



**PHILIPPINE NATIONAL OIL COMPANY  
PNOC BLDG. 6, ENERGY CENTER, RIZAL DRIVE,  
BONIFACIO GLOBAL CITY, TAGUIG CITY**

# **PHILIPPINE BIDDING DOCUMENTS**

**Project Title : Consultancy Services for  
Comprehensive Reorganization**

**REI No. : 2024-06-072**

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# **Consultancy Services for Comprehensive Reorganization**

**REI No.: 2024-06-072**

**PART I**

# ***Checklist of Eligibility Requirements***

1. Eligibility documents Submission Form (Annex A)

## **Class "A" Documents**

### **Legal Documents**

2. Valid PhilGEPS Registration Certificate (Platinum Membership) (all pages) in accordance with Section 8.5.2 of the IRR;

### **Technical Documents**

3. Statement of Consultant's Nationality (Annex B)
4. Curriculum Vitae for the Proposed Professional Staff (Annex C)
5. Statement of Completed Contracts (Annex D)
6. Certificate of Good Standing, Acceptance Report, Certificate of Satisfactory Service Rendered, or Any Proof of Satisfactory Completion of Completed Contracts
7. Statement of Ongoing and Awarded but Not Yet Started Contracts (Annex E)

## **Class "B" Document**

8. Valid Joint Venture Agreement (JVA) if JV is in existence or duly notarized statements from all the potential joint venture partners stating that they will enter into and abide by the provisions of the JVA in the instance that the bid is successful.

***Section I. Request for Expression of Interest***



## PHILIPPINE NATIONAL OIL COMPANY

PNOC Building VI, Energy Center

Rizal Drive, BGC, Taguig City

Tel. No.: 789 – 7662

[www.pnoc.com.ph](http://www.pnoc.com.ph)

[www.philgeps.gov.ph](http://www.philgeps.gov.ph)

### REQUEST FOR EXPRESSION OF INTEREST

#### Consultancy Services for Comprehensive Reorganization

##### Request for Expression of Interest No. 2024-06-072

1. The **PHILIPPINE NATIONAL OIL COMPANY. (PNOC)**, through the **2024 Approved Corporate Operating Budget** intends to apply the sum of **Two Million Pesos (PhP 2,000,000.00)**, being the Approved Budget for the Contract (ABC) to payments under the contract for **Consultancy Services for Comprehensive Reorganization**. Bids received in excess of the ABC shall be automatically rejected at the opening of the financial proposals.
2. The **PNOC** now calls for the submission of eligibility documents for the **Consultancy Services for Comprehensive Reorganization**. Eligibility documents of interested consultants must be duly received by the BAC Secretariat on or before **July 19, 2024 (10:00 AM)** at **PNOC Bldg. 6, Energy Center, Rizal Drive, Bonifacio Global City, Taguig City**. Applications for eligibility will be evaluated based on a non-discretionary “pass/fail” criterion.
3. Interested bidders may obtain further information from the *PNOC Procurement Management Division* and inspect the Bidding Documents at the address given below during **working days from 8:00 AM to 5:00 PM**.
4. The Bidding Documents (Part 1) may be acquired on **July 12, 2024** by interested Consultants from the address below. Short Listed Consultants may only be allowed to acquire the *Bidding Documents (Part 2)* and drop their Technical and Financial Proposals upon payment of the applicable bidding documents fee, pursuant to the latest Guidelines issued by the GPPB, in the amount of **Two Thousand Pesos (PhP 2,000.00)**.

Bidding Documents may also be downloaded free of charge from the website of the Philippine Government Electronic Procurement System (PhilGEPS) and the website of the Procuring Entity, provided that Bidders shall pay the applicable fee for the Bidding Documents not later than the submission of their bids.

5. Opening of Eligibility Documents shall be on **July 19, 2024 (10:30 AM)** at the given address below and/or via **Zoom**. Eligibility Documents shall be opened in the presence of the bidders’ representatives who choose to attend the activity. Late submissions shall not be accepted
6. The BAC shall draw up the short list of consultants from those who have submitted Expression of Interest, including the eligibility documents, and have been determined as eligible in accordance with the provisions of Republic Act 9184 (RA 9184), otherwise known as the “Government Procurement Reform

Act", and its Implementing Rules and Regulations (IRR). The short list shall consist of bidders who will obtained at least seventy (70) points and will be eligible to submit bids. The criteria and rating system for short listing are:

- |   |   |     |
|---|---|-----|
| a. Experience of the Firm                 | : | 50% |
| b. Qualification of Firm and Personnel    | : | 30% |
| c. Current Work load Relative to Capacity | : | 20% |

7. Bidding will be conducted through open competitive bidding procedures using non-discretionary "pass/fail" criterion as specified in the IRR of RA 9184.

Bidding is restricted to Filipino citizens/sole proprietorships, cooperatives, and partnerships or organizations with at least sixty percent (60%) interest or outstanding capital stock belonging to citizens of the Philippines.

8. The Procuring Entity shall evaluate bids using the **Quality - Cost Based Evaluation/Selection (QCBE/QCBS)** procedure. The weights to be allocated for the Technical Proposal is **Seventy Percent (70%)** and Financial Proposal is **Thirty Percent (30%)**. The criteria and rating system for the evaluation of bids shall be provided in the Instructions to Bidders.
9. The contract shall be completed within seventy-five (75) calendar days.
10. The **PNOC** reserves the right to reject any and all bids, declare a failure of bidding, or not award the contract at any time prior to contract award in accordance with Section 41 of RA 9184 and its IRR, without thereby incurring any liability to the affected bidder or bidders.
11. For further information, please refer to:

**The Secretariat**  
**Bids and Awards Committee**  
**Philippine National Oil Company**  
G/F PNOC Bldg. 6, Energy Center, Rizal Drive,  
Bonifacio Global City, Taguig City  
Tel. Nos.: 8789 - 7757  
Fax Nos.: 8812 - 6041 / 8840 - 1440  
Email: [rgvergara@pnoc.com.ph](mailto:rgvergara@pnoc.com.ph) / [procurement@pnoc.com.ph](mailto:procurement@pnoc.com.ph)  
Website: [www.pnoc.com.ph](http://www.pnoc.com.ph) / [www.philgeps.gov.ph](http://www.philgeps.gov.ph)

  
**ATTY. JOSEPHINE CASSANDRA. J. CUI**  
**BAC Chairperson**

## ***Section II. Eligibility Documents***

### **Notes on the Eligibility Documents**

This Section provides the information necessary for prospective bidders to prepare responsive Eligibility Documents in accordance with the requirement of the Procuring Entity.

