

TERMS OF REFERENCE

Procurement of Consulting Services for the Development of Competency Modelling, Profiling and Assessment of the NEDA Competency Framework

I. BACKGROUND / RATIONALE

The National Economic and Development Authority (NEDA) is the premiere socio-economic planning body, highly regarded in macroeconomic forecasting, policy research and analysis; and an acknowledged institution in providing high-level policy advice, developing consensus and setting agenda for inclusive development. Critical to the attainment of its vision is building a strong foundation in its human resources by adapting the competency-based human resource system.

In conjunction with the Civil Service Commission's (CSC) advocacy to upgrade systems, processes and competencies in the public sector through its Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM.), the NEDA is in the process of improving its human resource related systems to achieve a fully-integrated HRM (Maturity Level 3) in 2019. This initiative necessitates the development/upgrading of personnel competencies to be responsive to the job complexities brought about by changes in organizational thrusts and priorities. This form of preparedness will match the competency requirements of HR's current internal and global trends and practices to achieve a consistent job-personnel-organization fit to address future risks and challenges, which are constantly affecting the efficient delivery of NEDA services to the public.

To respond to the above challenges, the Philippine-Australia Human Resource Organizational Development Facility (PAHRODF) sponsored the engagement of consultant for the development of the NEDA Competency Framework (NCF), Competency Dictionary and the competency-based job descriptions (CBJDs) undertaken in two (2) phases. The first phase was implemented in 2017, which includes the National Planning and Policy Staff, Public Investment Staff, Social Development Staff, and Monitoring and Evaluation Staff, followed by the second phase in 2018 for the Infrastructure Staff.

A third phase of the initiative is imperative to complete the intervention for the remaining Staffs/Offices in the NEDA Central Office for a uniform and standardized recruitment, selection, and placement of personnel. Given that the existing HR personnel complement has limited capacity in such undertaking, there is a need for outsourcing the professional services of a learning service provider to continue the development of the NEDA Functional Competency Framework (NCF), Competency Dictionary, and Competency-based Job Descriptions.

II. OBJECTIVES

The general objective of this engagement is to complete the Competency Framework and Competency-based Job Descriptions (CBJD) of all technical positions in the NEDA Central Office (NCO). Specifically, the objectives are as follows:

1. To update the current NCF that will serve as standards in human resources requirements to support the achievement of the strategic goals of the agency;
2. To identify the relevant functional competencies of all technical positions that cut across all Staffs in NCO for uniform job descriptions for each position level;
3. To update the current job profiles and rewrite the job descriptions of all technical positions in line with the updated competency framework.
4. To develop the job profiles/descriptions of remaining technical positions that are not yet competency-based;
5. To update the current Competency Dictionary; and
6. To capacitate (through understudy/shadowing) selected personnel from HR on how to develop, update, revise and use the NCF, CBJDs, Profiles in the four (4) HR systems identified under the PRIME-HRM.

III. SCOPE OF WORK

The Consultant shall be engaged for a period of four (4) months to update the NEDA Functional Competency Framework and render the following services:

A. Preparatory Activities

1. Submit inception report including a work plan consistent with the scope of services indicated in this TOR;
2. Undertake all necessary briefings/orientations with NEDA Officials, Division Chiefs of concerned Staffs and the HR Unit;
3. Review all existing NEDA Competency Framework which have been adopted by some Staffs in the recruitment, selection, and placement of personnel as well as relevant materials, information, and literature that are critical in producing the outputs (e.g., other assessment tools, NEDA Merit and Selection Plan, etc.)

B. Actual Engagement

1. Conduct data gathering activities (i.e., meetings, FGDs, interviews, etc.);
2. Identify and validate relevant functional competencies across all technical positions in the NEDA;
3. Formulate/update the functional competency titles, definitions and proficiency levels which will be reflected in the competency dictionary;
4. Profile jobs and write job descriptions in accordance with the identified functional competencies;
5. Coach selected HR personnel in job profiling and writing of job descriptions;
6. Maintain close collaboration with the Administrative Staff through its HR Unit to ensure the alignment of the competency framework with the requirements of the NEDA;
7. Present the initial output to the MANCOM for comments; and
8. Prepare and submit all required deliverables in accordance with the milestones of the work plan including revised outputs incorporating all comments and recommendations.

