



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF BUDGET AND MANAGEMENT
GENERAL SOLANO ST., SAN MIGUEL, MANILA

SECTION I. REQUEST FOR EXPRESSION OF INTEREST

CHANGE MANAGEMENT CONSULTING SERVICES

1. The Department of Budget and Management (DBM), through the *authorized appropriations under FY 2017 General Appropriations Act*, intends to apply the sum of *Sixteen Million Three Hundred Thousand Pesos (P16,300,000.00)* being the Approved Budget for the Contract (ABC) to payments under the contract for the Project, "Change Management Consulting Services." Bids received in excess of the ABC shall be automatically rejected at the opening of the financial proposals.
2. The DBM now calls for the submission of eligibility documents for Consulting Services of the above-mentioned project. The consultant shall act as the Ambassador-at-large for the Budget and Treasury Management System (BTMS) in order to ensure its successful implementation, roll-out, sustainability and irreversibility, in the perspective of promoting, enabling and embracing change in the Government, with special attention to the necessary organizational arrangements, and impact on human resources and on legal, policy and regulatory frameworks. Detailed service requirements are indicated in the Terms of Reference (TOR) of the Project (see Annex A).
3. The DBM will hold a meeting on the eligibility documents with the interested consultants (i.e., Consulting Firm/Group) on July 4, 2017, 9:00 a.m., at the Bids and Awards Committee (BAC) Conference Room, Ground Floor, DBM Building III, General Solano St., San Miguel, Manila, which shall be open to all interested parties.
4. Eligibility documents of interested consultants must be duly received by the BAC Secretariat on or before July 4, 2017, 9:00 a.m., at the BAC Conference Room, Ground Floor, DBM Building III, General Solano St., San Miguel, Manila. Applications for eligibility will be evaluated based on a non-discretionary "pass/fail" criterion.
5. Interested bidders may obtain further information from the DBM-BAC Secretariat and inspect the Bidding Documents at the address given below during office hours from 9:00 a.m. to 4:00 p.m.
6. A complete set of Bidding Documents may be acquired by interested Bidders on July 11, 2017 from the address below and upon payment of the applicable fee for the Bidding Documents, pursuant to the latest Guidelines issued by the GPPB, in the amount of Twenty Five Thousand Pesos (P25,000.00).

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It 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.

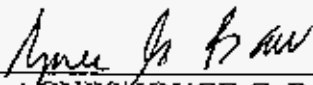
7. The BAC shall draw up the short list of consultants from those who have submitted Expressions of Interest and have been determined as eligible in accordance with the provisions of Republic Act (R.A.) No. 9184, otherwise known as the "Government Procurement Reform Act," and its Implementing Rules and Regulations (IRR). The short list shall consist of five (5) prospective bidders who will be entitled to submit bids. In accordance with Section 24 of R.A. No. 9184 and its IRR, the criteria and rating system for short listing are:
 - i. Applicable experience and capability of the consultant and members, in case of joint ventures, considering both the overall experience of the firms or, in the case of new firms, the individual experiences of the principal and key staff, including the times when employed by other consultants (45 points);
 - ii. Qualification of personnel who may be assigned to the Project vis-a vis extent and complexity of undertaking (40 points); and
 - iii. Current Workload Relative to Capacity (15 points).
8. 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.
9. The DBM shall evaluate bids using the Quality-Cost Based Evaluation (QCBE). The criteria and rating system for the evaluation of bids shall be provided in the Instructions to Consultants.
10. The contract shall be completed within one (1) year from receipt of Notice to Proceed.
11. The DBM 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.

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12. For further information, please refer to:

DBM-BAC Secretariat
Department of Budget and Management
Ground Floor, DBM Building III, General Solano St., San Miguel, Manila
Telefax No. 791-2000 local 3121
Email address: procurement@dbm.gov.ph



ATTY. AGNES JOYCE G. BAILEN
Chairperson, DBM-BAC

SECTION II. ELIGIBILITY DOCUMENTS

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CHECKLIST OF ELIGIBILITY REQUIREMENTS

I. Class "A" Documents –

Legal Documents

1. PhilGEPS Certificate of Registration (Platinum Membership with Annex A)

Technical Documents

2. Eligibility Documents Submission Form accompanied by the company's Secretary's Certificate or Special Power of Attorney (Use Annex B)
3. Statement of all Government and Private Contracts Completed which are Similar in Nature (Use Annex C)
4. Certificate of Good Standing and Satisfactory Completion or equivalent document (for Completed Contracts)
5. List of all Ongoing Government and Private Contracts Including Contracts Awarded but not yet Started (Use Annex D)
6. Statement of the Consultant's Nationality (Use Annex E)
7. Curriculum Vitae for the Proposed Professional Staff (Use Annex F)

Financial Document

8. Financial Document

II. Class "B" Document –

Legal Documents

9. 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 event that the bid is successful.

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Eligibility Documents

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:

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(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:
- (c) contain the name of the contract to be bid in capital letters;
 - (d) bear the name and address of the prospective bidder in capital letters;
 - (e) be addressed to the Procuring Entity's BAC specified in the **EDS**;
 - (f) bear the specific identification of this Project indicated in the **EDS**; and
 - (g) 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:
 - (h) the name of the prospective bidder;
 - (i) whether there is a modification or substitution; and
 - (j) 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.

