



Social Security System

East Avenue, Diliman, Quezon City

PHILIPPINE BIDDING DOCUMENTS

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PART II

PROCUREMENT OF CONSULTING SERVICES

CONSULTANCY SERVICES FOR THE HUMAN RESOURCE- ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

REI-SSS-CONSULTING 2023-013

Government of the Republic of the Philippines

SEPTEMBER 2023


FILOMENA S. DAVID
TWG Chairperson

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Section I. Notice of Eligibility and Shortlisting

[Insert Date]

[Name and Address of Short Listed Consultant]

Dear *[Addressee]*:

1. The ***SOCIAL SECURITY SYSTEM*** (hereinafter called “Procuring Entity” has received financing (hereinafter called “funds”) from Approved 2023 Corporate Operating Budget–MOOE included in the APP Update for the month of June (2nd update) with Code PAP 2023-0366 of the APP (hereinafter called the “Funding Source”) toward the cost of the **Consultancy Services for the Human Resource-Organizational Development for Restructuring**. The Procuring Entity intends to apply the amount of Twenty Million Pesos (₱20,000,000.00) to eligible payments under the contract for which the Bidding Documents is issued.
2. The Procuring Entity now invites bids to provide the following Consulting Services:
The project aims to review and realign the existing organizational structure, processes, functional charts, staffing and position charts, competency charts, and succession management plan of the SSS and implement improvements in support of SSS’ new strategic objectives based on Republic Act (RA) No. 11199 (Social Security Act of 2018), RA No. 11032 (Ease of Doing Business), ISSA Guidelines on Service Quality, and other relevant laws and policies.
The HR-OD Consultancy Firm shall provide technical expertise, undertake the review of the restructuring-related output documents from SSS, and produce the final documents required for submission to GCG for purposes of approval.
More details on the services are provided in the Terms of Reference (TOR) for the project.
3. The Consultant shall be selected and employed in accordance with **Quality Cost Based Evaluation (QCBE)** procedures as described in the Bidding Documents.
4. This notice has been addressed to the following short-listed Consultants:
[Insert list of short-listed HR-OD Consultancy Firm/s]
5. It is not permissible for you to transfer this invitation to any other Consultant.
6. The Bidding Documents may be acquired at Bids and Awards Committee, 2/F SSS Main Building, East Avenue, Diliman, Quezon City during office hours from 8:00 a.m. to 5:00 p.m. starting from _____.
7. The Social Security System (SSS) will hold a Pre-Bid Conference on _____ at the Bidding Room, 2/F, SSS Main Building, East Avenue, Diliman, Quezon City which shall be open to all shortlisted consultants.

Yours sincerely,

The CHAIRPERSON
Bids and Awards Committee

Section II. Instructions to Bidders

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A. General

1. Introduction

- 1.1. The Procuring Entity named in the Bid Data Sheet (**BDS**) shall select an individual, sole proprietorship, cooperative, partnership, corporation, or a joint venture (JV) (hereinafter referred to as “Consultant”) from among those short listed, in accordance with the evaluation procedure specified in the **BDS**.
- 1.2. The Procuring Entity has received financing (hereinafter called “funds”) from the source indicated in the **BDS** (hereinafter called the “Funding Source”) toward the cost of the Project named in the **BDS**. The Procuring Entity intends to apply a portion or the whole of the funds to payments for this Project.
- 1.3. Consultants are invited to submit bids composed of a technical proposal and a financial proposal for Consulting Services required for this Project described in the **BDS**. Bids shall be the basis for contract negotiations and ultimately for a signed contract with the selected Consultant.
- 1.4. If the **BDS** indicates that the Project will be completed in phases, each phase must be completed to the Procuring Entity’s satisfaction prior to the commencement of the next phase.
- 1.5. Consultants must familiarize themselves with local conditions and take them into account in preparing their bids. To obtain firsthand information on the project and on the local conditions, Consultants are encouraged to visit the Procuring Entity before submitting a bid and to attend the pre-bid conference specified in **ITB** Clause 7.
- 1.6. The Consultants’ costs of preparing their bids and negotiating the contract, including a visit to the Procuring Entity, are not reimbursable as a direct cost of the project.
- 1.7. Consultants shall not be under a declaration of ineligibility for corrupt, fraudulent, collusive, coercive or obstructive practices issued by the Funding Source or the Procuring Entity in accordance with **ITB** Clause 3.1.

2. Conflict of Interest

- 2.1. The Funding Source’s policy requires that Consultants provide professional, objective, and impartial advice and at all times hold the Procuring Entity’s interests paramount, without any consideration for future work, and strictly avoid situations where a conflict of interest shall arise with their other projects or their own interests. Consultants shall not be hired for any project that would be in conflict with their prior or current obligations to other entities, or that may place them in a position of not being able to carry out the Project in the best interest of the Procuring Entity. Without limitation on the generality of this rule, Consultants shall not be hired under the circumstances set forth below:
 - (a) If a Consultant combines the function of consulting with those of contracting and/or supply of equipment for the same Project;
 - (b) If a Consultant is associated with, affiliated to, or owned by a contractor or a manufacturing firm with departments or design offices offering services as consultants unless such Consultant includes relevant information on such relationships along with a statement in the Technical Proposal cover letter to the effect that the Consultant shall limit its role to that of a consultant and disqualify itself and its associates from work in any other capacity that may

emerge from the Project (including bidding for any part of the future project). The contract with the Consultant selected to undertake the Project shall contain an appropriate provision to such effect; or

- (c) If there is a conflict among consulting projects, the Consultant (including its personnel and sub-consultants) and any subsidiaries or entities controlled by such Consultant shall not be recruited for the relevant project. The duties of the Consultant depend on the circumstances of each case. While continuity of consulting services may be appropriate in particular situations where no conflict exists, a Consultant cannot be recruited to carry out a project that, by its nature, shall result in conflict with a prior or current project of such Consultant. Examples of the situations mentioned are when a Consultant engaged to prepare engineering design for an infrastructure project shall not be recruited to prepare an independent environmental assessment for the same project; similarly, a Consultant assisting a Procuring Entity in privatization of public assets shall not purchase, nor advise purchasers, of such assets; or a Consultant hired to prepare Terms of Reference (TOR) for a project shall not be recruited for the project in question.

2.2. Consultants shall not be related to the Head of the Procuring Entity (HoPE), members of the BAC, the TWG, and the BAC Secretariat, the head of the PMO or the end-user unit, and the project consultants, by consanguinity or affinity up to the third civil degree. The prohibition shall apply as follows:

- (a) If the Consultant is an individual or sole proprietorship, then to himself;
- (b) If the Consultant is a partnership, then to all its officers and members;
- (c) If the Consultant is a corporation, then to all its officers, directors and controlling stockholders;
- (d) If the Consultant is a cooperative, to all its officers, directors, and controlling shareholders or members; or
- (e) If the Consultant is a JV, the provisions of items (a), (b), (c), or (d) of this Section shall correspondingly apply to each of the members of the said joint venture, as may be appropriate.

Relationship of the nature described above or a failure to comply with the provisions of this clause will result in the rejection of the Consultant's bid.

2.3. Subject to the provisions of **ITB** Clause 2, any previous or ongoing participation by the Consultant, its professional staff, or its affiliates or associates under a contract with the Funding Source or the Procuring Entity in relation to this Project may result in the rejection of its bid. Consultants should clarify their situation in that respect with the Procuring Entity before preparing its bid.

2.4. Failure by a Consultant to fully disclose potential conflict of interest at the time of Bid submission, or at a later date in the event that the potential conflict arises after such date, shall result in the Procuring Entity and/or the Funding Source seeking the imposition of the maximum administrative, civil and criminal penalties up to and including imprisonment.

2.5. Consultants are discouraged to include officials and employees of the Government of the Philippines (GoP) as part of its personnel. Participation of officials and employees of the GoP in the Project shall be subject to existing rules and regulations of the Civil Service Commission.

- 2.6. Fairness and transparency in the selection process require that Consultants do not derive unfair competitive advantage from having provided consulting services related to the Project in question. To this end, the Procuring Entity shall make available to all the short listed consultants together with the Bidding Documents all information that would in that respect give each Consultant a competitive advantage.

3. Corrupt, Fraudulent, Collusive, Coercive, and Obstructive Practices

- 3.1. The Procuring Entity as well as the Consultants shall observe the highest standard of ethics during the procurement and execution of the contract. In pursuance of this policy, the Procuring Entity:

- (a) defines, for purposes of this provision, the terms set forth below as follows:

- (i) “corrupt practice” means behavior on the part of officials in the public or private sectors by which they improperly and unlawfully enrich themselves, others, or induce others to do so, by misusing the position in which they are placed, and includes the offering, giving, receiving, or soliciting of anything of value to influence the action of any such official in the procurement process or in contract execution; entering, on behalf of the GoP, into any contract or transaction manifestly and grossly disadvantageous to the same, whether or not the public officer profited or will profit thereby, and similar acts as provided in Republic Act 3019.
- (ii) “fraudulent practice” means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of the Procuring Entity, and includes collusive practices among Bidders (prior to or after bid submission) designed to establish bid prices at artificial, non-competitive levels and to deprive the Procuring Entity of the benefits of free and open competition.
- (iii) “collusive practices” means a scheme or arrangement between two or more Bidders, with or without the knowledge of the Procuring Entity, designed to establish bid prices at artificial, non-competitive levels.
- (iv) “coercive practices” means harming or threatening to harm, directly or indirectly, persons, or their property to influence their participation in a procurement process, or affect the execution of a contract;
- (v) “obstructive practice” is
 - (aa) deliberately destroying, falsifying, altering or concealing of evidence material to an administrative proceedings or investigation or making false statements to investigators in order to materially impede an administrative proceedings or investigation of the Procuring Entity or any foreign government/foreign or international financing institution into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the administrative proceedings or investigation or from pursuing such proceedings or investigation; or

- (bb) acts intended to materially impede the exercise of the inspection and audit rights of the Procuring Entity or any foreign government/foreign or international financing institution herein.
- (b) will reject a proposal for award if it determines that the Bidder recommended for award has engaged in any of the practices mentioned in this Clause for purposes of competing for the contract.
- 3.2. Further, the Procuring Entity will seek to impose the maximum civil, administrative, and/or criminal penalties available under applicable laws on individuals and organizations deemed to be involved in any of the practices mentioned in **ITB** Clause 3.1(a).
- 3.3. Furthermore, the Funding Source and the Procuring Entity reserve the right to inspect and audit records and accounts of a Consultant in the bidding for and performance of a contract themselves or through independent auditors as reflected in the **GCC** Clause 51.

4. Consultant's Responsibilities

- 4.1. The Consultant or its duly authorized representative shall submit a sworn statement in the form prescribed in Section VII Bidding Forms as required in **ITB** Clause 10.2(d).
- 4.2. The Consultant is responsible for the following:
 - (a) Having taken steps to carefully examine all of the Bidding Documents;
 - (b) Having acknowledged all conditions, local or otherwise, affecting the implementation of the contract;
 - (c) Having made an estimate of the facilities available and needed for this Project, if any;
 - (d) Having complied with its responsibility to inquire or secure Supplemental/Bid Bulletin/s as provided under **ITB** Clause 8.4.
 - (e) Ensuring that it is not "blacklisted" or barred from bidding by the GoP or any of its agencies, offices, corporations, or LGUs, including foreign government/foreign or international financing institution whose blacklisting rules have been recognized by the GPPB;
 - (f) Ensuring that each of the documents submitted in satisfaction of the bidding requirements is an authentic copy of the original, complete, and all statements and information provided therein are true and correct;
 - (g) Authorizing the Head of the Procuring Entity or its duly authorized representative/s to verify all the documents submitted;
 - (h) Ensuring that the signatory is the duly authorized representative of the Bidder, and granted full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract, accompanied by the duly notarized Special Power of Attorney, Board/Partnership Resolution, or Secretary's Certificate, whichever is applicable;
 - (i) Complying with the disclosure provision under Section 47 of RA 9184 and its IRR in relation to other provisions of Republic Act 3019;

(j) Complying with existing labor laws and standards, in the case of procurement of services. Moreover, bidder undertakes to:

(i) Ensure the entitlement of workers to wages, hours of work, safety and health and other prevailing conditions of work as established by national laws, rules and regulations; or collective bargaining agreement; or arbitration award, if and when applicable.

In case there is a finding by the Procuring Entity or the DOLE of underpayment or non-payment of workers' wage and wage-related benefits, bidder agrees that the performance security or portion of the contract amount shall be withheld in favor of the complaining workers pursuant to appropriate provisions of Republic Act No. 9184 without prejudice to the institution of appropriate actions under the Labor Code, as amended, and other social legislations.

(ii) Comply with occupational safety and health standards and to correct deficiencies, if any.

In case of imminent danger, injury or death of the worker, bidder undertakes to suspend contract implementation pending clearance to proceed from the DOLE Regional Office and to comply with Work Stoppage Order; and

(iii) Inform the workers of their conditions of work, labor clauses under the contract specifying wages, hours of work and other benefits under prevailing national laws, rules and regulations; or collective bargaining agreement; or arbitration award, if and when applicable, through posting in two (2) conspicuous places in the establishment's premises; and

(k) Ensuring that it did not give or pay, directly or indirectly, any commission, amount, fee, or any form of compensation, pecuniary or otherwise, to any person or official, personnel or representative of the government in relation to any procurement project or activity.

Failure to observe any of the above responsibilities shall be at the risk of the Consultant concerned.

4.3. It shall be the sole responsibility of the prospective bidder to determine and to satisfy itself by such means as it considers necessary or desirable as to all matters pertaining to this Project, including: (a) the location and the nature of the contract, project, or work; (b) climatic conditions; (c) transportation facilities; (d) nature and condition of the terrain, geological conditions at the site communication facilities, requirements, location and availability of construction aggregates and other materials, labor, water, electric power and access roads; and (e) other factors that may affect the cost, duration and execution or implementation of the contract, project, or work.

4.4. The Procuring Entity shall not assume any responsibility regarding erroneous interpretations or conclusions by the Consultant out of the data furnished by the Procuring Entity. However, the Procuring Entity shall ensure that all information in the Bidding Documents, including supplemental/bid bulletins issued are correct and consistent.

4.5. Before submitting their bids, the Consultants are deemed to have become familiar with all existing laws, decrees, ordinances, acts and regulations of the GoP which may affect the contract in any way.

- 4.6. The Consultant shall bear all costs associated with the preparation and submission of his bid, and the Procuring Entity will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.
- 4.7. Consultants should note that the Procuring Entity will only accept bids from those that have paid the applicable fee for the Bidding Documents at the office indicated in the Request for Expression of Interest.

5. Origin of Associated Goods

Unless otherwise indicated in the **BDS**, there is no restriction on the origin of Goods other than those prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations.

6. Subcontracts

- 6.1. Unless otherwise specified in the **BDS**, the Consultant may subcontract portions of the Consulting Services to an extent as may be approved by the Procuring Entity and stated in the **BDS**. However, subcontracting of any portion shall not relieve the Consultant from any liability or obligation that may arise from the contract for this Project.
- 6.2. Subconsultant must comply with the eligibility criteria and the documentary requirements specified in the **BDS**. In the event that any subconsultant is found by the Procuring Entity to be ineligible, the subcontracting of such portion of the Consulting Services shall be disallowed.
- 6.3. The Consultant may identify the subconsultant to whom a portion of the Consulting Services will be subcontracted at any stage of the bidding process or during contract implementation. If the Consultant opts to disclose the name of the subconsultant during bid submission, the Consultant shall include the required documents as part of the technical component of its bid. A subconsultant that is identified by the Consultant during contract implementation must comply with the eligibility criteria and documentary requirements and secure approval of the Procuring Entity.

B. Contents of Bidding Documents

7. Pre-Bid Conference

- 7.1. If so specified in the **BDS**, a pre-bid conference shall be held at the venue and on the date indicated therein, to clarify and address the Consultants' questions on the technical and financial components of this Project.
- 7.2. The pre-bid conference shall be held at least twelve (12) calendar days before the deadline for the submission and receipt of bids, but not earlier than seven (7) calendar days from the determination of the shortlisted consultants. If the Procuring Entity determines that, by reason of the method, nature, or complexity of the contract to be bid, or when international participation will be more advantageous to the GoP, a longer period for the preparation of bids is necessary, the pre-bid conference shall be held at least thirty (30) calendar days before the deadline for the submission and receipt of bids.
- 7.3. Consultants are encouraged to attend the pre-bid conference to ensure that they fully understand the Procuring Entity's requirements. Non-attendance of the Consultant will in no way prejudice its bid; however, the Consultant is expected to know the changes and/or amendments to the Bidding Documents as recorded in the minutes of the pre-bid conference and the Supplemental/Bid Bulletin. The minutes

of the pre-bid conference shall be recorded and prepared not later than five (5) calendar days after the pre-bid conference. The minutes shall be made available to prospective bidders not later than five (5) days upon written request.

- 7.4. Decisions of the BAC amending any provision of the bidding documents shall be issued in writing through a Supplemental/Bid Bulletin at least seven (7) calendar days before the deadline for the submission and receipt of bids.

8. Clarifications and Amendments to Bidding Documents

- 8.1. Shortlisted consultants may request for clarification(s) on and/or an interpretation of any part of the Bidding Documents. Such a request must be in writing and submitted to the Procuring Entity at the address indicated in the **BDS** at least ten (10) calendar days before the deadline set for the submission and receipt of bids.
- 8.2. The BAC shall respond to the said request by issuing a Supplemental/Bid Bulletin to be made available to all those who have properly secured the Bidding Documents at least seven (7) calendar days before the deadline for the submission and receipt of Bids.
- 8.3. Supplemental/Bid Bulletins may also be issued upon the Procuring Entity's initiative for purposes of clarifying or modifying any provision of the Bidding Documents not later than seven (7) calendar days before the deadline for the submission and receipt of bids. Any modification to the Bidding Documents shall be identified as an amendment.
- 8.4. Any Supplemental/Bid Bulletin issued by the BAC shall also be posted in the PhilGEPS and the website of the Procuring Entity concerned, if available and at any conspicuous place in the premises of the Procuring Entity concerned. It shall be the responsibility of all Consultants who have properly secured the Bidding Documents to inquire and secure Supplemental/Bid Bulletins that may be issued by the BAC. However, Consultants who have submitted bids before the issuance of the Supplemental/Bid Bulletin must be informed and allowed to modify or withdraw their bids in accordance with **ITB** Clause 20.

C. Preparation of Bids

9. Language of Bids

The eligibility requirements or statements, the bids, and all other documents to be submitted to the BAC must be in English. If the eligibility requirements or statements, the bids, and all other documents submitted to the BAC are in foreign language other than English, it must be accompanied by a translation of the documents in English. The documents shall be translated by the relevant foreign government agency, the foreign government agency authorized to translate documents, or a registered translator in the foreign bidder's country; and shall be authenticated by the appropriate Philippine foreign service establishment/post or the equivalent office having jurisdiction over the foreign bidder's affairs in the Philippines.

However, for Contracting Parties to the Apostille Convention, the documents shall be authenticated through an apostille by the Competent Authority, except for countries identified by the Department of Foreign Affairs (DFA) that will still require legalization (red ribbon) by the relevant Embassy or Consulate.

The English translation shall govern, for purposes of interpretation of the bid.

10. Documents Comprising the Bid: Technical Proposal

- 10.1. While preparing the Technical Proposal, Consultants must give particular attention to the following:
- (a) The Technical Proposal shall not include any financial information. Any Technical Proposal containing financial information shall be declared non-responsive.
 - (b) For projects on a staff-time basis, the estimated number of professional staff-months specified in the **BDS** shall be complied with. Bids shall, however, be based on the number of professional staff-months estimated by the Consultant.
 - (c) Proposed professional staff must, at a minimum, have the experience indicated in the **BDS**, preferably working under conditions similar to those prevailing in the Republic of the Philippines.
 - (d) No alternative professional staff shall be proposed, and only one Curriculum Vitae (CV) may be submitted for each position.
- 10.2. The Technical Proposal shall contain the following information/documents:
- (a) Technical Proposal Submission Form shall be the cover letter of the Technical Proposal, using the form prescribed in Section VII. Bidding Forms (TPF 1).
 - (b) Bid security as prescribed in **ITB** Clause 15. If the bidder opts to submit the bid security in the form of:
 - (i) a bank draft/guarantee or an irrevocable Letter of Credit issued by a foreign bank, it shall be accompanied by a confirmation from a Universal or Commercial Bank; or
 - (ii) a surety bond accompanied by a certification coming from the Insurance Commission that the surety or insurance company is authorized to issue such instrument.
 - (c) Information indicated in the paragraphs below must be provided by the Consultant and each partner and/or subconsultant, if any, following the formats described in the Technical Proposal Forms:
 - (i) A brief description of the organization and outline of recent experience of the Consultant and each partner and/or subconsultant on projects of a similar and related nature as required in form TPF 2. Consultant's References. For each project, the outline should indicate *inter alia*, the project, contract amount and the Consultant's involvement. Information should be provided only for those projects for which the Consultant was legally contracted by itself or as one of the major participating consultants within an association. Whenever applicable, the experience of individual experts from projects completed independently or when associated with consultants other than the one with whom the individual is currently associated with cannot be claimed as the experience of the current consultant or any one of its partners and/or subconsultants, but can be claimed by the individuals themselves in their CVs. Consultants should be prepared to substantiate the claimed experience if so requested by the Procuring Entity.

- (ii) Comments, if any, on the TOR (TPF 3. Comments and Suggestions of Consultant on the Terms of Reference and on Data, Services, and Facilities to be Provided by the Procuring Entity) to improve performance in carrying out the Project. Innovativeness shall be appreciated, including workable suggestions that could improve the quality/effectiveness of the Project. In this regard, unless the Consultant clearly states otherwise, it shall be assumed by the Procuring Entity that work required to implement any such improvements, are included in the inputs shown on the Consultant's Staffing Schedule. It shall include a list of facilities requested by the Consultant to be provided by the Procuring Entity, if any, in addition to those shown on the Data Sheet that may include support facilities such as: counterpart staff, office space, local transportation, equipment, domestic administrative support, etc. that would be needed to carry out the project.
- (iii) A concise, complete, and logical description of how the Consultant's team shall carry out the services to meet all requirements of the TOR using TPF 4. Description of the Methodology and Work Plan for Performing the Project.
- (iv) An organization chart of the key and support staff indicating their tasks and relationships amongst the Consultant and any partner and/or subconsultant, the Procuring Entity, the Funding Source and the GoP, and other parties or stakeholders, if any, involved in the project using TPF 5. Team Composition and Task.
- (v) The name, age, nationality, background employment record, and professional experience of each nominated expert including ongoing projects, with particular reference to the type of experience required for the tasks assigned should be presented in the CV format shown in TPF 6. Format of Curriculum Vitae (CV) for Proposed Professional Staff. A duly notarized CV for each consultant involved in the Project shall be submitted for each position.
- (vi) The Procuring Entity requires that each expert confirm that the content of his/her CV is correct and the experts themselves should sign the certification of the CV. In addition, the expert should submit a signed written commitment stating that the expert shall work for the Project once awarded the contract. A zero rating shall be given to a nominated expert if the expert:
 - (vi.1) is proposed for a domestic position but is not a Filipino citizen;
 - (vi.2) failed to state nationality on the CV; or
 - (vi.3) the CV is not signed in accordance with paragraph (v) above.
- (vii) A Time Schedule (TPF 7. Time Schedule for Professional Personnel) indicating clearly the estimated duration in terms of person-months (shown separately for work in the field and in the home office) and the proposed timing of each input for each nominated expert, including domestic experts, if required, using the format shown. The schedule shall also indicate when experts are working in the project office and when they are working at locations away from the project office.

