



## REQUEST FOR PROPOSAL

1. The Philippine Institute for Development Studies (PIDS) invites all eligible individual consultants to submit proposals for the **Principal Investigator/Sector Expert for the External Review of the Development Academy of the Philippines: Organizational Structure and Human Resources Component.**
2. The Approved Budget for the Contract (ABC) is **PhP993,630.00.**
3. Interested consultants must submit the following documents using PIDS the prescribed forms:
  - a) Curriculum Vitae of the proposed Consultant(s)<sup>1</sup>
  - b) Technical Proposal Form<sup>1</sup>
  - c) Financial Proposal Form<sup>1</sup>
  - d) Filled out Data Privacy Notice and Personal Data Protection Form<sup>1</sup>
  - e) Statement of Completed contracts<sup>2</sup>
  - f) Statement of All Ongoing and Awarded But Not Yet Started Contracts<sup>2</sup>
  - g) Notarized Omnibus Sworn Statement (for ABC above PhP50,000.00)<sup>1</sup>
  - h) Income/Business Tax Returns (for ABC above PhP500,000.00)<sup>1</sup>
  - i) PhilGEPS Registration Number (certificate or screenshot)<sup>1</sup>
  - j) Valid Mayor's/Business Permit (Firm) or BIR Certificate of Registration<sup>3</sup> (Individual).
4. Interested consultants may obtain further information from the Procurement Management Division at telephone via email at [procurement@pids.gov.ph](mailto:procurement@pids.gov.ph).
5. The Institute shall adopt the Quality-Based Evaluation procedure in selecting consultants based on the attached Terms of Reference.
6. The deadline for submission of proposals is on **29 July 2024 (5:00 PM)** addressed to:

The BAC Chairperson for Consultancy  
Services c/o The BAC Secretariat  
Procurement Management Division  
18/F Three Cyberpod Centris – North Tower, EDSA cor. Quezon Ave., Quezon City

Proposals may also be submitted through email at [procurement@pids.gov.ph](mailto:procurement@pids.gov.ph).

7. PIDS reserves the right to reject any or all of the proposals, declare a failure of bidding, or not award the contract if there is evidence of collusion, including any act that restricts, suppresses, or nullifies competition, or if there is a failure to follow the prescribed bidding procedures. PIDS also reserves the right to waive any required formality in the proposals received and select the proposal it determines most advantageous to PIDS.

  
**DR. VALERIE GILBERT T. ULEP**  
Chairperson  
PIDS-BAC for Consultancy Services

Reference No.:2024-244

<sup>1</sup>Applicable for individual consultants and firms

<sup>2</sup>Applicable for firms only

<sup>3</sup>Individual consultants must issue Official Receipt (OR) during payment.

**Philippine Institute for Development Studies**

**TERMS OF REFERENCE**

**Principal Investigator/Sector Expert for the External Review of the  
Development Academy of the Philippines (DAP): Organizational Structure and Human  
Resources Component**

**1. Background and Rationale**

The Development Academy of the Philippines recently celebrated its 50th year of existence with hundreds of programs and projects implemented that aim to capacitate the government organizations and individuals to perform their respective mandates, functions, roles and responsibilities in delivering their services. The DAP provides its services through education, training, technical assistance, and research.

In assessing the Academy's continuing relevance and impact, it is undergoing an external review that aims to fully understand the various outcomes, contributions and impact of the DAP as an institution and its programs and services to its clients, to the bureaucracy, and to the Philippine government as a whole consistent with the AmBisyon 2040, Philippine Development Plan (PDP) 2023-2028, Bagong Pilipinas, and other relevant national development agenda and goals.

**2. Objectives of the Study**

Specifically, the external review aims to:

- a. Determine the relevance of the DAP as an institution and the outcomes and impact of its programs and services in providing innovative and synergistic solutions to address broad-based policy and socio-economic concerns;
- b. Ascertain the DAP programs and services that are effective in improving governance and productivity in the bureaucracy;
- c. Assess current and future gaps to define the DAP's future directions and appropriate business model;
- d. Propose a responsive organizational structure with appropriate human resource requirement; and
- e. Identify strategic options for financial resources and procurement system to sustain the current and future operations of the DAP in meeting the needs and requirements of its customers and stakeholders.

