

PIDS STRATEGIC PLAN 2019-2025 MID-TERM REVIEW

Date of Workshops: June 20-21, 2022
Venue: PIDS Conference Room
Participants: PIDS Management Team led by the President and Vice-President, Fellows, Department Managers, Division Chiefs, and other Key Staff

WORKSHOPS OUTPUTS AND AGREEMENTS:

A. STRATEGIC DIRECTIONS AND COMMITMENTS

1. Vision (2022-2025)

By 2025, PIDS is the country's leading source of policy research and advice and a globally recognized think tank.

2. Mission (2022-2025)

PIDS provides forward-looking, responsive, and evidence-based policy research and actionable advice required in the formulation of development plans and policies and to enable informed public discourse in the country.

3. Quality Policy

As the country's leading institution for policy-oriented research, PIDS responds to current and emerging challenges to national development. We provide forward-looking, responsive, and evidence-based policy research and actionable advice in the formulation of development plans and policies.

We enable informed public discourse by effectively communicating our research findings and recommendations.

We commit to:

- Professionalism, Integrity, Dedication, and Service orientation;
- Legal and ethical standards in the conduct and dissemination of policy-oriented research; and
- Continual improvement of our personnel, processes, and Quality Management System.

4. PIDS Core Values

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.)

B. INTERNAL AND EXTERNAL ENVIRONMENTS – Updated SWOT / Context

Summary:

INTERNAL ISSUES

- Positive (STRENGTHS) - 9 Items (S1 – S9)
- Negative (WEAKNESSES) - 3 Items (W1 – W3)

EXTERNAL ISSUES:

- Positive (OPPORTUNITIES) - 4 Items (O1 – O4)
- Negative (THREATS) - 13 Items (T1 – T13)

Details:

STRENGTHS (Positive Internal Issues)	
S1	Equipped with a pool of experts in different fields and exhibits strong linkage with stakeholders
S2	Having sufficient state-of-the art equipment, subscription to cloud computing services, as well as the most up-to-date versions of software and other ICT resources, and being adaptable to advancements in technology and work arrangements
S3	Conducive to life-long learning
S4	Collegial environment which promotes open communication and ease of coordination
S5	Culture of quality and excellence
S6	Independence and flexibility in the conduct of research
S7	Reputation of credibility and integrity with stakeholders/policymakers
S8	Strong management support to employees' welfare (e.g.. Vaccination, Philsys ID, provision of shuttle services to PIDS staff reporting to office, etc.)
S9	Strong Information Systems Strategic Plan

WEAKNESSES (Negative Internal Issues)	
W1	No permanent and bigger office space
W2	Limited plantilla positions
W3	Limited human, financial resources

OPPORTUNITIES (Positive External Issues)	
O1	Strong linkages with international and domestic research networks
O2	Changes in economic, political, social, legal, and regulatory landscape (global, regional, local) will may increase demand for research
O3	Improved conduct of research, dissemination and other related activities arising from digitalization and new data sources
O4	Established partnerships with oversight agencies, other government agencies, and development organizations that may be leveraged for resource mobilization and other purposes

THREATS	
T1	Competitive employment and consulting opportunities outside of PIDS
T2	Unprogrammed high-priority projects requested by clients, in addition to current commitments
T3	Policy reversals and changes in research priorities brought about by the change in leadership (national or agency level)
T4	Research partners' noncompliance with agreed research protocol
T5	Unforeseen events (i.e., man-made and natural disasters, health emergencies, security concerns, and other disruptions) that may disrupt PIDS activities and endanger staff's well-being
T6	Cybersecurity breach that may compromise PIDS data (employees' information and research database) and online services
T7	Limited and uncertain amount and timing of release of national government subsidy
T8	Unstable foreign exchange rate
T9	Unavailability and/or inaccessibility of secondary data
T10	Poor quality of infrastructure (e.g., Telecommunication, transportation)
T11	Proliferation of misinformation and disinformation
T12	Slippage in the submission of consultant's outputs against approved timelines
T13	Stringent government regulations (i.e., procurement law, accounting and auditing rules, personnel guidelines budgeting systems, data privacy and other similar future issuances)