C. Post-Engagement

1. Seek acceptance of the Output;
2. Submit Hard and soft copies (pdf and word format in USB) of all outputs; and
3. Submit terminal report to officially declare full completion of the engagement.

IV. IMPLEMENTATION ARRANGEMENT/RESPONSIBILITIES

A. Duties and Responsibilities of the Learning Service Provider

1. Undertake all briefings/orientation with the NEDA officials and employees, including the orientation at the start of the engagement and presentation of the final output.
2. Review the existing NEDA Competency Framework being used by the Social Development Staff, Public Investment Staff, National Planning and Policy Staff, Monitoring and Evaluation Staff, and Infrastructure Staff;
3. Gather information on the NEDA's vision/mission statement, strategic plans, and other relevant documents through the conduct of various interviews/focus group discussions/survey;
4. Submit list of identified functional competencies and classify which competencies are relevant per job group and position;
5. Update existing functional competency framework and dictionary which include the titles, definitions, behavioral indicators, and proficiency levels and ensure that the output is aligned with the organization's needs;
6. Present the updated competency framework to the NEDA for comments/approval;
7. Prepare the profile of positions and competency-based job descriptions in accordance with the updated competency framework and present the same to the NEDA for comments/approval;
8. Revise/align all existing competency-based job profiles and dictionary to have a standard format with existing documents and input new entries into the current NEDA Competency Dictionary;
9. Coordinate with NEDA all logistical arrangements; and
10. Provide soft and hard copies of all the outputs.

B. Duties and Responsibilities of the NEDA

1. Provide data/documents needed by the Consultant;
2. Identify HR personnel to undergo understudy/shadowing with the Consultant;
3. Assist the Consultant in coordinating the interviews/FGDs/surveys with all the Staffs when deemed necessary;
4. Provide logistical arrangements such as production and reproduction of needed materials and meeting venues and refreshments; and
5. Facilitate payment based on the identified payment scheme.

V. EXPECTED OUTPUT

The following are the expected outputs of the engagement:

1. Updated NEDA Competency Framework and Competency Dictionary particularly the functional competencies;
2. Competency-based Job Descriptions for 179 positions (from 3 job families); and

Staff	No. of Divisions	No. of Technical Positions (for CBJD preparation)
Office of the Secretary		
Internal Audit Service	2	8
NDO 1 –Planning and Policy		

Staff	No. of Divisions	No. of Technical Positions (for CBJD preparation)
Trade, Services and Industry Staff	3	15
Governance Staff	3	15
Agriculture, Natural Resources and Environment Staff	4	20
NDO 2 – Investment Programming		
Public Investment Staff*	2	10
Monitoring and Evaluation Staff*	2	10
Central Support Office (CSO)		
Administrative Staff	5	28
Financial, Planning and Management Staff	4	19
Development Information Staff	2	10
Information, Communication and Technology Staff	2	12
Legal Staff	3	12
Regional Development Office (RDO)		
Regional Development Staff	4	20
Total		179

*2 remaining divisions not included in the first project on CBJDs.

3. Provide soft and three (3) hard copies of the Updated Competency Framework and Dictionary particularly the functional competencies and Competency-based Job Descriptions of the 179 positions.

VI. QUALIFICATION REQUIREMENTS

1. Qualification of the Consulting Firm

The Firm shall have at least 10 years of similar and/or relevant experience, including five (5) years of actual consulting engagements in related projects. Similar experience refers to the expertise earned from engagement of consultancy services rendered related to competency-based modelling/assessment and job profiling. Relevant experience refers to the expertise earned from services rendered in the firm's engagement to a wider scope of human resource management and development (HRMD) such as organization development, recruitment and selection, learning and development, performance management and rewards and recognition. Similar and relevant experiences shall also include earned expertise from the conduct of capacity-building/training programs related to HRMD.

2. Qualification of Personnel

i. Officials/Key Personnel of the Firm

For evaluation purposes, the qualification of the Firm's officials/key personnel¹ will also be evaluated in terms of their *applicable educational background, training, and experience* to ascertain their capability in conducting the training.

