

## REQUEST FOR QUOTATION

	Date:	_
Company/Business Name:		
Address:		
Business/Mayor's Permit No.:		
TIN:		
PhilGEPS Registration Number (required):		

The Maritime Industry Authority (MARINA), through its Bids and Awards Committee (BAC), intends to procure the CONSULTANCY SERVICES FOR COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEM (CBHRMS) OF THE MARITIME INDUSTRY AUTHORITY (MARINA) in accordance with Section 53.9 (Negotiated Procurement – Small Value Procurement) of the Updated 2016 Revised Implementing Rules and Regulations of Republic Act No. 9184.

Please submit your duly signed quotation addressed to the Bids and Awards Committee (BAC) Chairperson and to the given address below, on or before 11.00 of 10 August 2024, subject to the compliance with the Terms and Conditions provided on this Request for Quotation (RFQ):

#### ATTY. MARIA ROWENA B. HUBILLA

BAC Chairperson
MARINA BAC Office, 10<sup>th</sup> Floor MARINA Building,
Bonifacio Drive cor., 20<sup>th</sup> Street, Port Area, Manila, Philippines.
Telephone No.: +632) 8524-6518

Email: bacsec@marina.gov.ph

Interested service provider shall also submit a copy of the following documents and along with the signed quotation/proposal on or before the above specified deadline of submission of quotation:

- a. Valid PhilGEPS Registration/ PhilGEPS Registration Number:
- b. Updated Business/ Mayor's Permit; and
- c. Curriculum Vitae of Consultants/SME

The Supplier/Service Provider with the Single/Lowest Calculated Quotation shall submit its Omnibus Sworn Statement (GPPB – Prescribed forms), Income/Business Tax Return (for ABC's above Php500k) within a non-extendible period of five (5) calendar days from the receipt of the notice of Single/Lowest Calculated Quotation

#### BIDS AND AWARDS COMMITTEE

A. Bonifacio Avenue corner 20th Ave. corner Railroad Street, South Harbor, Port Area, Manila

(+632) 8524-6518 | marina.gov.ph | bacsec@marina.gov.ph

RFQ - CONSULTANCY SERVICES FOR COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEM (CBHRMS) OF THE MARITIME INDUSTRY AUTHORITY (MARINA)

The Head of the Procuring Entity (HoPE) of the MARINA reserves the right to reject any and all quotations, declare a failure of procurement, or not award the contract at any time prior to contract award in accordance with Sections 35.6 and 41 of the 2016 revised IRR of RA No. 9184, without thereby incurring any liability to the affected bidder or bidders.

For any clarification, you may contact the BAC Secretariat at (+632) 8524-6518 or email address at <a href="mailto:bacsec@marina.gov.ph">bacsec@marina.gov.ph</a>.

By the Authority of the Bids and Awards Committee:

Atty. MARIVIC S. RAMOS

Head, Bids and Awards Committee Secretariat

#### INSTRUCTIONS:

Note: Failure to follow these instructions will disqualify your entire quotation.

- (1) Do not alter the contents of this form in any way.
- (2) The use of this RFQ is highly encouraged to minimize errors or omissions of the required mandatory provisions. In case of any changes, bidders must use or refer to the latest version of the RFQ, except when the latest version of the RFQ only pertains to deadline extension.

If another form is used other than the latest RFQ, the quotation shall contain all the mandatory requirements/provisions including manifestation on the agreement with the Terms and Conditions below.

In case a prospective supplier/service provider submits a filled-out RFQ with a supporting document (i.e., a price quotation in a different format), both documents shall be considered unless there will be discrepancies. In this case, provisions in the RFQ shall prevail.

- (3) All technical specifications must be complied with. Failure to comply with the mandatory requirements shall render the quotation ineligible/disqualified.
- (4) Quotations may be submitted through electronic mail at <a href="mailto:bacsec@marina.gov.ph">bacsec@marina.gov.ph</a>.
- (5) Quotations, including documentary requirements, received after the deadline shall not be accepted. For quotations submitted via electronic mail, the date and time of receipt indicated in the e-mail shall be considered.