C. STAKEHOLDER (INTERESTED PARTY) NEEDS ASSESSMENT

Stakeholders	Requirements <i>(from PIDS)</i>	OPR / Lead
Management, Board	Attainment of organizational objectives	Mancom
Staff/ Employees	Adequate / safe* work environment; acceptable system of rewards and discipline; opportunity for L&D*	AFD, Mancom
Clients (Policymakers, National Planners, LGUs, Media)	Timely, relevant, and evidence-based research studies and policy analysis	Research Group, RSD, RID, Mancom
Research Partners / Collaborators	Compliance with agreements (timely submission of research outputs and reports, and evaluation results)	RSD, Research, Mancom
Regulators / Oversight	Compliance with rules and regulations, including timely submission of reports and timely action to lapses*	All Departments, Mancom
Providers / Suppliers	Clear and specific requirements	AFD
General Public	Access to knowledge products (research outputs as reference for discourse)	AFD, ICTSD, RID

Refer to PIDS standard format for more details.

D. STRATEGIC OBJECTIVES, MEASURES AND INITIATIVES (PPAs)

D1. Strategic Goals:

G1 - IMPROVE QUALITY OF RESEARCH OUTPUTS

G2 - CONTRIBUTE TO EVIDENCE-BASED POLICY DISCOURSE

D2. Strategies, Strategic Objectives, Measures, Targets, and Initiatives – based on the 2019-2025 STRATEGY MAP

CUSTOMER PERSPECTIVE

Strategy 1: Improve clients' satisfaction

Strategic Objective	Strategic Measure	Target				Strategic Initiative / Programs, Plans, Activities (PPAs)	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
SO 1 – Improve quality and utilization of PIDS' products and services	SM 1 - Customer satisfaction improved	75% CSS rating of Satisfactory and Above	90% CSS rating of Satisfactory and Above	90% CSS rating of Satisfactory and Above	90% CSS rating of Satisfactory and Above	SI 1 –VOC (Voice of the Customer) Listening Enhancement Program a) Conduct CSS (with research partners, publication recipients, seminar participants) b) Monitor /analyze results/improvements in CS rating; c) Submit analysis and recommendations to the Management	Research Group, RSD, RID	Client satisfaction survey; CSS data publication and seminar feedback surveys
	SM 2 – Quality of product and services, enhanced	100% of valid/actionable comments on areas for improvement addressed	100% of valid/actionable comments on areas for improvement addressed	100% of valid/actionable comments on areas for improvement addressed	100% of valid/actionable comments on areas for improvement addressed	SI 2 – Product / Service Enhancement Program a) Implement publication and seminar feedback surveys; b) Implement improvements based	RID	CSS data; Publication and seminar feedback survey

Strategic Objective	Strategic Measure	Target				Strategic Initiative / Programs, Plans, Activities (PPAs)	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
						on client feedbacks received		
	SM 3- Utilization (e.g., citation), improved	At least 50% * of studies released in the last three years cited	At least 50% * of studies released in the last three years cited	At least 50% * of studies released in the last three years cited	At least 50% * of studies released in the last three years cited	SI 3 – Outreach Enhancement Program a) Track research utilization through citations received and other indicators; b) Identify areas where utilization is expected / desired but did not materialize	OP, Research Group, RID	Monitoring reports on output utilization, and outreach activities
		<i>* in any of 5 categories of uses (briefings, comments on legislations, citations on legislations, citations on media, citations in publications)</i>						

Strategy 2: Intensify partnerships in research and research dissemination

Strategic Objective	Strategic Measure	Target				Strategic Initiative	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
SO 2 - Sustain existing partnerships for research (with institutions, Individual consultants)	SM 4- Existing partnerships (research, dissemination), sustained	At least 1 activity with existing research / dissemination partnership	At least 1 activity with existing research / dissemination partnership	At least 1 activity with existing research / dissemination partnership	At least 1 activity with existing research / dissemination partnership	SI 4 Partnerships Enhancement Program a) Identify areas of desired / relevant partnerships; b) Conduct regular consultations with existing partners (research and dissemination)	RSD, RID, PASCN and OP	MOU/MOA; Partnership monitoring reports; Department monitoring reports