- (viii) A work plan showing in graphical format (bar chart) the timing of major activities, anticipated coordination meetings, and deliverables such as reports required under the TOR using TPF 8. Activity (Work) Schedule.
- (d) Sworn statement in accordance with Section 25.3 of the IRR of RA 9184 and using the form prescribed in Section VII Bidding Forms.

11. Documents Comprising the Bid: Financial Proposal

- 11.1. All information provided in a Consultant's Financial Proposal shall be treated as confidential. The Financial Proposal must be submitted in hard copy using the format shown in Financial Proposal Forms.
- 11.2. The Financial Proposal requires completion of six (6) forms, particularly, FPF 1, FPF 2, FPF 3, FPF 4, FPF 5, and FPF 6. FPF 1. Financial Proposal Submission Form should form the covering letter of the Financial Proposal. Form FPF 2. Summary of Costs FPF 3. Breakdown of Price per Activity, FPF 4. Breakdown of Remuneration per Activity, FPF 5. Reimbursables per Activity, and FPF 6. Miscellaneous Expenses, relate to the costs of consulting services under two distinct categories, namely: (a) Remuneration; and (b) Reimbursable Expenditures.
- 11.3. Remuneration is divided into billing rate estimates for international and domestic consultants. Reimbursable Expenditures are divided into per diem rates for international and domestic consultants and costs for other reimbursable expenditure items required to perform the consulting services.
- 11.4. The list of experts, and their respective inputs, identified in Financial Proposal Forms, must match the list of experts and their respective inputs shown in Technical Proposal Forms.
- 11.5. The Consultant shall be subject to Philippine taxes on amounts payable by the Procuring Entity under the contract through mandated withholding by local tax authorities of specified percentages of such amounts or otherwise. The **BDS** details the taxes payable.
- 11.6. The Financial Proposal should clearly estimate, as a separate amount, the local taxes (including social security), duties, fees, levies, and other charges imposed under the applicable law, on the Consultants, the subconsultants, and its personnel (other than Philippine Nationals or permanent residents of the Philippines).
- 11.7. Unless otherwise provided in the **BDS**, total calculated bid prices, as evaluated and corrected for minor arithmetical corrections, such as computational errors, which exceed the approved budget for the contract (ABC) shall not be considered.

12. Alternative Bids

Consultants participating in more than one bid or associating with any other entity other than those already provided in its eligibility documents and allowed by the Procuring Entity shall be disqualified.

13. Bid Currencies

- 13.1. All bid prices shall be quoted in Philippine Pesos unless otherwise provided in the **BDS**. However, for purposes of bid evaluation, bids denominated in foreign currencies shall be converted to Philippine currency based on the exchange rate prevailing on the day of the bid opening.

- 13.2. If so allowed in accordance with **ITB** Clause 13.1, the Procuring Entity for purposes of bid evaluation and comparing the bid prices will convert the amounts in various currencies in which the bid price is expressed to Philippine Pesos at the exchange rate as published in the *Bangko Sentral ng Pilipinas* (BSP) reference rate bulletin on the day of the bid opening.
- 13.3. Unless otherwise specified in the **BDS**, payment of the contract price shall be made in Philippine Pesos.

14. Bid Validity

- 14.1. Bids shall remain valid for the period specified in the **BDS** which shall not exceed one hundred twenty (120) calendar days from the date of the opening of bids.
- 14.2. In exceptional circumstances, prior to the expiration of the bid validity period, the Procuring Entity may request Consultants to extend the period of validity of their bids. The request and the responses shall be made in writing. The bid security described in **ITB** Clause 15 should also be extended corresponding to the extension of the bid validity period at the least. A Consultant may refuse the request without forfeiting its bid security, but his bid shall no longer be considered for further evaluation and award. A Consultant granting the request shall not be required or permitted to modify its bid.

15. Bid Security

- 15.1. The Consultant shall submit a Bid Securing Declaration or any form of Bid Security in an amount stated in the **BDS**, which shall be not less than the percentage of the ABC in accordance with the following schedule:

Form of Bid Security	Amount of Bid Security (Not less than the Percentage of the ABC)
a) Cash or cashier's/manager's check issued by a Universal or Commercial Bank. <i>For biddings conducted by LGUs, the cashier's/manager's check may be issued by other banks certified by the BSP as authorized to issue such financial instrument.</i>	Two percent (2%)
b) Bank draft/guarantee or irrevocable letter of credit issued by a Universal or Commercial Bank: Provided, however, that it shall be confirmed or authenticated by a Universal or Commercial Bank, if issued by a foreign bank. <i>For biddings conducted by LGUs, the Bank Draft/ Guarantee, or irrevocable letter of credit may be issued by other banks certified by the BSP as authorized to issue such financial instrument.</i>	
c) Surety bond callable upon demand issued by a surety or insurance company duly certified by the Insurance Commission as authorized to issue such security.	Five percent (5%)

The Bid Securing Declaration mentioned above is an undertaking which states, among others, that the bidder shall enter into contract with the Procuring Entity and furnish the performance security required under ITB Clause 31, within ten (10) calendar days from receipt of the Notice of Award, and commits to pay the corresponding amount as fine, and be suspended for a period of time from being qualified to participate in any government procurement activity in the event it violates any of the conditions stated therein as provided in the guidelines issued by the GPPB.

- 15.2. The bid security should be valid for the period specified in the **BDS**. Any bid not accompanied by an acceptable bid security shall be rejected by the Procuring Entity as non-responsive.
- 15.3. No bid securities shall be returned to the Consultants after the opening of bids and before contract signing, except to those that failed or declared as post-disqualified, upon submission of a written waiver of their right to file a request for reconsideration and/or protest or lapse of the reglementary period without having filed a request for reconsideration or protest. Without prejudice on its forfeiture, bid securities shall be returned only after the bidder with the Highest Rated Responsive Bid (HRRB) has signed the contract and furnished the performance security, but in no case later than the expiration of the bid security validity period indicated in **ITB** Clause 15.2.
- 15.4. Upon signing and execution of the contract pursuant to **ITB** Clause 31, and the posting of the performance security pursuant to **ITB** Clause 32, the Consultant's bid security will be discharged, but in no case later than the bid security validity period as indicated in **ITB** Clause 15.2.
- 15.5. The bid security may be forfeited:
 - (a) if a Consultant:
 - (i) withdraws its bid during the period of bid validity specified in **ITB** Clause 15.2;
 - (ii) does not accept the correction of errors pursuant to **ITB** Clause 11.7;
 - (iii) has a finding against the veracity of the required documents submitted in accordance with **ITB** Clause 27.2;
 - (iv) submission of eligibility requirements containing false information or falsified documents;
 - (v) any submission of bids that contain false information or falsified documents, or the concealment of such information in the bids in order to influence the outcome of eligibility screening or any other stage of the public bidding;
 - (vi) allowing the use of one's name, or using the name of another for purposes of public bidding;
 - (vii) withdrawal of a bid, or refusal to accept an award, or enter into contract with the Government without justifiable cause, after the Bidder had been adjudged as having submitted the **HRRB**;
 - (viii) refusal or failure to post the required performance security within the prescribed time;

- (ix) refusal to clarify or validate in writing its bid during post-qualification within a period of seven (7) calendar days from receipt of the request for clarification;
 - (x) any documented attempt by a Bidder to unduly influence the outcome of the bidding in his favor;
 - (xi) failure of the potential joint venture partners to enter into the joint venture after the bid is declared successful; or
 - (xii) all other acts that tend to defeat the purpose of the competitive bidding, such as habitually withdrawing from bidding, submitting late Bids or patently insufficient bid, for at least three (3) times within a year, except for valid reasons.
- (b) if the successful Consultant:
- (i) fails to sign the contract in accordance with **ITB** Clause 31;
 - (ii) fails to furnish performance security in accordance with **ITB** Clause 32; or
 - (iii) any other reason stated in the **BDS**.

16. Format and Signing of Bids

- 16.1. Consultants shall submit their bids through their duly authorized representative using the appropriate forms provided in Section VII. Bidding Forms on or before the deadline specified in the **ITB** Clause 18 in two (2) separate sealed bid envelopes, and which shall be submitted simultaneously. The first shall contain the technical proposal and the second shall contain the financial proposal.
- 16.2. Forms as mentioned in **ITB** Clause 16.1 must be completed without any alterations to their format, and no substitute form shall be accepted. All blank spaces shall be filled in with the information requested.
- 16.3. The Consultant shall prepare an original of the first and second envelopes as described in **ITB** Clauses 10 and 11. In addition, the Consultant shall submit copies of the first and second envelopes. In the event of any discrepancy between the original and the copies, the original shall prevail.
- 16.4. Each and every page of the Technical Proposal Submission Form and the Financial Proposal Submission Form under Section VII. Bidding Forms hereof shall be signed by the duly authorized representative/s of the Consultant. Failure to do so shall be a ground for the rejection of the bid.
- 16.5. Any interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the duly authorized representative/s of the Consultant.

17. Sealing and Marking of Bids

- 17.1. Unless otherwise indicated in the **BDS**, Consultants shall enclose their original technical proposal described in **ITB** Clause 10, in one sealed envelope marked "ORIGINAL - TECHNICAL PROPOSAL", and the original of their financial proposal in another sealed envelope marked "ORIGINAL - FINANCIAL PROPOSAL", sealing them all in an outer envelope marked "ORIGINAL BID".

- 17.2. Each copy of the first and second envelopes shall be similarly sealed duly marking the inner envelopes as “COPY NO. ___ - TECHNICAL PROPOSAL” and “COPY NO. ___ – FINANCIAL PROPOSAL” and the outer envelope as “COPY NO. ___”, respectively. These envelopes containing the original and the copies shall then be enclosed in one single envelope.
- 17.3. The original and the number of copies of the bid as indicated in the **BDS** shall be typed or written in ink and shall be signed by the bidder or its duly authorized representative/s.
- 17.4. All envelopes shall:
- (a) contain the name of the contract to be bid in capital letters;
 - (b) bear the name and address of the Consultant in capital letters;
 - (c) be addressed to the Procuring Entity’s BAC in accordance with **ITB** Clause 18.1;
 - (d) bear the specific identification of this bidding process indicated in the **ITB** Clause 1.2; and
 - (e) bear a warning “DO NOT OPEN BEFORE...” the date and time for the opening of bids, in accordance with **ITB** Clause 18.
- 17.5. Bid envelopes that are not properly sealed and marked, as required in the bidding documents, shall not be rejected, but the bidder or its duly authorized representative shall acknowledge such condition of the Bid as submitted. The BAC or the Procuring Entity shall assume no responsibility for the misplacement of the contents of the improperly sealed or marked Bid, or for its premature opening.

D. Submission and Opening of Bids

18. Deadline for Submission of Bids

Bids must be received by the Procuring Entity’s BAC at the address and on or before the date and time indicated in the **BDS**. **In case the deadline for submission of bids fall on a non-working day duly declared by the president, governor or mayor or other government official authorized to make such declaration, the deadline shall be the next working day.**

19. Late Bids

Any bid submitted after the deadline for submission and receipt of bids prescribed by the Procuring Entity, pursuant to **ITB** Clause 18, shall be declared “Late” and shall not be accepted by the Procuring Entity. The BAC shall record in the minutes of Bid submission and opening, the Consultant’s name, its representative and the time the late bid was submitted.

20. Modification and Withdrawal of Bids

20.1. The Consultant may modify its bid after it has been submitted; provided that the modification is received by the Procuring Entity prior to the deadline prescribed for submission and receipt of bids. The Consultant shall not be allowed to retrieve its original bid, but shall be allowed to submit another bid equally sealed, properly identified in accordance with **ITB** Clause 17.4, linked to its original bid marked as “TECHNICAL MODIFICATION” or “FINANCIAL MODIFICATION” and

stamped “received” by the BAC. Bid modifications received after the applicable deadline shall not be considered and shall be returned to the Consultant unopened.

- 20.2. A Consultant may, through a letter of withdrawal, withdraw its bid after it has been submitted, for valid and justifiable reason; provided that the letter of withdrawal is received by the Procuring Entity prior to the deadline prescribed for submission and receipt of bids. The letter of withdrawal must be executed by the authorized representative of the Bidder identified in the Omnibus Sworn Statement, a copy of which should be attached to the letter.
- 20.3 Bids requested to be withdrawn in accordance with **ITB** Clause 20.1 shall be returned unopened to the Bidders. A Consultant, who has acquired the bidding documents, may also express its intention not to participate in the bidding through a letter which should reach and be stamped by the BAC before the deadline for submission and receipt of bids. A Consultant that withdraws its bid shall not be permitted to submit another bid, directly or indirectly, for the same contract.
- 20.4 No bid may be modified after the deadline for submission of bids. No bid may be withdrawn in the interval between the deadline for submission of bids and the expiration of the period of bid validity specified by the Consultant on the Financial Bid Form. Withdrawal of a bid during this interval shall result in the forfeiture of the Consultant’s bid security, pursuant to **ITB** Clause 15.5, and the imposition of administrative, civil, and criminal sanctions as prescribed by R.A. 9184 and its IRR.

E. Evaluation and Comparison of Bids

21. Opening and Preliminary Examination of Bids

- 21.1 Only bids from short listed bidders shall be opened and considered for award of contract. These shortlisted bidders, whether single entities or JVs, should confirm in their Technical Proposal Submission Form that the information contained in the submitted eligibility documents remains correct as of the date of bid submission.
- 21.2 The BAC shall open the bids immediately after the deadline for the submission and receipt of bids in public, as specified in the **BDS**. In case the bids cannot be opened as scheduled due to justifiable reasons, the BAC shall take custody of the bids submitted and reschedule the opening on the next working day or at the soonest possible time through the issuance of a Bulletin to be posted at the PhilGEPS website and the website of the Procuring Entity concerned.
- 21.3 To determine each bidder’s compliance with the documents prescribed in **ITB** Clause 10, the BAC shall open the first envelope (Technical Proposal) and check the submitted documents of each bidder in accordance with **ITB** Clause 10.2 to ascertain if they are all present, using a non-discretionary “pass/fail” criterion. If a bidder submits the required document, it shall be rated “passed” for that particular requirement. In this regard, bids that fail to include any requirement or are incomplete or patently insufficient shall be considered as “failed”. Otherwise, the BAC shall rate the said first bid envelope as “passed”.
- 21.4 Letters of withdrawal shall be read out and recorded during bid opening, and the envelope containing the corresponding withdrawn bid shall be returned to the Consultant unopened
- 21.5 All members of the BAC who are present during bid opening shall initial every page of the original copies of all bids received and opened.

- 21.6 All technical envelopes shall be resealed. Those rated “passed” shall be secured for the detailed technical bid evaluation, while those rated “failed” will be secured for purposes of possible filing of a request for reconsideration unless the bidder waives its right to file a request for reconsideration, in which case, the envelope shall be returned to the bidder immediately.
- 21.7 The Procuring Entity shall prepare the minutes of the proceedings of the bid opening that shall include, as a minimum: (a) names of Bidders, their bid price (per lot, if applicable, and/or including discount, if any), bid security, findings of preliminary examination, and whether there is a withdrawal or modification; and (b) attendance sheet. The BAC members shall sign the abstract of bids as read.

22. Process to be Confidential

- 22.1 Members of the BAC, including its staff and personnel, as well as its Secretariat and TWG, are prohibited from making or accepting any kind of communication with any Consultant regarding the evaluation of their bids until the approval by the HoPE of the ranking of shortlisted Consultants, unless otherwise allowed in the **BDS** or in the case of **ITB** Clause 23.
- 22.2 Any effort by a bidder to influence the Procuring Entity in the Procuring Entity’s decision in respect of bid evaluation, bid comparison or contract award will result in the rejection of the Consultant’s bid.

23. Clarification of Bids

To assist in the evaluation, comparison and post-qualification of the bids, the Procuring Entity may ask in writing any Consultant for a clarification of its bid. All responses to requests for clarification shall be in writing. Any clarification submitted by a Consultant in respect to its bid and that is not in response to a request by the Procuring Entity shall not be considered.

24. Bid Evaluation

- 24.1 For the evaluation of bids, numerical ratings shall be used. In order to eliminate bias in evaluating the Bids, it is recommended that the highest and lowest scores for each Consultant for each criterion shall not be considered in determining the average scores of the Consultants, except when the evaluation is conducted in a collegial manner.
- 24.2 For complex or unique undertakings, such as those involving new concepts/technology or financial advisory services, participating short listed consultants may be required, at the option of the Procuring Entity concerned, to make an oral presentation to be presented by each Consultant, or its nominated Project Manager or head, in case of consulting firms, within fifteen (15) calendar days after the deadline for submission of Technical Proposals.
- 24.3 The entire evaluation process, including the submission of the results thereof to the HoPE for approval, shall be completed in not more than twenty-one (21) calendar days after the deadline for receipt of bids. The bid with the highest rank shall be identified as the Highest Rated Bid. The HoPE shall approve or disapprove the recommendations of the BAC within two (2) calendar days after receipt of the results of the evaluation from the BAC.
- 24.4 All participating short listed consultants shall be furnished the results (ranking and total scores only) of the evaluation after the approval by the HoPE of the ranking. Said results shall also be posted in the PhilGEPS and the website of the Procuring Entity, if available, for a period of not less than seven (7) calendar days.

25. Evaluation of Technical Proposals

- 25.1 The BAC shall then conduct a detailed evaluation of technical bids following the procedures specified in the **BDS** depending on the evaluation procedure identified in the Request for Expression of Interest and **ITB** Clause 1.1.
- 25.2 The BAC evaluates the Technical Proposals on the basis of their compliance with the requirements under **ITB** Clause 10 and responsiveness to the TOR using the following criteria:
- (a) Quality of personnel to be assigned to the Project which covers suitability of key staff to perform the duties for the Project and general qualifications and competence including education and training of the key staff;
 - (b) Experience and capability of the Consultant which include records of previous engagement and quality of performance in similar and in other projects; relationship with previous and current clients; and, overall work commitments, geographical distribution of current/impending projects and attention to be given by the consultant. The suitability of the Consultant to the Project shall consider both the overall experiences of the firm and the individual experiences of the principal and key staff including the times when employed by other consultants; and
 - (c) Plan of approach and methodology with emphasis on the clarity, feasibility, innovativeness and comprehensiveness of the plan approach, and the quality of interpretation of project problems, risks, and suggested solutions.
- 25.3 The BAC shall assign numerical weights and the minimum required technical score to each of the above criteria which shall be indicated in the **BDS**. A Bid shall be rejected at this stage if it does not respond to important aspects of the TOR or if it fails to achieve the minimum Technical Score (St) indicated in the **BDS**.
- 25.4 Technical Proposals shall not be considered for evaluation in any of the following cases:
- (a) late submission, *i.e.*, after the deadline set in the **ITB** Clause 18;
 - (b) failure to submit any of the technical requirements provided under this **ITB** and TOR;
 - (c) the Consultant that submitted a Bid or any of its partner and/or subconsultant belongs to one of the conflict of interest cases as described in **ITB** Clauses 2.1(a) to (c) and failed to make a proper statement to that effect in the cover letter; or
 - (d) the Technical Proposal included any cost of the services.

26. Opening and Evaluation of Financial Proposals

- 26.1 Financial Proposals shall be opened on the date indicated in the **BDS**.
- 26.2 The Financial Proposals opened shall be evaluated based on the evaluation procedure indicated in **ITB** Clause 1.1 using the corresponding procedure provided in the **BDS**.

27. Negotiations

- 27.1 Negotiations with the Consultant that submitted the Highest Rated Bid shall be held at the address indicated in the **BDS**. The aim is to reach agreement on all points.
- 27.2 Negotiations shall cover the following:
- (a) Discussion and clarification of the TOR and Scope of Services;
 - (b) Discussion and finalization of the methodology and work program proposed by the Consultant;
 - (c) Consideration of appropriateness of qualifications and pertinent compensation, number of man-months and the personnel to be assigned to the job, taking note of over-qualified personnel to be commensurate with the compensation of personnel with the appropriate qualifications, number of man-months and schedule of activities (manning schedule);
 - (d) Discussion on the services, facilities and data, if any, to be provided by Procuring Entity concerned;
 - (e) Unless otherwise indicated in the **BDS**, discussion on the Financial Proposal submitted by the Consultant; and
 - (f) Provisions of the contract.
- 27.3 Having selected the Consultant on the basis of, among other things, an evaluation of the proposed key professional staff, the Procuring Entity expects to negotiate a contract on the basis of the experts named in the bid. Before contract negotiations, the Procuring Entity shall require assurances that the experts shall be actually available. The Procuring Entity shall not consider substitutions during contract negotiations except for justifiable reason as may be determined by the Procuring Entity, such as illness, death, or resignation, unless both parties agree that undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the Project. If this is not the case and if it is established that key staff were offered in the bid without confirming their availability, the Consultant may be disqualified. Once the contract has been awarded, no replacement shall be allowed until after fifty percent (50%) of the personnel's man-months have been served, except for justifiable reasons as may be determined by the Procuring Entity. Violators shall be fined an amount equal to the refund of the replaced personnel's basic rate, which should be at least fifty percent (50%) of the total basic rate for the duration of the engagement.
- 27.4 Negotiations shall include a discussion of the technical proposal, the proposed methodology (work plan), staffing and any suggestions made by the Consultant to improve the TOR. The Procuring Entity and Consultant shall then work out the final TOR, staffing, and bar charts indicating activities, staff, periods in the field and in the home office, staff-months, logistics, and reporting. The agreed work plan and final TOR shall then be incorporated in Appendix I and form part of the contract. Special attention shall be paid to getting the most the Consultant can offer within the available budget and to clearly defining the inputs required from the Procuring Entity to ensure satisfactory implementation of the Project.
- 27.5 The financial negotiations shall include a clarification of the Consultant's tax liability in the Philippines, if any, and the manner in which it shall be reflected in the contract; and shall reflect the agreed technical modifications in the cost of the services. The negotiations shall conclude with a review of the draft form of the contract. To complete negotiations, the Procuring Entity and the Consultant shall

initial the agreed contract. If negotiations fail, the Procuring Entity shall invite the Consultant whose Bid received the second highest score to negotiate a contract. If negotiations still fail, the Procuring Entity shall repeat the process for the next-in-rank Consultant until the negotiation is successfully completed.

28. Post Qualification

- 28.1 The BAC shall determine to its satisfaction whether the Consultant that is evaluated as having submitted the Highest Rated Bid (HRB) complies with and is responsive to all the requirements and conditions specified in the Eligibility Documents and **ITB** Clauses 10 and 11.
- 28.2 Within a non-extendible period of five (5) calendar days from receipt by the Consultant of the notice from the BAC that it submitted the Highest Rated Bid, the Consultant shall submit its latest income and business tax returns filed and paid through the BIR Electronic Filing and Payment System (EFPS) and other appropriate licenses and permits required by law and stated in the **BDS**.
- Failure to submit any of the post-qualification requirements on time, or a finding against the veracity thereof, shall disqualify the bidder for award. Provided, in the event that a finding against the veracity of any of the documents submitted is made, it shall cause the forfeiture of the bid security in accordance with Section 69 of the IRR of RA 9184.
- 28.3 The determination shall be based upon an examination of the documentary evidence of the Consultant's qualifications submitted pursuant to **ITB** Clauses 10 and 11, as well as other information as the Procuring Entity deems necessary and appropriate, using a non-discretionary "pass/fail" criterion, which shall be completed within a period of twelve (12) calendar days.
- 28.4 If the BAC determines that the Consultant with the Highest Rated Bid passes all the criteria for post-qualification, it shall declare the said bid as the Consultant with the HRRB, and recommend to the HoPE the award of contract to the said Consultant at its submitted price or its calculated bid price, whichever is lower, subject to **ITB** Clause 30.3.
- 28.5 A negative determination shall result in rejection of the Consultant's bid, in which event the BAC shall proceed to the next Highest Rated Bid with a fresh period to make a similar determination of that Consultant's capabilities to perform satisfactorily. If the second Consultant, however, fails the post qualification, the procedure for post qualification shall be repeated for the Consultant with the next Highest Rated Bid, and so on until the HRRB is determined for recommendation of contract award.
- 28.6 Within a period not exceeding fifteen (15) calendar days from the determination by the BAC of the HRRB and the recommendation to award the contract, the HoPE or his duly authorized representative shall approve or disapprove the said recommendation.
- 28.7 In the event of disapproval, which shall be based on valid, reasonable, and justifiable grounds as provided for under Section 41 of the IRR of RA 9184, the HoPE shall notify the BAC and the Consultant in writing of such decision and the grounds for it. When applicable, the BAC shall conduct negotiations, and if successful, post-qualification of the Consultant with the next Highest Rated Bid. A request for reconsideration may be filed by the bidder with the HoPE in accordance with Section 37.1.3 of the IRR of RA 9184.