#### TERMS AND CONDITIONS:

- Bidders shall provide correct and accurate information required in this form.
- 2. Any interlineations, erasures or overwriting shall be valid only if they are signed or initialed by you or any of your duly authorized representative/s.
- 3. Price quotation/s must be valid for a period of FORTY-FIVE (45) calendar days from the date of submission.
- Price quotation/s, to be denominated in Philippine peso shall include all taxes, duties and/or levies payable.
- 5. Quotations exceeding the Approved Budget for the Contract shall be rejected.
- In case of two or more bidders are determined to have submitted the Lowest Calculated Quotation/Lowest Calculated and Responsive Quotation, the MARINA shall adopt and employ "draw lots" as the tie-breaking method to finally determine the single winning provider in accordance with GPPB Circular 06-2005.
- Award of contract shall be made to the lowest quotation which complies with the technical specifications, requirements and other terms and conditions stated herein.
- 8. The item/s shall be delivered according to the accepted offer of the bidder.
- Item/s delivered shall be inspected on the scheduled date and time of the MARINA. The delivery of the item/s shall be acknowledged upon the delivery to confirm the compliance with the technical specifications.
- 10. Payment shall be made after delivery and upon the submission of the required supporting documents, i.e. Order Slip and/or Billing Statement, by the supplier, contractor, or consultant. Our Government Servicing Bank, i.e. the Land Bank of the Philippines, shall credit the amount due to the identified bank account of the supplier, contractor, or consultant not earlier than twenty-four (24) hours, but not later than forty-eight (48) hours, upon receipt of our advice. Please note that the corresponding bank transfer fee, if any, shall be chargeable to the account of the supplier, contractor, or consultant. in accordance with existing accounting rules and regulations. Please note that the corresponding bank transfer fee, if any, shall be chargeable to the supplier's account.
- 11. Liquidated damages equivalent to one tenth of one percent (0.1%) of value of the goods not delivered within the prescribed delivery period shall be imposed per day of delay. The MARINA may terminate the contract once the cumulative amount of liquidated damages reaches ten percent (10%) of the amount of the contract without prejudice to other courses of action and remedies open to it.
- 12. The Procuring Entity may cancel or terminate the contract at any time in accordance with the grounds provided under RA No. 9184 and its updated 2016 revised IRR.
- 13. The RFQ, Purchase Order (PO), and other related documents for the above-stated Procurement project/s shall be deemed to form part of the contract.

After having carefully read and accepted the Instructions and Terms and Conditions, I/we submit our quotation/s for the item/s as follows:

D	DESCRIPTION		Statement of Compliance ("Comply" or "Not Comply")	Unit Cost (Vat Inclusive)	Total Cost (Vat Inclusive)
DELIVERABLES/I	NTERVENTION	S			
The major delivera service at the end expected as facilitation	of this contract a	re the output			
DELIVERABLES	OUTPUT	TIMELINE			
First Course: Competency Modeling and Profiling	Detailed and Updated Job Description for MARINA     Plantilla	August – September 2024			
Second Course: Development of Competency- Based QS and JDs	Positions •Competency- Based Profile Framework				
Third Course: Competency Assessment Fourth Course:	Modules (to facilitate Competency- Based Profiling)	October – November 2024			
Integration into HR System	1 Tolling)				
			Statement of Comp	oliance ("Com	ply" or "Not
SCOPE OF THE S	ERVICES				
The consultancy se not limited to the fo					
1. Competency	Modeling and P	rofiling:			
requirements	and identify com s using various m onary interviews etc.);	nethods			

DESCRIPTION	Statement of Compliance ("Comply" or "Not Comply")
<ul> <li>Develop and update Core and Leadership Competency Frameworks; and</li> <li>Update Technical Competencies of MARINA Plantilla positions through conducting workshops to MARINA identified competency profilers.</li> <li>Review of key documents (e.g. Strategy, organization, job descriptions, staff regulations) and engage in consultations with senior management and staff. On this basis, deliver an inception report outlining (a) preliminary findings, questions, recommendations.</li> </ul>	
2. Development of Competency-Based Qualification Standards (QS) and JDs through conducting Writeshops on Competency-Based lob Descriptions (JDs):	
<ul> <li>Review and enhance existing Job Description (JDs) and ensure that they are all Competency-Based Job Descriptions (JDs);</li> <li>Review Position Profiles, Competency Matrix, QS, and Assessment Tools generated during the Writeshops; and</li> <li>Identify and define the competencies (including their descriptions) required for each position and come up with a clear framework to increase employee performance and productivity.</li> <li>Develop the technical/functional competency model to include the competency title definition, elements and the rubrics/progression of proficiency with indicators for each competency of the offices and divisions.</li> </ul>	
Competency Assessment:	
Evaluate and refine the competency	

framework; and

and Assessment Plans

· Develop Position and Person Profiling

 Provide the training design and conduct the Training on Competency-Based Assessment for the job sectors' division

