

TERMS OF REFERENCE

CONSULTANCY SERVICE

COMPETENCY DEVELOPMENT FOR PROGRAM BENEFICIARIES' DEVELOPMENT (PBD) JOB SECTOR

I. RATIONALE:

DAR as ISO 9001:2015 certified continues to uphold its objectives of providing quality and responsive agrarian reform services to its stakeholder and clients. The Civil Service Commission's advocacy is also for government agencies to develop their human resource management competencies toward Human Resource (HR) excellence. The Department also recognizes the importance of aligning the competencies of its employees to the effectiveness of the organization.

The present DAR management has the 9-point goals/agenda to empower the Agrarian Reform Beneficiaries. This necessitates that the PBD Job Sector who mainly implement the support service delivery needs to identify and develop their competency requirements to become more responsive in their role to effectively implement the new DAR's agenda.

The Competency Development Program for the PBD Job Sector is approved to be implemented by two (2) Highly Technical Consultants (HTCs) who have previous engagement with the national government agencies (NGAs) who have conducted the same or similar projects.

The anticipated services of the 2-HTCs shall be covered by the Terms of Reference (TOR). The TOR explains the objectives, scope, methodology and specific deliverables of the HTC and the timelines of the major activities.

II. OBJECTIVES

The project aims to have an established PBD Job Sector Competency Model that integrates all Human Resource Development and Management (HRMD) processes based on competencies.

Specifically, the project seeks to achieve the following objectives for the PBD Job Sector to have:

1. Updated the PBD Offices and approved staff positions functions as basis for writing of competency-based job descriptions;
2. Defined the required functional/ technical competencies for all PBD Offices and its Division;
3. Developed the competency model for the PBD Job Sector Offices;
4. Determined the alignment of the PBD or SSO Job Functions across the central office, regions, provinces and municipalities;
5. Established the required competency level for PBD Job Sector officials and employees, which are necessary for them to fulfill the organization's mandates and strategic objectives;
6. Identified the competency gaps of the office's positions as basis for the sectors L&D Plan;

7. Developed a selection of learning and development interventions (training and non-training) for the job sector based on the final competency model

III. SCOPE OF WORK

It is expected that the HTC's will work closely for the development of the anticipated project outputs.

It is recommended that the implementation of the Competency Development for the Job Sector will go through the following components and its deliverables.

The design and finalization of the tools, process and outputs would need to be performed in a consultative and inclusive fashion. ARCDS, the lead office implementing the project, will coordinate the necessary stakeholders for consultation, validation and presentation.

Phase I - Project Mobilization and Kick-off

1. Conduct a consultation-meeting with the sector's key stakeholders about the project's goal/objectives, requirements and to establish a rapport with each other.
2. Undertake desk review of the DAR Vision, Mission, Organizational Structure, Offices Functions, existing positions descriptions to align to the anticipated Competency Framework.
3. Prepare the project work plan based in the approved methodology by phase.
4. Conduct the project orientation to present the goals and objectives, work plan and timelines of activities of the project.
5. Submit Inception Report that summarizes the review of documents undertaken and the detail of well-defined tasks and responsibilities in work plan.

Phase II - Development of Competency-based Jobs/Positions Description, Functional Competencies and Dictionary, and Positions Profiles

1. Conduct data gathering through survey questionnaire and the online Focus Group Discussion (FGD) to positions selected incumbents.
2. Prepare and validate the CBJD of the 60-positions and validate from the Division Chief, then to the bureau/service/ head of offices.
3. Provide job analysis of the office functions and positions information and validate from the immediate boss and further from the head of office of the job family.
4. Develop the technical/functional competency model to include the competency title definition, elements and the rubrics/progression of proficiency with indicators for each competency of the offices and divisions.
5. Gather feedback on the functional competency model by office thru survey questionnaire and later thru validation from respective head of office/bureau/service.
6. Establish the Positions Profiles with the managers/supervisors of the job sectors' offices through calibration.

Phase III - Presentation and Approval of Outputs by the Support Service and the Foreign Assisted and Special Project Offices (FAASPO)

1. Present the project outputs: Office Functions, Functional Competency Model, Positions Profile and the CBJDs to the Job Sector Executive/Top Management - Support Service Office and FAASPO
2. Conduct the Session on Integration of Competency-based Outputs to the Strategic Human Resource Management System
3. Finalize the Competency Model to be ready for assessment.

Phase IV - Competency-based Assessment

1. Provide the training design and conduct the Training on Competency-based Assessment for the job sectors’ division chiefs/head of offices on how to properly use the competencies in assessing potential and development needs of their subordinates.
2. Prepare and present the competency-based assessment tool and process.
3. Facilitate the Calibration of Competency Assessment Results and present recommendation for L&D Intervention.

Phase V – Conduct of Post Implementation Review

1. Participate in the Post Implementation Review meeting with the TWG members, ARCDS Project Management Team to assess the achievement of the project goal/objectives, the quality/acceptability of the final outputs, the project activity documentation versus the project memorandum of agreement and the TOR.
2. Submit Terminal Report to include the project final outputs: PBD Job Sector Competency Model, Positions Profiles, Job Sector’s Updated Competency-based Job Descriptions, Competency-based Assessment Result and Recommendation. Documentation, Tools and Instrument used.

