Philippine Institute for Development Studies  
(Surián sa mga Pag-aaral Pangkaunlaran ng Pilipinas)  

PIDS Strategic Plan  
2019-2025  

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PIDS Mandate

PIDS is a nonstock, nonprofit, government research institution engaged in long-term, policy-oriented research. It was established on September 26, 1977 by virtue of Presidential Decree (PD) No. 1201 as an agency attached to the National Economic and Development Authority (NEDA), the Philippine government’s socioeconomic planning arm, for policy and program coordination.

It was created to serve as an effective means of bridging the gap between public policy formulation and research. Given the orientation and character of pure academic research, it was the government’s goal to establish a national research institution that will perform policy-oriented research on all aspects of the Philippine economy and assist the government in formulating plans and policies that are evidence based and fully responsive to the requirements of national planning and policymaking for national development.

Based on this mandate, it was the PIDS’s mission to serve the interests of the Filipino people through the provision of rigorous analyses of policy issues that can guide policymakers and leaders in decision-making.

Its original vision was: To be a top research organization providing relevant, credible, and rigorous research of policy issues that guides policymaking in the country.

The establishment of the PIDS was spearheaded by Dr. Gerardo Sicat, the first director-general of NEDA and is considered as the “Founding Father of PIDS”. Its first Board of Trustees was composed of pillars in the Philippine economic sector, namely, Dr. Sicat as Board chair, and Dr. Jaime C. Laya, Mr. Armand Fabella, Dr. Manuel S. Alba, and Dr. Filologo Pante Jr. as members.

ROLES AND GOALS OF PIDS

The demands of development in the years ahead require that solutions to present problems be adopted with a long-term perspective. Consequently, there is a critical and growing need for systematic and comprehensive studies which can guide and support current decisionmaking in government. Along this line, the goals of PIDS can be stated broadly as follows:

1. To assist in expanding long-term, policy-oriented research on Philippine social and economic development;

2. To establish a continuing channel of communication between policymakers and planners, on the one hand, and policy researchers, on the other, not only to ensure utilization of research outputs, but also to make researchers more aware of the former’s problems and needs and vice-versa; and

3. To establish a repository for socioeconomic information.
PROGRAMS AND SERVICES: The evolution of PIDS services

PIDS’s main program and service is Research.

The Research Program is concerned with the identification and prioritization of research studies needed in planning and policy formulation, development of research topics and projects, and conduct of research on priority areas/issues for planning and policymaking. Arrangements for research to be subcontracted to research institutions and individuals, in addition to those conducted in-house, are also part of the program.

PIDS research is guided by a research agenda that is examined and updated every five years to reflect new and emerging development issues.

PIDS launched its initial research program in mid-1978 when grant funds earmarked to support the Institute’s operations became available. The objectives of this program are:

1) To assist in policy formulation as well as program and project development and evaluation through, among others:
   a. The assessment of the effects of policies, programs, and projects on the country’s development goals, and
   b. The generation of greater understanding of socioeconomic development processes.

2) To help in improving planning methods and approaches; and

3) To help in anticipating future bottlenecks and designing strategies to cope with them.

MAJOR FOCUS AREAS

To carry out its mandate, PIDS has been engaged in the following activities:

1) Identifying and prioritizing research studies that can be used in planning and policy formulation;
2) Making arrangements for research to be conducted by research institutions and individuals;
3) Maintaining contact with local and foreign research institutions; and
4) Disseminating the findings and policy recommendations of its research studies through publications, seminars, and other channels.
PIDS IN THE 21ST CENTURY

Now on its 41st year, PIDS formally defines its strategic direction for the next six years and reaffirms its mandate as a national research institute that performs policy-oriented research on all aspects of the Philippine economy and assist the government in formulating plans and policies for national development fully responsive to the requirements of national planning and policymaking (PD 1201).

VISION

By 2025, PIDS is the country’s foremost think tank and a globally recognized policy research organization.

MISSION

We provide relevant, reliable, and timely policy research to guide policymaking and enable informed public discourse in the country.

CORE VALUES
Corporate culture is built upon shared values within an organization. To this end, PIDS established its corporate core values which exemplifies the beliefs, behaviors and aspirations for its employees as a top-notch government corporation, as follows:

Professionalism.
We abide by the standards of competence and the highest level of ethical norms.

Integrity.
We deliver our services with honesty, trustworthiness, and accuracy.

Dedication.
We fulfill our commitments to our clients with passion.

Service-orientation.
We recognize and serve the interest of the Filipino people promptly and diligently.

QUALITY POLICY

PIDS has aligned its processes to the requirements of the international standard, ISO 9001:2015, also known as Quality Management System. To fulfill its commitments under this standard and set it quality direction and commitments, PIDS has established its Quality Policy as follows:

- We uphold excellence, integrity, and commitment to public service by providing and promoting policy-oriented research on national development issues to assist the government in evidence-based policymaking.
- We adhere to legal and ethical standards in the conduct and dissemination of policy-oriented research.
- We abide by the principles of professionalism and competence in all levels of the organization.
- We commit to the continual improvement of our personnel, processes, and our Quality Management System.