The provisions contained in this Section are to be used unchanged. Additional information or requirements specific to each procurement shall be specified in the EDS.



## 1. Eligibility Criteria

- 1.1. The following persons/entities shall be allowed to participate in the bidding for Consulting Services:
  - (a) Duly licensed Filipino citizens/sole proprietorships;
  - (b) Partnerships duly organized under the laws of the Philippines and of which at least sixty percent (60%) of the interest belongs to citizens of the Philippines;
  - (c) Corporations duly organized under the laws of the Philippines and of which at least sixty percent (60%) of the outstanding capital stock belongs to citizens of the Philippines;
  - (d) Cooperatives duly organized under the laws of the Philippines; or
  - (e) Persons/entities forming themselves into a joint venture, *i.e.*, a group of two (2) or more persons/entities that intend to be jointly and severally responsible or liable for a particular contract: Provided, however, That Filipino ownership or interest thereof shall be at least sixty percent (60%). For this purpose, Filipino ownership or interest shall be based on the contributions of each of the members of the joint venture as specified in their JVA.
- 1.2. When the types and fields of Consulting Services involve the practice of professions regulated by law, those who will actually perform the services shall be Filipino citizens and registered professionals authorized by the appropriate regulatory body to practice those professions and allied professions specified in the **EDS**.
- 1.3. If the Request for Expression of Interest allows participation of foreign consultants, prospective foreign bidders may be eligible subject to the conditions stated in the **EDS**.
- 1.4. Government owned or –controlled corporations (GOCCs) may be eligible to participate only if they can establish that they (a) are legally and financially autonomous, (b) operate under commercial law, and (c) are not attached agencies of the Procuring Entity.

## 2. Eligibility Requirements

- 2.1. The following eligibility requirements, together with the Eligibility Documents Submission Form, shall be submitted on or before the date of the eligibility check specified in the Request for Expression of Interest and Clause 5 for purposes of determining eligibility of prospective bidders:
  - (a) Class "A" Documents –  
*Legal Documents*

- (i) PhilGEPS Certificate of Registration and Membership in accordance with Section 8.5.2 of the IRR, except for foreign bidders participating in the procurement by a Philippine Foreign Service Office or Post, which shall submit their eligibility documents under Section 24.1 of the IRR, provided, that the winning Consultant shall register with PhilGEPS in accordance with Section 37.1.4 of the IRR;

Technical Documents

- (ii) Statement of the prospective bidder of all its ongoing and completed government and private contracts, including contracts awarded but not yet started, if any, whether similar or not similar in nature and complexity to the contract to be bid, within the relevant period provided in the **EDS**. The statement shall include, for each contract, the following:
  - (ii.1) the name and location of the contract;
  - (ii.2) date of award of the contract;
  - (ii.3) type and brief description of consulting services;
  - (ii.4) consultant's role (whether main consultant, subconsultant, or partner in a JV)
  - (ii.5) amount of contract;
  - (ii.6) contract duration; and
  - (ii.7) certificate of satisfactory completion or equivalent document specified in the **EDS** issued by the client, in the case of a completed contract;
- (iii) Statement of the consultant specifying its nationality and confirming that those who will actually perform the service are registered professionals authorized by the appropriate regulatory body to practice those professions and allied professions in accordance with Clause 1.2, including their respective curriculum vitae.

- (b) Class "B" Document –

If applicable, the Joint Venture Agreement (JVA) in case the joint venture is already in existence, or duly notarized statements from all the potential joint venture partners in accordance with Section 24.1(b) of the IRR of RA 9184.

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

- 2.3. Prospective bidders may obtain a full range of expertise by associating with individual consultant(s) and/or other consultants or entities through a JV or subcontracting arrangements, as appropriate. However, subconsultants may only participate in the bid of one short listed consultant. Foreign Consultants shall seek the participation of Filipino Consultants by entering into a JV with, or subcontracting part of the project to, Filipino Consultants.

### **3. Format and Signing of Eligibility Documents**

- 3.1. Prospective bidders shall submit their eligibility documents through their duly authorized representative on or before the deadline specified in Clause 5.
- 3.2. Prospective bidders shall prepare an original and copies of the eligibility documents. In the event of any discrepancy between the original and the copies, the original shall prevail.
- 3.3. The Eligibility Documents Submission Form shall be signed by the duly authorized representative/s of the Bidder. Failure to do so shall be a ground for the rejection of the eligibility documents.
- 3.4. Any interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the duly authorized representative/s of the prospective bidder.

### **4. Sealing and Marking of Eligibility Documents**

- 4.1. Prospective bidders shall enclose their original eligibility documents described in Clause 2.1, in a sealed envelope marked "ORIGINAL – ELIGIBILITY DOCUMENTS". Each copy thereof shall be similarly sealed duly marking the envelopes as "COPY NO. \_\_\_\_ - ELIGIBILITY DOCUMENTS". These envelopes containing the original and the copies shall then be enclosed in one single envelope.
- 4.2. The original and the number of copies of the eligibility documents as indicated in the **EDS** shall be typed or written in ink and shall be signed by the prospective bidder or its duly authorized representative/s.
- 4.3. All envelopes shall:

- (a) contain the name of the contract to be bid in capital letters;
- (b) bear the name and address of the prospective bidder in capital letters;
- (c) be addressed to the Procuring Entity's BAC specified in the **EDS**;
- (d) bear the specific identification of this Project indicated in the **EDS**; and
- (e) bear a warning "DO NOT OPEN BEFORE..." the date and time for the opening of eligibility documents, in accordance with Clause 5.

4.4 Eligibility documents 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 documents as submitted. The BAC shall assume no responsibility for the misplacement of the contents of the improperly sealed or marked eligibility documents, or for its premature opening.

## **5. Deadline for Submission of Eligibility Documents**

Eligibility documents must be received by the Procuring Entity's BAC at the address and on or before the date and time indicated in the Request for Expression of Interest and the **EDS**.

