TERMS OF REFERENCE (TOR) FOR THE PROCUREMENT OF CONSULTANCY SERVICES FOR THE IMPLEMENTATION OF THE PERFORMANCE GOVERNANCE SYSTEM (PGS) WITHIN THE MARITIME INDUSTRY AUTHORITY

I. Background and Legal Basis

Executive Order No. 823 promotes the adoption of key process improvements projects (PIPS) in government agencies. One of these PIPs is to subject government agencies to Balanced Scorecard Rating System which is being implemented by the Civil Service Commission (CSC). The use of Scorecard Rating ensures that organizations are able to keep track its targets and performance. This principle is further supported by the Performance Governance System (PGS), a strategic management concept that aids organizations to create, execute, and sustain effective development plans. The PGS pathway is divided into four stages—Initiation, Compliance, Proficiency, and Institutionalization.

The Maritime Industry Authority (MARINA), a government agency created in 1974 pursuant to Presidential Decree No. 474 and attached to the Department of Transportation (DoTr), intends to procure the consultancy services for the implementation of the Performance Governance System (PGS).

MARINA, in its vision to become a strong and dynamic maritime authority and with its mission to provide leadership in transforming the Philippines into a major maritime nation, has intended to adopt the PGS in its system. With the Maritime Industry Development Plan (MIDP) currently being developed, MARINA needs to capacitate the entire organization in order to deliver its expected roles and responsibilities as the central agency for the country's maritime industry.

As a background, in 2011, then Secretary of Transportation, informed the MARINA Administrator that the Government of Netherlands expressed interest to fund the initiation to PGS of MARINA, being the country's maritime administration. Then DOTC, now DOTr, introduced the PGS as a tool for transforming the Department and all its sectoral and attached agencies towards good governance. MARINA having already been conferred to the Initiation Stage of the PGS pathway back in 2011, is needing Technical Assistance in order to be conferred the Compliant Status. The Technical Assistance needed shall include the following:

a. Strategy Refresh
b. Cascading Session
c. Scoreboarding Session
d. Risk Management

e. Office for Strategy Management (OSM) Capacity Building
f. Multi-Sector Governance Council (MSGC) Management
g. Organizational Assessment
h. Compliance Revalida

II. Short Description of the Project including Objectives

In the light of the **Formulation of the 10-Year Maritime Industry Development Program (MIDP),** one of the projects under the 14-Point Agenda of the present administration, the importance to revive the PGS as a platform for designing, executing, monitoring, and sustaining strategy, and as MARINA's tool to implement the MIDP is being underscored.

General Objectives:
To institutionalize the Performance Governance System in the MARINA System

Specific Objectives:
a. To refine the organization's Charter Statement, Strategy Roadmap, and Enterprise Scorecard by determining strategic objectives, measures, initiatives, and targets;
b. To align MARINA's organizational strategy to its mandate, existing policies and directives, and to the Maritime Industry Development Plan (MIDP);
c. To identify the necessary deliverables of MARINA in order to operationalize its organizational strategy, which will be reflected in lower-level scorecards or scoreboards;
d. To harmonize the Performance Governance System elements and mechanisms in MARINA's existing strategies, plans, and other mandated government systems such as the Strategic Performance Management System (SPMS) of the Civil Service Commission (CSC) and the Program Expenditure Classification (PREXC) of the Department of Budget and Management (DBM);
e. To mitigate inherent strategic risks by developing an Enterprise Risk Management framework vis-à-vis the organizational strategy;
f. To capacitate MARINA's personnel in managing the organizational strategy by establishing an Office for Strategy Management (OSM);
g. To link MARINA with relevant external stakeholders that can assist the organization in realizing its strategy through the formalization of the Multi-Sector Governance Council (MSGC); and
h. To confer the 'Compliant' status to MARINA by undergoing a public revalida.

III. Approved Budget for the Contract (ABC) and fund source

The amount of *One Million Two Hundred Seventy-Seven Thousand And Nine Hundred Twenty Pesos (P 1,277,920.00)* inclusive of VAT has been approved to cover costs associated for the production of the abovementioned project. Additional expenses necessary for the completion of the project shall be confirmed by the MARINA. This amount shall be sourced from the MARINA Central Office Funds.

