




REQUEST FOR PROPOSAL

1. The Philippine Institute for Development Studies (PIDS) invites all eligible individual consultants to submit proposals for the **Organizational Development Consultant for PIDS-PBSP HCPN Demonstration Sites - Quantitative Technical Support (Institution) - C19RM.**
2. The Approved Budget for the Contract (ABC) is **PhP400,000.00.**
3. Interested consultants must submit the following documents using PIDS the prescribed forms:
 - a) Curriculum Vitae of the proposed Consultant(s)¹
 - b) Technical Proposal Form¹
 - c) Financial Proposal Form¹
 - d) Filled out Data Privacy Notice and Personal Data Protection Form¹
 - e) Statement of Completed contracts²
 - f) Statement of All Ongoing and Awarded But Not Yet Started Contracts²
 - g) Notarized Omnibus Sworn Statement (for ABC above PhP50,000.00)¹
 - h) Income/Business Tax Returns (for ABC above PhP500,000.00)¹
 - i) PhilGEPS Registration Number (certificate or screenshot)¹
 - j) Valid Mayor's/Business Permit (Firm) or BIR Certificate of Registration³ (Individual).
4. Interested consultants may obtain further information from the Procurement Management Division at telephone via email at 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 **04 June 2025 (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.

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. AUBREY D. TABUGA
Chairperson
PIDS-BAC for Consultancy Services

Reference No.:2025-156

¹Applicable for individual consultants and firms

²Applicable for firms only

³ Individual consultants must issue Official Receipt (OR) during payment.

Philippine Institute for Development Studies
TERMS OF REFERENCE

Organizational Development Consultant¹
for
PIDS-PBSP HCPN Demonstration Sites - Quantitative Technical Support
(Institution) - C19RM²

1. Background and Rationale

With the enactment of the Universal Health Care law, the Philippine Health Insurance Corporation (PhilHealth) has been empowered to be the national strategic purchaser of individual-based health services. A critical health provider payment mechanism (PPM) reform that PhilHealth must implement under the Universal Health Care (UHC) Law is the Diagnosis Related Groupings (DRGs). The DRGs are a step forward to move the current all-case rate system from retrospective payments, based only on service outputs to value-based payments that incentivize quality, efficiency, and equitable care and improve health at lower costs for the health sector and patients.

Moreover, such complex reform requires that PhilHealth maintain the DRGs and other PPM systems over the long-term. This requires improving PhilHealth's data quality, monitoring frameworks, and plans to evaluate whether these reforms achieve their goals for value-based purchasing. On both these fronts, PIDS will assist PhilHealth in developing DRG payment rates and in the monitoring and evaluation for the DRGs and PPMs.

2. Objectives of the Study

1. Monitoring and Evaluation (M&E): (a) trends in health care utilization across the life course, and (b) assessment of baseline trends for quality, and equity of DRGs and other PhilHealth benefits and reforms
2. Policy Support and Recommendations for DRGs and Related PPM Reforms: (a) health financing policy and gaps, (b) policy decisions to use DRGs for actual reimbursement, (c) health data policy standards and gaps
3. Charge Analysis and Costing Methodology: (a) analysis of charge data and development of charge libraries, (b) Review and revision of PhilHealth costing methodologies, policies, and forms
4. DRG Rate-setting: calculation and documentation of the development process
5. Capacity Building for PIDS, PhilHealth, DOH, Providers, and Other Stakeholders: (a) Technical capacity building for DRG implementers, (b) Communication of DRG and PPM reforms to providers and the public

¹ The Consultant may be an individual or a firm.

² This engagement will be charged against the project PIDS-PBSP HCPN Demonstration Sites - Quantitative Technical Support (Institution) - C19RM.

