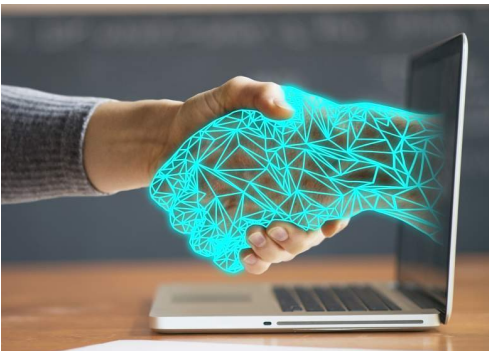




2019 ANNUAL REPORT




SHAPING THE FUTURE OF PRODUCTIVITY AND QUALITY TOGETHER



The cover photo showcases collaboration: the Productivity and Development Center (PDC) working with clients and other stakeholders towards achieving a Smart and Innovative Society.

As a trailblazer for many new ideas, the PDC has started undertaking holistic and proactive approaches, and implementing programs and projects aimed at solving productivity, quality, and sustainability issues, to ensure that the benefits of productivity gains are harnessed by both the public and private sectors.



2019 PDC ANNUAL REPORT

*"The secret to change is to focus all your energy
not in fighting the old, but on building the new."*

—Socrates

01

MESSAGES

President and Chief Executive Officer - Atty. Engelbert C. Caronan, Jr., MNSA
Senior Vice President for Programs - Magdalena L. Mendoza
PDC Managing Director - Vice President Arnel D. Abanto

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ORGANIZATION

Mission & Vision • History

06

PDC THROUGH THE YEARS

Key Accomplishments and Activities 2008-2019

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2019 ACCOMPLISHMENTS

- Operational Performance
- Key Services, Programs, and Projects
 - Ø Productivity and Quality Improvement Training Courses
 - Ø Technical Assistance on Institutionalization of Productivity and Quality Improvement Approaches
 - o 5S Quality Workplace
 - o Quality Management System (QMS) Certifiable to ISO 9001
 - Ø Government Quality Management Program
 - o Development of QMS for Beneficiary Agencies
 - o Institutionalization of 5S Quality Workplace in the Pubic Sector
 - o Government Quality Management Committee (GQMC) Recognition Ceremony
 - o Productivity and Quality Improvement Forum
 - o Development of Service Quality Standards
 - o Development of Generic QMS Manuals
 - o Innovating the Public Sector
 - Ø Business Excellence Program
 - o Philippine Quality Award Administration
 - o Business Excellence and Service Transformation Technical Assistance Projects
 - o Government Excellence Class
 - o Government Best Practice Recognition
 - Ø Modernizing Government Regulations Program
 - o Regulatory Impact Assessment
 - o Regulatory Management System
 - Ø Research Program
 - o Value Chain Analysis
 - o Policy Evaluation
 - o Benchmarking
 - o Impact Assessment
 - o Citizen Satisfaction Survey
 - o Formulation of Industry Development Plan

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PDC OFFICES SCORECARDS

OMD • AIDO • GQMPO • PDRO • PQTO • MGRPO • TMO

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MESSAGE FROM THE PRESIDENT AND CEO

Congratulations to the PDC for presenting their accomplishments. I hope that through this annual report there will be better appreciation, understanding, and support of PDC's role in promoting quality and productivity concepts, principles, and practices to strengthen competitiveness and help public and private sector organizations achieve performance excellence.

We recognize the valuable contributions of PDC in realizing the Academy's commitment to catalyze the exchange of ideas and expertise in productivity and development. In 2019, PDC played its part in achieving our vision of being the leading knowledge organization providing innovative, effective, and responsive solutions to the country's development challenges. Through its programs and projects, training courses, and technical assistance interventions, as well as, conferences and events, they were able to broaden the adoption and institutionalization of international standards-based management systems, innovation laboratory, regulatory reform/good regulatory practices, and service process streamlining in the public sector, among others.

PDC's accomplishments are a testimony to the commitment and dedication of its officers and staff, in collaboration with our various stakeholders. Taking inspiration from the DAP battlecry, "*Serbisyo namin at malasakit ay para sa inyo. Kalidad namin at pagbabago ay dahil sa inyo. Sa patuloy naming pag-unlad ay kaisa kayo,*" I trust PDC will continue to improve and provide quality service that our clients need.

Let us keep moving towards excellence. Mabuhay!




ATTY. ENGELBERT C. CARONAN, JR., MNSA

MESSAGE FROM THE SENIOR VICE PRESIDENT-PROGRAMS

To the PDC, congratulations for the accomplishments that you have showcased for the year 2019. These are a testament to your efforts in effectively promoting quality and productivity improvement concepts and approaches to nation-building.

Your accomplishments shine bright as they light up the upcoming semesters this 2020. They clearly highlight the PDC's synergy with the various centers and programs towards the realization of the DAP's goal of providing innovative, effective, and responsive solutions to the country's development challenges. The PDC has clearly demonstrated the core values, "Dangal, Galing, Tatag" of the Academy.

Hailing from PDC myself, I extend my warm gratitude to all PDC officers and staff. You face hardships and challenges in your responsibilities, yet you strive with integrity in your *Serbisyo* and *Malasakit* to deliver excellence in serving the country.

We have come this far, yet we have much to go. I am proud to have embarked on the journey, together with you, in the pursuit of excellence.

Congratulations!




MAGDALENA L. MENDOZA

MESSAGE FROM THE MANAGING DIRECTOR

This 2019 has been another fruitful year for the PDC for it has not only exceeded its targets but, it has made remarkable progress with the interventions that we embarked on. Hence, it is my greatest pleasure to present to you the PDC Annual Report that highlights its accomplishments in 2019.

But as we move forward, it is also important to celebrate and take a glimpse of our achievements in the past 10 years. The PDC, formerly known as the Center for Quality and Competitiveness (CQC) has indeed come a very long way in fortifying productivity and quality for both public and private sector organizations; and, it is gratifying to see that the realization of our goals and commitments truly contributes in achieving the Academy's shared goal of technological innovations in governance and productivity, and local and regional development.

These fulfillment of our interventions would have not been possible without the collaborative support and strong commitment from our stakeholders, as well as, our key officers and staff living and upholding our core values, "Dangal, Galing at Tatag." Thus, I would like to express my sincere thanks to everyone who contributed in the realization of our accomplishments.

Rest assured that the PDC will continue to fulfill its noble mission as a technical excellence center and provide the highest quality service to our stakeholders!

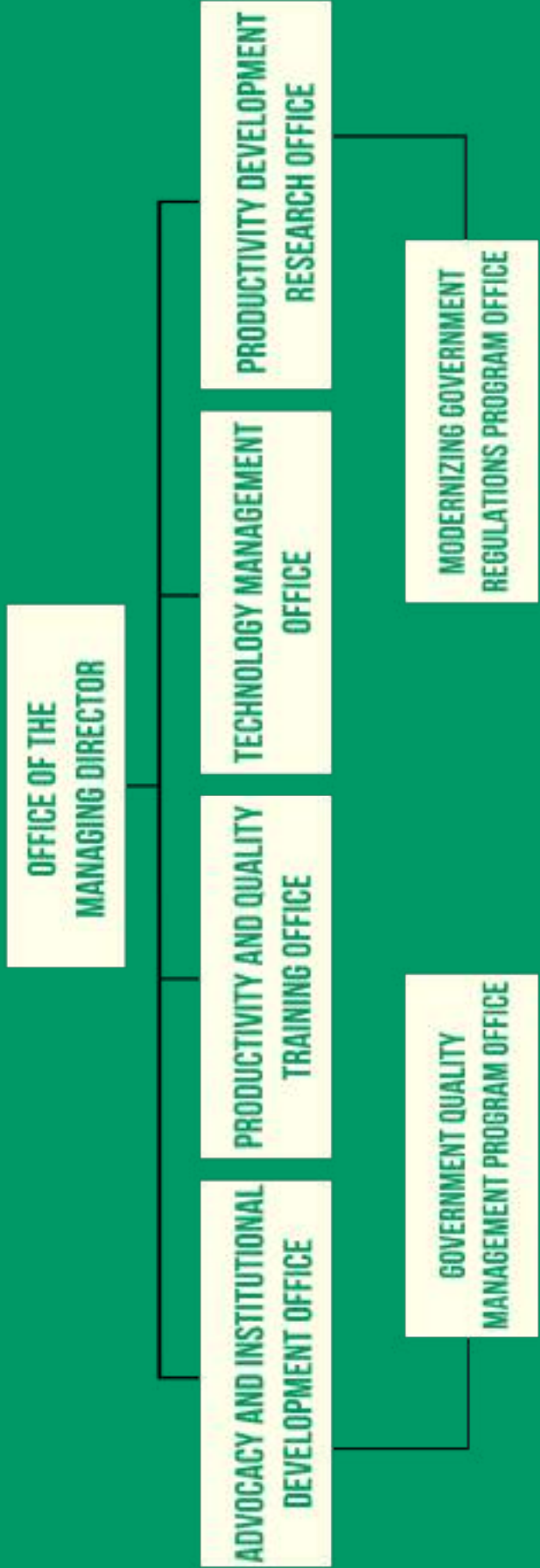


ARNEL D. ABANTO



"We will continue to shape the future of productivity and quality together with our stakeholders- private and public sectors."