DESCRIPTION	Statement of Compliance ("Comply" or "Not Comply")
chiefs/head of offices on how to properly use the competencies in assessing potential and development needs of their subordinates.  Prepare and present the Competency-Based Assessment Tool and process.  Facilitate the Calibration of Competency Assessment Results and present recommendation for L&D intervention	
4. Integration into HR System:	
<ul> <li>Formulate policies and processes for integration; and</li> <li>Draft Integration Plan and final project report</li> <li>Conduct of Post Implementation Review</li> </ul>	
QUALIFICATION AND ELIGIBILITY REQUIREMENTS FOR HIRING CONSULTANT	
The Subject Matter Expert/Service Provider, with its Principal/Lead Consultant and Associate Consultants, must meet the following qualifications:	
Must have extensive knowledge in the development and implementation of Competency-based human resource management system;	
2. Has the experience and expertise in assisting government agencies in crafting and formulating competency-based framework for their Plantilla positions;	
Must have completed at least five (5) organizational development projects relevant to competency-based systems for private and government agencies in the last three (3) years; supported with certification of very satisfactory evaluation of past completed outputs;	

DESCRIPTION	Statement of Compliance ("Comply" or "Not Comply")
4. Must have a team for project implementation composed of highly competent individuals with the following qualifications which shall be supported with their Curriculum Vitae:	
Lead Consultant: With at least twenty (20) years of experience in human resource management and development; and with Master's degree relevant to Human Resource and Organizational Development; and	
Associate Consultants: With at least five (5) experience in development of competency-based systems; and with experience in the development of competency-based systems.	
5. Must possess the ability to provide advanced technologies for automating competency-based processes, ensuring efficiency and accuracy in implementation.	
Must possess the ability to offer a technology transfer and provide user cases in the talent management.	
7. Must be an accredited Learning and Development Institute (ALDI) of the Philippine Civil Service Commission (CSC), or acknowledged and/or certified by the same Commission as Subject Matter Expert (SME) or equivalent as pool member.	
Must be PhilGEPS accredited.	
Must submit updated Mayor's     Permit/Business Permit	
Must submit certified Curriculum Vitae of Consultants/SME	
11. Must submit Latest Business Income Tax Return	

DESCRIPTION	Statement of Compliance ("Comply" or "Not Comply")
RESPONSIBILITIES OF THE SERVICE PROVIDER	
The service provider is expected to divide the above scopes of work into not less than three (3) courses and not shorter than three (3) days per workshop. At the end of each course, a coaching session of not shorter than four (4) hours per session shall be provided by the consultant to all participants except for the coaching session following the last course which shall be attended by the HRMDD staff. Likewise, the service provider is expected to deliver/secure the following:	
<ul> <li>Develop a detailed workshop materials;</li> <li>Conduct workshops and coaching;</li> <li>Provide electronic copies of materials;</li> <li>Submit terminal and summary reports; and</li> <li>Accommodate up to fifty (50) participants and issue certificates of completion.</li> </ul>	
The winning provider shall submit an implementation plan subject to the concurrence of the end user.	
INTELLECTUAL PROPERTY RIGHTS AND CONDITIONS	
<ol> <li>All materials produced or acquired under the terms of this consultancy shall remain the property of the MARINA.</li> <li>The MARINA, furthermore, retains the exclusive right to publish and disseminate the reports, studies and outputs arising from such materials even after the termination of the consultancy.</li> <li>The intellectual property rights in any work or material used in this project belonging to the consultant/s or their party created independently of this project shall remain with the consultant/s or third party and may not be used without prior written consent of the consultant/s or third party or for any purpose other than the implementation hereof.</li> </ol>	
Uphold strict confidentiality of all information that will arise on all materials/information discussed during the course of the work and adhere to the rules under the Data Privacy Act of 2012 (RA 10173) and the PRC Policy on Data Privacy.	

