DEVELOPMENT ACADEMY OF THE PHILIPPINES (DAP)
Revalidated 2018 Performance Scorecard

		Performance Measures					DAP Submission		GCG Validation		Supporting Documents	Remarks
		Description	Formula	Weight	Target	Rating System a/	Actual	Rating	Score	Rating		
CUSTOMERS / STAKEHOLDERS	**SO 1**	**Enhanced Competence of Government Officials**										
	SM 1	Completion Rate	Number of graduates over enrolled students per class	10%	Graduate Degree Programs: GSPDM: 90% PMDP: 90%	Actual / Target x Weight	GSPDM: 96% PMDP: 99%	10%	GSPDM: 96.40% PMDP: 99.18%	10%	- GSPDM Completion Report - PMDP Completion Report - Certification issued by DAP Academy Registrar	**GSPDM** Accepted Students: 472 / No. of Graduates: 455 / Completion Rate = 96.40% **PMDP** Accepted Students: 122 / No. of Graduates: 121 / Completion Rate = 99.18%
	SM 2	Percentage of Re-Entry Plans (REPs) or Action Plans & Projects (APPs) and Capstones Accepted by Panel for Implementation	Proportion of participants or students with accepted or implemented REPs/ APPs or Capstones	10%	GSPDM: 95% PMDP: 85%	Actual / Target x Weight	GSPDM: 100% PMDP: 90%	10%	GSPDM: 100% PMDP: 83.47%	5% 4.91%	- Certification issued by DAP Academy Registrar - Summary of Capstone Project Plans - List of APP Titles/Re-Entry Titles - List of Scholars	101 out of the 121 PMDP graduates had their REPs accepted for implementation in 2018; while all 455 graduates in GSPDM had their APPs accepted.
	SM 3	Implemented International Projects/ Hosting	Total count of APO projects hosted or implemented by DAP as the NPO	5%	17	Actual / Target x Weight	17	5%	17	5%	- Certification issued by APO DAP Secretariat - List of APO Project Hostings Implemented	Target met.

SM 4	Local and International Public Sector Productivity Specialist Trained	Total number of graduates from productivity specialist courses	5%	50	Actual / Target x Weight	89	5%	89	5%	- Certification issued by DAP Director - List of Participants/ Specialists Trained	A total of 89 public sector productivity specialists were trained, consisting of 71 local and 18 international participants.
SO 2	**Improved Effectiveness and Efficiency of Government Organizations Assisted**										
SM 5	Government Offices with ISO 9001-Certifiable QMS	No. of agencies with ISO 9001 Certifiable QMS over total number of agencies assisted on QMS	5%	75%	Actual / Target x Weight	95.65%	5%	95.12%	5%	- Certification issued by DAP VP/ Managing Director - List of Govt Client Agencies with ISO 9001 Certifiable QMS	39 out of 41 agencies were assisted by DAP to be ISO 9001-certifiable. Palawan State University and Kalinga State University were deemed relatively certifiable only.
SM 6	Agencies Assisted in Innovation and Productivity Improvement Project (IPIP) Plan Development and Innovation Laboratory Projects	Total count of agencies assisted in IPIP plan development and innovation laboratory projects	5%	4	Actual / Target x Weight	28	5%	28	5%	- Certification issued by DAP Director - List of Agencies Assisted on Innovation Projects	Target exceeded.
SO 3	**Broadened Adoption of Innovative and Synergistic Solutions to Address Broad-based Policy and Socio-Economic Concerns**										
SM 7	New Government Programs Institutionalized	Total number of programs that have been institutionalized	5%	Adoption of the Alternative Learning System - Education and Skills Training (ALS-EST) by the Dep. of Education	Actual / Target x Weight	1 (ALS-EST)	5%	ALS-EST adopted	5%	- Certification issued by DAP Compliance Officer - Implementing Guidelines for the Downloading of Funds for the Pilot Implementation of ALS-EST - DepEd Memorandum No. 144, s. 2018 - DepEd Order No. 027, s. 2018	On 8 June 2018, DepEd issued DepEd Order No. 027 s.2018, amending DepEd Order No. 42, s.2015, which aligned ALS with the implementation of the K to 12 Program. It also released the Implementing Guidelines for the Downloading of Funds for the Pilot Implementation of ALS-EST on 6 August 2018.