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Section III. Eligibility Data Sheet

Eligibility Documents	
1.2	<i>No further instructions.</i>
1.3	<i>No further instructions.</i>
2.1(a)(ii)	<p>The List of all Ongoing Government and Private Contracts Including Contracts Awarded but not yet Started shall include all such contracts prior to August 1, 2017 (see Annex D for format).</p> <p>Likewise, the Statement of all Government and Private Contracts Completed which are Similar in Nature shall be submitted (see Annex C for format).</p>
2.1(a)(ii.7)	Proponent must show certification or any equivalent document from each of their client, as stated in the Statement of Completed Contracts form, that they are in good standing and have implemented similar projects (clause 9.1) to their client's expectations. This particular requirement of submitting certification or equivalent document shall only apply to contracts that are similar in nature to the project at hand.
4.1	Each prospective bidder shall submit one (1) original and two (2) copies of its eligibility documents.
4.3(e)	DBM-BAC Secretariat BAC Conference Room Department of Budget and Management Ground Floor, DBM Building III, General Solano St., San Miguel, Manila Telefax No. 791-2000 local 3121 Email address: procurement@dbm.gov.ph
4.3(f)	The name of the Project is "Change Management Consulting Services."
5	The address for submission of eligibility documents is BAC Conference Room, Ground Floor, DBM Building III, General Solano St., San Miguel, Manila.
8.1	<p>The place of opening of eligibility documents is the same with the above-mentioned address.</p> <p>The date and time of opening of eligibility documents is July 4, 2017, 9:00 a.m.</p>
9.1	Similar contracts shall refer to <i>Change Management Consulting Services</i> .
9.2	The BAC shall rank the consultants in descending order based on their total scores considering the criteria presented below, and identify the top five (5) eligible consultants as short listed consultants. Should less than the required number apply for eligibility and short listing, pass the

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eligibility check, and/or pass the minimum score required in the short listing, the BAC shall consider the same.
Scoring shall be based on eligibility documents submitted considering the following evaluation criteria:

- (i) Applicable experience and capability of the Consultant and members, in case of joint ventures, considering both the overall experience of the firms or, in the case of new firms, the individual experiences of the principal and key staff, including the times when employed by other consultants (45 points);
- (ii) Qualification of personnel who may be assigned to the Project vis-a-vis extent and complexity of undertaking (40 points); and
- (iii) Current workload relative to capacity (15 points).

The minimum score required for each criterion is as follows:

- (i) Applicable experience of the firm or firms in a joint venture (23 points);
- (ii) Qualification of personnel (20 points); and
- (iii) Current workload relative to capacity (7 points).

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SECTION IV. BIDDING FORMS

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TERMS OF REFERENCE

Consulting Services for Change Management for the Implementation of the Budget and Treasury Management System

INTRODUCTION

Implementation of a major integrated financial management system has been central to Public Financial Management (PFM) reforms since their genesis. The Government Integrated Financial Management Information System (GIFMIS) was defined as the technology centerpiece of the reforms in the establishment of the PFM Committee under Executive Order 55. The project aimed at phasing out the many disjointed financial management systems and processes through implementation of a common system that would simplify reporting.

In 2012-2013, a comprehensive conceptual design, together with functional and technical specifications, was developed for an integrated financial management information system covering fiscal planning, budget preparation, budget execution, and financial reporting. The government-wide project was tendered in 2013, but failed; a successful re-tendering in 2014 did not result in contract award. This was due to concerns of scalability, feasibility, costs, and benefits to the government considering its wide application. The project was recalibrated, and the BTMS was proposed. This scaled-down system will cover the DBM and the Bureau of Treasury (BTr) systems and functions for budget execution and accountability.

The implementation of the PFM Reforms for 2011-2015 has yielded many results that shifted the Government's PFM reform program trajectory to a higher level in terms of fiscal discipline and allocative and technical efficiency as well as transparency and citizen empowerment. However, there are examples of reform implementation delays that have adversely affected the operations of the national government agencies such as delay of the Unified Accounts Code Structure (UACS) rollout by one year with regard to accounting and reporting, and a UACS-compliant Electronic New Accounting System (e-NGAS) not being prepared on time. Also, no change management strategy has been developed as part of the PFM reform process, which would have been beneficial to ensure that the reform message was effectively communicated, understood, and implemented throughout the Government, especially regarding capacity building in national government agencies.

I. BACKGROUND

A. BUDGET AND TREASURY MANAGEMENT SYSTEM (BTMS) and CHANGE MANAGEMENT

The Government of the Philippines (GOP) has been actively pursuing various initiatives towards establishing a strong Public Financial Management (PFM) system in the country. In order to address the complexities and challenges in the

PFM environment in the country, GOP launched a comprehensive PFM reform program in February 2011.

Reengineering and modernization of businesses processes across PFM lifecycle is at the core of GOP PFM reform agenda. The Government is aiming towards phasing out disintegrated processes and systems through implementation of a common and an Integrated Financial Management Information System (i.e. GIFMIS). The government realizes that implementation of a nationwide financial management system is a long term program and is expected to take few years for system implementation and stabilization. Considering this, GOP is adopting a phased and incremental approach towards the GIFMIS implementation.

The BTMS is the first step in this process. BTMS is a common and integrated budget and treasury management information system that will replace the existing disintegrated budget management, treasury and cash management, accounting and reporting systems used by DBM and BTr for budget execution and accountability. It provides a sustainable government resource planning solution that is extensible and flexible, thereby supporting a range of public financial requirements, and adaptable to reform and modernization.