The quality policy operationalizes the Vision, Mission, and Core Values of PIDS. It serves as a beacon for its day-to-day operations, anchored on its commitment to excellence and service.

GOALS:

To enable PIDS fulfill its outcome commitments and achieve its vision, it has established two (2) major goals to guide its priorities and provide a measure of success, as follows:

Goal 1: Improve the quality of research outputs

As a leading policy research organization, PIDS must continue to improve the quality of its research outputs by enhancing not only its research methodologies but also the level of proficiency of its researchers, the ability to acquire and use cutting-edge technologies, and the capacity to forge viable partnerships with like-minded institutions. To achieve this goal may entail taking paradigm shifts in the way it operates and thinks.

Goal 2: Contribute to evidence-based policy discourse by sharing research findings and technical expertise

The value of PIDS in the country’s drive for socioeconomic development depends to a great extent on its ability to reach out to policy- and decision-makers and influence them to respond favorably and use, refer to, and accept PIDS’s researches. By sharing its research findings and policy recommendations as well as technical expertise, PIDS can help enhance the quality depth and breadth of policy discourse for a balanced and well-thought-out legislative propositions. To be able to do this, PIDS must proactively determine the emerging needs of the country and, in collaboration with other agencies like NEDA, pursue relevant, timely, and quality socioeconomic researches.

STRATEGIES, STRATEGIC OBJECTIVES, STRATEGIC MEASURES

To support the achievement of its goals, PIDS formulated nine (9) strategies, considering its current context through a comprehensive SWOT analysis. This approach enabled PIDS to determine and evaluate its current scenario representing its external and internal environments.

PIDS’s nine strategies are:

S1: Enhance services that increase clients’ satisfaction
If PIDS has to achieve its two goals, meeting the needs and expectations of its clients should be a priority. Their sense of satisfaction of PIDS’s research outputs and services can create the ripples for acceptance elsewhere in the country and abroad.

S2: Enhance collaboration with research and dissemination partners

To create the needed synergy between PIDS and its stakeholders, PIDS has to increase its collaboration and cooperation with its partners—both in research and dissemination. Collaboration creates a kind of strength and bond that raises the ability of both partners to raise the bar of performance and service delivery.

S3: Intensify research dissemination

Researches done by PIDS are intended to provide evidence-based references for making the right laws and decisions. These quality research materials need to be communicated using various channels to bring their message across their intended audiences fast and wide. Research dissemination leads to the widespread acceptance of the research outputs of PIDS.

S4: Build up financial position

Although the government provides PIDS with budget support each year, this is not enough to enable it to keep pace with other well-funded research organizations abroad. PIDS has to have the financial capacity to do what it does best. It has to be creative in forging collaborations with partners who are willing to help fund new, multi-year research projects.

S5: Enhance the review process for research outputs

The research outputs of PIDS are subjected to a rigorous review process by internal and external experts. This thorough vetting process provides a reliable review of the technical content and other aspects of the research material, including compliance to copyright laws. It is crucial that the research review process be continually strengthened as an oversight function in the research program of PIDS.

S6: Reinforce internal support processes

Behind the success of the research and related core processes of PIDS are its reliable and tireless support processes. These ensure that the core processes and the entire PIDS management system operate like a well-oiled machine. However, they too, require support and strengthening to ensure that their capability to help does not diminish with the increasing load of the Institute.

S7: Establish a recognized world-class management system

While PIDS has exerted every effort to maintain an efficient and effective operations even without a formally documented system, the adoption of an ISO 9001:2015-based quality management system demonstrates its capability to meet the stringent international standards for a performance and risk-based system. Thus, acquiring ISO 9001:2015 certification is just a formal imprimatur of the culture of excellence thriving within PIDS.
S8: Strengthen human resource capability

Human resources are the greatest assets of PIDS. Thus, selection and placement is done through a competency-based selection process. Moreover, PIDS implements a continuing learning and development program to equip and build the capabilities of its personnel and the overall capacity of PIDS.

S9: Leverage on technology solutions

Technology in today’s world is an indispensable tool to operate effectively and communicate extensively. PIDS will use technology to its advantage by embracing it as a tool and medium. It will use it to its full potential to ensure that PIDS can ride seamlessly the technological revolution.

STRATEGY MAP

Strategy map is just a visual presentation of the overall aspirations and directions of PIDS in the near term. It visually projects the dreams and challenges that the leaders of PIDS has set out to achieve. In this regard, a Strategy Map was developed to visually present the strategic initiatives of PIDS as shown below.

