



REPUBLIC OF THE PHILIPPINES
COMMISSION ON HUMAN RIGHTS

TERMS OF REFERENCE

Preparation for Level 2 PRIME HRM Accreditation and Streamlining of the CHR's Organizational Structure and Staffing Pattern (OSSP)

I. BACKGROUND

The Commission on Human Rights (CHR), in partnership with the GOJUST Human Rights Project has resolved to address the organizational gaps with the completion of its Competency Framework Development Project on January 15, 2020. The project identified gaps in its implementation and had adopt recommendations relative to the further strengthening of its institutional, operational and technical capacity, embodied in its organizational anchors and artifacts.

II. OBJECTIVES

Among the CHR's organizational anchors and artifacts that need to be standardized is its **Organizational Structure and Staffing Pattern (OSSP)**. The completion of the Competency Framework Development Project was able to highlight the need for the CHR to streamline its OSSP, being one of the organization's fundamental human resource foundations. Thus, in order to fully enhance the role of the CHR's Competency Framework as a continuous improvement tool, there is a need to realign the CHR's OSSP, as well as its supporting human resource management documents, such as competency-based job descriptions, with the standards and compliance requirements of the Department of Budget and Management (DBM) and the Civil Service Commission (CSC). Along this, there is a need for the CHR organization to facilitate preparatory work towards its attainment of **Level 2 Maturity** accreditation for the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM), a set of standards required by the Civil Service Commission (CSC) for all agencies to reach.

This activity is expected to support the re-organisation being undertaken by the CHR, which contribute to the objectives of the Governance in Justice Human Rights Project on strengthening the institutional, operational, and technical capacity of the CHR and its staff, including through the building of partnerships with civil society organizations (CSOs). To support the streamlining organizational structure and staffing pattern, a qualified, externally outsourced consulting firm specialized on organizational development will be engaged under the supervision of the General Administration Office, particularly the Human Resource Development Division. Thus, the CHR intends for the procurement of external consulting services for the organizational development project.

III. DESCRIPTION AND SCOPE OF WORK

The external consultancy group shall undertake the following key activities:

1. Guide the Human Resource Development Division and a multi-functional TWG created for the project for the completion of an Action Plan towards attainment of Maturity Level 2 for the four core processes of PRIME HRM through recommendations for interventions to be internally implemented.
2. Facilitate relevant meetings and focus group discussions, conducted in accordance with safety guidelines under the *new normal* (online or face-to-face with a limited number of participants, executed within the health and safety guidelines to prevent the spread of COVID-19) intended to:
 - Validate/ update/ enhance the existing Balanced Scorecard of the CHR
 - Institutionalize the Strategic Planning Process using the Balanced Scorecard Methodology (in accordance with the safety guidelines of the new normal).
 - Conduct SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) for the different functional units.
 - Support SWOT with PESTLE Analysis (Political, Environmental, Social, Technological, Legal, Economic).
 - Review current functions and relevance of the different functional units with respect to strategic goals.
3. Enhance and upgrade for standardization the content of 125 Competency-Based JDs covering 55 unique positions, inclusive of Qualification Standards, in order for these to be used as sample guides for eventual crafting of JDs for all employees, done internally within the CHR.
4. In close coordination with the HRDD and the TWG, review and streamline the CHR’s Human Resource Inventory, Human Resource Profile, OSSP.

Confidentiality is a material part of this Terms of Reference. Subject to exceptions as may be provided under existing laws, the Contractor guarantees that the TOR and all information, data and documents that may be directly or indirectly acquired or received by the Contractor or any person acting under his or her instructions or authority in the course of carrying out the TOR including experts, consultants or trainors, shall not be used or disclosed to any unauthorized third party for any purpose other than those contemplated under this TOR and that all persons acting under the TOR shall avoid and be free from conflict of interest

IV. Project Deliverables, Timelines and Payment Terms

Phase 1

| Key Activities | Deliverables | Timelines | % Payment |
|------------------|------------------------|---------------------------------|-----------|
| Contract Signing | <i>Issuance of NTP</i> | Projected Start: August 2020 | |



