



Republic of the Philippines
Department of Transportation and Communications
MARITIME INDUSTRY AUTHORITY

PURCHASE REQUEST

Office:	PPS	PR No. :	2021- 02- 039		
Division/Section:	SAI No.: Feb 04, 2021				
Item No.	Unit	Item Description	Quantity	Unit Cost	Total Cost
1		Procurement of Consultancy			900,000.00
XXXXX	XXXXX	XXXXXXXXXXXXXXXXXXXXXXX	XXXXXXX	XXXXXXX	
					900,000.00

Signature:	
Printed Name:	ARSENIO F LINGAD II
Designation:	Director II PPS
Purpose:	PROCUREMENT OF CONSULTANCY SERVICES FOR THE IMPLEMENTATION OF THE PROFICIENCY STAGE OF THE PERFORMANCE GOVERNANCE SYSTEM (PGS) WITHIN THE MARINA ORGANIZATION

CERTIFICATION	
<input checked="" type="checkbox"/> FUNDS AVAILABLE	
<input type="checkbox"/> NO FUNDS AVAILABLE	
	 RALPH A. NARVAEZ Budget
<input type="checkbox"/> Approved	<input type="checkbox"/> Disapproved

PR Approver:	
Signature:	
Printed Name:	VADM ROBERT A EMPEDRAD AFP (Ret)
Designation:	Administrator
Note:	Please indicate specific purpose other than "for official use of the Office", (e.g. monthly regular supplies, as per APP, special projects, etc.)



TERMS OF REFERENCE

PROCUREMENT OF CONSULTANCY SERVICES FOR THE IMPLEMENTATION OF THE PROFICIENCY STAGE OF THE PERFORMANCE GOVERNANCE SYSTEM (PGS) WITHIN THE MARINA ORGANIZATION

I. RATIONALE

Executive Order No 823, 2009 promotes the adoption of key process improvements project (PIPS) in government agencies. One of these PIPs is the subjection of government agencies to Balanced Scorecard Rating System which is being implemented by the Civil Service Commission (CSC).

The PGS is the Philippine adaptation of the Balanced Scorecard (BSC) model considering the country's local conditions. PGS is a holistic and collaborative framework for designing, executing, monitoring, and sustaining roadmaps to reforms. It culls out global best practices in managing strategy and to meet the rising needs of the Philippine public sector institutions.

The PGS pathway is composed of four (4) stages: 1) Initiation, which focuses on strategy design; 2) Compliance, which focuses on strategy execution; 3) Proficiency, which focuses on monitoring and evaluation of the strategy; and 4) Institutionalization which focuses on the attainment of breakthrough results.

The Maritime Industry Authority (MARINA), in its vision to become a globally competitive Philippine maritime industry and with its mission to lead a progressive maritime administration for safer people, safer ships and cleaner environment, has intended to adopt the PGS in its system. With the on-going implementation of the 10 Year Maritime Industry Development Plan (MIDP), MARINA needs to capacitate the entire organization in order to deliver its expected roles and responsibilities as the lead agency for the country's maritime industry.

As a background, in 2011, then Secretary of Transportation Jose De Jesus informed the MARINA Administrator that the Government of Netherlands is interested to fund the initiation to PGS of MARINA, being the country's maritime administration. The then, DOTC now DOTr, introduced the PGS as a tool for transforming the Department and all its sectoral and attached agencies towards good governance. Having already been conferred to the Initiation Stage of the PGS pathway back in 2011, and, the Compliance Stage in 2019, the MARINA shall continue its journey towards PGS Proficiency.

II. OBJECTIVE

The Terms of Reference (TOR) covers the need to engage a consultancy Firm that shall facilitate the strategy refresh and capacity building sessions towards the goal of being conferred as PGS Proficient.

III. PROJECT DESCRIPTION

Having been conferred the PGS Compliant status in November 2019, the MARINA seeks to pursue the two (2) remaining stages of the PGS pathway, specifically the Proficiency Stage. To be able to do so, the MARINA needs to undergo necessary interventions under the PGS pathway for organizational alignment and for the validation of breakthrough results.

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

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 the 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.

IV. RESPONSIBILITIES OF THE CONTRACTING PARTIES

1. Responsibilities of the Consultancy Firm:

- a. Capacitate the Division Chief/s of each Office on Process Coaching, Scoreboarding, Strategy Monitoring, Stakeholder Engagement and Multi-Sector Governance Council (MSGC) Management;
- b. Provide guideline for the preparatory work and program design for the interventions;
- c. Facilitate the conduct of workshops;
- d. Provide guidance to the MARINA PGS technical working group (TWG) on the following: 1) in the cleaning up and finalization of outputs from the interventions; and 2) in embedding the PGS system to existing management structures of the organization.

