sensing Journey

"Public sector excellence is not just measured by the number of policies created or initiatives implemented, but by the magnitude of impact these have on the communities."

To understand the authentic needs of the Filipino people, the PMDP takes an unusual step for an academic institution: it sends its scholars directly into the field. Through the Sensing Journey, embedded in the PMDP curriculum, scholars step out of lecture rooms and into rural communities — immersing themselves in the real development dynamics at the barangay level.

In 2025, a total of 103 household families across 16 barangays opened their doors to scholars from the Middle Managers Class (MMC Batches 35 and 36) and the Senior Executives Class (SEC Batch 14). These were not site visits or courtesy calls. They were honest immersions — occasions for civil servants to listen, observe, and feel the weight of the governance decisions they would one day make



Equipped with raw, human insights from these experiences, scholars returned to the Academy to complete their ultimate academic requirements: a data-driven Capstone Project for MMC scholars — designed for immediate agency implementation — or a strategic Capstone Paper for SEC executives. The Sensing Journey was not just a requirement. It was the heartbeat of what it means to serve.

Table 3. 2025 Sensing Journey Geographic and Family Footprint

Program Class	Municipalities Visited	No. of Barangays	No. of Household Families
Senior Executives Class (SEC)	San Nicolas, Batangas; Santo Tomas, Pangasinan; San Felipe, Zambales	4	18
Middle Managers Class (MMC)	San Nicolas, Batangas; Santo Tomas, Pangasinan; San Felipe, Zambales	12	85

Master of Public Management (MPM)

The Graduate School of Public and Development Management (GSPDM) continued to strengthen its flagship 39-unit interdisciplinary Master in Public Management (MPM) program. Designed to prepare public sector leaders to address complex and emerging governance challenges, the program is offered through specialized tracks in Health Systems and Development, Health Systems for Hospital Administrators, Development and Security, and Knowledge Management.

Further expanding its academic portfolio, the DAP Board of Trustees approved the Master in Public Management major in Social Protection and Welfare Systems (MPM-SPWS) through Board Resolution No. 14, s. 2025, in response to the growing need for specialized expertise in social protection and welfare governance.

In 2025, the MPM program produced 65 graduates across its various specializations (see Table 3), reflecting the Graduate School's continuing contribution to developing highly qualified public sector professionals.

The Graduate School also sustained the implementation of its Development and Security program. The third batch of the Master in Public Management major in Development and Security, with specialization in Maritime Safety and Security (MPM-DevSec MSS), welcomed a cohort of 40 officers from the Philippine Coast Guard, including international military students. Meanwhile, Batch 2 of the Master in Public Management major in Development and Security (MPM-DevSec) commenced with 28 professionals from diverse sectors, further broadening the program's interdisciplinary learning environment.

Training Programs

In driving changes, the DAP recognizes the importance of empowering public sector professionals from every level of the bureaucracy. Through its programs, the DAP continues to

capacitate public sector leaders by equipping them with the necessary knowledge and providing an avenue to cultivate their skills not only to be an and efficient leader, but also resilient and adaptive to the ever changing landscape of the Philippine government.

Capability Building on Innovative Leadership for Legislative Staff (CBILLS)

The Capacity Building on Innovative Leadership for Legislative Staff (CBILLS) program, aims to equip the legislative staff of both Houses of Congress with advanced skills in policy research, governance, and leadership. It offers four learning tracks—Appropriations and Finance, Emerging Leaders, Middle Managers, and Senior Leaders—designed to strengthen Congress's capacity for evidence-based, innovative, and citizen-centered lawmaking. To further address emerging needs, the program continuously evolved, integrating sensing sessions in the residential courses to allow practical insights and the CBILLS Conference which allowed the scholars to showcase their outputs in selected emerging topics.

More than a citizen-centered innovation training, the CBILLS program demonstrated its translation to real-world impact with the launch of the beta Senate Budget Transparency Portal from the BANTAY PISO Project of five scholars from the Appropriations and Finance – Managers Track. It offers a structural reform pathway that converts oversight into a continuous, participatory, and data-driven accountability cycle through the introduction of new mechanisms, creating a structured accountability loop connecting legislators, agencies, and citizens. Its integration into the Senate Budget Transparency Portal expands transparency into interactive oversight and participatory monitoring.

In 2025, the program attained key accomplishments including the conduct of eight legislative courses, four international learning courses, three Thursday Talks episodes, and one CBILLS Conference, and development of four publications.

Table 4. 2025 MPM Graduates

Program	No. of Graduates
Master of Public Management (Batch 5)	15
Master of Public Management major in Health Systems and Development	6
Total	21

Center of Excellence on Public-Sector Productivity (COE-PSP) Training Initiatives

The DAP, as the focal organization for the Asian Productivity Organization (APO) Center of Excellence on Public-Sector Productivity (COE-PSP), spearheaded a robust training agenda designed to institutionalize a culture of innovation, agility, and citizen-centered governance across the bureaucracy. By moving beyond traditional seminar-based learning, the COE-PSP fostered an environment where public sector practitioners could bridge the gap between theory and immediate institutional application.

The COE-PSP Project Management Office (PMO) achieved a landmark year in human capital development, capacitating a total of 927 individuals—a figure that significantly surpassed the Academy's initial annual target of 370. This broad reach underscores the growing demand for specialized productivity expertise within government ranks, as agencies continue to seek out frameworks to streamline service delivery and optimize operational output.

At the heart of these efforts was the continuous roll-out of high-impact training tracks, most notably the Development of Public-Sector Productivity Specialists Foundation Course (DPSPSFC). This program serves as the pipeline for certifying a new generation of productivity experts who possess the technical capability to diagnose and resolve institutional bottlenecks. A prime example of this success is the second batch of the DPSPSFC held in September 2025 in Pasig City. The cohort brought together 18 dedicated practitioners from six diverse agencies—including the

Department of Agriculture, the Department of Migrant Workers, and the Technical Education and Skills Development Authority (TESDA)—to undergo rigorous training. The COE-PSP approach is defined by its commitment to tangible outcomes. A critical component of the training curriculum is the development and presentation of Productivity Improvement Plans (PIPs). By the conclusion of their training courses, participants are required to present these comprehensive PIPs to their peers and course coaches. This process serves two strategic purposes:

- **Actionable Feedback:** It creates a peer-review environment where coaches refine the feasibility of these initiatives before they are officially launched.
- **From Pilot to Policy:** The PIPs act as the transition point where classroom concepts are converted into pilot projects within the participants' respective agencies. This ensures that the training program directly fuels agency-wide performance improvements, resulting in more agile and responsive public service ecosystems.

Through this methodology, the COE-PSP has successfully moved the needle from passive learning to proactive, specialist-led governance, ensuring that every training intervention translates into structural reform within the Philippine public sector.



Figure 4. COE-PSP Training Initiatives: Target vs Actual Reached

Voices from the Field: Graduation Testimonials

At the Second One DAP Graduation — a historic convergence of 1,062 public servants at the Philippine International Convention Center under the theme “*Dangal at Galing para sa Bagong Pilipinas*” — DAP’s graduates showed the country what public service looks like in its finest form.

Executive Secretary Ralph G. Recto commended the Academy’s five-decade track record as the country’s foundational bedrock of public integrity and excellence. Board Chair Arsenio M. Balisacan challenged the graduating cohort with a resounding call:

"Carry galing and dangal forward consistently — competence with integrity — so public service remains effective, credible, and worthy of public trust."



DAP Board Chair and DEPDev Secretary Arsenio M. Balisacan addresses the 1,062 graduates during the Second One DAP Graduation at the PICC, held under the theme “*Dangal at Galing para sa Bagong Pilipinas*.”

From the graduates themselves, the stories were equally compelling:

- **Kim Jayson Villezca (DepEd Region III, MPM Batch 5)** described his graduate journey as “a defining test of character.”
- **Jaecian Onoh A. Cesar (Foreign Service Institute, CPM)** mainstreamed nature-positive initiatives directly into Philippine foreign policy frameworks.
- **Analiza Rago (Local Health Insurance Office, Palawan, ECPHSFMHRD)** successfully institutionalized a localized Primary Care Provider Network under the Universal Health Care Act.
- **Bernadine Hayag (DOH Regional Office VII)** architected a vital early detection system for chronic kidney disease.
- **Jan Michael H. Rafael (PFDA Region IV-CALABARZON)** fully digitized cold storage operations at the Lucena Fish Port Complex.
- **Santos Jose O. Dacanay III (UP Baguio)** advanced policy research on micro-credentials to meet evolving workforce demands.
- **Mayor Pablo Yves Dumlao (Surigao City, LGEMC)** pioneered Project Lig-ON (“Strength”), integrating climate-resilient housing with participatory local governance.
- **Muksin III H. Ibrahim (Brooke’s Point, Palawan, LGEMC)** devised Project ALPAS, a localized mental health program built on three pillars: Tanggap (acceptance), Tanglaw (guidance), and Hiraya (vision).

ONE DAP GRADUATION

Galing at Husay:

Lingkod ng Bayan Tungo sa Bagong Pilipinas

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31 January 2025 | 2:00 pm

Plenary Hall, Philippine International Convention Center, Pasay City



First One DAP Graduation

Pillars of Excellence

Pillar II: Institutional Strengthening and Innovation

Modernizing Government Regulations Program

In the halls of regulatory agencies, in local government licensing offices, and in the offices of national policymakers, a quiet but consequential shift was taking place in 2025. The DAP Modernizing Government Regulations Program (MGRP) was helping the Philippine government do something deceptively simple — but institutionally profound: regulate better. Anchored on evidence-based policymaking, regulatory coherence, and citizen-centered governance, the MGRP supported national efforts to improve ease of doing business, reduce unnecessary regulatory burdens, and strengthen public sector productivity.

From rule-making to evidence-based decision-making

Throughout 2025, over 300 government officers and technical personnel from regulatory agencies took part in structured learning interventions. Participants across the 20th to 27th batches of Regulatory Impact Assessment (RIA) courses and the 13th to 14th batches of the Regulatory Compliance Cost Assessment (RCCA) course shared a common experience: they left the sessions with a clearer framework for asking whether a regulation is truly necessary — and what its real-world impact might be.

"The sessions gave us a clearer understanding of how policies can be shaped to better serve people's needs."

Findings from the 2025 MGRP tracer study affirm the program's reach: across all training courses, learning indicators averaged 89 percent — reflecting high appreciation for the relevance, clarity, and practical value of the interventions.

Impact on the ground: agency voices

The regulatory reforms championed by MGRP are most visible in the institutions that applied them. FDA Director Irene Florentino-Fariñas captured the transformation succinctly:

"Regulatory impact assessment is here to stay — FDA regulations cannot live without it."

Table 4. MGRP 2025 Accomplishments

Indicator	2025 Accomplishment
Government agencies and institutions assisted	19 agencies through regulatory review, technical assistance, capability-building, and policy advisory support
Priority sectors and industries reviewed	Five sectors under the 2025 Regulatory Review initiatives
Capability-building activities conducted	Nine sessions (training, orientations, seminars) on regulatory reform, RIA, and RQMS
Total participants reached	762 participants (398 counted under GAA) from national agencies, LGUs, and stakeholder institutions

In Parañaque, Atty. Melanie Malaya of the Business Permits and Licensing Office recalled a registration process that once required 23 steps across different offices and floors. Through MGRP engagement, the city developed Project ELO — a streamlined express-lane system that reduced procedures, requirements, and the overall cost of doing business.

"Streamlining regulatory processes made doing business easier in the City of Parañaque."

In Baras, Rizal, Councilor Vergil Robles described how the LGU once spent Php8 to 10 million annually on waste management tipping fees. With MGRP support, the local government strengthened and modernized its policies — a demonstration of how the program helps LGUs become strategic, inclusive, and effective.

Engineering sector leader Engr. Marcelino Mendoza of OSHDP noted that housing developers navigate 27 government offices and some 78 permits. For him, digitalization — advanced through MGRP's regulatory work — has been a game changer in the administration of government processes.

The Philippine Competition Commission, through Executive Director Kenneth Tanate, PhD, added another dimension: that well-intentioned regulations can inadvertently restrict competition. The program helped integrate competition considerations earlier in policy development — because, as he emphasized, better regulations promote fair market competition.