The Philippine Institute for Development Studies (PIDS) is leading the external review. The findings and recommendations from the assessment will serve as a guide in making informed decisions about the Academy's existing capacities and competencies, as well as on the sustainability of its operations and programs. The data-driven insights from the study on the DAP as an organization will be vital in identifying its strengths and weaknesses in current plans, policies, structure, programs and services, operations including systems and processes, and financial position which will serve as inputs to the Academy's future directions. Furthermore, DAP also hopes to be able to make the best decisions to better adapt its programs

and services to its changing operational environment, meet client needs and enhance their overall experience out of this endeavor.

### 3. Objective of the Consultancy

The external review encompasses different aspects of the DAP as an organization such as its organizational relevance, coherence, impact, effectiveness and efficiency and sustainability. To assist PIDS in the conduct of the study, PIDS intends to engage a consultant with the necessary expertise to lead the organizational structure and human resources component of the review. Specifically, the consultant will:

1. Assess the extent of DAP's performance in carrying out its mandate in terms of viability and soundness of its business model, focusing on the human resources requirements.
2. Assess the organizational and governance structure in the exercise of the DAP's authority to manage its external affairs and internal operations.
3. Look into the appropriateness of the Academy's systems and processes that are currently in-place, the responsiveness of the current organizational structure, and the required human resource capacity and competency of the on-boarded personnel.

The engaged consultant is expected to conduct a comprehensive assessment of the DAP based on the above-mentioned focus areas and organizational dimensions and provide recommendations that can be used as inputs in defining the DAP's strategic direction, new business model, appropriate organizational structure, and suitable human resource requirement, among others. Specifically for this component, the results should be able to provide recommendations for the Academy's restructuring plans, which will be submitted to the Department of Budget and Management (DBM) for review.

The consultant's report will form part of the overall external review or evaluation, which covers the following areas: mandate review, international experience, finance, and human resources. The external review/study is also expected to evaluate the DAP's existing institutional competencies and capacities to ensure a strong organizational link between the National Economic and Development Authority (NEDA) and the DAP for the development and implementation of the Academy's human resource development programs, research, data collection, and information services. In addition, the study will aid in ensuring consistency of the DAP's offered programs and services such as education, training, research, and technical assistance that are aligned with the National Government's socioeconomic agenda.

### 4. Scope of Work, Deliverables, and Schedule of Payment Releases

Under the guidance and technical oversight of the PIDS President and of the Vice President who serves as the Project Director, the Consultant will be assigned as **the Principal Investigator/Sector Expert for the Organizational Structure and Human Resources Component**. He/She is expected to work with the Project Team and undertake the following tasks/activities:<sup>1</sup>

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<sup>1</sup> If the consultant needs to undertake physical/face-to-face interviews and data collection and related activities, the consultant has to ensure compliance with existing and future policies, rules, and resolutions as may be issued by concerned government agencies pertaining to health and safety.

1. Design the framework, methodologies, approaches, and tools in evaluating the current organizational structure and human resource complement to identify the applicability and responsiveness of the current structure in relation to strategic direction, mandated government and client-funded programs that the DAP is expected to deliver.
2. Conduct a comprehensive review of the following:
  - a. DAP's current HR plan and strategies for succession or developing the future leaders and managers.
  - b. DAP's human resources competencies and capacity, talent procurement policies, systems, processes, standards, programs and services, and determine how these are able to develop the personnel for DAP as a knowledge institution.
3. Determine the current gaps and future gaps related to HR strategy formulation and execution, leadership and governance, and program management and development.
4. Conduct interviews, focus group discussions, or surveys to gather feedback from the DAP's top management, clients/government offices, and other key stakeholders.
5. Conduct KIIs/FGDs with public and private organizations/institutions offering similar programs and services.
6. Collaborate with other lead experts working on other components of the external review to validate findings and recommendations.
7. Organize and manage the study team to ensure quality and integrity of deliverables.
8. Lead the preparation and writing of the report describing the needed organizational structure and competent human resources following the agreed-upon timelines.
9. Present the results of the study to the PIDS team, DAP Board of Trustees, and DAP Senior Management.
10. Sign a Non-Disclosure Undertaking with PIDS. Any information gathered and generated in the implementation of the project shall be processed subject to the applicable provisions of the Republic Act No. 10173, known as the "Data Privacy Act of 2012" and its Implementing Rules and Regulations and relevant issuances of the National Privacy Commission (NPC).
11. Others within the scope of the consultancy as may be assigned by the Project Director/Principal Investigator.

The specific research approach will be fully discussed in the inception phase and once the consultant is onboard.