STRATEGIC OBJECTIVES

PIDS formulated nine (9) strategic objectives to realize its strategies, as follows:

S1 SO1: Improve quality of PIDS products and services
S2 SO2: Develop new partnerships and strengthen existing mechanisms for research
S3 SO3: Develop new partnerships and strengthen existing mechanisms for dissemination
S4  SO4: Maximize the Institute’s networks for project funding
S5  SO5: Engage more external reviewers of research outputs
S6  SO6: Develop and implement a crisis communication plan to address or respond to
critical misinformation and/or incorrect interpretation of PIDS research
outputs.
S7  SO7: Acquire and sustain ISO 9001:2015 Certification
S8  SO8: Implement capacity development and succession plans, especially for
research staff and an effective mentoring system
S9  SO9: Enhance use of information and communications technology (ICT) tools for
improving conduct and dissemination of research

STRATEGIC MEASURES

In line with the identified strategic objectives are the following strategic measures and
targets were defined:

SO1  SM1: Client Satisfaction Rating of Satisfactory and Above – 75%
      Lead: Project Services Department (PSD) and Research Information
      Department (RID)

SO2  SM2: No. of new research partners – 1 per year
      Lead: PSD and Research Staff

SO3  SM3: No. of new dissemination partners – 1 per year
      Lead: RID

SO4  SM4: No. of research projects with external funding – 3 per year
      Lead: PSD and Research Staff

SO5  SM5: No. of DPs subjected to external review – 10 per year
      Lead: PSD and RID

SO6  SM6: Establish Crisis Communication Guidelines to address misinformation or
incorrect interpretation of PIDS research outputs – by December 2019
      Lead: RID

      Lead: All PIDS Staff

SO8  SM8: Review PIDS’s Learning and Development plan and succession plan – by
December 2019
      Lead: Administration and Finance Department (AFD)

SO9  SM9.1: Increase use of Computer Assisted Personal Interview (CAPI) and online
surveys for conduct of research – 100% use of CAPI (from survey firms).
However, for online surveys this may vary depending on the type of
information needed e.g. opinion surveys can be online
      Lead: Research Staff and PSD
SM9.2 – Increase access of clients to PIDS research outputs and socioeconomic information through digital platforms – Increase of 10% in the average total monthly visitors to the PIDS website by the end of 2019.
Lead: RID

FUNCTIONAL AND PROCESS OBJECTIVES

To fully support the above objectives, and in compliance with ISO 9001:2015 requirements, PIDS established its functional and process objectives which are measurable, aligned with the quality policy and strategic direction, and amply provided with the resources needed to enable the QMS processes to operate effectively and efficiently. (Refer to 2019 Quality Objectives)
**ANNEXES**

**Annex 1 - SWOT Analysis**

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<tr>
<th><strong>STRENGTHS</strong></th>
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<tr>
<td>S1: Equipped with pool of experts in different fields with state-of-the-art knowledge and connectedness with stakeholders</td>
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<td>S2: Adaptable to advances in technology</td>
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<td>S3: Conducive to life-long learning</td>
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<td>S4: Collegial environment which promotes open communication</td>
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<td>S5: Takes pride in the excellence of one's output and the outputs of the entire organization.</td>
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<td>S6: Professionalism</td>
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<td>S7: Compared to other government agencies, PIDS is relatively small which makes coordination with other departments and communication with other staff easier</td>
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<td>S8: Regularly updated and properly maintained IT resources</td>
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<th><strong>WEAKNESSES</strong></th>
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<td>W1: Weak mechanism for staff to echo training attended</td>
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<td>W2: No adequate office space</td>
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<td>W3: Lack of access to online journal</td>
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<td>W4: Limited funding for official travel</td>
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<th><strong>OPPORTUNITIES</strong></th>
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<td>O1: Strong linkages - GDN, EADN, ARTNET, GTIPA, NEAT, ERIA, ASCC. Potential: BRI, EUH 2020</td>
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<td>O2: Clout of Board Members may be leveraged for different purposes esp. resource mobilization</td>
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<td>O3: Changes in economic, political, legal, regulatory landscape (global, regional, local) will increase demand for research</td>
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<td>O4: Strong ICT plan can improve conduct of research and dissemination</td>
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<td>O5: Established partnerships with oversight agencies and other government agencies</td>
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<th><strong>THREATS</strong></th>
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<td>T1: Competitive opportunities outside PIDS for senior and mid-level positions</td>
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<td>T2: Unplanned activities requested by clients</td>
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<td>T3: Foreign travel restrictions may constrain network activities</td>
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<td>T4: Rigid requirements of Procurement Law</td>
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<td>T5: Change in leadership (national or agency level) may disrupt / cause delays in project implementation</td>
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<td>T6: Accounting and auditing rules and regulations may not support innovations in research methodologies</td>
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<tr>
<td>T7: Unanticipated disasters and security concerns may disrupt PIDS activities and endangering staff</td>
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<td>T8: Cybersecurity breach may compromise PIDS online services</td>
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<td>T9: Disruption in the third party provision of internet services</td>
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<tr>
<td>T10: Restriction in issuance of corporate credit card to government agencies hinders participation in e-commerce</td>
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<tr>
<td>T11: Limited and uncertain National Government subsidy can limit the extent of its activities</td>
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<td>T12: Unanticipated currency appreciation affects research activities</td>
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<tr>
<td>T13: Unavailability and inaccessibility of secondary data hinder the conduct of research</td>
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<td>T14: Heavy traffic causes decreased productivity and over-all well-being</td>
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<td>T15: PIDS may be crowded out by proliferation of fake news and media disinformation</td>
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Annex 2 – Strategic Planning Photos

DAY 1 – December 12, 2019