

# ANNEX A: TERMS OF REFERENCE

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### FOR THE FACILITATION OF THE ANNUAL QUALITY MANAGEMENT SYSTEM PLANNING SESSIONS OF THE TOURISM PROMOTIONS BOARD FOR FY 2022

#### I. Background

The Tourism Promotions Board (TPB) has successfully completed its Quality Management System (QMS) Planning for FY 2021 on 17-19 November 2020. In line with the performance target setting and budget call/preparations for FY 2022, the TPB, through its Corporate Planning and Business Development Department, is preparing for the conduct of 2022 QMS Planning Workshops. Further, the 2021 planning activities shall include the review of the 2021-2025 Strategic Marketing Plan and formulation of annual operational plans, including the programs, projects and activities for its effective implementation. The workshop participants will be comprised of TPB's management team and select senior to junior officers.

TPB wishes to engage the services of an external provider to facilitate the workshops who will ensure a harmonized approach to the agreed upon outputs and deliverables.

#### II. Objectives of the QMS Planning Intervention

1. To revisit TPB's current Vision-Mission-Values vis-à-vis our mandate
2. To analyze the internal/external context of TPB;
3. To enhance the knowledge and capacity of TPB management team on QMS, risk management and business continuity management systems;
4. To review and update the 2021-2025 TPB Strategic Marketing Plan and formulate the annual operational plans and initiatives for the attainment of its strategic objectives;
5. To assess the TPB 2020 performance and review plans and programs for 2021;
6. To conduct a planning session to formulate the Corporate Work Program for FY 2022 including Procurement Planning, and a Year-end planning activity; and
7. To address identified or flagged outstanding issues and other concerns going forward.

#### III. Scope of Work

- ▣ Familiarization with TPB and its existing programs, including review of organizational documents and meetings with key staff;
- ▣ Conduct of a two (2) day QMS Training Session with topics on Risk-based Thinking and Business Continuity Management Planning for the TPB Management Committee (MANCOM);
- ▣ Facilitate a two (2) day Planning Session to review the 2021-2025 TPB Strategic Marketing Plan and to formulate/identify the corresponding annual plans, programs, projects and activities to ensure its effective implementation;

- ▣ Facilitate a three (3) day Planning Workshop with the TPB MANCOM and senior officials to assess the 2020 performance, review the plans and programs for 2021, and to formulate/prioritize programs and projects and other development activities for CY 2022 with procurement planning session; and
- ▣ Facilitate a two (2) day Year-end Planning workshop to review the accomplishment of 2021 targets and adjust 2022 Corporate Work Program, as necessary. The activity shall also include a “Thinking on Your Feet” Training Session.

**IV. Outputs and deliverables:**

1. Two (2) day QMS Training Session for TPB MANCOM, which shall include the following:
  - a. Alignment of the general broad view organizational QMS Perspective and ISO QMS perspective;
  - b. Risk-based thinking in checking and validating the plans and programs and in crafting Risk Registers and Risk Control Plans; and
  - c. Fundamentals of Business Continuity Management.
2. Two (2) - day Strategic Planning and Harmonization Workshop with the TPB Board of Directors and MANCOM, to include:
  - a. Review of the 2021-2025 Strategic Marketing Plan by identifying the opportunities for the future and rethinks the TPB organizational purpose;
  - b. Updating of the Strategic Marketing Plan by reprogramming or setting new strategic objectives/goals for the organization; and
  - c. Formulation and alignment of the annual operational plans until 2025 in accordance with the updated Strategic Marketing Plan.
3. Three (3) - day QMS Planning Workshop to be participated in by the TPB MANCOM and senior officials with the following activities/outputs:
  - a. Assessment of the 2020 TPB organizational performance, including the challenges/constraints encountered;
  - b. Review and reprogramming of the 2021 plans and programs;
  - c. Planning and prioritization of the programs/projects and other development activities for FY 2022;
  - d. Procurement Planning Session to program 2022 procurement activities, especially the early procurement; and
  - e. Identification of gaps on the entries in the following documents: Risk Register and Risk Control Plan, 2022 Corporate Quality Objectives, 2022 Work Program and Targets, and 2022 Functional Quality Objectives.
4. Two (2) day Year-end Planning workshop with TPB MANCOM and senior officials/junior officers to review the accomplishment of 2021 targets and adjust 2022 Corporate Work Program, as necessary.