29. Reservation Clause

- 29.1 Notwithstanding the eligibility, shortlisting, or post-qualification of a Consultant, the Procuring Entity concerned reserves the right to review its qualifications at any stage of the procurement process if it has reasonable grounds to believe that a misrepresentation has been made by the said Consultant, or that there has been a change in the Consultant's capability to undertake this Project from the time it submitted its eligibility requirements. Should such review uncover any misrepresentation made in the eligibility and bidding requirements, statements or documents, or any changes in the situation of the Consultant which will affect its capability to undertake the project so that it fails the preset eligibility or bid evaluation criteria, the Procuring Entity shall consider the said Consultant as ineligible and shall disqualify it from submitting a bid or from obtaining an award or contract.
- 29.2 Based on the following grounds, the Procuring Entity reserves the right to reject any and all bids, declare a failure of bidding at any time prior to the contract award, or not to award the contract, without thereby incurring any liability, and make no assurance that a contract shall be entered into as a result of the bidding:
- (a) If there is *prima facie* evidence of collusion between appropriate public officers or employees of the Procuring Entity, or between the BAC and any of the bidders, or if the collusion is between or among the bidders themselves, or between a bidder and a third party, including any act which restricts, suppresses or nullifies or tends to restrict, suppress or nullify competition;
 - (b) If the Procuring Entity's BAC is found to have failed in following the prescribed bidding procedures; or
 - (c) For any justifiable and reasonable ground where the award of the contract will not redound to the benefit of the GoP as follows:
 - (i) If the physical and economic conditions have significantly changed so as to render the project no longer economically, financially or technically feasible as determined by the HoPE;
 - (ii) If the project is no longer necessary as determined by the HoPE; and
 - (iii) If the source of funds for the project has been withheld or reduced through no fault of the Procuring Entity.
- 29.3 In addition, the Procuring Entity may likewise declare a failure of bidding when:
- (a) No bids are received;
 - (b) All prospective bidders are declared ineligible;
 - (c) All bids fail to comply with all the bid requirements or there is no successful negotiation, or fail post-qualification; or
 - (d) The bidder with the HRRB refuses, without justifiable cause to accept the award of contract, and no award is made in accordance with Section 40 of the IRR of RA 9184.

F. Award of Contract

30. Contract Award

- 30.1 Subject to **ITB** Clause 28, the HoPE or its authorized representative shall award the contract to the Bidder whose bid has been determined to be the HRRB.
- 30.2 Prior to the expiration of the period of bid validity, the Procuring Entity shall notify the successful Consultant in writing that its bid has been accepted, through a Notice of Award duly received by the Consultant or its authorized representative personally or by registered mail or electronically, receipt of which must be confirmed in writing within two (2) days by the Consultant with the HRRB and submitted personally or sent by registered mail or electronically to the Procuring Entity.
- 30.3 Notwithstanding the issuance of the Notice of Award, award of contract shall be subject to the following conditions:
- (a) Submission of the following documents within the (10) calendar days from receipt of the Notice of Award:
 - (i) Valid JVA, if applicable;
 - (ii) SEC Certificate of Registration of the foreign consulting firm, and/or the authorization or license issued by the appropriate GoP professional regulatory body of the foreign professionals engaging in the practice of regulated professions and allied professions, where applicable.
 - (b) Posting of the performance security in accordance with **ITB** Clause 32;
 - (c) Signing of the contract as provided in **ITB** Clause 31; and
 - (d) Approval by higher authority, if required, as provided in Section 37.3 of the IRR of RA 9184.

31. Signing of the Contract

- 31.1 At the same time as the Procuring Entity notifies the successful Bidder that its bid has been accepted, the Procuring Entity shall send the Contract Form to the Bidder, which contract has been provided in the Bidding Documents, incorporating therein all agreements between the parties.
- 31.2 Within ten (10) calendar days from receipt of the Notice of Award, the successful Bidder shall post the required performance security and sign and date the contract and return it to the Procuring Entity.
- 31.3 The Procuring Entity shall enter into contract with the successful Bidder within the same ten (10) calendar day period provided that all the documentary requirements are complied with.
- 31.4 The following documents shall form part of the contract:
- (1) Contract Agreement;
 - (2) Bidding Documents;

- (3) Winning bidder's bid, including the Technical and Financial Proposals, and all other documents/statements submitted (e.g., bidder's response to request for clarifications on the bid), including corrections to the bid, if any, resulting from the Procuring Entity's bid evaluation;
- (4) Performance Security;
- (5) Notice of Award of Contract; and
- (6) Other contract documents that may be required by existing laws and/or specified in the **BDS**.

32. Performance Security

- 32.1 Unless otherwise provided in the **BDS**, to guarantee the faithful performance by the winning Consultant of its obligations under the contract, it shall post a performance security within a maximum period of ten (10) calendar days from the receipt of the Notice of Award from the Procuring Entity and in no case later than the signing of the contract.
- 32.2 The performance security shall be denominated in Philippine Pesos and posted in favor of the Procuring Entity in an amount not less than the percentage of the total contract price in accordance with the following schedule:

Form of Performance Security	Amount of Performance Security (Not less than the Percentage of the Total Contract Price)
(a) Cash or cashier's/manager's check issued by a Universal or Commercial Bank; <i>For biddings conducted by the LGUs, the Cashier's/Manager's Check may be issued by other banks certified by the BSP as authorized to issue such financial instrument.</i>	Five percent (5%)
(b) Bank draft/guarantee or irrevocable letter of credit issued by a Universal or Commercial Bank: Provided, however, that it shall be confirmed or authenticated by a Universal or Commercial Bank, if issued by a foreign bank; <i>For biddings conducted by the LGUs, the Bank Draft/ Guarantee or Irrevocable Letter of Credit may be issued by other banks certified by the BSP as authorized to issue such financial instrument.</i>	
(c) Surety bond callable upon demand issued by a surety or insurance company duly certified by the Insurance Commission as authorized to issue such security.	Thirty percent (30%)

32.3 Failure of the successful Consultant to comply with the above-mentioned requirement shall constitute sufficient ground for the annulment of the award and forfeiture of the bid security, in which event the Procuring Entity shall have a fresh period to initiate negotiation and if successful, complete post-qualification of the second Highest Rated Bid. The procedure shall be repeated until the HRRB is identified and selected for recommendation of contract award. However if no Consultant had a successful negotiation or passed post-qualification, the BAC shall declare the bidding a failure and conduct a re-bidding with re-advertisement, if necessary.

33. Notice to Proceed

33.1 Within seven (7) calendar days from the date of approval of the contract by the appropriate government approving authority, the Procuring Entity shall issue the Notice to Proceed together with copies of the approved contract to the successful Consultant. All notices called for by the terms of the contract shall be effective only at the time of receipt thereof by the successful Consultant.

33.2 The contract effectivity date shall be the date of contract signing. The Consultant shall commence performance of its obligations only upon receipt of the Notice to Proceed.

34. Protest Mechanism

Decision of the Procuring Entity at any stage of the procurement process may be questioned in accordance with Section 55 of the IRR of RA 9184.

Section III. Bid Data Sheet

Bid Data Sheet

ITB Clause	
1.1	<p>The Procuring Entity is SOCIAL SECURITY SYSTEM.</p> <p>The evaluation procedure is:</p> <p>Quality Cost Based Evaluation (QCBE) – Technical and Financial Scores are combined to determine the winner. ABC is stated and Financial Proposals above this amount are rejected.</p>
1.2	<p>The Funding Source is:</p> <p>The Government of the Philippines (GoP) through Approved 2023 Corporate Operating Budget– MOOE included in the APP Update for the month of June (2nd update) with Code PAP 2023-0366 of the APP.</p> <p>The name of the project is Consultancy Services for the Human Resource-Organizational Development for Restructuring.</p>
1.3	<p>Engagement of the consultancy services of a Human Resource (HR)-Organizational Development (OD) Consultancy Firm to provide technical assistance in undertaking the required procedures of Governance Commission for GOCCs (GCG) in the preparation and submission of the Restructuring Plan of SSS.</p>
1.4	<p>The Project shall not be phased.</p>
5	<p>No further instructions.</p>
6.1	<p>Subcontracting is not allowed.</p>
6.2	<p>Not applicable.</p>
7.1	<p>The SOCIAL SECURITY SYSTEM will hold a pre-bid conference for this Project. The date and venue will be announced after the submission of the eligibility requirements.</p>
8.1	<p>The Procuring Entity’s address is:</p> <p>BAC Secretariat Department 2/F SSS Main Building, East Avenue, Diliman, Quezon City</p> <p>The contact person is: BAC Secretariat Department Telephone No. (632) 8922-10-70; 8920-6401 local 5492 & 6382 e-mail address: bac@sss.gov.ph</p>
10.1(b)	<p>Not applicable.</p>
10.1(c)	<p>The minimum required experience of proposed professional staff is as follows:</p> <p>(a) The Head of the HR-OD Consultancy Firm must have at least 5 years of experience in organization development including organization restructuring, staffing analysis and design, among others.</p>

	(b) The members of the HR-OD Consultancy Firm must have a minimum experience of 5 years on organizational development and strategic human resource management and preferably with companies/institutions whose core business covers Social Insurance or Financial Services (e.g. banks).							
10.2	<p><i>First Envelope:</i></p> <p>Technical Proposal</p> <p>(a) Bid Securing Declaration or any form of Bid Security in the amount stated in the BDS, which shall be not less than the percentage of the ABC in accordance with the following schedule:</p> <table border="1" data-bbox="483 667 1349 1410"> <thead> <tr> <th data-bbox="483 667 992 779">Form of Bid Security</th> <th data-bbox="992 667 1349 779">Amount of Bid Security (Not less than the Percentage of the ABC)</th> </tr> </thead> <tbody> <tr> <td data-bbox="483 779 992 892">a) Cash or cashier's/manager's check issued by a Universal or Commercial Bank.</td> <td data-bbox="992 779 1349 1191" rowspan="2">Two percent (2%) or ₱400,000.00</td> </tr> <tr> <td data-bbox="483 892 992 1191">b) Bank draft/guarantee or irrevocable letter of credit issued by a Universal or Commercial Bank: Provided, however, that it shall be confirmed or authenticated by a Universal or Commercial Bank, if issued by a foreign bank.</td> </tr> <tr> <td data-bbox="483 1191 992 1410">c) Surety bond callable upon demand issued by a surety or insurance company duly certified by the Insurance Commission as authorized to issue such security.</td> <td data-bbox="992 1191 1349 1410">Five percent (5%) or ₱1,000,000.00</td> </tr> </tbody> </table> <p>* Bank issued securities must be issued by a universal/commercial bank. * Surety Bonds must be accompanied by a certification from Insurance Commission that issuer is authorized to issue such security. * Bid Securing Declaration must be notarized by a duly commissioned Notary Public.</p> <p>(b) TPF 1 - Technical Proposal Submission Form</p> <p>(c) TPF 2 - Consultant's Reference: Relevant Services Carried out in the last 5 Years that best illustrate qualifications (attached proof of project completion and/or notice of award, whichever is applicable)</p> <p>(d) TPF 3 - Comments and Suggestions of Consultant on the Term of Reference and on data, services, facilities to be provided by the Social Security System</p> <p>(e) TPF 4 - Description of the Methodology and Work Plan for Performing the Project</p> <p>(f) TPF 5 - Team Composition and Task including organizational chart indicating relationship amongst the Consultant</p>	Form of Bid Security	Amount of Bid Security (Not less than the Percentage of the ABC)	a) Cash or cashier's/manager's check issued by a Universal or Commercial Bank.	Two percent (2%) or ₱400,000.00	b) Bank draft/guarantee or irrevocable letter of credit issued by a Universal or Commercial Bank: Provided, however, that it shall be confirmed or authenticated by a Universal or Commercial Bank, if issued by a foreign bank.	c) Surety bond callable upon demand issued by a surety or insurance company duly certified by the Insurance Commission as authorized to issue such security.	Five percent (5%) or ₱1,000,000.00
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	<p>(g) TPF 6 - Curriculum Vitae of the Team Composition and all technical personnel/professionals that are employed by the Consultant, either as a regular employee or on a per-project basis</p> <p>(h) TPF 7 - Time Schedule for Professional Personnel</p> <p>(i) TPF 8 - Activity (Work) Schedule</p> <p>(j) Omnibus Sworn Statement (form supplied in the BTB)</p>
11.2	<p><i>Second Envelope:</i> Financial Proposal</p> <p>(a) FPF 1 – Financial Proposal Submission Form</p> <p>(b) FPF 2 – Summary of Costs</p> <p>(c) FPF 3 – Breakdown of Price Per Activity</p> <p>(d) FPF 4 – Breakdown of Remuneration per Activity</p> <p>(e) FPF 5 – Reimbursable Per Activity</p> <p>(f) FPF 6 – Miscellaneous Expenses</p>
11.5	All applicable taxes should be included in the bid. Consultant should also anticipate implementation of any tax measure to be imposed by the Government and to consider such in their proposal.
11.7	<p>The ABC is ₱ 20,000,000.00.</p> <p>Any bid with a financial component exceeding the ABC of ₱ 20,000,000.00 shall not be accepted.</p>
13.1	The bid prices shall be quoted in Philippine Pesos.
13.3	No further instructions.
14.1	Bids will be valid one hundred twenty (120) calendar days reckoned from the date of the submission and opening of bids.
15.1	<p>The bid security shall be limited to a Bid Securing Declaration or any of the following forms and amounts:</p> <ol style="list-style-type: none"> 1. The amount of not less than Php 316,000.00, if bid security is in cash, cashier's/manager's check, bank draft/guarantee or irrevocable letter of credit; or 2. The amount of not less than Php 790,000.00, if bid security is in Surety Bond.
15.2	The bid security shall be valid for 120 calendar days from the date of the submission and opening of bids.
15.5(b)(iii)	No further instructions.
17.1	No further instructions.
17.3	<p>Each Bidder shall submit three (3) sets.</p> <ol style="list-style-type: none"> 1. One (1) Envelope marked ORIGINAL; and 2. Two (2) Envelopes marked COPY NO. ____ .
18	<p>The address for submission of bids is the Social Security System's:</p> <p>BIDS AND AWARDS COMMITTEE <i>Bidding Room, 2nd Floor, SSS Main Building</i> <i>East Avenue, Diliman, Quezon City</i></p> <p>The deadline for submission of bids is indicated in the Bid Bulletin.</p>

21.2	<p>The address for opening of bids is the Social Security System's:</p> <p>BIDS AND AWARDS COMMITTEE <i>Bidding Room, 2nd Floor, SSS Main Building</i> <i>East Avenue, Diliman, Quezon City</i></p> <p>The date and time for opening of bids is indicated in the Bid Bulletin.</p>														
22.1	No further instructions.														
25.1	<p>The following processes for the opening and evaluation of bids shall be adopted:</p> <p>a) The technical proposal together with the financial proposal shall be considered in the ranking of consultants. The technical proposals shall be evaluated first using the criteria in ITB Clause 25.2. The financial proposals of the consultants who meet the minimum technical score shall then be opened.</p> <p>b) The financial and technical proposals shall be given corresponding weights with the financial proposal:</p> <p style="margin-left: 40px;"> Technical Proposal - 70% Financial Proposal - 30% TOTAL - 100% </p> <p>The BAC shall rank the consultants in descending order based on the combined numerical ratings of their technical and financial proposals and identify the Highest Rated Bid.</p> <p>c) The HoPE shall approve or disapprove the recommendations of the BAC within two (2) calendar days after receipt of the results of the evaluation from the BAC.</p> <p>d) After approval by the HoPE of the Highest Rated Bid, the BAC shall, within three (3) calendar days, notify and invite the consultant with the Highest Rated Bid for negotiation in accordance with ITB Clause 27.</p>														
25.3	<p>The maximum required Technical Score (St) for each criterion is as follows:</p> <table border="1" data-bbox="472 1659 1341 2053"> <thead> <tr> <th style="text-align: center;">Evaluation Criteria</th> <th style="text-align: center;">Score</th> </tr> </thead> <tbody> <tr> <td>Expertise & Competencies of the HR-OD Consultancy Firm within the last ten (10) years</td> <td style="text-align: center;">10</td> </tr> <tr> <td>Qualification of Personnel who may be Assigned to the Project</td> <td style="text-align: center;">10</td> </tr> <tr> <td>Schedule/Timeliness</td> <td style="text-align: center;">20</td> </tr> <tr> <td>Plan of Approach and Methodology</td> <td style="text-align: center;">20</td> </tr> <tr> <td>Content (Breadth and Scope)</td> <td style="text-align: center;">40</td> </tr> <tr> <td style="text-align: right;">Max Score</td> <td style="text-align: center;">100</td> </tr> </tbody> </table> <p>The minimum St required to pass is 70 points.</p> <p>The attention of the Consultant is drawn to Technical Proposal Forms - Bids must adhere to the maximum number of pages outlined in Clause 10.2(b).</p>	Evaluation Criteria	Score	Expertise & Competencies of the HR-OD Consultancy Firm within the last ten (10) years	10	Qualification of Personnel who may be Assigned to the Project	10	Schedule/Timeliness	20	Plan of Approach and Methodology	20	Content (Breadth and Scope)	40	Max Score	100
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26.1	<p>The opening of Financial Proposals shall be at:</p> <p>BIDS AND AWARDS COMMITTEE <i>Bidding Room, 2nd Floor, SSS Main Building East Avenue, Diliman, Quezon City</i></p> <p>The date and time of bid opening shall be announced through a Bid Bulletin. Financial Proposals shall be opened in public.</p>
26.2	<p>After the evaluation of quality is completed, the Procuring Entity shall notify those Consultants whose Bids did not meet the minimum qualifying mark or were considered non-responsive to the Bidding Documents and TOR, indicating that their Financial Proposals shall be returned unopened after completing the selection process. The Procuring Entity shall simultaneously notify the Consultants that have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals. The opening date shall not be sooner than two weeks after the notification date unless otherwise specified in ITB Clause 26.1. The notification may be sent by registered letter, facsimile, or electronic mail.</p> <p>The Financial Proposals shall be opened publicly in the presence of the Consultants' representatives who choose to attend. The name of the Consultant, the quality scores, and the proposed prices shall be read aloud and recorded when the Financial Proposals are opened. The Procuring Entity shall prepare minutes of the public opening.</p> <p>The BAC shall determine whether the Financial Proposals are complete, <i>i.e.</i>, whether all the documents mentioned in ITB Clause 11 are present and all items of the corresponding Technical Proposals that are required to be priced are so priced. If not, the Procuring Entity shall reject the proposal. The BAC shall correct any computational errors, and convert prices in various currencies to the Philippine Peso at the rate indicated in ITB Clause 13. The Financial Proposal shall not exceed the ABC and shall be deemed to include the cost of all taxes, duties, fees, levies, and other charges imposed under the applicable laws. The evaluation shall include all such taxes, duties, fees, levies, and other charges imposed under the applicable laws; where special tax privileges are granted to a particular class or nationality of Consultant by virtue of the GoP's international commitments, the amount of such tax privileges shall be included in the Financial Proposal for purposes of comparative evaluation of Bids.</p> <p>The lowest Financial Proposal (Fl) shall be given a Financial Score (Sf) of 100 points. The Sf of other Financial Proposals shall be computed based on the formula indicated below:</p> $Sf = 100 \times Fl/F$ <p>Where:</p> <p>Sf is the financial score of the Financial Proposal under consideration,</p> <p>Fl is the lowest Financial Proposal, and</p> <p>F is the Financial Proposal under consideration.</p>

	<p>Using the formula $S = S_t \times T\% + S_f \times F\%$, the Bids shall then be ranked according to their combined S_t and S_f using the weights (S_t is the technical score of the Technical Proposal under consideration; T = the weight given to the Technical Proposal; F = the weight given to the Financial Proposal; $T + F = 1$) indicated below:</p> <p>T = .70; and</p> <p>F = .30;</p> <p>provided that the total weights given to the Technical and Financial Proposals shall add up to 1.0.</p>
27.1	<p>The address for negotiations is:</p> <p>BIDS AND AWARDS COMMITTEE <i>Bidding Room, 2nd Floor, SSS Main Building</i> <i>East Avenue, Diliman, Quezon City</i></p>
27.2(e)	No negotiations pertaining to the Financial Proposal shall be undertaken.
28.2	<p>The Consultant having the Highest Rated Bid shall submit within non-extendible five (5) calendar days upon written notice the following documentary requirements:</p> <ol style="list-style-type: none"> 1. Registration certificate from Securities and Exchange Commission (SEC) for corporation including Articles of Incorporation and General Information Sheet (GIS), Department of Trade and Industry (DTI) for sole proprietorship, or Cooperative Development Authority (CDA) for cooperatives or its equivalent document; 2. Mayor's or Business permit issued by the city or municipality where the principal place of business of the prospective bidder is located, or the equivalent document for Exclusive Economic Zones or Areas; 3. Tax clearance per E.O. No. 398, s. 2005, as finally reviewed and approved by the Bureau of Internal Revenue (BIR) 4. Latest Audited Financial Statements 5. Latest income tax return corresponding to the Audited Financial Statements submitted, filed electronically (EFPS); 6. Quarterly VAT (business tax returns) per Revenue Regulations 3-2005 for the last six (6) months prior to the submission & opening of bids filed electronically (EFPS);
31.4 (6)	No additional requirement.
32.1	No further instructions.
33.2	The effective date of the contract is upon receipt of the signed Contract and Notice to Proceed.

***Section IV. General Conditions of
Contract***

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1. Definitions

- 1.1 Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:
- (a) “Applicable Law” means the laws and any other instruments having the force of law in the Philippines as they may be issued and enforced from time to time.
 - (b) “Consultant” refers to the short listed consultant with the HRRB determined by the Procuring Entity as such in accordance with the ITB.
 - (c) “Consulting Services” refer to services for Infrastructure Projects and other types of projects or activities of the Government of the Philippines (GoP) requiring adequate external technical and professional expertise that are beyond the capability and/or capacity of the Procuring Entity to undertake such as, but not limited to: (i) advisory and review services; (ii) pre-investment or feasibility studies; (iii) design; (iv) construction supervision; (v) management and related services; and (vi) other technical services or special studies.
 - (d) “Contract” means the agreement signed by the Parties, to which these General Conditions of Contract (GCC) and other sections of the Bidding Documents are attached.
 - (e) “Effective Date” means the date on which this Contract comes into full force and effect.
 - (f) “Foreign Currency” means any currency other than the currency of the Philippines.
 - (g) “Funding Source” means the entity indicated in the SCC.
 - (h) “GCC” means these General Conditions of Contract.
 - (i) “Government” means the Government of the Philippines (GoP).
 - (j) “Local Currency” means the Philippine Peso (Php).
 - (k) “Member,” in case the Consultant is a Joint Venture (JV) of two (2) or more entities, means any of these entities; and “Members” means all these entities.
 - (l) “Party” means the Procuring Entity or the Consultant, as the case may be, and “Parties” means both of them.
 - (m) “Personnel” means persons hired by the Consultant or by any Subconsultant as employees and assigned to the performance of the Services or any part thereof; “Foreign Personnel” means such persons who at the time of being so hired had their domicile outside the Government’s country; “Local Personnel” means such persons who at the time of being so hired had their domicile inside the Philippines; and “Key Personnel” means the Personnel referred to in **GCC** Clause 39.
 - (n) “Procuring Entity” refers to any branch, constitutional commission or office, agency, department, bureau, office or instrumentality of the Government, including GOCC, GFI, SUC, LGU, and autonomous regional government procuring Goods, Consulting Services, and Infrastructure Projects.

