

REQUEST FOR EXPRESSION OF INTEREST

ENGAGEMENT OF A CONSULTANT FOR ORGANIZATIONAL DEVELOPMENT: BUSINESS PROCESS IMPROVEMENT OF KEY SYSTEMS AND PROCESSES

REI No. KC-NCDDP/17-DSWD- 007
(PR No. 2017092677)

1. Republic of the Philippines, through the Department of Social Welfare and Development (DSWD) KALAHI-CIDSS - National Community Driven Development Project (KC-NCDDP), has received a loan (Loan Agreement No.8335-PH) from the International Bank for Reconstruction and Development (IBRD) and intends to apply part of the loan to payments under the contract for the **Engagement of a Consultant for Organizational Development: Business Process Improvement of Key Systems and Processes.**
2. **Objective of the Engagement**

The NPMO conducted a rapid assessment on gaps and necessary changes to attain priorities for this year until 2019. Recognizing the limits of the program (i.e. time and deliverables), results of the assessment are prioritized components of an Organizational Development which will be implemented to enable the Management to effect changes in the organizational structure and systems within six months. One of the components identified is an assessment of business processes followed by units/divisions to resolve gaps and delays/issues in program functions. The following are the areas prioritized for assessment and improvement of business processes:

 - A. Technical Assistance provided by the NPMO to RPMO
 - B. Communication and coordination flow NPMO inter-unit and to RPMO
 - C. Policy development, issuance of guidance and technical assistance provided by the TSSD to Operations Division
 - D. Program Review and Evaluation Workshop (PREW-Task Force-PREW Strategy)
 - E. Task Force (monitoring and technical assistance of the Operations Division)
 - F. Data Quality Assessment
 - G. Grievance Redress System
 - H. Community Procurement
 - I. Community Finance (processing of Request for Fund Release)
 - J. Records Management (documents facilitation and processing)
 - K. Administrative Processes (asset and supply management, events management)
3. **Scope of Work**
 - a. *General overview of the assignment*

The Consultant shall conduct an assessment, diagnosis and proposed improvements in the business processes to resolve gaps and other issues. It is expected that the consultant

will submit assessment reports that comprise (i) background (ii) existing business process flow (iii) findings and (iv) proposed enhancements.

b. Deliverable Guidelines

The Consultant shall submit and present to DSWD KC - NCDDP the draft version of the deliverables described for validation and review. Comments provided is expected to be incorporated in the report for finalization of the deliverables.

Unless stated otherwise, written reports and documentation shall be submitted in the following forms: a) one printed copy; one electronic copy in Portable Document Format (PDF); and c) one electronic copy in MS Word format.

c. Description of Tasks and Deliverables

The Consultant shall prepare a plan of activities with corresponding schedules concerning the tasks. Expected activities that will comprise the assessment includes consultations and discussions with units/divisions concerned. Preliminary meetings to level off and orient the consultant on the objectives of the assessment as well as the required output will be conducted. The Consultant may be requested to present the assessment findings and proposed enhancement to the Management or the unit/division concerned. Concluding meeting will be conducted to identify the next steps of the assessment.

4. Duration of the Assignment:

The Consultancy is targeted to commence not later than December 2017. The whole project duration is for six (6) months from signing of the Contract. Upon mutual agreement with DSWD KC-NCDDP, the Consultant may be re-engaged to assist in identifying and implementing activities necessary to secure ISO certification for the identified processes.

