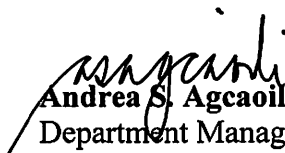
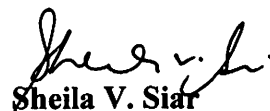




**Philippine Institute for Development Studies**  
*(Surian sa mga Pag-aaral Pangkaunlaran ng Pilipinas)*

**PIDS Strategic Plan  
2019-2025**

  
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## **PIDS Mandate**

PIDS is a nonstock, nonprofit, government research institution engaged in long-term, policy-oriented research. It was established on September 26, 1977 by virtue of Presidential Decree (PD) No. 1201 as an agency attached to the National Economic and Development Authority (NEDA), the Philippine government's socioeconomic planning arm, for policy and program coordination.

It was created to serve as an effective means of bridging the gap between public policy formulation and research. Given the orientation and character of pure academic research, it was the government's goal to establish a national research institution that will perform policy-oriented research on all aspects of the Philippine economy and assist the government in formulating plans and policies that are evidence based and fully responsive to the requirements of national planning and policymaking for national development.

Based on this mandate, it was the PIDS's mission to serve the interests of the Filipino people through the provision of rigorous analyses of policy issues that can guide policymakers and leaders in decision-making.

Its original vision was: *To be a top research organization providing relevant, credible, and rigorous research of policy issues that guides policymaking in the country.*

The establishment of the PIDS was spearheaded by Dr. Gerardo Sicat, the first director-general of NEDA and is considered as the "Founding Father of PIDS". Its first Board of Trustees was composed of pillars in the Philippine economic sector, namely, Dr. Sicat as Board chair, and Dr. Jaime C. Laya, Mr. Armand Fabella, Dr. Manuel S. Alba, and Dr. Filologo Pante Jr. as members.

## **ROLES AND GOALS OF PIDS**

The demands of development in the years ahead require that solutions to present problems be adopted with a long-term perspective. Consequently, there is a critical and growing need for systematic and comprehensive studies which can guide and support current decisionmaking in government. Along this line, the goals of PIDS can be stated broadly as follows:

1. To assist in expanding long-term, policy-oriented research on Philippine social and economic development;
2. To establish a continuing channel of communication between policymakers and planners, on the one hand, and policy researchers, on the other, not only to ensure utilization of research outputs, but also to make researchers more aware of the former's problems and needs and vice-versa; and
3. To establish a repository for socioeconomic information.

## **PROGRAMS AND SERVICES: The evolution of PIDS services**

PIDS's main program and service is Research.

The **Research Program** is concerned with the identification and prioritization of research studies needed in planning and policy formulation, development of research topics and projects, and conduct of research on priority areas/issues for planning and policymaking. Arrangements for research to be subcontracted to research institutions and individuals, in addition to those conducted in-house, are also part of the program.

PIDS research is guided by a research agenda that is examined and updated every five years to reflect new and emerging development issues.

PIDS launched its initial research program in mid-1978 when grant funds earmarked to support the Institute's operations became available. The objectives of this program are:

- 1) To assist in policy formulation as well as program and project development and evaluation through, among others:
  - a. The assessment of the effects of policies, programs, and projects on the country's development goals, and
  - b. The generation of greater understanding of socioeconomic development processes.
- 2) To help in improving planning methods and approaches; and
- 3) To help in anticipating future bottlenecks and designing strategies to cope with them.

## **MAJOR FOCUS AREAS**

To carry out its mandate, PIDS has been engaged in the following activities:

- 1) Identifying and prioritizing research studies that can be used in planning and policy formulation;
- 2) Making arrangements for research to be conducted by research institutions and individuals;
- 3) Maintaining contact with local and foreign research institutions; and
- 4) Disseminating the findings and policy recommendations of its research studies through publications, seminars, and other channels.

## **PIDS IN THE 21<sup>ST</sup> CENTURY**

Now on its 41<sup>st</sup> year, PIDS formally defines its strategic direction for the next six years and reaffirms its mandate as a national research institute that performs policy-oriented research on all aspects of the Philippine economy and assist the government in formulating plans and policies for national development fully responsive to the requirements of national planning and policymaking (PD 1201).

### **VISION**

By 2025, PIDS is the country's foremost think tank and a globally recognized policy research organization.

### **MISSION**

We provide relevant, reliable, and timely policy research to guide policymaking and enable informed public discourse in the country.