- (o) “SCC” means the Special Conditions of Contract by which the GCC may be amended or supplemented.
- (p) “Services” means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix I.
- (q) “Subconsultant” means any person or entity to whom/which the Consultant subcontracts any part of the Services in accordance with the provisions of GCC Clause 50.
- (r) “Third Party” means any person or entity other than the Government, the Procuring Entity, the Consultant or a Subconsultant.

2. Headings

The headings shall not limit, alter or affect the meaning of this Contract.

3. Location

The Services shall be performed at such locations as are specified in Appendix I and, where the location of a particular task is not so specified, at such locations, whether in the Philippines or elsewhere, as the Procuring Entity may approve.

4. Law Governing Contract and Services

- 4.1 This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.
- 4.2 The Consultant shall perform the Services in accordance with the Applicable Law and shall take all practicable steps to ensure that any Subconsultant, as well as the Personnel of the Consultant and any Subconsultant, complies with the Applicable Law. The Procuring Entity shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.
- 4.3 If, after the date of this Contract, there is any change in the Applicable Law with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased on a no loss-no gain basis, and corresponding adjustments shall be made to the ceiling amounts specified in GCC Clause 52, provided that the cost is within the Approved Budget for the Contract (ABC).

5. Language

This Contract has been executed in the English language, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

6. Consultants and Affiliates Not to Engage in Certain Activities

- 6.1 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Subconsultant and any entity affiliated with such Subconsultant, shall be disqualified from providing goods, works, or consulting services for any project resulting from or closely related to this Contract other than the Services and any continuation thereof provided there is no current or future conflict.

6.2 The Consultant shall not engage, and shall cause their Personnel as well as their Subconsultants and their Personnel not to engage, either directly or indirectly, in any of the following activities:

- (a) during the term of this Contract, any business or professional activities in the Government's country which would conflict with the activities assigned to them under this Contract; and
- (b) after the termination of this Contract, such other activities as may be specified in the SCC.

7. Authority of Member in Charge

In case the Consultant is a JV, the Members hereby authorize the entity specified in the SCC to act on their behalf in exercising all the Consultant's rights and obligations towards the Procuring Entity under this Contract, including without limitation the receiving of instructions and payments from the Procuring Entity.

8. Resident Project Manager

If required by the SCC, the Consultant shall ensure that at all times during the Consultant's performance of the Services in the Government's country, a resident project manager, acceptable to the Procuring Entity, shall take charge of the performance of such Services.

9. Entire Agreement

This Contract, including the documents specified in Section 37.2.3 of the IRR of RA 9184, contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make any statement, representation, promise, or agreement not set forth herein of which the Parties shall not be bound by or be liable for.

10. Modification

Unless otherwise specified in the SCC, no modification of the terms and conditions of this Contract, including any modification of the scope of the Services shall be allowed. Pursuant to GCC Clause 14 hereof, however, each Party shall give due consideration to any proposal for modification made by the other Party.

11. Relationship of Parties

11.1 Nothing contained herein shall be construed as establishing a relation of employer and employee or of principal and agent as between the Procuring Entity and the Consultant. The Consultant, subject to this Contract, has complete charge of its Personnel and Subconsultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

11.2 The Consultant shall during the performance of the Services be an independent contractor, retaining complete control over its Personnel, conforming to all statutory requirements with respect to all its employees, and providing all appropriate employee benefits.

12. Authorized Representatives

Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Procuring Entity or the Consultant may be taken or executed by the officials specified in the SCC.

13. Good Faith

The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

14. Operation of the Contract

The Parties recognize that it is impractical for this Contract to provide for every contingency which may arise during the life of this Contract, and the Parties hereby agree that it is their intention that this Contract shall operate fairly as between them, and without detriment to the interest of either of them; and that, if during the term of this Contract either Party believes that this Contract is operating unfairly, the Parties shall use their best efforts to agree on such action as may be necessary to remove the cause or causes of such unfairness, but no failure to agree on any action pursuant to this Clause shall give rise to a dispute subject to arbitration in accordance with **GCC** Clause 34 hereof.

15. Notices

15.1 Any notice, request or consent required or permitted to be given or made pursuant to this Contract shall be in writing. Any such notice, request or consent shall be deemed to have been given or made when received by the concerned party, either in person or through an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail, telex, telegram or facsimile to such Party at the address specified in the **SCC**.

15.2 Notice shall be deemed to be effective as specified in the **SCC**.

15.3 A Party may change its address for notice hereunder by giving the other Party notice of such change pursuant to the provisions listed in the **SCC** with respect to **GCC** Clause 15.2.

16. Warranty as to Eligibility

16.1 The Consultant represents, warrants, and confirms that it, as well as its Subconsultant, if any, is eligible, *i.e.*, has the legal personality to act as a consultant in accordance with Part I, Section II. Eligibility Documents issued for this project.

16.2 The Consultant shall fulfill its obligations under this Contract by using knowledge according to the best accepted professional standards. The Consultant shall exercise all reasonable skill, care and diligence in the discharge of duties agreed to be performed and shall work in the best interest of the GoP.

17. Confidentiality

Except with the prior written consent of the Procuring Entity, the Consultant and the Personnel shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Personnel make public the recommendations formulated in the course of, or as a result of, the Services. For purposes of this clause, "confidential information" means any information or knowledge acquired by the Consultant and/or its Personnel arising out of, or in connection with, the performance of the Services under this Contract that is not otherwise available to the public.

18. Payment

18.1 In consideration of the Services performed by the Consultant under this Contract, the Procuring Entity shall make to the Consultant such payments and in such manner as is provided by **GCC** Clause 53 of this Contract. However, the Procuring Entity may refuse to make payments when the terms and conditions of the contract are not satisfactorily performed by the Consultant.

18.2 Subject to the ceilings specified in **GCC** Clause 52 hereof, the Procuring Entity shall pay to the Consultant: (i) remuneration as set forth in **GCC** Clause 53.2; and (ii) reimbursable expenditures as set forth in **GCC** Clause 53.4. Said remuneration shall not be subject to price adjustment.

18.3 All payments under this Contract shall be made to the account of the Consultant specified in the **SCC**.

19. Currency of Payment

Unless otherwise specified in the **SCC**, all payments shall be made in Philippine Pesos.

20. Liability of the Consultant

Subject to additional provisions, if any, set forth in the **SCC**, the Consultant's liability under this Contract shall be as provided by the laws of the Republic of the Philippines.

21. Insurance to be Taken Out by the Consultant

21.1 The Consultant, at its own cost, shall be responsible for taking out or maintaining any insurance policy against any risk related to the project.

21.2 The Procuring Entity undertakes no responsibility in respect of life, health, accident, travel or any other insurance coverage for the Personnel or for the dependents of any such Personnel.

22. Effectivity of Contract

The contract effectivity date shall be the date of contract signing, provided that the effectiveness of the conditions, if any, listed in the **SCC** have been met.

23. Commencement of Services

The Consultant shall begin carrying out the Services starting from the effectivity date of this Contract, as mentioned in **GCC** Clause 22.

24. Expiration of Contract

Unless sooner terminated pursuant to **GCC** Clauses 27 or 28 hereof, this Contract shall terminate at the end of such time period after the effectivity date as shall be specified in the **SCC**.

25. Force Majeure

25.1 For purposes of this Contract the terms "force majeure" and "fortuitous event" may be used interchangeably. In this regard, a fortuitous event or force majeure shall be interpreted to mean an event which the Consultant could not have foreseen, or which though foreseen, was inevitable. It shall not include ordinary unfavorable weather conditions; and any other cause the effects of which could have been avoided with the exercise of reasonable diligence by the Consultant.

- 25.2 The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of force majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.
- 25.3 Unless otherwise agreed herein, force majeure shall not include:
- (a) any event which is caused by the negligence or intentional action of a Party or such Party's Subconsultants or agents or employees;
 - (b) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract and avoid or overcome in the carrying out of its obligations hereunder;
 - (c) insufficiency of funds or failure to make any payment required hereunder;
or
 - (d) the Procuring Entity's failure to review, approve or reject the outputs of the Consultant beyond a reasonable time period.
- 25.4 A Party affected by an event of force majeure shall take all reasonable measures to remove such Party's inability to fulfill its obligations hereunder immediately or within a reasonable time.
- 25.5 A Party affected by an event of force majeure shall notify the other Party of such event as soon as possible, and in any event not later than fifteen (15) days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give notice of the restoration of normal conditions as soon as possible.
- 25.6 The Parties shall take all reasonable measures to minimize the consequences of any event of force majeure.
- 25.7 Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a direct and proximate result of force majeure.
- 25.8 During the period of their inability to perform the Services as a direct and proximate result of an event of force majeure, the Consultant shall be entitled to continue receiving payment under the terms of this Contract as well as to be reimbursed for additional costs reasonably and necessarily incurred by it during such period for the purposes of the Services and in reactivating the Services after the end of such period, provided that such costs are still within the total contract price. However, the foregoing provision shall not apply if the Procuring Entity suspends or terminates this Contract in writing, notice thereof duly received by the Consultant, pursuant to GCC Clauses 26 and 27 hereof with the exception of the direct and proximate result of force majeure.
- 25.9 Not later than fifteen (15) days after the Consultant, as the direct and proximate result of an event of force majeure, has become unable to perform a material portion of the Services, the Parties shall consult with each other with a view to agreeing on appropriate measures considering the circumstances.

25.10 In the case of disagreement between the parties as to the existence, or extent of force majeure, the matter shall be submitted to arbitration in accordance with GCC Clause 34 hereof.

26. Suspension

26.1 The Procuring Entity shall, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fail to perform any of their obligations due to their own fault or due to force majeure or other circumstances beyond the control of either party (*e.g.* suspension of civil works being supervised by the consultant) under this Contract, including the carrying out of the Services, provided that such notice of suspension:

- (a) shall specify the nature of the failure; and
- (b) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) days after receipt by the Consultant of such notice of suspension.

26.2 The Consultant may, without prejudice to its right to terminate this Contract pursuant to **GCC** Clause 28, by written notice of suspension, suspend the Services if the Procuring Entity fails to perform any of its obligations which are critical to the delivery of the Consultant's services such as, non-payment of any money due the Consultant within forty-five (45) days after receiving notice from the Consultant that such payment is overdue.

27. Termination by the Procuring Entity

27.1 The Procuring Entity shall terminate this Contract when any of the following conditions attends its implementation:

- (a) Outside of force majeure, the Consultant fails to deliver or perform the Outputs and Deliverables within the period(s) specified in the Contract, or within any extension thereof granted by the Procuring Entity pursuant to a request made by the Consultant prior to the delay;
- (b) As a result of force majeure, the Consultant is unable to deliver or perform a material portion of the Outputs and Deliverables for a period of not less than sixty (60) calendar days after the Consultant's receipt of the notice from the Procuring Entity stating that the circumstance of force majeure is deemed to have ceased;
- (c) In whole or in part, at any time for its convenience, the HoPE may terminate the Contract for its convenience if he has determined the existence of conditions that make Project Implementation economically, financially or technically impractical and/or unnecessary, such as, but not limited to, fortuitous event(s) or changes in law and National Government policies;
- (d) If the Consultant is declared bankrupt or insolvent as determined with finality by a court of competent jurisdiction; in which event, termination will be without compensation to the Consultant, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the Procuring Entity and/or the Consultant;

- (e) In case it is determined prima facie that the Consultant has engaged, before or during the implementation of this Contract, in unlawful deeds and behaviors relative to contract acquisition and implementation, such as, but not limited to, the following: corrupt, fraudulent, collusive, coercive, and obstructive practices; drawing up or using forged documents; using adulterated materials, means or methods, or engaging in production contrary to rules of science or the trade; and any other act analogous to the foregoing. For purposes of this clause, corrupt, fraudulent, collusive, coercive, and obstructive practices shall have the same meaning as that provided in **ITB** Clause 3.1(a);
- (f) The Consultant fails to remedy a failure in the performance of their obligations hereunder, as specified in a notice of suspension pursuant to GCC Clause 15.2 hereinabove, within thirty (30) days of receipt of such notice of suspension or within such further period as the Procuring Entity may have subsequently approved in writing;
- (g) The Consultant's failure to comply with any final decision reached as a result of arbitration proceedings pursuant to GCC Clause 34 hereof; or
- (h) The Consultant fails to perform any other obligation under the Contract.

27.2 In case of termination, written notice shall be understood to mean fifteen (15) days for short term contracts, *i.e.*, four (4) months or less, and thirty (30) days for long term contracts.

28. Termination by the Consultant

The Consultant must serve a written notice to the Procuring Entity of its intention to terminate this Contract at least thirty (30) calendar days before its intended termination. This Contract is deemed terminated if no action has been taken by the Procuring Entity with regard to such written notice within thirty (30) calendar days after the receipt thereof by the Procuring Entity. The Consultant may terminate this Contract through any of the following events:

- (a) The Procuring Entity is in material breach of its obligations pursuant to this Contract and has not remedied the same within sixty (60) calendar days following its receipt of the Consultant's notice specifying such breach;
- (b) The Procuring Entity's failure to comply with any final decision reached as a result of arbitration pursuant to **GCC** Clause 34 hereof
- (c) As the direct and proximate result of force majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days; or
- (d) The Procuring Entity fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to **GCC** Clause 32 hereof within eighty four (84) days after receiving written notice from the Consultant that such payment is overdue.

29. Procedures for Termination of Contracts

The following provisions shall govern the procedures for the termination of this Contract:

- (a) Upon receipt of a written report of acts or causes which may constitute ground(s) for termination as aforementioned, or upon its own initiative, the Procuring Entity shall, within a period of seven (7) calendar days, verify the existence of such ground(s) and cause the execution of a Verified Report, with all relevant evidence attached;

- (b) Upon recommendation by the Procuring Entity, the HoPE shall terminate this Contract only by a written notice to the Consultant conveying such termination. The notice shall state:
 - (i) that the contract is being terminated for any of the ground(s) aforementioned, and a statement of the acts that constitute the ground(s) constituting the same;
 - (ii) the extent of termination, whether in whole or in part;
 - (iii) an instruction to the Consultant to show cause as to why the contract should not be terminated; and
 - (iv) special instructions of the Procuring Entity, if any.

The Notice to Terminate shall be accompanied by a copy of the Verified Report;

- (c) Within a period of seven (7) calendar days from receipt of the Notice of Termination, the Consultant shall submit to the HoPE a verified position paper stating why this Contract should not be terminated. If the Consultant fails to show cause after the lapse of the seven (7) day period, either by inaction or by default, the HoPE shall issue an order terminating this Contract;
- (d) The Procuring Entity may, at anytime before receipt of the Consultant's verified position paper to withdraw the Notice to Terminate if it is determined that certain services subject of the notice had been completed or performed before the Consultant's receipt of the notice;
- (e) Within a non-extendible period of ten (10) calendar days from receipt of the verified position paper, the HoPE shall decide whether or not to terminate this Contract. It shall serve a written notice to the Consultant of its decision and, unless otherwise provided, this Contract is deemed terminated from receipt of the Consultant of the notice of decision. The termination shall only be based on the ground(s) stated in the Notice to Terminate; and
- (f) The HoPE may create a Contract Termination Review Committee (CTRC) to assist him in the discharge of this function. All decisions recommended by the CTRC shall be subject to the approval of the HoPE.

30. Cessation of Services

Upon termination of this Contract by notice of either Party to the other pursuant to **GCC** Clauses 27 or 28 hereof, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Procuring Entity, the Consultant shall proceed as provided, respectively, by **GCC** Clauses 35 or 36 hereof.

31. Payment Upon Termination

Upon termination of this Contract pursuant to **GCC** Clauses 27 or 28 hereof, the Procuring Entity shall make the following payments to the Consultant:

- (a) remuneration pursuant to **GCC** Clause 53 hereof for Services satisfactorily performed prior to the effective date of termination;
- (b) reimbursable expenditures pursuant to **GCC** Clause 53 hereof for expenditures actually incurred prior to the effective date of termination; and

- (c) in the case of termination pursuant to **GCC** Clause 27(b) hereof, reimbursement of any reasonable cost incident to the prompt and orderly termination of this Contract including the cost of the return travel of the Personnel and their eligible dependents.

32. Disputes about Events of Termination

If either Party disputes whether an event specified in **GCC** Clause 27.1 or in **GCC** Clause 28 hereof has occurred, such Party may refer the matter to arbitration pursuant to **GCC** Clause 34 hereof, and this Contract shall not be terminated on account of such event except in accordance with the terms of any resulting arbitral award.

33. Cessation of Rights and Obligations

Upon termination of this Contract pursuant to **GCC** Clauses 27 or 28 hereof, or upon expiration of this Contract pursuant to **GCC** Clause 24, all rights and obligations of the Parties hereunder shall cease, except:

- (a) such rights and obligations as may have accrued on the date of termination or expiration;
- (b) the obligation of confidentiality set forth in **GCC** Clause 17 hereof; and
- (c) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in **GCC** Clauses 51(b) and 51(c) hereof, any right which a Party may have under the Applicable Law.

34. Dispute Settlement

34.1 If any dispute or difference of any kind whatsoever shall arise between the Parties in connection with the implementation of this Contract, the Parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.

34.2 Any and all disputes arising from the implementation of this Contract shall be submitted to arbitration in accordance with the rules of procedure specified in the **SCC**.

35. Documents Prepared by the Consultant and Software Developed to be the Property of the Procuring Entity

35.1 All plans, drawings, specifications, designs, reports, other documents and software prepared by the Consultant for the Procuring Entity under this Contract shall become and remain the property of the Procuring Entity, and the Consultant shall, prior to termination or expiration of this Contract, deliver all such documents to the Procuring Entity, together with a detailed inventory thereof. The Consultant may retain a copy of such documents and software. The plans, drawings, specifications, designs, reports, other documents and software, including restrictions on future use of such documents and software, if any, shall be specified in the **SCC**.

35.2 All computer programs developed by the Consultant under this Contract shall be the sole and exclusive property of the Procuring Entity; provided, however, that the Consultant may use such programs for its own use with prior written approval of the Procuring Entity. If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of any such computer programs, the Consultant shall obtain the Procuring Entity's prior written approval to such agreements. In such cases, the Procuring Entity shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned.

36. Equipment and Materials Furnished by the Procuring Entity

Equipment and materials made available to the Consultant by the Procuring Entity, or purchased by the Consultant with funds provided by the Procuring Entity, shall be the property of the Procuring Entity and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Procuring Entity an inventory of such equipment and materials and shall dispose of such equipment and materials in accordance with the Procuring Entity's instructions. While in possession of such equipment and materials, the Consultant, unless otherwise instructed by the Procuring Entity in writing, shall insure it at the expense of the Procuring Entity in an amount equal to their full replacement value.

37. Services, Facilities and Property of the Procuring Entity

The Procuring Entity shall make available to the Consultant and the Personnel, for the purposes of the Services and free of any charge, the services, facilities and property described in Appendix V at the terms and in the manner specified in said appendix, provided that if such services, facilities and property shall not be made available to the Consultant as and when so specified, the Parties shall agree on:

- (a) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services;
- (b) the manner in which the Consultant shall procure any such services, facilities and property from other sources; and
- (c) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to **GCC** Clause 52 hereinafter which should be within the agreed contract ceiling.

38. Consultant's Actions Requiring Procuring Entity's Prior Approval

The Consultant shall obtain the Procuring Entity's prior approval in writing before taking any of the following actions:

- (a) appointing such members of the Personnel as are listed in Appendix III merely by title but not by name;
- (b) entering into a subcontract for the performance of any part of the Services, it being understood that:
 - (i) the selection of the Subconsultant and the terms and conditions of the subcontract shall have been approved in writing by the Procuring Entity prior to the execution of the subcontract; and
 - (ii) the Consultant shall remain fully liable for the performance of the Services by the Subconsultant and its Personnel pursuant to this Contract;
- (c) replacement, during the performance of the contract for any reason, of any Personnel as listed in Appendix III of this Contract requiring the Procuring Entity's prior approval; and
- (d) any other action that may be specified in the **SCC**.

39. Personnel

- 39.1 The Consultant shall employ and provide such qualified and experienced Personnel and Subconsultants as are required to carry out the Services.
- 39.2 The title, agreed job description, minimum qualification and estimated period of engagement in the carrying out of the Services of each of the Consultant's Key Personnel are described in Appendix III.
- 39.3 The Key Personnel and Subconsultants listed by title as well as by name in Appendix III are hereby approved by the Procuring Entity. In respect of other Key Personnel which the Consultant proposes to use in the carrying out of the Services, the Consultant shall submit to the Procuring Entity for review and approval a copy of their biographical data and, in the case of Key Personnel to be assigned within the GoP, a copy of a satisfactory medical certificate attached as part of Appendix III. If the Procuring Entity does not object in writing; or if it objects in writing but fails to state the reasons for such objection, within twenty-one (21) calendar days from the date of receipt of such biographical data and, if applicable, such certificate, the Key Personnel concerned shall be deemed to have been approved by the Procuring Entity.
- 39.4 The Procuring Entity may request the Consultants to perform additional services not covered by the original scope of work but are determined by the Procuring Entity to be critical for the satisfactory completion of the Services, subject to **GCC** Clause 55.6.
- 39.5 No changes shall be made in the Key Personnel, except for justifiable reasons as may be determined by the Procuring Entity, as indicated in the **SCC**, and only upon prior approval of the Procuring Entity. If it becomes justifiable and necessary to replace any of the Personnel, the Consultant shall forthwith provide as a replacement a person of equivalent or better qualifications. If the Consultant introduces changes in Key Personnel for reasons other than those mentioned in the **SCC**, the Consultant shall be liable for the imposition of damages as described in the **SCC**.
- 39.6 Any of the Personnel provided as a replacement under **GCC** Clauses 39.5 and 39.7, the rate of remuneration applicable to such person as well as any reimbursable expenditures the Consultant may wish to claim as a result of such replacement, shall be subject to the prior written approval by the Procuring Entity. Except as the Procuring Entity may otherwise agree, the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and the remuneration to be paid for any of the Personnel provided as a replacement shall not exceed the remuneration which would have been payable to the Personnel replaced.
- 39.7 If the Procuring Entity finds that any of the Personnel has committed serious misconduct or has been charged with having committed a criminal action as defined in the Applicable Law, or has reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultant shall, at the Procuring Entity's written request specifying the grounds therefore, forthwith provide as a replacement a person with qualifications and experience acceptable to the Procuring Entity.