The Consultant will prepare the following outputs based on the schedule below:

<b>Activities and Deliverables</b>	<b>Due Dates</b>	<b>Payment Tranches</b>
<ul style="list-style-type: none"> <li>• Inception Report</li> </ul>	August 9, 2024	15%
<ul style="list-style-type: none"> <li>• Preliminary Report and presentation to the PIDS and DAP team<sup>2</sup></li> </ul>	September 13, 2024	35%
<ul style="list-style-type: none"> <li>• Draft Final Report and presentation to the PIDS and DAP team<sup>3</sup></li> </ul>	October 15, 2024	35%
<p><b><i>TERMINAL REPORTING</i></b></p> <ul style="list-style-type: none"> <li>• Revisions to the Draft Final Report (if any), based on the comments from the DAP Board of Trustees</li> <li>• Terminal Report</li> <li>• Turnover of data including datasets, recordings, and transcript of KIIs and FGDs; and materials used for the whole project.</li> <li>• Certification indicating the turnover of as well as the deletion of such data and that it will allow PIDS to verify if the data is complete.</li> </ul>	November 30, 2024	15%

NOTE: Payments will be based on the acceptance and approval by PIDS of the corresponding outputs.

## 5. Qualifications of the Consultant

Required Qualifications:

- Master's or PhD in Human Resource, Psychology, Behavioral Science, or related fields
- Expertise in organizational structure, strategic human resources, and organizational learning and development, with at least five years' experience in public and private organizations.
- At least three years' experience in an executive capacity managing a human resource management and development department.
- Extensive experience in conducting and managing an organization assessment or human resource assessment.

<sup>2</sup>. For applicable outputs, the draft and final reports submitted by the consultants should be aligned with the following guidelines: PIDS' Guide in the Preparation of Manuscript for Publication and General Guidelines in Preparing and Formatting a PIDS Discussion Paper, Guidelines in the preparation of Policy Notes.

<sup>3</sup>. Ibid.

Desirable Qualifications:

- Knowledge of the operations, systems, and processes of a Government-Owned and Controlled Corporations (GOCC) or related organizations.
- Advanced technical writing and verbal communication skills.
- With published works on governance, political economy and organizational economics

**6. Project Duration**

The engagement will commence from signing of contract until **December 15, 2024**, on a part-time basis. The Consultant’s work must be completed by within this period, and no man days will be chargeable after this date.

**7. Approved Budget for the Contract**

The approved budget for this consulting service is up to **PHP 993,630.00**, depending on the qualifications. This amount covers the professional fees of the Consultant and his/her support staff. The budget does not include the costs of data collection (such as FGDs, KIIs and surveys and logistical costs), which will be defrayed by PIDS. PIDS shall not cover hospitalization and other COVID-related health expenses of the consultant as no employer-employee relationship exists between the PIDS and the Consultant.

**8. Evaluation Criteria**

Consultants will be evaluated using the following criteria:

<p>Consultant’s/Team Leader’s Qualifications:</p> <p>Education</p> <ul style="list-style-type: none"> <li>• Master’s or PhD in Human Resource, Psychology, Behavioral Science, or related fields</li> <li>• Expertise in organizational structure, strategic human resources, and organizational learning and development</li> </ul> <p>Experience</p> <ul style="list-style-type: none"> <li>• At least five years’ experience in public and private organizations, at least three years of which in an executive capacity managing a human resource management and development department.</li> <li>• Extensive experience in conducting and managing an organization assessment or human resource assessment.</li> </ul>	<p>50%</p>
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Desirable Qualifications <ul style="list-style-type: none"> <li>• Knowledge of the operations, systems, and processes of a Government-Owned and Controlled Corporations (GOCC) or related organizations.</li> <li>• Advanced technical writing and verbal communication skills.</li> <li>• With published works on governance, political economy and organizational economics</li> </ul>	
Plan of approach and methodology: <ul style="list-style-type: none"> <li>a. Clarity, feasibility, innovativeness, and comprehensiveness of the approach</li> <li>b. Incisive interpretation of problems and reflection on suggested solutions</li> </ul>	50%
Total	100%

Detailed Rating Sheet (please see attached file)

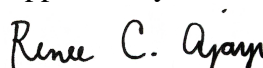
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Approved by: Digitally signed by Ajayi  
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**Ms. Renee Ann Jolina C. Ajayi**  
Department Manager III, Research Services Department