### **CORE VALUES**

Corporate culture is built upon shared values within an organization. To this end, PIDS established its corporate core values which exemplifies the beliefs, behaviors and aspirations for its employees as a top-notch government corporation, as follows:

#### **Professionalism.**

We abide by the standards of competence and the highest level of ethical norms.

#### **Integrity.**

We deliver our services with honesty, trustworthiness, and accuracy.

#### **Dedication.**

We fulfill our commitments to our clients with passion.

#### **Service-orientation.**

We recognize and serve the interest of the Filipino people promptly and diligently.

### **QUALITY POLICY**

PIDS has aligned its processes to the requirements of the international standard, ISO 9001:2015, also known as Quality Management System. To fulfill its commitments under this standard and set its quality direction and commitments, PIDS has established its Quality Policy as follows:

- We uphold excellence, integrity, and commitment to public service by providing and promoting policy-oriented research on national development issues to assist the government in evidence-based policymaking.

- We adhere to legal and ethical standards in the conduct and dissemination of policy-oriented research.
- We abide by the principles of professionalism and competence in all levels of the organization.
- We commit to the continual improvement of our personnel, processes, and our Quality Management System.

The quality policy operationalizes the Vision, Mission, and Core Values of PIDS. It serves as a beacon for its day-to-day operations, anchored on its commitment to excellence and service.

## **GOALS:**

To enable PIDS fulfill its outcome commitments and achieve its vision, it has established two (2) major goals to guide its priorities and provide and measure of success, as follows:

**Goal 1: Improve the quality of research outputs.**

As a leading policy research organization, PIDS must continue to improve the quality of its research outputs by enhancing not only its research methodologies but also the level of proficiency of its researchers, the ability to acquire and use cutting-edge technologies, and the capacity to forge viable partnerships with like-minded institutions. To achieve this goal may entail taking paradigm shifts in the way it operates and thinks.

**Goal 2: Contribute to evidence-based policy discourse by sharing research findings and technical expertise.**

The value of PIDS in the country's drive for socioeconomic development depends to a great extent on its ability to reach out to policy- and decisionmakers and influence them to respond favorably and use, refer to, and accept PIDS's researches. By sharing its research findings and policy recommendations as well as technical expertise, PIDS can help enhance the quality depth and breadth of policy discourse for a balanced and well-thought-out legislative propositions. To be able to do this, PIDS must proactively determine the emerging needs of the country and, in collaboration with other agencies like NEDA, pursue relevant, timely, and quality socioeconomic researches.

## **STRATEGIES, STRATEGIC OBJECTIVES, STRATEGIC MEASURES**

To support the achievement of its goals, PIDS formulated nine (9) strategies, considering its current context through a comprehensive SWOT analysis. This approach enabled PIDS to determine and evaluate its current scenario representing its external and internal environments.

PIDS's nine strategies are:

**S1: Enhance services that increase clients' satisfaction**

If PIDS has to achieve its two goals, meeting the needs and expectations of its clients should be a priority. Their sense of satisfaction of PIDS's research outputs and services can create the ripples for acceptance elsewhere in the country and abroad.

## **S2: Enhance collaboration with research and dissemination partners**

To create the needed synergy between PIDS and its stakeholders, PIDS has to increase its collaboration and cooperation with its partners—both in research and dissemination. Collaboration creates a kind of strength and bond that raises the ability of both partners to raise the bar of performance and service delivery.

## **S3: Intensify research dissemination**

Researches done by PIDS are intended to provide evidence-based references for making the right laws and decisions. These quality research materials need to be communicated using various channels to bring their message across their intended audiences fast and wide. Research dissemination leads to the widespread acceptance of the research outputs of PIDS.

## **S4: Build up financial position**

Although the government provides PIDS with budget support each year, this is not enough to enable it to keep pace with other well-funded research organizations abroad. PIDS has to have the financial capacity to do what it does best. It has to be creative in forging collaborations with partners who are willing to help fund new, multi-year research projects.

## **S5: Enhance the review process for research outputs**

The research outputs of PIDS are subjected to a rigorous review process by internal and external experts. This thorough vetting process provides a reliable review of the technical content and other aspects of the research material, including compliance to copyright laws. It is crucial that the research review process be continually strengthened as an oversight function in the research program of PIDS.