40. Working Hours, Overtime, Leave, etc.

- 40.1 Working hours and holidays for Key Personnel are set forth in Appendix III. Any travel time prior to and after contract implementation shall not be considered as part of the working hours.
- 40.2 The Key Personnel shall not be entitled to claim payment for overtime work, sick leave, or vacation leave from the Procuring Entity since these items are already covered by the Consultant's remuneration. All leaves to be allowed to the Personnel are included in the staff-months of service set forth in Appendix III. Taking of leave by any Personnel should not delay the progress and adequate supervision of the Services.
- 40.3 If required to comply with the provisions of **GCC** Clause 43.1 hereof, adjustments with respect to the estimated periods of engagement of Key Personnel set forth in Appendix III may be made by the Consultant by prior written notice to the Procuring Entity, provided that:
- (a) such adjustments shall not alter the originally estimated period of engagement of any individual by more than ten percent (10%); and
 - (b) the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in **GCC** Clause 52.1 of this Contract. Any other such adjustments shall only be made with the Procuring Entity's prior written approval.

41. Counterpart Personnel

- 41.1 If so provided in Appendix III hereto, the Procuring Entity shall make available to the Consultant, as and when provided in such Appendix III, and free of charge, such Counterpart Personnel to be selected by the Procuring Entity, with the Consultant's advice, as shall be specified in such Appendix III. Counterpart Personnel shall work with the Consultant. If any member of the Counterpart Personnel fails to perform adequately any work assigned to such member by the Consultant which is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Procuring Entity shall not unreasonably refuse to act upon such request.
- 41.2 The responsibilities of the Counterpart Personnel shall be specified in Appendix III, attached hereto, and the Counterpart Personnel shall not perform any work beyond the said responsibilities.
- 41.3 If Counterpart Personnel are not provided by the Procuring Entity to the Consultant as and when specified in Appendix III, and or if the Counterpart Personnel lack the necessary training, experience or authority to effectively undertake their responsibilities, the Procuring Entity and the Consultant shall agree on how the affected part of the Services shall be carried out, and the additional payments, if any, to be made by the Procuring Entity to the Consultant as a result thereof pursuant to **GCC** Clause 52 hereof.

42. Performance Security

- 42.1 Unless otherwise specified in the **SCC**, within ten (10) calendar days from receipt of the Notice of Award from the Procuring Entity but in no case later than the signing of the contract by both parties, the Consultant shall furnish the performance security in any the forms prescribed in the **ITB** Clause 32.2.

- 42.2 The performance security posted in favor of the Procuring Entity shall be forfeited in the event it is established that the Consultant is in default in any of its obligations under the contract.
- 42.3 The performance security shall remain valid until issuance by the Procuring Entity of the Certificate of Final Acceptance.
- 42.4 The performance security may be released by the Procuring Entity and returned to the Consultant after the issuance of the Certificate of Final Acceptance subject to the following conditions:
- (a) There are no pending claims against the Consultant or the surety company filed by the Procuring Entity;
 - (b) The Consultant has no pending claims for labor and materials filed against it; and
 - (c) Other terms specified in the **SCC**.
- 42.5 In case of a reduction of the contract value, the Procuring Entity shall allow a proportional reduction in the original performance security, provided that any such reduction is more than ten percent (10%) and that the aggregate of such reductions is not more than fifty percent (50%) of the original performance security.

43. Standard of Performance

- 43.1 The Consultant shall perform the Services and carry out their obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe and effective equipment, machinery, materials and methods.
- 43.2 The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as faithful advisers to the Procuring Entity, and shall at all times support and safeguard the Procuring Entity's legitimate interests in any dealings with Subconsultants or third parties.
- 43.3 The Consultant shall furnish to the Procuring Entity such information related to the Services as the Procuring Entity may from time to time reasonably request.
- 43.4 The Consultant shall at all times cooperate and coordinate with the Procuring Entity with respect to the carrying out of its obligations under this Contract.

44. Consultant Not to Benefit from Commissions, Discounts, etc.

The remuneration of the Consultant pursuant to **GCC** Clause 53 hereof shall constitute the Consultant's sole remuneration in connection with this Contract or the Services and, subject to **GCC** Clause 45 hereof, the Consultant shall not accept for their own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations hereunder, and the Consultant shall use its best efforts to ensure that any Subconsultants, as well as the Personnel and agents of either of them, similarly shall not receive any such additional remuneration.

45. Procurement by the Consultant

If the Consultant, as part of the Services, has the responsibility of advising or procuring goods, works or services, for the Procuring Entity, the Consultant shall comply with any applicable procurement guidelines of the Funding Source, and shall at all times exercise such responsibility in the best interest of the Procuring Entity. Any discounts or advantages obtained by the Consultant in the exercise of such procurement responsibility shall be for the benefit of the Procuring Entity.

46. Specifications and Designs

46.1 The Consultant shall prepare all specifications and designs using the metric system and shall embody the best design criteria applicable to Philippine conditions. The Consultant shall specify standards which are accepted and well-known among industrial nations.

46.2 The Consultant shall ensure that the specifications and designs and all documentation relating to procurement of goods and services for this Contract are prepared on an impartial basis so as to promote national and international competitive bidding.

47. Reports

The Consultant shall submit to the Procuring Entity the reports, deliverables and documents in English, in the form, in the numbers, and within the time periods set forth in Appendix II.

48. Assistance by the Procuring Entity on Government Requirements

48.1 The Procuring Entity may assist the Consultant, Subconsultants, and Personnel in the payment of such taxes, duties, fees and other impositions as may be levied under the Applicable Law by providing information on the preparation of necessary documents for payment thereof.

48.2 The Procuring Entity shall use its best efforts to ensure that the Government shall:

- (a) provide the Consultant, Subconsultants, and Personnel with work permits and such other documents as shall be necessary to enable the Consultant, Subconsultants, or Personnel to perform the Services;
- (b) arrange for the foreign Personnel and, if appropriate, their eligible dependents to be provided promptly with all necessary entry and exit visas, residence permits, and any other documents required for their stay in the Philippines for the duration of the Contract;
- (c) facilitate prompt clearance through customs of any property required for the Services and of the necessary personal effects of the foreign Personnel and their eligible dependents;
- (d) issue to officials, agents and representatives of the Government all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services; and
- (e) grant to foreign Consultant, any foreign Subconsultant and the Personnel of either of them the privilege, pursuant to the Applicable Law, of bringing into the Government's country reasonable amounts of foreign currency for purposes of the Services or for the personal use of the foreign Personnel and their dependents.

49. Access to Land

The Procuring Entity warrants that the Consultant shall have, free of charge, unimpeded access to all lands in the Philippines in respect of which access is required for the performance of the Services. The Procuring Entity shall be responsible for any damage to such land or any property thereon resulting from such access and shall indemnify the Consultant and each of the Personnel in respect of liability for any such damage, unless such damage is caused by the default or negligence of the Consultant or any Subconsultant or the Personnel of either of them.

50. Subcontract

50.1 Subcontracting of any portion of the Consulting Services, if allowed in the **BDS**, does not relieve the Consultant of any liability or obligation under this Contract. The Consultant will be responsible for the acts, defaults, and negligence of any subconsultant, its agents, servants or workmen as fully as if these were the Consultant's own acts, defaults, or negligence, or those of its agents, servants or workmen.

50.2 Subconsultants disclosed and identified during the bidding may be changed during the implementation of this Contract, subject to compliance with the required qualifications and the approval of the Procuring Entity.

51. Accounting, Inspection and Auditing

51.1 The Consultant shall:

- (a) keep accurate and systematic accounts and records in respect of the Services hereunder, in accordance with internationally accepted accounting principles and in such form and detail as shall clearly identify all relevant time changes and costs, and the bases thereof;
- (b) permit the Procuring Entity or its designated representative and or the designated representative of the Funding Source at least once for short-term Contracts, and annually in the case of long-term Contracts, and up to one year from the expiration or termination of this Contract, to inspect the same and make copies thereof as well as to have them audited by auditors appointed by the Procuring Entity; and
- (c) permit the Funding Source to inspect the Consultant's accounts and records relating to the performance of the Consultant and to have them audited by auditors approved by the Funding Source, if so required.

51.2 The basic purpose of this audit is to verify payments under this Contract and, in this process, to also verify representations made by the Consultant in relation to this Contract. The Consultant shall cooperate with and assist the Procuring Entity and its authorized representatives in making such audit. In the event the audit discloses that the Consultant has overcharged the Procuring Entity, the Consultant shall immediately reimburse the Procuring Entity an amount equivalent to the amount overpaid. If overpayment is a result of the Consultant having been engaged in what the Procuring Entity (or, as the case may be, the Funding Source) determines to constitute corrupt, fraudulent, or coercive practices, as defined in **GCC** Clause 27(e) and under the Applicable Law, the Procuring Entity shall, unless the Procuring Entity decides otherwise, terminate this Contract.

51.3 The determination that the Consultant has engaged in corrupt, fraudulent, coercive practices shall result in the Procuring Entity and/or the Funding Source seeking the imposition of the maximum administrative, civil and criminal penalties up to and including imprisonment.

52. Contract Cost

52.1 Except as may be otherwise agreed under **GCC** Clause 10, payments under this Contract shall not exceed the ceiling specified in the **SCC**. The Consultant shall notify the Procuring Entity as soon as cumulative charges incurred for the Services have reached eighty percent (80%) of this ceiling.

52.2 Unless otherwise specified in the **SCC**, the cost of the Services shall be payable in Philippine Pesos and shall be set forth in the Appendix IV attached to this Contract.

53. Remuneration and Reimbursable Expenditures

53.1 Payments of Services do not relieve the Consultant of any obligation hereunder.

53.2 Remuneration for the Personnel shall be determined on the basis of time actually spent by such Personnel in the performance of the Services including other additional factors indicated in the **SCC** after the date determined in accordance with **GCC** Clause 22, or such other date as the Parties shall agree in writing, including time for necessary travel via the most direct route, at the rates referred to, and subject to such additional provisions as are set forth, in the **SCC**.

53.3 Remuneration for periods of less than one month shall be calculated on an hourly basis for time spent in home office (the total of 176 hours per month shall apply) and on a calendar-day basis for time spent away from home office (1 day being equivalent to 1/30th of a month).

53.4 Reimbursable expenditures actually and reasonably incurred by the Consultants in the performance of the Services are provided in the **SCC**.

53.5 Billings and payments in respect of the Services shall be made as follows:

(a) The Procuring Entity shall cause to be paid to the Consultant an advance payment as specified in the **SCC**, and as otherwise set forth below. The advance payment shall be due after the Consultant provides an irrevocable standby letter of credit in favor of the Procuring Entity issued by an entity acceptable to the Procuring Entity in accordance with the requirements provided in the **SCC**.

(b) As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, the Consultant shall submit to the Procuring Entity, in duplicate, itemized statements, accompanied by copies of receipted invoices, vouchers and other appropriate supporting materials, of the amounts payable pursuant to **GCC** Clauses 52.1 and 53 for such month. Separate monthly statements shall be submitted in respect of amounts payable in foreign currency and in local currency. Each separate monthly statement shall distinguish that portion of the total eligible costs which pertains to remuneration from that portion which pertains to reimbursable expenditures.

- (c) The Procuring Entity shall cause the payment of the Consultant's monthly statements within sixty (60) days after the receipt by the Procuring Entity of such statements with supporting documents. Only such portion of a monthly statement that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Consultant, the Procuring Entity may add or subtract the difference from any subsequent payments. Interest shall be paid for delayed payments following the rate provided in the SCC.

54. Final Payment

- 54.1 The final payment shall be made only after the final report and a final statement, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Procuring Entity. The Services shall be deemed completed and finally accepted by the Procuring Entity and the final report and final statement shall be deemed approved by the Procuring Entity as satisfactory ninety (90) calendar days after receipt of the final report and final statement by the Procuring Entity unless the Procuring Entity, within such ninety (90)-day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final statement. The Consultant shall thereupon promptly make any necessary corrections within a maximum period of ninety (90) calendar days, and upon completion of such corrections, the foregoing process shall be repeated.
- 54.2 Any amount which the Procuring Entity has paid or caused to be paid in accordance with this clause in excess of the amounts actually payable in accordance with the provisions of this Contract shall be reimbursed by the Consultant to the Procuring Entity within thirty (30) days after receipt by the Consultant of notice thereof. Any such claim by the Procuring Entity for reimbursement must be made within twelve (12) calendar months after receipt by the Procuring Entity of a final report and a final statement approved by the Procuring Entity in accordance with the above.

55. Lump Sum Contracts

- 55.1 For Lump Sum Contracts when applicable, notwithstanding the terms of **GCC** Clauses 10, 18.1, 31(c), 41.3, 53.2, 53.3, 53.4, 53.5, and 54.1, the provisions contained hereunder shall apply.
- 55.2 Personnel - Any replacement approved by the Procuring Entity in accordance with **ITB** Clause 27.3 shall be provided by the Consultant at no additional cost.
- 55.3 Staffing Schedule - Should the rate of progress of the Services, or any part hereof, be at any time in the opinion of the Procuring Entity too slow to ensure that the Services are completed in accordance with the Staffing Schedule, the Procuring Entity shall so notify the Consultant in writing and the Consultant shall at its sole cost and expense, thereupon take such steps as necessary, subject to the Procuring Entity's approval, or as reasonably required by the Procuring Entity, to expedite progress so as to ensure that the Services are completed in accordance with the Staffing Schedule.
- 55.4 Final payment pursuant to the Payment Schedule in Appendices IV and V shall be made by the Procuring Entity after the final report has been submitted by the Consultant and approved by the Procuring Entity.
- 55.5 Termination - Upon the receipt or giving of any notice referred to in **GCC** Clause 29 and if the Consultant is not in default under this Contract and has partly or substantially performed its obligation under this Contract up to the date of termination and has taken immediate steps to bring the Services to a close in prompt and orderly manner, there shall be an equitable reduction in the maximum amount

payable under this Contract to reflect the reduction in the Services, provided that in no event shall the Consultant receive less than his actual costs up to the effective date of the termination, plus a reasonable allowance for overhead and profit.

55.6 Unless otherwise provided in the **SCC**, no additional payment for variation order, if any, shall be allowed for this Contract.

56. Liquidated Damages for Delay

If the Consultant fails to deliver any or all of the Services within the period(s) specified in this Contract, the Procuring Entity shall, without prejudice to its other remedies under this Contract and under the Applicable Law, deduct from the contract price, as liquidated damages, a sum equivalent to one-tenth of one percent of the price of the unperformed portion of the Services for each day of delay based on the approved contract schedule. Once the amount of liquidated damages reaches ten percent (10%) of the total amount of contract, the Procuring Entity may consider termination of this Contract pursuant to **GCC** Clause 27.

*Section V. Special Conditions of
Contract*

Special Conditions of Contract

GCC Clause	
1.1(g)	The Funding Source is the Government of the Philippines (GoP) through 2021 SSS Corporate Operating Budget.
6.2(b)	For a period of two years after the expiration of this Contract, the Consultant shall not engage, and shall cause its Personnel as well as their Subconsultants and its Personnel not to engage, in the activity of a purchaser (directly or indirectly) of the assets on which they advised the Procuring Entity under this Contract nor in the activity of an adviser (directly or indirectly) of potential purchasers of such assets. The Consultant also agree that their affiliates shall be disqualified for the same period of time from engaging in the said activities.
7	Not applicable.
8	Not applicable.
10	No further instructions.
12	The Authorized Representatives are as follows: For the Procuring Entity: _____ For the Consultant: _____
15.1	The addresses are: Procuring Entity: Social Security System Attention: _____ Address: Social Security System, East Avenue, Quezon City Email Address: _____ Consultants: <i>[insert name of the Consultant]</i> Attention: <i>[insert name of the Consultant's authorized representative]</i> Address: _____ Facsimile: _____ Email Address: _____
15.2	Notice shall be deemed to be effective as follows: (a) in the case of personal delivery or registered mail, on delivery; (b) in the case of facsimiles and electronic mails, upon confirmation of transmission.
18.3	<i>State here Consultant's account where payment may be made.</i> Consultant's Bank Account Details: _____ _____
19	No further instructions.
20	No additional provision.
22	The effectiveness conditions are the following: <i>a. Upon approval, signing of the contracting parties; and</i> <i>b. Upon receipt of the notice to proceed by the HR-OD Consultancy Firm.</i>

24	The time period shall be six (6) months after the submission of the Consultant final report or such other time period as the parties may agree in writing.
34.2	Any and all disputes arising from the implementation of this contract shall be submitted to arbitration in the Philippines according to the provisions of Republic Acts 876 and 9285, as required in Section 59 of the IRR of RA 9184.
35.1	All submitted documents as required under the TOR. All reports and relevant data, such as plans, statistics, supporting records/materials, compiled and prepared in the course of the services shall be confidential and shall be the property of the SSS. The HR- Consulting Firm agrees to deliver all these materials to SSS upon completion of this contract.
38(d)	Please refer to TOR
39.5	The Consultant may change its Key Personnel only for justifiable reasons as may be determined by the Procuring Entity, such as death, serious illness, incapacity of an individual Consultant, resignation, among others, or until after fifty percent (50%) of the Personnel's man-months have been served. Violators will be fined an amount equal to the refund of the replaced Personnel's basic rate, which should be at least fifty percent (50%) of the total basic rate for the duration of the engagement.
42.1	No further instructions.
42.4(c)	No further instructions.
52.1	The total ceiling amount in Philippine Pesos is 20,00,000.00 .
52.2	No further instructions.
53.2	No additional instructions.
53.4	No further instructions.
53.5(a)	No advance payment is allowed.
53.5 (c)	The interest rate is zero.
55.6	No further instructions.

Section VI. Terms of Reference

ORGANIZATIONAL ASSESSMENT (HUMAN RESOURCE-ORGANIZATIONAL DEVELOPMENT CONSULTANCY FIRM FOR THE RESTRUCTURING PLAN OF THE SOCIAL SECURITY SYSTEM)

I. BASIC INFORMATION ON THE PROPOSED ENGAGEMENT OF HR-OD CONSULTANCY FIRM

Project Description: Engagement of the consultancy services of an HR-OD Consultancy Firm to provide technical assistance in undertaking the required procedures of Governance Commission for GOCCs (GCG) in the preparation and submission of the Restructuring Plan of SSS.

Method of Procurement: Public Bidding

Approved Budget for the Contract: Php 20,000,000.00

Project Duration: The project shall be completed **within a maximum of twelve (12) months starting from the receipt of Notice to Proceed (NTP) and Signed Contract** excluding attendance to at least four (4) meetings with GCG to assist SSS in getting the necessary approval for the new OSSP. (NOTE: Absence of any in the required scope of services will not earn the consulting firm any points (all or nothing)).

II. BACKGROUND/RATIONALE:

Over the past six decades, the SSS has remained committed to its mission to manage a financially stable social security system which shall promote social justice through savings and provide meaningful protection and exemplary service to members and their families.

In the pursuit of said mission, the SSS has formulated the following strategic objectives to:

- a. Make all Filipino workers here and abroad and foreign workers in the Philippines covered members of SSS to attain Universal Coverage;
- b. Ensure timely and accurate collection from members through stricter enforcement and convenient payment systems;
- c. Increase return of investments gradually and sustainably while digitally transforming treasury and investment operations;
- d. Provide a more responsive benefit program;
- e. Ensure timely provision of competent and committed personnel in an environment of meritocracy, service excellence and accountability;
- f. Implement a robust and agile ICT system;
- g. Roll out synergistic communications to increase awareness on the digitalization of new SSS services and products;
- h. Provide customers with consistent, delightful customer experience in virtual and physical service channels throughout his or her journey with SSS.

These strategic objectives will entail significant changes in SSS such as digitalization and process reengineering, among others. With these changes, there is a need for the realignment and rightsizing of workforce of the organization to fit into the new SSS strategies and objectives.

To facilitate the review of the organization's structure and preparation of the required documents for the restructuring plan, there is a need to hire the services of an OD Consultancy Firm with known track record and expertise in the field/discipline of Human Resource- Organizational Development who can provide technical assistance to SSS and representation as resource persons to the Governance Commission for GOCCs (GCG).

III. PROJECT OBJECTIVES

The project aims to review and realign the existing organizational structure, processes, functional charts, staffing and position charts, competency charts, and succession management plan of the SSS and implement improvements in support of SSS' new strategic objectives based on Republic Act (RA) No. 11199 (Social Security Act of 2018), RA No. 11032 (Ease of Doing Business), ISSA Guidelines on Service Quality, and other relevant laws and policies.

IV. SCOPE OF SERVICES

The HR-OD Consultancy Firm shall provide technical expertise, undertake the review of the restructuring-related output documents from SSS, and produce the final documents required for submission to GCG for purposes of approval.

Activities	List of Documents required for submission to GCG (To be prepared the Consultant)	List of Restructuring-Related Output Documents from SSS
1. Conduct of the Current State Assessment of SSS considering the recommended activities and tools of GCG shown in Appendix A.	<ul style="list-style-type: none"> • Current State Assessment Report based on GCG's sample outline and aligned with Republic Act (RA) No. 11199 (Social Security Act of 2018), RA No. 11032 (Ease of Doing Business), and other relevant policies (Annex 1) 	<ul style="list-style-type: none"> • SSS Mandates: SSS Vision, Mission and Core Values • 3-year Roadmap and Enterprise Scorecard • Initial CSA Survey Report
2. Conduct of the Workforce Analysis and Planning with 3 components: Supply Analysis, Demand Analysis and Gap Analysis, which are described in Appendix B.	<ul style="list-style-type: none"> • Workforce Analysis and Planning Report (Annex 2) 	<ul style="list-style-type: none"> • Current staffing pattern • Organizational and functional charts • Demographic Report of the Workforce • Initial Workforce Analysis and Planning Report

<p>3. Preparation of the Cost Benefit Analysis which includes monetary benefits (e.g., savings from abolished positions and improved operational efficiency, additional profit from operational expansion, etc.) and monetary costs (e.g., payment of separation pay to affected personnel, creation of additional branches, training costs to address competency gap, etc.) entailed in implementing the Restructuring Plan.</p>	<ul style="list-style-type: none"> • Cost-Benefit Analysis Report (Annex 3) 	<ul style="list-style-type: none"> • Initial Cost-Benefit Analysis Report
<p>4. Formulation of the Design Framework which contains performance indicators and targets specifically to measure the success of the reorganization. It is an indication that the reorganization is pursued with bona fide intent and with legitimate business interests. The success indicators and targets must address the issues identified in the Current State Analysis Report.</p>	<ul style="list-style-type: none"> • Design Framework based on requirements of GCG (Annex 4) 	<ul style="list-style-type: none"> • 3-year Roadmap and Enterprise Scorecard
<p>5. Technical assistance/review and finalization of the Organizational and Staffing Design which will include the following:</p> <ol style="list-style-type: none"> Proposed Organizational Structure and Functional Statements Proposed Staffing Pattern Career-Leveling Proposed Branch Model 	<ul style="list-style-type: none"> • OSSP-CL Master Data in soft copy (Annex 5) • Official OSSP-CL (Annex 6) • Proposed Organizational Structure (Annex 8) • Functional Description of All Units in the Organizational Structure (Annex 9) • Branch Model (Annex 11) 	<ul style="list-style-type: none"> • Current organizational and functional charts • Current staffing pattern • Initial Proposed Organizational Structure and Functional Statements • CPCS guidelines, if available • Initial Proposed Branch Model

<p>6. Conduct of six (6) batches of Write shops and review and confirm the Job Descriptions (JDs):</p> <ul style="list-style-type: none"> ➤ Position Title ➤ Job Summary ➤ Qualification Standards ➤ Duties and Responsibilities ➤ Competencies 	<ul style="list-style-type: none"> • 764 Confirmed JDs 	<ul style="list-style-type: none"> • Initial Proposed JDs, QS and Competencies (as output of the write shops)
<p>7. Designing of Strategic Action Plan (SAP) in order to implement the Reorganization Plan. The SAP shall include the following minimum requirements:</p> <ol style="list-style-type: none"> a. Date of Implementation b. Communication plan c. Transition plan 	<ul style="list-style-type: none"> • SAP (Annex 12) 	
<p>8. HR-OD Consultancy Firm's attendance to at least four (4) meetings with GCG to assist SSS in getting the necessary approval for the new OSSP.</p>	<ul style="list-style-type: none"> • Attendance to at least four (4) meetings with GCG to assist SSS in getting the necessary approval for the new OSSP. 	