PRODUCTIVITY AND DEVELOPMENT CENTER ORGANIZATIONAL STRUCTURE



ABOUT PDC

Aim for excellence...
Make a difference in productivity
and quality.

The PDC is responsible for the promotion of quality, productivity and environmental concepts, principles, and practices to help organizations achieve performance excellence towards enhancing national productivity and competitiveness.

MANDATE

- **P**rovide relevant information to broaden understanding and develop new policy measures for closing productivity gaps.
- **D**evelop and implement programs and projects in line with the relevant thrust areas of the Academy.
- **C**reate institutional mechanisms to broaden concerted efforts for enhancing productivity and quality both at macro and micro levels.
- **A**dvocate policies and programs to mobilize resources and gather institutional support for the implementation of relevant programs and projects.

HISTORY

2016 - PRESENT

CQC became PDC

2002 - 2016

CQC performed some of the functions of PDC

1973 - 2002

PDC served as the implementing arm of DAP being the National Productivity Organization (NPO)

1973

PDC was transferred from National Economic and Development Authority (NEDA) to DAP



GALING



DANGAL



TATAG



**GAME CHANGER IN
PRODUCTIVITY
AND QUALITY
IMPROVEMENT**

**PDC
THROUGH
THE YEARS
2010-2018**

STRENGTHENING INSTITUTIONS AND EMPOWERING PEOPLE

THROUGH THE YEARS

2010

- Impact Assessment of One Town, One Product Program
- Food Safety Management Systems (five organizations)
- Monitoring and Expansion of K-Agrinet Development of K-Agrinet 2.0
- Agripinoy Trading Center: Modernizing Farmers' Access to Viable Markets-Feasibility Study for La Trinidad, Benguet Agripinoy Trading Center
- E-Learning Course on Good Agricultural Practices & Global GAP for Greater Market Access for Agrifood Products

Development of Productivity Practitioners (DPP) Batch 15

Institutionalization of 5S Program (Philippine Deposit Insurance Corporation)

Development of a QMS Certifiable to ISO 9001:2008 (nine organizations)

Sustaining GAP Adoption Through Resource Mobilization and Policy Advocacy

TC on Standards & Certification Systems for Organic Food Production & Processing

Preparatory Multi-Sectoral Consultation for the Development of a Five-Year Productivity Agenda

2011

- Capability Building for the Enhancement of QMS Implementation
- Training Course on Business Plan Preparation for Hospitals and Rural Health Unit of Oriental Mindoro
- Development of a QMS Certifiable to ISO 9001:2008 (four organizations)
- Developing Competencies of Department of Agriculture- Agricultural Training Institute's Directors & Field Implementers Towards Becoming Productivity and Quality Champions and Specialists in Agriculture-First of the Series
- Conduct of Feasibility Study on the Central Philippines Rural Development Project
- TC on Production Systems through Lean Manufacturing for Micro, Small and Medium Enterprises (MSMEs)

Training and Seminar-Workshops on QMS Improvement Approaches (six organizations)

DPP Batch 16

Technical Guidance on the Establishment of ISO 9001:2008 QMS for Regions 1 and 2

Expansion of the ISO 9001:2008 Certified QMS (two organizations)

E-Learning Course on International Trade in Agricultural and Food Products

Organizational Transformation towards Performance Excellence (three agencies)

TC on Production Systems through Lean Manufacturing for MSMEs

E-Learning Course on Lean Production Systems

2012

- 1st Forum on Business Excellence for the Public Sector
- Training and Seminar-Workshops on QMS Improvement Approaches (10 organizations)
- Technical Guidance on the Establishment of ISO 9001:2008 QMS for Regions 1 and 2
- APO TC on Value Addition to Agriculture Products for Greater Access to New Markets
- Institutional Strengthening of NPOs Through the Development of Productivity Practitioners
- Localizing Asian Productivity Organization-Center of Excellence (APO-COE) Program on Business Excellence (BE)
- DPP Batch 17
- Development of a QMS Certifiable to ISO 9001:2008 (four organizations)
- Expansion of ISO 9001:2008 Certified QMS (3 organizations)
- Enhancing Capability of Selected Department of Agriculture Technical Staff on Results-Based Monitoring and Evaluation of Agriculture Projects
- E-Learning Course on Food Safety & Traceability

2013

- Seminar-Workshop on Formulating Quality Objectives and Plan for the City Government of Tanauan
- Capability Building for the Enhancement of QMS Implementation
- Philippine Quality Award (PQA) Application Development Course
- DPP Batch 18
- Labor Management Cooperation Team Building Workshop for Nestlé Phils, Inc.
- Expansion of the ISO 9001:2008 Certified QMS (Land Bank of the Philippines)
- Development of a QMS Certifiable to ISO 9001:2008 (five organizations)
- Development of a M&E Management System for the National Agricultural and Fishery Council -Phase I
- Workshop on Packaging and Labeling Standards for Organic Agrifood Products
- E-Learning Course on Global GAP Standard for Greater Market Access
- Philippine Supply/Value Chain Benchmarking Study for 11 Selected Commodities
- E-Learning Course on Production and Certification of Organic Food for Greater Market Access
- E-Learning Course on Risk Management of Foodborne Pathogen
- TC on Benchmarking
- Localizing APO-COE Program
- Organizational Transformation towards Performance Excellence
- National Stakeholders' Consultation on Green Productivity Implementation and Needs Assessment in Member Countries
- Enhancing the PQA Program & Creation of the Philippine Quality Class
- Capability Building on QMS Improvement Approaches (six organizations)
- Development of QMS Certifiable to ISO 9001:2008 and ISO/IEC 17011:2004 Specific to Organic Agriculture for the Bureau of Agriculture and Fisheries Product Standards
- APO National Workshop on Organic Product Certification for Philippine Inspectors
- E-Learning Course on Environmental Labels and Declarations (ISO 14021; ISO 14024 and ISO 14025)
- E-Learning Course on Export Promotion and Market Access for Agriculture and Food Products from Asia
- Supply Chain Analysis of Identified Agricultural Commodities: A Benchmarking Study of Five Selected Countries in Asia and Latin America
- E-Learning Course on Global GAP Standard for Greater Market Access
- E-Learning Course on Green Productivity

2014

- Conduct of Training on Conflict Resolution and Management
- A Rapid Assessment of the Agriculture and Fisheries Modernization Act - PHASE I Evaluation
- 1st National Conference on Agritourism "Changing the Agricultural Landscape"
- Expansion of the ISO 9001:2008 Certified QMS (Agricultural Training Institute)
- Capability Building for the Enhancement of QMS Implementation
- Localizing APO-COE Program on BE
- Training Course on Best Practice Benchmarking
- Organizational Transformation towards Performance Excellence (two agencies)
- Business Start-Up and Operation of the Benguet Agripinoy Trading Center as a Socio-Economic Enterprise
- Development of a QMS Certifiable to ISO 9001:2008 (15 organizations)
- Capability Building on QMS Improvement Approaches (7 organizations)
- Training Courses on ISO 9001:2008 for Local Government Units (LGUs)
- DPP Batch 19
- E-Learning Course on Green Productivity
- Labor Management Cooperation Team Building Workshop for Nestlé Phils, Inc.



2015

- Organizational Transformation towards Performance Excellence
- DPP Batch 20
- Localizing APO-COE Program
- E-Learning Course on Knowledge Management for Small to Medium Enterprise (SME) Top Management
- International Conference on Productivity and Innovation
- Expansion of the ISO 9001:2008 Certified QMS (two organizations)
- Participatory Governance in Agriculture and Fisheries Development: An Evaluation Study of Philippine Council for Agriculture and Fisheries' (PCAF) Consultative Bodies
- TC on P&Q for Public Sector
- E-Learning Course on Nonchemical Pest Management in Agriculture
- TC on Benchmarking
- E-Learning Course on GAP for Greater Market Access
- E-Learning Course on BE for the Public Sector
- Development of a QMS Certifiable to ISO 9001:2008 (10 organizations)
- Training Course on Lean Production Systems in Agribusiness to Improve Productivity & Sustainability of Agribusiness SMEs

2016

Organizational Transformation towards Performance Excellence

DPP Batch 21

Localizing APO-COE Program

E-Learning Course on Total Productive Maintenance Applications for SMEs

Development of a QMS Certifiable to ISO 9001:2008 (17 organizations)

Capability Building for the Enhancement of QMS Implementation

TC on P&Q for Public Sector

Development and Pilot Implementation of Public Sector Productivity Innovation Laboratory for Department of Foreign Affairs and Local Government of Quezon City

Government Excellence Class (11 agencies)

Training Course on Benchmarking

Expansion of the ISO 9001:2008 Certified QMS (3 organizations)

Transforming Public Service Delivery thru 5S



2017

Workshops on PSP Innovation Laboratory for Department of Health (DOH), Tarlac Agricultural University and, Tarlac State University

Government Excellence Class

Training Course on Benchmarking

QMS Expansion and Transition to ISO 9001:2015 Certified QMS for the Department of Public Works and Highways (DPWH)

DPP Batch 22

Formulation of MSME Development Plan 2017-2022

Development of a QMS Certifiable to ISO 9001:2015 (14 organizations)