Strengthening digital innovation in regulatory governance

In October 2025, DAP co-hosted the International Conference on Digital Transformation and Regulatory Technology (RegTech) for Improving Public Sector Productivity with the Asian Productivity Organization — bringing together over 200 participants from 16 member economies to exchange experiences on regulatory modernization.

Participants came away with practical insights on how digital tools are reshaping regulatory frameworks and compliance processes across industries. Several highlighted that the discussions broadened their understanding of how data-driven systems can improve transparency — and how RegTech, paired with strong institutional capacity, can support faster, more responsive, and more citizen-centered regulatory systems.

2025 MGRP research outputs and policy contributions

The MGRP's commitment to smarter regulation translated into concrete research in 2025. Through a series of post-implementation reviews (PIRs), the program examined regulations affecting critical sectors — from migrant labor protection and medicine pricing to investment incentives, maritime safety, and telecommunications infrastructure. Each study generated actionable recommendations grounded in stakeholder consultations, administrative data analysis, and process mapping.

Bureaucratic Complexities Targeted for Streamlining

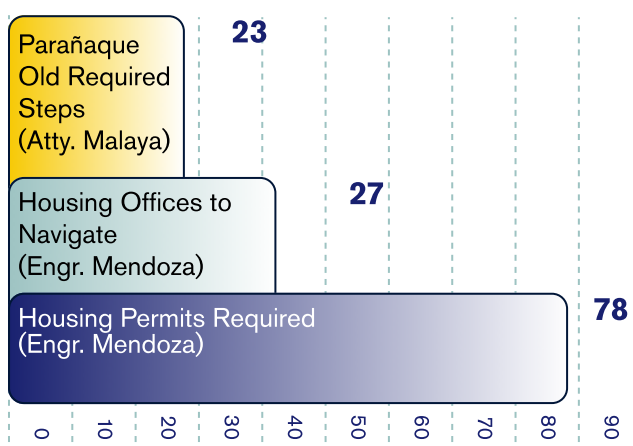


Figure 5. Count/Steps

Post-Implementation Review: DMW rules on land-based migrant workers. This study examined Rules X to XIII of the 2023 Department of Migrant Workers (DMW) Rules and Regulations governing the employment and recruitment of land-based migrant workers. It highlighted the need for stronger data-driven policymaking, improved accountability mechanisms, enhanced inter-agency coordination, and adaptive regulatory strategies to address the evolving nature of illegal recruitment.

Post-Implementation Review: Price control policy under the cheaper medicines act. This study evaluated the effectiveness of Executive Order Nos. 104 and 155, which established maximum retail prices for selected medicines. Recommendations focused on strengthening regulatory efficiency, promoting generic competition, improving government procurement systems, and expanding health insurance coverage to improve economic and physical access to essential medicines.

Post-Implementation Review: Enhanced deduction regime under the CREATE MORE act. Focusing on the semiconductor and electronics industry, this study found that while the EDR program was considered relevant by stakeholders, implementation challenges — including low awareness, incomplete agency integration, and unclear registration procedures — limited its uptake. Recommendations addressed transparency, system integration, and activity-based accounting to improve accessibility.

Post-Implementation Review: MARINA memorandum circular No. SR 2022-02. This review of MARINA's implementing rules for boatbuilder's permits found that, while boatbuilders were generally willing to comply, lengthy and inconsistent permitting processes, limited awareness, and weak data systems increased compliance costs. Recommendations targeted streamlined permitting, digital service delivery, and community-based monitoring for small-scale boatbuilding operations.

Post-Implementation Review: Executive Order No. 32 on telecommunications infrastructure. This study assessed EO 32's institutionalization of streamlined permitting for passive telecommunications infrastructure. While the order substantially improved permitting efficiency in compliant LGUs, uneven implementation, non-standard fees, and post-construction bottlenecks constrained its overall impact. The study recommended strengthened enforcement, improved inter-agency coordination, and an integrated infrastructure database.

Government Quality Management Program

Quality management is not a certificate on the wall. It is a way of working — one that touches every process, every service, and every interaction between government and citizen. In 2025, the Government Quality Management Program (GQMP) helped government agencies embed that way of working into their daily operations.

The GQMP exceeded its annual target by assisting five agencies against a planned four — a reflection of both growing demand and improved delivery capacity. Beneficiary agencies strengthened their internal QMS audit systems, management review mechanisms, and corrective action processes.

Agency-level successes

- **Ilocos Sur Polytechnic State College** institutionalized its internal audit function.
- **Governance Commission for GOCCs (GCG)** established structured management review processes.
- **LGU General Santos City** improved QMS documentation and service monitoring systems.
- **Food and Drug Administration** progressed toward ISO/IEC 17020 accreditation by completing key readiness requirements.
- **Philippine National Railways** resolved long-standing non-conformities through gap assessment, root cause analysis training, and management review guidance — placing the agency in a better position to sustain its ISO 9001 certification.



Q-Talks Seminar Series 2025: Cultivating quality in the public sector

GQMP's national advocacy took center stage through the Q-Talks Seminar Series 2025 — a three-part hybrid series held in June that engaged over 2,200 participants nationwide. Anchored on the theme "Cultivating Quality in the Public Sector," the series explored three interconnected themes: strengthening a quality mindset and citizen-centric governance; building a culture of quality from individual to organizational levels; and minimizing the cost of poor quality through system-based approaches.

APO Center of Excellence in Public Sector Productivity

The COE-PSP, in 2025, significantly accelerated its mission to institutionalize reform within the Philippine government. Recognizing that productivity cannot be achieved through capacity-building alone, the COE-PSP shifted its focus toward systemic transformation —developing the tools, diagnostic frameworks, and regulatory innovations necessary to create a more resilient and responsive public sector.

Driving systemic reform through technical assistance

The DAP, through the COE-PSP, demonstrated exceptional agility in deploying technical assistance (TA) interventions, successfully facilitating the adoption of productivity frameworks in 38 distinct government agencies. By moving beyond conceptual advisory, the COE-PSP provided agencies with practical, evidence-based tools tailored to their specific operational mandates.

A cornerstone of this success was the Productivity Improvement Plan (PIP) integration. By requiring agencies to treat their PIPs as living documents, the COE-PSP ensured that institutional strengthening was not a one-time activity but a sustained cycle of diagnosis and optimization. Agencies across national and local levels utilized these plans to eliminate bureaucratic redundancies, simplify complex service workflows, and integrate citizen-focused metrics directly into their performance reporting.

Modernizing regulations and service delivery

A critical component of the 2025 agenda was the aggressive push toward regulatory modernization. The COE-PSP collaborated with partner agencies to identify "process friction"—the administrative bottlenecks that slow down government service delivery. Through structured diagnostic interventions, the PMO guided these agencies in redesigning their internal systems, focusing on:

- **Workflow Automation:** Reducing manual processing times by identifying redundant approval layers.
- **Citizen-Centric Metrics:** Refocusing institutional goals away from internal output volume and toward measurable improvements in citizen satisfaction.
- **Fiscal Prudence:** Aligning productivity initiatives with broader agency resource-optimization mandates, ensuring that administrative reforms lead to tangible cost-efficiency.

Showcase of service innovations; driving digital velocity on the frontlines

The ultimate metric of the COE-PSP's coaching and technical assistance is how effectively abstract administrative frameworks translate into real-world citizen convenience. Guided by DAP's structured PIP methodology, multiple public institutions moved from conceptual design to live implementation, deploying high-impact digitalized workflows that structurally dismantle red tape:

- **Department of Social Welfare and Development (DSWD) – Ayuda CARES Platform:** Bureaucracy on the frontline can severely delay critical crisis intervention. Through dedicated process-mapping coaching, DSWD engineered the Ayuda CARES platform—a major digital transition that integrates the Philippine Identification System (PhilSys ID) into emergency social protection distribution pipelines. This systemic shift automated immediate identity verification and eligibility checks, slashing processing bottlenecks and ensuring that vital financial assistance reaches vulnerable Filipino families during their times of acute need.
- **LGU San Mateo, Rizal – One-Stop Shop for Construction Permits (OSCP):** Navigating local government infrastructure clearances has traditionally subjected citizens and local enterprises to exhaustive paper logs and physical repeat visits. By applying DAP's productivity blueprints to municipal licensing workflows, San Mateo unified disparate regulatory verification points into a streamlined, digitalized interface. The OSCP entirely re-engineered the application funnel—significantly reducing paperwork, eliminating redundant processing layers, and allowing developers to secure construction permits efficiently without manual delays.

- **Department of Science and Technology (DOST) Region XII – aiSETUP Portal:** To bridge severe information and resource disparities for rural micro, small, and medium enterprises (MSMEs), DOST Region XII collaborated with DAP to restructure its landmark Small Enterprise Technology Upgrading Program (SETUP). The result was the development of *aiSETUP*, an AI-driven, automated application portal. This smart system guides rural entrepreneurs through complex technology innovation fund proposals, turning an intimidating, multi-week administrative submission process into a simplified, intuitive, and highly accessible digital pipeline for isolated communities.

Research-led innovation

To ground these institutional changes in verifiable science, the COE-PSP intensified its commitment to evidence-based governance. The PMO produced a suite of research studies that served as the theoretical and empirical backbone for its TA interventions. By synthesizing global productivity trends with the unique socio-economic realities of the Philippine public sector, the center provided decision-makers with the diagnostic insights needed to confidently launch institutional reforms. These research outputs directly informed the design of the **2025 Paper-less Challenge**, which utilized the center's productivity frameworks to incentivize agencies to achieve historic reductions in paper consumption, thereby validating that institutional habits can indeed be re-engineered at scale.

Through this dual-pronged approach—pairing high-level research with deeply embedded technical assistance—the COE-PSP solidified its role as the primary architect of public sector productivity in the Philippines, ensuring that institutional strengthening becomes a permanent, self-sustaining feature of government administration.

Pillars of Excellence

Pillar III: Knowledge Creation and Thought Leadership

From Research to Reform

Knowledge that remains on the shelf has limited value. DAP's research agenda is intentionally designed to move from insight to implementation—producing studies that inform real decisions, shape policy frameworks, and are actively adopted by government institutions.

In 2025, the Academy completed 33 research studies, surpassing its target of 24, with 16 research outputs adopted, far exceeding the target of two. These results reflect the growing relevance and practical application of DAP's research—grounded in the realities of governance and co-developed with its institutional partners.

A significant share of these outputs came from the Modernizing Government Regulations Program, which conducted five post-implementation reviews across key sectors such as migrant labor and telecommunications infrastructure (as detailed under Pillar II). Meanwhile, the GSPDM research initiatives on sustainable development, futures thinking, and public management accounted for the majority of adopted outputs.

Collectively, these studies contributed to advancing regulatory reform, improving ease of doing business, enhancing industry competitiveness, and strengthening citizen protection through more transparent and adaptive governance systems.

Advancing DAP as a Public Think Tank

In 2025, the GSPDM further strengthened the Academy's position as a premier public think tank by integrating empirical research with forward-looking governance approaches.

1. Research and Publications

- *Policy-Oriented Research*: Completed 15 comprehensive studies, with 5 submitted to international peer-reviewed journals. Notably, this includes a pioneering strategic foresight study on insect-based alternative proteins for national food security.
- *Flagship Publications*: Released six issues of *Public Management Today (Aguhon)*, generating 283 downloads, and expanded the *Journal of Public and Development Management (JPMD)* from Volume III to Volume VI.
- *Accessible Knowledge Platforms*: Achieved 680 digital downloads of the GSPDM Compendium of Research Studies and launched the Dekalogo SDG and Futures Talk podcast on Spotify to bring foresight discussions to a broader audience.

2. Dissemination and Engagement

- *National Research Caravan*: Rolled out 13 caravans across nine administrative regions, distributing 639 printed knowledge volumes to state universities and local government units, while generating interest in localized governance programs.
- *HINABI 2025 Colloquium*: Convened 169 local and international experts under the theme “*Strategic Foresight in Action*,” fostering dialogue on resilient and inclusive development pathways.
- *Public Lecture Series*: Delivered 20 high-impact sessions reaching nearly 4,900 participants. Through initiatives such as the *Dekalogo Governance and Local Governance Today* series—implemented in collaboration with institutions like the Australian National University and Meiji University—the Academy facilitated critical discussions on AI accountability, territorial defense, city diplomacy, and decentralization in the Philippines.