5. Qualifications of the Individual Consultant:

The Consultant must have good credibility, with established name in the Quality Management System industry, and must possess the following:

- A. Must have Master's Degree in Business Management, Industrial Engineering, or any related course;
- B. Must be familiar with Organizational Development
- C. Must have at least ten (10) years of experience in Quality Management Systems (QMS), risk assessment and management consultancy service;
- D. Must have done QMS consultancy services with the above scope of work as minimum deliverables in his/her engagement
- E. Must have been engaged and have successfully assisted in QMS of at least three (3) reputable organizations, of which one (1) is a government entity; and
- F. Must have five (5) training and coaching experience on QMS

G. Must have the ability to interact and coordinate with process owners and all relevant stakeholders performing the tasks outlines in this TOR

6. DELIVERABLES AND PAYMENT SCHEDULE

Task	Deliverable	Week	% of Contract
Preliminary	Presentation of background and rationale of tasks and deliverables and submission of activity plan	1-2	5
A	Technical Assistance provided by the NPMO to RPMO	2-5	10
B	Communication and coordination flow NPMO inter-unit and to RPMO	4-7	10
C	Policy development, issuance of guidance and technical assistance provided by the TSSD to Operations Division	6-9	10
D	Program Review and Evaluation Workshop (PREW-Task Force-PREW Strategy)	8-11	5
E	Task Force (monitoring and technical assistance of the Operations Division)	10-13	5
F	Data Quality Assessment	12-15	10
G	Grievance Redress System	14-17	5
H	Community Procurement	16-19	5
I	Community Finance (processing of Request for Fund Release)	18-21	5
J	Records Management (documents facilitation and processing)	20-23	10
K	Administrative Processes (asset and supply management)	22-25	10
Conclusion	Evaluation of the assessment conducted and identification of the next steps and remaining works	24-25	5

7. **Criteria for Evaluation of Consultants:**

CRITERIA	POINTS
BACKGROUND	20
Has Master's Degree in Business Management, Industrial Engineering, or any related course	20
EXPERIENCE	60
Has at least ten (10) years of experience in QMS consultancy service	20
Familiar with Organizational Development	10
Has done QMS consultancy services with the above scope of work as minimum deliverables in his/her engagement	10
Has been engaged and have successfully assisted in QMS of at least three (3) reputable organizations, of which one (1) is a government entity	10
Has five (5) training and coaching experience on QMS	10
WORKPLAN	20
Viability of work plan and schedule, time management, and budget proposal	20

The Consultant shall complete all activities within the time frame specified by the Deliverable and Payment schedule. DSWD will normally require five (5) days of review for deliverables that would need approval.

The Deliverable and Payment Schedule also presents the corresponding payment terms as they relate to the deliverables of this assignment. Processing of payments will only commence upon acceptance of deliverables. Payments will be made within 30 days after receipt of the approved deliverable.

8. **REPORTING AND WORKING ARRANGEMENT**

5.1 Roles and Responsibilities of DSWD

The technical team at DSWD, led by the KC-NCDDP Quality Management Specialist (who will act as Contract Manager), will have the following responsibilities:

- A. Manage the contract with the Consultant
- B. Review and approve the deliverables submitted
- C. Provide required data and documents
- D. Facilitate coordination with relevant stakeholders and personnel

The Consultant shall submit the deliverables based on the prescribed schedule for review and acceptance by DSWD. In the event that there will be comments from

DSWD, in close consultation with DSWD, the Consultant shall make the necessary revisions before submitting the final version of the deliverable.

DSWD will also provide orientation on KC-NCDDP, as well as inputs and comments on methodology, activity designs, and work plan.

5.2. SERVICES AND FACILITIES TO BE PROVIDED BY DSWD

DSWD shall make available to the Consultant all relevant information, documents, etc. both in hard and electronic copies (where necessary). All documents so provided will remain the property of the DSWD. The Firm may not dispose of or otherwise make use of such documents without the prior written approval of DSWD.

9. The DSWD now invites interested consultant to indicate their interest in providing the services. Interested consultant must submit their Expression of Interest (EOI) together with their comprehensive Curriculum Vitae.
10. The consultant shall be selected through World Bank - Individual Consultant Selection (ICS) procedure in accordance with Program Procurement Guidelines for National Program Management Office (NPMO) and Regional Management Office (August 2014). Interested consultant may view the Terms of Reference (TOR) for the engagement at www.dswd.gov.ph and must submit their EOI at the address below or through email at bacsec@dswd.gov.ph not later than 05:00 p.m. of 15 December 2017.

