

# **Terms of Reference**

**Rapid Organisational Training Needs Assessment for  
Bangsamoro Development Planning Authority**

**August 2024**

## **TERMS OF REFERENCE**

### **Background**

Australia has supported peace and stability in Muslim Mindanao since 1996. Its principal program, Peacebuilding in Conflict-Affected Areas Mindanao Phase 2, supports the ongoing peace process between the Government of the Philippines and the Moro Islamic Liberation Front (MILF). This includes supporting the establishment of the new Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), and working towards long-term stability, security, and development in the region's conflict-affected areas.

One of the organisations that is critical to realise the BARMM's goals of long-term peace, stability and development of the region is the Bangsamoro Planning and Development Authority (BPDA).

BPDA is created under Bangsamoro Autonomy Act No. 06, section 14, as the socio-economic development planning and policy coordinating authority of the Bangsamoro Government. BPDA is responsible for development planning, investment programming, monitoring and evaluation and coordination of all development initiatives in the region. BPDA also provides technical and secretariat services to the Bangsamoro Economic and Development Council (BEDC), as stated in Bangsamoro Autonomy Act No. 06, section 13.

Given this mandate, BPDA needs to build its capacity in leadership, management, and specific technical expertise to effectively deliver its mission of providing technical service to stakeholders in coordinating and developing socio-economic and physical plans, policies, and programs, investment programming, development research, and monitoring and evaluation in pursuit of inclusive and sustainable development of the Bangsamoro.

The conduct of a rapid Organisational Training Needs Assessment (OTNA) is proposed to identify the priority capability areas of the different divisions of BPDA relative to their functions. OTNA can also help BPDA establish its current capability level in identified priority areas. It will also help set the desired level of capability for the next three years.

The results of OTNA will be used as a reference to identify the core and specialised training interventions in its learning and development plan.

### **1. Objectives of the assignment**

Rapid OTNA aims to identify the priority capability areas of BPDA and its divisions. It also aims to identify the baseline and target capability levels of targeted divisions and develop a three-year learning and development plan based on the OTNA results.

The following activities will be conducted to achieve the objectives of the OTNA:

1. Conduct consultations/Focus Group Discussions with BPDA, DFAT and AAAEP-P to determine the functions and performance of the different divisions in relation to BPDA/ODA Mandate.
2. Develop an OTNA plan, methods and tools that should:
  - a. Address the priority capability requirements of BPDA, which may be based on their relevance to the work of the organisation or specific work units, and the urgency of addressing capability gaps to improve organisational performance
  - b. Review existing OTNA tools of AAAEP in the context of this activity for potential adaption and enhancement.
  - c. Use sound research principles and protocols to ensure that the methods and tools can be used by AAAEP and BPDA.
  - d. be presented to and pre-approved by the DFAT and AAAEP before implementation.
3. Conduct rapid OTNA for BPDA
4. The TNA should:

- a. Consider and build on the existing organisational assessment tools currently being used by AAAEP and BPDA if available
  - b. Include two levels of assessments: Director/Manager Level and the other one is staff level
  - c. Focus on leadership and functional capacities and other capability needs of BPDA and other divisions as identified.
  - d. Identify three to five top priority desired capabilities of BPDA (e.g. contribution to the strategic directions of BPDA, and urgency.); and
  - e. Identify the learning and development opportunities and recommendations to improve the prioritised capabilities.
5. Develop an OTNA report that specifies the required and desired priority capabilities of BPDA and its divisions/work units and the three-year learning and development (L&D) plan.
  6. Present the TNA findings to BPDA and other stakeholders as required by DFAT.
  7. Build the capacity of BPDA Human Resources Unit in the conduct of OTNA.

## 2. Scope of Services

This engagement shall be completed within eight (8) weeks from the start of the award. The LSP will report directly to the \_\_\_\_\_ and work closely with relevant stakeholders, i.e. process owners, LSPs, DFAT and AAAEP-P. Implementation of the key activities will yield the following deliverables, which need to be signed off by AAAEP-P and the BPDA by the dates detailed below:

Deliverables	Dates
Submission and acceptance of the OTNA plan including timetable <i>Note that the approval process includes the presentation of the methodology and tools to AAAEP-P and DFAT.</i>	20 September 2024
Submission and acceptance of Draft TNA report	15 October 2024
Submission and acceptance of Final TNA Report	10 November 2024
Other outputs mutually agreed upon between the LSP and AAAEP-P that are necessary for the completion of this engagement	10 November 2024

## 3. Specifications of the Consultant's Profile

The consultants or service providers must comprise team members with extensive experience and backgrounds in organisational development, human resource management, human resource development, including Gender Equity, Disability and Social Inclusion (GEDSI). Experience in conducting organisational training needs assessments in the context of public sector, in the context of BARMM is a plus. The team should have an editor accountable for ensuring the readability of the written outputs (including drafts) and that the reports use Australian English.

1. **General requirement for all team members.** All team members should have at least bachelor level academic qualifications; must have extensive experience in organisational development, training or human resources development (e.g. at least five (5) years relevant experience), and must have conducted at least five (5) TNAs in the last ten (10) years. Previous experience working with in BARMM would be considered an advantage.
2. **Team leader.** In addition to the general requirements, the team leader should have conducted at least five (5) OTNAs or organisational assessments in a leadership role in the last ten (10) years. The team leader should have strong HR and OD experience, preferably in the public sector. Experience in leading an organisational assessment during a crisis or pandemic is an advantage.