IV. QUALIFICATIONS FOR SHORT LISTING OF CONSULTANTS

Interested persons and/or entities must meet the minimum of each criterion and at least a total rating of 70% of all qualification requirements.

CRITERIA	WEIGHT	DOCUMENTARY REQUIREMENTS
Lead Consultant		
1. EDUCATIONAL REQUIREMENT	**20%**	*Individuals*
Education/Academic degree(s)	Doctoral Degree : 20% Master's Degree : 15% Bachelor's Degree : 10%	1. Curriculum Vitae 2. TOR, Certificate of Completion or Diploma
2. PROFESSIONAL EXPERIENCE	**50%**	3. Certification of Completed Projects
2.1 Work experience in strategy management and other relevant systems preferably in the government sector	25% 7 years or more : 25% 4 – 6 years : 20% 3 years or less : 15%	
2.2 Work experience with other government agencies implementing the Performance Governance System (PGS)	25% 5 years or more : 25% 3 – 4 years : 20% below 3 years : 15%	
3. TRAINING	**30%**	
Has attended and completed relevant training on strategy management	30% 5 or more training : 30% 3 – 4 training : 20% below 3 training : 10%	

CRITERIA	WEIGHT	DOCUMENTARY REQUIREMENTS
Technical Consultant		
1. EDUCATIONAL REQUIREMENT	**20%**	
Education/Academic degree(s)	Doctoral Degree : 20% Master's Degree : 15% Bachelor's Degree : 10%	*Individuals* 1. Curriculum Vitae 2. TOR, Certificate of Completion or Diploma 3. Certification of Completed Projects
2. PROFESSIONAL EXPERIENCE	**50%**	
2.1 Relevant work experience with other government agencies implementing the Performance Governance System (PGS)	20% 6 years or more : 20% 4 - 5 years : 15% 3 years or less : 10%	
2.2 Work experience in strategy management and other relevant systems preferably in the government sector	15% 6 years or more : 15% 4 - 5 years : 10% 3 years or less : 5%	
2.3 Relevant work experience in managing/conducting trainings	15% 6 years or more : 15% 4 - 5 years : 10% 3 years or less : 5%	
3. TRAINING	**30%**	
3.1 Has attended and completed relevant training on strategy management	30% 5 or more training : 30% 3 – 4 training : 20% below 3 training : 10%	

CRITERIA	WEIGHT	DOCUMENTARY REQUIREMENTS
Facilitator		
1. EDUCATIONAL REQUIREMENT	**20%**	
Education/Academic degree(s)	Doctoral Degree : 20% Master's Degree : 15% Bachelor's Degree : 10%	*Individuals* 1. Curriculum Vitae 2. TOR, Certificate of Completion or Diploma 3. Certification of Completed Projects
2. PROFESSIONAL EXPERIENCE	**50%**	
2.1 Relevant work experience with other government agencies implementing the Performance Governance System (PGS)	20% 6 years or more : 20% 4 - 5 years : 15% 3 years or less : 10%	
2.2 Work experience in strategy management and other relevant systems preferably in the government sector	15% 6 years or more : 15% 4 - 5 years : 10% 3 years or less : 5%	
2.3 Relevant work experience in facilitating, documenting and evaluating training	15% 6 years or more : 15% 4 - 5 years : 10% 3 years or less : 5%	
3. TRAINING	**30%**	
3.1 Has attended and completed relevant training on quality management system and ISO Certification	30% 5 or more training : 30% 3 – 4 training : 20% below 3 training : 10%	

V. Deliverables / Interventions

Deliverables/ Interventions of the Consultancy Provider shall include:

DELIVERABLES / INTERVENTIONS	TIMELINE
Refined Strategy Map and Scorecard	1st week of December 2018
Unit Scorecards and Scoreboards	16 January 2019
Office for Strategy Management (OSM) Concept Paper	20 February 2019
Enterprise Risk Management Framework	13 March 2019
Risk Management Intervention Report	17 April 2019
Multi-Sector Governance Council (MSGC) Concept Paper	17 April 2019
Compliance Revalida Guidelines	22 May 2019
PGS Certification	4th week of May 2019
Intervention Reports	5 days after each intervention

Scope of Work:

The Consultancy provider shall:

1. Refine the organization's Strategy Map and Enterprise Scorecard based on inputs from various stakeholders and industry experts;