Note: Absence of any in the required scope of services will not earn the consulting firm any points (all or nothing)

V. RESPONSIBILITIES

1. SSS to undertake the following:
 - a. Provide all available information needed for the project (e.g., Strategic Plan, Current Organizational Structure and Staffing Materials, etc.).
 - b. Designate a Working Team who shall work with the Consultant regarding technical and administrative requirements of the project.
 - c. Provide venue during data gathering and validation activities.
 - d. Determine the acceptability of the deliverables of the Consultant.
 - e. Submit recommendations of the project to GCG for approval.

2. HR-OD Consultancy Firm to undertake the following:
 - a. Submit all the required deliverables and perform the corresponding tasks within the timetable to be agreed with SSS management.
 - b. Promptly report to SSS the occurrence of any event or condition which may delay or prevent the timely completion of services.
 - c. Comply with confidentiality of information and project deliverables.
 - d. Ensure technology/knowledge transfer to SSS via conduct of coaching, trainings/workshops and provision of relevant materials of the subject deliverables within the project timeline.
 - e. Provide objective advice, guidance, and oversight to serve the best interests of the organization, and its objectives and direction.
 - f. Shall not sub-contract any part of the engagement.

VI. REQUIRED DOCUMENTS

The HR-OD Consultancy Firm shall submit to SSS the following:

1. Company profile stating consultancy services done in organizations, including in government agencies, for the last ten (10) years, scope of work/deliverables and implementation methodology.
2. Curriculum vitae of the proposed project team; and,
3. Plan of Action and Methodology

VII. MODE OF EVALUATION

Weight Allocation for the Quality-Cost Based Evaluation of the Bid is as follows:

PROPOSAL	WEIGHT
Technical (quality)	70%
Financial (cost)	30%
Total	100%

The technical and financial proposals with the highest rated score which do not exceed the ABC shall be identified as the successful offer.

VIII. EVALUATION CRITERIA FOR TECHNICAL PROPOSAL

Evaluation Criteria	Score
Expertise & Competencies of the HR-OD Consultancy Firm within the last ten (10) years	10
Qualification of Personnel who may be Assigned to the Project	10
Schedule/Timeliness	20
Plan of Approach and Methodology	20
Content (Breadth and Scope)	40
Max Score	100

Expertise & Competencies of the HR-OD Consultancy Firm within the last ten (10) years	10
Handled at least two (2) projects/contracts same or similar to the requirements of GCG for GOCCs undergoing restructuring which require the following: <ol style="list-style-type: none"> a. Current State Assessment b. Workforce Analysis c. Cost Benefit Analysis d. Design Framework e. Organizational and Staffing Design f. Strategic Action Plan g. Job Analysis/Preparation of Job Descriptions h. Position Classification i. Crafting Competencies j. Staffing Workforce Analysis and Planning 	7

<ul style="list-style-type: none"> k. Job Leveling/Job Evaluation l. Project Planning 	
<p>Handled at least four (4) projects/contracts same or similar to the requirements of GCG for GOCCs undergoing restructuring which require the following:</p> <ul style="list-style-type: none"> a. Current State Assessment b. Workforce Analysis c. Cost Benefit Analysis d. Design Framework e. Organizational and Staffing Design f. Strategic Action Plan g. Job Analysis/Preparation of Job Descriptions h. Position Classification i. Crafting Competencies j. Staffing Workforce Analysis and Planning k. Job Leveling/Job Evaluation l. Project Planning 	8
<p>Handled at least six (6) projects/contracts same or similar to the requirements of GCG for GOCCs undergoing restructuring which require the following:</p> <ul style="list-style-type: none"> a. Current State Assessment b. Workforce Analysis c. Cost Benefit Analysis d. Design Framework e. Organizational and Staffing Design f. Strategic Action Plan g. Job Analysis/Preparation of Job Descriptions h. Position Classification i. Crafting Competencies j. Staffing Workforce Analysis and Planning k. Job Leveling/Job Evaluation l. Project Planning 	10
Max Score	10

Qualification of Personnel who may be Assigned to the Project	10
a. Years of experience of the identified members of the HR-OD Consultancy Firm on the following prior to the submission of Eligibility Requirements	6
a.1 Organizational Development <ul style="list-style-type: none"> • Below 5 years • 5 years • 6-7 years • 8-9 years • 10 years or more 	4 0 1 2 3 4
a.2 With companies/institutions whose core business covers Social Insurance or Financial Services (e.g. banks)	2
b. Years of experience of the Project Team Leader in organization development including organizational restructuring, staffing analysis and design, among others <ul style="list-style-type: none"> • Below 5 years 	4 0

<ul style="list-style-type: none"> • 5 years • 6-7 years • 8-9 years • 10 years or more 	1 2 3 4
Max Score	10

Schedule/Timeliness	20
Within 12 months	16
Within 11 months	18
Within 10 months	20
Max Score	20

Plan of Approach and Methodology	20
Overall Plan of Approach and Methodology	
<ul style="list-style-type: none"> • Work plan and general process workflow from start to finish <ul style="list-style-type: none"> ○ Must include complete details of project implementation, timetable, methodology and deliverables ○ Contingency Plan, if any 	maximum of 10 points
<ul style="list-style-type: none"> • Method of data gathering and analysis 	maximum of 8 points
Success Stories (maximum of 2 points)	
<input type="checkbox"/> Samples of at least two (2) related work engagements with corresponding certificates of satisfactory service	
Max Score	20

Content (Breadth and Scope)		40
Activities	Required Output	
1. Conduct of the Current State Assessment of SSS considering the recommended activities and tools of GCG shown in Appendix A.	<ul style="list-style-type: none"> • Current State Assessment Report based on GCG's sample outline and aligned with Republic Act (RA) No. 11199 (Social Security Act of 2018), RA No. 11032 (Ease of Doing Business), and other relevant policies (Annex 1) 	The bidder must submit a proposal stating the activities that they will undertake to complete the project. The activities should follow the requirements of GCG. a. If the submitted

<p>2. Conduct of Workforce Analysis and Planning with 3 components: Supply Analysis, Demand Analysis and Gap Analysis, which are described in Appendix B.</p>	<ul style="list-style-type: none"> • Workforce Analysis and Planning Report (Annex 2) 	<p>proposal includes all 8 activities listed under this criterion, the bidder will be given 40 points.</p>
<p>3. Preparation of the Cost Benefit Analysis which includes monetary benefits (e.g., savings from abolished positions and improved operational efficiency, additional profit from operational expansion, etc.) and monetary costs (e.g., payment of separation pay to affected personnel, creation of additional branches, training costs to address competency gap, etc.) entailed in implementing the Restructuring Plan.</p>	<ul style="list-style-type: none"> • Cost-Benefit Analysis Report (Annex 3) 	<p>b. If the submitted proposal failed to include all 8 activities listed under this criterion, the bidder will be disqualified.</p>
<p>4. Formulation of the Design Framework which contains performance indicators and targets specifically to measure the success of the reorganization. It is an indication that the reorganization is pursued with bona fide intent and with legitimate business interests. The success indicators and targets must address the issues identified in the Current State Analysis Report.</p>	<ul style="list-style-type: none"> • Design Framework based on requirements of GCG (Annex 4) 	

<p>5. Technical assistance/review and finalization of the Organizational and Staffing Design which will include the following:</p> <p>c. Proposed Organizational Structure and Functional Statements d. Proposed Staffing Pattern e. Career-Leveling f. Proposed Branch Model</p>	<ul style="list-style-type: none"> • OSSP-CL Master Data in soft copy (Annex 5) • Official OSSP-CL (Annex 6) • Proposed Organizational Structure (Annex 8) • Functional Description of All Units in the Organizational Structure (Annex 9) • Branch Model (Annex 11) 	
<p>6. Conduct of six (6) batches of Write shops and review and confirm the Job Descriptions (JDs):</p> <ul style="list-style-type: none"> - Position Title - Job Summary - Qualification Standards - Duties and Responsibilities - Competencies 	<ul style="list-style-type: none"> • 764 Confirmed JDs 	
<p>7. Designing of Strategic Action Plan (SAP) in order to implement the Reorganization Plan. The SAP shall include the following minimum requirements:</p> <p>a. Date of Implementation b. Communication plan c. Transition plan</p>	<ul style="list-style-type: none"> • SAP (Annex 12) 	
<p>8. HR-OD Consultancy Firm's attendance to at least four (4) meetings with GCG to assist SSS in getting the necessary approval for the new OSSP</p>	<ul style="list-style-type: none"> • Attendance to at least four (4) meetings with GCG to assist SSS in getting the necessary approval for the new OSSP. 	<p>Note: Absence of any in the required scope of services will not earn the consulting firm any points (all or nothing)</p>
Maximum Score		40

IX. SCHEDULE OF DELIVERY OF OUTPUTS

Milestone	Deliverables	Schedule of Delivery of Output	Percentage of Payment
1	Current State Assessment Report based on GCG's sample outline and aligned with Republic Act (RA) No. 11199 (Social Security Act of 2018), RA No. 11032 (Ease of Doing Business), and other relevant policies (Annex 1)	On or before two (2) months from receipt of the NTP	20%
2	a) Design Framework based on requirements of GCG (Annex 4) b) Workforce Analysis and Planning Report (Annex 2) c) Organizational and Staffing Design <ul style="list-style-type: none"> • OSSP-CL Master Data in soft copy (Annex 5) • Official OSSP-CL (Annex 6) • Proposed Organizational Structure (Annex 8) • Functional Description of All Units in the Organizational Structure (Annex 9) • Branch Model (Annex 11) d) Cost-Benefit Analysis Report (Annex 3)	On or before eight (8) months from receipt of the NTP	55%
3	a) Strategic Action Plan (SAP) b) 764 confirmed JDs	On or before nine (9) months from receipt of the NTP	15%
4	Attendance to at least four (4) meetings with GCG to assist SSS in getting the necessary approval for the new OSSP	At least 4 meetings or after getting the necessary approval of the new OSSP	10%

Section VII. Bidding Forms

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TECHNICAL PROPOSAL FORMS

Notes for Consultants

The following summarizes the content and maximum number of pages permitted for the Technical Proposal. A page is considered to be one printed side of A4 or letter sized paper.

Cover Letter

Use TPF 1. Technical Proposal Submission Form.

Experience of the Firm

Maximum of *thirty (30) pages* for introducing the background and general experience of the Consultant, including its partner(s) and subconsultants, if any.

Maximum of *thirty (30) pages* for completed projects in the format of TPF 2. Consultant's References illustrating the relevant experience of the Consultant, including its partner and subconsultants, if any. No promotional material should be included.

General approach and methodology, work and staffing schedule

Use TPF 4. Description of the Methodology and Work Plan for Performing the Project, TPF 5. Team Composition and Task , TPF 7. Time Schedule for Professional Personnel, and TPF 8. Activity (Work) Schedule.

If subcontracting is allowed, add the following: If the Consultant will engage a subconsultant for the portions of the Consulting Services allowed to be subcontracted, the Consultant shall indicate which portions of the Consulting Services will be subcontracted, identify the corresponding subconsultant, and include the legal eligibility documents of such subconsultant.

Curriculum Vitae (CV)

Use TPF 6. Format of Curriculum Vitae (CV) for Proposed Professional Staff.

Comments on the terms of reference and data and facilities to be provided by the Procuring Entity

Not more than *thirty (30) pages* using TPF 3. Comments and Suggestions of Consultant on the Terms of Reference and on Data, Services, and Facilities to be Provided by the

TPF 1. TECHNICAL PROPOSAL SUBMISSION FORM

[Date]

[Name and address of the Procuring Entity]

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for [Title of Project] in accordance with your Bidding Documents dated [insert date] and our Bid. We are hereby submitting our Bid, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

In accordance with **ITB** Clause 21.1, we confirm that the information contained in the eligibility documents submitted earlier together with the Expression of Interest remain correct as of the date of bid submission.

If negotiations are held during the period of bid validity, *i.e.*, before [insert date], we undertake to negotiate on the basis of the proposed staff. Our Bid is binding upon us and subject to the modifications resulting from contract negotiations.

In accordance with **GCC** Clause 51, we acknowledge and accept the Procuring Entity's right to inspect and audit all records relating to our Bid irrespective of whether we enter into a contract with the Procuring Entity as a result of this Bid or not.

We understand you are not bound to accept any Bid received for the selection of a consultant for the Project.

We acknowledge that failure to sign this Technical Proposal Submission Form and the abovementioned Financial Proposal Submission Form shall be a ground for the rejection of our Bid.

We remain,

Yours sincerely,

Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

TPF 2. CONSULTANT'S REFERENCES

Relevant Services Carried Out in the Last Five Years That Best Illustrate Qualifications

Using the format below, provide information on each project for which your firm/entity, either individually, as a corporate entity, or as one of the major companies within an association, was legally contracted.

Project Name:		Country:
Location within Country:		Professional Staff Provided by Your Firm/Entity(profiles):
Name of Client:		Nº of Staff:
Address:		Nº of Staff-Months; Duration of Project:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of Services (in Current US\$):
Name of Associated Consultants, if any:		Nº of Months of Professional Staff Provided by Associated Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:		
Narrative Description of Project:		
Description of Actual Services Provided by Your Staff:		

Consultant's Name: _____

TPF 3. COMMENTS AND SUGGESTIONS OF CONSULTANT ON THE TERMS OF
REFERENCE AND ON DATA, SERVICES, AND FACILITIES TO BE PROVIDED BY THE
PROCURING ENTITY

On the Terms of Reference:

- 1.
- 2.
- 3.
- 4.
- 5.

On the data, services, and facilities to be provided by the Procuring Entity:

- 1.
- 2.
- 3.
- 4.
- 5.

TPF 4. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE PROJECT

I. Describe your overall Plan of Approach and Methodology

- Work plan and general process workflow from start to finish (*maximum of 10 points*)
 - Must include complete details of project implementation, timetable, methodology and deliverables
 - Contingency plans, if any
- Method of data gathering and analysis (*maximum of 8 points*)

II. Success Stories (*maximum of 2 points*)

- Samples of at least two (2) related work engagements with corresponding certificates of satisfactory service

TPF 5. TEAM COMPOSITION AND TASK

1. Technical/Managerial Staff		
Name	Position	Task

2. Support Staff		
Name	Position	Task

3. Where applicable, indicate relationships among the Consultant and any partner and/or sub-consultant, and relationship to the Procuring Entity, the Funding Source and other parties or stakeholders, if any, involved in the project.



TPF 6. FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

Proposed Position: _____

Name of Firm: _____

Name of Staff: _____

Profession: _____

Date of Birth: _____

Years with Firm/Entity: _____ Nationality: _____

Membership in Professional Societies: _____

Detailed Tasks Assigned: _____

Key Qualifications:

[Give an outline of staff member's experience and training most pertinent to tasks on project. Describe degree of responsibility held by staff member on relevant previous projects and give dates and locations. Use about half a page.]

Education:

[Summarize college/university and other specialized education of staff members, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]

Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of projects. For experience in last ten years, also give types of activities performed and client references, where appropriate. Use about two pages.]

Languages:

[For each language, indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.]

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

Commitment:

I also commit to work for the Project in accordance with the time schedule as indicated in the contract once the firm is awarded the Project.

_____ Date: _____
[Signature of staff member and authorized representative of the firm] *Day/Month/Year*

Full name of staff member: _____

Full name of authorized representative: _____

SUBSCRIBED AND SWORN to before me this ___ day of *[month]* *[year]* at *[place of execution]*, Philippines. Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiant/s exhibited to me his/her *[insert type of government identification card used]*, with his/her photograph and signature appearing thereon, with no. _____.

Witness my hand and seal this ___ day of *[month]* *[year]*.

NAME OF NOTARY PUBLIC

Serial No. of Commission _____

Notary Public for _____ **until** _____

Roll of Attorneys No. _____

PTR No. __, *[date issued]*, *[place issued]*

IBP No. __, *[date issued]*, *[place issued]*

Doc. No. ____

Page No. ____

Book No. ____

Series of ____.

TPF 8. ACTIVITY (WORK) SCHEDULE

A. Field Investigation and Study Items

	<i>[1st, 2nd, etc. are months from the start of project.]</i>												
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	
Activity (Work)													

B. Completion and Submission of Reports

Reports	Date
1. Inception Report	
2. Interim Progress Report (a) First Status Report (b) Second Status Report	
3. Draft Report	
4. Final Report	

Omnibus Sworn Statement (Revised)

REPUBLIC OF THE PHILIPPINES)
CITY/MUNICIPALITY OF _____) S.S.

AFFIDAVIT

I, [Name of Affiant], of legal age, [Civil Status], [Nationality], and residing at [Address of Affiant], after having been duly sworn in accordance with law, do hereby depose and state that:

1. *[Select one, delete the other:]*

[If a sole proprietorship:] I am the sole proprietor or authorized representative of [Name of Bidder] with office address at [address of Bidder];

[If a partnership, corporation, cooperative, or joint venture:] I am the duly authorized and designated representative of [Name of Bidder] with office address at [address of Bidder];

2. *[Select one, delete the other:]*

[If a sole proprietorship:] As the owner and sole proprietor, or authorized representative of [Name of Bidder], I have full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract for [Name of the Project] of the [Name of the Procuring Entity], as shown in the attached duly notarized Special Power of Attorney;

[If a partnership, corporation, cooperative, or joint venture:] I am granted full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract for [Name of the Project] of the [Name of the Procuring Entity], as shown in the attached [state title of attached document showing proof of authorization (e.g., duly notarized Secretary's Certificate, Board/Partnership Resolution, or Special Power of Attorney, whichever is applicable)];

3. [Name of Bidder] is not "blacklisted" or barred from bidding by the Government of the Philippines or any of its agencies, offices, corporations, or Local Government Units, foreign government/foreign or international financing institution whose blacklisting rules have been recognized by the Government Procurement Policy Board, **by itself or by relation, membership, association, affiliation, or controlling interest with another blacklisted person or entity as defined and provided for in the Uniform Guidelines on Blacklisting;**

4. Each of the documents submitted in satisfaction of the bidding requirements is an authentic copy of the original, complete, and all statements and information provided therein are true and correct;

5. [Name of Bidder] is authorizing the Head of the Procuring Entity or its duly authorized representative(s) to verify all the documents submitted;

6. *[Select one, delete the rest:]*

[If a sole proprietorship:] The owner or sole proprietor is not related to the Head of the Procuring Entity, Procurement Agent if engaged, members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat, the head of the Project Management Office or the end-user unit, and the project consultants by consanguinity or affinity up to the third civil degree;

[If a partnership or cooperative:] None of the officers and members of [Name of Bidder] is related to the Head of the Procuring Entity, Procurement Agent if engaged, members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat, the head of the Project Management Office or the end-user unit, and the project consultants by consanguinity or affinity up to the third civil degree;

[If a corporation or joint venture:] None of the officers, directors, and controlling stockholders of *[Name of Bidder]* is related to the Head of the Procuring Entity, Procurement Agent if engaged, members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat, the head of the Project Management Office or the end-user unit, and the project consultants by consanguinity or affinity up to the third civil degree;

7. *[Name of Bidder]* complies with existing labor laws and standards; and
8. *[Name of Bidder]* is aware of and has undertaken the responsibilities as a Bidder in compliance with the Philippine Bidding Documents, which includes:
 - a. Carefully examining all of the Bidding Documents;
 - b. Acknowledging all conditions, local or otherwise, affecting the implementation of the Contract;
 - c. Making an estimate of the facilities available and needed for the contract to be bid, if any; and
 - d. Inquiring or securing Supplemental/Bid Bulletin(s) issued for the *[Name of the Project]*.
9. *[Consultant]* did not give or pay directly or indirectly, any commission, amount, fee, or any form of consideration, pecuniary or otherwise, to any person or official, personnel or representative of the government in relation to any procurement project or activity.
10. **In case advance payment was made or given, failure to perform or deliver any of the obligations and undertakings in the contract shall be sufficient grounds to constitute criminal liability for Swindling (Estafa) or the commission of fraud with unfaithfulness or abuse of confidence through misappropriating or converting any payment received by a person or entity under an obligation involving the duty to deliver certain goods or services, to the prejudice of the public and the government of the Philippines pursuant to Article 315 of Act No. 3815 s. 1930, as amended, or the Revised Penal Code.**

IN WITNESS WHEREOF, I have hereunto set my hand this ___ day of ___, 20__ at _____, Philippines.

[Insert NAME OF BIDDER OR ITS AUTHORIZED REPRESENTATIVE]

[Insert signatory's legal capacity]
Affiant

[Jurat]

[Format shall be based on the latest Rules on Notarial Practice]

GPPB Resolution No. 16-2020, dated 16 September 2020

Bid Securing Declaration Form

REPUBLIC OF THE PHILIPPINES) CITY OF
_____) S.S.

BID SECURING DECLARATION

Project Identification No.: *[Insert number]*

To: *[Insert name and address of the Procuring Entity]*

I/We, the undersigned, declare that:

1. I/We understand that, according to your conditions, bids must be supported by a Bid Security, which may be in the form of a Bid Securing Declaration.
2. I/We accept that: (a) I/we will be automatically disqualified from bidding for any procurement contract with any procuring entity for a period of two (2) years upon receipt of your Blacklisting Order; and, (b) I/we will pay the applicable fine provided under Section 6 of the Guidelines on the Use of Bid Securing Declaration, within fifteen (15) days from receipt of the written demand by the procuring entity for the commission of acts resulting to the enforcement of the bid securing declaration under Sections 23.1(b), 34.2, 40.1 and 69.1, except 69.1(f), of the IRR of RA No. 9184; without prejudice to other legal action the government may undertake.
3. I/We understand that this Bid Securing Declaration shall cease to be valid on the following circumstances:
 - a. Upon expiration of the bid validity period, or any extension thereof pursuant to your request;
 - b. I am/we are declared ineligible or post-disqualified upon receipt of your notice to such effect, and (i) I/we failed to timely file a request for reconsideration or (ii) I/we filed a waiver to avail of said right; and
 - c. I am/we are declared the bidder with the Lowest Calculated Responsive Bid, and I/we have furnished the performance security and signed the Contract.

IN WITNESS WHEREOF, I/We have hereunto set my/our hand/s this ____ day of *[month]*
[year] at *[place of execution]*.

*[Insert NAME OF BIDDER OR ITS AUTHORIZED
REPRESENTATIVE]*

[Insert signatory's legal capacity] Affiant

[Jurat]

[Format shall be based on the latest Rules on Notarial Practice]

GPPB Resolution No. 16-2020, dated 16 September 2020

FINANCIAL PROPOSAL FORMS

Notes for Consultants

The following summarizes the content of the Financial Proposal.

Cover Letter

Use FPF 1. Financial Proposal Submission Form, which is an acknowledgement that, in preparation and submission of the Technical and Financial Proposals, Consultants have:

- (a) followed the applicable rules and guidelines indicated in this ITB;
- (b) not taken any action which is or constitutes a corrupt, fraudulent, or coercive practice as defined in the applicable rules and guidelines; and
- (c) agrees to allow the Procuring Entity and the Funding Source, at their option, to inspect and audit all accounts, documents, and records relating to the its Bid and to the performance of the ensuing contract.