| | | | |
|---|---|---|-----|
| Organizational Profiling | Inception Report and Work Plan <ul style="list-style-type: none"> - Review of available organizational artifacts - Projection of activities and realistic timelines for the project | Four (4) weeks from contract signing (Target: End of August 2020) | 20% |
| Conduct of Human Resource Systems Check | PRIME HRM Level 2 Maturity Action Plan for the CHR Recommendations for an Action Plan for interventions to be internally applied for attainment of Maturity Level 2 for the four (4) core processes of the CSC's PRIME HRM <ul style="list-style-type: none"> - Consultants to obtain a metricized baseline figure for the CHR organization based on results of meetings, FGDs, etc. | Four (4) weeks from submission of Inception Report and Work Plan (Target: End of September 2020) | 30% |
| Facilitation of relevant meetings, fora and focus group discussions, conducted in accordance with safety guidelines under the <i>new normal</i> (online or face-to-face with a limited number of participants) for validation and enhancement of the CHR's Balanced Scorecard Framework | Post Activity Report (Phase 1 Activities) Documenting results of sessions held, including: <ul style="list-style-type: none"> o Validated Strategic Goals o Validated CHR Scorecard | | |

Phase 2

| Key Activities | Deliverables | Timelines | % Payment |
|--|--|---|-----------|
| Facilitation of a series of HR Strategic Planning focus group discussions with clusters / functional units across the organization, executed in accordance with health and safety guidelines under the <i>new normal</i> | Post Activity Report (Phase 2 Activities) Documenting results of FGDs facilitated within scheduled intervals throughout the project timeline | Six (6) weeks from Phase 1 (Target: Mid-November 2020) | 30% |
| In close coordination with the HRDD and the TWG, review and streamline the CHR's Human Resource Inventory, Human Resource Profile, OSSP | Streamlined Organizational Structure and Staffing Pattern for the CHR: Standardized HR Inventory, HR Profile, and standardized OSSP for positions across the board | | |

Phase 3

| Key Activities | Deliverables | Timelines | % Payment |
|----------------|--------------|-----------|-----------|
|----------------|--------------|-----------|-----------|



| | | | |
|---|---|---|---|
| Enhance and standardize 125 competency-based Job Descriptions covering 55 unique positions, to serve as sample guides for eventual crafting of JDs for all employees, done internally within the CHR. | Competency Based JDs 125 Competency-based JDs with Standardized Content covering 55 unique positions. | Six (6) weeks from Phase 2 (Target: End of December 2020) | 20% |
| Presentation of overall project results to CHR Management / Application to competency-based human resource systems | Project Terminal Report | | |
| TOTAL | | 20 WEEKS (5 mos.) Target Timeline is from August to December 2020 | 100% Phase 1: 50% Phase 2: 30% Phase 3: 20% |

Note: The timelines and nature of activities will need to be responsive to the evolving nature of the health and safety guidelines being issued by the National Government, in continuing alignment with developments undertaken in the wake of the COVID 19 pandemic and adjustment to the *new normal*.

V. REQUIREMENTS

A. QUALIFICATION REQUIREMENTS

- The qualified consulting firm must have an expertise and has reputable background on organizational development.
- Familiarity with CHR’s program on competency-based framework and the 3-Year Competency Plan, is salient qualification. This is to seamlessly harmonize the two previous projects with the OSSP initiative and the existing systems and procedures currently undertaken by CHR
- Well-versed with government rules and guidelines and with previous engagements with several government agencies are also required.
- The Senior Project Lead Consultant should have more than 20 Years Human Resource and Organizational Development work experience, including the following:
 - Must have developed at least three (3) competency framework projects for government agencies
 - Must have designed and facilitated at least three (3) strategic planning workshops using the Balanced Scorecard Framework for government agencies
 - Must have undertaken at least three (3) organizational development audit / current state assessment for government agencies
- The Project Team should have an Associate with a Master’s Degree in Business Administration (MBA) or a relevant Master’s Degree
- The Project Team must have a Lawyer in the group

- The Project Team must have at least total of six (6) members: three (3) technical consultants and three (3) technical assistants

B. ELIGIBILITY REQUIREMENTS

1. Interested Contractors are required to submit their valid and current Mayor's permit, Income/Business Tax Return (for Approved Budget of the Contract (ABC) above Php 500,000.00), PhilGeps Registration Number, Omnibus Sworn Statement, upon submission of Quotation/Proposal. PhilGeps Platinum Membership may be submitted in lieu of the Mayor's/ Business Permit and the PhilGeps Registration Number.

The prospective supplier must submit, in addition to the bidding documents and in a separate envelope, at least three (3) client satisfaction rating from a government agency or a private corporation with whom the bidder has a past or on-going contract.

C. FINANCIAL OFFER

The prospective firm must quote the best offer. The financial offer shall be tax inclusive and shall be used as basis for the evaluation and calculation of the quotation.