THE CHAIRPERSON

DSWD Bids and Awards Committee - II
c/o BAC Secretariat, Procurement Service
DSWD Central Office
IBP Road, Constitution Hills, Quezon City
Fax No. (02) 951-7116
Telephone Nos. (02) 931-8101 to 07 Local 122 or 124

(Original Signed)
NOEL M. MACALALAD
Assistant Secretary and
Bids and Awards Committee-II Chairperson

TERMS OF REFERENCE (TOR)

ENGAGEMENT OF KC-NCDDP INDIVIDUAL CONSULTANT FOR ORGANIZATIONAL DEVELOPMENT: BUSINESS PROCESS IMPROVEMENT OF KEY SYSTEMS AND PROCESSES

1. PROJECT OVERVIEW

Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services National Community-Driven Development Program (KC-NCDDP) is one of the core programs implemented by the Department of Social Welfare and Development (DSWD) which employs community-driven development (CDD) strategy, a development approach that seeks to combat poverty and improve local governance by strengthening the capacity of citizens to identify and implement local solutions to poverty issues. It provides and facilitates capacity-building activities, strengthening local governing institutions, and provision of small grants to finance community-led activities, towards enabling community citizens to implement local solutions that address social welfare and development needs and helping LGUs deliver quality and inclusive basic services to address the needs of their citizens.

As of December 2016, the program already covered a total of 18,593 barangays in 794 NCDDP Municipalities nationwide and was able to provide funding for community subprojects such as (i) basic social services¹, (ii) basic access infrastructures², (iii) community production, economic support and common service facilities³, (iv) environmental protection and conservation⁴ and (v) skills training and capability building.

While this accomplishment concretely translates to program milestone, the recently concluded KC-NCDDP Mid-Term Review reminds the management that the program will soon end in 2019 thus, recalibration of strategies and rethinking of focus is necessary to ensure that the program is still on-track in achieving its objectives and that gains and benefits of the program will be sustained.

The Program directive for the NCDDP is to increasingly focus on community organizing, wherein the expected outcome is community empowerment as an end, which should complement community development operationalized in the Community Empowerment Activity Cycle (CEAC).

For 2017, the management puts priority on improving NPMO capacity, increasing the power (confidence and authority) of Field Offices, improving/strengthening community engagement with local government units (LGUs), and developing incentives to performing LGUs and communities, which aims to increase efficiency and effectiveness of program implementation, which may have implications on the current organizational structure, systems, strategies, staffing, and skills set.

2. OBJECTIVES

The NPMO conducted a rapid assessment on gaps and necessary changes to attain priorities for this year until 2019. Recognizing the limits of the program (i.e. time and deliverables), results of the assessment are prioritized components of an Organizational Development which

¹ Community water systems, school buildings, day care centers, barangay health stations, electrification, and tribal housing/shelter

² Access roads, small bridges/footbridges and access trails

³ Community economic enterprise training, equipment and materials support sub-projects, pre- and post-harvest and multi-purpose facilities, small scale irrigation and community transport

⁴ Drainage, river/flood control, sea wall, soil protection (rip rap), artificial coral reef sanctuary and sanitation facilities

will be implemented to enable the Management to effect changes in the organizational structure and systems within six months. One of the components identified is an assessment of business processes followed by units/divisions to resolve gaps and delays/issues in program functions. The following are the areas prioritized for assessment and improvement of business processes:

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JOHELLIE P. VILLA-PACALA
SWO III

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SWO III

7. IMPLEMENTATION TIMETABLE AND BUDGET

Table 3: Implementation Timetable

MONTH/WEEK	Month 1			Month 2			Month 3			Month 4			Month 5			Month 6											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
Presentation of background and rationale of tasks and deliverables and submission of activity plan																											
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SWO III

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