The BTMS will be piloted by the DBM and BTr as spending agencies, with the vision to provide DBM and BTr with a Core Treasury System to support the Budget Execution and Budget Accountability phases of the Budget Cycle. The project will then be rolled-out to high-value transaction agencies, specifically the Department of Public Works and Highways (DPWH), the Department of Education (DepEd), and the Department of Social Welfare and Development (DSWD), after the successful implementation with pilot agencies. Additional enhancements and extended features will be adapted in phases to support additional functional processes and interfaces with external systems, as originally planned for GIFMIS.

Considering the scope and complexity of the impact of the implementation of BTMS and the inherent risks and challenges involved in such an undertaking, there is a need for a comprehensive change management program to promote understanding and acceptance of BTMS by all stakeholders.

This change management program will consist of: (i) training programs to assist new BTMS users and DBM's systems support staff; (ii) a communications initiative to keep staff apprised of BTMS developments and plans; (iii) a centralized service desk to collect BTMS-related questions, disseminate responses to frequently asked questions (FAQs), and provide other assistance to DBM staff.

B. DBM TRAINING RESOURCES

At the DBM Central Office, training support is provided through the Human Resource Development Division (HRDD). The HRDD conducts DBM's internal training sessions; they also coordinate training provided by the DBM's suppliers. The assistance provided by the DBM through HRDD to its supplier-provided

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training sessions are largely limited to identification of participants, scheduling, and other logistical concerns such as secretariat support.

As of writing, neither the Central Office nor any of the Regional Offices have dedicated training facilities. Training Sessions in the Central Office are held either at the DBM Executive Lounge, DBM Library, or the DBM Multi-Purpose Hall. Since there are no rooms as big as the above-mentioned in the regional offices, participants from the Regional Offices would typically travel to the Central Office to attend training. When appropriate, the training sessions are brought to the regions, using conference rooms temporarily used as classrooms. Another option is for DBM to undergo the process of procurement a rental venue. There is also limited computer equipment for training.

For BTMS training, trainings will be conducted at the trainee-Agency's training venues, or in other venues as dictated by the trainee-Agency, or as suggested by the BTMS Project Management Office or the Consultant.

II. BTMS OBJECTIVES

The purpose of this procurement is to engage the services of a Change Management

Consultant ("Consultant") to, in conjunction with DBM, prepare and execute a Change Management Plan that will gain and maintain the buy-in of all BTMS stakeholders, leading to the smooth and successful implementation of BTMS.

The Change Management Team shall act as the Ambassador-at-large for BTMS in order to ensure its successful implementation, roll-out, sustainability and irreversibility, in the perspective of promoting, enabling and embracing change in the Government, with special attention to the necessary organizational arrangements, impact on human resources, and impact on legal, policy and regulatory frameworks. The Change Management Consultant shall be the face of BTMS and will act in multiple roles according to the stage of the BTMS project and respective demands, playing the roles of ambassador, evangelist, sponsor, facilitator, lobbyist, and rainmaker.

The Consultant will work with BTMS-Project Management Office (PMO) and other concerned units in helping DBM achieve the following objectives:

1. Address the concerns of BTMS stakeholders (i.e. users) with regards to their resistances and anxieties on the use of the new BTMS system.
2. Facilitate the smooth organizational transition of the DBM to new technologies, IT systems, work methods, and the use of workflow-driven information systems.
3. Provide training related services such as training design and development as well as training coordination, monitoring and evaluation.

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4. Provide soft skills training such as Effective Presentation Skills, Customer Service, etc. to the stakeholders based on their training needs.
5. Monitor progress of end user training for BTMS.

III. ROLE OF BTMS CONTRACTOR

The BTMS Contractor plays a critical role in providing first level training on BTMS. Specifically, the BTMS Contractor is tasked to provide training to the following:

- a. Master Trainers from each agency
- b. Application Administrators from each agency
- c. Service Desk Staff from each agency

The BTMS Contractor shall provide the Change Management Consultant with a concise but comprehensive briefer to familiarize them with the BTMS.

The BTMS Contractor shall also provide the following:

- a. Instructor Guides
- b. Presentation Slides
- c. End User Guides
- d. System Administrator Guides

IV. DURATION

The services of the Consultant shall be engaged for a period of twelve (12) months.

V. APPROVED BUDGET FOR THE CONTRACT

The maximum possible contract price for the services for the first twelve-month period is PESOS: SIXTEEN MILLION AND THREE HUNDRED THOUSAND ONLY (₱ 16,300,000.00). A bid in excess of this amount shall automatically be rejected at the opening of the financial proposal.

This amount shall be inclusive of twelve percent (12%) Value Added Tax (VAT) and other taxes imposed by the government. This amount shall be billed by the Consultant upon the submission of each deliverable according to the schedule specified by in Section VII. DELIVERABLES AND PAYMENT SCHEDULE.

Expenses and tools of the trade and other similar items necessary to enable the Consultant to carry out its commitments in accordance to this Terms of Reference shall be for the account of the Consultant.

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VI. SCOPE OF SERVICES AND DELIVERABLES

The Consultant is expected to design and provide professional services to develop and implement the BTMS Change Management Plan taking into account:

1. Agency's Organizational Culture

This should include the organization values, visions, norms, working language, and written and unwritten rules that have been developed over time. This also includes the defined priorities and strategies of an agency. Work ethics of employees must also be taken into account. Examples of these are willingness (or unwillingness) to extend work beyond regular office hours, and employee preferences as regards travelling for work.

2. Geographical distribution of the Agency's offices and personnel.

3. Internal stakeholder roles and needs.

4. Schedules and activities of an Agency, BTMS-PMO and BTMS Contractor and other consultants.

The Consultant shall design a vision and strategy for the rollout, adoption, sustainability, and irreversibility of BTMS.