VI. TERMS AND CONDITION

The contractor, through this activity, is expected to:

1. Recommend an **Action Plan** for the implementation of interventions for attainment of Maturity Level 2 for the four (4) core processes of the CSC's Program for Institutionalizing Meritocracy and Excellence in Human Resource Management or PRIME HRM.
2. Validate the existing Balanced Scorecard of the CHR, and institutionalize the **Strategic Planning Process** in the organization using Balanced Scorecard Methodology.
3. Standardize the content of **125 Competency-Based Job Descriptions (JDs)** covering **55 unique positions**, inclusive of Qualification Standards, in order for these to be used as sample guides for eventual crafting of JDs for all employees, done internally within the CHR.
4. Obtain accurate Human Resource Inventory and Human Resource Profile for all functional units of the CHR, leading to a streamlined, standardized OSSP.

The Contractor shall provide the required services commencing from the Notice to Proceed until December 2020.

VII. TERMS OF PAYMENT

The milestone deliverables shall be reviewed and accepted for GOJUST Human Rights by the Commission on Human Rights Focal Commissioner, upon the recommendation of the Executive Director, Human Resource Development Division, and GOJUST Human Rights



Technical Assistance Team within two (2) weeks from submission of the deliverables and requirements.

Upon approval of the deliverables, the Contractor can submit a billing invoice to GOJUST Human Rights through the Commission on Human Rights' Project Management Division (PMD)/Human Resource Development Division (HRDD), SAAC Building, UP Complex, Commonwealth Avenue, Diliman, Quezon City, Metro Manila. Payment shall be remitted to Contracted Organisation by check within standard processing time upon submission of all necessary requirements. The Contracted Organisation shall acknowledge receipt of funds through the issuance of an official receipt.

Tranche payment can only be made upon successful completion of the agreed deliverable/s as certified by the Executive Director. The maximum percentage payment for the first tranche is thirty percent (30%) and final tranche payment must be at least twenty percent (20%). Required reports, documents and duly certified detailed fund/budget utilization report are to be submitted to the PMD/HRDD prior to the release of funds. Thereafter an inspection report and certificate of acceptance shall be issued by the Commission on Human Rights through the concerned focal of the Implementing Office, noted by the PMD (for GOJUST), and approved by the Focal Commissioner.

The Contractor shall observe the GOJUST Project Guidelines on Communication and Visibility; Monitoring, Evaluation and Learning (MEL); and Gender & Development (GAD), which shall form part of this TOR/Contract. A copy of Guidelines, with corresponding reporting templates, shall be provided upon signing of contract.

The CHR hereby has exclusive rights to all works produced from this Terms of Reference. All knowledge products shall be turned over to the CHR upon completion of the engagement.

VIII. APPROVED BUDGET FOR THE CONTRACT (ABC):

This is a fixed price contract of **TWO MILLION FIVE HUNDRED ONLY (PHP2,500,000)**. This amount is inclusive of any and all taxes applicable in the Philippines (including Service Tax).

IX. EXECUTION AND PRE-TERMINATION OF THE CONTRACT

1. This Terms of Reference (TOR) shall form an integral part of the Contract, which shall be executed by and between the Commission as the Procuring Entity and the Contractor upon issuance of the Notice of Award (NOA).
2. The Contract and this TOR shall be implemented in accordance with the terms and conditions herein stipulated. Failure on the part of the Contractor to comply with any of the provisions of the Contract and this TOR shall warrant its pre-termination. The Commission shall inform Contractor within ten (10) calendar days prior to the effectivity of the termination.
3. In case of pre-termination, the Contractor shall be liable to pay an additional liquidated damages equivalent to five percent (5%) of the Contract Price, in accordance with the Government Accounting Manual, and the performance security



shall be forfeited. The Contractor shall further be blacklisted or disqualified from participating in any other project.

X. MODE OF PROCUREMENT

The mode of procurement shall be through Public Bidding or whatever is applicable, based on the Revised Implementing Rules and Regulations (IRR) of Republic Act 9184 specifically known as “An Act Providing for the Modernization, Standardization and Regulation of the Procurement Activities of the Government and for other Purposes”.

Prepared and Recommending Approval:

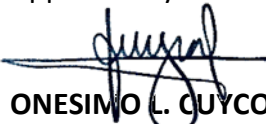


JOCELYN L. REYES

Chief Administrative Officer



Approved by:



ONESIMO L. CUYCO

Director, General Administration Office