## **6. Late Submission of Eligibility Documents**

Any eligibility documents submitted after the deadline for submission and receipt prescribed in Clause 0 shall be declared "Late" and shall not be accepted by the Procuring Entity. The BAC shall record in the minutes of submission and opening of eligibility documents, the Bidder's name, its representative and the time the eligibility documents were submitted late.

## **7. Modification and Withdrawal of Eligibility Documents**

- 7.1. The prospective bidder may modify its eligibility documents after it has been submitted; provided that the modification is received by the Procuring Entity prior to the deadline specified in Clause 5. The prospective bidder shall not be allowed to retrieve its original eligibility documents, but shall be allowed to submit another set equally sealed, properly identified, linked to its original bid marked as "ELIGIBILITY MODIFICATION" and stamped "received" by the BAC. Modifications received after the applicable deadline shall not be considered and shall be returned to the prospective bidder unopened.
- 7.2. A prospective bidder may, through a letter of withdrawal, withdraw its eligibility documents 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 eligibility documents.

- 7.3. Eligibility documents requested to be withdrawn in accordance with this Clause shall be returned unopened to the prospective bidder concerned. A prospective bidder that withdraws its eligibility documents shall not be permitted to submit another set, directly or indirectly, for the same project. A prospective bidder that acquired the eligibility 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 eligibility documents.

## **8. Opening and Preliminary Examination of Eligibility Documents**

- 8.1. The BAC will open the envelopes containing the eligibility documents in the presence of the prospective bidders' representatives who choose to attend, at the time, on the date, and at the place specified in the **EDS**. The prospective bidders' representatives who are present shall sign a register evidencing their attendance.

In case the submitted eligibility envelopes cannot be opened as scheduled due to justifiable reasons, the BAC shall take custody of the said envelopes and reschedule the opening on the next working day or at the soonest possible time through the issuance of a Notice of Postponement to be posted in the PhilGEPS website and the website of the Procuring Entity concerned.

- 8.2. Letters of withdrawal shall be read out and recorded during the opening of eligibility documents and the envelope containing the corresponding withdrawn eligibility documents shall be returned unopened to the withdrawing prospective bidder.
- 8.3. The eligibility documents envelopes and modifications, if any, shall be opened one at a time, and the following read out and recorded:
- (a) the name of the prospective bidder;
  - (b) whether there is a modification or substitution; and
  - (c) the presence or absence of each document comprising the eligibility documents vis-à-vis a checklist of the required documents.
- 8.4. The eligibility of each prospective bidder shall be determined by examining each bidder's eligibility requirements or statements against a checklist of requirements, using non-discretionary "pass/fail" criterion, as stated in the Request for Expression of Interest, and shall be determined as either "eligible" or "ineligible." If a prospective bidder submits the specific eligibility document required, he shall be rated "passed" for that particular requirement. In this regard, failure to submit a requirement, or an incomplete or patently insufficient submission, shall be considered "failed" for the particular eligibility requirement concerned. If a prospective bidder is rated "passed" for all the eligibility requirements, he shall be considered eligible to participate in the bidding, and the BAC shall

mark the set of eligibility documents of the prospective bidder concerned as "eligible." If a prospective bidder is rated "failed" in any of the eligibility requirements, he shall be considered ineligible to participate in the bidding, and the BAC shall mark the set of eligibility documents of the prospective bidder concerned as "ineligible." In either case, the BAC chairperson or his duly designated authority shall countersign the markings.

## **9. Short Listing of Consultants**

- 9.1. Only prospective bidders whose submitted contracts are similar in nature and complexity to the contract to be bid as provided in the **EDS** shall be considered for short listing.
- 9.2. The BAC shall draw up the short list of prospective bidders from those declared eligible using the detailed set of criteria and rating system to be used specified in the **EDS**.
- 9.3. Short listed consultants shall be invited to participate in the bidding for this project through a Notice of Eligibility and Short Listing issued by the BAC.

## **10. 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. Eligibility Data Sheet***

# Eligibility Data Sheet

Eligibility Documents	
1.2	<p>Consultant shall undertake the following:</p> <ol style="list-style-type: none"> <li>1. Organizational Assessment               <ol style="list-style-type: none"> <li>1.1 Current State Assessment (CSA)</li> <li>1.2 Workforce Analysis and Planning (WAP)</li> <li>1.3 Documentation of Participatory Process such as surveys and focused group discussions, in coordination with PNOC's Change Management Team</li> </ol> </li> <li>2. Formulation of Design Framework</li> <li>3. Strategic Action Plan (SAP)</li> <li>4. Crafting of Organizational and Staffing Design               <ol style="list-style-type: none"> <li>4.1 Organizational Structure and Staffing Pattern - Career Leveling Master Data (Soft Copy)</li> <li>4.2 Official Organizational Structure and Staffing Pattern - Career Leveling</li> <li>4.3 Review of Existing Organizational Structure</li> <li>4.4 Proposed Organizational Structure</li> <li>4.5 Functional Description of all organizational units</li> <li>4.6 Review of Proposed Job Description (Retained and New Position Titles)</li> </ol> </li> <li>5. Cost-Benefit Analysis Report</li> <li>6. Approval of the Reorganization Plan by the Governing Board and GCG               <ol style="list-style-type: none"> <li>6.1 Submit Reorganization Plan to CMT, for endorsement to the Governing Board for approval and submission to GCG</li> <li>6.2 Revise Reorganization Plan based on the recommendations of the Governing Board and GCG</li> <li>6.3 Assist CMT/TWG in negotiations pertaining to the Reorganization Plan and its components</li> </ol> </li> </ol>
1.3	No further instructions.
2.1(a)(ii)	The statement of all ongoing and completed government and private contracts shall include all such contracts within <b>three (3) years</b> prior to the deadline for the submission and receipt of eligibility documents.
2.1(a)(ii.7)	<p><i>Acceptable proof of satisfactory completion of completed contracts, either of the following:</i></p> <ol style="list-style-type: none"> <li>a. <i>Certificate of Completion / Acceptance</i></li> <li>b. <i>Official Receipt</i></li> </ol>
4.2	Each prospective bidder shall submit <b>one (1) original and two (2) copies</b> of its eligibility documents.