E-Learning Course on TPM Applications or SMEs

National Quality and Productivity Month

Development of a QMS Certifiable to ISO 9001:2015 and ISO/IEC 17020:2012 Specific to the Inspection System of the National Meat Inspection Service

Asian Food and Agribusiness Conference: Enhancing Exports of Organic Products

Demonstration Project on Regulatory Impact Analysis (RIA) and Public Sector Productivity Innovation Laboratory for the DOH

2018

Development of Productivity Practitioners (DPP) Batch 23

Scope Expansion of QMS Certifiable to ISO 9001:2015 -Quezon City Government

Development of a QMS Certifiable to ISO 9001:2015 (21 organizations)

Impact Assessment of Department of Science and Technology-Small Enterprise Technology Upgrading Program (DOST-SETUP)

Government Excellence Class

Capability Building for the Enhancement of QMS Implementation

Service Quality Standards (SQS) Towards Public Service Excellence: A Study on the Quality of Frontline Public Service Delivery in the Philippines

PSP Innovation Laboratory Boot Camp for Selected Agencies (eight agencies) and Demo Projects (three agencies)

Phase 1: Capability Development Assistance on RIA for the Food and Drug Administration - Center for Device Regulation, Radiation Health and Research

QMS Transition to ISO 9001:2015 (three organizations)

Development of a QMS Certifiable to ISO 9001:2015 (25 organizations)

Capability Building on the PQA

Transforming Public Service Delivery thru 5S

Certified Productivity Practitioners Course (CPPC) Batch 23

2018 Customer Satisfaction (CSat) and Development of Service Quality Standards for the Philippine Fisheries Development Authority (PFDA)



2019

QMS Transition to ISO 9001:2015 (two organizations)

CPPC Batch 24

Advocacy on PSP Innovation Laboratory

Capability Development Assistance on Regulatory Impact Analysis for Priority Agencies (44 agencies)

Public Offering on P&Q, ISO 9001:2015 and other Standards

Workshop on Developing Regulatory Management System (RMS) Framework to Improve Public Sector Productivity

Impact Assessment of the Agriculture and Fisheries Modernization Act

End-of-Program Assessment for the National Organic Agriculture Program (NOAP)

PSP Innovation Laboratory Boot Camp for Selected Agencies (13 agencies)

Phase 2: Capability Development Assistance on RIA for the Food and Drug Administration

Development of a QMS Certifiable to ISO 9001:2015 (14 organizations)

Government Best Practice Recognition

Capacity Development Assistance on Regulatory Impact Assessment for the Food and Drug Administration

QMS Awareness and Capability Building for the Philippine Council for Agriculture

Capacity Building Program on PQA Awards

Training Course on Process Streamlining for the Department of Social Welfare and Development (DSWD)

Business Satisfaction Survey

BOOSTING COMPETITIVENESS THROUGH PRODUCTIVITY AND QUALITY IMPROVEMENTS



PDC 2019 ACCOMPLISHMENTS OPERATIONAL PERFORMANCE

WHERE WE ARE NOW

DELIVERY OF TRAINING SERVICES

Participants Trained: Target vs. Actual



98%

SATISFACTORY
COURSE RATING

4,628

PARTICIPANTS
TRAINED

DELIVERY OF CONSULTANCY SERVICES

Clients Assisted : Targets vs. Actual



98.5%

SATISFIED
CLIENTS

35

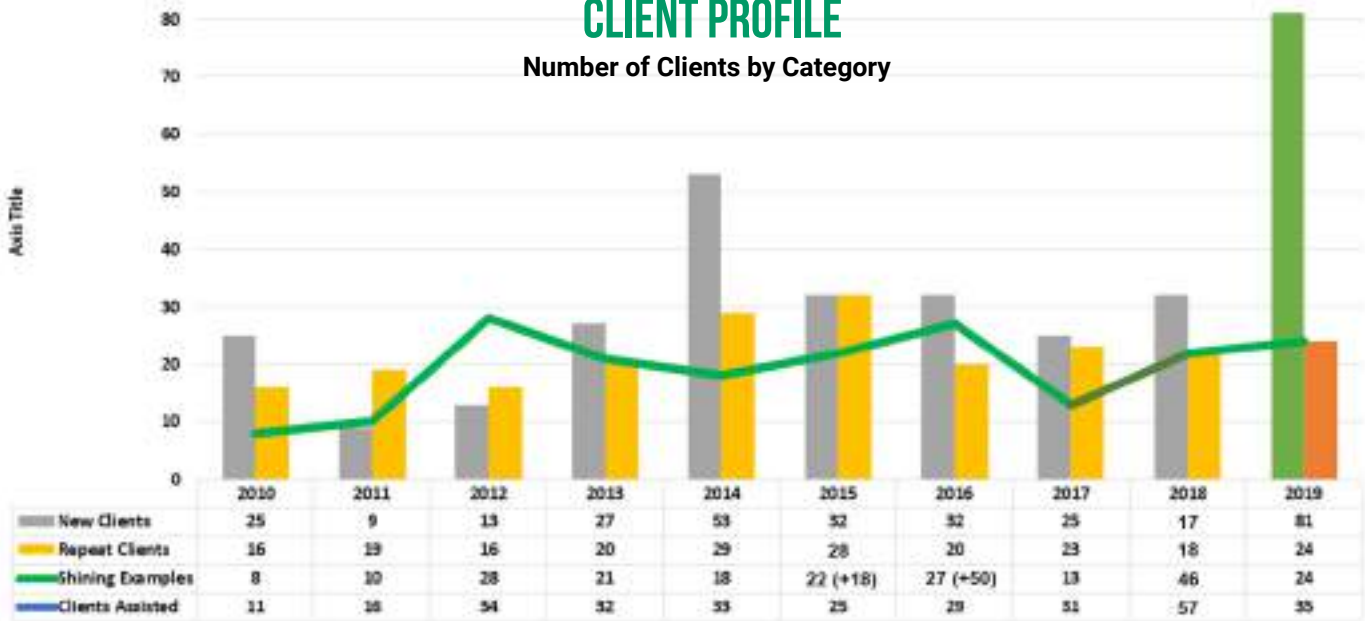
CLIENTS
ASSISTED

24
REPEAT
CLIENTS

81
NEW
CLIENTS

CLIENT PROFILE

Number of Clients by Category



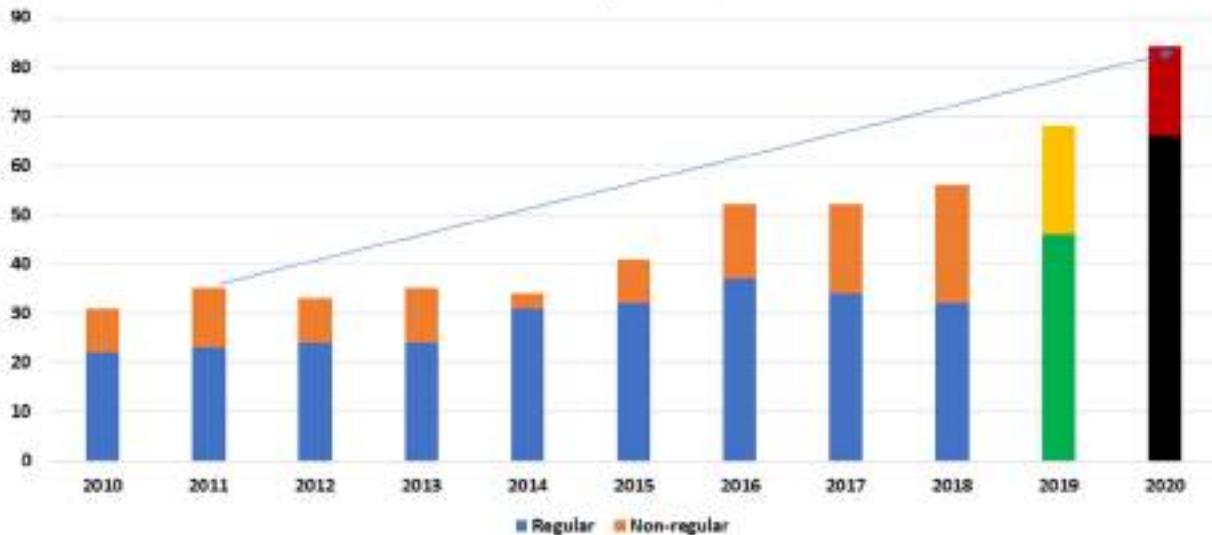
Note:

- Shining examples refer to clients assisted with QMS certifiable to ISO 9001
- (+) no. of attached agency/ies/division/ bureau included in one certification

85%
STAFF
RETENTION

STAFF COMPLEMENT

Number of Staff



OTHER PERFORMANCE INDICATORS

Performance Indicators	2017 Targets	2017 Actual	2018 Targets	2018 Actual	2019 Targets	2019 Actual
Number of Beneficiary Agencies	25	55	30	101	35	142

Performance Indicators	2016 Targets	2016 Actual	2017 Targets	2017 Actual	2018 Targets	2018 Actual	2019 Targets	2019 Actual
% of projects completed on time	85%	93%	60%	100%	70%	100%	70%	100%
% of person-days project loading	70%	67%	70%	84%	70%	108%	70%	73%
NC Closure rate	70%	No NC	100%	100%	100%	100%	100%	No data

Performance Indicators	2016 Targets	2016 Actual	2017 Targets	2017 Actual	2018 Targets	2018 Actual	2019 Targets	2019 Actual	2020 indicative targets
% of staff with min. of 40 hours of relevant training	50%	63%	60%	58%	60%	77%	50%	82%	Maintained at 50%
Average training hours	40	78	40	55	40	66	40	70	Maintained at 40
Staff retention rate	90%	98%	90%	98%	90%	98%	90%	99%	Maintained at 90%



**PERFECTION IS OUR GOAL.
EXCELLENCE WILL BE
TOLERATED.**

PDC 2019 ACCOMPLISHMENTS

KEY PROGRAMS AND PROJECTS IMPLEMENTED

2019 AT A GLANCE...



The PDC conducts various productivity and quality improvement courses for local and international participants through face to face and e-learning modalities. Public course offerings and in-house training courses are conducted for public and private sector organizations, as well as, SMEs.