## **S6: Reinforce internal support processes**

Behind the success of the research and related core processes of PIDS are its reliable and tireless support processes. These ensure that the core processes and the entire PIDS management system operate like a well-oiled machine. However, they too, require support and strengthening to ensure that their capability to help does not diminish with the increasing load of the Institute.

## **S7: Establish a recognized world-class management system**

While PIDS has exerted every effort to maintain an efficient and effective operations even without a formally documented system, the adoption of an ISO 9001:2015-based quality management system demonstrates its capability to meet the stringent international standards for a performance and risk-based system. Thus, acquiring ISO 9001:2015 certification is just a formal imprimatur of the culture of excellence thriving within PIDS.

## S8: Strengthen human resource capability

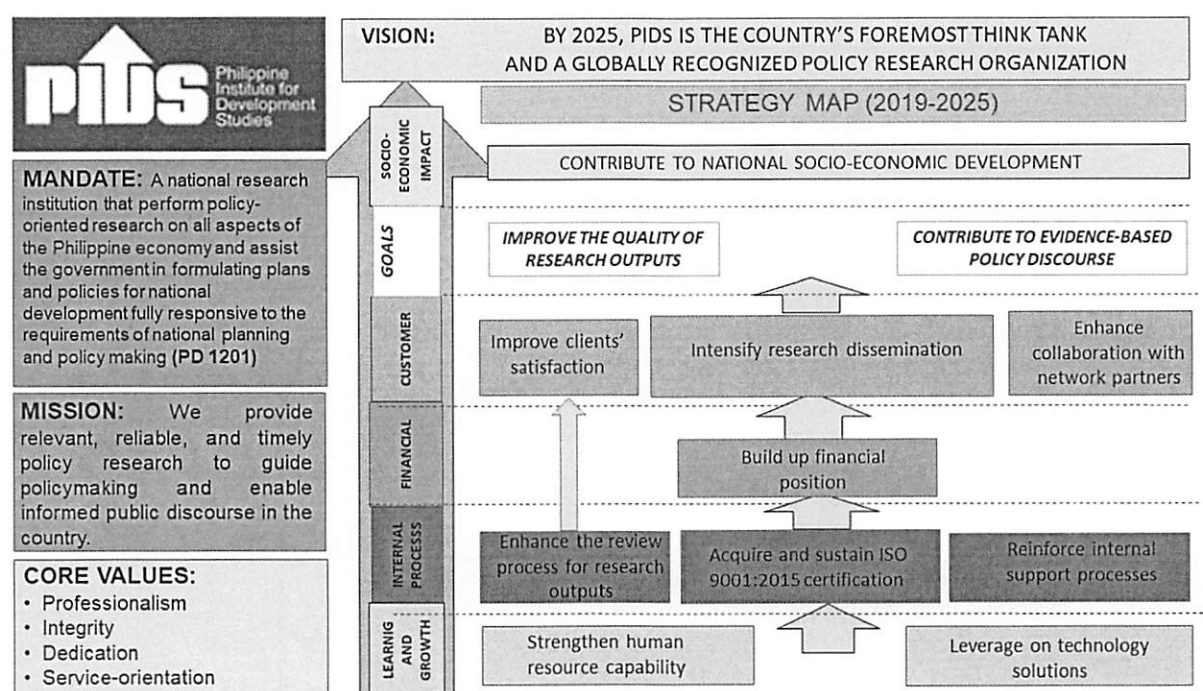
Human resources are the greatest assets of PIDS. Thus, selection and placement is done through a competency-based selection process. Moreover, PIDS implements a continuing learning and development program to equip and build the capabilities of its personnel and the overall capacity of PIDS.

## S9: Leverage on technology solutions

Technology in today's world is an indispensable tool to operate effectively and communicate extensively. PIDS will use technology to its advantage by embracing it as a tool and medium. It will use it to its full potential to ensure that PIDS can ride seamlessly the technological revolution.

### STRATEGY MAP

Strategy map is just a visual presentation of the overall aspirations and directions of PIDS in the near term. It visually projects the dreams and challenges that the leaders of PIDS has set out to achieve. In this regard, a Strategy Map was developed to visually present the strategic initiatives of PIDS as shown below.