(c)	<p><i>Bids and Awards Committee of the Procuring Entity concerned with the Project.</i></p> <p><b>ATTY. JOSEPHINE CASSANDRA J. CUI</b>  Chairperson  Bids and Awards Committee  Philippine National Oil Company  G/F PNOC Bldg. 6, Energy Center, Rizal Drive,  Bonifacio Global City, Taguig City</p>										
4.3 (d)	<p><b><i>Consultancy Services for Comprehensive Reorganization</i></b></p> <p>Request for Expression of Interest No. 2024-06-072</p>										
5	<p>The address for submission of eligibility documents is <i>PNOC Bldg. 6, Energy Center, Rizal Drive, Bonifacio Global City, Taguig City</i></p> <p>The deadline for submission of eligibility documents is <b>July 19, 2024. (10:00 AM)</b></p>										
8.1	<p>The place of opening of eligibility documents is <i>PNOC Bldg. 6, Energy Center, Rizal Drive, Bonifacio Global City, Taguig City</i></p> <p>The date and time of opening of eligibility documents is <b>July 19, 2024. (10:30 AM)</b></p>										
9.1	<p>Similar contracts shall refer to:</p> <p>At least two (2) organization development engagements with similarly-situated public and private organizations, preferably with other GOCCs and/or GFIs within the past three (3) years. Organizational development shall mean to include all disciplines in the area of human resource development, learning and development, organizational analysis and designs study (organizational structure).</p>										
9.2	<p><i>Detailed set of criteria and rating system to be used for the short listing of consultants.</i></p> <table border="1" data-bbox="437 1581 1353 1827"> <thead> <tr> <th>Criteria</th> <th>Maximum Points</th> </tr> </thead> <tbody> <tr> <td>1. Experience of the Firm</td> <td>50</td> </tr> <tr> <td>2. Qualifications of Principal (Firm) and Key Personnel</td> <td>30</td> </tr> <tr> <td>3. Current workload relative to capacity</td> <td>20</td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td><b>100</b></td> </tr> </tbody> </table> <p><b>1. Experience of the Firm/Individual Consultant:</b>  This criterion shall make up 50 points, under which the bidder shall be assessed as follows:</p>	Criteria	Maximum Points	1. Experience of the Firm	50	2. Qualifications of Principal (Firm) and Key Personnel	30	3. Current workload relative to capacity	20	<b>Total</b>	<b>100</b>
Criteria	Maximum Points										
1. Experience of the Firm	50										
2. Qualifications of Principal (Firm) and Key Personnel	30										
3. Current workload relative to capacity	20										
<b>Total</b>	<b>100</b>										

<b>Criteria</b>	<b>Points</b>
1. Years in active practice / in operation <ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	20.0 18.0 16.0
2. Years of consulting experience in organizational development change management, reorganizational / restructuring planning and job leveling <ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	20.0 18.0 16.0
3. Years of consulting experience in related fields such as outsourcing analysis, cross-functional teams' implementation, job redesign and role rationalization, leadership development and succession planning, cultural alignment projects, performance measurement and KPI alignment, supply chain optimization, and organizational flattening and rightsizing <ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	10.0 8.0 6.0

**2. Qualifications of the Personnel:**

This criterion shall make up 30 points, under which the bidder shall be assessed as follows:

<b>Criteria</b>	<b>Points</b>
1. Education of Team Leader and Members <ul style="list-style-type: none"> <li>• Masteral</li> <li>• Masteral units (at least 12 units completed)</li> <li>• Graduate of Human Resources and other related fields</li> <li>• Graduate of other degrees</li> </ul>	10.0 9.0 8.0 7.0
2. Relevant Training of Team Leader and Members <ul style="list-style-type: none"> <li>• At least 40 hours</li> <li>• At least 30 hours but less than 40 hours</li> <li>• At least 20 hours but less than 30 hours</li> </ul>	10.0 9.0 8.0
3. Relevant Experience of Team Leader <ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	5.0 4.0 3.0
4. Relevant Experience of Members <ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	5.0 4.0 3.0

**3. Current workload relative to capacity.** This criterion shall make up 20 points, under which the bidder shall be assessed as follows:

<b>Criteria</b>	<b>Points</b>
Number of ongoing projects <ul style="list-style-type: none"><li>• Less than 2 ongoing projects</li><li>• At least 2 but not more than 4 ongoing projects</li><li>• At least 4 but not more than 6 ongoing projects</li><li>• 6 or more ongoing projects</li></ul>	20.0 18.0 16.0 14.0

## ***Section IV. Eligibility Submission Forms***

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**ELIGIBILITY DOCUMENTS SUBMISSION FORM**

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[Date]

[Name and address of the Procuring Entity]

Ladies/Gentlemen:

In connection with your Request for Expression of Interest dated **[insert date]** for **[Title of Project]** under **[Reference No.]**, **[Name of Consultant]** hereby expresses interest in participating in the eligibility and short listing for said Project and submits the attached eligibility documents in compliance with the Eligibility Documents therefor.

In line with this submission, we certify that:

- a) **[Name of Consultant]** 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 Government Procurement Policy Board, and that each of the documents submit; and
- b) Each of the documents submitted herewith is an authentic copy of the original, complete, and all statements and information provided therein are true and correct.

We acknowledge and accept the Procuring Entity's right to inspect and audit all records relating to our submission irrespective of whether we are declared eligible and short listed or not.

Yours sincerely,

Signature  
Name and Title of Authorized Signatory  
Name of Consultant  
Address  
Email Address

## ANNEX "B"

### STATEMENT OF THE CONSULTANT'S NATIONALITY

---

*[Name and address of the Procuring Entity]*

Ladies/Gentlemen:

In compliance with the requirements of the **Philippine National Oil Company**, for the **[Project Title]** under **[Reference No.]**, I/We hereby declare the following:

1. [Select one and delete the rest]

*[If domestic entity bidder]* That (Name of Bidder) is a domestic *sole proprietorship/partnership/corporation/joint venture* organized or formed under the laws of the Philippines;

*[If foreign entity bidder]* That (Name of Bidder) is a foreign *sole proprietorship/partnership/corporation/joint venture* organized or formed under the laws of the (Name of Country);

*[If foreign entity bidder]* That (Name of Bidder) is registered with the Securities and Exchange Commission and/or any agency authorized by the laws of the Philippines;

2. That the following are/is the proposed Consultants:

Name of Proposed Consultant	Proposed Position	Nationality	Proof of Identification
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

