

Annex A: TERMS OF REFERENCE

FOR THE FACILITATION OF THE 2022 QUALITY MANAGEMENT SYSTEM (QMS) PLANNING SESSIONS OF THE TOURISM PROMOTIONS BOARD FOR FY 2023

I. Background

In light of recent developments, including but not limited to the opening of Philippines borders to international visitors, the Tourism Promotions Board (TPB) will be adopting a new Corporate Vision and Development Plan for 2022-2028.

Preparing specifically for its performance target setting and budget call/preparations for FY 2023, the TPB, through its Corporate Planning and Business Development Department seeks to engage the services of an external provider to facilitate its Quality Management System (QMS) Planning FY 2023 workshop series.

The service provider shall be responsible for the preparation of the program and course designs for all the QMS training and workshop activities; ensuring a harmonized approach to the agreed upon outputs and deliverables; as well as the formulation of annual operational plans, including the programs, projects and activities (PPAs), to make sure these are implemented effectively, together with the other outputs and deliverables indicated in this Terms of Reference (TOR).

II. Objectives of the QMS Planning Intervention

1. To revisit the 2022-2028 TPB Strategy Map, and update, as necessary, identify the strategic goals and initiatives for CY 2023-2028 in attaining the Vision for the Philippine Tourism and the Corporation, and formulate the TPB 2023 Performance Scorecard;
2. To assess the previous and current year performance scorecard and formulate the 2023 Corporate and Functional Quality Objectives with draft 2023 Work and Financial Plan per Department/Unit;
3. To enhance TPB MANCOM's, Senior Officers and other key staff's integrated project management skills leading to improved overall performance results for the Corporation; and
4. To address identified or flagged outstanding issues and other concerns going forward during the Year-end Planning, which will also include continuous strategy developments, running year in review and adjustments, and presentation of the Corporate Work Program/ Work and Financial Plans for FY 2023.

III. Scope of Work

1. Familiarization with TPB and its existing programs, including review of organizational documents and meetings with key staff;
2. Provide resource person/s and/or facilitator/s, for final approval of TPB;
3. Facilitate a two (2) day Strategic Planning Session to revisit the TPB 2022-2028 Strategy Map and to formulate/identify the corresponding annual plans and PAPs to ensure its effective implementation and set the 2023 TPB Performance Scorecard;
4. Facilitate a three (3) day QMS Planning Workshop to assess the previous and current year performance and formulate the 2023 Corporate and Functional Quality Objectives with draft 2023 Work and Financial Plan per Department/Unit;
5. Conduct of a three (3) day Module I: Master Class (Advanced Level) Workshop Series for TPB MANCOM that merges QMS and risk management, enhanced and effective project management, Philippine government procurement planning and budget utilization;
6. Conduct of a three (3) day Module II: Intermediate Level Workshop Series for TPB Senior Project Officers that complements and reinforces down the line the same principles, approach and standards to Project Management resulting into integrated expectations and results; and
7. Facilitate a three (3) day Year-end Planning Workshop to address identified or flagged outstanding issues and other concerns going forward during the Year-end Planning, which will also include continuous strategy developments, running year in review and adjustments, and presentation of the Corporate Work Program/ Work and Financial Plans for FY 2023.

IV. Outputs and deliverables:

1. Two (2) - day Strategic Planning and Harmonization Workshop with TPB's Board of Directors, MANCOM and key staff, to include:
 - a. Review of the Strategy Map by identifying the opportunities for the future and rethinks the TPB organizational purpose ensuring that it is a future fit organization;
 - b. Formulation and alignment of the annual plans until 2028 in accordance with the evolving 2022-2028 Strategic Plan; and
 - c. Formulation of the 2023 TPB Performance Scorecard.
2. 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 previous and current year performance scorecard, including the challenges/constraints encountered;
 - b. Formulate the 2023 Corporate and Functional Quality Objectives; and
 - c. Formulate the 2023 Work and Financial Plans.
3. Three (3) day Module I: Master Class (Advanced Level) Workshop Series for TPB's MANCOM and key staff, which shall include the following:

- a. QMS and risk management with focus on:
 - Risk-based thinking in checking and validating the plans and programs;
 - how to make Risk Assessments more robust, innovative and timely; and
 - validation of the consistency of quality products and services through quality processes
 - b. enhanced and effective project management with Philippine government procurement planning and budget utilization incorporated;
 - c. look into possibilities of a standardized approach and tools for utilization in project management and dialogue on what needs to be improved, challenges and current best practices, including recommendations on digital tools that may be adopted or procured
4. Three (3) day Module II: Intermediate Level Workshop Series for TPB Senior Officers, complementing and integrating with item 1, and to include cascade of any resulting policies and practices therein
 5. Three (3) day Year-end Planning Workshop with TPB MANCOM and senior officials/junior officers to review and address the identified or flagged outstanding issues and other concerns going forward, which will also include continuous strategy developments, running year in review and adjustments, and presentation of the Corporate Work Program/ Work and Financial Plans for FY 2023.
 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) with initial audit/gap analysis report.
 7. Successful facilitation of the abovementioned four (4) workshops/sessions, including coaching services, technical advice/assistance and support to participants resulting to the following outputs/deliverables:
 - a. Revisited/Updated 2022-2028 Strategy Map
 - b. 2023 TPB Performance Scorecard
 - c. 2023 Corporate and Functional Quality Objectives
 - d. 2023 Work Program/Work and Financial Plans
 8. Engagement Terminal Report covering the proceedings of the workshops, outputs during the activities and meetings, final audit/gap analysis report 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 for a maximum of seven (7) months.

Below is the indicative schedule of activities:

| PROPOSED SCHEDULE | ACIVITIES |
|---|---|
| 1 week after issuance of NTP | Submission of the proposed timelines/Gantt Chart |
| 3 rd week August 2022 (17-18 August 2022) | Two (2) day live-in Strategic Planning and Harmonization Workshop with TPB's MANCOM and key staff |
| 4 th week August 2022 (24-26 August 2022) | Three (3) day live-in QMS Planning Workshop for FY 2023 participated by the TPB MANCOM and senior officials |
| 4 th week September 2022 28-30 September 2022 | Three (3) day live-out Module I: Master Class (Advanced Level) Workshop Series for MANCOM and key staff on the subjects and focus |
| 2 nd week October 2022 12-14 October 2022 | Three (3) day live-out Module II: Intermediate Level Workshop Series for TPB Senior Project Officers |
| 4 th week November 2022 (23-25 Nov 2022) | Three (3) day live-in Year-end Planning Workshop with TPB MANCOM and senior officials/junior officers |
| December 2022 | Submission of Engagement Terminal Report |

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. Coordinate 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 accommodation, venue, and meals of the participants for the duration of the workshops;
5. Provide when needed the accommodation and meals of the Facilitator and support team (maximum 4 persons; as applies) 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 workshops (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;
10. Pay the professional fee and shoulder the costs of other expenses incidental to the conduct of activities specified in this TOR; and
11. Out-of-Pocket Costs: additional travel expense (RT PCR Tests, ticket and ground arrangement expenses) to be incurred that are not included in the financial proposal of the winning supplier shall be approved by TPB prior to implementation

VII. Terms of Payment

The Approved Budget for the Contract is **One Million Six Hundred and Eighty Thousand Pesos (PhP 1,680,000.00)** inclusive of all applicable taxes.

Supplier preferably with 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.

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.

The indicative payment scheme is as follows:

| Output/Milestone | % of Payments |
|---|---------------|
| Tranche 1 | |
| Upon approval of proposed timelines/Gantt Chart and completion of the Two (2) day Strategic Planning and Harmonization Workshop and Three (3) day QMS Planning Workshop for FY 2023 | 35% |
| Tranche 2 | |
| Upon completion of the Module I: Master Class (Advanced Level) Workshop Series | 15% |
| Tranche 3 | |
| Upon completion of the three (3) day Module II: Intermediate Level Workshop Series | 10% |
| Tranche 4 | |
| Upon completion of the Three (3) day Year-end Planning Workshop | 25% |
| Tranche 5 | |

| | |
|--|------|
| Upon submission and approval of the Engagement Terminal Report | 15% |
| TOTAL | 100% |

VIII. Qualifications:

1. The Consultant or Consulting Firm shall show evidence of a minimum accumulated five (5) years' experience and minimum three (3) years recent experience in conducting and facilitating competency and QMS based planning workshops and interventions in the private and government sectors including ISO 9001:2015 consultancy work;
2. All key personnel to be assigned to the project shall have:
 - relevant recent work experience in conducting and facilitating planning workshops and interventions in the private and government sectors, and
 - extensive working knowledge on competency based Performance Management System, the GCG-prescribed Performance Scorecard; and shall have recently assisted a government agency in the establishment of its Corporate and Functional Quality Objectives and/or Annual Planning.

| Key Personnel | Minimum Years of Recent Experience |
|------------------------|------------------------------------|
| Lead Facilitator/s | five (5) years |
| Subject Matter Experts | three (3) years |
| Project Manager | three (3) years |
| Admin/Support Staff | three (3) years |