EMPOWERING PEOPLE THROUGH OUR PUBLIC COURSE OFFERINGS:



- Seminar-Workshop on 5S Good Housekeeping
- Training Course on ISO 9001:2015 QMS Requirements
- Training Course on Root Cause Analysis and Corrective Action Formulation
- Training Course on Auditing Management Systems
- Training Course on Process Streamlining
- Training Course on Regulatory Impact Assessment (Basic and Advanced)
- Training Course on Regulatory Compliance Cost Assessment (CCA)
- Training Course on PQA Application Development
- Training Course on Business Excellence Self-Assessment
- Training Course on Knowledge Management
- Seminar on Consultations in RIA
- Training Course on Regulatory Management System

CPPC



The development of certified productivity practitioners is a high priority need of the NPOs. Based on this, the first CPPC was designed and conducted in 2018 as a follow through to the DPP courses conducted in the past several years. The CPPC is aimed at developing future experts and specialists in productivity improvement and providing momentum for their development paths.

2019 AT A GLANCE...



As government agencies seek to improve public service delivery, they realize the need to enhance their current management systems. An effective QMS means effective management and good governance. Aligning an organization's planning, service, and support operations to ISO 9001 International Standard is one reliable approach to have an effective QMS, as it provides a clear perspective of the quality system requirements and areas of control to ensure consistency in service quality and continuous process improvement. In line with this, and to comply with Executive Order (EO) No. 605, Institutionalizing the Structure, Mechanisms, and Standards to Implement the GQMP was issued to effect improvement in public sector performance by ensuring consistency of products and services through quality processes, several government agencies request assistance from DAP-PDC in establishing their QMS. For years, the PDC has been implementing projects assisting agencies in developing and expanding their QMS.



In 2019, the PDC completed technical assistance on QMS for the **Development of Quality Management System Certifiable to ISO 9001:2015 for the:**

Tanay Water District; Department of Environment and Natural Resources; Intramuros Administration; Philippine National Police (PNP) – Office of the Chief PNP, National Capital Region Police Office, Directorate for Plans, Police Security and Protection Group, Firearms and Explosives Office, Retirement and Benefits Administration Service, Highway Patrol Group, and General Hospital; Land Bank of the Philippines Leasing and Finance Corporation; National Irrigation Administration; Philippine Fiber Industry Development Authority; Philippine Council for Agriculture and Fisheries; Agricultural Credit Policy Council; City Government of Muntinlupa; National Meat Inspection Service; Philippine Council for Agriculture; Mariano Marcos State University; Philippine Commission on Women; National Telecommunications Commission; Nueva Vizcaya State University; Civil Aviation Authority of the Philippines; Department of Foreign Affairs - Foreign Service Institute; Central Board of Assessment Appeal; Bureau of Plant Industry; and, Department of Agriculture's Fertilizer and Pesticide Authority; and, Department of Agriculture- Bureau of Agriculture and Fisheries Engineering.



PDC was also able to finish a project on the Expansion of the ISO 9001 Certified Quality Management System.

The PDC implemented phase 1 of the project with the PNP which aimed to facilitate expansion of their ISO 9001:2015 certified QMS to include eight other units of PNP.

As the QMS partner of several government agencies, PDC takes pride in being able to assist government agencies enjoy the fruits of their efforts in being ISO certified.



EXPANSION OF THE ISO 9001 CERTIFIED QUALITY MANAGEMENT SYSTEM

PDC assisted the PNP in their ISO 9001:2015 QMS Expansion which included eight units.

Excellence is a way of life

PHILIPPINE QUALITY AWARD ADMINISTRATION

The Philippine Quality Award (PQA) is the country's highest national recognition for exemplary organizational performance for the public and private sectors. Institutionalized through Republic Act 9013, also known as the Philippine Quality Award Act, the PQA program is a global competitiveness template that aims to set the standard to help and encourage public and private organizations to strive for and attain performance excellence and be recognized among the Philippines' best organizations, comparable to the best organizations in the world. As the PQA Award Administrator for the Public Sector, the DAP, through the PDC, disseminates invitations to apply for PQA, reviews eligibility of applicants, receives and endorses PQA Application Reports to the Department of Trade and Industry (DTI), the Award Manager. The PDC handles the deployment and monitoring of PQA Assessors during the Assessment Period, and attends the Presentation and Review of PQA Assessors' Report to the Board of Judges, as well as, the PQA Awarding Ceremony, PQA Improvement Day, and the PQA Winners' Forum. The PDC maintains close coordination with the DTI-Competitiveness Bureau and the Philippine Society for Quality, the Award Administrator for the Private Sector.



BUSINESS EXCELLENCE AND SERVICE TRANSFORMATION TECHNICAL ASSISTANCE PROJECTS

The PQA Business Excellence (BE) Framework, patterned after the Malcolm Baldrige National Quality Award of the United States, provides a holistic and integrated approach to strengthen the management systems and processes of an organization to achieve superior results for its stakeholders. Using the BE framework, the DAP, through the PDC assists government agencies in pursuing excellence and bringing organizational performance to the next level. Technical assistance projects help establish mechanisms to develop a culture of continuous improvement and performance excellence.



GOVERNMENT EXCELLENCE CLASS

A complementary mechanism to the PQA, the Government Excellence Class (GEC) promotes the use of organizational self-assessment based on the PQA/BE Framework, enabling an agency to determine its relative standing in terms of the PQA criteria categories and obtain recognition for outstanding performance in any category. The GEC Self-Assessment Tool (SAT) has been used in DAP's pilot-run of identifying a generic approach in introducing and implementing technical intervention. This initiative was spearheaded by the DAP President, who selected members of a core team, supervised by Productivity and Quality Training Office Director Ma. Theresa A. Agustin. The pilot implementation was successfully done for the National Bureau of Investigation (NBI), which was well appreciated by the NBI core team, composed of officers (Regional Directors, Managers, and Technical Staff) from different NBI offices nationwide. The results of the self-assessment led the NBI Director to request for an Executive Briefing on the PQA and GEC. Other agencies have expressed interest in the GEC. Be it through the PQA, GEC, or BE interventions, agencies identify strengths, as well as, opportunities for improvement and draft action plans, accordingly. The SAT, which was developed and shared by Dr. Robin S. Mann, APO Expert and Global Expert on BE and Benchmarking will be used periodically for better results.



2019 AT A GLANCE...



Building a responsive and transparent public sector through citizen-centered and efficient public services.

The GQMP aims to enhance citizen satisfaction and public sector productivity through government-wide quality Improvement.

Improving quality in the government has never been more urgent in the light of the Duterte Administration's thrust to ensure that "real change" is the actual direction of the government. Government agencies are directed to improve the delivery of services through process streamlining and rationalizing documentary requirements for ease of transaction of the citizens. There is also an urgent call to improve the citizens' faith and trust in the government's capacity to make Filipino lives better, safer, and healthier. Thus, the Philippine Development Plan (PDP) 2017-2022, specifically Chapter 5, states the need to build a responsive and transparent public sector through citizen-centered, clean, and efficient delivery of public goods and services.

Through the years, an increasing number of agencies benefit from the Program through its various advocacy and capability-building activities such as training, technical assistance, conferences, research, and publications. As a result, the number of agencies adopting quality and improvement programs such as ISO 9001:2015 Quality Management, System, 5S Good Housekeeping, Innovation Laboratory, etc., have also significantly increased.

GQMP Beneficiary on the Province-wide Quality Management System Project

The on-going GQMP expansion aimed to accelerate and broaden the adoption of ISO 9001:2015 QMS among local governments. For 2019, the Province of Sorsogon led by Governor Francis Joseph "Chiz" G. Escudero has been determined as the pilot province. The province-wide program comprehensively includes local key players such as 15 local LGUs composed of city and municipal governments and 24 barangays, 16 national government agencies (NGAs), one high school, and nine SMEs.



Performance Indicators	2016 Targets	2016 Actual	2017 Targets	2017 Actual	2018 Targets	2018 Actual	2019 Targets	2019 Actual
% of clients assisted on QMS certifiable to ISO	20	27 (+50)	65%	100%	75%	96%	80%	100%

Note: (+) no. of attached agency/ies/division/ bureau included in one certification

For 2019, the GQMPO continued its efforts on improving the frontline services of the government to ensure that Filipino citizens will greatly benefit in the process and system improvement initiatives. It also focused on ensuring that significant results on the public sector productivity and citizen satisfaction are achieved through the various Program interventions.