Through these integrated efforts in research, publication, and knowledge exchange, DAP continues to strengthen its role as a catalyst for evidence-based policymaking and forward-thinking governance.



HINABI 2025: An Ensemble for Weaving Sustainable Futures — DAP-GSDM concludes its year-long futures-oriented research initiatives on strategic foresight and futures thinking, bringing together insights and perspectives toward shaping sustainable futures, December 10, 2025.



Aguhon: Public Management Today — DAP's monthly publication connects theory and practice in public management, providing insights and perspectives relevant to public-sector practitioners.



Research on Sustainable Development Goals and Futures Thinking Regional Caravan — DAP-GSPDM engages local government stakeholders in General Santos City, South Cotabato, in advancing sustainable development through SDG and futures-thinking approaches, September 13, 2025.

Knowledge Capital: Codifying and Digitizing Public Efficiency

True public sector innovation cannot thrive in a vacuum; it requires a continuous baseline of rigorous data, documented practices, and accessible insights to guide administrative decision-makers. In 2025, the COE-PSP fortified its role as the definitive think tank for governance efficiency, driving an expansive research and advocacy portfolio designed to convert complex operational metrics into actionable public knowledge.

Systemic Productivity Measurement: Quantifying Bureaucratic Efficiency

For decades, measuring the actual "productivity" of government institutions remained an elusive task due to the complex, non-market nature of public service delivery. To solve this structural challenge, the COE-PSP engineered a pioneering index-based framework for measuring public sector productivity in the Philippines. This diagnostic methodology moves past simple headcount metrics, looking instead at the relationship between institutional inputs, processing speeds, and citizen-facing outcomes.

In 2025, it successfully completed exhaustive, data-driven productivity studies across several of the nation's most vital economic and labor pillars:

- The **Bureau of Internal Revenue**: Mapping tax administration workflows to analyze the speed and cost-efficiency of revenue collection systems.
- The **Department of Labor and Employment**: Assessing the operational velocity of labor dispute resolution mechanisms and employment program deployment.
- The **Land Bank of the Philippines**: Measuring credit delivery channels and agricultural subsidy distribution efficiency.
- The **Philippine Economic Zone Authority (PEZA)**: Evaluating investment facilitation timelines and trade ecosystem responsiveness.
- By embedding these localized index frameworks, the COE-PSP provided these major entities with empirical baselines to identify systemic friction points, target resource allocation, and track long-term modernization efforts against concrete statistical indicators.

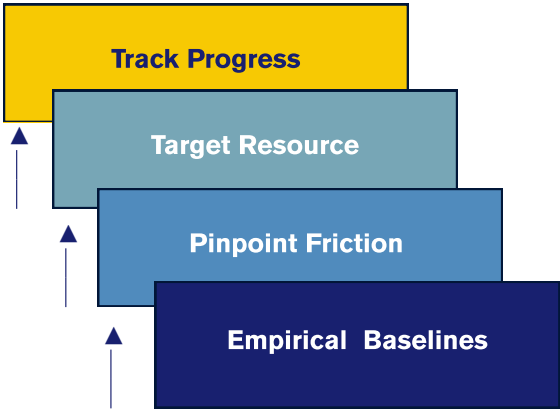


Figure 6. Index Based Framework

TAX ADMINISTRATION	→	Bureau of Internal Revenue (BIR) Focus: Speed & cost-efficiency of tax collection
LABOR & EMPLOYMENT	→	Department of Labor and Employment (DOLE) Focus: Velocity of dispute resolution & program rollout
AGRICULTURAL CREDIT	→	Land Bank of the Philippines (LBP) Focus: Credit delivery & subsidy distribution efficiency
TRADE & INVESTMENT	→	Philippine Economic Zone Authority (PEZA) Focus: Investment facilitation timelines & responsiveness

Figure 7. Data-driven Productivity Studies across Economic and Labor Pillars

The Thought Leadership Portfolio: Codifying Public Sector Excellence

To bridge the gap between high-level econometric data and practical agency implementation, the COE-PSP curated an extensive publication pipeline, authoring and releasing 43 unique public-sector productivity knowledge products during the year.

A cornerstone of this intellectual output was the publication of the 2024 Compendium of Innovation and Productivity Initiatives in the Public Sector. This comprehensive resource documents 20 highly detailed, regional case studies, capturing how localized government offices successfully resolved administrative hurdles. By systematically breaking down the mechanics of these winning workflows, the Compendium serves as a replicable blueprint for public managers seeking tested strategies. This permanent literature was complemented by a sustained monthly communication loop, marked by the release of 12 text editions of the Monthly Productivity Digest Newsletter. This publication continuously updated civil servants with micro-insights on regulatory sandboxes, behavioral insights, and global agility trends.

The Digital Knowledge Hub: Democratizing Governance Innovations

The COE-PSP ensured that its expanding intellectual property was not locked behind institutional barriers. The center fully optimized the COE-PSP Online Knowledge Platform, transforming it into the country's central digital repository for public efficiency resources.

The digital ecosystem emerged as an essential node for public sector researchers and practitioners, drawing a massive audience of 96,161 unique digital visitors over the course of the cycle. Users actively engaged with the site to download practical diagnostic toolkits, review data-driven factsheets, and stream specialized learning videos focused on regulatory sandbox frameworks. By providing free, frictionless access to these high-value technical assets, the Digital Knowledge Hub has successfully democratized precision governance tools—allowing local governments and remote bureaus across the archipelago to adopt elite productivity frameworks at zero cost.



Figure 8. Productivity Milestones



Figure 9. Digital Knowledge Hub

Pillars of Excellence

Pillar IV: Digital Transformation and Future-Ready Governance

DAPat Magaling: The Academy's First-Ever AI Hackathon

What would happen if DAP's own employees — across functions and divisions — were challenged to build AI-powered solutions to their own institutional challenges? In April and May 2025, the Academy's Center for Strategic Futures (CSF) found out.

In celebration of National Innovation Day (NID) 2025, the Academy launched "DAPat Magaling: The DAP Hackathon for AI-Enabled Knowledge Management." Anchored on the NID theme, "FLIP: Forging Leaders of Innovation in the Philippines," the initiative challenged employees to develop AI-enabled solutions that would improve DAP's own knowledge management systems.

How It Unfolded

- **Kick-off Lecture Series:** Participants attended foundational sessions on Knowledge Management 101, Theory of Change, Proof-of-Concept Development, and Artificial Intelligence 101.
- **Prototyping and Mentoring Session:** Eight multidisciplinary teams refined their concepts into workable models through guided mentoring and targeted feedback.
- **Pitching, Demo, and Awarding Ceremony:** Teams presented their solutions before an evaluator panel. The top three prototypes were forwarded to DAP's Management Committee for potential full-scale development.



DAPat Magaling: The Academy's first-ever AI Hackathon — DAPat Magaling participants discuss and refine AI-enabled solutions, translating institutional challenges into practical innovations for knowledge management.



MPM Batch 5 Program Integration and Fellowship Night — MPM Batch 5 co-learners gather at the DAP Conference Center in Tagaytay for program integration and fellowship, marking their achievements and preparing for the Comprehensive Exam, July 3–4, 2025.



DAP employees engage in a hands-on workshop, developing and testing AI-enabled solutions to address institutional challenges and improve knowledge management.

The Winning Ideas

- **First Place—SmartPays DTR:** An AI-powered electronic daily time record system that automates time tracking, generates real-time accomplishment reports and payslips, and provides performance dashboards using predictive analytics.
- **Second Place—ChatDAP:** A natural language file search tool powered by GPT4All that enables users to access, summarize, and extract insights from institutional documents stored on DAP's SharePoint — enhancing productivity and institutional memory.
- **Third Place—GIS+:** A report generation tool that leverages government performance data to create agency profiles, identify trends, and rapidly generate narratives and visualizations.

Other entries with development potential included DAP Touch (automated service quotations), DAP Smart Share (a centralized video platform with AI-generated content summaries), the Nexus DAP Project Dashboard (AI-powered project planning), New DAP EOP Report (a redesigned end-of-project format), and Project Ginhawa ReOrient (an automated employee exit clearance system).

The Winning Ideas Innovation Competition	
1st Place	SmartPays DTR
2nd Place	ChatDAP
3rd Place	GIS+

Figure 10. DAPat Magaling: The DAP Hackathon for AI-Enabled Knowledge Management winners

National Capability-Building Program on Artificial Intelligence

In 2025, DAP assumed a mandate with national significance: to become the central agency driving the Philippines' public sector AI workforce development agenda.

Backed by Presidential Directive No. PBBM-2025-1394 and a PhP80 million budget from the National Expenditure Program, the Academy initiated foundational planning for the National Capability-Building Program on Artificial Intelligence — a flagship initiative aimed at developing Filipino AI talent to support an inclusive, competitive, and innovation-driven economy.

Core Program Components

- **National AI Training Institute:** Laying the groundwork for a future Center of Excellence within DAP focused on AI capability-building.
- **Foundational Public Sector AI Instruments:** Defining government-wide standards for AI skills to guide all learning tracks.
- **Public Sector Workforce Development:** Delivering structured learning pathways across three phases — Priming, Deepening, and Designing.
- **AI Micro-credential Recognition Scheme:** Formal recognition of AI competencies aligned with national and institutional standards.
- **Network of AI Champions and Communities of Practice:** Building leadership, peer learning, and advocacy for responsible AI adoption.
- **Strategic Benchmarking and Global Partnerships:** Leveraging international best practices to accelerate learning and innovation.

2025 Milestones

- Drafted the AI Competency Model and AI Guidelines for the public sector.
- Conducted consultations with the Department of Economy, Planning, and Development and with Fulbright AI Expert Joshua Ness.

- Completed a benchmarking activity at Batangas State University.
- Secured PhP80 million from the National Expenditure Program for program funding.
- Conducted an internal AI capability-building session for 50 DAP officers and staff.
- Initiated coordination with partner organizations for an AI Training of Trainers program for DAP technical staff.

These foundational investments position the program to support the public sector's long-term digital transformation and its readiness for AI-driven governance innovations.

Foresight-Enabled Smart City Visioning

The future does not arrive all at once — but cities that prepare for it are more resilient, more responsive, and more livable. In 2025, DAP's Futures Thinking and Innovation Laboratory (FTIL), helped local governments see beyond the horizon.

Under the Linking Innovation Partners in Accelerating Development in the Philippines (LIPAD PH) initiative, the FTIL facilitated smart city visioning and futures thinking workshops for three partner cities: Balanga, Bataan; Quezon City; and Muntinlupa City.

How the Workshops Worked

Each engagement drew officials, department heads, and key stakeholders through structured foresight processes — including environmental scanning using the STEEP framework, Futures Triangle analysis, scenario development, Causal Layered Analysis, backcasting, and strategic action planning. These methods helped participants examine drivers of change, articulate preferred futures, and identify practical strategies aligned with their smart city aspirations.

DAP's smart city domain framing — covering governance, economy, mobility, environment, people, and living — enabled participants to generate focused insights on how different dimensions of city life may evolve, and how local governments can prepare for future disruptions and opportunities.

Key Engagements in 2025

- **Balanga City, Bataan:** LIPAD PH Phase II culminated in a 10-year Smart City Roadmap providing the city with a clear and actionable framework for integrated, citizen-centered initiatives.
- **Quezon City and Muntinlupa City:** Smart City Assessments and co-creation workshops produced data-driven insights and actionable plans. For Muntinlupa, domain visions were co-created to shape the city's Smart City Roadmap for the next decade.
- **Province of Bulacan — Exploratory Engagement:** An initial meeting with DOST-III and the Provincial Government of Bulacan explored the possibility of a province-wide smart city assessment covering all 24 LGUs.