6. Comprehensive Outpatient Benefit Package (COBP): Classification of services in accordance with PhilHealth COBP design and National Practice Guidelines (NPG)

3. Objectives of the Consultancy

One of the components involved in the project is the establishment of the Health Economics and Finance Program (HEFP). Health researchers at PIDS have recommended developing the needed governance and organizational structure for the sustainability of such a function, which includes defining the necessary health human resources and technical skills to ensure the successful implementation of DRG and COPB by PhilHealth and DOH. To achieve this, engaging an **Organizational Development** consultant/firm is proposed. The consultant/firm will assist the health team in designing a competency framework.

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

Under the guidance and technical oversight of a PIDS Research Fellow who serves as the Project Director, the Consultant is expected to work with the Project Team and undertake the following tasks/activities:³

1. Conduct key informant interviews with various PIDS HEFP staff, as well as observe team meetings and activities, as inputs to the development of an organizational culture insights deck.
2. Conduct design workshops with PIDS HEFP staff, including:
 - a. Directed internal technical working group sessions for people and culture development; and
 - b. Internal design sessions (framework polishing, mapping, workshop output synthesis) to fast-track the development of key culture frameworks and documents for the organization.
3. Organize a team comprising of two least two (2) experts with substantive experience in organization development workshops, and assessments.
4. 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); and
5. Perform such other professional, highly technical, and confidential duties and responsibilities as the Research fellow may assign from time to time.

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

Activities and Deliverables	Due Dates	Payment Tranches
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³ 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.

Inception Report following PIDS template including: - Proposed work plan in all activities in the scope of work	1 month after signing	15%
Progress Report 1 , including: <ul style="list-style-type: none"> Organizational culture insights deck highlighting insights about organizational culture (organizational vision and purpose), communication channels, collaboration, feedback and employee engagement, wellbeing, and professional skills Competency framework draft through desk review 	August 15, 2025	35%
Final Assessment Report , including: <ul style="list-style-type: none"> Individual Professional Development Plan Office Professional Development Plan Competency Rubric Tool Competency Ladder Performance Assessment Protocols Interview Guides Onboarding and offboarding checklist/processes and references Onboarding Kit Peer Feedback Document Coaching Playbook Terminal Report , including documentation of workshop sessions Turnover of draft and materials used together with 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	November 15, 2025	50%

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

5. Qualifications of the Consultant

Applicable experience of the Consultant/Firm	<ul style="list-style-type: none"> At least 7-10 years of professional experience in organization development workshops, assessments and other relevant fields
Qualifications of the Consultant/Firm	<ul style="list-style-type: none"> Firm must have at least two (2) experts with: <ul style="list-style-type: none"> Education: At least Master's Degree in education, communication, business administration, public health, or related fields

	o Experience: At least 2-3 years of professional experience
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6. Project Duration

The engagement will commence upon the signing of the contract until **November 30, 2025**, on a part-time basis. The consultant's work must be completed 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 ₱400,000.00**, depending on the qualifications.

This amount does not include travel and accommodation during fieldwork. PIDS will shoulder the cost of fieldwork (if any). 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

a. Evaluation Criteria


Applicant consultants will be reevaluated based on the following criteria:

Firm Qualifications	30%
<ul style="list-style-type: none"> At least 7-10 years of professional experience in organization development workshops, assessments and other relevant fields 	
Consultant Qualifications	20%
Education	
<ul style="list-style-type: none"> At least 2 experts with a Master's Degree in education, communication, business administration, public health, or related fields 	
Training and experience	
<ul style="list-style-type: none"> At least 2-3 years of professional experience in organizational development or human resources development 	
Plan of approach and methodology;	50%
<ul style="list-style-type: none"> Clarity, feasibility, innovativeness, and comprehensiveness of the approach Incisive interpretation of problems and reflection on suggested solutions 	
Total	100%

b. Detailed rating sheet (see attached file)

Prepared by: 
VALERIE GILBERT T. ULEP
Project Director

Reviewed and Approved by:


CHRISTINE RUTH P. SALAZAR
Officer-In-Charge, Research Services Department