### STRATEGIC OBJECTIVES

PIDS formulated nine (9) strategic objectives to realize its strategies, as follows:

- S1 SO1: Improve quality of PIDS products and services
- S2 SO2: Develop new partnerships and strengthen existing mechanisms for research
- S3 SO3: Develop new partnerships and strengthen existing mechanisms for dissemination

- S4 SO4: Maximize the Institute's networks for project funding
- S5 SO5: Engage more external reviewers of research outputs
- S6 SO6: Develop and implement a crisis communication plan to address or respond to critical misinformation and/or incorrect interpretation of PIDS research outputs.
- S7 SO7: Acquire and sustain ISO 9001:2015 Certification
- S8 SO8: Implement capacity development and succession plans, especially for research staff and an effective mentoring system
- S9 SO9: Enhance use of information and communications technology (ICT) tools for improving conduct and dissemination of research

## STRATEGIC MEASURES

In line with the identified strategic objectives are the following strategic measures and targets were defined:

- SO1 SM1: Client Satisfaction Rating of Satisfactory and Above –75%  
Lead: Project Services Department (PSD) and Research Information Department (RID)
- SO2 SM2: No. of new research partners– 1 per year  
Lead: PSD and Research Staff
- SO3 SM3: No. of new dissemination partners– 1 per year  
Lead: RID
- SO4 SM4: No. of research projects with external funding – 3 per year  
Lead: PSD and Research Staff
- SO5 SM5: No. of DPs subjected to external review – 10 per year  
Lead: PSD and RID
- SO6 SM6: Establish Crisis Communication Guidelines to address misinformation or incorrect interpretation of PIDS research outputs – by December 2019  
Lead: RID
- SO7 SM7: Achieve ISO 9001:2015 QMS Certification – by June 2019  
Lead: All PIDS Staff
- SO8 SM8: Review PIDS's Learning and Development plan and succession plan– by December 2019  
Lead: Administration and Finance Department (AFD)
- SO9 SM9.1: Increase use of Computer Assisted Personal Interview (CAPI) and online surveys for conduct of research – 100% use of CAPI (from survey firms). However, for online surveys this may vary depending on the type of information needed e.g. opinion surveys can be online  
Lead: Research Staff and PSD



SM9.2 – Increase access of clients to PIDS research outputs and socioeconomic information through digital platforms – Increase of 10% in the average total monthly visitors to the PIDS website by the end of 2019.  
Lead: RID

## **FUNCTIONAL AND PROCESS OBJECTIVES**

To fully support the above objectives, and in compliance with ISO 9001:2015 requirements, PIDS established its functional and process objectives which are measurable, aligned with the quality policy and strategic direction, and amply provided with the resources needed to enable the QMS processes to operate effectively and efficiently. (Refer to 2019 Quality Objectives)

