

## **HIRING OF ORGANIZATIONAL DEVELOPMENT CONSULTANT, EXPERT, OR FIRM FOR PHILIPPINE COMMISSION ON WOMEN'S ORGANIZATIONAL STRENGTHENING**

### **1. Background**

The DFAT (Department of Foreign Affairs and Trade) **Social Protection, Inclusion and Gender equality (SPRING)** program is Australia's flagship investment of support to the Philippine Government on Social Protection, Gender Equality, Disability, Social Inclusion and Indigenous Inclusion. It is an AUD 40 million investment over 5 years that supports the joint development partnership plan (DPP) between the Government of Australia and the Philippine Government. The investment is DFAT's primary avenue in the Philippines for supporting poverty reduction and bilateral funding on gender equality and social inclusion at the national level and with some select Local Government Units (LGUs). SPRING supports efforts under Australia's new International Development Policy and DFAT's forthcoming new strategies on gender equality, disability equity and rights, and translate these into implementation in the Philippines.

The intended goal of SPRING is to contribute to the goal that the Social and economic transformation in the Philippines reduces poverty and provides equal opportunities to all Filipinos in line with the Philippines Development Plan.

The objective of SPRING is that Australia works in partnership with the Philippine Government to improve systems and structures that reduce poverty and inequality and advance gender equality and the rights of people with disabilities (PWDs).

SPRING has four mutually reinforcing End of Program Outcomes (EOPOs):

1. Philippine Government social protection plans, policies and programs increasingly close gaps in the social protection floor.
2. The Department of Social Welfare and Development (DSWD) and select LGU systems increasingly deliver quality social protection that is inclusive, gender and shock responsive, and climate sensitive.
3. The Philippine Government increasingly invests in gender responsive policies, plans, programs and systems.
4. The Philippine Government improves data, systems and targeting to enable people with disability and Indigenous Peoples improved access to targeted services.

## 2. Objective or Assignment Purpose

The Philippine Commission on Women (PCW) is the primary policymaking and coordinating body on women and gender equality concerns. Presidential Decree No. 633 January 7, 1975, created the then National Commission on the Role of Filipino Women (NCRFW) as an advisory body to the President and the Cabinet on policies and programs for the advancement of women. The Magna Carta of Women (RA 9710 or the MCW) expanded the mandates of the Commission and renamed it to PCW. Nearly five decades from its creation, the PCW has scored major gains, including the passage of the MCW and other women-related laws, the development of frameworks and tools for Gender Mainstreaming (GM), and the institutionalization of the process of GM in the bureaucracy. Several Executive Orders and other women-related legislations issued or enacted throughout the years significantly expanded the responsibilities of the PCW.

With this, the mandate to address and ensure that Gender Mainstreaming in all government agencies resulted in high demands. PCW as an oversight agency to monitor the Gender Planning and Budget (GPB) allocation, to provide technical assistance to the government sector stakeholders both local and national and represent Philippines in international platforms (i.e. State obligations and commitments like UN). These high demands of PCW's mandate, representation, technical assistance and involvement require the agency to review its structure vis-à-vis its mandates and operational functions.

With this, PCW needs to conduct a rational and evidence-based proposal for right sizing, with the end view of having its organizational structure, workforce complement, resource allocation, and operational programs adequate to fulfill its expanded roles and the demands of the current governance landscape. Thus, the PCW through the support of SPRING program will engage the services of an Organizational Development (OD) consultant, expert, or firm to provide expertise needed to develop a right-sizing proposal that will strengthen its case for the necessary support and resources from concerned government bodies.

### 3. Service or Material/Goods Required

The Consultant, Expert, or Firm must have the following competencies, qualifications, and experiences:

Qualification/s	Document/s
At least 5 to 10 years relevant work experience in OD	<ul style="list-style-type: none"><li>For completed contracts, acceptable proof of satisfactory completion is as follows (for each contract):<ol style="list-style-type: none"><li>1. Notice of Award</li><li>2. Contract</li><li>3. Certificate of Satisfactory Completion issued by the government/private agency or entity; and /or</li><li>4. Owner's acceptance</li></ol></li></ul>
Has in-depth knowledge of government reorganization and government staffing and budgeting processes	
Has good facilitation/moderation and communication skills	
Has strong background in strategic planning process and policy analysis	
is familiar with the current organization and work of PCW, including gender mainstreaming, gender planning and budget (GPB), HGDG, GFPS, and other related systems in line with GAD mainstreaming.	
Has completed OD consultancy with other national government agency/agencies in the last 10 years	<ul style="list-style-type: none"><li>Sample OD work output</li><li>Certificate of training related to gender mainstreaming, strategic planning, budgeting, and organizational development/change management processes.</li><li>List of national government agency/ies with completed OD completed engagement in the last 10 years.</li></ul>

### 4. Specific Task and Responsibility (for services)

To identify and analyze the gaps and challenges of PCW in fulfilling its mandates and functions under international commitments, various laws and executive policies, with the end view of identifying options, and finalizing a proposal with justifications for needed organizational reforms.