5. Two (2) day Thinking on Your Feet Training Program for the MANCOM and select senior/junior officers (25 – 30 pax only).
6. Analysis of TPB Documents (i.e., Performance Scorecards, Corporate and Functional Quality Objectives, OPCR/DPCR, Program Expenditure Plan or DBM BP Form 201, and other relevant documents).
7. Successful facilitation of the abovementioned five (5) workshops/sessions, including coaching services, technical advice/assistance and support to participants resulting to the following outputs/deliverables:
  - a. Updated TPB Context
  - b. TPB Strategic Risk Register
  - c. TPB Risk Control Plan
  - d. 2022 Corporate Quality Objectives
  - e. 2022 Work Program and Targets
  - f. 2022 Functional Quality Objectives
  - g. Updated 2021-2025 TPB Strategic Marketing Plan and Objectives
  - h. Annual Operational Plans until 2025 aligned with the updated TPB Strategic Marketing Plan.
8. Engagement Terminal Report covering the proceedings of the workshops, outputs during the activities and meetings and recommendations on how to sustain and implement the learnings gained or any immediate “next steps”.

**V. Duration of Work**

The Consultant or Consulting Firm shall be engaged from the issuance of Notice to Proceed to end of December 2021.

Below is the indicative schedule of activities:

<b>PROPOSED SCHEDULE</b>	<b>ACTIVITIES</b>
June (1 week after issuance of NTP)	Submission of proposed timeline/Gantt Chart
June 2021	2-day QMS Training Session for TPB MANCOM
July 2021	2-day Strategic Planning and Harmonization Workshop with the TPB BOD and MANCOM
August 2021	3-day QMS Planning Workshop for FY 2022 participated by the TPB MANCOM and senior officials
October 2021	2-day Year-End Planning Workshop with TPB MANCOM and senior officials/junior officers

November 2021	2-day Thinking on Your Feet Training Program for TPB MANCOM and senior/junior officers
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*Note: Proposed time frame may be adjusted subject to the recommendations of the provider and the approval of the TPB*

#### **VI. TPB's responsibilities:**

1. Oversee the pre-work required prior to the event;
2. Provide the necessary documents and materials needed by the Facilitator;
3. Invite and ensure the attendance of the targeted participants;
4. Provide when needed the COVID-19 related Tests, accommodation, venue, and meals of the participants for the duration of the workshops;
5. Provide when needed the COVID-19 related Tests, accommodation and meals of the Facilitator and support team (maximum 4 persons) for the duration of the workshops;
6. Purchase and reproduction of materials and manuals needed for the workshops
7. Provide the external provider's team with a working area in TPB during visit (as applicable)
8. Ensure that training equipment, such as LCD projector, projector screen, microphones, speaker, flip chart stands and whiteboard and other materials required by the facilitator are available for use during the workshop (as applicable);
9. Ensure that an online facility (i.e., online video conferencing) is available in case of a hybrid-type of activity is preferred, as agreed upon by the consultant/consulting firm and the TPB; and
10. Pay the professional fee and shoulder the costs of other expenses incidental to the conduct of activities specified in this TOR

#### **VII. Terms of Payment**

As remuneration for services rendered, the consultant or consulting firm shall receive a professional fee in the amount of One Million Five Hundred Thousand Pesos (PhP 1,500,000.00) inclusive of all applicable taxes.

Supplier must have a Landbank account. Payment will be made through LBP bank deposit. In case the supplier does not have a Landbank account, bank charges will be shouldered by the supplier

The TPB reserves the right to withhold all or a portion of payment if performance is deemed unsatisfactory, if work/output is incomplete, not delivered or failed to meet deadline/s set; or all other factors in breach of the TOR.

**Out-of-Pocket Costs:** additional travel expense (COVID-19 related Tests, ticket and ground arrangement expenses) to be incurred upon request of TPB that are not included in the Financial proposal of the winning supplier should be approved by TPB prior to implementation.

The indicative payment scheme is as follows:

<b>Output/Milestone</b>	<b>% of Payments</b>
Upon approval of proposed timelines/Gantt Chart	15%
Upon completion of the 2-day QMS Training Session for TPB MANCOM	15%
Upon completion of the 2-day 2021-2025 Strategic Planning and Harmonization Workshop with the TPB BOD and MANCOM	20%
Upon completion of the 3-day QMS Planning Workshop for FY 2022 participated by the TPB MANCOM and senior officials	20%
Upon completion of the 2-day Year-End Planning Workshop with TPB MANCOM and senior officials/junior officers	20%
Upon submission and approval of Engagement Terminal Report	10%
<b>TOTAL</b>	<b>100%</b>

### **VIII. Qualification:**

1. Must have at least five (5) years' experience in Annual Planning;
2. Minimum accumulated five (5) years' experience and minimum three (3) years recent experience in conducting and facilitating similar planning workshops and meetings in private and government sector including ISO 9001:2015 consultancy work;