3. That attached herewith are the Curriculum Vitae of the abovementioned personnel (*Annex/es* \_\_\_\_\_); and

Very truly yours,

Signature: \_\_\_\_\_

Name and Title of Authorized Signatory: \_\_\_\_\_

Name of Consultant/Company: \_\_\_\_\_

Address: \_\_\_\_\_

Email Address: \_\_\_\_\_

Contact Nos: \_\_\_\_\_

## ANNEX "C"

### FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

Proposed Position						
<b>Personal Information</b>						
Name of Staff						
Address			Contact No.		Email Address	
Date of Birth		Citizenship		Civil Status		
<b>Project Experience</b> <i>(start from the current employment, add rows if necessary)</i> <i>Similar and Related to the Project</i>						
EMPLOYER (AGENCY / COMPANY NAME) (Write in Full)	CLIENT (COMPANY NAME) (Write in Full)	PROJECT TITLE With Brief Project Description (Write in Full)	PROJECT DURATION (MM/DD/YYYY)		POSITION TITLE (Write in Full)	DETAILED JOB DESCRIPTION
			START	END		
<b>Relevant Training</b> <i>(start from the most recent, add rows if necessary)</i>						
Course Title	Inclusive Dates		Location	No. of Hours	Conducted / Sponsored by	
	From	To				
<b>Education</b> <i>(start from the most recent, add rows if necessary)</i>						
School	Inclusive Dates		Degree Course (Indicate if Completed)	Scholarships / Academic Honors Received		
	From	To				



Technical Expertise	
Database	
Operating Systems	
Application Software	
Professional Licenses, Certificates, Other Credentials	
Title	Date Received

**Certification:**

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

\_\_\_\_\_ Date: \_\_\_\_\_  
*[Printed Name and Signature of staff member]* *MM/DD/YYYY*

**CERTIFIED CORRECT:**

\_\_\_\_\_ Date: \_\_\_\_\_  
*[Printed Name and Signature of authorized representative of the firm]* *MM/DD/YYYY*

**STATEMENT OF COMPLETED CONTRACTS**

This is to certify that \_\_\_\_\_ **(consultant)** \_\_\_\_\_ has the following completed contracts:

<b>PROJECT NAME (including NAME, ADDRESS OF CLIENT, CONTACT NO.)</b>	<b>DATE OF CONTRACT (MM/DD/YYYY)</b>	<b>TYPE OF CONTRACT  (BRIEF PROJECT DESCRIPTION)</b>	<b>START DATE (MM/DD/YYYY)</b>	<b>COMPLETION DATE (MM/DD/YYYY)</b>	<b>AMOUNT OF CONTRACT</b>	<b>CONSULTANT'S ROLE (DESCRIPTION OF ACTUAL SERVICES PROVIDED)</b>

\_\_\_\_\_  
Name and Signature of Authorized Representative

\_\_\_\_\_  
Date

**ANNEX "E"**

**STATEMENT OF ONGOING CONTRACTS AND AWARDED BUT NOT YET STARTED CONTRACTS**

This is to certify that \_\_\_\_\_ **(consultant)** \_\_\_\_\_ has the following ongoing and awarded but not yet started contracts:

<b>DATE OF CONTRACT</b>	<b>CONTRACTING PARTY</b>	<b>NAME OF CONTRACT</b>	<b>TYPE OF CONTRACT</b>	<b>BRIEF DESCRIPTION OF CONSULTING SERVICE</b>	<b>AMOUNT OF CONTRACT</b>	<b>VALUE OF OUTSTANDING CONTRACT</b>	<b>CONSULTANT IS: a. main consultant b. subcontractor c. partner in a JV</b>

**Note: If the bidder does not have any on-going project, please state "None" in the form above and include the form in the submission of eligibility requirements.**

\_\_\_\_\_  
Name and Signature of Authorized Representative

\_\_\_\_\_  
Date

**TERMS OF REFERENCE  
CONSULTANCY SERVICES FOR COMPREHENSIVE REORGANIZATION**

**1. Purpose of Terms of Reference (TOR)**

This TOR covers the consultancy services needed in connection with the design of an appropriate organizational structure for the Philippine National Oil Company (PNOC), in response to the new vision and strategic directions in establishing other related project and businesses.

**2. Project Objectives**

This Project aims to achieve the following:

- a. A strategic review of the operations and organization of the PNOC as an operating organization;
- b. New PNOC organization structure design as determined through the strategic review of the operations and organization;
- c. Appropriate job description, job levels and compensation scheme consistent with a compensation and position classification system that considers career bands rather than salary grades, career grades, career levels, consistent with local and international industry standards.

**3. Scope of Work, Timelines, and Deliverables**

The Consultant shall perform the following activities and complete the deliverables within the given time frame. All outputs should be in hard and soft copies (editable format):

<b>Phase / Components</b>	<b>Activities</b>	<b>Output</b>	<b>Period</b>
<i>Phase I – Organizational Assessment, Formulation of the Design Framework and Strategic Action Planning</i>			
1. Organizational Assessment	<ul style="list-style-type: none"> <li>• Review PNOC’s mandate, strategic plans, performance indicator and charter statement</li> </ul>	a. Current State Assessment (CSA)	25 days

	<ul style="list-style-type: none"> <li>● Interview PNOC's customers / stakeholders</li> <li>● Interview PNOC's employees and executives</li> <li>● Conduct Maturity Analysis</li> <li>● Review Organizational Size and Structure</li> <li>● Review PNOC's Environment using Strengths, Weaknesses, Opportunities, and Threats (SWOT) and Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) analysis</li> <li>● Review PNOC's Systems and Controls: <ul style="list-style-type: none"> <li>○ Scorecard</li> <li>○ Service Charter</li> <li>○ QMS</li> <li>○ Best Practices</li> <li>○ Manuals</li> <li>○ Policies</li> <li>○ Value Chain Systems</li> <li>○ Support Systems</li> </ul> </li> <li>● Conduct the following: <ul style="list-style-type: none"> <li>○ Supply Analysis: analysis of existing employee data</li> <li>○ Demand Analysis: assessment of full workforce needs</li> <li>○ Gap Analysis: comparison of the results of the supply analysis for the next 5 years</li> </ul> </li> </ul>	<p>b. Workforce Analysis and Planning (WAP)</p> <p>c. Documentation of Participatory Process such as surveys and focused group discussions, in coordination with PNOC's Change Management Team</p>	
2. Formulation of Design Framework	<ul style="list-style-type: none"> <li>● Identify the new Scorecard, containing Performance Indicators and Targets specifically to measure the success of the reorganization. The output must address the issues identified in the Current State Analysis Report</li> </ul>	Design Framework	10 days
3. Strategic Action Planning (SAP)		Strategic Action Plan	