INSTITUTIONALIZING SERVICE QUALITY STANDARDS (SQS)

With growing numbers of agencies adopting an international standards-based QMS, the PDC-Productivity and Development Research Office (PDRO) is challenged to determine the level of satisfaction of citizens and businesses with the government based on their experience in transacting with various government agencies and offices across regions and jurisdictions. Thus, in line with the PDP's goal of seamless service delivery, and the current administration's efforts to listen to the people and meet their needs, PDRO's five-year project on "Institutionalizing SQS" from 2018-2022 under the GQMP conducted a research on "SQS Towards Public Service Excellence: A Study on the Quality of Frontline Public Service Delivery in the Philippines."

In 2018, the study focused on measuring the satisfaction level of Government-to-Citizens transactions while in 2019, the study focused on measuring the satisfaction level of Government-to-Businesses transactions. The study design is based on international best practices on research on citizen-centered public service delivery. The results of the research study serve as vital inputs to the QMS requirement of listening to stakeholders and clients and adjusting the system to improve service delivery and guarantee client satisfaction, thereby helping steer the bureaucracy towards a more citizen-centered service delivery consciousness and culture of quality.

Moreover, this initiative supports the goals of Republic Act 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act. The intent of the study is not only to find out the satisfaction level of citizens and businesses with the government but also to find out what they consider important attributes of service quality. From the research findings, government agencies can come up with frontline service standards and, more importantly, gear towards service improvements. With this information, frontline government agencies would know what level of performance may guarantee satisfaction of the transacting public.

The data gathering activities were conducted in four mega areas in NCR, Luzon, Visayas, and Mindanao covering five local government units and 12 national government agencies clustered into civil/business registration, employment and licensing, interior and local government, One-Stop-Service Center for Overseas Filipino Workers, and social services.

Highlights of the study, including the developed SQS were presented during the Symposium on Measuring Service Quality of Frontline Government Service" on July 20, 2019, the 7th GQMC Recognition Ceremony on October 24, 2019, and the Executive Session on Citizen-centered Service Delivery on November 8, 2019.

CITIZEN-CENTERED PUBLIC SERVICE



DAP President and CEO Engelbert Caronan, Jr., Ms. Nancy MacLellan, Mr. Dan Batista, and DBM Assistant Secretary Clarito Alejandro Magsino during the Executive Session on Citizen-centered Service Delivery on November 8, 2019.



DAP President and CEO Engelbert Caronan, Jr. delivers his welcome remarks during the symposium on "Measuring Service Quality of Frontline Government Service" at the DAP Building in Pasig City. (Photo by Ped Garcia)

2019 AT A GLANCE...

QMP BENEFICIARIES ON THE DEVELOPMENT OF QMS CERTIFIABLE TO ISO 9001:2015 STANDARDS

This component of the QMP provided technical assistance to priority agencies in the development of QMS certifiable to ISO 9001:2015 through the General Appropriations Act funding. The technical assistance is focused on capacitating the key officers and staff, developing the required documented information, guidance on the implementation and evaluation of the QMS, and preparing the agencies for the ISO 9001:2015 QMS Certification. The twelve (12) selected beneficiary agencies were: Civil Aviation Authority of the Philippines, Central Board of Assessment Appeals, DA- Bureau of Plant Industry, DA - Fertilizer and Pesticide Authority, DA- Bureau of Agriculture and Fisheries Engineering, Foreign Service Institute, Mariano Marcos State University, National Commission for Indigenous Peoples, National Telecommunications Commission, Nueva Vizcaya State University, Philippine Commission on Women, and Philippine Racing Commission.

QMS

The intervention involved capability building and technical guidance session, such as Orientation on ISO 9001:2015 QMS, Process Walkthrough, Training Course on ISO 9001:2015 QMS Requirements and Documentation, Workshop on Process Mapping and Risk-Based Quality Planning, Workshop on QMS Documentation, and Seminar-Workshop on Streamlining Frontline Services. Activities conducted to assist clients in developing QMS include: orientation, training, workshops, technical guidance, and assessment. Most of the beneficiary agencies were certified to ISO 9001:2015 by December 2019, after completion of the project. Six agencies were able to streamline 19 processes.



DEVELOPMENT OF MANUALS RELATED TO QMS



Over the years, the PDC has been developing manuals on ISO 9001 to provide guidance to agencies without the need for them to spend too much on consultancy services. This is part of PDC's advocacy to promote quality in the government, and to expand the coverage of technical assistance to include agencies in far-flung areas. For 2019, development of two manuals have started and will be completed for publication by 2020. These manuals are: ISO 9001-Aligned Manual for Human Resource Management and the ISO 9001-Aligned Manual for Facilities Management.

INTRODUCING NEW QUALITY IMPROVEMENT APPROACHES



To bring the promotion of productivity and quality improvement to the next level, introductory courses that underpin rapid advances in technologies and integration of other management system standards were developed to enable a future-ready government to effect significant improvements in public service delivery. In 2019, the implemented courses included: ISO 27001 Information Security Management System; 18 February 2020, ISO 31000 Risk Management System, 20 February 2020; ISO 37001 Anti-Bribery Management System, 10 March 2020; Regulatory Management System, 11 March 2020; Fourth Industrial Revolution: ISO Smart City, Artificial Intelligence and Internet of Things.



INNOVATING THE PUBLIC SECTOR

The Public Sector Productivity Innovation Laboratory aims to leverage the requirement of the QMS for continual improvement and attainment of full potential by introducing innovative solutions or groundbreaking new services/solutions to address challenges and opportunities that highly impact the provision of quality public services. The priority of the project is on advancing innovation to provide citizen-centered public services for the Filipino citizens and stakeholders, adhering to the changes in public demand, policy challenges, global trends, fiscal pressures, and technological development.

There were four batches of the Masterclass on PSP Innovation Laboratory and one Facilitator's Course on Public Sector Innovation Laboratory and PSP Innovation Laboratory Boot Camp conducted in 2019. These courses were all able to craft initial innovation projects, which will improve the service delivery of the organization. The participants were able to collaborate on the framing of the innovation problem, scenarios, and identification of innovative solutions.

2019 AT A GLANCE...



TRANSFORMING PUBLIC SERVICE DELIVERY THRU 5S GOOD HOUSEKEEPING: CULTURE BUILDING FOR QUALITY SERVICE IN THE GOVERNMENT

A place for everything, and everything in its place

5S is a systematic approach to organize work areas, keep rules and standards, and maintain discipline. It utilizes workplace organization and work simplification techniques while developing positive attitude among workers and cultivating an environment of efficiency, effectiveness, and economy.

To contribute to the “Malasakit” Pillar of the PDP and help ensure efficient governance in clean and organized government offices, the PDC, through the PQTO conceptualized the institutionalization of 5S in the whole public sector.

As of 2019, its second year of implementation, more than 500 participants from different government agencies were capacitated as 5S Champions and 5S trainers. This should lead to the application of 5S in their respective agencies, and to the adoption of a set of common 5S Quality Workplace Standards in the frontline services of government offices.

The project aimed to recognize agencies that apply the principles of 5S, with self-discipline instilled among employees, which resulted to more efficient public service delivery.

Specifically, two batches of Seminar on 5S Good Housekeeping for the Executives and two batches of Foundation Course on 5S Good Housekeeping were conducted in July 2019. The four batches of Training of Trainers on 5S Good Housekeeping were completed in September 2019.

Participants learned the importance of 5S in ensuring workplace productivity. 83 rank and file employees from 29 agencies were instilled with the principles of 5S and how such application leads to the improvement of work environment and work practices.

The training of trainers on 5S equipped participants with the knowledge and skills necessary for trainers to assist their agencies in installing, promoting, and sustaining the 5S program. They shall become members of the pool of 5S experts in the government who will serve as trainers, not only in their respective agencies, but also in other agencies in the Philippine bureaucracy.

The Sectoral Forum on 5S Good Housekeeping was conducted on 16-17 December 2019. The activity aimed to solicit, suggest, and provide comments for the initial draft of quality workplace for the higher education and National line agencies (NLAs). The activity aimed to solicit ideas and suggestions, and to provide comments on the initial draft of quality workplace standards for the higher education and other .



The large number of agencies and employees that attended the different 5S activities facilitated the proliferation of the importance of the concepts, principles, and practical applications of 5S. This shall pave the way for deeper appreciation and implementation of 5S in their organizations.



**75 TOP AND MIDDLE MANAGERS FROM
28 AGENCIES ORIENTED ON 5S**

GOVERNMENT QUALITY MANAGEMENT PROGRAM



**130 organizations
successfully obtained original or initial
ISO 9001 QMS Certification (September
22, 2018 to August 31, 2019)**



The National Quality and Productivity Improvement Month (NQPIM) is celebrated every October per Proclamation No.726 s.2004. For the year 2019, the PDC, in collaboration with the GQMC Secretariat, conducted the 7th GQMC Recognition Ceremony and Quality and Productivity Improvement Forum.

This is organized annually to raise consciousness in the government's drive towards greater productivity, competitiveness, and economic growth.

