

**DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)  
Validated 2019 Performance Scorecard**

	Performance Measures					DAP Submission		GCG Validation		Supporting Documents	Remarks																	
	Description	Formula	Weight	Target	Rating System <sup>a/</sup>	Actual	Rating	Score	Rating																			
<b>CUSTOMERS / STAKEHOLDERS</b>	<b>SO 1</b>	<b>Enhanced Competence of Government Officials</b>																										
	SM 1	Completion Rate (GSPDM & PMDP)	Number of graduates over enrolled students per class	10%	Graduate Degree Programs: GSPDM: 90% PMDP: 90%	Actual / Target x Weight	GSPDM: 95% PMDP: 98%	10%	GSPDM: 94.74% PMDP: 98.40%	10%	- GSPDM Completion Report - PMDP Completion Report -List of GSPDM and PMDP Graduates - Certification issued by DAP Academy Registrar - Sample Certificates of Completion and Diplomas of Graduates	<table border="1"> <tr><th colspan="2">GSPDM</th></tr> <tr><td>Accepted Students</td><td>No. of Graduates</td></tr> <tr><td>285</td><td>270</td></tr> <tr><td colspan="2">Completion Rate = 94.74%</td></tr> </table> <table border="1"> <tr><th colspan="2">PMDP</th></tr> <tr><td>Accepted Students</td><td>No. of Graduates</td></tr> <tr><td>125</td><td>123</td></tr> <tr><td colspan="2">Completion Rate = 98.40%</td></tr> </table>	GSPDM		Accepted Students	No. of Graduates	285	270	Completion Rate = 94.74%		PMDP		Accepted Students	No. of Graduates	125	123	Completion Rate = 98.40%	
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SM 2	Percentage of Re-Entry Plans (REPs) or Action Plans & Projects (APPs) Success Rate	Proportion of participants or students w/ accepted or implemented REPs/ APPs or Capstones	10%	GSPDM: 100% PMDP: 100%	Actual / Target x Weight	GSPDM: 100% PMDP: 89.42%	10%	GSPDM: 100% PMDP: 89.42%	5% 4.47%	- Certification issued by DAP Academy Registrar - Summary of Capstone Project Plans (CPPs) - List of APP Titles - List of Scholars	<b>GSPDM (100%):</b> APPs accepted – 232 Total Graduates – 232  <b>PMDP (89.42%):</b> CPPs accepted – 93 Total Graduates – 104																	
SM 3	Implemented International Projects/Hosting	Total count of APO projects hosted or implemented by DAP as the NPO	5%	13	Actual / Target x Weight	16	5%	16	5%	- Certification issued by APO DAP Secretariat - List of APO Project Hosting Implemented -Sample Documentation of Workshops Conducted	Target exceeded by 3 more implemented project/hosting in 2019.																	

SM 4	Percentage of Local and International Public Sector Productivity Specialist Trained	Total number of graduates from productivity specialist courses over Total Number of Students	5%	100% of Participants Trained	Actual / Target x Weight	99	5%	100% of Participants Trained	5%	- Certification issued by DAP Director - List of Participants Trained - Sample copies of attendance sheets of trainings conducted	A total of 99 public sector productivity specialists were trained, consisting of 50 local and 49 international participants.
<b>SO 2</b>	<b>Improved Effectiveness and Efficiency of Government Organizations Assisted</b>										
SM 5	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 on QMS	5%	80%	Actual / Target x Weight	100.00%	5%	100.00%	5%	- Certification issued by DAP VP/ Managing Director - List of Govt. Client Agencies with ISO 9001 Certifiable QMS - Sample Readiness Assessment Reports	Out of 24 agencies assisted, 16 were ISO Certified while the remaining eight (8) were ready for ISO Certification or regarded as "certifiable".
SM 6	Agencies Assisted in Innovation and Productivity Improvement Project (IPIP) Plan Development and Innovation Laboratory Projects	Total Number	5%	10	Actual / Target x Weight	13	5%	13	5%	- Certification issued by DAP Director - List of Agencies Assisted on Innovation Projects	Target exceeded.
<b>SO 3</b>	<b>Broadened Adoption of Innovative and Synergistic Solutions to Address Broad-based Policy and Socio-Economic Concerns</b>										
SM 7	New Government Programs Institutionalized	Total number of programs that have been institutionalized	5%	Institutionalization of Regulatory Management System (RMS)	Actual / Target x Weight	Institutionalization of Service Quality Standards in Frontline Government Service Providers	5%	Draft Administrative Order for the Policy on Service Quality Standards (SQS) in Frontline Govt. Service Providers	0%	- Certification issued by DAP Compliance Officer - Draft Admin. Order to be signed by the President - Inception Report for the conducted CSS on SQS - Chapter 5 of the Phil. Development Plan (PDP) 2017-2022	The implementation of the RMS did not materialize in 2019. In lieu of the original target, DAP has developed instead a proposed policy on SQS in Frontline Govt. Service Providers in 2019. The proposed policy was already presented to the DBM on 21 March 2019, but the relevant Admin Order is yet to be issued as of 2019.