#### **3. Qualification of Key Personnel:**

- Facilitator: Five (5) years recent experience in conducting and facilitating similar planning workshops and meetings in private and government sector
- Subject Matter Expert/s: Three (3) years recent experience in conducting and facilitating similar planning workshops and meetings in private and government sector focus on:
  - Business Continuity Planning
  - Procurement (RA 9184)
  - Performance Management System (SPMS or RBPMS)
  - Communication (Thinking on Your Feet)
- Project Manager - three (3) years recent experience in managing similar planning workshops and meetings in private and government sector
- Admin/Support Staff (1 or 2) - three (3) years recent experience in providing support to similar planning workshops and meetings in private and government sector

4. Must have assisted at least three (3) government agencies in the establishment of the agency's Context or Strategic Risk Control and its control plans, or Corporate and Functional Quality Objectives or Annual Plans; and
5. Must have conducted training on Think on Your Feet or any similar module with a recognized training institution, preferably government training institution
6. Must have working knowledge on Performance Management System, Performance Scorecard and ISO 9001:2015 particularly on Risk-Based Thinking Approach and familiarity with Business Continuity Planning in general and or ISO 22301:2019 Business Continuity Management (preferred)

**Invitation to Suppliers:**

The Consultant / Consulting Firm is expected to submit technical and financial proposals which shall include:

- A brief profile and description demonstrating the professional/company qualification indicated in item VIII;
- Curriculum vitae of key personnel who will be assigned in the projects showing areas of specialization;
- List and evidence of relevant work experience for the last five (5) years (2016-2020 timeline);
- The winning consultant/consulting firm shall be determined in accordance with the process of R.A. 9184 and its Revised Implementing Rules and Regulations.
- Proponents will be required to make a presentation (maximum of 20 minutes) of their Plan Approach for the project. The proposals shall be evaluated using Quality Cost Based Evaluation (QCBE). The winning proposal must attain a hurdle rate of 85% based on the following set of selection criteria with their corresponding weight assignment:

Proposal	Weight
Technical Proposal	85%
Financial Proposal	15%

**PROJECT OFFICER/CONTACT PERSON:**

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**SHORTLISTING CRITERIA AND RATING SYSTEM  
FOR THE ANNUAL QMS PLANNING FACILITATOR-CONSULTANT**

Based on section 24.15.3 of RA 9184, the criteria and rating system for the shortlisting of QMS Planning Facilitator-Consultant are as follows:

Technical Specifications	Percentage	Rating
<b>I. Applicable Experience of the Consultant/Consulting Firm</b>		<b>50%</b>
a. Expertise in Annual Planning Facilitation within the last five (5) years <ul style="list-style-type: none"> <li>• <i>With more than 5 years of experience (30%)</i></li> <li>• <i>With 5 years of experience (25%)</i></li> <li>• <i>With less than 5 years of experience (0%)</i></li> </ul>	30%	
b. Successful implementation of similar projects within the last five (5) years <ul style="list-style-type: none"> <li>• At more than three (3) facilitated Annual Planning within the government sector and more than two (2) within the private sector (20%)</li> <li>• At least three (3) facilitated Annual Planning within the government sector and at least two (2) within the private sector (15%)</li> <li>• No similar projects implemented within the government sector (0%)</li> </ul>	20%	
<b>II. Qualifications of the Facilitator/Principal and Key Personnel to be Assigned to the Project</b>		<b>30%</b>
a. Adherence to qualification of Key Personnel based on item VIII no. 3 <ul style="list-style-type: none"> <li>• More than three (3) years recent experience in conducting and facilitating/assisting similar planning workshops and meetings in private and government sector (30%)</li> <li>• With at least three (3) years recent experience in conducting and facilitating/assisting similar planning workshops and meetings in private and government sector (25%)</li> <li>• Less than three (3) years recent experience in conducting and facilitating/assisting similar planning workshops and meetings in private and government sector (5%)</li> </ul>	30%	
<b>III. Current Workload relative to Capacity</b>		<b>20%</b>
The consultant/consulting firm is currently handling a maximum of 10 projects.	20%	



Technical Specifications	Percentage	Rating
<ul style="list-style-type: none"> <li>Currently handling 5 or less projects (20%)</li> <li>Currently handling 6-10 projects (15%)</li> <li>Currently handling more than 10 projects (0%)</li> </ul>		
<b>TOTAL</b>		<b>100%</b>
<b>Factor Rating</b>		
Applicable Experience of the Consultant/Consulting Firm	___*(.50) =	
Qualifications of the Principal and Key Personnel to be Assigned to the Project	___*(.30) =	
Current Workload relative to Capacity	___*(.20) =	

**Hurdle rate for Shortlisting: At least 85%**

**TECHNICAL PROPOSAL:**

Bidders are required to present their plan of approach for the project (maximum of 20 minutes).