Agencies with ISO 9001:2015 certification are recognized, and government best practices on integrating management systems, as well as, utilizing technology advancements to improve public sector productivity are showcased during the event.

Held last 24 October at the Philippine International Convention Center, this event geared up the promotion of relevant quality and productivity improvement emerging technologies, standards, and approaches that can be integrated and used as tools for improvement of established Quality Management Systems in government.

Advanced tools, techniques and programs on quality and productivity were also introduced during the forum, with testimonials from the implementers.

**"I PERSONALLY POSE IT AS A CHALLENGE
TO EVERYONE: LEVEL UP YOUR QMS AND
GEAR FOR INDUSTRY 5.0, WHICH IS
FUTURE-READY PUBLIC SERVICE!"**

Atty. Wendel E. Avisado
DBM Acting Secretary and GQMC Chairperson



**ABOUT 60%/ 300 AGENCIES IN THE
NATIONAL GOVERNMENT
IMPLEMENTED ISO 9001 QMS
SINCE 2006**

2019 AT A GLANCE...



GOVERNMENT BEST PRACTICE RECOGNITION (GBPR)

The GBPR promotes and showcases outstanding and innovative practices demonstrated by the government agencies. This supplements and complements the PDC's efforts to improve organizational productivity and performance in the public sector by providing a platform to showcase and promote best practices as a way to foster knowledge sharing and to contribute in sustaining performance results in the entire Philippine bureaucracy.

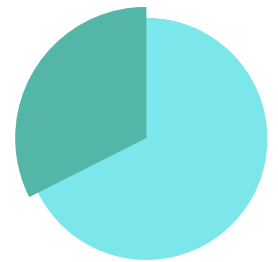
The GBPR complements the Public Sector Innovation Laboratory under the GQMP. Through the GBPR, agencies will be able to capture innovative and transformative ideas, approaches and solutions, which have been proven effective and helpful by other agencies in improving the quality and impact of their respective services to the public.

The GBPR serves as a harmonizing strategy to attain the objective of the APO's designation of the Philippines, with DAP as the implementing arm, as the Center of Excellence on Public Sector Productivity (COE-PSP), "to advance the public sector productivity movement."

As such, the GBPR fosters innovation and future thinking in the public sector and widens access to quality by integrating the COE-PSP's knowledge management. GBPR is a direct resource of COE-PSP Knowledge Bank for content. Seven best practices of six public sector organizations were awarded in the GBPR annual ceremony held on December 16-17, 2019. The seven recognized best practices were the:

1. Project TEACH of the City Government of Mandaluyong;
2. Sustaining Business Excellence through Unit Scoreboards of the Philippine Heart Center;
3. TeleCARE Nursing of the Philippine Heart Center;
4. Metropolitan Manila Development Authority (MMDA) Children's Road Safety Park: Keeping Children Safe on the Roads of the MMDA;
5. The University as a Social Entrepreneur - Synergism of State Universities and Colleges (SUCs) Trifocal Functions towards the 2030 Agenda for Sustainable Development Goals - The case of Hablon sa Cebu Handwoven in Argao Cebu;
6. Technological University Integrated Community-Based Eco-Tourism Industry and Coastal Resource Management of the LGU-Palompon, Leyte; and,
7. The Students Today, Road Users Tomorrow or STRUT Program of the Land Transportation Office in Bicol Region.

500% INCREASE IN RECEIVED ENTRIES



95 AGENCIES: 146 ENTRIES

The First Best Practice Forum was conducted in parallel with GBPR 2019 Presentation of Entries and Awarding Ceremonies on December 17, 2019. Four of the five GBPR 2018 recognized best practices were presented for knowledge-sharing of their updates and new innovations.

BALANCED REGULATION IS THE KEY



The Modernizing Government Regulations (MGR) Program aims to examine the existing regulatory environments affecting the priority industries, to determine how they affect the growth and operations of businesses in these industries, and develop proposals that would make those regulations more relevant and coherent.

The role of the MGR Program is highlighted in Chapter 5 of the PDP 2017-2022, which discusses 'Malasakit' or the enhancement of the social fabric of public institutions by ensuring people-centered, clean, efficient, and effective governance. Under the sub-sector of seamless service delivery achieved, the MGR Program contributes to the implementation of regulatory reforms by modernizing government regulatory processes through the conduct of industry regulatory reviews and building the capability of agencies to prepare for the institutionalization of RIA in the regulatory development process.

The Philippine Regulatory Reform Agenda, to which the MGR Program contributes to, is anchored in the President's 0+10 Point Socioeconomic Agenda, specifically Point 3 on 'increasing competitiveness and the ease of doing business.'

The MGR Program's value proposition is to cultivate a meaningful and effective regulatory framework that is appropriate for specific industries; the development of a regulatory management system that is citizen-focused, responsive and which utilizes the systems and process-based approach; the institutionalization of integrated business friendly regulatory service delivery that will make starting, running, and closing a business easier and efficient. In light of the passage of Republic Act 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act and other regulatory reform projects being implemented in the Philippines, the MGR Program designed its 2019 interventions with the aim of complementing these projects and providing technical assistance to the Anti-Red Tape Authority (ARTA).

REGULATORY MANAGEMENT SYSTEM (RMS)

The MGR Program developed a Regulatory Management System (RMS) standard that shall give regulators a management template and guideline to effectively develop and implement regulations and ensure continuous improvement is embedded in the regulatory processes.

The MGR Program aligned the latest version of the RMS with that of the Association of Southeast Asian Nations (ASEAN) Good Regulatory Practice Core Principles (endorsed by the ASEAN Economic Community Council). The revised version was presented to the DAP Management in June 2019 for inputs and comments.

The framework was also presented to the ARTA RMS Steering Committee, composed of the ARTA, DBM, and NEDA, for possible integration into the overall policy framework on regulatory management. Continuation of committee meetings will be conducted in 2020.

APO WORKSHOP ON DEVELOPING REGULATORY MANAGEMENT SYSTEM FRAMEWORK ON IMPROVING PUBLIC-SECTOR PRODUCTIVITY

The PDC, through the APO, implemented the Workshop on Developing RMS Framework to Improve Public-sector Productivity on 5-9 August 2019 at Richmonde Hotel, Pasig City.

This workshop provided a venue for participants to review regulatory management approaches and practices of governments, determine the gaps in regulatory administration and enforcement, and develop an APO RMS Framework that will serve as a basic reference of APO member countries.

2019 AT A GLANCE...



Resource persons from the New Zealand Institute of Economic Research, Organization for Economic Co-operation and Development, and Malaysia Productivity Corporation; delegates from APO member countries (Cambodia, Republic of China, India, Indonesia, Malaysia, Mongolia, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam); and, officials from the Philippine Institute for Development Studies, and DAP attended the said workshop.

REGULATORY REVIEWS

For 2019, the MGR Program completed the regulatory review of four priority industries (money service business, insurance, education, and water utility). The regulatory review of the mining industry will be completed by the Program in June 2020. These industries are included in the 2017-2019 Investment Priorities Plan as a key direction in making growth more inclusive and poverty-reducing that is consistent with the PDP 2017-2022. The research of the MGR Team covers all national government agencies specifically involved in the regulation of the aforementioned focus industries. As part of its data gathering activities, the MGR Team conducted industry dialogues to gain better understanding of the processes that business associations go through to secure permits, licenses, and other requirements to begin and maintain operations of their businesses. The MGR Team also conducted desk reviews and key informant interviews to map out the general flow of application processes and determine regulatory requirements. The MGR Team also conducted Consultation Sessions in Metro Manila, Cebu, and Davao to present the results of their studies, gather additional inputs, validate, and solicit support on the recommendations.



CAPABILITY BUILDING ON GOOD REGULATORY PRACTICES

The MGR Program contributes to the strengthening of the institutional capacity of government regulatory bodies in creating, implementing, and managing regulations by offering courses on good regulatory practices (GRP) such as Basic RIA, Advanced RIA, Regulatory CCA, and Public Consultation. For 2019, the MGR Team conducted five batches of the Basic Course on RIA to cultivate an appreciation and an understanding of RIA, which is a GRP that ensures the quality, coherence, and cost-effectiveness of regulations by critically measuring the positive and negative effects of existing regulations and regulatory proposals through a well-defined and evidence-based analysis. To provide a deeper immersion to the RIA methodology, the MGR Program conducted four batches of the Advanced Course on RIA for the participants who completed the basic course, two batches of the Training Course on Regulatory CCA, and two batches of the Seminar on Consultations in RIA. The MGR Program also collaborated with the APO in the conduct of an Executive Briefing and Training Course on Traffic Light Score Methodology (TLSM) for Ex Post RIA. The TLSM, espoused by the Asia-Pacific Economic Cooperation to its member economies, is a tool that assesses the quality of ex post RIA.



WHAT CAN BE MEASURED CAN BE IMPROVED

The PDC undertakes research projects to have relevant data available for use in making informed decisions and recommendations on policy and resource support in the implementation of productivity agenda. The research projects in 2019 are the following:

IMPACT ASSESSMENT OF ISO 9001:2015 CERTIFICATION IN GOVERNMENT AGENCIES

The project aims to determine the current status and impact of QMS implementation and ISO 9001:2015 certification on government agencies in terms of operations and service delivery. Information gathered will serve as baseline data and as inputs in enhancing the QMP. Results of the assessment will also include doable recommendations and proposed adjustments for a more effective QMS implementation in government, and better monitoring of results. Initial data gathering was conducted in October 2019 through a Focus Group Discussion participated in by randomly selected government agencies from different sectors. All government agencies with QMS certified to ISO 9001:2015 will be invited to participate in the online survey, while randomly selected agency representatives will be interviewed.