The Consultant shall prepare and implement a succession plan to ensure key Government personnel will be ready to take over full responsibility for BTMS beyond the end of this assignment.

The Consultant shall deliver the following services in support of BTMS activities as part of an overall Change Management activity:

1. Communication

Crafting of internal messages and delivering these messages throughout the agencies' organization and to other BTMS stakeholders, as well as disseminating of messages and articles on the BTMS suited to buy-in support not only from the immediate stakeholders, but from civil society organizations, especially the media, and the public, as well.

2. Training Planning

Conduct of training needs analysis, developed learning hierarchies and curricula; and other tools to provide a detailed training road map for the following trainee groups:

a. Agency's Management (Head of Agency to Director Level)

b. Master Trainers

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- c. Application Administrators
- d. Service Desk Staff
- e. BTMS End Users

3. Training Facilitation and Evaluation

Coordinate, monitor and evaluate the training programs conducted by the BTMS Contractor.

Coordinate, conduct and provide assessment tools for non-IT based or soft trainings such as Effective Presentation Skills (for the Master Trainers), Customer Service (for the Service Desk Staff).

4. Training Materials Design and Development

Design and develop the participant guides, memory joggers, FAQs, Escalation Process Guides and other training materials that will be used for all the trainings.

5. Training Provision

Conduct of non-IT based or soft trainings and other training programs identified and approved by BTMS-PMO or the Agency as necessary training programs.

6. Service Desk Support

Mentor and coach the Support Desk Staff from the participating agencies to enable them to provide first level assistance to basic inquiries, e.g.:

- Basic functional and technical queries on BTMS

Using FAQs and Process Guides, the Support Desk Staff should be able to provide answers to basic queries on the use of BTMS such as logging in and out of the system and other basic system transactions, and to guide the users to the right personnel based on the approved escalation protocols

The comprehensive Change Management Plan will consist of: (i) the Communications Plan and (ii) the Training and Evaluation Plan. The Consultant shall implement these plans throughout the duration of the contract.

Task 1: Prepare an Inception Report

The Consultant will prepare and deliver to DBM an Inception Report, which shall contain the results framework and detailed work plan of activities for the implementation of the respective elements of the Change Management Plan.

The Inception Report will include:

1. Key assumptions and potential risks, success indicators and means of verification.
2. Measures to mitigate and address potential risks to the successful implementation of the change management initiatives.
3. Identification of stakeholders and a matrix showing the planned activities for each group of stakeholders. This will be conducted with the assistance of BTMS-PMO and the participating agency. The stakeholders to be covered include, but are not limited, to the following:
 - Agency's Management (Head of Agency to Director Level);
 - The Information Systems Group and the Operations Group of DBM;
 - Human Resource Management Group and other offices providing or arranging training in the NGA;
 - BTMS end-users.
4. Proposed activities for data gathering, facilitation and collaboration (such as surveys and focus group discussions) in order to evaluate the effectiveness of the change management activities being conducted.

Deliverable: Inception Report

Task 2: Design of a Communications Plan

The main focus of this task will be preparing and disseminating information regarding the timing and impact of BTMS activities in order to minimize resistance to the implementation of BTMS.

The Consultant must conduct an analysis of the stakeholders identified in the Inception Report. This stakeholder analysis should cover, but is not limited to, personnel readiness, expectation, future plans (such as other reform projects, IT projects, technology plans and organizational changes such as the Rationalization Plan), perceptions of change, etc. The Consultant shall identify internal issues and perceptions affecting the implementation of BTMS through the use of appropriate methods such as by conducting internal surveys and focus group discussions. The Consultant shall gauge employee attitudes and knowledge regarding change, in general, and BTMS, in particular. The Consultant shall use this analysis to inform the design of the Communications Plan.

The Communications Plan will provide details regarding resources (including those required from the Agency), milestones, timelines, and other details covering activities to:

1. Publicize within the pilot and rollout agencies and to other external stakeholders, BTMS activities, including those led by the BTMS Contractor

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and other consultants (e.g., Independent Assurer), PFM, as well as the Consultant's own activities.

2. Address issues coming out of the stakeholder analysis and data gathering that might impact the implementation and acceptance of BTMS.
3. Set appropriate expectations, correct misperceptions, and facilitate a smooth introduction and transition to BTMS. This may be done by utilizing a variety of communications tools, such as the Agency's existing internal publications; posting of FAQs on the Agency's internal website or technical library; publication of BTMS-specific posters, flyers, newsletters; and other means as may be appropriate to convey these messages.
4. Construct the plan for the Service Desk and how to manage its execution. The Service Desk Plan shall provide details on the handling of incoming service requests, use of outgoing campaigns to manage upcoming activities or as a means of broadcasting specific messages, and the Service Level Agreements (SLAs) for the different types of service requests. The Consultant shall also provide a service/request/ticketing system to be used by the contractor throughout the duration of their contract.
5. Elicit and report feedback on the response to, and acceptance of, the different components of the BTMS sub-activity (e.g., training provided by BTMS Contractor), and other reform activities. This should take into consideration the staggered timing of, and locations involved for, each of the different activities. The Consultant must use the feedback they gather to adjust their design of, and approach to, the implementation of the change management and training activities as they become necessary.
6. Include measures for the evaluation of the success of the Change Management activity.