The team leader will regularly liaise with AAAEP-P and will be primarily accountable for delivering the outputs of this engagement.

3. **GEDSI Specialists.** There should be at Gender Equity, Disability and Social Inclusion (GEDSI) Specialists who will be primarily accountable for ensuring that the OTNA activity and reports are GEDSI inclusive.

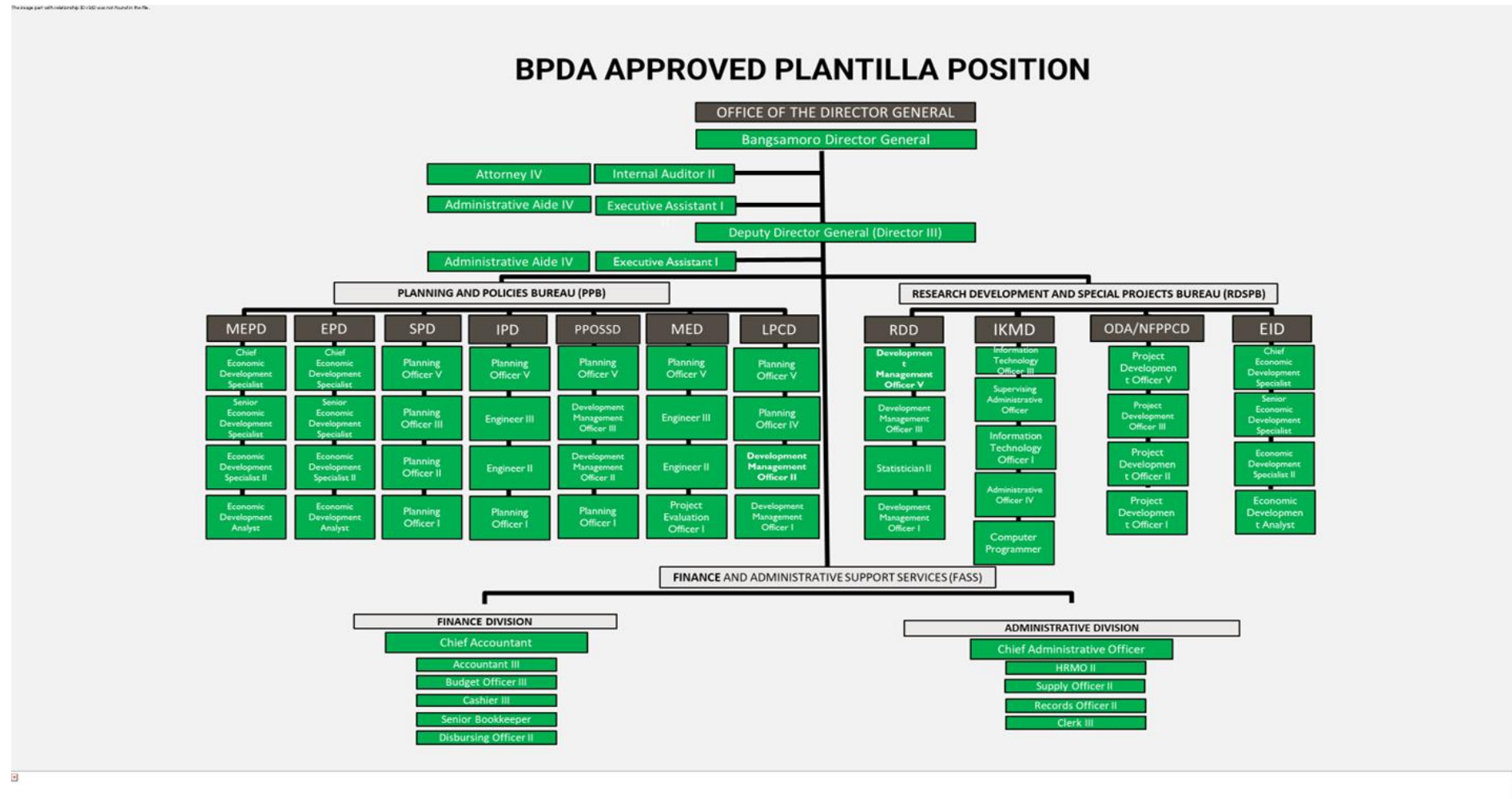
#### **4. Duration**

The assignment will run from August 2024 to November 2024.

#### **5. Fee**

The total contract value will be no more than **Php. 300,000.00** inclusive of tax, out of pocket costs covering expenses related to the conduct of activities (meetings, FGDs, validation) during the consultation and validation process, accommodation, utilities, all statutory obligations, social on-costs, charges and allowances for the delivery of the outputs.

## Annex 1. BPDA Organisational Structure



**Annex 2. BPDA Staffing Summary**

<b>BPDA STAFFING SUMMARY</b>					
<b>JUNE 2024</b>					
<b>STATUS OF EMPLOYMENT</b>	<b>TOTAL NO. OF EMPLOYEES</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TECHNICAL</b>	<b>NON-TECHNICAL</b>
<b><i>PERMANENT</i></b>	59	19	40	47	12
<b><i>COTERMINOUS</i></b>	6	5	1	4	2
<b><i>TOTAL CONTRACT OF SERVICE</i></b>	62	38	24	39	23
<b><i>JOB ORDER (Utility)</i></b>	5	3	2		5
<b><i>TOTAL</i></b>	<b>132</b>	<b>65</b>	<b>67</b>	<b>90</b>	<b>42</b>