Costs of Consulting Services

Use FPF 2. Summary of Costs; FPF 3. Breakdown of Price per Activity; FPF 4. Breakdown of Remuneration per Activity; FPF 5. Reimbursables per Activity; and FPF 6. Miscellaneous Expenses.

FPF 1. FINANCIAL PROPOSAL SUBMISSION FORM

[Date]

[Name and address of the Procuring Entity]

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for [Title of Project] in accordance with your Bidding Documents dated [insert date] and our Bid (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of [amount in words and figures]. This amount is exclusive of the local taxes, which we have estimated at [amount(s) in words and figures].

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the bid validity period, i.e., [Date].

In accordance with GCC Clause 51, we acknowledge and accept the Procuring Entity's right to inspect and audit all records relating to our Bid irrespective of whether we enter into a contract with the Procuring Entity as a result of this Bid.

We confirm that we have read, understood and accept the contents of the Instructions to Bidders (ITB), the Bid Data Sheet (BDS), General Conditions of Contract (GCC), Special Conditions of Contract (SCC), Terms of Reference (TOR), the provisions relating to the eligibility of Consultant and the applicable guidelines for the procurement rules of the Funding Source, any and all Bid bulletins issued and other attachments and inclusions included in the Bidding Documents sent to us.

We understand you are not bound to accept any Bid you receive.

We remain,

Yours sincerely,
Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

FPF 2. SUMMARY OF COSTS

Costs	Currency(ies) ¹	Amount in Philippine Peso
Subtotal		
Local Taxes		
Total Amount of Financial Proposal		_____

¹ In cases of contracts involving foreign consultants, indicate the exchange rate used.



FPF 3. BREAKDOWN OF PRICE PER ACTIVITY

Activity No.: _____	Activity No.: _____	Description: _____
Price Component	Currency(ies) ²	Amount in Philippine Peso
Remuneration		
Reimbursables		
Miscellaneous Expenses		
Subtotal		_____

² In cases of contracts involving foreign consultants, indicate the exchange rate used.

FPF 4. BREAKDOWN OF REMUNERATION PER ACTIVITY

Activity No. _____		Name: _____		
Names	Position	Input ³	Remuneration Currency(ies) Rate	Amount
Regular staff				
Local staff				
Consultants				
Grand Total				_____

³ Staff months, days, or hours as appropriate.

FPF 5. REIMBURSABLES PER ACTIVITY

Activity No: _____

Name: _____

No.	Description	Unit	Quantity	Unit Price In	Total Amount In
1.	International flights _____	Trip			
2.	Miscellaneous travel expenses	Trip			
3.	Subsistence allowance	Day			
4.	Local transportation costs ⁴				
5.	Office rent/accommodation/ clerical assistance				
	Grand Total				_____

⁴ Local transportation costs are not included if local transportation is being made available by the Entity. Similarly, in the project site, office rent/accommodations/clerical assistance costs are not to be included if being made available by the Entity.

FPF 6. MISCELLANEOUS EXPENSES

Activity No. _____ Activity Name: _____

No.	Description	Unit	Quantity	Unit Price	Total Amount
1.	Communication costs between _____ and _____ (telephone, telegram, telex)				
2.	Drafting, reproduction of reports				
3.	Equipment: vehicles, computers, etc.				
4.	Software				
	Grand Total				_____

FORM OF CONTRACT AGREEMENT

CONSULTANCY SERVICES FOR THE HUMAN RESOURCE-ORGANIZATIONAL DEVELOPMENT FOR RESTRUCTURING

ITB-SSS-Consulting-2023-____

THIS AGREEMENT made between:

SOCIAL SECURITY SYSTEM, a government-owned and controlled corporation created pursuant to Republic Act No. 11199, with principal office address at SSS Building, East Avenue, Diliman, Quezon City, represented herein by its Approving Authority and (Position of Approving Authority), (Name of Approving Authority) and (Position of Signatory), (Name of signatory), duly authorized pursuant to Administrative Order _____, _____ (pertaining to Approving Authority) (Annex “A”) and Office Order _____, _____ (Annex “B”) (pertaining to signatories), hereinafter referred to as the “SSS”;

- a n d -

(NAME OF CONSULTANT), of legal age, Filipino, single/married, with principal address at _____, hereinafter referred to as the “Supplier”.

If corporation

(NAME OF CONSULTANT), a corporation duly created and existing pursuant to the laws of the Republic of the Philippines, with principal office address at _____, represented herein by its (Position of Signatory), (Name of Signatory), duly authorized pursuant to _____, _____, hereinafter referred to as the “Supplier”.

WHEREAS, the Entity invited Bids for certain goods and ancillary services, particularly [brief description of goods and services] (PROJECT) and has accepted a Bid by the Supplier for the supply of those goods and services in the sum of [contract price in words and figures in specified currency] (hereinafter called “the Contract Price”).

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. In this Agreement words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract referred to.
2. The following documents as required by the 2016 revised Implementing Rules and Regulations of Republic Act No. 9184 shall be deemed to form and be read and construed as integral part of this Agreement, *viz.*:
 - a. Philippine Bidding Documents (PBDs);
 - i. Schedule of Requirements;
 - ii. Technical Specifications;
 - iii. General and Special Conditions of Contract; and
 - iv. Supplemental or Bid Bulletins, if any

- b. Supplier's bid, including the Eligibility requirements, Technical and Financial Proposals, and all other documents or statements submitted;

Bid form, including all the documents/statements contained in the Bidder's bidding envelopes, as annexes, and all other documents submitted (e.g., Bidder's response to request for clarifications on the bid), including corrections to the bid, if any, resulting from the Procuring Entity's bid evaluation;

- c. Performance Security;
- d. Notice of Award of Contract; and the Bidder's conforme thereto; and
- e. Other contract documents that may be required by existing laws and/or the Procuring Entity concerned in the PBDs. **Winning bidder agrees that additional contract documents or information prescribed by the GPPB that are subsequently required for submission after the contract execution, such as the Notice to Proceed, Variation Orders, and Warranty Security, shall likewise form part of the Contract.**

- 3. In consideration for the sum of *[total contract price in words and figures]* or such other sums as may be ascertained, *[Named of the bidder]* agrees to *[state the object of the contract]* in accordance with his/her/its Bid.
- 4. SSS agrees to pay the above-mentioned sum in accordance with the terms of the Bidding.

IN WITNESS whereof the parties hereto have caused this Agreement to be executed in accordance with the laws of the Republic of the Philippines on the date and place indicated in their respective acknowledgments.

[Insert Name and Signature]

[Insert Name and Signature]

[Insert Position of Signatory]

[Insert Position of Signatory]

for:

SSS

for:

[Insert Name of Supplier]

(In case of double acknowledgment which is usually used by the SSS)

SIGNED IN THE PRESENCE OF:

(Name of Certifying officer as to availability of funds)

(Position of Certifying Officer)

(Department/Office of Certifying Officer)

FUNDS AVAILABLE:

APP No.: _____

FIRST ACKNOWLEDGMENT

Republic of the Philippines)

_____) S.S.

BEFORE ME, a Notary Public for and in _____, Philippines, on this _____ day of _____ personally appeared:

Name	Competent Evidence of Identity	Date/Place of Issue

known to me to be the same person who executed the foregoing Agreement, consisting of _____ (___) pages, including this page and excluding annexes, and he/she/they acknowledged to me that the same is his/her/their free and voluntary act and deed as well as the free and voluntary act and deed of the principal he/she /they represent/s in this instance.

WITNESS MY HAND AND SEAL on the date and place first above written.

Doc. No. _____;

Page No. _____;

Book No. _____;

Series of 20__.

SIGNED IN THE PRESENCE OF:

SECOND ACKNOWLEDGMENT

Republic of the Philippines)

_____) S.S.

BEFORE ME, a Notary Public for and in _____, Philippines, on this _____ day of _____ personally appeared:

Name	Competent Evidence of Identity	Date/Place of Issue

known to me to be the same person who executed the foregoing Agreement, consisting of _____ () pages, including this page and excluding annexes, and he/she/they acknowledged to me that the same is his/her/their free and voluntary act and deed (if corporation to include succeeding phrase) as well as the free and voluntary act and deed of the principal he/she/they represent/s in this instance.

WITNESS MY HAND AND SEAL on the date and place first above written.

Doc. No. _____;

Page No. _____;

Book No. _____;

Series of 20__.

Section VIII. Appendices

I. Description of Services

Give detailed descriptions of the Services to be provided, dates for completion of various tasks, place of performance for different tasks, specific tasks to be approved by Client, etc.

II. Reporting Requirements

List format, frequency, and contents of reports; persons to receive them; dates of submission; etc. If no reports are to be submitted, state here “Not applicable.”

III. Key Personnel and Subconsultants

List under:

1. Titles [and names, if already available], detailed job descriptions and minimum qualifications, and staff-months of service, and estimated periods of engagement for each, including a copy of a satisfactory medical certificate.
2. Same information as in no. 1 for Key foreign Personnel to be assigned to work outside the Government’s country.
3. Same information as in no.1 for Key Local Personnel.
4. List of approved Subconsultants (if already available) and Counterpart personnel (if allowed); same information with respect to their Personnel as in no.’s 1 and 2.

IV. Breakdown of Contract Price

List here the elements of cost, including expenditures in foreign currency(ies) denominated and payable in Philippine Peso, used to arrive at the itemized breakdown of the contract price:

1. Monthly rates for Personnel (Key Personnel and other Personnel)
2. Reimbursable expenditures
3. Applicable taxes

V. Services and Facilities Provided by the Client

Give detailed description of the services and facilities made available to the Consultant, and the time and manner of its availment.

VI. Consultant’s Representations Regarding Costs and Charges

Breakdown of Remuneration Rates, WB funded projects using Quality Based Selection, Selection Based on the Consultant’s Qualifications and Single Source Selection.

1. Review of Remuneration Rates

1.1 The remuneration rates for staff are made up of salary, social costs, overheads, fee that is profit, and any premium or allowance paid for projects away from headquarters. To assist the Consultant in preparing for financial negotiations, a sample form giving a breakdown of rates is attached (no financial information should be included in the Technical Proposal). Agreed breakdown sheets shall form part of the negotiated contract.

1.2 The Procuring Entity is charged with the custody of Government funds and is expected to exercise prudence in the expenditure of these funds. The Procuring Entity is, therefore, concerned with the reasonableness of the firm's Financial Proposal, and, during negotiations, it expects to be able to review audited financial statements backing up the Consultant's remuneration rates, certified by an independent auditor. The Consultant shall be prepared to disclose such audited financial statements for the last three years, to substantiate its rates, and accept that its proposed rates and other financial matters are subject to scrutiny. Rate details are discussed below.

(i) Salary

This is the gross regular cash salary paid to the individual in the Consultant's home office. It shall not contain any premium for work away from headquarters or bonus (except where these are included by law or government regulations).

(ii) Bonus

Bonuses are normally paid out of profits. Because the Procuring Entity does not wish to make double payments for the same item, staff bonuses shall not normally be included in the rates. Where the Consultant's accounting system is such that the percentages of social costs and overheads are based on total revenue, including bonuses, those percentages shall be adjusted downward accordingly. Where national policy requires that thirteen (13) months' pay be given for twelve (12) months' work, the profit element need not be adjusted downward. Any discussions on bonuses shall be supported by audited documentation, which shall be treated as confidential.

(iii) Social Costs

Social costs are the costs to the Consultant of staff's non-monetary benefits. These items include, *inter alia*, pension, medical and life insurance costs, and the cost of a staff member being sick or on vacation. In this regard, the cost of leave for public holidays is not an acceptable social cost nor is the cost of leave taken during the Contract if no additional staff replacement has been provided. Additional leave taken at the end of the Contract in accordance with the Consultant's leave policy is acceptable as a social cost.

(iv) Cost of Leave

The principles of calculating the cost of total days leave per annum as a percentage of basic salary shall normally be as follows:

$$\text{Leave cost as percentage of salary}^5 = \frac{\text{total days leave} \times 100}{[365 - w - ph - v - s]}$$

It is important to note that leave can be considered a social cost only if the Procuring Entity is not charged for the leave taken.

⁵ Where w = weekends, ph = public holidays, v = vacation, and s = sick leave.

(v) Overheads

Overhead expenses are the firm's business costs that are not directly related to the execution of the project and shall not be reimbursed as separate items under the Contract. Typical items are home office costs (partner's time, non-billable time, time of senior staff monitoring the project, rent, support staff, research, staff training, marketing, etc.), the cost of staff not currently employed on revenue-earning projects, and business promotion costs. During negotiations, audited financial statements, certified as correct by an independent auditor and supporting the last three years' overheads, shall be available for discussion, together with detailed lists of items making up the overheads and the percentage by which each relates to basic salary. The Procuring Entity does not accept an add-on margin for social charges, overhead expenses, etc., for staff who are not permanent employees of the firm. In such case, the firm shall be entitled only to administrative costs and fee on the monthly payments charged for subcontracted staff.

(vi) Fee or Profit

The fee or profit shall be based on the sum of the salary, social costs, and overhead. If any bonuses paid on a regular basis are listed, a corresponding reduction in the profit element shall be expected. Fee or profit shall not be allowed on travel or other reimbursable expenses, unless in the latter case an unusually large amount of procurement of equipment is required. The Consultant shall note that payments shall be made against an agreed estimated payment schedule as described in the draft form of the Contract.

(vii) Away from Headquarters Allowance or Premium

Some consultants pay allowances to staff working away from headquarters. Such allowances are calculated as a percentage of salary and shall not draw overheads or profit. Sometimes, by law, such allowances may draw social costs. In this case, the amount of this social cost shall still be shown under social costs, with the net allowance shown separately. For concerned staff, this allowance, where paid, shall cover home education, etc.; these and similar items shall not be considered as reimbursable costs.

(viii) Subsistence Allowances

Subsistence allowances are not included in the rates, but are paid separately and in local currency. No additional subsistence is payable for dependents — the subsistence rate shall be the same for married and single team members.

UNDP standard rates for the particular country may be used as reference to determine subsistence allowances.

2. Reimbursables

2.1 The financial negotiations shall further focus on such items as out-of-pocket expenses and other reimbursables. These costs may include, but are not restricted to, cost of surveys, equipment, office rent, supplies, international and local travel, computer rental, mobilization and demobilization, insurance, and printing. These costs may be either fixed or reimbursable in foreign or local currency.

3. Bank Guarantee

3.1 Payments to the Consultant, including payment of any advance based on cash flow projections covered by a bank guarantee, shall be made according to an agreed estimated schedule ensuring the firm regular payments in local and foreign currency, as long as the services proceed as planned.

VII. BREAKDOWN OF AGREED FIXED RATES⁶

[Currencies: _____⁷]

Consultants		1	2	3	4	5	6	7	8
Name	Position	Basic Rate ⁸	Social Charge (__% of 1)	Overhead (__% of 1)	Subtotal	Fee (__% of 4)	Away from Headquarters Allowance (__% of 1)	Total Agreed Fixed Rate	Agreed Fixed Rate (__% of 1)
Philippines									
Home Office									

Signature of Consultant: _____

Date: _____

Authorized Representative: _____

Name: _____

Title: _____

⁶ This model form is given for negotiation purposes only. It is not part of the proposals (technical or financial).

⁷ If different currencies, a different table for each currency should be used.

⁸ Per month, day, or hour as appropriate.

GCG Requirements

Annexes

**CURRENT STATE ASSESSMENT REPORT
SAMPLE OUTLINE 1**

1. Introduction

- Background and purpose
- Development issues
- Description of the organization
- Unit of analysis

2. Methodology

- Major issues/questions
- Data collection/sources
- Data analysis
- Limitations (time, resources, information) Team
- Schedule

3. Targeting Individual Organization or Network

- Identification of organization
- Profile of organization
- Organizational links to development problem

4. Enabling Environment

FORMAL RULES

- Legal framework
- Intellectual property rights
- Mandate
- Labor rights

INSTITUTIONAL CULTURE

- History
- Cultural values
- Norms

CAPABILITIES

- Natural resources
- Human resources
- Technology
- Financial resources

¹Lusthaus, etal. 2002.

5. Major Organizational Capacity Issues Affecting Organizational Performance

- Strategic leadership
- Structure
- Human resources
- Finance
- Program/services
- Infrastructure
- Technology
- Inter-organizational linkages

6. Major Organizational Motivation Issues Affecting Organizational Performance

- Mission
- Vision
- History
- Culture
- System of incentives and rewards

7. Organizational Performance

- Effectiveness
- Efficiency
- Ongoing relevance
- Financial viability

8. Conclusions and Recommendations

- Areas for further study
- Possible areas for intervention
- Possible ways of implementing the project

WORKFORCE ANALYSIS AND PLANNING

NOTE: This form must be filled for each position title. Numbers are for illustration purposes only.

DEMAND ANALYSIS

Current Staffing Level (number of filled plantilla positions)	50
ADD: Number of indispensable but unfilled plantilla positions	5
LESS: Number of filled plantilla positions deemed redundant or obsolete	6
ADD: Number of plantilla positions required to meet workload requirements	4
Required Staffing Level	53

SUPPLY ANALYSIS

Current Staffing Level	50
LESS: Projected Attrition (see Trend Analysis)	18
Projected Internal Supply	32

GAP ANALYSIS

Required Staffing Level	53
LESS: Projected Internal Supply	32
Projected Workforce Gap	21

Trend Analysis of Projected Attrition

Reason for Attrition	Average Percentage Attrition (5-Year Trend)	Current Staffing Level	Projected Average Attrition
Retirements	6%	50	3.0
Resignations	15%	50	7.5
Terminations	3%	50	1.5
Promotions	2%	50	1.0
Demotions	4%	50	2.0
Details from GOCC	1%	50	0.5
Other Causes of Attrition	5%	50	2.5
Total Attrition / Turnover	36%		18.0

COST-BENEFIT ANALYSIS

PARTICULARS	DESCRIPTION	AMOUNT
Actual Annual Personal Services Cost Based on Filled Plantilla (latest Full Year)	Include Basic Salary, benefits, allowances, and other forms of remuneration; use actual salary steps	
Actual Annual Workforce Cost from Operating Expenses (latest Full Year)	Include all forms of remuneration for non- plantilla personnel	
Projected Annual Personal Services Cost assuming All Plantilla Positions under Existing Staffing Pattern are Filled	Include Basic Salary, benefits, allowances, and other forms of remuneration; for unfilled positions, assume mid- range salary steps	
Projected Additional Personal Services Cost of Addressing Workforce Gap identified in Workforce Analysis Report (Annex 5) assuming All the Gaps will be Filled		
Projected Annual Workforce Cost from Operating Expenses assuming All the Gaps will be Filled in Workforce Analysis Report (Annex 5)		
Annual Net Operating Income, or any other relevant financial performance indicators, in the last five (5) years	Net Operating Income = Operating Income – Operating Expenses	
Projected Net Operating Income, or any other relevant financial performance indicators, in the next five (5) years		

DESIGN FRAMEWORK

Success Indicators	Accountable Unit/s	Year 1 of Implementation of Reorganization	Year 2	Year 3	Year 4	Year 5
Financial Indicator 1	Accountable Unit 1	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Indicator 2	Accountable Unit 2	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Indicator 3	Accountable Unit 3	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Indicator 4	Accountable Unit 4	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Indicator 5	Accountable Unit 5	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 1	Accountable Unit 6	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 2	Accountable Unit 7	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 3	Accountable Unit 8	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 4	Accountable Unit 9	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 5	Accountable Unit 10	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target

ORGANIZATIONAL STRUCTURE AND STAFFING PATTERN WITH CAREER LEVELING (OSSP-CL)

MASTER DATA

[See MS Excel template for Master Data on the Memorandum Circulars page of the GCG Website]

PROPOSED OFFICIAL OSSP-CL

A. BUDGET DEPARTMENT

Position Title	Career Path	SG	Number of Items	Parameters for Creation of Additional Positions	Career Band	Career Level	JG	Qualification Standards
Department Manager	III	25	1	Fixed				
Executive Assistant	II	22	1	Fixed				
Financial Analyst	I	15	3-10	Add one additional position for every X number of inputs				
	II	18						
	III	22						
Accountant	I	15	2-5	Add one additional position for every Y number of transactions				
	II	18						
	III	22						
Administrative Assistant	II	22	1	Fixed				

B. UNIT 2

Position Title	Career Path	SG	Number of Items	Parameters for Creation of Additional Positions	Career Band	Career Level	JG	Qualification Standards
Position Title 1								
Position Title 2								
Position Title 3								
Position Title 4								
Position Title 5								

EXISTING ORGANIZATIONAL STRUCTURE

[Insert existing organizational chart. Each box must contain the name of the organizational unit. Each box must also contain the number of plantilla personnel.]

PROPOSED ORGANIZATIONAL STRUCTURE

[Insert proposed organizational chart. Each box must contain the name of the organizational unit. Each box must also contain the number of plantilla personnel.]

FUNCTIONAL DESCRIPTION OF ORGANIZATIONAL UNITS

Organizational Unit	Functional Description/Statement

JOB DESCRIPTION

Organizational Unit	Position Title	Job Description

BRANCH MODEL

EXAMPLE

	FLAGSHIP	LARGE	MEDIUM	SMALL
Generated Revenue	>= \$100M	<\$100 M & >=\$70M	<\$70 M & >=\$30M	<\$30 M & >=\$5M
Total Store Area	>=15,000 m ²	3,000 – 15,000 m ²	300 to 5,000 m ²	300 to 2,000 m ²
Manager	1	1	1	1
Secretary	1	1	1	1
Assistant Manager	NL*NSS	NL*NSS	NL*NSS	NL*NSS
Sales Assistant	NSA*NSS	NSA*NSS	NSA*NSS	NSA*NSS

NL = Number of Locations; NSS = Number of Shifts; NSA = Number of Assistants

STRATEGIC ACTION PLAN

Problem	Strategy	Action	Timeframe	Responsibility	Outcomes

***GCG Requirements
Appendices***

Appendix A

Current State Assessment



Identification of organizational needs is necessary in setting the context for talent and structure assessment. Employee development and organizational effectiveness ensue when alignment between individual interest and organizational requirements are clearly aligned. The foremost objective of the Current State Assessment is to surface the changing requirements, skills and knowledge needed by the organization is the foremost objective of the current state assessment (MIT Human Resources, n.d.).

The analysis must contain a gap analysis of the desired conditions and the current state of the organization. It is also recommended that the gap analysis involve quantitative and qualitative reports.

In the conduct of the Current State Assessment, the GOCC may consider the following activities and tools:

ASPECT	ACTIVITY/TOOLS/Framework
Business Strategy	<ul style="list-style-type: none"> • Review of GOCC mandate, strategic plans, performance indicators and charter statement (mission, vision and core values) • Interview of customers/ stakeholders • Interview of GOCC employees and executives • Maturity Analysis
Size and Structure	<ul style="list-style-type: none"> • Description and analysis of the complexity (functional separation), formality (lines of control and responsibility), participation (decision making) and communication (information flow) (Mind Tools, n.d.)
Environment	<ul style="list-style-type: none"> • SWOT Analysis • PESTLE Analysis
Systems ¹ and Controls	<ul style="list-style-type: none"> • Description of the activities being done by the Organizational Unit • Review of Industry Best Practices • Value Chain Systems

¹ The McKinsey 7S Framework defines Systems as “the daily activities and procedures that staff members engage in to get the job done.”

Appendix B

Workforce Analysis and Planning (WAP)

WAP is an assessment of the existing workforce and future workforce needs of an organization. It has three components:

- Supply Analysis – is an analysis of existing employee data.
- Demand Analysis – is an assessment of future workforce needs. This requires identifying job characteristics and estimating future workforce needs based on these characteristics.
- Gap Analysis – is a comparison of the results of the supply analysis and demand analysis. The gap

refers to the level of workforce needs for the next five (5) years which is not yet addressed by existing workforce resources.