	<ul style="list-style-type: none"> <li>Design a Strategic Action Plan, including timeline of implementation, communication plan, and transition plan</li> </ul>		
		<b>SubTotal:</b>	<b>35 days</b>
<i>Phase II – Crafting of Organizational and Staffing Design, Cost-Benefit Analysis, and Revising of Reorganization Plan</i>			
4. Crafting of Organizational Structure and Staffing Design	<ul style="list-style-type: none"> <li>Design Organizational Structure based on organizational units, reporting lines and levels of hierarchy</li> <li>Design Staffing Pattern based on organizational unit, position title, career path, job grade, number of plantilla items, parameters for the creation of additional items and qualification standards</li> <li>Determine PNOC’s overall size based on company financials, full-time equivalent employees, geographical scope, and business complexity</li> <li>Undertake assignment of career leveling based on career band, career level, and job grade</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Structure and Staffing Pattern – Career Leveling Master Data (Soft Copy)</li> <li>Official Organizational Structure and Staffing Pattern – Career Leveling</li> <li>Existing Organizational Structure</li> <li>Proposed Organizational Structure</li> <li>Functional Description of all organizational units</li> <li>Review of Proposed Job Description (Retained and New) Position Titles</li> </ul>	30 days
5. Cost-Benefit Analysis	<ul style="list-style-type: none"> <li>Generate a projection of the monetary benefits and costs entailed in implementing the Reorganization Plan</li> </ul>	Cost-Benefit Analysis Report	10 days
		<b>SubTotal:</b>	<b>40 days</b>
6. Approval of the Reorganization Plan by the Governing Board	<ul style="list-style-type: none"> <li>Submit Reorganization Plan to CMT, for endorsement to the Governing Board for approval</li> </ul>	Approved Reorganization Plan through a Resolution by the Governing Board	Subject to the timeline set by the Governing Board

	<ul style="list-style-type: none"> <li>• Revise Reorganization Plan based on the recommendations of the Governing Board</li> <li>• Assist CMT/TWG in negotiations pertaining to the Reorganization Plan and its components</li> </ul>		
		<b>Total:</b>	<b>75 calendar days, exclusive of the period for approval by the CMT of each deliverable and by the Governing Board of the final output</b>

Project Duration: 75 calendar days exclusive of the period during which the output /deliverable submitted by the consultant is placed under consideration for review and/or approval by the CMT and PNOC Management.

The output / deliverables shall be deemed accepted or finalized: a. upon the issuance by the CMT of Certificate of Acceptance; or b. after ten (10) calendar days from receipt of the output / deliverable, whichever comes earlier.

Revisions to the output / deliverable by the consultant shall not exceed five (5) calendar days after the review by the CMT.

Extensions for submission of output / deliverables shall not be allowed except upon written request submitted to the CMT at least five (5) days prior to the due date, and only for meritorious reasons, as may be determined by the CMT. In no case shall extensions exceed ten (10) days from the original due date.

#### **4. Qualification and Expertise Required**

The consultant must be a recognized professional organization with expertise in providing services on corporate reorganization/restructuring with:

- a. Minimum of three (3) years extensive experience in operations and organizational review, assessment and development;
- b. At least two (2) organization development engagements with similarly-situated public and private organizations, preferably with other GOCCs and/or GFIs within the past three (3) years. Organizational development

shall mean to include all disciplines in the area of human resource development, learning and development, organizational analysis and designs study (organizational structure);

- c. Capable of bringing in technical expertise, including, but not limited to, job evaluation and compensation and position classification;
- d. With knowledge and experience in organizational review, assessment and development; and
- e. With extensive knowledge or experience in global bench marking practices and global best practices.

**5. Criteria and Rating System for Shortlisting**

- a. **Criteria and Rating System for Shortlisting.** The Consultant must pass the required minimum score of seventy (70) points to be shortlisted, based on the following criteria:

<b>Criteria</b>	<b>Maximum Points</b>
1. Experience of the Firm	50
2. Qualifications of Principal (Firm) and Key Personnel	30
3. Current workload relative to capacity	20
<b>Total</b>	<b>100</b>

- i. **Experience of the Firm/Individual Consultant.** This criterion shall make up 50 points, under which the bidder shall be assessed as follows:

<b>Criteria</b>	<b>Points</b>
1. Years in active practice / in operation <ul style="list-style-type: none"> <li>● At least 5 years</li> <li>● At least 4 years but less than 5 years</li> <li>● At least 3 years but less than 4 years</li> </ul>	20.0 18.0 16.0
2. Years of consulting experience in organizational development change management, reorganizational / restructuring planning and job leveling <ul style="list-style-type: none"> <li>● At least 5 years</li> <li>● At least 4 years but less than 5 years</li> <li>● At least 3 years but less than 4 years</li> </ul>	20.0 18.0 16.0



4. Years of consulting experience in related fields such as outsourcing analysis, cross-functional teams' implementation, job redesign and role rationalization, leadership development and succession planning, cultural alignment projects, performance measurement and KPI alignment, supply chain optimization, and organizational flattening and rightsizing	
<ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	10.0 8.0 6.0

**ii. Qualifications of the Personnel.** This criterion shall make up 30 points, under which the bidder shall be assessed as follows:

Criteria	Points
5. Education of Team Leader and Members	
<ul style="list-style-type: none"> <li>• Masteral</li> <li>• Masteral units (at least 12 units completed)</li> <li>• Graduate of Human Resources and other related fields</li> <li>• Graduate of other degrees</li> </ul>	10.0 9.0 8.0 7.0
6. Relevant Training of Team Leader and Members	
<ul style="list-style-type: none"> <li>• At least 40 hours</li> <li>• At least 30 hours but less than 40 hours</li> <li>• At least 20 hours but less than 30 hours</li> </ul>	10.0 9.0 8.0
7. Relevant Experience of Team Leader	
<ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	5.0 4.0 3.0
8. Relevant Experience of Members	
<ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	5.0 4.0 3.0