¹ Key personnel who are not organic to the firm shall be required to submit a letter certifying their commitment to render services to the firm for the engagement if awarded the contract.

ii. Key Personnel proposed to be assigned to the Project

1. The Consultant is to put together a core team composed of one (1) Team Leader and 2 Members, one of which must have a technical knowledge and appreciation of the NEDA functions to ensure that the technical capacities are appropriately translated into required outputs; and another must be a technical writer to ensure that outputs, reports and competency dictionary are properly written before its submission.
2. The *Team Leader* will be responsible for the project and will be NEDA's point of contact for the project. He/she must possess the following qualifications:
 - a. Experience – at least eight (8) years of related professional experience including thirty-six (36) person-months of actual undertaking on competency modelling/assessment, job profiling, development of competency rubrics and dictionary;
 - b. Training – shall have attended at least 120 hours of relevant training; and
 - c. Education – at least a Master's Degree holder related to HRMD, i.e., Human Resource Management, Psychology, Business course major in Human Resource Development or Human Resource Management, Organizational Development, among others.
3. The *2 members* will provide additional technical support, and must possess the following qualifications:
 - a. Experience – at least five (5) years of related professional experience, twenty-four (24) person-months of actual undertaking related to competency modelling and assessment, and job profiling, and at least one (1) member must be a technical writer;
 - b. Training – shall have attended at least 120 hours of relevant training; and
 - c. Education – at least a Bachelor's Degree in OD, HRM, Psychology and other similar behavioral science discipline such as Guidance and Counselling, Behavioral Science, Organizational Psychology, and Sociology, etc.

VII. CRITERIA FOR TECHNICAL EVALUATION

	Criteria	Weights (%)
1	Qualification of Firm	15
2	Quality of Officials/Key Personnel of the Firm	50
3	Plan of Approach and Methodology	25
4	Job/Financial Capacity	10
	TOTAL	100

VIII. EVALUATION OF BIDS

The bidders/consultants shall be required to submit their technical and financial proposals. Particularly, the technical proposal should contain clear descriptions of the content, approaches and methodologies to be used in compliance with this TOR.

Bids shall be evaluated using the Quality-Cost Based Selection (QCBS) procedure under RA 9184 and its IRR. The weights are allocated as follows: *Technical 80% and Financial 20%.*

IX. INDICATIVE WORK PLAN

The Development of a Functional Competency Framework shall be completed within a period of four (4) months, inclusive of period for preparatory work and review/acceptance by NEDA of the deliverables from the receipt of the Notice to Proceed (NTP), or until contract amount has been fully disbursed/expended in accordance with the contract terms and conditions.

X. MODE OF PROCUREMENT

The procurement of the consulting services shall be undertaken through *Small Value Procurement* of the 2016 Revised Implementing Rules and Regulations (IRR) of RA 9184, or the Government Procurement Reform Act (GPRA). Further, the same is the governing law to effect contract implementation.

XI. FUND SOURCE AND APPROVED BUDGET FOR THE CONTRACT (ABC)

1. Fund for this engagement shall be sourced from the 2019 Budget of NEDA.
2. The ABC for the proposed undertaking is **ONE MILLION PESOS (PhP1,000,000.00)** which is a lump sum contract to cover professional fees/remuneration, inclusive of all applicable fees, service charges, travel expenses, other incidental costs and taxes.
3. Please note that the consulting services described as Scope of Services shall be performed under a fixed price contract and that any extension of contract time required by the Consultant to deliver those services shall not involve any additional cost to NEDA.
4. All expenses related to the conduct of orientation/briefing or workshops such as food, venue supplies and materials and accommodation shall be for the account of the NEDA.

XII. DELIVERABLES and REPORTING REQUIREMENTS including PAYMENT SCHEMES/SCHEDULE

1. The Consultant shall prepare and submit the following deliverables/reports including payment schemes/schedules:

Deliverable	Timeline	Payment Schedule ²
Inception Report	1 week upon acceptance of NTP	10%
Mid-Term Report	EO 3 rd month	40%
Draft Final Report	3 rd week of 4 th month	30%
Terminal/Final Report	EO 4 th month	20%

² All payments will be made upon acceptance of the stated deliverables.