In May, DAP shared LIPAD PH best practices during the AGILE Talk Points Webinar, equipping local chief executives nationwide with insights on how to maximize available resources for improved governance through innovation. DAP also served as a panel evaluator at the Smart and Sustainable Communities Award during DOST's iSCENE event in Isabela and participated in the National Science Technology Week in Laoag, Ilocos Norte.

Emerging Technology Short Courses

Recognizing that senior public officials need more than awareness — they need working knowledge of disruptive technologies — the Center for CES Development rolled out specialized digital upskilling pathways in 2025.

Table 5. Digital Upskilling Capacity Development Programs for Senior Public Officials

Indicators	2025 Accomplishment
<i>AI and Other Disruptive Technologies</i>	94 participants
<i>Directors and Digital Specialists Track</i>	43 participants
Total High-Level Participants	137 participants from 31 public agencies

Pillars of Excellence

Pillar V: Partnerships and Collaboration

Strategic Alliances

No institution advances a national mission in isolation. In 2025, the DAP strengthened and expanded its network of strategic partners across the region and globally, bringing diverse perspectives to bear on Philippine governance challenges.

The Academy formalized key cross-border and domestic partnerships to advance innovation, capacity development, and evidenced-based policymaking.

Department of Science and Technology–National Academy of Science and Technology, Philippines. This partnership integrates Pagtanaw 2050: Strategic Foresight in Science, Technology, and Innovation into DAP's training programs particularly for LGUs, to help institutionalize foresight, evidence-based planning, and long-term thinking. It also enables knowledge exchange, joint program development, and promotion of science, technology, and innovation (STI) in governance and public service delivery.

Department of Education. DAP and DepEd are collaborating to strengthen public sector capability in education through leadership development, governance improvement, and institutional capacity building. DAP provides technical assistance to the Philippine Qualifications Framework National Coordinating Council (PQF-NCC) including secretariat support in line with Republic Act No. 10968. The partnership also advances foresight and futures thinking practices, alongside targeted programs in leadership, management, and monitoring and evaluation to address system-wide capability gaps.

Thailand Productivity Institute (NPO Thailand). Through this partnership, DAP enriches the Public Management Development Program, particularly the Senior Executives Class by facilitating the Foreign Study Mission.

This component exposes senior government officials to regional governance systems and policy innovations, enhancing their capacity to lead agile, ethical, and future-ready public institutions. The engagement strengthens comparative learning within the broader PMDP curriculum, which spans governance, strategic management, and leadership development.

National Graduate Institute for Policy Studies (GRIPS). DAP renewed its collaboration with GRIPS to support the International Learning Course (ILC) under the CBILLS program. This initiative enables participants to engage with global experts, exchange best practices, and gain insights into innovative legislative and governance approaches. The partnership also promotes academic exchange, joint research, and institutional collaboration through seminars, conferences, and official visits.

Collectively, these strategic alliances enrich DAP's programs and open new pathways for collaborative research, faculty exchange, and joint initiatives—strengthening the Academy's role as a catalyst for innovation and excellence in public sector governance.



DAP–DOST–NAST Strategic Foresight Partnership — DAP and DOST–NAST signs an agreement to integrate **PAGTANAW 2050** into DAP training programs. **Photo:** L-R: DAP SVP Magdalena L. Mendoza; DAP Acting PCEO Dr. Leocadio S. Sebastian, CESO I; DOST Secretary Dr. Renato U. Solidum, Jr.; NAST PHL President Academician Jaime C. Montoya; NAST PHL Director IV Luningning E. Samarita-Domingo; and DAP GSPDM Dean Dr. Lizan E. Perante-Calina, DPA.

Lecture Series and Knowledge Exchanges

- **Dekalogo Governance Lecture Series:** Launched to address national security and food safety dimensions of governance.
- **Public Management Global Lecture Series:** Introduced global perspectives into the MPM program.
- **12th M&E Network Forum:** Convened over 300 inter-sector stakeholders alongside DEPDev Secretary Arsenio M. Balisacan to highlight evidence-based governance parameters.
- **Productivity Insights Webinar Series:** Engaged over 400 local participants with operational case studies directly from the Thailand Productivity Institute, Da Nang City (Vietnam), and the National Productivity Council of India.
- **Local Knowledge and Experience Sharing Sessions (KESS)**

International Conferences and Exhibitions

- **International RegTech Conference (co-hosted with APO):** Acting President Sebastian challenged contemporary leaders to aggressively adopt digital identity integration and regulatory technology.
- **LIFT Inclusive Productivity Conference 2025:** Brought together 150 key participants to advance inclusive growth, digital upskilling, and trauma-informed leadership frameworks.
- **2025 APO Center of Excellence Forum:** DAP co-organized with APO the regional productivity forum convening productivity pioneers from across Asia.
- **3rd Asia Public Governance Forum:** Vice President Monica D. Saliendres presented the Service Quality Guide (SQD) for Frontline Government Services. Developed under the Government Quality Management Program. The SQD draws from insights of the Citizen Satisfaction Survey and Business Satisfaction Survey and provides a practical framework for improving service delivery across government.

Global Security and Defense Dialogues

Dr. Chester Cabalza engaged in high-level defense dialogues with the French Embassy aboard the aircraft carrier Charles de Gaulle — a symbol of DAP's expanding footprint in strategic security and international policy discourse.



Dekalogo Governance Lecture Series: The Sustainable Table — DAP-GSPM convenes a lecture on food security, nutrition, and food culture for National Food Month. **Photo:** Dr. Maria Julia Goloso-Gubat, Mr. Joel E. Abelinde, and Ms. Jasmine Anne F. Tandingan engage in discussion during the session.



2025 APO Centers of Excellence Forum — DAP OIC-SVP Magdalena L. Mendoza, APO DAP Secretariat Director and Liaison Officer Armand Tristan R. Suratos, and DAP senior officers with APO Centers of Excellence representatives during the DAP-APO regional forum on productivity, innovation, and collaboration.



LIFT Inclusive Productivity Conference 2025 — From L-R: APO DAP Secretariat Director and Liaison Officer Armand Tristan R. Suratos, DAP-GSPDM Dean Lizan E. Perante-Calina, DAP Acting President and CEO Dr. Leocadio S. Sebastian, and DAP Acting Vice President Monica D. Saliendres during the conference on inclusive productivity and people-centered leadership.

Special Feature

True public sector transformation requires more than high-level policy adjustments; it demands an internal cultural evolution and an unyielding openness to outside ideas. In 2025, the COE-PSP proved that sweeping modernization can ignite from a single, highly intentional pivot. By spearheading two flagship initiatives—the **2025 Paper-less Challenge** and **NextGenPH**—the Academy mobilized a dual-front movement. This strategy systematically dismantled administrative waste within government corridors while unlocking the unbridled civic ingenuity of the nation's youth.

The 2025 Paper-less Challenge: Shifting from Bureaucracy into Efficiency.

What happens when you challenge the traditionally paper-heavy Philippine bureaucracy to view everyday administrative tasks through a strict lens of productivity? The result is an extraordinary narrative of rapid digital acceleration and fiscal prudence.

Originally launched to incentivize agencies to dismantle outdated, paper-logged workflows, the 2025 Productivity Challenge set what seemed like an ambitious baseline target: a collective reduction of one million sheets of paper within a 12-month window. The actual response from public servants completely shattered expectations, turning a simple conservation campaign into an institutional paradigm shift:

The Impact by the Numbers

- **A Massive Government Footprint:** A total of 102 national government agencies and local government units rallied to the call, submitting 153 unique digital workflows and process innovations.
- **The Aggregate Savings:** By the close of the challenge cycle on November 11, 2025, participating agencies saved an unprecedented 379,780,431 sheets of paper—the equivalent of 759,561 reams.
- **Translating Conservation into Capital:** This massive reduction did far more than save ecological resources; it structurally eliminated costs tied to printing, storage, and manual processing friction, routing an estimated PhP162.4 million back into public funds.

"Innovation must be purposeful, strategic, and always in service of the Filipino people. Small, intentional improvements—such as reducing paper use—can lead to substantial, lasting gains."

**— Dr. Leocadio S. Sebastian,
Acting DAP President and CEO**



2026 Productivity Challenge: Paper-less Finalist — DAP recognizes PSA for its **CBMS Resources Application**, advancing paperless data collection and reporting through digitalization. **Photo:** PSA representatives receive the Paper-less Finalist award.

Flagship Success: The SEC Transformation Model

The Securities and Exchange Commission (SEC) clinched the title of 2025 Paper-less Champion, serving as a masterclass in institutional courage. By aggressively deploying its twin online applications—the SEC Zuper Easy Registration Online (SEC ZERO) and the Electronic Filing and Submission Tool (eFAST)—the Commission entirely eliminated paper dependencies from its most heavily trafficked corporate services. This digital migration single-handedly wiped out 216 million pages of red tape, yielding PhP93 million in direct cost savings in a single year.



2025 Paper-less Champion: SEC Transformation Model — DAP recognizes the SEC for its digital transformation through SEC ZERO and eFAST, eliminating 216 million+ pages and saving **PhP93 million** in one year. **Photo:** DAP Acting PCEO Dr. Leocadio S. Sebastian, SVP Magdalena Mendoza, and VP Imelda Caluen present the award to SEC representatives.

The Next Frontier: The "Moneywise" Challenge

Building on this undeniable momentum, DAP has raised the stakes for the upcoming cycle. The Academy has officially transitioned into its next productivity iteration: the "Moneywise - PhP1 Billion Pesos Saved Challenge" (running through August 2026). This expanded campaign shifts focus from material conservation to holistic fiscal resilience, challenging government agencies to execute aggressive cost-saving frameworks that optimize every centavo of taxpayer resources.

NextGenPH: Crowdsourcing the Future of Public Service

While the Paper-less Challenge optimized the internal machinery of current governance, NextGenPH looked outward to discover its future architects. Operating on the principle that the most disruptive solutions emerge where raw student creativity meets civil service realities, DAP launched a competitive national platform inviting senior high school and college innovators to pitch technical and policy interventions.

The campaign sparked a massive wave of youth-led civic enthusiasm, drawing 431 entries from 139 schools nationwide. Submissions targeted critical socio-economic pain points, spanning agricultural vulnerabilities to municipal energy strain. Following rigorous evaluation and deep technical coaching by senior DAP experts, two standout teams captured the top honors at the November 2025 national finals:

Senior High School Champion: Team Liwanag

- **Institution:** Catanduanes National High School
- **The Innovation:** *Project Liwanag*
- **The Story:** Anchored in an island province frequently devastated by typhoons and burdened by exceptionally high electricity tariffs, these students refused to accept utility insecurity as a permanent reality. They engineered a real-time household energy consumption tracking platform. The system grants families transparent, instantaneous visibility over their electrical usage data, empowering households to adjust behaviors on the fly, cut domestic utility costs, and foster community-wide resource sustainability.



NextGenPH: Youth Reimagining Public Service — DAP's NextGenPH draws **431 entries from 139 schools**, with Team Liwanag of Catanduanes National High School emerging as Senior High School Champion for its energy-monitoring platform. **Photo:** DAP PCEO Dr. Leocadio S. Sebastian, DAP SVP Magdalena Mendoza, DAP VP Imelda C. Caluen, and student awardees.

College Division Champion: Team Piliseed

- **Institution:** Bulacan State University
- **The Innovation:** *PILISEED: Choose the Right Start*
- **The Story:** Seeking to eliminate severe information disparities in rural agriculture, this collegiate team developed a brilliant, low-cost hardware-software matrix: a solar-powered IoT soil sensor paired with an AI-driven mobile application. Crucially designed to operate entirely offline, the device reads local soil chemistry parameters and delivers localized crop pairing recommendations and predictive yield analytics straight to smallholder farmers—democratizing precision agriculture for remote communities isolated from internet connectivity.



NextGenPH: Technology for Smarter Agriculture — DAP recognizes Team Piliseed of Bulacan State University as College Division Champion for its AI-enabled, solar-powered IoT solution for smarter agriculture. **Photo:** DAP Acting PCEO Dr. Leocadio S. Sebastian, DAP SVP Magdalena Mendoza, DAP VP Imelda C. Caluen, and student awardees.