SM 8	Researches and Studies Completed	Total number of research and studies completed	5%	6	Actual / Target x Weight	6	5%	6	5%	- Certification issued by DAP Director - List of Research Studies (validated on-site)	Target met.
SO 4	**Ensured Delivery of Relevant High-Quality Training, Education, Consultancy and Research Services**										
SM 9	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	5%	85% *(Using the Standard Methodology and Questionnaire developed by GCG)*	Actual / Target x Weight 0% = If less than 80%	93.95%	5%	93.29%	5%	- Certification issued by DAP Compliance Officer - 2018 Client Satisfaction Survey Final Report	Out of 283 respondents that answered the survey, 264 (93.29%) gave at least a satisfactory rating.
SO 5	**Broadened Network and Linkages with Local and Foreign (Public and Private) Institutions**										
SM 10	Active Partnership with Institutions	Total number of partnerships with existing activities / total number of partnerships	5%	14 out of 17 partners	Actual / Target x Weight	14 out of 17 partners	5%	14 out of 17 partners	5%	- Certification issued by DAP Compliance Officer - List of Active Partnerships	Target met.
		Sub-total	**60%**				**60%**		**59.91%**		
SO 6	**Sustained Financial Viability**										
SM 11	Revenue Growth	Actual Figure	5%	₱653,709,934	Actual / Target x Weight	₱653.815 Million	5%	₱653.815 Million	5%	- Certification issued by DAP Finance - Audited 2018 Financial Statements	(see table)

Revenue table for SM 11:

Revenues	Amount (₱)
Service and Business Inc.	372,037,248
Other Non-Operating Inc.	498,421
Subsidy	281,279,364
Total	**653,815,033**

FINANCIAL

			Weight	Target	Rating	Actual	%	Actual	%	Means of Verification	Remarks
SM 12	Earnings Before Income Tax, Depreciation and Amortization (EBITDA)	Actual Figure	5%	₱40 Million	Actual / Target x Weight	₱97.045 Million	5%	₱97.16 Million	5%	- Certification issued by DAP Finance - Audited 2018 Financial Statements	(see table below)
		Sub-total	**10%**				**10%**		**10%**		

Item table for SM 12:

Item	In Millions
Net Income	69,821,641
Add back:	
Depreciation	27,223,508
2018 EBITDA	**97,044,969**

SO 7	**Enhanced Operational Efficiency and Effectiveness**										
			Weight	Target	Rating	Actual	%	Actual	%	Means of Verification	Remarks
SM 13	Budget Utilization Rate for Major Government Programs from NG	Amount Utilized / Total Budget	10%	90%	Actual / Target x Weight	100%	10%	99.74%	10%	- Certification issued by DAP Finance - Budget Utilization Report - Program Subsidy Status Report	₱281.28 Million was utilized for the year against a total allotment of ₱282 Million for government-funded projects & programs.
SM 14	On-Time Delivery Rate	Projects Completed or Accomplished on Time over Total Projects	5%	70%	Actual / Target x Weight	81%	5%	81.29%	5%	- Certification issued by DAP Compliance Officer - Status Report on 2018 Projects	155 projects were contracted to DAP, of which 126 were completed and 29 were not delivered on time (17 were delayed; 7 for termination; and 5 on-hold).
SM 15	Quality Management System (QMS) Conformance Rate	Sustained ISO Certification (Project Management System; Support Systems; and Conference Facilities Management)	5%	Continued Certification ISO 9001:2015	All or Nothing	Continued Certification ISO 9001:2015	5%	Continued Certification ISO 9001:2015	5%	- Certification issued by DAP Compliance Officer - Certification issued by TUV Rheinland Philippines, Inc. on First Follow-up Audit of DAP	The first follow-up audit was conducted on 30 Oct 2018 & 3-4 Dec 2018 and resulted to DAP's recommendation for continued certification.
		Sub-total	**20%**				**20%**		**20%**		

INTERNAL PROCESS

		SO 6	Expanded and Maintained Pool of High-Performing Talents									
LEARNING & GROWTH	SM 16	Organizational Climate/ Employee Morale Index	Score on Employee Morale of Employees Surveyed	5%	3.8	Actual / Target x Weight	3.8	5%	3.8	5%	- Certification issued by HRMD - Assessment Report - Copy of the tool/ instrument	Based on the submitted report, the organizational climate as perceived by the employees was positive - bearing a mean score of 3.8
	SM 17	Percentage of Employees Meeting Required Competencies	Actual Implementation of the Competency-based Framework	5%	Improvement from the 2017 Baseline	All or Nothing	83.04%	5%	95.96%	5%	- Certification issued by HRMD - Competency-Based Human Resource Management Framework Assessment Reports on Profiling - List of Learning Interventions to Programs Personnel	Improvement from a baseline of 239 plantilla personnel meeting the competencies required of their respective positions to 261 personnel as of end of 2018 – out of a total of 272 plantilla personnel. This represents an 8.09% improvement from the said baseline. The 83.04% accomplishment submitted by DAP includes non-plantilla personnel that are excluded in this measure.
			Sub-total	10%				10%		10%		
			TOTAL	100%				100%		99.91%		

a/ But not to exceed the weight assigned per indicator.