Deliverable: Communications Plan

Task 3: Implementation of the Communications Plan

The Consultant shall implement the approved Communications Plan. The Consultant shall work closely with DBM's Budget Information and Training Service (BITS) and the Media Group in the Office of the Secretary (OSEC) to execute the Communications Plan.

Deliverable: Monthly Progress Reports

Task 4: Design and Development of the Training Plan

The Consultant shall design and develop the training plan for BTMS. This task shall include the conduct of a training needs analysis (TNA), development of curricula, identification and development of training tools, development of evaluation mechanisms for end-user readiness and the effectiveness of the training program, as well as training delivery and related logistics. Additional details follow:

Sub-task 4a. Conduct of Training Needs Analysis

The Consultant shall conduct a TNA for each of the following groups:

1. Master Trainers

The Agency shall identify officers to undergo Masters Training with the BTMS Contractor. Selection of the Master Trainers shall be done based on their functions (i.e. Registration, Filing, Payment, Audit) and their geographical location (based on their assigned ROs).

The Consultant shall conduct a TNA for Master Trainers that will assess their level of knowledge of their assigned functional area, as well as their presentation and training delivery skills.

2. End Users

Majority of the end users to be trained for BTMS are already users of the different e-Budget systems, hence a sufficient level of comfort in the use of computers and transactional information systems is expected for majority of the trainees. However, the complex nature of BTMS and organizational changes in an Agency due to the Rationalization Plan may introduce the expansion of the end-user base to include government employees who had previously no access to the different e-Budget systems.

The Consultant shall conduct a TNA for end-users that shall assess their capacity for use of automated transactional systems as opposed to manual systems.

3. Application Administrators

The Agency shall identify officers and staff who shall undergo training by the BTMS Contractor to become Application Administrators. Application Administrators shall be responsible for dealing with end users who are facing technical or process problems/queries with BTMS.

The Consultant shall conduct a TNA for Application Administrators that shall assess their knowledge of the functional area they are assigned to and their understanding of the system administration features.

The TNA shall also assess their soft skills that will make them more effective in dealing with end users, which may include telephone etiquette, requirements elicitation, customer service, etc.

4. Service Desk Staff

The Agency shall identify its service desk staff who shall undergo training by the BTMS Contractor. The TNA for Service Desk staffers shall assess their knowledge of their functional areas, telephone and written communication skills, and provide customer service capacity.

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Sub-task 4b. Design of the Training Curriculum

The training program shall include the following:

1. **Master Trainers' Training.** As noted above, it is the responsibility of the BTMS Contractor to provide the training to the Master Trainers.

The Consultant shall design and develop additional training programs for the Master Trainers which may include:

- Presentation skills training
- Facilitation Skills
- Principles of adult learning and practical techniques on application.

The Consultant shall also review and evaluate the Instructor Guide and Presentation Slides being used by the BTMS Contractor and shall make revision to improve these training materials. The Consultant shall also design and develop the Participant Guide (and other training materials required) and evaluation tools that shall be used during the End User Training.

2. **End User Training.** It bears stressing that end user trainings on BTMS will be conducted by the Agency Master Trainers using the improved Instructor Guide and Presentation Slides and the Participant Guide and evaluation tools developed by the Consultant.

Based on the TNA, however, the Consultant shall design and develop additional trainings or workshops that will help end-users understand and accept the changes brought about by BTMS.

3. **Application Administration Training.** It is the responsibility of the BTMS Contractor to provide the training to the Application Administrators.

The Consultant shall design and develop additional training programs for the Application Administrators which may include:

- Communication Skills
- Requirements Elicitation
- Customer service orientation, including: handling of complaints, dealing with difficult customers, guidelines on how to handle phone inquiries, and proper email communication.

The Consultant shall also provide training on the use of training materials and guides developed for the Application Administrators.

4. **Service Desk Training.** It is the responsibility of the BTMS Contractor to provide the training to the Service Desk Staff.

The Consultant shall design and develop additional training programs for the Service Desk Staff which may include:

- Communication Skills (such as telephone etiquette)
- Requirements Elicitation

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- Customer service orientation, including: handling of complaints, dealing with difficult customers, guidelines on how to handle phone inquiries, and proper email communication.

The Consultant shall also provide training on how to use the FAQs and Process and Escalation Guides.

Sub-task 4c. Definition of Training Schedule and Other Logistical Requirements

The Training Plan will provide details regarding resources, milestones, timelines, evaluation methods, measures of success, etc. covering:

1. Logistics (schedules, venues/locations, instructors, lists of trainees, etc.) and other details for the delivery of BTMS training to the agencies.

Specifically, schedule of end-user training should be synchronized with the BTMS roll out target dates. As of June 2017, the roll out target dates are provided in the table below.

	Phase	Target Date
Phase II	Budget Execution	June 2017
Phase III	Treasury Management	September 2017*
Phase IV	Budget Management	November 2017*
Phase V	BTMS Integrated Solution	January 2018*

* Target dates may change subject to contract implementation.

2. Coordination with the appropriate offices from the different agencies (such as HR, regional offices, etc.)
3. Training tools (including distance learning training tools, when appropriate); and
4. Training equipment, including laptops, training server, projector, printers, etc. as needed to support the training component of the rollout of BTMS.

Note: the training equipment (i.e. computers, internet connection, projector, printers, etc) and the training venue shall be provided by the agency. In exceptional cases, if the agency is unable to provide an adequate facility for a given session, the Consultant may be required to identify the venue and make recommendations to the BTMS-PMO and/or the agency on facilities which may have characteristics sufficient for the session's requirements, as well as support logistical arrangements to ensure the availability of venues. BTMS-PMO and/or the agency will be responsible for making payment to rent these facilities, and these amounts should not be included as part of the Consultant's Price Proposal.