This organizational study will further increase PCW's efficiency, effectiveness, productivity and resilience as an organization that will result in the organization's revitalization and relevance to the demands of the times.

## 5. Detailed Specifications of Equipment and Material (for goods)

Activities	Output Document and details
<p>I. Entry and Contracting</p> <p>1. Preliminary contextual scanning and inception meeting with PCW management to level off on deliverables and detailed timelines</p> <p>2. Identify PCW's needs, set objectives for the OD intervention, and agree on the scope of work.</p> <p>3. Clarify the roles and responsibilities of all parties involved, discussing expectations, and establishing trust.</p>	<p>Inception report with project execution plan and timeline.</p> <p>In addition, the consultant, expert, or firm will have a presentation to the technical team regarding this output, to ensure alignment of context and purpose of the OD study.</p>
<p>II. Diagnosis and Organizational Assessment through desk review which includes:</p>	<p>An organizational diagnostic report and gap analysis that includes the following:</p>
<p>1. Systems, processes, and policies</p>	<ul style="list-style-type: none"> <li>• Systems, processes and policies of PCW including</li> <li>• Organizational strategies and fit between strategies and operations.</li> </ul>
<p>2. Leadership and governance</p>	<ul style="list-style-type: none"> <li>• Leadership and Governance covering governance arrangements including the board, committee function, delegation of authority.</li> </ul>
<p>3. Capabilities and capacities</p>	<ul style="list-style-type: none"> <li>• Assess organizational system and capacities in relation to its strategic objectives covering core operations including MEL and learning and knowledge management as well as HR policies on recruitment, retention, learning or development.</li> </ul>
<p>4. External Relationships</p>	<ul style="list-style-type: none"> <li>• External Relationships of PCW to other agencies</li> <li>• Extent of influence, level of strategic collaborations, donor and beneficiary relations,</li> </ul>

	partnerships and stakeholder engagement
5. Research and desk review of PCW mandates, functions and staff's job descriptions under existing laws and executive issuances, and benchmarking of national women's machinery in ASEAN countries and Philippine government agencies with nature of work like PCW.	<ul style="list-style-type: none"> <li>• Roles and functions: Inventory of PCW mandates, functions and job descriptions, summarized or clustered according to nature of work.</li> <li>• Comparative matrix of organizational design of PCW and other national women's machinery <sup>1</sup> and Philippine government agencies. Note: The comparative analysis should take note of the context within which each national machinery operates and whether they are regarded as effective or not.</li> </ul>
6. Collection of data and information to comprehensively understand PCW's current state and concerns to be addressed through SWOT analysis of organizational structures, processes, culture, and behaviors.	<ul style="list-style-type: none"> <li>• Culture and Behaviors: written SWOT analysis/report of PCW's structures, culture, and behaviors.</li> </ul>
III. Readiness and Planning	
FGDs, workshops, consultation meetings, or interviews for the following:	Documentation of the FGDs, workshops, consultation meetings or interviews
1. Assessment of current structure, resources, strategic directions, operations, and outputs of PCW vis-a-vis its organizational mandates and functions	<p>Assessment report which shall include the following:</p> <ul style="list-style-type: none"> <li>• the degree of fulfillment, as well as gaps and challenges of PCW in fulfilling all its mandates and functions</li> <li>• discrepancy between the demands and the current institutional capacity of PCW</li> <li>• analysis of the current organizational structure and</li> </ul>

<sup>1</sup> National women's machineries are government-established bodies that work to advance women's rights and gender equality within a country. They are crucial for implementing international commitments like the [Beijing Platform for Action](#) and [CEDAW](#). These machineries play a vital role in coordinating, advocating, and monitoring efforts to ensure women's empowerment and gender mainstreaming across all sectors of government and society.

	<p>staffing pattern of PCW including the regional offices.</p> <ul style="list-style-type: none"> <li>• policy and operational analysis of how the current staffing pattern and organizational structure contribute to the fulfillment or nonfulfillment (if applicable) of PCW mandates and functions</li> </ul>
2. Identifying options for PCW organizational enhancement for greater efficiency and effectiveness	Recommendations to address gaps and challenges and strengthen PCW in terms of human, facility, technology, financial, and other resources, e.g., through revision of organizational structure, staffing pattern, adoption of new technologies or facilities.
3. Deliberation and selection of best alternative from the proposed options, and discussion of the details of the selected option	Right-sizing proposal and policy recommendations to address the gaps and challenges of the PCW, with corresponding justifications for consideration of appropriate government oversight bodies.
4. Crafting a detailed strategic action plan and ways forward	<p>Organizational Review and Study Report and Optimization Plan with the following information:</p> <ul style="list-style-type: none"> <li>• Detailed strategic action plan with key activities, people, unit involved (with identified lead), estimated budget (if needed), timeline, and expected results and milestone per activity.</li> </ul>