**iii. Current workload relative to capacity.** This criterion shall make up 20 points, under which the bidder shall be assessed as follows:

Criteria	Points
Number of ongoing projects	
<ul style="list-style-type: none"> <li>• Less than 2 ongoing projects</li> <li>• At least 2 but not more than 4 ongoing projects</li> <li>• At least 4 but not more than 6 ongoing projects</li> <li>• 6 or more ongoing projects</li> </ul>	20.0 18.0 16.0 14.0

## 6. Bid Evaluation Methodology and Criteria

To determine the consultant with the Highest Rated Bid, the CMT shall conduct an evaluation of bids using the Quality-Cost Based Evaluation Procedure (QCBE) in which the Technical and Financial Proposals of the bidders shall be considered and given the following weight:

<b>Criteria</b>	<b>Maximum Points</b>
1. Technical Proposal	70
2. Financial Proposal	30
<b>Total</b>	<b>100</b>

The technical proposal by the consultants shall be rated based on the following criteria and using the corresponding numerical weights:

<b>Criteria for the Technical Proposal</b>	<b>Points</b>
<b>Qualification of Personnel</b>	<b>(50)</b>
1. Education <ul style="list-style-type: none"> <li>• Masteral</li> <li>• Masteral units (at least 12 units completed)</li> <li>• Graduate of Human Resources and other related fields</li> <li>• Graduate of other degrees</li> </ul>	25 20 18 16
2. Relevant Training <ul style="list-style-type: none"> <li>• At least 40 hours</li> <li>• At least 30 hours but less than 40 hours</li> <li>• At least 20 hours but less than 30 hours</li> </ul>	25 20 18
<b>Experience and Capability of Consultant</b>	<b>(30)</b>
1. Years in active practice / in operation <ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	5 4 3
2. Years of consulting experience in organizational development change management, reorganizational / restructuring planning and job leveling <ul style="list-style-type: none"> <li>• At least 5 years</li> <li>• At least 4 years but less than 5 years</li> <li>• At least 3 years but less than 4 years</li> </ul>	10 8 6
3. Years of consulting experience in related fields such as outsourcing analysis, cross-functional teams' implementation, job redesign and role rationalization, leadership development and succession planning, cultural alignment projects, performance measurement and KPI	

<p>alignment, supply chain optimization, and organizational flattening and rightsizing</p> <ul style="list-style-type: none"> <li>● At least 5 years</li> <li>● At least 4 years but less than 5 years</li> <li>● At least 3 years but less than 4 years</li> </ul>	5 4 3
<p>4. Relevant Experience of Team Leader</p> <ul style="list-style-type: none"> <li>● At least 5 years</li> <li>● At least 4 years but less than 5 years</li> <li>● At least 3 years but less than 4 years</li> </ul>	5 4 3
<p>5. Relevant Experience of Members</p> <ul style="list-style-type: none"> <li>● At least 5 years</li> <li>● At least 4 years but less than 5 years</li> <li>● At least 3 years but less than 4 years</li> </ul>	5 4 3
<b>Approach and Method</b>	<b>(12)</b>
<ul style="list-style-type: none"> <li>● <u>Rating: Very Good</u> <ul style="list-style-type: none"> <li>○ Complied with all requirements under the rating "Good"</li> <li>○ Important issues are approached in an innovative and efficient manner, indicating that the Consultant has understood general and detailed issues and problems of the assignment.</li> <li>○ Consultant has outstanding knowledge of the project conditions and a deep grasp of solutions depicted through state-of-the-art approaches and knowledge.</li> <li>○ The proposal details ways to improve the results and the quality of assignment by using advanced approaches, methodologies, and knowledge</li> </ul> </li> <li>● <u>Rating: Good</u> <ul style="list-style-type: none"> <li>○ The proposed approach is discussed in detail</li> <li>○ The methodology is specifically tailored to the characteristics of the assignment and flexible enough to allow it to adapt to changes that may occur during the execution of the services</li> </ul> </li> <li>● <u>Rating: Fair</u> <ul style="list-style-type: none"> <li>○ The plan for carrying out the activities required under the terms of reference is discussed generically by the consultant in the proposal.</li> <li>○ The discussion of the methodology is generic, not specifically tailored to the project.</li> <li>○ Although suitable, the methodology does not provide how the consultant proposes to deal with critical site-specific characteristics of the project.</li> <li>○ No new insights or deep appreciation of the inter-relationships of problems and solutions to be provided for the project are included in the proposal.</li> <li>○ The proposal has an average perception of the project conditions and does not reflect specific features of the project.</li> </ul> </li> <li>● <u>Rating: Poor</u> <ul style="list-style-type: none"> <li>○ The plan to carry out important activities required under the terms of reference is inappropriate or poorly presented.</li> </ul> </li> </ul>	12  9  6  3

<ul style="list-style-type: none"> <li>○ The consultant has misunderstood important aspects of the scope of work.</li> <li>○ Required contents of the terms of reference are missing or superficially discussed.</li> </ul>	
<b>Work Plan</b>	<b>(5)</b>
<ul style="list-style-type: none"> <li>● <u>Rating: Very Good</u> <ul style="list-style-type: none"> <li>○ Complied with all requirements under the rating "Good"</li> <li>○ Decision points, and sequence and timing of activities are very well-defined, indicating that the consultant has optimized use of resources</li> </ul> </li>   <li>● <u>Rating: Good</u> <ul style="list-style-type: none"> <li>○ The work plan responds well to the terms of reference.</li> <li>○ All important activities are indicated in the activity schedule, and their timing is appropriate and consistent with the assignment outputs</li> <li>○ The interrelation among the various activities is realistic and consistent with the proposed approach</li> <li>○ There is a high degree of detail that facilitates the understanding of the proposed work plan</li> </ul> </li>   <li>● <u>Rating: Fair</u> <ul style="list-style-type: none"> <li>○ All key activities are included, but are not detailed</li> <li>○ There are minor inconsistencies in timing, assignment outputs, and proposed approach.</li> </ul> </li>   <li>● <u>Rating: Poor</u> <ul style="list-style-type: none"> <li>○ Activity schedule excludes important tasks</li> <li>○ Timing and correlation of activities are inconsistent with the approach and methodology</li> </ul> </li> </ul>	<p>5</p> <p>4</p> <p>3</p> <p>2</p>
<b>Organization and Staffing</b>	<b>(3)</b>
<ul style="list-style-type: none"> <li>● <u>Rating: Very Good</u> <ul style="list-style-type: none"> <li>○ Complied with all requirements under the rating "Good"</li> <li>○ The proposed team is integrated and has good support organization</li> <li>○ Organizational chart clearly shows the lines of responsibility and the links between the two parties</li> <li>○ Proposal contains a detailed discussion showing that the consultant has optimized the deployment and use of the staff with efficiency and economy based on the proposed logistics</li> </ul> </li>   <li>● <u>Rating: Good</u> <ul style="list-style-type: none"> <li>○ Organizational chart is complete</li> <li>○ There is a detailed definition of duties and responsibilities</li> <li>○ Staff skills and needs are matched precisely and enjoy good logistical support</li> <li>○ Staffing is consistent with both timing and assignment outputs</li> </ul> </li> </ul>	<p>3</p> <p>2</p>