Based on section 33.2.2. of R.A. 9184, the technical proposal and presentation of the bidders shall be evaluated based on the following criteria with corresponding numerical weights:

<b>PROJECT TITLE:</b> TPB Quality Management System (QMS) Planning for FY 2022	
<b>APPROVED BUDGET COST (ABC):</b> Php 1,500,000.00	
<b>BIDDER:</b>	
<b>TECHNICAL SPECIFICATION</b>	<b>WEIGHT (%)</b>
<b>I. Firm Experience and Capability of the Consultant/Consulting Firm</b>	<b>35</b>
a. Expertise in Annual Planning Facilitation within the last five (5) years <ul style="list-style-type: none"> <li>Above five (5) years' experience in Annual Planning Facilitation (20 points)</li> <li>With five (5) years' experience in Annual Planning Facilitation (15 points)</li> <li>Less five (5) years' experience in Annual Planning Facilitation (0 point)</li> </ul>	20
b. Quality and quantity of similar projects in the past to present within the last five (5) years <ul style="list-style-type: none"> <li>Above five (5) years' experience in Annual Planning with at least two (2) facilitated within the government sector and at least three (3) within the private sector (15 points)</li> <li>With five (5) years' experience in Annual Planning with at least two (2) facilitated within the government sector and at least</li> </ul>	15

<p>one (1) within the private sector (10 points)</p> <ul style="list-style-type: none"> <li>• Less than five (5) years' experience in Annual Planning (0 point)</li> </ul>	
<b>II. Plan of Approach and Methodology</b>	<b>30</b>
a. Proposed workplans to achieve the deliverables/ expected outputs within the specified timeframes	20
b. Approach on the requirements, design and facilitation of the four (4) Workshops	10
<b>III. Expertise and Capacity of the Key Personnel to be Assigned to the Project</b>	<b>35</b>
<p>a. Solid experience in providing QMS planning interventions within the last five (5) years</p> <ul style="list-style-type: none"> <li>• <b>Facilitator and other key personnel (project manager &amp; support staff):</b> Above five (5) years' experience in Annual Planning with at least two (2) facilitated within the government sector and at least three (3) within the private sector or vice versa (10 points)</li> <li>• <b>Facilitator and other key personnel (project manager &amp; support staff):</b> With at least five (5) years' experience in Annual Planning with at least two (2) facilitated within the government sector and at least one (1) within the private sector or vice versa (5 points)</li> <li>• <b>Facilitator and other key personnel (project manager &amp; support staff):</b> Less than five (5) years' experience in Annual Planning (0 point)</li> </ul>	10
<p>b. Captured required expertise of Subject Matter Expert/s particularly on Business Continuity Plan/Management, Procurement Planning (RA 9184) and Performance Management System <b>(15 points)</b></p> <ul style="list-style-type: none"> <li>• More than three (3) years recent experience in conducting and facilitating similar planning workshops and meetings in private and government sector (15 points)</li> <li>• With at least three (3) years recent experience in conducting and facilitating similar planning workshops and meetings in private and government sector (10 points)</li> <li>• Less than three (3) years recent experience in conducting and facilitating similar planning workshops and meetings in private and government sector (0 point)</li> </ul>	15
<p>c. Captured training expertise particularly in Communications Skills within the last three (3) years preferably in the conduct of Think-on-Your Feet Training or similar module <b>(10 points)</b></p> <ul style="list-style-type: none"> <li>• <b>Facilitator or Subject Matter Expert:</b> More than three (e) years' experience in the conduct of Think-on-Your Feet Training or similar module with at least two (2) facilitated within the government sector and at least three (3) within the private sector or vice versa (10 points)</li> <li>• <b>Facilitator or Subject Matter Expert:</b> With at least three (3) years' experience in in the conduct of Think-on-Your Feet Training or similar module with at least</li> </ul>	10

<p>two (2) facilitated within the government sector and at least one (1) within the private sector or vice versa (5 points)</p> <ul style="list-style-type: none"> <li> <p><b>Facilitator or Subject Matter Expert:</b> Less than three (3) years' experience in the conduct of Think-on-Your Feet Training or similar module (0 point)</p> </li> </ul>	
<b>FACTORS</b>	<b>TOTAL R PER RF x %</b>
I. <b>Firm Experience and Capability of the Consultant/Consulting Firm</b>	___ x (.35) =
II. <b>Plan of Approach and Methodology</b>	___ x (.30) =
III. <b>Expertise and Capacity of the Key Personnel to be Assigned to the Project</b>	___ x (.35) =
<b>TOTAL (Passing Rate = 85%)</b>	

**Hurdle rate for Technical Proposal: At least 85%**

The research/survey company is expected to submit technical and financial proposals which shall be evaluated using the Quality Cost Based Evaluation (QCBE). The winning bidder must attain a **hurdle rate of 85%** based on the following weight assignments:

<b>Proposal</b>	<b>Weight (%)</b>
Technical	85
Financial	15
TOTAL	100