

**DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)  
Validated 2021 Performance Scorecard**

Component					GOCC Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective / Measure	Formula	Wt.	Rating System <sup>a/</sup>	Target	Actual	Rating	Score	Rating				
<b>CUSTOMERS / STAKEHOLDERS</b>	<b>SO 1 Enhanced Competence of Government Officials</b>											
	SM 1	Completion Rate (GSPDM & PMDP)	Number of graduates over enrolled students per class	10%	Actual / Target	GSPDM: 90% PMDP: 90%	GSPDM: 98.6% PMDP: 97.5%	10%	GSPDM: 98.64% PMDP: 97.69%	10%	- Certified True Copy of Summary of DAP 2021 graduates - Official list of 2021 graduates issued / published by the DAP Registrar - Sample Certificates (DEVSEC, HSDREG, MMC, MSS, SEC)	
			<b>GSPDM</b>		Accepted Students		No. of Graduates					
					147		145					
			<b>PMDP</b>		Accepted Students		No. of Graduates					
					130		127					
	SM 2	Percentage of Capstone Project Plans (CPPs) or Action Plans & Projects (APPs) Success Rate	Proportion of participants or students with accepted or implemented CCPs/APPs or Capstones	10%	Actual / Target	GSPDM: 90% PMDP: 85%	GSPDM: 100% PMDP: 96%	10%	GSPDM: 100% PMDP: 96.26%	10%	- Certified True Copy of Summary of DAP 2021 graduates, APPs and CPPs accepted - Official list of accepted APPs/CPPs issued / published by the DAP Registrar - Sample APPs	
			<b>GSPDM</b>		Accepted APPs		No. of Graduates					
					145		145					
			<b>PMDP</b>		Accepted CPPS		No. of Graduates					
				103		107						

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CUSTOMERS / STAKEHOLDERS	SM 3	Number of Local and International Public-Sector Productivity Specialist Trained	Total number of graduates from productivity specialist courses	5%	Actual / Target	100	160	5%	160	5%	<ul style="list-style-type: none"> <li>- Zoom screenshots of the conducted trainings / workshops</li> <li>- List of Productivity Specialists Trained (signed by DAP Compliance Officer)</li> <li>- Sample form of Nomination of Training Participants</li> </ul> <p>The trainings attended by specialists in 2021 are Digital Multi-Country Development of APO-certified Public-sector Productivity Specialists Public-sector Productivity and Designing Citizen-Centered Public Service Improvements.</p>
	<b>SO 2</b>	<b>Improved Effectiveness and Efficiency of Government Organizations Assisted</b>									
	SM 4	Percentage of Client Government Agencies Assisted on QMS with ISO 9001-Certifiable QMS	No. of agencies with ISO 9001 Certifiable QMS over Total number of agencies assisted in QMS	5%	Actual / Target	80%	100%	5%	100%	5%	<ul style="list-style-type: none"> <li>- Readiness Assessment Reports of PNVSCA, DICT, PNP-MG, and DENR</li> <li>- List of agencies with ISO 9001 Certifiable QMS</li> </ul> <p>DAP assisted a total of 32 agencies in 2021. Of which, two (2) have been deemed "relatively passable", two "certainly certifiable", while the remaining were deemed "certifiable".</p>
SM 5	Agencies Assisted in Innovation and Productivity Improvement Project (IPIP) Plan Development and Innovation Laboratory Projects	Total count of agencies assisted in innovation projects	5%	Actual / Target	20	82	5%	24	5%	<ul style="list-style-type: none"> <li>- List of Active Partnerships, with social media links as means of verifying their day-to-day activities</li> </ul> <p>Out of 82 assisted agencies, DAP was only able to provide supporting documents (i.e., Activity / Completion Reports) for 24 assisted agencies.</p>	