## 6. Deliverable and Final Product

Tranches	Activity/Outputs	Date of Delivery
1st Tranche (10% of the contract amount)	Approved and inception report covering (i) review of relevant documents, data, and reports; (ii) detailed research design and framework; (iii) detailed work plan with schedules and details of logistical preparations needed.	November 30, 2025
2nd Tranche (10% of the contract amount)	<p>An internal organizational diagnostic report and gap analysis, which includes the following:</p> <ol style="list-style-type: none"> <li>1. Inventory of PCW mandates, roles and functions including job descriptions, summarized or clustered according to nature of work.</li> <li>2. Systems, processes and policies of PCW</li> <li>3. Leadership and Governance</li> <li>4. Capabilities and Capacities</li> <li>5. Culture and Behaviors Written SWOT analysis/report of PCW's structures, culture, and behaviors.</li> <li>6. External Relationships of PCW to other agencies Comparative analysis of institutional and organizational design of PCW and other similar national women's agencies in the region<sup>2</sup>, taking note of the context within which each national machinery operates and whether they are regarded as effective or not.</li> </ol>	January 31, 2026

<sup>2</sup> National women's machineries are government-established bodies that work to advance women's rights and gender equality within a country. They are crucial for implementing international commitments like the [Beijing Platform for Action](#) and [CEDAW](#). These machineries play a vital role in coordinating, advocating, and monitoring efforts to ensure women's empowerment and gender mainstreaming across all sectors of government and society.

<p>3rd Tranche (40% of the contract amount)</p>	<p>Documentation of FGDs/workshops/consultation meetings submitted and included in the report</p> <p>1st draft of OD Assessment Report to include analysis of PCW's structures, culture, and behaviors and identification of strengths, weaknesses, opportunities and challenges</p> <p>Revised OD Assessment Report, incorporating PCW's and SPRING's comments and clarifications.</p>	<p>March 30, 2026</p>
<p>4th Tranche (40% of the contract amount)</p>	<p>Final Organizational Review Study Report and Optimization Plan which includes the following:</p> <ul style="list-style-type: none"> <li>• Recommendation for PCW organizational enhancement</li> <li>• Right-sizing proposal and policy recommendations to address the gaps and challenges of the PCW</li> <li>• Detailed action plan and ways forward</li> </ul>	<p>April 30, 2026</p>



## 7. Timeline

Activity/Outputs	Responsible Person	Date of Delivery
Approved project work plan with schedules and details of logistical preparations needed.	SPRING GEDSI Team in coordination with PCW	On or before November 30, 2025
Submitted Inventory of PCW mandates, functions and job descriptions, summarized or clustered according to nature of work.  Submitted comparative matrix of organizational design of PCW, other national women's machineries, and other Philippine government agency with nature of work similar to PCW	SPRING GEDSI Team to facilitate the transmittal, comments, and quality assurance of output with PCW	On or before January 31, 2026
Conducted all the FGDs/workshops/ consultation Meetings  Submitted documentation of FGDs/workshops/consultation Meetings  1st draft of OD Assessment Report to include analysis of PCW's structures, culture, and behaviors and identification of strengths, weaknesses, opportunities and challenges  Revised OD Assessment Report, incorporating PCW's comments and clarifications	SPRING GEDSI Team to organize the FGDs, workshops, consultations, meetings with PCW.	On or before March 15, 2026
Final OD Assessment Report  Recommendation for PCW organizational enhancement  Right-sizing proposal and policy recommendations to address the gaps and challenges of the PCW  Detailed action plan and ways forward	SPRING GEDSI Team to coordinate with DFAT and PCW for the final report and activity for the presentation.	On or before May 15, 2026

## 8. Criteria for Proposal Selection

<b>Technical Expertise and Experience (35%)</b>	<ul style="list-style-type: none"><li>- Demonstrated experience change management, organization development.</li><li>- Portfolio showcasing similar projects and work completed in the past ten years.</li><li>- Experience working with organizations in the development, education, social protection or advocacy sectors in terms organizational review is advance</li><li>- Has an experience in systems and processes of Gender and Development and working with PCW is an edge</li></ul>
<b>Quality of Proposal, Concept Note, and Work Plan (45%)</b>	<ul style="list-style-type: none"><li>- Clarity and feasibility of the proposed methodology for organizational development study</li><li>- Realistic and efficient work plan, including timelines and deliverables.</li><li>- Completeness of the proposal and adherence to the requirements outlined in the Terms of Reference</li></ul>
<b>Cost-Effectiveness (Value for Money) (20%)</b>	<ul style="list-style-type: none"><li>- Reasonable and competitive budget aligned with the scope of work.</li><li>- Clear breakdown of costs, if applicable.</li></ul>

## 9. Other Technical Information

The **SPRING Program** will be the lead facilitator and coordinator to the identified consultant, expert, or firm in the conduct of activities under this initiative. This includes technical and quality assurance of the output.

**PCW** will also provide technical inputs and quality assurance of the output under this initiative. Final endorsements such as approval and acceptance of the output will be signed and accepted by PCW.

In terms of operations, SPRING Program with PCW will identify the schedule for FGDs, interviews, and related methodology that needs to be implemented to deliver the output in coordination with identified consultant, expert, or firm.