CUSTOMER SATISFACTION (CSAT) SURVEY AND DEVELOPMENT OF SERVICE QUALITY STANDARDS (KEY FRONTLINE SERVICES)

The project determined the level of customer satisfaction of PFDA's direct and indirect clients in its eight fish ports nationwide. It measured the satisfaction level of the transacting public on PFDA's frontline services, and identified the "service gaps" between what clients expect or need (expectations) and the level of service that they feel they actually received from PFDA (perception of service).



From the data gathered in the CSat survey and the focus group discussions conducted, DAP identified service quality attributes for consideration by the PFDA management for their continuous improvement and increased client satisfaction.

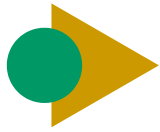
IMPACT ASSESSMENT OF THE SMALL ENTERPRISE TECHNOLOGY UPGRADING PROGRAM OF THE DEPARTMENT OF SCIENCE AND TECHNOLOGY

The PDC conducted the Impact Assessment of The Small Enterprise Technology Upgrading Program (SETUP) of the Department of Science and Technology (DOST). The SETUP is DOST's flagship program that aims to introduce technology-based entrepreneurship among Filipinos, especially in rural areas.

Since 2002, the program has been implemented by the 16 regional offices of the DOST. The results of the impact assessment will support the planning and subsequent implementation of SETUP 2.0. The initiative will support the Department's future strategy in providing technology support, not only to the country's MSMEs, but to various industries and sectors in the country.



2019 AT A GLANCE...



END-OF-PROGRAM ASSESSMENT FOR THE NATIONAL ORGANIC AGRICULTURE PROGRAM



The PDC was commissioned by the DA to conduct the End-of-Program Assessment for the National Organic Agriculture Program (NOAP) 2012-2016. The primary objective of the assessment is to look at the overall accomplishment of the program in terms of results achieved after more than four years of implementation, identify and extract lessons, and propose recommendations to enhance impacts and results of the program.

25 policy recommendations were proposed by the study covering institutional, mechanism, and process of the NOAP, with scope and duration ranging from medium to long-term; medium term; and, short term.

The study results and policy recommendations were presented to the National Organic Agriculture Board, the National Program Coordinating Office, the Bureau of Agriculture and Fisheries Standards, and the DA-Monitoring and Evaluation Division.

The assessment done is a combination of several data collection method, including a review of secondary data, profiling of NOAP projects, field survey of program beneficiaries, and consultation workshops and key informant interviews to assess overall program performance, as well as, performance of the main program components.

The NOAP components include Institutional Development and Strengthening; Research and Development; Production and Technology Support; Extension and Capability Building; Promotion, Advocacy and Education; Market Development; and, Results-based Monitoring and Evaluation.



FULL-BLOWN IMPACT ASSESSMENT OF THE AGRICULTURE AND FISHERIES MODERNIZATION ACT

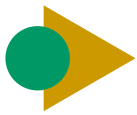


The Full-blown Impact Assessment of the AFMA Phase 1, was implemented for the PCAF from 25 June 2019 to 30 June 2020.

The study sought to evaluate the policies, plans, and programs under AFMA and its implementation in Luzon regions and generate policy recommendations to improve future modernization programs. The disruption of food supply chains in the Philippines poses a threat to food security, especially in the Luzon regions.

In particular, the study:

- Validated the findings and conclusions of the earlier AFMA rapid assessment study;
- Assessed in greater detail the outcome and benefits and costs of the AFMA implementation;
- Determined the current state of agriculture and fisheries (A&F) Sector components by updating earlier findings of studies made on AFMA;
- Derived conclusions regarding the effectiveness of AFMA in achieving the avowed goals of sector modernization (multiplier effects/spillovers downstream); and,
- Provided recommendations on policy reform for future directions or alternative programs for further improvement of the A&F sector especially during times of crisis and calamities.



ENHANCING REGULATORY MANAGEMENT IN AGRICULTURE AND FISHERIES SECTOR: A BENCHMARKING STUDY

Implications for Food Safety and Quality Regulatory Management System in the Philippines

The objective of this study is performance assessment of the food systems regulation in the Philippines to deliver safe food and demonstrate capacity to the satisfaction of private customers and public regulators. To that end, an international benchmarking exercise was undertaken to assess the quality performance gap in food safety regulations using as reference points two countries with more advanced food systems regulatory regimes—South Korea and Thailand.

The study involved an audit of food supply chains and a comparison with existing "best practices" in quality infrastructure and management practices at industry level. The aim was to identify the gaps within the Philippines' food safety system with inputs gained from the benchmarked countries (South Korea and Thailand). Because food safety and security are the anchors on which agricultural and fisheries policies are dependent, the strategic objective is how to improve the overall RMS in the agriculture and fisheries sector. The project was commissioned to the DAP by the DA-PCAF.



The DAP Study Team together with DA Agriculture Attaché and officers of the Ministry of Agriculture-Department of Agriculture in Bangkok, Thailand.



MEASURING BUSINESS SATISFACTION AND INSTITUTIONALIZING SERVICE QUALITY STANDARDS FOR FRONTLINE GOVERNMENT SERVICES

The project aimed to develop a set of SQS for frontline government services by determining the service features that are important to the citizens and businesses and the level of performance that may guarantee their satisfaction.

The adoption of common SQS for the whole-of-government hopes to contribute to the current thrust of the administration in assessing consistency in the quality of services and achieving seamless service delivery. This can be realized by adopting a whole-of-government approach in delivery of key services and fully engaging and empowering citizenry through institutionalization of response and feedback mechanism.



The DAP Study Team together with DA Agriculture Attaché and officers of the Korea Institute for Animal Products Quality Evaluation (KAPE) engages in a knowledge sharing seminar on Enhancing Regulatory Management in Agriculture and Fisheries in Sejong, South Korea.

2019 AT A GLANCE...

DEVELOPMENT OF TQM-ES FOR PCIEERD- DOST

The PDC, through the request of the Philippine Council for Industry, Energy and Emerging Technology Research and Development (PCIEERD) of the DOST to improve its current information systems, developed the Total Quality Management – Enterprise System or the TQM-ES. The TQM-ES will address the requirements of its end-users, particularly on the advent of new systems and integrating them into a single window information system. More so, it will show real-time information to enable monitoring of actual performance and report generation for decision-making and compliance to requirements of interested parties.



ANNUAL TEAM DEVELOPMENT CLINIC

The PDC conducted its Annual Team Development Clinic cum Values Enhancement Workshop 2019 from June 4-5, 2019 at Miss Jones Beach Resort in Baler, Aurora. It was attended by 45 participants, composed of staffs from the seven offices of PDC. The event served as a vehicle to rediscover and reflect on the values of the DAP namely, Dangal, Galing, and Tatag.





OMD

AIDO

PDRO

TMO

MGRPO

GQMPO

PQTO

PDC OFFICES' SCORECARDS

PDC UNITS/OFFICES MADE IT HAPPEN...

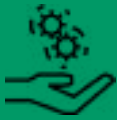
The AIDO undertakes broad based advocacy, institutional linkage development, and institutionalization of P&Q systems and programs.



Over the past years, AIDO, formerly the Service Quality Division, has strived to transform real change in the public service delivery by providing productivity and quality improvement training courses and institutionalization of the ISO 9001:2015 QMS to government agencies.

The AIDO itself has been transformed with the inclusion of advocacy and institutional linkage development systems and programs in its functions. To support the DAP's advocacy initiatives, the AIDO is the forerunner in propagating awareness on the importance of P&Q tools, techniques, and programs to attain holistic and integrated improvement in the individual, organizational, and societal levels.

OBJECTIVES



TO INSTITUTIONALIZE QMS IN THE
PUBLIC SECTOR



TO STRENGTHEN THE P&Q ASSOCIATIONS



TO PROMOTE P&Q APPROACHES



TO PUBLISH P&Q INFORMATION

AIDO

ADVOCACY AND INSTITUTIONAL
DEVELOPMENT OFFICE



In 2019, the AIDO has started to build a stronger foundation for growth to support the National Productivity Agenda of the country. It has yielded revenue growth, successfully assisted agencies to be certified to ISO 9001 QMS, and effectively promoted P&Q approaches in the public sector. These results are the product of stakeholder partnerships from external and internal parties. At the end of this journey, we envision a Smart and Innovative society.

1,689

PARTICIPANTS
TRAINED ON QMS
AND P&Q

57

NEW
CLIENTS

100%

CLIENTS
WITH QMS
CERTIFIABLE TO
ISO 9001

100%

TIMELY
PROJECT
COMPLETION

100%

SATISFIED
CLIENTS

99%

STAFF
RETENTION

The GQMPO is a Program Management Office created to support the implementation of the GQMP. Specifically, it prepares annual Program strategic plans; oversees, monitors and evaluates Program implementation; reports Program accomplishments; and, provides necessary technical and administrative support in the implementation of projects and components under the GQMP.