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<b>SO 3 Broadened Adoption of Innovative and Synergistic Solutions to Address Broad-based Policy and Socio-Economic Concerns</b>												
CUSTOMERS / STAKEHOLDERS	SM 6	New Government Programs Institutionalized	Total number of programs that have been institutionalized	5%	Actual / Target	Institutionalization of One (1) Program	1 (CFIDP)	5%	0	0%	- Copy of Approval of Program Project to be Institutionalized - Excerpt from Crafting the Coconut Farmers and Industry Development Plan (CFIDP)	The CFIDP is still to be implemented in the coconut industry.
	SM 7	Researches and Studies Completed	Total number of research and studies completed	5%	Actual / Target	7	14	5%	12	5%	- Sample copies of 5 Research showing the Title/Cover page, Approval Forms, and Abstracts dated 2021. - copy of Memo to the President showing completion dates of the other 7 Research.	Out of the 14 Research Studies reported, 12 were validated with supporting documents. Two of the 14 reported researches do not indicate completion dates.
	SM 8	Strategic Research Utilized by Clients	Total count of research utilized by client/s	5%	Actual / Target	1	0	5%	0	0%	Documentation for "Tamang Alaga" Ordinance	The Notice of Hearing referring to the discussion of "Tamang Alaga" was dated 08 Nov 2019. There was no indication that the same was adopted as a City Ordinance in 2021.

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CUSTOMERS / STAKEHOLDERS	<b>SO 4</b>	<b>Ensured Delivery of Relevant High-Quality Training, Education, Research/Studies and Consultancy Services</b>																								
	SM 9	Percentage of Satisfied Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	5%	Actual / Target <i>0% = If less than 80%</i>	85%	99.4%	5%	99.4%	5%	- 2021 Client Satisfaction Survey Final Report - 33 samples of accomplished questionnaires - Comprehensive Quality Control Report (Fieldwork Progress Report, Orientation and Debriefing Report)	<table border="1"> <thead> <tr> <th>Rating</th> <th>% of Satisfied Customers</th> </tr> </thead> <tbody> <tr> <td>Very Satisfactory</td> <td>79.82%</td> </tr> <tr> <td>Satisfactory</td> <td>19.58%</td> </tr> <tr> <td>Neutral</td> <td>1%</td> </tr> <tr> <td>Dissatisfied</td> <td>0.00%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0.00%</td> </tr> <tr> <td><b>Total Satisfied</b></td> <td><b>99.40%</b></td> </tr> </tbody> </table>	Rating	% of Satisfied Customers	Very Satisfactory	79.82%	Satisfactory	19.58%	Neutral	1%	Dissatisfied	0.00%	Very Dissatisfied	0.00%	<b>Total Satisfied</b>	<b>99.40%</b>
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<b>SO 5</b>	<b>Broadened Network and Linkages with Local and Foreign (Public and Private) Institutions</b>																									
SM 10	Active Partnership with Institutions	Total number of partnerships with existing activities / total number of partnerships	5%	Actual / Target	80% of existing and new partners	92%	5%	100%	5%	- Memorandum of Agreement / Understanding with all the 23 active organizations - List of Active Partnerships	DAP has forged active partnerships through various activities with 23 partner organizations in 2021.															
SM 11	Implemented International Projects/Hosting	Total count of APO projects hosted or implemented by DAP	5%	Actual / Target	15	15	5%	15	5%	- Photos and/or recordings of the fifteen (15) virtual sessions hosted																
		<b>Sub-total</b>	<b>65%</b>				<b>65%</b>		<b>55%</b>																	

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FINANCIAL	<b>SO 6</b>	<b>Sustained Financial Viability</b>																					
	SM 12	Gross Revenues (in million pesos)	Actual Figure	5%	Actual / Target	597	633.55	5%	633.55	5%	- Report on Revenue Growth and EBITDA for the period 01 January - 31 December 2021 Updated as of 17 March 2022 (DBM-received)	<table border="1"> <thead> <tr> <th>Revenues</th> <th>Amount (P=)</th> </tr> </thead> <tbody> <tr> <td>Service and Business Inc.</td> <td>144,849,392</td> </tr> <tr> <td>Other Non-Operating Inc.</td> <td>1,276,195</td> </tr> <tr> <td>Subsidy</td> <td>487,427,612</td> </tr> <tr> <td><b>Total</b></td> <td><b>633,553,199</b></td> </tr> </tbody> </table>	Revenues	Amount (P=)	Service and Business Inc.	144,849,392	Other Non-Operating Inc.	1,276,195	Subsidy	487,427,612	<b>Total</b>	<b>633,553,199</b>	
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SM 13	Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	Actual Figure	5%	Actual / Target	P54 Million	P141.79 Million	5%	P141.79 Million	5%	- Report on Revenue Growth and EBITDA For the period 01 January to 31 December 2021, updated as of 17 March 2022 (DBM-received)	<table border="1"> <thead> <tr> <th>Item</th> <th>In Millions</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td>123,184,428</td> </tr> <tr> <td>Add:</td> <td></td> </tr> <tr> <td>Depreciation</td> <td>18,341,945</td> </tr> <tr> <td>Amortization</td> <td>260,389</td> </tr> <tr> <td><b>2021 EBITDA</b></td> <td><b>141,786,762</b></td> </tr> </tbody> </table>	Item	In Millions	Net Income	123,184,428	Add:		Depreciation	18,341,945	Amortization	260,389	<b>2021 EBITDA</b>	<b>141,786,762</b>
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INTERNAL PROCESS	<b>SO 7</b>	<b>Enhanced Operational Efficiency and Effectiveness</b>																					
	SM 14	Budget Utilization Rate for Major Government Programs from NG	Total amount disbursed by DAP over total amount released by DBM	5%	Actual / Target	100%	100%	5%	100%	5%	- NCA Releases for 2021 - Report on Subsidy and Expenses 2021 - 2021 COA-Audited FS of Comparison of Budgeted and Actual Amounts												