Table 6: 2025 Productivity Challenges Milestones

Challenge/Platform	Institutional Champion	Winning Innovation	Core Strategic Focus
Paper-less Challenge	Securities and Exchange Commission (SEC)	SEC ZERO & eFAST	Corporate Registration & Automated Report Filing
NextGenPH (SHS)	Team Liwanag	Project Liwanag	Real-time Household Energy Analytics & Cost Reduction
NextGenPH (College)	137 participants from 31 public agencies	PILISEED	Offline AI-Enabled IoT Agricultural Diagnostics

From Competition to Component

The ultimate value of NextGenPH lies in its commitment to structural permanence. Rather than allowing these brilliant student concepts to fade after the presentation stage, DAP has committed to providing structured mentorship, technology incubation, and dedicated pilot-testing channels to merge selected designs directly into active public sector programs. By transforming dense paperwork into digital velocity, and youth-led ideation into functional technical prototypes, the COE-PSP has successfully demonstrated the immense, generative power of a genuinely collaborative governance ecosystem.

Living the Values: DAPat Magaling in Action

Excellence is not only built in training or research programs — it is lived in the corridors, in the way colleagues support one another, and in the culture an institution deliberately cultivates. In 2025, DAP invested in the full humanity of its workforce.

Institutional Culture and People Development: Empowering the Heart of the Academy

At the core of the DAP achievements is a deeply ingrained institutional mantra: “*DAPat Magaling*.” This principle dictates that true public-sector excellence begins internally. In 2025, the Human Resource Management and Development Department (HRMDD) and the Gender and Development Technical Working Group (GAD-TWG) systematically translated this values-driven culture into actionable programs. By prioritizing employee well-being, widening access to professional development, embedding gender-responsive frameworks, and re-engineering organizational governance, the Academy fostered an inclusive environment where a diverse workforce could thrive and deliver high-impact results for the nation.

As of December 31, 2025, DAP's dynamic operations were powered by a dedicated workforce of 720 personnel, comprising 359 plantilla and 361 non-plantilla personnel under Contract of Service (COS) and Job Order (JO) configurations. Managing this collaborative talent pool required a dual focus on operational agility, gender equity, and rigorous compliance with national civil service values.

The Pulse of the Academy: Synergy, Sentiment, and Service Excellence

To maintain an elite think-tank environment, the Academy regularly checks the internal pulse of its organization, assessing how well support systems align with employee expectations. In 2025, these efforts yielded strong validation across both external customer compliance metrics and internal workplace climate metrics:

- **A Culture of Service Responsiveness:** In absolute alignment with Republic Act No. 11032 (The Ease of Doing Business and Efficient Government Service Delivery Act), the HRMDD implemented the Harmonized Client Satisfaction Measurement (CSM). The internal response was overwhelmingly positive, yielding an impressive 98 percent overall internal customer satisfaction rating from surveyed personnel. This reflects a service ecosystem that is prompt, professional, and client-centric.
- **A "Strong" Organizational Climate:** The annual organization-wide climate assessment recorded an overall Organizational Climate Score of 3.50, translating to a rating of 70.22, which falls squarely into the CSC's "Strong" interpretation band. Employees expressed highly positive sentiments regarding core workplace attributes, anchored by standout scores in Teamwork and Interpersonal Relationships (3.73) and Leadership and Direction (3.72).
- **Elevating Job Satisfaction:** Complementing the organizational health index, the Academy achieved an Employee Job Satisfaction Score of 3.56 (71.2 under the action scoring matrix). This indicates that DAP personnel experience a deep sense of personal alignment, purpose, and contentment in their day-to-day contributions to public sector innovation.

Democratizing Growth: Equity and Inclusion in Learning and Development

A cornerstone of the *DAPat Magaling* philosophy is the belief that capacity building should be inclusive. In 2025, the Academy drove a unified upskilling campaign that broke down traditional hierarchies, ensuring that both permanent and project-based staff had access to world-class learning tracks.

The Academy achieved a remarkable 91 percent average accomplishment rating for training participation across the entire workforce. Breaking these metrics down reveals an equitable distribution of resources: a significant 94.43 percent of plantilla personnel (339 individuals) were upskilled through local training, international programs, and scholarship grants. This was closely mirrored by an 88.37 percent participation rate among non-plantilla personnel (319 individuals), comfortably exceeding the institution's 80 percent growth target for contract-based teams. To support this aggressive growth mandate, the Academy successfully utilized its PhP15.5 million training and institutional budget

Mainstreaming Gender-Responsive Leadership:

Further expanding this inclusive learning paradigm, the GAD TWG collaborated with the Program Operations Group to conduct a specialized executive briefing on the Harmonized Gender and Development Guidelines tailored for program directors and managers. By strengthening the capacity of DAP leaders to apply sophisticated gender-responsive approaches across project planning, implementation, monitoring, and evaluation, the Academy directly enhanced the quality and inclusiveness of its programmatic offerings. This internal upskilling ensures that DAP's external interventions help client organizations advance a more equitable, responsive, and people-centered model of national governance.

The PRIME-HRM Blueprint: Institutionalizing Meritocracy and Policy Agility

True institutional modernization requires embedding meritocracy into policy. Throughout 2025, the Academy advanced its alignment with the Civil Service Commission's (CSC) Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM).

Exceeding its internal governance targets, the HRMDD drafted, reviewed, and enhanced nine critical HR-related policies and system processes. These included a comprehensive update to the Academy's *Merit Selection Plan (MSP)* submitted to the CSC, a revised *Competency-Based HR Management Framework*, updated Learning and Development Guidelines, modernized Dress Code policies, and streamlined *Personnel Clearance Processes* published directly to the DAP Citizen's Charter. Concurrently, HRMDD rapidly embraced digital transformation by rolling out automated online modules for OJT applications, background verification, and permanent position tracking to eliminate processing friction.

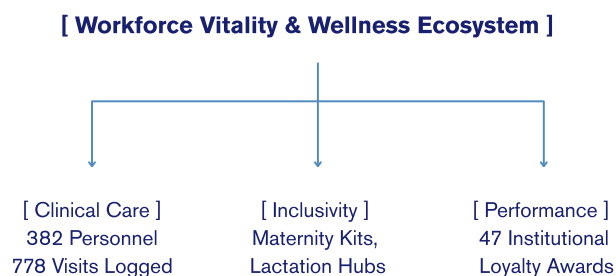
This policy evolution directly prepared the Academy for its upcoming comprehensive PRIME-HRM accreditation. Working closely with technical advisors from the CSC Field Office, the Academy successfully restructured its roadmap, shifting from a slow, piecemeal system audit to an accelerated complete systems evaluation. This ensures that all four core pillars—Recruitment, Selection, and Placement; Performance Management; Learning and Development; and Rewards and Recognition—will achieve complete, unified compliance by mid-2026.



Mainstreaming Gender-Responsive Leadership — DAP employees participate in an HGDG executive briefing to strengthen gender-responsive program planning and implementation. **Photo:** DAP GAD TWG members and participating employees during the briefing.

Holistic Well-being: Nurturing Vitality, Resilience, and Service Loyalty

A high-performing workforce cannot exist without robust physical, mental, and emotional health. DAP's commitment to its staff extended far past standard desk work, manifesting in a vibrant, holistic health, wellness, and care ecosystem:



- **Proactive Clinical Support:** The Health and Wellness Clinic served as an active frontline medical asset, logging 778 clinic visits from 382 individual personnel. Services ranged from routine care and medical chart evaluations by the Academy Physician to blood pressure tracking, which saw 1,780 preventative checks.
- **A Supportive Culture of Care and Inclusion:** Driven by the GAD-TWG, the Academy introduced targeted gender-responsive initiatives designed to embrace working mothers. To ease the transition of employees returning from maternity leave, the group launched a welcome initiative featuring personalized care kits and informative guidance on the Academy's specialized lactation facilities. This integration of practical resources and structural support solidifies a workplace environment where professional continuity and maternal health coexist seamlessly.
- **Active Lifestyle and Preventative Care:** To combat stress and promote fitness, the Academy sponsored bi-weekly Zumba sessions every Tuesday and Thursday, office yoga classes, and inter-departmental athletic leagues. Preventative healthcare was further fortified via organization-wide flu vaccination programs, HMO renewals, and annual physical examinations.

- **Nurturing the Mind and Spirit:** Recognizing the complexities of modern public service, DAP institutionalized specialized workplace mental health seminars, financial wellness lectures, and alternative therapeutic offerings such as pranvic healing sessions.
- **Honoring Enduring Loyalty:** Culture is built on shared history. In tandem with upgrading the selection criteria for the Program on Awards and Incentives for Service Excellence (PRAISE) framework, the Academy formally honored 47 dedicated employees with Institutional Loyalty Awards. Accompanied by tenure-based monetary releases, these awards celebrated milestones of unbroken service, demonstrating that long-term career dedication remains highly treasured within the DAP family.

Through these interconnected policy, well-being, and gender-responsive pillars, the Academy proved in 2025 that living the values of excellence is an internal commitment first. By investing deeply in its people, DAP enters 2026 with a stronger, healthier, more inclusive, and legally compliant workforce prepared to lead the future of Philippine governance.

Sustainability and Social Responsibility

Energy Efficiency and Conservation

DAP's commitment to the environment is not incidental — it is embedded in how the institution manages itself. In 2025, the Academy's energy consumption stood at 726,000 kWh — representing a 51.4 percent savings compared to 2015 (1,492,446 kWh) and a 46.2 percent savings against the average consumption of the past decade.

This achievement is the result of a decade of deliberate choices: the shift from centralized conventional air conditioning to individual inverter-type units in 2017, and the transition from mercury-based fluorescent lighting to LED systems in 2016. In 2025, the Academy continued these efforts by replacing 13 additional conventional air-conditioning units and 673 conventional light bulbs with LED alternatives, and by reducing lighting operating hours for certain floors.

Carbon Footprint Reduction

DAP's energy efficiency measures translated into the avoidance of 462.3 equivalent metric tons of CO₂ emissions in 2025—a tangible contribution to the nation's climate commitments.



Environmental Practices

Indoor air quality monitoring continues across all floors of the DAP Building in Pasig City through uHoo devices installed since 2023. The solid waste segregation program is sustained through customized trash bins, regular cleaning schedules, and composting of organic materials adjacent to the materials recovery facility. Non-biodegradable and biodegradable wastes are sorted and collected daily through the LGU-commissioned garbage collector.



Advancing Energy Efficiency Practices — GSD Division Chief Nelson L. Casalan shares energy efficiency best practices at the ENPAP 4.0 Energy Summit and is recognized as an honorary member.



Sharing Best Practices — GSD Division Chief Nelson L. Casalan shares DAP's energy-efficiency practices during ABMOCI's Building Management Week.

Sharing Best Practices

GSD Division Chief Nelson L. Casalan, in his capacity as elected ABMOCI Treasurer and Chairman of the Education Committee, served as resource person during the association's 34th Foundation Anniversary and Building Management Week — sharing DAP's energy efficiency achievements as a case noteworthy of replication across public and private sector buildings. This reflects DAP's core values of Galing, Tatag, and Dangal—embodying the Academy's role as the National Productivity Organization in everything it does, including how it runs its own house.

The ISO Surveillance Audit Report for 2025 specifically commended the Academy: the procurement of a Toyota Altis Hybrid Electric Vehicle as a step toward mitigating climate change effects.

Governance and Stewardship

DAP Board of Trustees

The governance and policy directions of the Academy are vested in the DAP Board of Trustees, composed of heads of offices serving in an ex officio capacity. In 2025, the Board provided active oversight through four regular meetings, two special meetings, three Audit Committee meetings, and two Nomination Committee meetings — resulting in 33 board resolutions that guided the Academy's institutional direction.