FINANCIAL PERSPECTIVE

Strategy 3: Build up the financial position

Strategic Objective	Strategic Measure	Target				Strategic Initiative	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
SO 3 - Maximize the Institute's networks for resource mobilization	SM 5 - Research projects with external funding, completed	5 projects (minimum)	5 projects (minimum)	5 projects (minimum)	5 projects (minimum)	SI 5 – Internal Resource Mechanism and Mobilization Program	OP Research Group RSD	MOA/ contracts
	SM 6 – New mandates (RAs, EOs), fully funded <i>[Secure full subsidy from the national government.]</i>	Timely submission of budget proposal to DBM	Timely submission of budget proposal to DBM	Timely submission of budget proposal to DBM	Timely submission of budget proposal to DBM	SI 6 – External Resource Enhancement Program a) Propose to DBM increase of endowment fund and/or to fund PIDS operations; b) Request for full funding embedded in new mandated / legislated tasks	OP, RSD, AFD	Budget Proposal

INTERNAL (BUSINESS) PROCESS PERSPECTIVE

Strategy 4: Enhance the review process for research outputs

Strategic Objective	Strategic Measure	Target				Strategic Initiative	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
SO 4 - Research quality assurance, system, enhanced	SM 7 – Internally reviewed studies, completed	100%	100%	100%	100%	SI 7 – Research Assurance (or oversight/review enhancement program) a) Continue subscription to anti-plagiarism software (iThenticate); b) Review/update policies consistent with new/existing copyright regulations; c) Communicate updated policies to all partners / stakeholders	Research Group, RSD, RID, OP, OVP	Discussion Papers
	SM 8 - Externally reviewed studies, completed	100% of selected studies	100% of selected studies	100% of selected studies	100% of selected studies	SI 8 – d) Establish a committee to review primary data collection design and instruments		

Strategy 5: Reinforce internal support process

Strategic Objective	Strategic Measure	Target				Strategic Initiative	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
SO 5 – Communication and information mechanisms, strengthened* <i>*to address misinformation</i>	SM 9 – Crisis Communication Guidelines (CCG), established	First Issue completed by Dec. 2022	Reviewed and updated by end of the year	Reviewed and updated by end of the year	Reviewed and updated by end of the year	SI 9 – a) Organize the PIDS Crisis Communication Committee; b) Disseminate the CCG together; c) Implement the CCG as appropriate, together with the external communication plan of PIDS	RID	Approved CCG

Strategy 6: Establish and enhance a recognized world-class management system

Strategic Objective	Strategic Measure	Target				Strategic Initiative	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
SO 6 – Sustain and enhance ISO 9001:2015 QMS	SM 10 – Maintain ISO 9001:2015 certification	Pass Re-Certification Audit	Pass Surveillance Audit	Pass Surveillance Audit	Pass Re-Certification Audit	SI 10 – QMS Enhancement Program - Strengthen the IQA System through: a) Annual IQA Team Retooling/Training b) Enhancement of Corrective Action process c) Strengthen the ISO QMS awareness of staff through conduct of Biennial QMS Awareness Program	All PIDS Personnel; QMR; IQA head	ISO Certificate; CB Confirmation letter

LEARNING AND GROWTH PERSPECTIVE

Strategy 7 - Implement capacity development and succession plan, especially for research staff, and an effective monitoring system

Strategic Objective	Strategic Measure	Target				Strategic Initiative	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
SO 7 - Human resource development, strengthened	SM 11 - L&D intervention, provided <i>[PIDS staffs provided with at least one L&D intervention]</i>	95% of PIDS Staff	95% of PIDS Staff	95% of PIDS Staff	95% of PIDS Staff	SI 11 – Human Resource Enhancement Program a) Implement fully the competency-based L&D Plan; b) Pursue PRIME-HRM Level 3 program; c) Include in annual budget allocation for institutional memberships d) Determination of short and medium-term capacity building priorities e) Establish PIDS socioeconomic priority- based competency enhancement program	AFD	Training Attendance, Certificate; L&D Plan
	SM 12 – institutional membership in professional organizations, acquired	Membership to at least 1 professional organization	Membership to at least 1 professional organization	Membership to at least 1 professional organization	Membership to at least 1 professional organization		AFD, Research Group	Proof of Membership to professional organizations
	SM 13 - Strengthen general and priority-based competencies* @ PIDS and with other lifelong learning providers	10-hour cumulative activities per quarter; 40 hours cumulative annual	10-hour cumulative activities per quarter; 40 hours cumulative annual	10-hour cumulative activities per quarter; 40 hours cumulative annual	10-hour cumulative activities per quarter; 40 hours cumulative annual		AFD, Research Group	Training Attendance, Certificate; L&D Plan
	<i>NOTE: On subjects related to Basic economic development, Reasons and justifications for public sector/government interventions, Fiscal and monetary policy framework, up-and-coming socio-economic related legislations, and socio-economic updates.</i>							