3. Further, the Subject Matter Expert/s shall preferably has/have qualifications as follows:

| Subject Matter | SME Qualification |
|--|---|
| Performance Management | Certified Performance Management Professional |
| Risk Management | Established familiarity with ISO 31000 Risk Management Guidelines |
| Project Management | Certified Project Management Professional |
| Philippine Government Procurement Planning | Must be an accredited/certified Trainor of the GPPB and/or AGIA or have conducted related trainings / consultations on RA 9184 or procurement act processes |
| Budget preparation | Relevant work experience |

| | |
|-----------------|---|
| and utilization | including three years successive Corporate Operating Budget approved by the DBM and attendance to Budget Forums relative to Government Practices within the same period |
|-----------------|---|

If the Consultant is working as a single entity, then he/she must have accumulated the combined minimum work experience required of the lead and key personnel.

IX. Shortlisting Criteria and Rating System:

Based on section 24.5.3 of R.A. 9184, the criteria and rating system for the shortlisting of Consultants is as follows:

| | PARTICULARS | PERCENTAGE | RATING |
|------------|--|-------------------|---------------|
| I. | Consultant/Firm Experience and Capability of the Consultant/ Consulting Firm | 30% | 30% |
| | A. The Consultant or Consulting Firm shall show evidence of a minimum accumulated five (5) years' experience and minimum three (3) years recent experience in conducting and facilitating competency and QMS based planning workshops and interventions in the private and government sectors including ISO 9001:2015 consultancy work | 20% | |
| | <i>With more than 5 years accumulated and more than 3 years recent experience (20%)</i> | | |
| | <i>With 5 years accumulated and 3 years recent experience (10%)</i> | | |
| | <i>With less than 5 years accumulated and/or less than 3 years recent experience (0%)</i> | | |
| | B. Evidence of recent ISO 9001:2015 consultancy work | 10% | |
| | <i>With more than 3 years of experience (10%)</i> | | |
| | <i>With 3 years of experience (5%)</i> | | |
| | <i>With less than 3 years of experience (0%)</i> | | |
| II. | Expertise and Capacity of the Key Personnel to be Assigned to the Project | 50% | 50% |
| | A. All key personnel to be assigned to the project shall have relevant recent work experience in conducting and facilitating planning workshops | 15% | |

| | PARTICULARS | PERCENTAGE | RATING |
|----|---|-------------------|---------------|
| | and interventions in the private and government sectors | | |
| | <i>Lead facilitator with more than 5 years of experience (15%)</i> | | |
| | <i>Lead facilitator with 4 to 5 years of experience (10%)</i> | | |
| | <i>Lead facilitator with 3 to 4 years of experience (5%)</i> | | |
| | <i>Lead facilitator with less than 3 years of experience (0%)</i> | | |
| | All key personnel to be assigned to the project shall have extensive working knowledge on competency based Performance Management System, the GCG-prescribed Performance Scorecard; and shall have recently assisted a government agency in the establishment of its Corporate and Functional Quality Objectives and/or Annual Planning | 10% | |
| | <i>Lead facilitator's CV demonstrates the extensive work knowledge required (10%)</i> | | |
| | <i>Lead facilitator's CV demonstrates familiarity with all the work knowledge required (5%)</i> | | |
| | <i>Lead facilitator's CV demonstrates inadequate expertise or familiarity with all the work knowledge required (0%)</i> | | |
| B. | The Consultant and/or all other key personnel to be assigned to the project shall have relevant recent work experience in conducting and facilitating planning workshops and interventions in the private and government sectors | 15% | |
| | <i>The Consultant has accumulated more than 5 years and/or all other key personnel have more than 3 years of relevant work experience (15%)</i> | | |
| | <i>The Consultant has accumulated 5 years and/or all other key personnel have 3 years of relevant work experience (10%)</i> | | |
| | <i>The Consultant has accumulated less than 6 years and/or all other key personnel have 3 years of relevant work experience (5%)</i> | | |
| | <i>The Consultant has accumulated and/or all other key personnel have less than 3 years' relevant work experience (0%)</i> | | |