Name	Position / Agency
Secretary Arsenio M. Balisacan, PhD	Chairperson and Ex-Officio Trustee Department of Economy, Planning, and Development
Chairperson Marilyn Barua-Yap	Vice Chairperson and Ex-Officio Trustee Civil Service Commission
Executive Secretary Ralph G. Recto	Ex-Officio Trustee Office of the President
Secretary Frederick D. Go	Ex-Officio Trustee Department of Finance
Secretary Juan Edgardo "Sonny" M. Angara	Department of Education — Ex-Officio Trustee
Secretary Rolando U. Toledo	Ex-Officio Trustee Department of Budget and Management
Secretary Francisco P. Tiu Laurel Jr.	Ex-Officio Trustee Department of Agriculture
Secretary Raphael P.M. Lotilla	Ex-Officio Trustee Department of Environment and Natural Resources
Secretary Teodoro J. Herbosa	Ex-Officio Trustee Department of Health
Secretary Conrado M. Estrella III	Ex-Officio Trustee Department of Agrarian Reform
Acting President and CEO Leocadio S. Sebastian, PhD	Ex-Officio Trustee Development Academy of the Philippines

DAP Senior Management

The DAP Senior Management committee—comprising the President and Chief Executive Officer, Senior Vice Presidents, and key operational executives—serves as the primary executive body driving the Academy's strategic direction and operational excellence. Functioning as a collaborative stewardship unit, the committee is responsible for formulating and approving corporate-level policies, resolving institutional challenges, and defining the Academy's long-term research agenda and organizational priorities. To embed institutional accountability and continuous improvement across all operations, the committee formally acts as the Academy's Quality Council, spearheading comprehensive Management and Performance Reviews.

Furthermore, the body maintains stringent oversight of public resources by conducting rigorous quarterly evaluations of ongoing General Appropriations Act (GAA)-funded programs, vetting new developmental initiatives, and systematically monitoring cross-cutting corporate operations to ensure seamless synergy, strict compliance, and high-impact public service delivery. (SO 2019-114)

Name	Position
Leocadio S. Sebastian, PhD	Acting President and Chief Executive Officer
Magdalena L. Mendoza	Senior Vice President, Programs Operations Group
Anatalia SD Barawidan	Acting Senior Vice President, Services Group
Lizan E. Perante-Calina, DPA	Officer-in-Charge/Dean, Graduate School of Public and Development Management
June Arvin C. Gudoy	Vice President, Corporate Concerns Center

Governance Framework

The DAP operates under a robust governance framework formalized by the DAP Manual of Corporate Governance (adopted via Board Resolution No. 017, s. 2024), which aligns the Academy's operations with the rigorous standards established GCG. Rooted in the foundational principle that public service is a public trust, this framework weaves compliance, proactive risk oversight, and absolute accountability into every layer of the Academy's management structure:

Rigorous Compliance Safeguards: The framework mandates unconditional alignment with statutory and oversight policies. It expressly dictates that the Academy, its Trustees, and its Officers are never excused or relieved from complying with the most rigorous corporate governance standards and reportorial requirements issued by national regulatory agencies. In 2025, this resulted in a flawless 100 percent compliance rate with all mandated oversight policies, preserving the Academy's institutional standing.

Strategic Risk Management: Guided by the Board of Trustees, the governance framework treats risk management as a core fiduciary duty. The Board provides strategic oversight to identify, evaluate, and mitigate institutional, financial, and operational risks, ensuring that the Academy's expansion into new digital, training, and research territories remains structurally sound and aligned with national development priorities.

Absolute Accountability Mechanisms: To protect public resources and preserve organizational integrity, the framework enforces a strict standard of personal and professional accountability. The governance model explicitly bars any waivers regarding administrative, civil, or criminal liabilities for officers or employees. All corporate actions remain subject to the full punitive and ethical boundaries of existing laws, including the Anti-Graft and Corrupt Practices Act and the Code of Conduct and Ethical Standards for Public Officials and Employees, thereby solidifying a culture of merit, transparency, and ethical excellence within DAP.



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

INDEPENDENT AUDITOR'S REPORT

THE BOARD OF TRUSTEES

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

Report on the Audit of the Financial Statements

Qualified Opinion

We have audited the financial statements of the Development Academy of the Philippines (DAP), which comprise the statements of financial position as at December 31, 2025 and 2024, and the statements of financial performance, statements of changes in net assets/equity, and statements of cash flows for the years then ended, statement of comparison of budget and actual amounts for the year ended December 31, 2025, and notes to financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects and possible effects of the matters described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of DAP as at December 31, 2025 and 2024, and its financial performance and its cash flows for the years then ended in accordance with International Public Sector Accounting Standards (IPSASs).

Basis for Qualified Opinion

The faithful representation of the Receivables account, with a recorded balance of P301.058 million and a net realizable value of P206.939 million as at December 31, 2025 could not be ascertained due to the:

- a. Variances between the recorded balances in the books and the confirmed balances, totaling P17.636 million;
- b. Existence of receivables totaling P55.680 million that have remained outstanding for 10 years or more. These long-outstanding balances, although provided with an allowance for impairment, continue to be carried in the books without completion of the appropriate disposition or write-off procedures. This condition impairs the reliability and verifiability of both the gross Receivables accounts and the corresponding Allowance for Impairment, thereby affecting the fair presentation of the accounts and reducing the usefulness of the reported balances for informed decision-making; and

not be ascertained due to the erroneous recording of tax-related transactions, resulting in the overstatement of DTA account by P17.447 million, and the understatement of Creditable Input Tax account by P1.407 million, and Withholding Tax at Source account by 16.040 million, contrary to Paragraphs 27 and 76 of IPSAS 1.

Lastly, the Unearned Revenue/Income and Accounts Receivable – Government accounts were overstated by P8.717 million and P5.975 million, respectively, while the Accumulated Surplus/(Deficit) account was understated by P2.742 million, due to the erroneous recording and improper accounting treatment of advance billings to clients for contracted projects, contrary to Paragraphs 14 and 19 of IPSAS 9, and Paragraph 27 of IPSAS 1, thereby affecting the fair presentation of the accounts in the financial statements.

We were not able to perform alternative audit procedures to determine if any adjustments to the Receivables, PPE and Due to Officers and Employees and DTA accounts are necessary due to the status of records of the DAP's Accounting Division.

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in

- c. Recognition of receivable and accrued revenue for subsidies related to fully implemented programs despite the absence of an enforceable claim over the said subsidies, contrary to Paragraphs 30 and 44 of IPSAS 23, resulted in the overstatement of Other Receivables – Projects and Accumulated Surplus/(Deficit) accounts both amounting to P90 million.

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

Also, the faithful representation of the balance of the Property, Plant and Equipment (PPE) accounts, with a total cost of P587.490 million and a carrying amount of P331.125 million, could not be established due to the following deficiencies:

- a. Non-maintenance of PPE Ledger Cards and Property Cards to substantiate the balance of the Building and Other Structures account;
- b. Inclusion in the Report on the Physical Count of PPE of 150 unaccounted items amounting to P13.271 million; and
- c. Inclusion of unsubstantiated land improvements amounting to P1.026 million, resulting in the overstatement of the Land account by the same amount.

These deficiencies cast doubt on the reliability of the recorded balances and affect the fair presentation of the PPE accounts in the financial statements, contrary to Paragraph 27 of IPSAS 1, Paragraphs 3.10 and 3.11 of the CFGPFR by PSEs.

Moreover, the faithful representation of the Due to Officers and Employees account amounting to P44.505 million as at December 31, 2025, could not be established due to the following:

- a. Inclusion of long-outstanding balances totaling P13.733 million for the last salaries of separated employees, which have remained unpaid for over three years due to incomplete or unprocessed clearance requirements; and
- b. Recognition of Performance-Based Bonus for Fiscal Year 2023 amounting to P9.183 million, despite the absence final validation and confirmation of eligibility from the Governance Commission for Government-Owned or Controlled Corporations, resulting in the overstatement of Due to Officers and Employees account and the corresponding understatement of Accumulated Surplus/(Deficit) account both by P9.183 million.

These deficiencies indicate that portions of the account may not represent present obligations and include prematurely recognized benefits, thereby affecting the reliability and faithful representation of the account balances in the financial statements, contrary to Paragraph 27 of IPSAS 1, and Paragraphs 3.10 and 3.11 of the CFGPFR by PSEs.

Furthermore, the correctness of the balance of the Deferred Tax Asset (DTA) account in the financial statements, amounting to P17.447 million as at December 31, 2025, could

accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the DAP's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the DAP's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause DAP to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Other Legal and Regulatory Requirements

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information for the year ended December 31, 2025, required by the Bureau of Internal Revenue as disclosed in Note 34 to the financial statements is presented for purposes of additional analysis and is not a required part of the basic financial statements prepared in accordance with IPSASs. Such supplementary information is the responsibility of management.

COMMISSION ON AUDIT



SUZETTE G. PORNALES

Supervising Auditor

Audit Group G – Development, Media and Other Agencies 1

Cluster 6-Social, Cultural, Trading, Promotional and Other Services

Corporate Government Audit Sector

April 16, 2026

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF FINANCIAL POSITION
As at December 31, 2025 and 2024
(In Philippine Peso)

	Note	2025	2024 (As Restated)
ASSETS			
Current Assets			
Cash and cash equivalents	6	626,779,647	715,778,034
Investments	7	-	423,948,977
Receivables - net	8	186,674,091	101,614,409
Inventories	9	5,751,715	3,523,829
Other current assets	13.1	41,946,462	31,575,249
		861,151,915	1,276,440,498
Non-Current Assets			
Investments	7	584,932,311	328,753,591
Receivables -net	8	20,265,167	21,445,907
Property, plant and equipment - net	10	331,124,903	327,923,676
Intangible assets	11	75,414	162,808
Deferred tax assets	12	17,447,404	12,948,643
		953,845,199	691,234,625
TOTAL ASSETS		1,814,997,114	1,967,675,123
LIABILITIES			
Current Liabilities			
Financial liabilities	14	88,807,175	115,050,748
Inter-agency payables	15	18,959,508	17,062,057
Trust liabilities	16	2,728,744	1,432,402
Deferred credits	17	1,150,647	4,720,025
Unearned revenue/income	18	4,082,900	25,664,358
Other payables	20	37,606,756	9,307,952
		153,335,730	173,237,542
Non-Current Liabilities			
Financial liabilities	14	40,576,716	30,724,624
Inter-agency payables	15	114,107,947	118,007,151
Trust liabilities	16	13,690,352	15,000,933
Deferred credits	17	34,282,791	29,850,468
Unearned revenue/income	18	4,633,716	3,635,746
Provision for leave credits	19	97,500,367	116,919,578
Other payables	20	24,121,200	53,824,101
		328,913,089	367,962,601
TOTAL LIABILITIES		482,248,819	541,200,143
NET ASSETS (TOTAL ASSETS LESS TOTAL LIABILITIES)		1,332,748,295	1,426,474,980
NET ASSETS/EQUITY			
Government equity	21	47,500,000	47,500,000
Donated capital	22	160,488,578	160,488,578
Accumulated surplus/(deficit)	23	1,124,759,717	1,218,486,402
TOTAL NET ASSETS/EQUITY		1,332,748,295	1,426,474,980

The notes on pages 12 to 56 form part of these financial statements.

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF FINANCIAL PERFORMANCE
For the Years Ended December 31, 2025 and 2024
(In Philippine Peso)

			2024
	Note	2025	(As Restated)
REVENUE			
Service and business income	24	272,159,275	283,954,692
		272,159,275	283,954,692
LESS: CURRENT OPERATING EXPENSES			
Personnel services	25	305,220,011	343,477,005
Maintenance and other operating expenses	26	468,127,819	479,805,847
Financial expenses	27	53,485	114,190
Non-cash expenses	28	29,567,353	24,020,017
Total Current Operating Expenses		802,968,668	847,417,059
Deficit from Current Operations		(530,809,393)	(563,462,367)
Non-operating income/gain	29.1	68,777	2,087,336
Non-operating losses	29.2	(255,069)	(1,740,554)
Deficit before Subsidy		(530,995,685)	(563,115,585)
Subsidy from the national government	30	437,269,000	706,353,000
Net Surplus for the Period		(93,726,685)	143,237,415

The notes on pages 12 to 56 form part of these financial statements.