SM 8	Researches and Studies Completed	Total number of research and studies completed	5%	+2 (Total of 8)	Actual / Target x Weight	6	5%	6	5%	- Certification issued by DAP Director - List of Research Studies - Sample copy of completed research	The following studies were completed by DAP in 2019: <ul style="list-style-type: none"> <li>• Productivity Measurement of Government</li> <li>• 2019 Compendium of PSP Best Practices</li> <li>• Industry Regulatory Review on the Non-Banking Financial Intermediaries</li> <li>• Water Utilities Industry Regulatory Review</li> <li>• Education Industry Regulatory Review</li> <li>• Insurance Industry Regulatory Review</li> </ul>														
<b>SO 4 Ensured Delivery of Relevant High-Quality Training, Education, Consultancy and Research 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%	85%	Actual / Target x Weight  <i>0% = If less than 80%</i>	97%	5%	97.57% (402 of 412)	5%	- Certification issued by DAP Compliance Officer - 2019 Client Satisfaction Survey Final Report - Sample actual accomplished Questionnaires -2019 CSS Interim Quality Control report	<table border="1"> <thead> <tr> <th>Rating</th> <th>% of Satisfied Customers</th> </tr> </thead> <tbody> <tr> <td>Very Satisfactory</td> <td><b>45.15%</b></td> </tr> <tr> <td>Satisfactory</td> <td><b>52.43%</b></td> </tr> <tr> <td>Neutral</td> <td>2.18%</td> </tr> <tr> <td>Dissatisfied</td> <td>0.24%</td> </tr> <tr> <td>Very Dissatisfied</td> <td>0.00%</td> </tr> <tr> <td><b>Total</b></td> <td><b>100.00%</b></td> </tr> </tbody> </table>	Rating	% of Satisfied Customers	Very Satisfactory	<b>45.15%</b>	Satisfactory	<b>52.43%</b>	Neutral	2.18%	Dissatisfied	0.24%	Very Dissatisfied	0.00%	<b>Total</b>	<b>100.00%</b>
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<b>SO 5 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%	6 out of 7 new partners	Actual / Target x Weight	8/8 (100%)	5%	8/8 (100%)	5%	- Certification issued by DAP Compliance Officer - List of Active Partnerships -MOUs/MOAs with partner orgs	Target exceeded.														
<b>Sub-total</b>			<b>60%</b>				<b>60%</b>		<b>54.47%</b>																