2. The *Inception Report*, shall include the detailed work plan/program for the duration of the study including schedule of coaching for selected HR personnel in job profiling and writing of job descriptions.
3. The Mid-Term Report, shall include initial findings of the Consultant on its review of all existing NEDA Competency Framework including its initial draft proposal for the Updated NEDA Competency Framework and Competency Dictionary and Competency-Based Job Description.
4. The Draft Final Report shall include the required NEDA Competency Framework and Updated Competency Dictionary and Competency-Based Job Description of all technical positions. This also includes presentation to the MANCOM for comments including the HR Coaching.
5. The Terminal/Final Report shall include the final output on the NEDA Competency Framework and Updated Competency Dictionary and Competency-Based Job Description of all technical positions incorporating MANCOM comments and suggestions. This also includes findings/recommendations on how NEDA HR can properly cascade the approved Framework to concerned Staffs/Offices. Payment will be processed at the end of the contract together with the Terminal/Final Report.
6. (Refer to ANNEX A for the Indicative Work Plan presented in a Gantt Chart)

XIII. OWNERSHIP AND RESERVED RIGHTS ON THE USE OF THE OUTPUTS/DELIVERABLES

Any data, information, or other materials gathered and prepared in the fulfillment of the above deliverables shall belong to and remain the property of the NEDA. The Consultant may be given permission to use any part of the entire document upon issuance of prior consent and approval by the NEDA. Provided, the intent and purpose of use of the document will not cause any misrepresentation and adverse implication on the part of NEDA.

XIV. RETENTION PAYMENT

1. A retention payment of ten (10) percent shall be withheld. It shall be based on the total amount due to the Consultant (net of the estimated cost for the conduct of the project) prior to any deduction and shall be retained from every progress payment until 50 percent of the value of the Project, as determined by NEDA, is completed. If, after 50 percent completion, the Project is satisfactorily done and on schedule, no additional retention shall be made; otherwise, the ten (10) percent retention shall be imposed.
2. The total 'retention money' shall be due for release upon approval of the Completion Report. The Consultant may, however, request the substitution of the retention money for each progress billing with irrevocable standby letters of credit from a commercial bank, bank guarantees, or surety bonds callable on demand, of amounts equivalent to the retention money substituted for and acceptable to NEDA provided that the Project

is on schedule and is satisfactorily undertaken. Otherwise, the ten (10) percent retention shall be made. Said irrevocable standby letters of credit, bank guarantees and/or surety bonds, to be posted in favor of NEDA shall be valid for the duration of the contract.

XV. LIQUIDATED DAMAGES

1. If the Consultant fails to deliver any or all of the Services within the period(s) specified in this contract, the NEDA shall without prejudice to its other remedies under this Contract and under the Applicable Law, deduct from the contract price, as liquidated damages, a sum equivalent to one-tenth (1/10) of one (1) percent of the price of the unperformed portion of the Services for each day of delay based on the approved contract schedule. Once the amount of liquidated damages reaches ten percent (10%) of the total amount of contract, the NEDA may consider termination of this Contract.
2. To be entitled to such liquidated damages, NEDA need not prove that it has incurred actual damages. Such amount shall be deducted from any money due or which may become due the Consultant under the contract and/or collect such liquidated damages from the retention money or other securities posted by the Consultant whichever is convenient to NEDA.

XVI. NON-DISCLOSURE AGREEMENT

The consultant shall execute a non-disclosure agreement on all materials/information discussed during the course of the work and adhere to the principles of the Data Privacy Act and the NEDA Policy on Data Privacy.

Indicative Work Plan on the Development of Competency Modelling, Profiling and Assessment of the NEDA Competency Framework

Activities	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1. Kick-off meeting with NEDA-HR Unit																
2. Submit inception report including workplan																
3. Conduct orientation to Concerned MANCOM Officials and DCs of concerned Staffs																
4. Desk review of the NEDA Core Competency Framework																
5. Conduct Focus Group Discussion, Interview, Job survey, job analysis focusing on functional competency																
6. Identify the functional competency per job group and per position																
7. Develop the competency model																
a. Competency titles and definitions																
b. Identify the list of behaviors according to skill set and competency per level																
8. Revision of NCD and Drafting of Position Profiling and competency-based job description (CJDs) of all identified technical positions																
9. Submission of initial output for the Revised NCF, Dictionary and draft CJDs for comments/ approval of concerned Staff/MANCOM including HR coaching.																
10. Submission of Mid-Term Report																
11. Finalization of the NEDA Competency Framework, Dictionary and Competency-based job description																
12. Submission of Draft Final Report																
13. Submission of Terminal Report																