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INTERNAL PROCESS	SM 15	On-Time Delivery Rate	No. of projects completed on or before agreed project duration / total no. of projects completed	3%	Actual / Target	80%	87.74%	3%	87.74%	3%	- Sample Detailed Project Status report as of 31 December 2021 of 3 projects - Status report on all the 212 projects	A total of 212 projects were contracted out to DAP in 2021. Of which, 186 were completed and on-schedule; while 1 was terminated and 25 were extended.
	SM 16	Quality Management System (QMS) Conformance Rate	Actual Accomplishment	5%	All or Nothing	Passed 1 <sup>st</sup> Surveillance Audit (ISO 9001:2015)	Passed the Recertification for ISO 9001:2015	5%	Passed 1 <sup>st</sup> Surveillance Audit (ISO 9001:2015)	5%	- Confirmation of DAP's 1 <sup>st</sup> Follow-up Audit on QMS ISO 9001:2015 - Certification of DAP ISO 9001:2015	Certificate dated 20 January 2022 confirming that the First Surveillance Audit last October 4, 2021, has been successfully completed and recommended for the maintenance of its ISO 9001:2015 certificate, CN 01 100 1734734, valid until 27 Jan 2024.
	SM 17	e-government Initiative Developed / Implemented	Actual count of e-government initiative developed/ implemented	2%	All or Nothing	1	1 - eRMS	2%	1 - eRMS	2%	- Internal Memo on Implementation / Operationalization of DAP e-RMS including its Briefer	The e-RMS was launched on October 25, 2021. The Orientations for Officers and staff were conducted within the period 21 September-19 November 2021.
			<b>Sub-total</b>	<b>15%</b>				<b>15%</b>		<b>15%</b>		
LEARNING & GROWTH	<b>SO 8 Expanded and Maintained Pool of High-Performing Talents</b>											
	SM 18	Organizational Climate/ Employee Morale Index	Score on Employee Morale of Employees Surveyed	5%	Actual / Target	3.5	4.01 (Positive)	5%	4.01 (Positive)	5%	- 2021 Organizational Climate Survey Report - Certification issued by HRMDD	Top 3 dimensions with the highest number of positive perceptions are Organizational Goals, Opportunities for Personal Development, and Knowledge Management. The dimensions with the highest number of negative

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LEARNING & GROWTH										perceptions are Pay, Benefits and Incentives, Structure and Work Distribution, and Opportunities for Personal Development.		
	SM 19	Percentage of Employees Meeting Required Competencies	Incumbents meeting required competency / filled plantilla	5%	Actual / Target	95% of Employees Meeting Required Competencies	98%	5%	97.7%	5%	- List of plantilla personnel meeting the required competencies - Summary of the results of the survey assessing the employees' competencies	
			<b>Sub-total</b>	<b>10%</b>					<b>10%</b>		<b>10%</b>	
			<b>TOTAL</b>	<b>100%</b>					<b>100%</b>		<b>90%</b>	

Group	Plantilla	Competent
POG	163	158
SCH	11	11
Support	219	215
<b>Total</b>	<b>393</b>	<b>384</b>
<b>Competency Rating for 2021</b>		<b>97.7%</b>

a/ But not to exceed the weight assigned per indicator