SO 6 Sustained Financial Viability																						
<b>FINANCIAL</b>	SM 11	Gross Revenues <i>(in million pesos)</i>	Actual Figure	5%	₱599.26	Actual / Target x Weight	₱612.21	5%	₱673.65	5%	- Certification issued by DAP Finance Dept.  - COA-audited 2019 DAP Financial Statements (FS)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Revenues</th> <th style="text-align: right;">Amount (₱)</th> </tr> </thead> <tbody> <tr> <td>Service and Business Inc.</td> <td style="text-align: right;">328,613,493</td> </tr> <tr> <td>Other Non-Operating Inc.</td> <td style="text-align: right;">402</td> </tr> <tr> <td>Subsidy</td> <td style="text-align: right;">345,040,214</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>673,654,109</b></td> </tr> </tbody> </table>	Revenues	Amount (₱)	Service and Business Inc.	328,613,493	Other Non-Operating Inc.	402	Subsidy	345,040,214	<b>Total</b>	<b>673,654,109</b>
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SM 12	Earnings Before Income Tax, Depreciation and Amortization (EBITDA) <i>(in million pesos)</i>	Actual Figure	5%	₱42.00	Actual / Target x Weight	₱93.03	5%	₱64.25	5%	- Certification issued by DAP Finance Dept.  - COA-audited 2019 DAP FS	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Item</th> <th style="text-align: right;">In Millions</th> </tr> </thead> <tbody> <tr> <td>Net Income</td> <td style="text-align: right;">38,776,537</td> </tr> <tr> <td colspan="2">Add back:</td> </tr> <tr> <td>Depreciation</td> <td style="text-align: right;">25,471,347</td> </tr> <tr> <td><b>2019 EBITDA</b></td> <td style="text-align: right;"><b>64,247,884</b></td> </tr> </tbody> </table>	Item	In Millions	Net Income	38,776,537	Add back:		Depreciation	25,471,347	<b>2019 EBITDA</b>	<b>64,247,884</b>	
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SO 7 Enhanced Operational Efficiency and Effectiveness																						
<b>INTERNAL PROCESS</b>	SM 13	Budget Utilization Rate for Major Government Programs from NG	Amount Utilized / Total Budget	10%	100%	Actual / Target x Weight	133%	10%	100%	10%	- Certification issued by DAP Finance Dept.  - 2019 Budget Utilization Report and Clarifications	Allocation for government-funded projects & programs for the year amounted to ₱223.85M.  A total of ₱296.75M was actually disbursed by DAP to fund its projects & programs.  Under R.A. No. 11464, all appropriations authorized in the 2019 GAA shall be available for release and obligation until 31 Dec. 2020.										
	SM 14	On-Time Delivery Rate	Percentage of Projects Completed on Time over Total Accruable Amount	5%	75%	Actual / Target x Weight	94%	5%	93.58%	5%	- Certification issued by DAP Compliance Officer  - Status Report on 2018 Projects	156 projects were contracted out to DAP in 2019, of which 146 were completed and on-schedule; while 10 were not delivered on time and/or terminated.										

	SM 15	Quality Management System (QMS) Conformance Rate	Sustained ISO Certification (Project Management System; Support Systems; and Conference Facilities Management)	5%	Passed 2 <sup>nd</sup> Surveillance Audit	All or Nothing	DAP is ISO 9001:2015 Certified	5%	Passed 2 <sup>nd</sup> Surveillance Audit	5%	- Certification issued by DAP Compliance Officer - Signed Audit Report from TUV Rheinland Philippines, Inc. on 2 <sup>nd</sup> Follow-up Audit of DAP	The 2 <sup>nd</sup> follow-up audit was conducted on 14 October 2019 and resulted to DAP's recommendation for continued certification.
	<b>Sub-total</b>			<b>20%</b>				<b>20%</b>		<b>20%</b>		
<b>LEARNING &amp; GROWTH</b>	<b>SO 6 Expanded and Maintained Pool of High-Performing Talents</b>											
	SM 16	Organizational Climate/ Employee Morale Index	Score on Employee Morale of Employees Surveyed	5%	4.0	Actual / Target x Weight	4.0	5%	4.0	5%	- Certification issued by HRMD - Assessment Report and Copy of the tool/ instrument	Based on the submitted report, the organizational climate as perceived by the employees was <i>positive</i> - bearing a mean score of 4.0.
	SM 17	Percentage of Employees Meeting Required Competencies	Actual Implementation of the Competency-based Framework	5%	10% of Profiled Programs and GSPDM Personnel with Identified Competency Gaps are Addressed	All or Nothing	85% (28/33)	5%	54.55% (6 of 11)	5%	- Certification issued by HRMD - List of Plantilla Personnel Who Have Met the Required Competency - Report on the Learning and Development Interventions for Employees Whose Competency Gaps Were Addressed in 2019	Out of the 11 remaining personnel with competency gaps based on competency assessments made in 2018, 6 employees were provided with learning interventions and have already met their required competencies in 2019. 6 out of 11 represents 54.55% accomplishment and exceeds the target of 10%.  Overall, DAP's competency rating as of 2019 stands at 98.16%, or 267 out of 272 employees meeting required competencies.
	<b>Sub-total</b>			<b>10%</b>				<b>10%</b>		<b>10%</b>		
<b>TOTAL</b>			<b>100%</b>				<b>100%</b>		<b>94.47%</b>			

a/ But not to exceed the weight assigned per indicator