2. Guide MARINA in cascading its strategy down to all Operating and Support units of the organization; and

3. Capacitate the organization's unit heads to ensure that MARINA will progress to fulfill the targets in its Scorecard.

Administrative Scope of Work:

1. Act as key resource persons and facilitators during trainings, meetings and other related PGS activities;

2. Provide guidelines for the preparatory work and program design for the intervention; and

3. Give guidance on the cleaning up and finalization of outputs from the intervention.

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The consultancy services shall cover the conduct of nine (9) interventions, as follows:

A. Strategy Refresh

As a starting point of the Strategy Refresh, the strategic position of the will be identified in order to set the overall direction for the strategy based on the needs and current realities of MARINA.

The strategic position will be translated into strategic goals that the organization will focus on where the organization's strategic objectives which will be identified to push forward the achievement of the breakthrough goal will be anchored on. In light of the strategic goals and strategic objectives, deliverables will be identified for the operationalization of the strategy. Measures/indicators of success will also be developed to properly track performance.

B. Cascading Session

The enterprise scorecard has to be cascaded down to the crucial units in order to align the efforts and initiatives of MARINA for the realization of the strategy. Utilizing the Strategic Performance Management System (SPMS), identified key units will be tasked to commit strategic deliverables anchored on the enterprise strategy, which will be connected to the Divisions Performance and Commitment Review (DPCR) and Individual Performance and Commitment and Review (IPCR) of MARINA to clearly establish accountabilities that are linked to a performance appraisal system.

C. Risk Management

In order to minimize and control the exposure of the strategy to various risks, the MARINA will be guided in identifying the different types of risks vis-à-vis the strategy. Risk profiles and a risk management action plan will also be developed to help the organization operationalize the strategy.

D. Organizational Strategy Management Capacity Building

The MARINA will be taught to organize and prepare the OSM so that it can be ready to assume the OSM functions and execute the strategy.

E. Multi-sector Governance Council (MSGC) Management

Participation of key stakeholders to MARINA's strategy is formalized by creating the Multi-sector Governance Council (MSGC). The organization will be assisted on creating the MSGC by identifying key sectors and members.

F. Organizational Assessment

The organizational assessment will gauge the readiness of MARINA in order to identify the next steps the organization should undertake in its bid for Proficiency.

G. Compliance Revalida

The Revalida is a public presentation to a chosen panel group. Passing the revalida will entitle the MARINA to be conferred the PGS Compliant status.

H. Scoreboarding Session

In order to align the rest of MARINA to its strategic direction, the strategy should be cascaded down to the different levels of the organization through the translation of the strategic deliverables into scoreboards for regular monitoring in order to link the enterprise scorecard to the Strategic Performance Management System (SPMS).

I. Organizational Strategy Management Shadowing Program

Learn the ropes of strategy management and organizational engagement from experienced OSMs who have been successfully implementing the PGS over the years. Based on the needs of MARINA's OSM, partner PGS OSMs will be tapped to share their tips and learnings from strategy execution.

VI. Delivery Schedule or Project Implementation Timeline

The consultancy will be five to six months. The project is expected to commence in November 2018 and end in May 2019.

VII. Institutional Arrangements

The Consultancy Provider shall report directly to the Project Team Chairperson (the MARINA Administrator) through the Director of the MARINA Planning and Policy Service (PPS).

VIII. Terms of Payment

DELIVERABLES / INTERVENTIONS	% Consultancy Cost
Acceptance of Refined Strategy Map and Scorecard	30% of contract price (inclusive of 12% VAT)
Acceptance of Unit Scorecards and Scoreboards	10% of contract price (inclusive of 12% VAT)
Acceptance of Office for Strategy Management (OSM) Concept Paper	10% of contract price (inclusive of 12% VAT)
Acceptance of Enterprise Risk Management Framework	10% of contract price (inclusive of 12% VAT)
Acceptance of Risk Management Intervention Report and Multi-Sector Governance Council (MSGC) Concept Paper	10% of contract price (inclusive of 12% VAT)
Conferment of PGS Certification	10% of contract price (inclusive of 12% VAT)
Acceptance of Consultancy Terminal Report	20% of contract price (inclusive of 12% VAT)

Payment shall be made five (5) days after submission and acceptance of each intervention reports.

IX. Contact

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