In 2019, the GQMPO has continued its effort to concentrate on improving the frontline services of the government to ensure that Filipino citizens will greatly benefit in the process and system improvement initiatives of the government. It also focused on ensuring that significant results on the public sector productivity and citizen satisfaction are achieved through the various Program interventions. Thus, approaches and strategies for GQMP projects and components were redesigned to integrate process streamlining, prioritize highly demanded public services and most complained agencies as beneficiaries, and strengthen monitoring and assessment of the program impact to the lives of common Filipinos.

To ensure effective management and implementation of the program, the GQMPO held the following activities:

- ISO 9001:2015 QMS Technical Assistance Calibration Workshop;
- Calibration Workshop on Levelling-Up The Design and Management of DAP's Technical Assistance on ISO 9001:2015 Quality Management System;
- Design Enhancement of the Technical Assistance on the Development and Expansion of QMS Certifiable to ISO 9001:2015;
- Planning-Meeting with the Government Quality Management Committee Secretariat – The DBM Systems and Productivity Improvement Bureau;
- Quarterly Meeting of Program Implementers;
- Sharing of the GQMP Knowledge Bank



GQMPO

GOVERNMENT QUALITY MANAGEMENT
PROGRAM OFFICE

PROGRAM OBJECTIVES



INCREASE THE NUMBER OF AGENCIES WITH QMS
CERTIFIED TO ISO 9001:2015



STREAMLINE PROCESSES OF FRONTLINE SERVICES



IMPROVE THE WORKPLACE QUALITY AND
ORGANIZATION OF THE NATIONAL GOVERNMENT
AGENCIES



PROMOTE INNOVATION IN PUBLIC SERVICE DELIVERY
THROUGH INNOVATION LABORATORY



IMPROVE CAPACITIES OF GOVERNMENT AGENCIES IN
ADOPTING QUALITY IMPROVEMENT APPROACHES

569

PARTICIPANTS
TRAINED ON QMS
AND P&Q

19

NEW
CLIENTS

100%

CLIENTS
WITH QMS
CERTIFIABLE TO
ISO 9001

90%

TIMELY
PROJECT
COMPLETION

100%

SATISFIED
CLIENTS

90%

STAFF
RETENTION

PDC UNITS/OFFICES MADE IT HAPPEN...

The PDRO aims to help key stakeholders use relevant and useful information on agricultural productivity, product standards, and market linkages; recommend policy and resources support for implementation of specific productivity agenda; and develop new approaches in addressing needs of priority sectors as results of quality, productivity, and competitiveness studies conducted for more appropriate, comprehensive, and effective interventions.

In recent years, the PDRO undertook broad-based studies to address productivity gaps throughout the agro-industry value chain. These include studies on policies, regulations, and issues aimed at generating information for policy decision-making and provision of necessary interventions to effect the implementation of study findings.

The PDRO focused on providing technical assistance to increase adoption of current and new approaches for enhancing productivity and competitiveness in agriculture and to develop capabilities of key stakeholders in implementing P&Q technologies in the agriculture sector.



476
PARTICIPANTS
TRAINED ON QMS
AND P&Q

3
NEW
CLIENTS

100%
CLIENTS
WITH QMS
CERTIFIABLE TO
ISO 9001

100%
TIMELY
PROJECT
COMPLETION

100%
SATISFIED
CLIENTS

100%
STAFF RETENTION
RATE

PDRO

PRODUCTIVITY DEVELOPMENT
RESEARCH OFFICE

METHODOLOGY

The PDRO focuses on two pronged approach to effect productivity gains in identified/ selected sectors.

One is on development with the following functional objectives:

 INCREASE ADOPTION OF NEW AND EXISTING APPROACHES FOR ENHANCING PRODUCTIVITY AND COMPETITIVENESS IN AGRICULTURE

 DEVELOP CAPABILITIES OF KEY STAKEHOLDERS IN IMPLEMENTING P&Q TECHNOLOGIES

 DEVELOP NEW APPROACHES IN ADDRESSING THE NEEDS OF PRIORITY SECTORS AS A RESULT OF STUDIES CONDUCTED

Another approach is on research with following functional objectives:

 AVAILABILITY AND UTILIZATION OF RELEVANT APPROPRIATE INFORMATION

 RECOMMEND POLICY AND RESOURCES SUPPORT FOR IMPLEMENTATION OF SPECIFIC PRODUCTIVITY AGENDA

The MGR Program aims to examine the existing regulatory environments affecting the priority industries, to determine how they affect the growth and operations of businesses in these industries and develop proposals that would make those regulations more relevant and coherent.

The MGRPO undertakes the activities of the program that are intended to contribute to the national government’s efforts to improve ease of doing business by:

- A. Reviewing regulations governing the priority industries and coming up with actionable recommendations on how to improve the industry regulatory environment;
- B. Facilitating exchange of ideas and recommendations from key stakeholders of the priority industries;
- C. Enhancing the capability of regulatory agencies to develop smart regulations through regular capacity building; and,
- D. Improving the effectiveness of regulations by introducing a RMS standard.

838
PARTICIPANTS
TRAINED ON
GRPS

80
AGENCIES
CAPACITATED

5
INDUSTRIES
COVERED IN
REGULATORY
REVIEWS

100%
TIMELY
PROJECT
COMPLETION

100%
COURSES WITH
SATISFACTORY
RATING

21
AGENCIES
COVERED IN
REGULATORY
REVIEWS

MGRPO

MODERNIZING GOVERNMENT REGULATIONS
PROGRAM OFFICE

PROGRAM COMPONENTS:

The MGR Program has four components to contribute to the achievement of the objectives of the entire Program:

 PROGRAM AND REGULATORY MANAGEMENT INFORMATION SYSTEM

 INDUSTRY REGULATORY REVIEW

 CAPABILITY BUILDING

 ADVOCACY AND PUBLIC CONSULTATION



PDC UNITS/OFFICES MADE IT HAPPEN...

The TMO handles the development, adaptation, and provision of technical and management consultancy services on productivity and quality improvement approaches and technologies.

Like other units of PDC, the TMO also assists in the establishment of the ISO 9001:2015 QMS, accepts research projects being commissioned by other government agencies, and develops systems for the improvement of agencies' performance deliveries.

OBJECTIVES

The TMO aims to effect actual measurable productivity improvements among SMEs, public sector organizations and other client organizations.



496
PARTICIPANTS
TRAINED ON QMS
AND P&Q


7
NEW
CLIENTS

100%
STAFF RETENTION
RATE


TMO

TECHNOLOGY MANAGEMENT OFFICE

The following services are being offered by the TMO:

 PROCESS STREAMLINING (ACTUAL PROCESS REVIEW, WORK SIMPLIFICATION, REDUCTION OF UNNECESSARY STEPS AND WASTE ELIMINATION)

 CUSTOMER SATISFACTION SURVEY (CSAT) AND DEVELOPMENT OF SERVICE QUALITY STANDARDS (KEY FRONTLINE SERVICE)

 DEVELOPMENT AND ENHANCEMENT OF MANAGEMENT SYSTEMS (QUALITY MANAGEMENT SYSTEM, KNOWLEDGE MANAGEMENT SYSTEM, ETC.)

 BUSINESS PROCESS REENGINEERING



For the PQTO, the past decade, 2010-2019, is a continuing manifestation for individual and institutional capability-building for P&Q improvement for the public and private sectors, both the large corporations and the SMEs leading to organizational excellence in both.

It was in 2016, when the DAP reverted to the old organizational structure, regaining the original PDC in lieu of the CQC, paving the way for the reinstatement of the PQTO which formerly bears the merged Industry Competitiveness Division and the Small and Medium Enterprise Division.

Specifically, in 2016, the PQTO has attempted to revive offering public courses on P&Q improvement tools and techniques which received a good following from the public sector organizations. However, the PQTO is not limited to extending training and technical assistance services but also performs research studies such as impact assessment for the national programs on SMEs.

The PQTO's program interventions covered various areas on P&Q improvement techniques such as: 5S, Lean Management, Quality Circle or Work Improvement Team for the Public Sector, Root Cause Analysis, Food Safety Management System, QMS for the Public Sector especially for the Defense Cluster, for government-owned and controlled corporation, other line agencies and the LGUs, as well as, for the SMEs.

915
PARTICIPANTS
TRAINED ON QMS
AND P&Q

8
NEW
CLIENTS

100%
CLIENTS
WITH QMS
CERTIFIABLE TO
ISO 9001

100%
TIMELY
PROJECT
COMPLETION

100%
SATISFIED
CLIENTS

100%
STAFF RETENTION
RATE

PQTO

PRODUCTIVITY AND QUALITY
TRAINING OFFICE

METHODOLOGY

The PQTO utilizes the following instructional methodologies in the implementation of its program offerings:

-  LECTURES
-  WORKSHOPS
-  STRUCTURED LEARNING
EXPERIENCE EXERCISES
-  OBSERVATIONAL SITE-VISITS
-  FILM SHOWING
-  CASE STUDIES

The PQTO conducts its program offerings in alignment to the Academy's strategic directions and roles as the NPO with consideration of relevant issues and requirements of its various stakeholders.





WE ARE





PDC



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PDC

INTERVENTIONS

WITH

IMPACT