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF CHANGES IN NET ASSETS/EQUITY
For the Years Ended December 31, 2025 and 2024
(In Philippine Peso)

	Accumulated surplus/(deficit) Note 23	Government equity Note 21	Donated capital Note 22	Total
BALANCE AT JANUARY 1, 2024	1,043,611,117	47,500,000	160,488,578	1,251,599,695
Adjustments:				
Add/(Deduct):				
CY 2023 and previous years				
Transactions prior CY 2023				
Closing of non-moving accounts CY 2023	(924,101)			(924,101)
Reclassification/adjusting entries CY 2023 in compliance with COA circular, recommendations and other adjustment/ reclassification	32,561,971			32,561,971
RESTATED BALANCE AT JANUARY 1, 2024	1,075,248,987	47,500,000	160,488,578	1,283,237,565
Changes in net assets/equity for CY 2023				
Add/(Deduct):				
Surplus/(Deficit) for the period	146,895,512	-	-	146,895,512
Surplus/(Deficit) adjustment in CY 2024	(3,658,097)	-	-	(3,658,097)
RESTATED BALANCE AT DECEMBER 31, 2024	1,218,486,402	47,500,000	160,488,578	1,426,474,980
Changes in net assets/equity for CY 2024				
Add/(Deduct):				
Surplus/(Deficit) for the period	(93,726,685)	-	-	(93,726,685)
BALANCE AT DECEMBER 31, 2025	1,124,759,717	47,500,000	160,488,578	1,332,748,295

The notes on pages 12 to 56 form part of these financial statements.

DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENTS OF CASH FLOWS
For the Years Ended December 31, 2025 and 2024
(In Philippine Peso)

	Note	2025	2024 (As Restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash Inflows			
Collection of revenues		39,241,871	29,360,857
Receipt of assistance/subsidy		347,269,000	706,353,000
Collection of receivables		183,562,759	218,622,243
Receipt of inter-agency fund transfers		1,463,870	3,826,098
Trust receipts		5,661,609	4,748,667
Other receipts		4,520,206	5,311,787
Total Cash Inflows		581,719,315	968,222,652
Adjustments		46,207,935	73,417,411
Adjusted Cash Inflows		627,927,250	1,041,640,063
Cash Outflows			
Payment of expenses		638,348,623	662,754,399
Payment of other payables		33,962,391	30,931,305
Purchase of inventories		18,909,330	16,064,276
Grant of cash advances		15,899,590	19,800,194
Prepayments		6,717,350	6,014,447
Refund of Deposits		195,996	-
Payment of accounts payable		1,596,370	5,264,548
Remittance of personnel benefits, contributions and mandatory deductions		117,077,427	117,090,651
Other disbursements		818,748	1,287,393
Release of inter-agency fund transfers		1,262,474	2,763,375
Total Cash Outflows		834,788,299	861,970,588
Adjustments		57,980,497	55,600,691
Adjusted Cash Outflows		892,768,796	917,571,279
Net Cash Provided by/(Used in) Operating Activities	31	(264,841,546)	124,068,784
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash Inflows			
Receipt of interest earned		43,889,419	37,702,738
Proceeds from matured investments/ redemption of long-term investments		168,819,246	639,997,296
Total Cash Inflows		212,708,665	677,700,034
Cash Outflows			
Purchase/construction of property, plant and equipment		36,678,914	38,975,227
Purchase of investments			520,000,000
Total Cash Outflows		36,678,914	558,975,227
Net Cash Provided by/(Used in) Investing Activities		176,029,751	118,724,807
CASH FLOWS FROM FINANCING ACTIVITIES			
Net Cash Provided by/(Used in) Financing Activities		-	-
Net Increase/(Decrease) in Cash and cash equivalents		(88,811,795)	242,793,591
Effects of exchange rate changes		(186,592)	287,407
Cash and cash equivalents, January 1		715,778,034	472,697,036
Cash and Cash Equivalents, December 31	6	626,779,647	715,778,034

The notes on pages 12 to 56 form part of these financial statements.

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DEVELOPMENT ACADEMY OF THE PHILIPPINES
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS
For the Year Ended December 31, 2025
(In Philippine Peso)

	Note	Budgeted Amount		Actual Amounts on Comparable Basis	Difference Final Budget and Actual
		Original	Final		
RECEIPTS					
Service and business income	24	650,529,000	650,529,000	272,159,275	378,369,725
Assistance and subsidy	30	819,069,000	819,069,000	437,269,000	381,800,000
Total receipts		1,469,598,000	1,469,598,000	709,428,275	760,169,725
PAYMENTS					
Personnel services	25	379,475,000	379,475,000	305,220,011	74,254,989
Maintenance and other operating expenses	26	943,557,000	911,075,000	468,127,819	442,947,181
Capital outlay		144,805,000	144,805,000	36,678,914	108,126,086
Total payments		1,467,837,000	1,435,355,000	810,026,744	625,328,256
NET RECEIPTS/(PAYMENTS)		1,761,000	34,243,000	(100,598,469)	134,841,469

The notes on pages 12 to 56 form part of these financial statements.

Looking Ahead: Shaping the Future

Strategic Priorities for 2026 and Beyond

At the outset of 2026, DAP Acting President and CEO Leocadio S. Sebastian articulated a forward-looking, results-driven direction for DAP — one anchored on translating expanded institutional support into meaningful societal impact. The true measure of success, he emphasized, lies not in what DAP receives but in what it delivers: to government, to communities, and to the Filipino people.

Three program pillars define DAP's strategic course in the years ahead:

- **Enhanced Executive Leadership Development:** Expanding flexible, competency-based learning modalities — including micro-credentials — to meet the diverse and evolving needs of the public sector's leadership pipeline.
- **Deepened Graduate Education:** Broadening the scope and reach of graduate programs to address specialized and emerging governance challenges, with a stronger emphasis on applied, case-driven learning.
- **Scaled Innovation and Technical Assistance:** Growing DAP's capacity to support government efficiency, competitiveness, and integrity through expanded technical assistance, regulatory reform work, and productivity programs.

Underpinning these pillars is a commitment to stronger institutional foundations: investing in human capital development, accelerating digital transformation across core operations, rationalizing organizational structures, and pursuing higher standards of institutional excellence through expanded ISO certifications. The completion of a new strategic plan will further provide a coherent roadmap to guide DAP's long-term trajectory.

The ultimate aspiration is clear: that every initiative, every partnership, and every innovation DAP pursues contributes to a stronger, more responsive, and impact-oriented public sector — one that truly embodies the standard: **DAPat yan**.

"We invite our partners across government agencies, local government units, and international bodies to collaborate with us. Together, we can realize the Bagong Pilipinas vision by turning institutional knowledge into real-world, positive changes for our communities."

DAP's doors remain open — to partners who believe that good governance is not just possible, but achievable; that public servants can be equipped to lead with both competence and integrity; and that institutions can be built to last. Together, DAPat Magaling — and DAPat yan.

Annexes

Acronyms

Indicator	2025 Accomplishment
AGILE	Adaptive Governance and Innovation for Local Executives
APO	Asian Productivity Organization
CBILLS	Capability Building on Innovative Leadership for Legislative Staff
COE-PSP	Center of Excellence on Public Sector Productivity
CSF	Center for Strategic Futures
ETCBS	Education, Training and Capability Building Seminars
FTIL	Futures Thinking and Innovation Laboratory
GAD	Gender and Development
GQMP	Government Quality Management Program
GSPDM	Graduate School of Public and Development Management
LGEMC	Local Government Managers and Executives Class
LIPAD PH	Linking Innovation Partners in Accelerating Development in the Philippines
MDM	Master in Development Management
MMC	Middle Managers Class
MGRP	Modernizing Government Regulations Program
MPM	Master in Public Management
NEP	National Expenditure Program
NGCESDP	National Government's Career Executive Service Development Program
PDMP	Public Management Development Program
HNGPMS	Harmonization of National Government Performance Monitoring System
RIA	Regulatory Impact Assessment
RQMS	Regulatory Quality Management System
RCCA	Regulatory Compliance Cost Assessment
SEC	Senior Executives Class
SHDP	Sustainable Human Development Program
SSL	Salary Standardization Law
WLC	Wise Leadership Class

List of Projects

Client Name	Project Title	Center
Anti-Red Tape Authority	Development of the 2026-2028 Medium-Term Strategic Plan of the Anti-Red Tape Authority (ARTA)	CFG
	Phase VII: Capability Development on Regulatory Impact Assessment for Priority Agencies of the Anti-Red Tape Authority	PDC
APO/DAP/Government and Private Institution	Training Course on Productivity Toolkit for AI Developers	PDC
Armed Forces of the Philippines	Master in Public Management Major in Development and Security Batch 23	GSPDM
	Master in Public Management Major in Development and Security Batch 22	
	Master in Public Management Major in Development and Security Batch 20	
	Master in Public Management Major in Development and Security Batch 21	
	Revitalization of Curriculum and Syllabus Design and Tracer Study for the AFP	
Asian Development Bank	Leadership Excellence for Advance Development (LEAD) Program for the Department of Public Works and Highways - Unified Project Management Office (DPWH-UPMO)	CFG
Asian Productivity Organization	Development of the Development Academy of the Philippines as an APO Certification Body	PDC
	25-CP-48-GE-TRC-A: Training Course on Servicification of Manufacturing Sector for Higher Productivity	
	APO COE-PSP Capability Development Projects	CFG
	Conference on Digital Transformation and Regulatory Technology for Improving Public Sector Productivity	PDC
	Conference on Role of Green Productivity in Transition to Cleaner Energy	SHDP
	TES (Technical Expert Services) on Integrating Service Quality Standards in Government Service Delivery	PDC
Bureau of Animal Industry	Technical Assistance on Strategic Plan Formulation for the Bureau of Animal Industry	CFG
Bureau of Fisheries and Aquatic Resources	FROM VISION TO REALITY: Capacity Development Intervention for Effective Project Management for BFAR Region 10	DSM
CARD-MRI Development Institute, Inc.	Master in Productivity and Quality Management Major in Microfinance Batch 6	GSPDM
Cavite State University	Expansion of an ISO 9001-Certified QMS for the Cavite State University	PDC
Central Mindanao University	BENDING REALITY: A Transformational Immersion Towards a Strategic Foresight of Central Mindanao University	DSM
City Government of Butuan	Technical Assistance to City Government of Butuan for the Pilot Development and Implementation of a Local Planning Academy	DSM
City Government of Caloocan	Training-Workshop on Updating the Local Revenue Code and Rationalization of Local Fees and Charges	CFG
City Government of Davao	Revitalizing Governance: Enhancing Operational Efficiency in the City Government of Davao through Strategic Rightsizing	DSM

City Government of Naga	ORGANIZATIONAL REVIEW OF NAGA CITY GOVERNMENT	CFG
	Phase VII: Capability Development on Regulatory Impact Assessment for Priority Agencies of the Anti-Red Tape Authority	PDC
City Government of Valenzuela	Certificate Course on Local Governance	PDC
City Government of Zamboanga	Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the City Government of Zamboanga	PDC
Colegio De San Gabriel Arcangel, Inc.	Development of Educational Organizations Management Systems Certifiable to ISO 21001:2018 Standard for the Colegio de San Gabriel Arcangel, Inc. (CDSGA)	PDC
Davao del Sur State College	Capacity Development of Futures Thinking and Strategic Foresight for the Davao del Sur State College	DSM
Department of Agriculture	Evaluation Study of the Young Farmers Challenge (YFC) Program	PDC
Department of Budget and Management	2025 Capability Building on Innovative Leadership for Legislative Staff (CBILLS)	CFG
	Local Government Executives and Managers Class (LGEMC) FY 2025	
	Capability Development Program for Local Government Units in the Bicol Region	
	Center of Excellence for Data Science and Analytics (2024)	OP-SP
	MGR Program 2025 - Capability Development Component, P3	PDC
	Education, Training and Capability Building Seminar for the Province of Antique	CFG
	Harmonization of National Government Performance Monitoring, Information and Reporting System (2025)	
	MGR Program 2025 - Regulatory Review Component, P2	PDC
	Foresight and Anticipatory Governance (2024)	OP-SP
	Adaptive Governance and Innovation for Local Executives (AGILE) Program - Phase 5	CFG
Department of Environment and Natural Resources	Strengthening Capability on Auditing Management Systems and Enhancement of Quality Management System Control of Documented Information for the Department of Environment and Natural Resources	PDC
Department of Health	Executive Course on Public Health Sector Finance Management and Human Resource Development	GSPDM
Department of Health - Davao Center for Health Development	Program and Project Planning and Management Training (PPMT) and Risk Management Training (RMT)	DSM
Department of Science and Technology - National Capital Region	LIPAD PH FOR MUNTINLUPA AND QUEZON CITY, NCR, PH	OP-SP
City Government of Naga	ORGANIZATIONAL REVIEW OF NAGA CITY GOVERNMENT	CFG
	Phase VII: Capability Development on Regulatory Impact Assessment for Priority Agencies of the Anti-Red Tape Authority	PDC