| | PARTICULARS | PERCENTAGE | RATING |
|--|---|---------------------------|-------------|
| | The Consultant and/or all <i>other key personnel to be assigned to the project shall have extensive working knowledge on competency based Performance Management System, the GCG-prescribed Performance Scorecard; and shall have recently assisted a government agency in the establishment of its Corporate and Functional Quality Objectives and/or Annual Planning.</i> | 10% | |
| | <i>The Consultant and/or all other key personnel's CVs demonstrate the extensive work knowledge required (10%)</i> | | |
| | <i>The Consultant and/or all other key personnel's CVs demonstrate familiarity with all the work knowledge required (5%)</i> | | |
| | <i>The Consultant and/or all other key personnel's demonstrate inadequate expertise or familiarity with all the work knowledge required (0%)</i> | | |
| III. | Current Workload relative to Capacity | | 20% |
| | The overall workload capacity of the Consultant or Consulting Firm will not impede, negatively impact or conflict with this project commitment to TPB. | 20% | |
| | <i>The Consultant or Consulting Firm is currently handling 3 and 5 or less projects, respectively (10%)</i> | | |
| | <i>The Consultant or Consulting Firm is currently handling 6 and 6-10 projects, respectively (5%)</i> | | |
| | <i>The Consultant or Consulting Firm is currently handling more than 6 and 10 projects respectively (0%)</i> | | |
| | TOTAL | | 100% |
| FACTORS: FACILITATION OF THE ANNUAL QUALITY MANAGEMENT SYSTEM PLANNING SESSIONS OF THE TOURISM PROMOTIONS BOARD FOR FY 2023 (Shortlisting Criteria) | | TOTAL R PER RF x % | |
| I. | Consultant/Firm Experience and Capability of the Consultant/ Consulting Firm | _____ x (.30) = | |
| II. | Expertise and Capacity of the Key Personnel to be Assigned to the Project | _____ x (.50) = | |
| III. | Current Workload relative to Capacity | _____ x (.20) = | |
| TOTAL (Passing Rate = 85%) | | | |

X. Presentation of Plan Approach:

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:

| | PARTICULARS | %Weight | RATING |
|------------|---|----------------|---------------|
| I. | Consultant/Firm Experience and Capability of the Consultant/ Consulting Firm | | 30% |
| A. | At least 5 years' experience in conducting and facilitating planning workshops and interventions in the private and government sectors | 20% | |
| | <i>With more than 5 years of experience (20%)</i> | | |
| | <i>With 5 years of experience (10%)</i> | | |
| | <i>With less than 5 years of experience (0%)</i> | | |
| B. | Quality/profile of previous clients in similar projects | 10% | |
| | <i>With at least 3 similar projects and 2 government clients (10%)</i> | | |
| | <i>With at least 3 similar projects but no government client (5%)</i> | | |
| | <i>Less than 3 similar projects (regardless if there is a government client or none) (0%)</i> | | |
| II. | Expertise and Capacity of the Key Personnel to be Assigned to the Project | | 25% |
| A. | Conformity with the required key personnel composition | 15% | |
| | <i>The proposed project team composition includes all the key personnel all meet or the single entity meeting all of the minimum qualifications stated in the TOR (15%)</i> | | |
| | <i>The proposed project team composition includes all the key personnel with the majority or the single entity meeting the majority qualifications stated in the TOR (10%)</i> | | |
| | <i>The proposed project team composition includes all the key personnel however the minority or the single entity meet only the minimum qualifications stated in the TOR (0%)</i> | | |
| B. | Subject Matter Expert Qualifications | 10% | |
| | <i>The Subject Matter Experts indicated in the proposed project team composition all meet the</i> | | |

| | PARTICULARS | %Weight | RATING |
|--|---|---------------------------|---------------|
| | <i>qualifications stated or the Consultant and/or Consulting Firm show ample established equivalent experience and exposure to the indicated Subject Matters (10%)</i> | | |
| | <i>Some or all of the Subject Matter Experts indicated in the proposed project team composition or the Consultant and/or Consulting Firm do not meet the qualifications stated (0%)</i> | | |
| III. | Plan of Approach and Methodology | | 45% |
| | A. Consistency of the proposed work plan with the Scope of Work indicated in the TOR | 15% | |
| | B. Plan of approach to achieve the deliverables/ expected outputs within the specified project period | 15% | |
| | C. Program design of the five (5) workshops and Engagement Terminal Report plus the quality of the module designs | 15% | |
| | TOTAL | | 100% |
| FACTORS: FACILITATION OF THE ANNUAL QUALITY MANAGEMENT SYSTEM PLANNING SESSIONS OF THE TOURISM PROMOTIONS BOARD FOR FY 2023 (Presentation of Plan Approach) | | TOTAL R PER RF x % | |
| I. | Consultant/Firm Experience and Capability of the Consultant/ Consulting Firm | _____ x (.30) = | |
| II. | Expertise and Capacity of the Key Personnel to be Assigned to the Project | _____ x (.25) = | |
| III. | Plan of Approach and Methodology | _____ x (.45) = | |
| TOTAL (Passing Rate = 85%) | | | |

XI. 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 competency, experience and areas of specialization using the TPF6 Form;
- List and evidence of relevant work experience for the last five (5) years (2017-2022 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% |

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