DESCRIPTION		TION	Statement of Compliance ("Comply" or "Not Comply")
TERMS AND	CONDITIONS		
shall be Procust amour the time.  2. Adjust made increase service adjustreshall be procusted and the procustors.	ne promptly reporting Entity, stational entity, stational entity in the content of the content to the content to the content of the content of the content on the content o	tract price may be ges resulting in the in the delivery of	
Payment shather following:  PAYMENT TRANCHE	III be made up	PAYMENT REQUIREMENTS	
	500/ -611		
1st Payment	50% of the contract price agreed	Completion of the first two (2) courses	
1st Payment 2nd Payment		Completion of the first	
	contract price agreed 50% of the contract price	Completion of the first two (2) courses  Completion of	
2nd Payment TOTAL	contract price agreed 50% of the contract price agreed 100% of the contract price	Completion of the first two (2) courses  Completion of remaining courses	

#### FINANCIAL OFFER

# Terms of Payment:

- 1. Send Bill Arrangement;
- Within fifteen to thirty (15-30) calendar days upon of billing invoice/ Statement of Account;
- Payment shall be made through List of Due and Demandable Accounts Payable with Advice to Debit Account (LDDAP-ADA); and
- 4. The supplier shall provide the bank Account wherein payment will be credited.

  Preferably Landbank Account otherwise, bank charges shall be borne by the supplier

	se, bank charges shall be borne by the supplier.
Payment Details:	
Banking Institution :	
Account Number :	
Account Name	
(should be the exact account	
name as registered in the	
bank):	
Bank Branch :	
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HUMAN RESOURCE MANAGEMENT SYS	ICY SERVICES FOR COMPETENCY-BASED TEM (CBHRMS) OF THE MARITIME INDUSTRY TY (MARINA)
Approved Budget for the Contract	IT (MARINA)
(ABC)	Total Offered Quotation
Seven Hundred Twenty-Thousand Pesos (PHP720,000.00)	In words:
(inclusive of all applicable taxes and other charges)	In figures:
	Signature over Printed Name
	Position/Designation
	Office Telephone/Fax/Mobile Nos.
	Email address/es

#### **TERMS OF REFERENCE**

# PROCUREMENT OF CONSULTANCY SERVICES FOR COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEM (CBHRMS) OF THE MARITIME INDUSTRY AUTHORITY (MARINA)

#### I. RATIONALE

The Maritime Industry Authority (MARINA) seeks to enhance its human resource management by implementing competency-based profiling for its Plantilla positions as required in the Maturity Level 3 of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) of the Civil Service Commission.

#### II. OBJECTIVES

The primary objective of this consultancy is to:

- Achieve a consistent job-personnel-organization fit for more efficient delivery of MARINA services to the public;
- Review and assess the current Job Descriptions (JD) and come up with a more specific/comprehensive Competency-Based JDs for all MARINA Plantilla positions. Currently, the Human Resource Management and Development Division (HRMDD) possesses consolidated JDs only for salary Grade 11 to Salary Grade 26 positions;
- Develop the Position Profiles that identify the competencies required for each position (Core, Organizational, Leadership and Technical/Functional and the necessary level of proficiency threat; and
- Design modules to facilitate competency-based profiling which shall be used by the Agency for future reference.

#### III. PROJECT DESCRIPTION

This project is a critical step for MARINA to ensure that its workforce is aligned with the agency's mandates alongside adherence to the rules and regulations set by the Civil Service Commission. This activity is towards the effective integration of the four (4) core functions of the HRMDD; 1) Recruitment, Selection and Placement (RSP); 2) Learning and Development (L&D); 3) Performance Management (PM); 4) Rewards and Recognition (R&R).

By establishing a competency-based framework and providing targeted training, MARINA aims to enhance employee performance, streamline recruitment processes aligned with the Omnibus Rules on Appointments and Other Human Resource Actions (ORAORA), and introduce a culture of continuous improvement and professional development.