Analyses include, but are not limited, to the following:

- a. Profile of officers and employees (i.e. age, sex, length of service, etc.)
- b. Mobility within the organization
- c. Turnover rates
- d. Retention rates
- e. Vacancy patterns
- f. Retirement patterns
- g. Promotion patterns
- h. Workload patterns
- i. Leave patterns – sick leave, long service leave, family and parental leave
- j. Time taken to recruit
- k. Skills shortage and oversupply
- l. Employment market and competition
- m. Exit interviews
- n. Employee perception survey results
- o. Customer service survey results

Appendix C

Crafting of Organizational and Staffing Design

1. Development of the Proposed Organizational Structure and Staffing Pattern (OSSP)

Guided by the DF, and the results of the CSA and WAP, the designing and development of the OSSP will have three (3) parts:

1.1. Organizational Structure

The GOCC shall design its OS based on the following elements:

- (a) Organizational units

- (b) Reporting lines
- (c) Levels of hierarchy

1.2. Staffing Pattern

The GOCC shall design its SP based on the following elements:

- (a) Organizational Unit
- (b) Position Title
- (c) Career Path
- (d) Salary Grade
- (e) Number of Plantilla Items
- (f) Parameters for the Creation of additional items
- (g) Qualification Standards

1.3. Career Band, Career Level and Job Grade

The GOCC shall undertake Career Leveling based on the following elements:

- a) Career Band
- b) Career Level
- c) Job Grade

Career leveling will be discussed in-depth in the next Step.

2 Assigning Career Band, Career Level and Job Grade

2.1. Classification of GOCC by Overall Size

In order to properly determine the Career Level of its executives, the GOCC shall determine its size based on the following dimensions:

2.1.1. Company Financials - GOCCs shall have a grade based on the average Total Revenues over the last three (3) years as reported in their audited financial statements:

GOCC GRADE	FINANCIAL RANGE (₱)
16	< 3.0 billion
17	≥ 3.0 billion and < 6.5 billion
18	≥ 6.5 billion and < 22.0 billion
19	≥ 22.0 billion and < 43.5 billion
20	≥ 43.5 billion and < 87.5 billion
21	≥ 87.5 billion and < 218.0 billion
22	≥ 218.0 billion and < 436.5 billion
23	≥ 436.5 billion and < 2.0 trillion
24	≥ 2.0 trillion and < 4.0 trillion
25	≥ 4.0 trillion

2.1.2. Number of Full-Time Equivalent Employees - GOCCs shall have a grade based on the number of FTE Employees as follows:

GOCC GRADE	NO. OF FTE EMPLOYEES
16	Up to 89
17	90 to 240
18	241 to 620
19	621 to 1,600
GOCC GRADE	NO. OF FTE EMPLOYEES
20	1,601 to 4,100
21	4,101 to 10,600
22	10,601 to 27,500

23	27,501 to 75,000
24	75,001 to 200,000
25	More than 200,000

2.1.3. Geographical Scope and Business Complexity - The grade for the GOCC's Geographical Scope and Business Complexity shall be determined as follows:

SCOPE	Global	20	22	24
	International	19	21	23
	Domestic	16	18	20
		Low	Medium	High
BUSINESS COMPLEXITY				

A. Geographical Scope –

- (a) Domestic if majority of operations are based in a single country or a small cluster of countries within one region
- (b) International if the organization is characterized by *multifunction* operations across an entire region or in several countries in two continents.
- (c) Global if the majority of functions are represented across three or more continents.

All GOCCs are automatically classified as domestic unless there is clear and substantial basis to classify the GOCC's actual operations otherwise.

B. Business Complexity/Diversity – The complexity of a GOCC's business operations shall be determined on two levels, to wit:

- (a) First Level (Control), whether the GOCC Governing Board maintains end to end control of how it will exercise its business judgment in engaging in such activities and does not rely on another GOCC for setting policy and/or strategy.

CLASSIFICATION	AVERAGE GRADE
Small	16
CLASSIFICATION	AVERAGE GRADE
Medium	17 to 18
Large	19 and Up

2.2. Assigning Career Band

Career bands are categorizations or groupings of jobs that are similar based on their responsibilities within the organization, which help assess the contribution of the role to the organization. Based on industry practice, positions are generally categorized into the seven (7) career bands, namely, Executives (EX), Supervisory/Management (M), Customer/Client Management & Sales (S), Professional (P), Technical Support (T), General Staff (G), and Labor (L).

The GOCC shall assign each position to their respective Career Bands, guided by the descriptions below:

MANAGEMENT	
Executive (EX)	<ul style="list-style-type: none"> • Typically, the most senior level within a major function who is primarily involved in the development, evolution and approval of long-term vision across a market function, division, region, or country • Typically, one down of CEO/President/Business Unit Heads • May be a board or executive committee member or will have a comparable level of influence • Impacts broader organization performance directly • Main focus is on strategy setting (either for the entire organization or a major function/division of the organization)
Supervisory/ Management (M)	<ul style="list-style-type: none"> • Implements organization strategies through the effective direction and management of resources • Sets discipline or area strategy consistent with established organization strategies • Focused on policy making and/or implementation, ensuring compliance with organization policies • Accountable for managing people, setting direction and deploying resources • Accountable for business, functional, or operational areas, processes, or programs

INDIVIDUAL CONTRIBUTOR	
Customer/Client Management & Sales (S)	<ul style="list-style-type: none"> • Primarily involved in direct contact with customers/clients to acquire new business or develop existing business or accounts • Participates in sales presentations, developing bids, and responding to proposals • At senior levels, likely to set/negotiate product/service terms (contracts) • A portion of their compensation is likely to be based on sales results

Professional (P)	<ul style="list-style-type: none"> • Work is primarily achieved by an individual or through project teams • Roles that are typically filled by qualified professionals who are expected
	<p>to use their judgment to apply expertise gained through education and/or experience</p> <ul style="list-style-type: none"> • Roles that are expected to work independently with minimal supervision • Progression within the career band is defined by increasing depth of professional knowledge, project management, and ability to influence others • Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts • Typically requires mastery of a specialized field of expertise related to a professional qualification which may be in the form of a professional certification (e.g., Engineers, CPA, etc.)

Technical Support (T)	<ul style="list-style-type: none"> • Performs technical tasks required to support ongoing business operations (e.g., technicians, IT administrators) • Requires vocational training or the equivalent experience, but does not require a university degree • Skilled technician in a hands-on environment, often highly specialized
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General Staff (G)	<ul style="list-style-type: none"> • Supports the business through performing clerical/administrative support tasks • Work is typically rule-based, covered by standard operating procedures, and jobholder has very limited opportunity to deviate from agreed processes and standards • Requires vocational training or the equivalent experience, but does not require a university degree
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Labor (L)	<ul style="list-style-type: none"> • Performs operational, craft or manual tasks • Performs tasks according to established procedures, with limited opportunity for independent decision-making • Typically performs unskilled or semi-skilled work
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2.3. Assigning Career Level

Career Level, also known as Job Level, determines the relative value of a job in an organization. Career Leveling ensures alignment across functions and families.

After determining the Career Band of each position, the GOCC shall then assign the position to its respective Career Level. The GOCC shall be guided by the descriptions provided in Appendix D.

Appendix D

Executive Career Band

Function Executives - Large GOCC, Average Grade 21 Organization



Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

20	<ul style="list-style-type: none"> • Typically the COO/President and/or in some organizations the CFO • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
19	<ul style="list-style-type: none"> • Manages multiple functions or a critical function representing a core business activity with a major impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Typically sits on the Executive Leadership Team or equivalent decisionmaking body • Typically reports directly to the CEO/Profit Center Head
18	<ul style="list-style-type: none"> • Head of a large or key function with a direct impact on business performance • Significantly influences strategic policy for the entire business • May sit on the Executive Leadership Team or equivalent decision-making body • Typically reports to the CEO/Profit Center head or a COO/President
17	<ul style="list-style-type: none"> • Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • Typically repots into Regional/Divisional Head or a COO/President
16	<ul style="list-style-type: none"> • Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline • Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head

Executive Career Band

Function Executives – Large GOCC, Average Grade 20 Organization Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|-----------|---|
| 19 | <ul style="list-style-type: none">• Typically the COO/President and/or in some organizations the CFO• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
| 18 | <ul style="list-style-type: none">• Head of a large or key function with a direct impact on business performance• Significantly influences strategic policy for the entire business• May sit on the Executive Leadership Team or equivalent decision-making body• Typically reports to the CEO/Profit Center Head or a COO/President |
| 17 | <ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• Typically reports into Regional/Divisional Head or a COO/President |
| 16 | <ul style="list-style-type: none">• Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline• Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy• Typically reports into Functional Head or Subregion/Divisional/Country Head |
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Executive Career Band

Function Executives – Large GOCC, Average Grade 19 Organization Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|-----------|---|
| 18 | <ul style="list-style-type: none">• Manages multiple functions (e.g. COO, President, etc.) or a critical function representing a core business activity with a major impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
| 17 | <ul style="list-style-type: none">• Head of a large or key function with a direct impact on business performance• Significantly influences strategic policy for the entire business• May sit on the Executive Leadership Team or equivalent decision-making body• Typically reports to the CEO/Profit Center Head or a COO/President |
| 16 | <ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• Typically reports into Regional/Divisional Head or a COO/President |
| 15 | <ul style="list-style-type: none">• Top Functional Executive within a geography or division of the business or in charge of a discipline• Significantly influences functional strategy• Typically reports into Functional Head or Subregion/Divisional/Country Head |
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Executive Career Band

Function Executives – Large GOCC, Average Grade 18 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|----|--|
| 17 | <ul style="list-style-type: none">• Head of a large/key or multiple functions with a direct impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
| 16 | <ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• May report to CEO/Profit Center Head or Divisional or Country Head |
| 15 | <ul style="list-style-type: none">• Top Functional Executive within a geography or division of the business or in charge of a discipline• Significantly influences functional strategy• Typically reports into Functional Head or Divisional or Country Head |
-

Executive Career Band

Function Executives – Large GOCC, Average Grade 17 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|-----------|--|
| 16 | <ul style="list-style-type: none">• Head of a large/key or multiple functions with a direct impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
| 15 | <ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• May report to CEO/Profit Center Head or Divisional or Country Head |
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Executive Career Band

Function Executives – Large GOCC, Average Grade 16 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- 15
- Head of a large/key or multiple functions with a direct impact on business performance
 - Plays a direct role in shaping the strategy and external image of the entire business
 - Sits on the Executive Leadership Team or equivalent decision-making body
 - Typically reports directly to the CEO/Profit Center Head
-

Supervisory/Management Career Band

M5 Senior Group Manager (Job Grade 17)

- Applies only to large international or global organizations
 - Provides leadership and direction through Group and/or Senior Managers
 - Develops, adapts and executes functional or departmental strategy to achieve key business objectives in area of responsibility
-

M4 Group Manager (Job Grade 16)

- Provides leadership and direction through Senior Managers and Managers
 - Is accountable for the performance and results of diverse disciplines or departments within a major region or division
 - Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies
-

M3 Senior Manager (aligns with Job Grades 14 & 15)

- Provides leadership to managers, supervisors and/or professional staff
- Is accountable for the performance and results of multiple related units

Job Grade 15 Differentiator

- Looks beyond existing methodologies and own discipline to define and resolve complex problems
- Develops plans and delivers results in fast-changing businesses and/or regulatory environments
- Manages large, potentially diverse teams of managers and/or senior professionals

Job Grade 14 Differentiator

- Identifies applications of functional knowledge and existing methodologies to complex problems
 - Manages large teams of professionals and/or junior managers
-

M2 Manager (aligns with Job Grades 12 & 13)

- Manages professional employees and/or supervisors or supervises large, complex technical or business support or production operations team(s)
- Is accountable for the performance and results of a team within own discipline or function
- Adapts departmental plans and priorities to address resource and operational challenges

Supervisory/Management Career Band

Job Grade 13 Differentiator

- Accountable for the budget, performance and results of a mediumsized team or multiple small teams
- Exercises full management authority, including performance reviews, pay decisions, recruitment, discipline, termination, and other personnel actions
- Addresses issues with impact beyond own team based on knowledge of related disciplines

Job Grade 12 Differentiator

- Accountable for results of a small team
- Exercises limited management authority; sets employee performance objectives, conducts performance reviews and recommends pay actions
- Defines team operating standards and ensures essential procedures are followed based on knowledge of own discipline

M1 Supervisor (aligns with Job Grades 10 & 11)

- Coordinates and supervises the daily activities of business or technical support or production team
- Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors
- Decisions are guided by policies, procedures and business plan; receives guidance and oversight from manager
- Typically does not spend more than 20% of time performing the work supervised

Job Grade 11 Differentiator

- Accountable for the results of a large and/or moderately complex support or production operations team including subordinate work leaders
- Applies acquired expertise to analyze and solve problems without clear precedent
- Provides input on resource planning and policy development
- Coaches team members on performance, completes employee performance evaluations, and recommends pay actions

Job Grade 10 Differentiator

- Accountable for the results of mediumsized routine support or production operations teams
- Solves problems based on practice and precedent
- Trains team members and provides input to employee performance evaluations

P6 Renowned Expert (aligns with Job Grades 16 & 17)

- Is recognized as an external thought leader within strategic function or discipline
 - Influences the strategy to address internal or external business and regulatory issues
 - Proactively identifies, defines, and solves the most complex problems that impact the management and direction of the business
-

Job Grade 17 Differentiator

- Only applies to large international or global businesses
- Contributes as top thought leader worldwide, whose achievements include major innovations that change and advance the industry and/or profession
- Leads the largest projects/ initiatives that have a significant impact upon a complex, global business

Job Grade 16 Differentiator

- Typically found in Job Grades 18 or higher organizations
 - Contributes thought leadership and innovation that influences change and advancement of the industry and/or profession
 - Leads large projects/initiatives that impact the business on a domestic or international scale
-

P5 Master (aligns with Job Grade 15)

- Is recognized as an expert within the organization, both within and beyond own function
 - Anticipates internal and/or external business challenges and/or regulatory issues; recommends process, product or service improvements
 - Progression to this level is typically restricted on the basis of business requirements
-

P4 Subject Matter Expert (aligns with Job Grades 13 & 14)

- Is recognized as an expert in own area within the organization
 - Requires specialized depth and/or breadth of expertise
 - Works independently, with guidance in only the most complex situations
 - Progression to this level is typically restricted on the basis of business requirement
-

Professional Career Band

Job Grade 14 Differentiators

- Provides innovative solutions to complex issues in specialized area
- Serves as best practice/quality resource within and outside own discipline
- May lead functional teams or projects

Job Grade 13 Differentiators

- Guides others in resolving complex issues in specialized area based on existing solutions and procedures,
- Serves as best practice/quality resource within own discipline or as technical expert on functional or cross-functional teams or projects
- Trains/mentors junior staff

P3 Career (aligns with Job Grades 11 & 12)

- Requires in-depth knowledge and experience
- Solves complex problems; takes a new perspective using existing solutions
- Works independently; receives minimal guidance

Job Grade 12 Differentiators

- Uses best practices and knowledge of internal or external business issues to improve products/services or processes
- Typically resolves complex problems or problems where precedent may not exist
- Often leads the work of project teams, may formally train junior staff

Job Grade 11 Differentiators

- Contributes to process improvements
- Typically resolves problems using existing solutions
- Provides informal guidance to junior

P2 Intermediate (aligns with Job Grade 10)

- Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills
- Analyzes possible solutions using standard procedures
- Receives a moderate level of guidance and direction

P1 Entry (aligns with Job Grades 8 & 9)

- Performs routine assignments in the entry level of the Professional Career Band
 - Typically requires a college or university degree or the equivalent work experience that provides knowledge and exposure to fundamental theories, principles and concepts
 - Receives instruction, guidance and direction from others
-

Professional Career Band

Job Grade 9 Differentiators

- Has limited discretion to vary from established procedures
- Has limited work experience involving basic concepts and procedures

Job Grade 8 Differentiators

- Has no discretion to vary from established procedures
 - Has no related work experience or has work experience but requires formal training in theories/concepts in own function
 - Entry-level graduate in the
 - “probationary” period
-

S6 Elite Expert (aligns with Job Grades 16 & 17)

- Is recognized externally as a leading sales strategist and business expert, with highly sophisticated understanding of customer needs and competitors' offerings
- Is recognized internally as a role model and leader in planning and executing successful sales strategies for the organization's largest and most complex clients or markets
- Progression to this level is typically restricted on the basis of individual capabilities and business requirements

Job Grade 17 Differentiator

- Only applies to large international or global businesses
- Manages largest, most strategically important global accounts in a very large organization
- Is recognized as one of the top sales producers in a global organization and in the wider industry

Job Grade 16 Differentiator

- Typically found in Job Grade 18 or higher organization
- Manages large, complex, international accounts in a medium to large organization
- Is recognized as a major sales producer in an international business

S5 Senior Expert (aligns with Job Grade 15)

- Has an extremely deep understanding of business, financials, products/services, the market, and the needs/challenges of assigned accounts; develops colleagues' and customers' understanding; is recognized as an expert in many areas
- Works with large/important/global accounts
- Has full authority/opportunity to set and negotiate product/service terms

S4 Expert (aligns with Job Grades 13 & 14)

- Has a deep understanding of business, financials, products/services, the market or the needs/challenges of assigned accounts
 - Complexity is extremely high (territory/account, products/services, sales or account management process); serves as team lead
 - Has extremely high authority/opportunity to set and negotiate product/service terms
 - Plans own territory or account approach and has input into colleagues' approaches; manages own and often others' resources
-

Job Grade 14 Differentiators

- Most clients are substantial, high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
- Negotiates sales terms with considerable discretion at high levels of client organizations
- Is recognized as a best practice expert in several business/sales/product/service areas

Job Grade 13 Differentiators

- Some clients are high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
- Negotiates sales terms with moderate discretion within policy guidelines
- Leads small to medium sales teams, but without supervisory authority

S3 Career (aligns with Job Grades 11 & 12)

- Has a solid understanding of business, financials, products/services, the market, and the needs of assigned accounts; may help develop colleagues' understanding; may be recognized as an expert in one area
- Complexity is high (territory/account, products/services, sales or account management process); may serve as team lead

Job Grade 12 Differentiators

- Manages accounts in a large domestic or small multi-country territory
- Recognized internally as an expert in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Typically leads a small sales team but without supervisory authority
- Trains and mentors junior staff

Job Grade 11 Differentiators

- Manages a medium domestic territory
- Develops expertise in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Leads a small sales team on an ad hoc basis to meet specific client needs
- Provides informal guidance to junior staff

S2 Intermediate (aligns with Job Grade 10)

- Is developing an understanding of business, financials, products/services, the market, or account needs
 - Complexity is moderate (territory/assigned accounts, products/services, sales or account management process)
 - Has moderate authority/opportunity to set and negotiate product/service terms
 - Is beginning to plan own territory or account approach and monitor resources
-

S1 Entry (aligns with Job Grades 8 & 9)

- Has general awareness of business, financials, products/services and the market
- Complexity is limited (territory/account, products/services, sales process)
- Has very limited authority/opportunity to set and negotiate product/service terms
- Relies on manager to provide planning and manage resources

Job Grade 9 Differentiators

- Has structured direct contact with clients and limited authority for negotiation
- Has general knowledge of assigned products and services
- Has limited work experience involving basic concepts and procedures

Job Grade 8 Differentiators

- Has limited direct contact with clients and no authority for negotiation
- Develops basic understanding of products and services through on-the-job training

Technical Support Career Band

T4 Lead (aligns with Job Grades 9 & 10)

- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable on-the-job experience
- Acts as a lead, coordinating the work of others – but is not a supervisor
- Works autonomously within established procedures and practices

Job Grade 10 Differentiators

- Leads one or more teams in the performance of a variety of tasks that are often complex
- Analyzes complex technical problems and delivers solutions where precedent may not exist

Job Grade 9 Differentiators

- Leads a team in the performance of a variety of tasks that are often routine
- Solves problems of a recurring nature

T3 Senior (aligns with Job Grades 7 & 8)

- Has developed proficiency in a range of processes or procedures through job-related training and considerable on-the-job experience
- Works within defined processes and procedures or methodologies and may help determine the appropriate approach for new assignments
- Works with a limited degree of supervision
- Acts as an informal resource for colleagues with less experience

Job Grade 8 Differentiators

- Performs highly complex and varied tasks
- Typically has specialized external certification
- Guides and supports junior team members; may assist in their formal orientation and training

Job Grade 7 Differentiators

- Performs moderately complex and varied tasks
- May have specialized external certification
- Guides junior team members

T2 Intermediate (aligns with Job Grade 6)

- Applies experience and skills to complete assigned work within own area of expertise
- Works within standard operating procedures and/or scientific methods
- Works with a moderate degree of supervision

T1 Entry (aligns with Job Grade 5)

- Has basic skills in an analytical or scientific method or operational process
- Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines
- Works with close supervision

General Staff Career Band

G4 Lead (aligns with Job Grades 8 & 9)

- Has developed expertise in a variety of work processes or activities typically developed through a combination of job-related training and considerable on-the-job experience
- Typically acts as a lead, coordinating the work of others, but not a supervisor
- Works autonomously within established procedures and practices

Job Grade 9 Differentiators

- Leads one or more teams in the performance of a variety of tasks that are often complex
- Analyzes complex problems and delivers solutions where precedent may not exist

Job Grade 8 Differentiators

- Leads a team in the performance of a variety of tasks that are often routine
- Solves problems of a recurring nature

G3 Senior (aligns with Job Grades 7)

- Has developed specialized skills or is multi-skilled through job-related training and considerable on-the-job experience
- Completes work with a limited degree of supervision
- Likely to act as an informal resource for colleagues with less experience

G2 Intermediate (aligns with Job Grade 6)

- Has developed knowledge and skills through formal training or considerable work experience
- Entry level often for those with work experience in the skill area
- Works within established procedures with a moderate degree of supervision

G1 Entry (aligns with Job Grades 4 & 5)

- Entry level job with little or no prior relevant work experience
- Acquires basic skills to perform routine tasks
- Work is prescribed and completed with little autonomy
- Works with either close supervision or under clearly defined procedures

Job Grade 5 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

Job Grade 4 Differentiators

- Has no prior relevant training or work experience
- Has no discretion to vary from established procedures

Labor Career Band

L4 Lead (aligns with Job Grade 7)

- Has developed expertise, typically through a combination of job-related training and considerable on-the-job experience
- Typically acts as a lead, coordinating the work of others – but is not a supervisor
- Works autonomously within established procedures and practices

L3 Senior (aligns with Job Grade 6)

- Has developed proficiency through job-related training and considerable on-the-job experience
- Completes work with a limited degree of supervision
- Likely to act as an informal resource for colleagues with less experience

L2 Intermediate (aligns with Job Grades 4 & 5)

- Has developed skills through formal training or considerable work experience
Works within established procedures with a moderate degree of supervision

Job Grade 5 Differentiators

- Performs the full range of established procedures, and will typically be considered skilled through on-the-job experience
- Resolves routine issues without supervisory approval

Job Grade 4 Differentiators

- Performs most established procedures and will typically be considered semiskilled through on-the-job experience
- Resolves routine issues with senior staff or supervisory guidance and approval

L1 Entry (aligns with Job Grades 2 & 3)

- Entry-level job with little or no prior relevant experience
- Work is prescribed and completed with close supervision and little autonomy

Job Grade 3 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

Job Grade 2 Differentiators

- Has no prior relevant training or work experience
- Has no discretion to vary from established procedures