City Government of Valenzuela	Certificate Course on Local Governance	PDC
City Government of Zamboanga	Development of a Quality Management System Certifiable to ISO 9001:2015 Standard for the City Government of Zamboanga	PDC
Colegio De San Gabriel Arcangel, Inc.	Development of Educational Organizations Management Systems Certifiable to ISO 21001:2018 Standard for the Colegio de San Gabriel Arcangel, Inc. (CDSGA)	PDC
Davao del Sur State College	Capacity Development of Futures Thinking and Strategic Foresight for the Davao del Sur State College	DSM
Department of Agriculture	Evaluation Study of the Young Farmers Challenge (YFC) Program	PDC
Department of Budget and Management	2025 Capability Building on Innovative Leadership for Legislative Staff (CBILLS)	CFG
	Local Government Executives and Managers Class (LGEMC) FY 2025	
	Capability Development Program for Local Government Units in the Bicol Region	
	Center of Excellence for Data Science and Analytics (2024)	OP-SP
	MGR Program 2025 - Capability Development Component, P3	PDC
	Education, Training and Capability Building Seminar for the Province of Antique	CFG
	Harmonization of National Government Performance Monitoring, Information and Reporting System (2025)	
	MGR Program 2025 - Regulatory Review Component, P2	PDC
	Foresight and Anticipatory Governance (2024)	OP-SP
	Adaptive Governance and Innovation for Local Executives (AGILE) Program - Phase 5	CFG
Department of Environment and Natural Resources	Strengthening Capability on Auditing Management Systems and Enhancement of Quality Management System Control of Documented Information for the Department of Environment and Natural Resources	PDC
Department of Health	Executive Course on Public Health Sector Finance Management and Human Resource Development	GSPDM
Department of Health - Davao Center for Health Development	Program and Project Planning and Management Training (PPMT) and Risk Management Training (RMT)	DSM
Department of Science and Technology - National Capital Region	LIPAD PH FOR MUNTINLUPA AND QUEZON CITY, NCR, PH	OP-SP
Department of Science and Technology - Science Education Institute	Assessing the Readiness of Priority Components of the Youth STEM (science, technology, engineering, and mathematics) Promotions Program for a Robust Impact Evaluation Through Evaluability Assessment	PDC
Design Center of the Philippines	Project Management Training for Design Center of the Philippines	CFG
Development Academy of the Philippines	Smarter Philippines through Data Analytics, R&D, Training, and Adoption (SPARTA) 2024 - PO	COF
	Research Programs of the Graduate School of Public and Development Management 2024	GSPDM

Eastern Visayas State University	Capacity Development on Futures Thinking and Strategic Foresight for Eastern Visayas State University	DSM
Filipino Overseas Bank	Productivity Development Blueprint for the OVERSEAS FILIPINO BANK, INC., a Digital Bank of LANDBANK (OFBank) Phase 1 - Laying the Foundation for Growth: New Products Feasibility Study and Frameworks for Organizational Realignment and Employee Competency	PDC
Foreign Service Institute	Certificate in Public Management	GSPDM
Mariano Marcos State University	Technical Assistance on the Transition from ISO 9001:2015 Quality Management System to ISO 21001:2018 Educational Organizations Management System of the Mariano Marcos State University (MMSU)	PDC
Maritime Industry Authority	Technical Assistance on the Institutionalization of Regulatory Impact Assessment in the Maritime Industry Authority	PDC
	Development of a Project Management Manual for MARINA	SHDP
	Research Study on The Economics of the Maritime Industry in the Philippines: Trends, Challenges, and Growth Prospects	
	Technical Assistance on ISO 9001:2015 Quality Management System Expansion for the Maritime Industry Authority	PDC
Metropolitan Manila Development Authority	Strengthening LGU Capacities on Monitoring and Evaluation for Solid Waste Management	SHDP
Mindanao State University at Naawan	Development of a Quality Management System Certifiable to ISO 9001:2015	DSM
Municipal Government of Buenavista	Technical Assistance on the Updating of Comprehensive Land Use Plan (CLUP) and Comprehensive Development Plan (CDP) with Climate and Disaster Risk Assessment (CDRA) of Local Government Unit of Buenavista, Agusan del Norte	DSM
National Maritime Polytechnic	Feasibility Study for the Establishment of the National Maritime Polytechnic Regional Training Center in Tanza, Cavite	PDC
National Telecommunications Commission	TECHNICAL ASSISTANCE ON THE DEVELOPMENT OF 2026-2030 STRATEGIC PLAN OF THE NATIONAL TELECOMMUNICATIONS COMMISSION (NTC)	CFG
National Transmission Corporation	2024 Client Satisfaction Measurement for the National Transmission Corporation (TransCo)	CFG
Office of the President	Technical Assistance for the Development of the Program Management Plan of the Integrity Management Program (IMP)	CFG
Philippine Air Force	Executive Course in Public Management Batch 8	GSPDM
	Executive Course in Public Management Batch 9	
	Executive Course in Public Management Batch 7	
Philippine Coast Guard	Master in Public Management major in Development and Security with specialization in Maritime Safety and Security Batch 3	GSPDM
	Master of Public Management, Major in Development and Security with specialization in Maritime Safety and Security Batch 4	
Philippine Council for Agriculture and Fisheries	Implementation Assessment of the Philippine Food Safety Act of 2013	PDC

Philippine National Railways	Technical Assistance on Strengthening Capabilities on ISO 9001:2015 QMS Implementation for the Philippine National Railways	PDC
	GQMP 2025: Technical Assistance on Levelling Up QMS for the Philippine National Railways	
Philippine Statistics Authority	Master in Public Management major in Statistical Management	GSPDM
Provincial Government of Sarangani	Agri-Fisheries Synergy Nexus: A Feasibility Study of the Establishment of the Provincial Agri-Fisheries Complex of Sarangani Phase 1	DSM
Public and Private	Certificate Course on Public Finance and Budgeting - Batch 4	GSPDM
	PQTO Public Course Offerings on Basic Productivity and Quality	PDC
	PQTO Public Course Offerings on ISO 9001:2015 Quality Management System and Related Courses Program Cluster	
	Certificate Course on Local Governance Batch 2	GSPDM
	Procurement of Consultancy Services Pertinent to the Conduct of PAGCOR's Reorganization	
	Certificate Course on Maritime Security Batch 1	
	Research Programs of the Graduate School of Public and Development Management 2025	
	Research on Sustainable Development Goals and Futures Thinking 2025	
	Certificate Course on Foresight and Futures Thinking Batch 14	
	2025 Course on Basic Monitoring and Evaluation	CFG
	Certificate Course in National and International Security Batch 3	GSPDM
	PQTO Public and In-House Course Offerings on Productivity and Quality Diagnosis	PDC
	Master in Public Management major in Development and Security (Online) Batch 1	GSPDM
	Research on Sustainable Development Goals and Futures Thinking 2024	
	Certificate Course on Sustainable Governance of the Philippine Blue Economy	
	PQTO In-House Courses on Quality Management System	PDC
	Basic Course on the Development of Productivity Specialists 2025	
	Capability-Building Program on the DAP Innovation Laboratory (DAP InnoLab) 2025	
	PDRO Capability Building Interventions for Enhancing Agricultural Productivity	
	Certificate Course on Public Finance and Budgeting - Batch 5	GSPDM
	Professional Advanced Global Studies Program	
	Master in Public Management Batch 5	
	Master of Public Management, Major in Development and Security Batch 2	
	Certificate Course on Personal Efficacy and Leadership Batch 1	
Public Sector	PQTO 2025: Public Course Offering on Basic Course on Regulatory Impact Assessment	PDC
	2025 Course on Policy Design and Development (Batch 2)	CFG
	2025 Course on Advanced Monitoring and Evaluation (CAME)	
	Training-Workshop on Knowledge Management	DSM

Public Sector	CERTIFICATE COURSE ON STRATEGIC HEALTH COMMUNICATION GOVERNANCE BATCH 5	GSPDM
	CERTIFICATE COURSE ON HOSPITAL QUALITY IMPROVEMENT BATCH 9	
	Certificate Course on Foresight and Futures Thinking Batch 12	
	Training Program Cluster on Green Productivity and Related Quality Training Courses	PDC
	Certificate Course on Foresight and Futures Thinking Batch 10	GSPDM
	Certificate Course on Foresight and Futures Thinking Batch 11	
	Certificate Course on Foresight and Futures Thinking Batch 13	
	Master in Public Management Major in Health Systems and Development Online Batch 1	
	Basic Training Management and Oral Presentation Skills	DSM
	MGR Program 2025: P3 - 33rd, 34th, & 35th Basic Course on RIA	PDC
	2025 Course on Policy Design and Development (Batch 1)	CFG
	Capability Building on Knowledge Management 2025	PDC
	Master in Public Management Regular Batch 6 (PGMA Endowment Fund)	GSPDM
Sugar Regulatory Administration	Program Evaluation on the Performance of Block Farm Program under the Sugarcane Industry Development Act (SIDA) of 2015	CFG
	Impact Assessment of the Outreach Program for the Sugarcane Industry (OPSI) Training	
Tarlac Agricultural University	FORESIGHT-BASED STRATEGIC PLANNING FOR THE TARLAC AGRICULTURAL UNIVERSITY	CFG
Tarlac State University	Strategic Foresight and Futures Thinking for Tarlac State University (TSU) 2025-2035: Planning for TSU (Certificate Course on Foresight and Futures Thinking Batch 13)	GSPDM
University of Science and Technology of Southern Philippines	Bending Reality: a Transformational Immersion to a Strategic Foresight	DSM
Various LGUs	Course on Managing Local Projects for the Youth Sector	CFG
	Seminar-Workshop on Updating the Local Revenue Code	
	Seminar-Workshop on Tourism Development Planning for LGUs	
	Unleashing the Power of Social and Behavioral Change (SBC) for Tourism	SHDP
	Beyond Awareness: Introduction to Unleashing the Power of Social and Behavioral Change (SBC) for Improved Waste Management in LGUs	
	Unleashing the Power of Social and Behavioral Change for Disaster Risk Reduction and Management	
	Course on Effective Local Legislation	CFG
	Course on Effective Local Legislation - Batch 2	
Various NGAs	Productivity and Quality Improvement Programs for the Academe	PDC
	Public Offering - Customer Service Courses	
	Philippine Quality Award Administration	
	PMDP Middle Managers Class Batch 36 – Residential Training	CCD
	Capability Building on the Philippine Quality Award 2025	PDC

Various NGAs	PMDP Middle Managers Class Batch 35	CCD
	Certificate Course on International Relations and International Law	GSPDM
	SEDO Special Projects and Research Initiatives	CCD
	Capability Building on the Philippine Quality Award 2024	PDC
	Senior Executives Class Batch 14	CCD
	Wise (Phronetic) Leadership Class Batch 7	
Various NLAs and GOCCs	Course on Basic Project Management (Batch 2)	CFG
	Course on Basic Project Management	

Acknowledgments

The Development Academy of the Philippines extends its deepest gratitude to the working task forces, oversight bodies, partner agencies, and international collaborators whose dedication made DAP's 2025 institutional milestones possible. Special recognition goes to Acting President and CEO Leocadio S. Sebastian and Acting Executive Vice President and Senior Vice President Magdalena L. Mendoza and the entire DAP leadership team for their steady stewardship during a year of significant transition. To every DAP officer, staff member, scholar, and partner: this report is a testament to what we accomplish together — ***DAPat Magaling***.

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The 2025 DAP Annual Report is a project of the Institutional Marketing Center

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