



TERMS OF REFERENCE

CONSULTANCY SERVICES FOR THE PROVISION OF PERFORMANCE GOVERNANCE SYSTEM INTERVENTIONS

INTRODUCTION

The Governance Commission for Government-Owned or -Controlled Corporations (GCG) was constituted under Republic Act (R.A.) No. 10149, otherwise known as the "GOCC Governance Act of 2011." Under R.A. No. 10149, the GCG was created to act as a "central advisory, monitoring, and oversight body with authority to formulate, implement, and coordinate policies" governing the government-owned or -controlled corporations (GOCCs).

The Performance Governance System or PGS is hinged upon the Balanced Scorecard technology (BSC), a management tool for tracking performance developed by Drs. Robert S. Kaplan and David P. Norton. PGS translates statements of governance and vision to actionable strategies and commitments leading to realization of breakthrough results.

The PGS pathway is composed of the following 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.

In 2014, the Governance Commission for Government-Owned and Controlled Corporations (GCG) embarked on its PGS pathway journey. Over the years, the PGS has guided the Commission in improving transparency, accountability, and operational efficiency across public sector institutions.

GCG is currently in the Proficiency Stage of the PGS and aims to reach the Institutionalization stage. Generally, the Institutionalization Evaluation Process is made up of three (3) parts: (1) Strategic Readiness Test, which will include the survey instrument, answered through an online survey, a focused group discussion, and interviews; (2) Governance Mechanisms Assessment, which will include a third-party assessment on the maturity of the organization's governance mechanisms; and (3) Public Revalida, which will include the presentation to the panel during the Public Governance Forum. Given that it has been nine (9) years since the Commission last embarked on its PGS pathway journey, there is a need to include activities such as Strategy Refresh and Cascading of strategic goals to ensure alignment with current operational realities and provide information about the PGS. These efforts will help GCG maintain its relevance and effectiveness in the evolving governance landscape.



OBJECTIVES

There is a need to engage the services of a reputable and Performance Governance System firm who will provide interventions on Strategy Refresh and Cascading within the framework of Strategy Mapping and Roadmapping.

At the end of the engagement, the outputs expected include updated basic governance documents (strategy map and enterprise scorecard) and portfolio of strategic commitments.

NEED FOR A SERVICE PROVIDER CONTRACT

The need to engage the services of a Consultant is being proposed given the limited capacity of the agency in terms of Performance Governance System. It is also being proposed to ensure the readiness of the GCG to undergo the Third Party Audit on Institutionalization stage.

The estimated contract amount for the said project/engagement is **₱700,000.00** OR SEVEN HUNDRED THOUSAND PESOS ONLY inclusive of Value-Added Tax (VAT).

QUALIFICATIONS OF THE SERVICE PROVIDER

The Governance Commission expects the firm to meet the qualifications set forth herein:

1. The firm has experience in assisting agencies or institutions in the pathway of Institutionalization in the past five (5) years.
2. The firm possesses relevant valid business licenses to provide such services to the Party.
3. The firm has at least ten (10) years of experience in conducting Performance Governance System interventions.
4. The firm has extensive experience in facilitating workshops and providing guidance to public civil servants and other stakeholders. This is a welcome advantage but not mandatory.
5. The firm has adequate (a team of at least four (4) personnel) and experienced resources to conduct such engagement as well as to prepare for and attend meetings as required by the Governance Commission.
6. The Consultant must meet the minimum eligibility requirements and short-listing for highly technical consultant services under R.A. No. 9184, otherwise known as the "Government Procurement Reform Act."

SCOPE OF WORK AND DELIVERABLES

The scope of work of the firm shall include, but not limited to the following tasks:

1. Provide modules and guides and conduct workshops and discussions with key personnel of the GCG;
2. Facilitate the Performance Governance System interventions;

- Attend consultation meetings with the Strategy Management and Communications Division in preparation for the project.

During the engagement, the consultant will provide the following:

Report/Output/ Deliverable	Description	Indicative Time of Completion
1. Strategy Refresh	Review and update of Basic Governance Documents in accordance with the organization's strategic direction.	October 2024
2. Cascading	Translating high-level strategic goals from the enterprise scorecard into tangible, measurable targets at various organizational levels.	November 2024

PROPOSED PROFESSIONAL STAFF

The required number and experience of the proposed professional staff is as follows:

Key Personnel	Education and Experience
Facilitator/ Speaker (1)	<ul style="list-style-type: none"> Bachelor's and/or Master's Degree in relevant fields At least five (5) years' experience in Performance Governance System
Training Assistants (3)	<ul style="list-style-type: none"> Bachelor's Degree in relevant fields At least three (3) years' experience in Performance Governance System

Should the proposed staffing for the project be less than the required number of key personnel, the prospective bidder shall be rendered automatically disqualified.

RESPONSIBILITIES OF THE GCG

During the engagement, the Governance Commission will:

- Provide venue for the training and regular meetings, if applicable;
- Transmit inputs/comments to Consultant's work in a timely manner to provide the Consultant adequate time to revise the work accordingly;
- Provide necessary data to the Consultant;

4. Designate staff to coordinate with the Consultant and/or supervise the work of the Consultant, when needed;
5. Provide feedback on contract performance from time to time; and
6. Certify completion of each project milestone.

CONFIDENTIALITY

1. The service provider will ensure that all information shared by GCG under this project will remain confidential even after the termination of the contract.
2. The service provider will be required to follow the rules on confidentiality and code of ethics as applicable to officials of the public service.

TIME FRAME AND PAYMENT SCHEDULE

1. The project shall last (including the delivery of final outputs) for a maximum of five (5) weeks after the issuance of the Notice to Proceed (NTP).
2. The project shall be undertaken following the timeline of activities after receipt of the NTP, which may be modified as mutually agreed and formalized by both Parties.
3. The Approved Budget of Contract (ABC) is inclusive of local taxes applicable for contractor of services such as 15% Expanded Withholding Tax (EWT) and 5% Withholding Tax on Government Money Payments (GMP).
4. Processing of payment will begin upon submission of all required outputs or documents, acceptance of the Post-Workshop Report, and receipt of the invoice and complete supporting documents in accordance with applicable government rules and regulations.