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Sub-task 4d. Design of the Training Evaluation Plan

The Consultant shall design and develop a Training Evaluation Plan and require that BTMS users evaluate the training they receive. Results of the evaluations shall be used for improvement of the training activities and materials in succeeding training activities.

Deliverable: Training and Evaluation Plan

Task 5: Development and Preparation of Training Materials and Service Desk Guides

As previously noted, Consultant shall be provided slots in the Master's Training to be conducted by the BTMS Contractor. With this training, the Consultant is expected to acquire the basic knowledge and skills to design and develop the Participant Guides (for the end user training) and all the training tools required to implement the Training Curriculum and guide materials for the use of the Application Administrators and Service Desk Staff. The training materials and guides shall include:

1. Participant Guides for the end user training
2. Memory joggers for the Master Trainers, End-users, Application Administrators, and Service Desk staff
3. Training manuals for soft skills training provided to Master Trainers, Application Administrators and Service Desk staff
4. FAQs for the use of the Service Desk (and which may be distributed to end-users)
5. Functional cheat sheets for the use of the Service Desk
6. Scripts and guides for the use of the Service Desk

The Consultant shall also review the Instructor Guides and other materials developed by the BTMS Contractor and improve on these materials to maximize the application of adult learning principles, and improve the usability of the training.

Considering the task to be accomplished, it is thus recommended that Consultant's personnel who will be assigned to attend the Master's Training shall have the following minimum qualifications:

- College degree
- At least five (5) years' work experience as an instructional designer
- Has undertaken at least three (3) similar projects as trainer or facilitator

Deliverable: Training Materials and Service Desk Guides

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Task 6: Coordination

The Consultant shall coordinate with the agency through the BTMS-PMO for the execution of the Change Management activities (including communication, training, etc.) at each location to avoid conflicts with other activities.

The Consultant shall:

1. Coordinate with the agency for the use of any of the agency's facilities, including venues and equipment;

If the training venue and equipment cannot be provided by the agency, assist the agency and BTMS-PMO in making logistical arrangements such as renting the external facilities and equipment (e.g. rental of meeting rooms, audio-visual equipment) and processing the necessary paperwork that complies with the reimbursement policies of the agency;

2. Coordinate with BTMS Contractor on provision of trainings to Application Administrators and Service Desk Staff;
3. Coordinate with Master Trainers on provision of end-user trainings;
4. Coordinate with participants regarding activities and schedules, including sending of reminders via e-mail or SMS on training dates.

Deliverable: Monthly Progress Reports

Task 7: Implementation and Evaluation of the Training Plan

The Consultant shall implement the Training Plan as approved under Task 4.

The Consultant shall provide training based on the approved TNA conducted for the following groups:

1. Master Trainers

The Consultant shall provide the soft skills training to the Master Trainers as identified and approved in the Training Plan.

The Consultant shall evaluate the trainings conducted by the BTMS Contractor to the Master Trainers.

2. End Users

The Consultant shall coordinate the provision of trainings by Master Trainers to end-users, and ensure that all BTMS end-users undergo the appropriate training and evaluation of readiness to use BTMS.

The Consultant shall evaluate the trainings conducted by the Master Trainers to the end users.

3. Application Administrators

The Consultant shall provide the soft skills training to the Application Administrators as identified and approved in the Training Plan. The Consultant shall also provide training on the use of training materials and guides developed for the Application Administrators.

The Consultant shall coordinate the provision of trainings by the BTMS Contractor to the Application Administrator.

4. Service Desk staffers

The Consultant shall provide the soft skills training to the Service Desk Staff as identified and approved in the Training Plan. The Consultant shall also provide training on the use of training materials and guides, and SLA monitoring guides and tools developed for the Service Desk Staff.

The Consultant shall coordinate the provision of trainings by the BTMS Contractor to the Service Desk Staff.

Based on evaluation results, the Consultant shall make modifications to the training tools, design, and delivery for improvement and to address any issues surfaced by the evaluation.

The training schedule shall coincide and needs to be completed before (or about the same time) as the BTMS modules are rolled out. The Consultant shall refer to the BTMS Workplan and the BTMS Training Plan to assist in crafting the training schedules.

Deliverable: Monthly Progress Reports; Final Training Reports for Phase II, Phase III, Phase IV, and Phase V; and a Succession Paper on how to ensure BTMS Sustainability

Task 8: Service Desk Support

The Service Desk shall be manned by the employees of each Agency.

The Consultant shall coach and mentor the Service Desk Staff to enable the Service Desk Staff to provide the following functions:

1. Implement the approved Service Desk Plan;
2. Provide first-level assistance to basic inquiries regarding BTMS, including:
 - a. Basic technical queries, such as logging in and out of the system and other similar troubleshooting with regard to BTMS access and use;
 - b. Basic system transactions, to be defined with the BTMS Supplier;

c. Inquiries on implementation schedules as they affect the end-users;

3. Act as a consolidator for BTMS-related inquiries, providing the required responses when available (see previous item on first-level assistance) or escalating the inquiries to BTMS Supplier, other offices (e.g. ICTSS, PMO), as may be necessary.
4. Conduct outgoing campaigns to manage upcoming activities or as a means of broadcasting specific messages;

The Consultant shall provide tools to monitor compliance to agreed SLAs.