<ul style="list-style-type: none"> <li>• <u>Rating: Poor</u> <ul style="list-style-type: none"> <li>○ Proposed organization and personnel schedule are not clear and detailed enough failing to use the required formats</li> <li>○ Assignment schedule of each staff is not adequate</li> <li>○ Organization and staffing arrangement is not responsive to the requirement of the terms of reference</li> <li>○ It is assumed that the required output cannot be appropriately prepared within the period of assignment</li> </ul> </li> </ul>	1
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The final score for the Technical Proposal shall be the total points awarded based on the foregoing criteria, multiplied by 70%, as shown by this formula:

$$TS = 0.70 \times (QP + ECC + AM + WP + OS)$$

Where: TS is the final score for the Technical Proposal aspect  
 QP is the total score for the Qualification of Personnel  
 ECC is the total score for the Experience and Capability of Consultant  
 AM is the score for the Approach and Method  
 WP is the score for the Work Plan  
 OS is the score for Organization and Staffing

The final score for the Financial Proposal shall be the computed as follows:

$$SF = 0.30 \times F1/F$$

Note: SF is the financial score of the Financial Proposal under consideration

F1 is the lowest Financial Proposal

F is the Financial Proposal under Consideration

**The final rating shall be the total of the Technical Score (TS) and the Financial Score (FS), and the consultant must acquire a total of at least 70 points to qualify.**

## **7. Terms of Payment and Liquidated Damages**

Payment shall be chargeable against the 2024 Approved Corporate Operating Budget (COB), and shall be made as follows:

Activities/Milestones	Deliverables	Due Date	Payment Schedule
<i>Phase I – Organizational Assessment, Formulation of the Design Framework and Strategic Action (40%)</i>			
1. Organizational Assessment	<ul style="list-style-type: none"> <li>a. Current State Assessment (CSA)</li> <li>b. Workforce Analysis and Planning (WAP)</li> <li>c. Documentation of Participatory Process such as surveys and focused group discussions, in coordination with PNOC’s Change Management Team</li> </ul>	Within 35 days from the receipt of the Notice to Proceed (NTP)	Payment of 40% upon receipt of the billing statement with complete supporting documents
2. Formulation of Design Framework	Design Framework	Within 10 days from acceptance of the previous deliverable	
3. Strategic Action Planning (SAP)	Strategic Action Plan		
<i>Phase II – Crafting of Organizational and Staffing Design, Cost-Benefit Analysis, and Revising of Reorganization Plan (50%)</i>			
4. Crafting of Organizational and Staffing Design	<ul style="list-style-type: none"> <li>a. Organizational Structure and Staffing Pattern – Career Leveling Master Data (Soft Copy)</li> <li>b. Official Organizational Structure and Staffing Pattern – Career Leveling</li> </ul>	Within 40 days from acceptance of the previous deliverable	Payment of 50% upon receipt of the billing statement with complete supporting documents

	c. Existing Organizational Structure d. Proposed Organizational Structure e. Functional Description of all organizational units  Review of Proposed Job Description (Retained and New) Position Titles		
5. Cost-Benefit Analysis	Cost-Benefit Analysis Report		
6. Approval of the Reorganization Plan by the Board of Directors	Approved Reorganization Plan through a Resolution by the Board of Directors	Approval date by the Board of Directors	Payment of 10% upon receipt of the billing statement with complete supporting documents

The Consultant shall be required to submit an Accomplishment Report at the end of each milestone and a Final Report due at the end of the engagement. Milestone payment shall be paid within the specified payment schedule upon receipt of the billing statement with complete supporting documents such as: progress/accomplishment report and copy of the output/deliverables.

The Consultant shall promptly comply with the schedule of output / deliverables. In case of failure to submit within the agreed period (inclusive of extensions duly granted), the Consultant shall be liable for liquidated damages in the amount of 1/10 of 1% of the cost of the project, for every day of delay until submitted. In no case shall the total sum of liquidated damages exceed ten percent (10%) of the total contract price, in which event, PNOC may rescind the contract and impose appropriate sanctions over and above the liquidated damages to be paid.

## **8. Working and Reporting Arrangements**

In the pursuit of the Project, the Consultant shall directly report to the CMT Chairperson for the preparation and completion of the deliverables.

The Consultant shall be accountable to the CMT Chairperson for the delivery of Project outputs and is expected to provide assistance/ guidance/advisory services to PNOC.

At the end of the project, and subject to the faithful compliance of the terms of engagement, the CMT Chairperson shall certify to the full compliance of the Consultant's work in accordance with the approved TOR and any other acceptable amendments or modifications, as may subsequently be agreed upon.

The engagement of the Consultant shall commence upon their receipt of the Notice to Proceed from PNOC.

## **9. APPROVED BUDGET FOR THE CONTRACT**

**Two Million Pesos (PhP 2,000,000.00)** inclusive of all applicable taxes and all other expenses.

## **10. Data Privacy and Non-Disclosure Agreement**

The Consultant shall conform to the Data Privacy Act and its related issuances, and any or all information that the Consultant may acquire, create, determine, discover and submit, including but not limited to the agreed deliverables and reports, shall be deemed property of PNOC and shall be subject to non-disclosure to any party without prior written approval of PNOC.