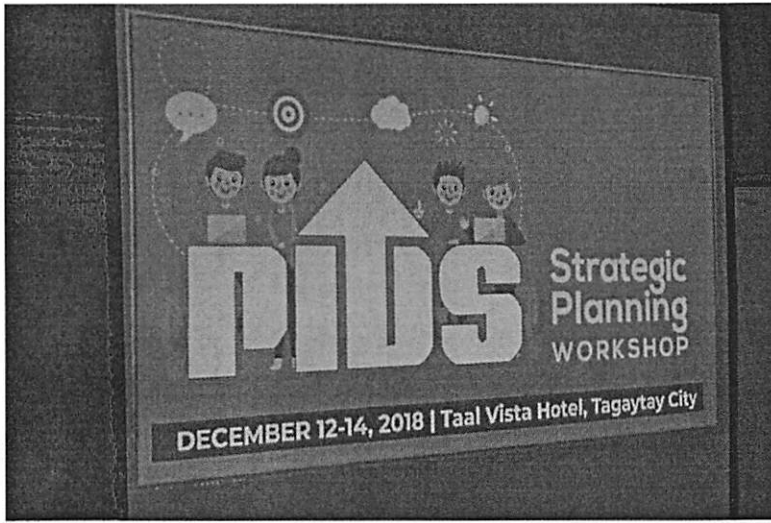
## ANNEXES

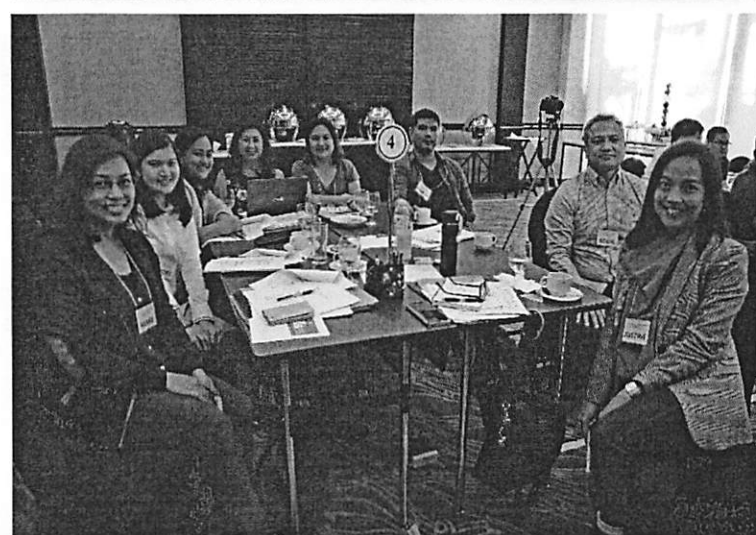
### Annex 1 - SWOT Analysis

STRENGTHS
S1: Equipped with pool of experts in different fields with state-of-the-art knowledge and connectedness with stakeholders
S2: Adaptable to advances in technology
S3: Conducive to life-long learning
S4: Collegial environment which promotes open communication
S5: Takes pride in the excellence of one's output and the outputs of the entire organization.
S6: Professionalism
S7: Compared to other government agencies, PIDS is relatively small which makes coordination with other departments and communication with other staff easier
S8: Regularly updated and properly maintained IT resources
WEAKNESSES
W1: Weak mechanism for staff to echo training attended
W2: No adequate office space
W3: Lack of access to online journal
W4: Limited funding for official travel
OPPORTUNITIES
O1: Strong linkages - GDN, EADN, ARTNET, GTIPA, NEAT, ERIA, ASCC. Potential: BRI, EUH 2020
O2: Clout of Board Members may be leveraged for different purposes esp. resource mobilization
O3: Changes in economic, political, legal, regulatory landscape (global, regional, local) will increase demand for research
O4: Strong ICT plan can improve conduct of research and dissemination
O5: Established partnerships with oversight agencies and other government agencies
THREATS
T1: Competitive opportunities outside PIDS for senior and mid-level positions
T2: Unplanned activities requested by clients
T3: Foreign travel restrictions may constrain network activities
T4: Rigid requirements of Procurement Law
T5: Change in leadership (national or agency level) may disrupt / cause delays in project implementation
T6: Accounting and auditing rules and regulations may not support innovations in research methodologies
T7: Unanticipated disasters and security concerns may disrupt PIDS activities and endangering staff
T8: Cybersecurity breach may compromise PIDS online services
T9: Disruption in the third party provision of internet services
T10: Restriction in issuance of corporate credit card to government agencies hinders participation in e-commerce
T11: Limited and uncertain National Government subsidy can limit the extent of its activities
T12: Unanticipated currency appreciation affects research activities
T13: Unavailability and inaccessibility of secondary data hinder the conduct of research
T14: Heavy traffic causes decreased productivity and over-all well-being
T15: PIDS may be crowded out by proliferation of fake news and media disinformation

## Annex 2 – Strategic Planning Photos

DAY 1 – December 12, 2019

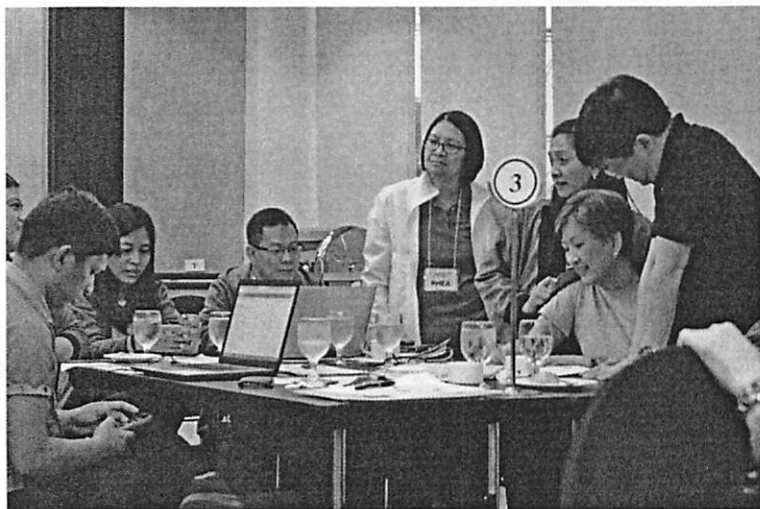






Day 2 – December 13, 2019







Day 3 – December 14, 2019