2. Responsibilities of MARINA

To meet the requirements of the PGS Proficiency Stage, MARINA through an official mandated office/unit for strategy management- the Strategy Management Division (SMD) shall:

- a. Perform the roles of the office for strategy management and take responsibility for integrating the PGS system with its current management systems;
- b. Comply with the documentary requirements and other deliverables in a timely manner to ensure movement within the Governance Pathway;

- c. Comply with the logistical requirements of onsite working sessions, including but not limited to inspection of project sites, airport transfers, land travel expenses, food and accommodation of no more than five (5) personnel of the consultancy firm;
- d. Fulfill other additional requirements related to enabling the Agency to proceed with Stage 3 (Proficiency Stage) of the PGS; and,
- e. Comply with all audit instruments and mechanisms at every stage to mark its completion of a specific stage and to validate eligibility to move up the Governance Pathway.

V. QUALIFICATION REQUIREMENTS FOR HIRING OF CONSULTANT

The Consultancy firm/company should meet the following qualifications:

Has the experience and expertise in assisting government agencies in the formulation of PGS Scorecard as an innovative management tool in tracking performance.

Interested firm/company 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%	<u>Individuals</u> 1. Curriculum Vitae 2. TOR, Certificate of Completion or Diploma 3. Certification of Completed Projects
Education/Academic degree(s)	Doctoral Degree :20% Master's Degree :15% Bachelor's Degree: 10%	
2. PROFESSIONAL EXPERIENCE	50%	
2.1 Work experience I 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%	
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
Technical Consultant		
1. EDUCATIONAL REQUIREMENT	20%	<u>Individuals</u> 1. Curriculum Vitae 2. TOR, Certificate of Completion or Diploma 3. Certification of Completed Projects
Education/Academic degree(s)	Doctoral Degree :20% Master's Degree :15% Bachelor's Degree: 10%	
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	25%	6 years or more :15%	4-5 years :10%	3 years or less :15%
2.3	Relevant work experience in managing/conducting trainings	15%	6 years or more :15%	4-5 years :10%	3 year 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%	<u>Individuals</u> 1. Curriculum Vitae 2. TOR, Certificate of Completion or Diploma Certification of Completed Projects
	Education/Academic degree(s)	Doctoral Degree :20% Master's Degree :15% Bachelor's Degree: 10%	
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 year 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%	

VI. DELIVERABLES/INTERVENTIONS

The major deliverables of the Consultancy firm/company are as follows:

Interventions	Outputs
Proficiency Strategic Readiness Test	Strategic Readiness Test Report
Proficiency Third-Party Audit	Third-Party Audit Report
Proficiency Pre-Revalida	Refined Revalida Storyline
Proficiency Revalida	Revalida Report and Terminal Report

VII. APPROVED BUDGET OF THE CONSULTANCY CONTRACT

The amount of Nine Hundred Thousand Pesos (Php 900,000.00) inclusive of VAT has been approved to cover costs associated for the production of the abovementioned project.

VIII. TERMS PAYMENT

1. Payment shall be made within thirty (30) days after the submission and acceptance and/or approval by the MARINA, together with the submission of the Consultancy firm/company invoices (in duplicate) and the various outputs/deliverables to wit:

Payment Tranche	Amount (in Philippine Peso)	Payment Requirements (Deliverables)
1 st Tranche	25% of the agreed contract price	Submission of Strategic Readiness Test Report
2 nd Tranche	25% of the agreed contract price	Submission of Third-Party Audit Report
3 rd Tranche	25% of the agreed contract price	Submission of Refined Revalida Storyline
4 th Tranche	25% of the agreed contract price	Submission of Revalida Report and Terminal Report
TOTAL	100% of agreed contract price	

2. Payment shall be made in Philippine peso.

IX. COORDINATION AND REPORTING

The Consultancy Firm/company shall closely coordinate with and/or report to the MARINA in the preparatory, actual and post-activities to be undertaken.

1. The Consultant Firm/company is not authorized to enter into or assume any obligation, financial or otherwise, on behalf of and/or the name of the MARINA nor take any warranty or representation on its behalf. The Consultancy Firm shall not be entitled to conclude any contract or agreement on behalf of or on the name of MARINA.
2. The Consultancy Firm/company shall be deemed at all times to be an independent contractor and nothing herein contained shall be deemed to create the relationship of employer and employee, partnership, or joint venture between them.

X. TERMS AND CONDITIONS

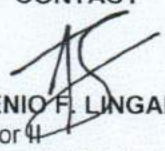
1. All materials, information and data produced or acquired under the terms of this consultancy shall remain the property of the MARINA.

2. The MARINA, furthermore, retains the exclusive right to publish and disseminate the reports and studies arising from such materials even after the termination of this consultancy.
3. For the avoidance of doubt, the intellectual property rights in any work or material used in this project belonging to the Consultancy Firm/company or their party created independently of this project shall remain with the Consultancy Firm/company or third party and may not be used without prior written consent of the Consultancy Firm/company or third party or for any purpose other than the implementation hereof.
4. All information and data, including the analysis thereof and conclusions drawn therefrom, gathered in connection and in the course of rendering the service to the Procuring Entity shall remain confidential and shall not be disclosed to third parties during or after the duration of the consultancy.

XI. DURATION OF THE CONSULTANCY

The selected Consultancy Firm shall perform the Services outlined herein for a period of four (4) months commencing upon receipt of the Notice to Proceed (NTP) or any other period as may be subsequently agreed by the parties in writing.

XII. CONTACT


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