Deliverable: Monthly Progress Reports

VII. DELIVERABLES AND PAYMENT SCHEDULE

No.	Deliverable	Description	Due date	Approximate % of Contract Price
1	Inception Report	As described in Item III Scope of Services and Deliverables	30 days after Commencement Date	5%
2	Communications Plan	As described in Item III Scope of Services and Deliverables	15 days after acceptance of Inception Report	5%
3	Training and Evaluation Plan	As described in Item III Scope of Services and Deliverables	15 days after acceptance of Inception Report	5%
4	Monthly Progress Reports	Progress reports on the implementation of the Communications Plan, the Training Plan, Training Coordination, and operation of the Service Desk	End of every month	60% (5% per month)
5	Training Report for Phase II	Final Training Report on Phase II	10 days after Conduct of Training.	5%

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6	Training Report for Phase III	Final Training Report on Phase III	10 days after Conduct of Training.	5%
7	Training Report for Phase IV	Final Training Report on Phase IV	10 days after Conduct of Training.	5%
8	Training Report for Phase V	Final Training Report on Phase V	10 days after Conduct of Training.	5%
9	Final Report Succession Paper	Summary Report of all activities should include a compendium of all final deliverables Paper on how to ensure BTMS Sustainability	End of the Contract 6 months before end of the assignment	5%

VIII. CHANGE MANAGEMENT QUALIFICATIONS (FIRM)

The Consultant shall be a firm with experience of at least three (3) full-cycle information systems implementations and has a minimum of ten (10) years of experience in organizational change management.

Managed by one main Change Management Expert/ Team Leader, there shall be two working teams: one handling the pilot group, and the other handling the roll-out group. Additional positions (including support staff, subject matter experts, etc.) deemed necessary may be proposed. Curriculum Vitae (CVs) shall be submitted for all key positions whether identified herein or proposed as additional position. Submission of CVs is optional but preferred for non-key positions.

The Consultant shall be a firm which shall fill the following key positions with full-time personnel meeting the minimum qualifications set for each position as stated:

Key positions	Qualifications
Team Leader - 1 position	<ul style="list-style-type: none"> • Filipino / a Citizen • Holds a Master's Degree in a relevant subject; ideally in Economics, Finance, Accounting, or Public Administration • Minimum of 15 years practical experience, and with relevant experience of Public Financial Management reforms in one or more of the following fields: budget execution, accounting and fiscal reporting; treasury systems, cash management, and debt

Signature

	<p>management; legal framework for budgeting, treasury, and fiscal management; internal control and internal audit; external control and external audit; and financial management information systems. An experience in the government or an advisory position within an advisory agency in the Government of the Philippines is a plus.</p> <ul style="list-style-type: none"> • Deep understanding of the current challenges of the Government of the Philippines • Significant experience with change management, including organizations, people, policy, processes, and legal framework • Strong communication skills and interpersonal skills • Ability to work as part of a team and maintain effective and cooperative relations with government officials and other stakeholders • Fluent in the English and Filipino language
<p>Change Management Experts – 4 positions</p>	<ul style="list-style-type: none"> • Filipino / a Citizen • Holds a Bachelor's Degree in a relevant subject; ideally in Economics, Finance, Accounting, or Public Administration • Minimum of 7 years practical experience of Public Financial Management reforms in one or more of the following fields: budget execution, accounting and fiscal reporting; treasury systems, cash management, and debt management; legal framework for budgeting, treasury, and fiscal management; internal control and internal audit; external control and external audit; and financial management systems. An experience in the government or an advisory position within an oversight agency in the Government of the Philippines is a plus. • Deep understanding of the current challenges of the Government of the Philippines • Experience with change management, including organizations, people, policy, processes, and legal framework • Strong communication skills and interpersonal skills • Ability to work as part of a team and maintain effective and cooperative relations with government officials and other stakeholders • Fluent in the English and Filipino language

IX. REPORTING AND WORKING ARRANGEMENTS

1. The Consultant shall report to the BMTS Steering Committee Chair and PFM Committee Chair, DBM Undersecretary Laura B. Pascua, to the DBM Chief Information Officer, Undersecretary Lilia C. Guillermo, and to the Concurrent Head of the Budget Information and Training Service, DBM Assistant Secretary Amelita D. Castillo, Budget Policy and Strategy Group.

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2. The Consultant shall coordinate and work closely with the BTMS Steering Committee members, PFM Committee, Senior Officials at oversight agencies (DBM, Btr, and COA), Senior Officials at National Government Agencies being rolled out to, third party consultants (e.g. PFMP, FPI), Government partners (Procurement Service, DICT, DOST-ASTI, BIR, BOC, BSP, PCHC, Landbank, etc.) and other relevant stakeholders.
3. The Consultant shall coordinate and work closely with the BTMS Project Manager and Assistant Project Manager, the BTMS Project Management Office, and the Budget Information and Training Service who shall ensure that information, management and staff assistance are available to the Consultant.
4. The Consultant shall coordinate and work closely with the BTMS Contractors to ensure that all the training materials are updated and synchronized with the latest BTMS version.
5. The DBM shall provide the Consultant with a work area with internet access during office hours for the duration of the project.
6. Other resources such as office equipment, supplies and other logistical requirements to complete/deliver the scope of services shall be provided by the Consultant.

X. OTHER ITEMS

A. Disclaimer

There will be no employer-employee relationship between the DBM and the Consultant, nor between the former and the agents of the latter.

B. Property of DBM

Any and all works (including source codes) resulting from the engagement as originating from this TOR shall be the sole property of the DBM which shall be turned over whenever required by the DBM.