Further, by implementing an effective Competency-Based Human Resource Management System, individual employees become more effective leading to a more dynamic and more competent human resource system in support of the Authority's strategic direction. Implementation of CBHRMS is designed to minimize redundancy and enhance operational efficiency through facilitation of an effective assessment tool both for incoming new hires and present MARINA employees through capacity building aligned to their current functions and to the needs of their service units.

#### IV. SCOPE OF THE SERVICES

The consultancy services will include, but are not limited to the following activities:

- 1. Competency Modeling and Profiling:
  - Review JDs and identify competency requirements using various methods (such as visionary interviews, focus group discussions, etc.);
  - Develop and update Core and Leadership Competency Frameworks; and
  - Update Technical Competencies of MARINA Plantilla positions through conducting workshops to MARINA identified competency profilers.
  - Review of key documents (e.g. Strategy, organization, job descriptions, staff regulations) and engage in consultations with senior management and staff. On this basis, deliver an inception report outlining (a) preliminary findings, questions, recommendations.
- Development of Competency-Based Qualification Standards (QS) and JDs through conducting Writeshops on Competency-Based Job Descriptions (JDs):
  - Review and enhance existing Job Description (JDs) and ensure that they
    are all Competency-Based Job Descriptions (JDs);
  - Review Position Profiles, Competency Matrix, QS, and Assessment Tools generated during the Writeshops; and
  - Identify and define the competencies (including their descriptions) required for each position and come up with a clear framework to increase employee performance and productivity.
  - Develop the technical/functional competency model to include the competency title definition, elements and the rubrics/progression of proficiency with indicators for each competency of the offices and divisions.

#### 3. Competency Assessment:

- Evaluate and refine the competency framework; and
- Develop Position and Person Profiling and Assessment Plans
- Provide the training design and conduct the Training on Competency-Based Assessment for the job sectors' division chiefs/head of offices on how to properly use the competencies in assessing potential and development needs of their subordinates.
- Prepare and present the Competency-Based Assessment Tool and process.

- Facilitate the Calibration of Competency Assessment Results and present recommendation for L&D intervention.
- 4. Integration into HR System:
  - Formulate policies and processes for integration; and
  - Draft Integration Plan and final project report
  - Conduct of Post Implementation Review

# V. QUALIFICATION AND ELIGIBILITY REQUIREMENTS FOR HIRING CONSULTANT

The Subject Matter Expert/Service Provider, with its Principal/Lead Consultant and Associate Consultants, must meet the following qualifications:

- 1. Must have extensive knowledge in the development and implementation of Competency-based human resource management system;
- 2. Has the experience and expertise in assisting government agencies in crafting and formulating competency-based framework for their Plantilla positions;
- 3. Must have completed at least five (5) organizational development projects relevant to competency-based systems for private and government agencies in the last three (3) years; supported with certification of very satisfactory evaluation of past completed outputs;
- 4. Must have a team for project implementation composed of highly competent individuals with the following qualifications which shall be supported with their Curriculum Vitae:
  - Lead Consultant: With at least twenty (20) years of experience in human resource management and development; and with Master's degree relevant to Human Resource and Organizational Development; and
  - Associate Consultants: With at least five (5) experience in development of competency-based systems; and with experience in the development of competency-based systems.
- Must possess the ability to provide advanced technologies for automating competency-based processes, ensuring efficiency and accuracy in implementation.
- 6. Must possess the ability to offer a technology transfer and provide user cases in the talent management.
- Must be an accredited Learning and Development Institute (ALDI) of the Philippine Civil Service Commission (CSC), or acknowledged and/or certified by the same Commission as Subject Matter Expert (SME) or equivalent as pool member.
- 8. Must be PhilGEPS accredited.
- 9. Must submit updated Mayor's Permit/Business Permit
- 10. Must submit certified Curriculum Vitae of Consultants/SME
- 11. Must submit Latest Business Income Tax Return

## VI. DUTIES AND RESPONSIBILITIES OF THE CONTRACTING PARTIES

#### A. RESPONSIBILITIES OF THE SERVICE PROVIDER

The service provider is expected to divide the above scopes of work into not less than three (3) courses and not shorter than three (3) days per workshop. At the end of each course, a coaching session of not shorter than four (4) hours per session shall be provided by the consultant to all participants except for the coaching session following the last course which shall be attended by the HRMDD staff. Likewise, the service provider is expected to deliver/secure the following:

- Develop a detailed workshop materials;
- Conduct workshops and coaching;
- Provide electronic copies of materials;
- · Submit terminal and summary reports; and
- Accommodate up to fifty (50) participants and issue certificates of completion.