IV. SPECIFIC DELIVERABLES, OUTPUTS AND TIMELINES

The HTC’s will closely work with each other to undertake the following major activities and delivers the corresponding outputs:

MAJOR ACTIVITIES	OUTPUTS	TIMELINES
Phase I 1.) Consultation with Job Sector’s key stakeholders 2.) Project Orientation	<ul style="list-style-type: none"> • Baseline data and information • Approved Work Program with Timelines • Inception Report 	1 week upon the issuance of Notice to Proceed (NTP)
Phase II Data Gathering - Administer Survey Questionnaire	<ul style="list-style-type: none"> • PBD Job Sector’s Competency Model • Positions’ profiles 	A week from the conduct of phase 1 to week 17

<ul style="list-style-type: none"> - Focus Group Discussion - Presentation meetings for consultation/validation of the developed outputs to: <ol style="list-style-type: none"> 1.) Job Sector's selected DCs/ Unit Chief before another validation 2.) Bureau/service heads, selected regional and provincial heads of office on the updated Office (2-revisions of the Outputs after the review of the bureau/service/head of office 	<ul style="list-style-type: none"> • Updated office function and positions-job information/function 	
<p>Phase III Presentation of Outputs and the conduct of the Session on the Integration of Competency-based outputs to SHRM Session</p>	<ul style="list-style-type: none"> • Facilitation of the Validation and the Integration Session of the Competency Outputs to SHRM with the Top Management as the participants • Enhancement outputs (from top management comments) 	<p>Week 18. CBJDs can be done simultaneously with Phase III to IV.</p>
<p>Phase IV</p> <ol style="list-style-type: none"> 1.) Conduct the training on Competency-based Assessment. 2.) Facilitate the Calibration of the Competency-based assessment result 	<ul style="list-style-type: none"> • Design and facilitations of the Training on Competency-based Assessment • Assessment and Calibration Tools 	<p>Within weeks 15-19</p>
<p>Phase V Lead the Team to:</p> <ol style="list-style-type: none"> 1.) Conduct review of the MOA, TOR and the Final Outputs quality and acceptability 2.) Submit Project Report and Finalized Outputs: PBD Functional Competency Model, Positions Profiles, 60-positions CBJDs, Competency-based Assessment Result and L&D Recommended interventions, Documentation, Tools and Instrument used. 	<ul style="list-style-type: none"> • Acceptance of the Project Report and Final Outputs 	<p>Within week 20-22</p>

V. INSTITUTIONAL ARRANGEMENT

ARCDS Project Management Team (PMT) will coordinate the participation of the stakeholders for the conduct of online data gathering consultation/validation and training activities. The PMT will provide the documents and information as needed by the Highly Technical Consultants (HTCs) and will be responsible for the documentation of the project activities.

HTCs will collaborate with the ACRDS and the Job Sector Top management in the development and finalization of the project final outputs. HTCs will also facilitate the transfer of technology to the selected HRM regional and provincial officers on a separate project resource as the resource persons.

HTCs will deliver an integrated Project Final Report to the ARCDS Director. The ARCDS Director will recommend to the Job Sector Top Management the acceptance of the Project Final Report through the issuance of certificate of project completion.

VI. DURATION OF WORK, AMOUNT OF BUDGET FOR CONTRACT AND PAYMENT SCHEDULES

The project has a duration from August to December 2023. The total amount of budget of the contract for the project is One Million Two Hundred Thousand Pesos (Php1,200,000.00) inclusive of all applicable government taxes. There will be five (5) tranches of payments based on the schedule of achieved deliverables.

Tranche 1 - 10% upon submission of the draft of Offices updated functions and positions job information

Tranche 2 - 20% upon submission of the Office's Competency Model

Tranche 3 - 15% upon submission of the 60 CBJDs and Positions Profile

Tranche 4 - 35% after the conduct of the Training on CBA, Facilitation of CBA and Gap Analysis and approval of the above Outputs.

Tranche 5 - 20% after the conduct of the Project Implementation Review and Acceptance of the Final Outputs and Report.

VII. QUALIFICATION OF THE CONSULTING FIRM AND ITS HTCS

The consulting service provider should meet all the requirements set by the Government Procurement Reform Act (RA 9184) to be eligible to participate in the procurement process.

The technical and financial proposals of the shortlisted bidders will be evaluated using the Quality Cost-based Evaluation procedure pursuant to the pertinent provision of RA 9184. The 60-40% quality cost ration shall be used for this purpose and be allocated as follows:

Criteria	Bases	Weight
Experience and Capacity of the Service Provider (20%)	a) Certifications of accreditation b) Receipts of payment of completed similar/ the same projects c) Sample outputs of past completed projects d) Certified number of company consultants e) Attestation of number of similar/same projects	60%
Qualifications of the consultants to be assigned in the project (20%)	Certified Curriculum Vitae, Certification of very satisfactory evaluation of past completed outputs from three NGAs	
Plan of approach and methodology (20%)	Timelines, clarity, feasibility of the written proposal and transfer of technology	
Financial Proposal and Financial Capacity	ITR together with Audited Financial Statement	40%
Total		100%