C. Warranty

The Consultant warrants that its personnel are properly supervised, and legally and technically competent to provide and conduct the required scope of work as originating from this TOR. The DBM may demand for replacement of the Consultant's personnel if the performance and/or knowledge level is found below the expectation for the required services.

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REPUBLIC OF THE PHILIPPINES
Department of Budget and Management
GENERAL SOLANO STREET, SAN MIGUEL, MANILA

BIDDING DOCUMENTS

FOR

CHANGE MANAGEMENT CONSULTING SERVICES (PART I)

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CONFORME

LILIA C. GUILLERMO

Undersecretary

**Office of the Chief Information
Officer**

AMELITA D. CASTILLO

Assistant Secretary

Budget Policy and Strategy Group

of

ELIGIBILITY DOCUMENTS SUBMISSION FORM

[Date]

Department of Budget and Management

Bids and Awards Committee

Building III, Gen. Solano St.

San Miguel, Manila

Ladies/Gentlemen:

In connection with your Request for Expression of Interest dated *[insert date]* for Change Management Consultancy Service, *[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

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**Statement of all Government and Private Contracts
Completed which are Similar in Nature**

Business Name: _____

Business Address: _____

Name of Client	Date of the Contract	Kinds of Consulting Services	Amount of Contract	Date of Delivery	End User's Acceptance or Official Receipt(s) Issued for the Contract
<u>Government</u>					
<u>Private</u>					

Submitted by : _____
(Printed Name and Signature)

Designation : _____

Date : _____

Instructions:

- a) Projects should be completed within the two (2) years immediately preceding August 1, 2017.
- b) Completed contract:
- (i) If there are more than twenty (20) similar completed contracts in a year, state at least 20 completed contracts for said year.
 - (ii) If there are 20 or less similar completed contracts in a year, state all completed contracts for said year.
 - (iii) If there is no similar completed contract in a year, state none or equivalent term. This shall not be a basis for disqualification.

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**List of all Ongoing Government and Private Contracts Including
Contracts Awarded but not yet Started**

Business Name: _____

Business Address: _____

Name of Client	Date of the Contract	Kinds of Consulting Services	Value of Outstanding Contracts	Date of Delivery
<u>Government</u>				
<u>Private</u>				

Submitted by : _____

(Printed Name and Signature)

Designation : _____

Date : _____

Instructions:

- i. State all ongoing contracts including those awarded but not yet started (government and private contracts which may be similar or not similar to the project being bid) prior to August 1, 2017.
- ii. If there is no ongoing contract including awarded but not yet started as of the aforementioned period, state none or equivalent term.

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STATEMENT OF THE CONSULTANT'S NATIONALITY

Department of Budget and Management
 Bids and Awards Committee
 Building III, Gen. Solano St.
 San Miguel, Manila

Ladies/Gentlemen:

In compliance with the requirements of the Department of Budget and Management – Bids and Awards Committee (DBM-BAC) for the bidding of the Change Management Consultancy Service, I/we hereby declare the following:

1. [Select one and delete the rest].

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

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

[If foreign entity consultant] That (Name of the consultant) 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 Personnel:

Name of Proposed Personnel	Proposed Position	Nationality	Proof of Identification
1.	Team Leader		
2.	Change Management Expert 1		
3.	Change Management Expert 2		
4.	Change Management Expert 3		
5.	Change Management Expert 4		

3. That attached herewith are the Curriculum Vitae of the above-mentioned personnel (*Annex/es* ____); and

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4. That the undersigned is/are the authorized representative/s for this public bidding as evidenced by herewith attached notarized authority.

Very truly yours,

Signature: _____
Name and Title of Authorized Signatory: _____
Name of Consultant/Company: _____
Address: _____ Contact No/s. _____

(Note: Please attach the notarized authority of the consultant's representative for the public bidding for this project)



FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

FIRM'S PROFILE

Name of Firm		
Form of Organization	Year Established	
Business Address		
Principal Contact Person		
Telephone Number	Fax Number	Email
General Description and Technical Capabilities		

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Field of Specialization and Type of Services

Field	Service Provided	Experience (No. of Years)

Company Officers and Key Personnel

Name	Position	Education	Expertise	Years with Firm	Age

Current Number of Personnel

Position	Number		
	Full time	Part time	Total

96

Awards, Certifications, Relevant Distinctions		
Name	Given By	Date

Signature: _____
 Name and Title of Authorized Signatory: _____
 Name of Consultant/Company: _____

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CURRICULUM VITAE (CV) FOR PROPOSED KEY PROFESSIONAL STAFF

Proposed Team:		<i>Please check:</i>			
<input type="checkbox"/>		<input type="checkbox"/>			
Key Personnel		Staff			
Name of Position:					
Personal Information					
Name of Staff					
Address		Contact No.	Email Address		
Date of Birth		Citizenship	Civil Status		
Work Experience (start from the current employment)					
Company Name	Inclusive Dates		Total <i>(Years, Months)</i>	Position Title	Actual Duties and Responsibilities
	From	To			

CV

Current Workload *(include workload on projects from other companies, if any)*

Company Name	Inclusive Dates		Total	Position Title	Actual Duties and Responsibilities
	From	To	<i>(Years, Months)</i>		

Relevant Training *(start from the most recent)*

Course Title	Inclusive Dates		Location	No. of Hours	Conducted / Sponsored by
	From	To			

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Education *(start from the most recent)*

School	Inclusive Dates		Degree Course	Scholarships / Academic Honors Received
	From	To		

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 experience.

Signature

Date: _____

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