Strategic Objective	Strategic Measure	Target				Strategic Initiative	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
	<p>SM 14 –ICT competencies of staff, strengthened</p> <p><i>[Provide 1 ICT training per staff per year]</i></p>	95% of PIDS Staff	95% of PIDS Staff	95% of PIDS Staff	95% of PIDS Staff	f) Establish PIDS ICT capability enhancement program (including external or internal training, subscriptions, etc.)	ICTSD, AFD	Training documentation
	<p>SM 15 – Proficiency of Research staff on the use of qualitative analysis software, and use of research big data and innovative data sources, enhanced</p>	1 training per year per Research Staff	1 training per year per Research Staff	1 training per year per Research Staff	1 training per year per Research Staff	<p>SI 12 – Research Proficiency Enhancement Program</p> <p>a) Organize relevant trainings;</p> <p>b) Engage audio-visual team to produce user-friendly re-usable training videos from trainings conducted;</p> <p>c) Identify useful short online courses</p>	Concerned Research Staff/Team, AFD, RID, ICTSD	User-friendly training videos, short online courses

Strategy 8: Leverage on technology solutions

Strategic Objective	Strategic Measure	Target				Strategic Initiative	Lead / OPR	Means of Verification
		2022	2023	2024	2025			
SO 8 - Enhance use of ICT tools for improving conduct and dissemination of research	SM 16 – Use of Computer-Assisted Personal Interview (CAPI) and online surveys for the conduct of research, increased	100%	100%	100%	100%	SI 13 a) Enhance the use of CAPI through guided / simulated application by Researchers / partners	RSD, RID, Research Group	Quarterly Report on Ongoing and Completed Studies
	SM17 - Transcription, translation into English, and encoding of interviews/ FGDs/ KIIs, strengthened	100%	100%	100%	100%			b) Ensure that FGDs and KIIs transcripts are properly encoded
	SM18- Utilization of software and digital platforms for the conduct and dissemination of research, enhanced	100%* <i>*of studies used ICT Tools as per research design</i>	100%*	100%*	100%*	c) Maintain subscription to software/digital platforms.		Inception Report vs. Final Report
		100%** <i>**of dissemination activities used appropriate ICT Tools</i>	100%**	100%**	100%**			Subscription plans and contracts
						Webinars organized and conducted		

E. PROPOSED STRATEGIC THEMES:

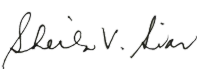
Strategic Theme	Rationale
VISIBILITY	As the primary research institution for socio-economic policy research, PIDS should be a visible instrument / institution for national policymakers and planners. This ensures that they will live up to the mandate of the Institute, fulfill its Mission, and achieve its Vision.
CONNECTIVITY	The global disruption caused by Covid-19 pandemic compelled humanity to capitalize the use of digital technology to maintain and enhance connectivity. PIDS must leverage the use of available technologies for conducting research, disseminating its research findings, and connecting its people, management, providers, partners and collaborators. Connectivity requires ICT resources (hardware, software, people) to maximize its value and impact to PIDS and its stakeholders.
VIABILITY	PIDS is a government corporation unlike many others. Its reason for being is not for profit since it has neither profit-oriented products and services nor profit-directed processes. Its mandate is to provide cutting-edge, up-to-date and credible policy researches as guide for national policymaking and planning. With limited financial resources to fulfill this mandate, survive and even thrive, PIDS must ensure that it can creatively meet its financial requirements through goodwill and strategic partnerships.

Approved by:

ANICETO C. ORBETA JR.
President

MARIFE M. BALLESTEROS
Vice President

RENEE ANN JOLINA C. AJAYI
Department Manager III
Research Services Dept.


SHEILA V. SIAR
Department Manager III
Research Info. Dept.

JAMIE-LYN D. JAMIAS-GARCIA
Department Manager III
Admin. and Finance Dept.