The winning provider shall submit an implementation plan subject to the concurrence of the end user.

# B. RESPONSIBILITIES OF THE MARITIME INDUSTRY AUTHORITY (MARINA)

- Provide a Technical Staff which shall serve as the focal person
- Provide the final list of participants
- Coordinate with participants on the schedule and output requirements
- Provide logistical requirements
- Create a technical working group that will serve as focal committee to endorse and approve project outcomes.

#### VII. DELIVERABLES/INTERVENTIONS

The major deliverables of this consultancy service, and as stated on the above objective, at the end of this contract, the following output are expected as facilitated by the consultant:

DELIVERABLES	OUTPUT	TIMELINE
First Course: Competency Modeling and Profiling Second Course: Development of Competency-Based QS and JDs	<ul> <li>Detailed and Updated Job Description for MARINA Plantilla Positions</li> <li>Competency-Based Profile Framework</li> </ul>	August – September 2024
Third Course: Competency Assessment Fourth Course: Integration into HR System	<ul> <li>Modules (to facilitate</li> <li>Competency-Based Profiling)</li> </ul>	October – November 2024

## VIII. APPROVED BUDGET FOR THE CONTRACT

The Approved Budget for the Contract (ABC) is **SEVEN HUNDRED TWENTY THOUSAND PESOS ONLY (P720,000.00)** inclusive of all applicable taxes and other charges, is available for this undertaking which shall be charged against the MARINA Central Office funds for FY 2024.

#### IX. TERMS OF PAYMENT

Payment shall be made upon the completion of the following:

PAYMENT TRANCHE	AMOUNT	PAYMENT REQUIREMENTS
1 <sup>st</sup> Payment	50% of the contract price agreed	Completion of the first two (2) courses
2 <sup>nd</sup> Payment	50% of the contract price agreed	
TOTAL	100% of the contract price agreed	

Furthermore, the following conditions must be observed for the payment of the consultancy fee:

- 1. Send Bill Arrangement;
- 2. Within fifteen to thirty (15-30) calendar days upon of billing invoice/ Statement of Account;
- 3. Payment shall be made through List of Due and Demandable Accounts Payable with Advice to Debit Account (LDDAP-ADA); and
- The supplier shall provide the bank Account wherein payment will be credited.
   Preferably Landbank Account otherwise, bank charges shall be borne by the supplier.

## X. INTELLECTUAL PROPERTY RIGHTS AND CONDITIONS

- 1. All materials produced or acquired under the terms of this consultancy shall remain the property of the MARINA.
- 2. The MARINA, furthermore, retains the exclusive right to publish and disseminate the reports, studies and outputs arising from such materials even after the termination of the consultancy.
- 3. The intellectual property rights in any work or material used in this project belonging to the consultant/s or their party created independently of this project shall remain with the consultant/s or third party and may not be used without prior written consent of the consultant/s or third party or for any purpose other than the implementation hereof.

 Uphold strict confidentiality of all information that will arise on all materials/information discussed during the course of the work and adhere to the rules under the Data Privacy Act of 2012 (RA 10173) and the PRC Policy on Data Privacy.

#### XI. TERMS AND CONDITIONS

- Any delay affecting the delivery of services shall be promptly reported in writing to the Procuring Entity, stating the cause, the amount of time involved, and its impact on the timetable and work schedule.
- 2. Adjustment to the contract price may be made in case of changes resulting in the increase or decrease in the delivery of services contracted. An equivalent adjustment on the contract price, time or both shall be agreed upon in writing by the contracting parties.

## XII. DURATION OF THE CONSULTANCY

The selected provider shall perform the services outlined herein for a period of **no** longer than four (4) months commencing upon receipt of the Notice to Proceed or any other period as may be subsequently agreed by the parties in writing.

# XIII. OFFICIAL CONTACT PERSON

KAROL C. PONCE

Officer-in-Charge Human Resource Management and Development Division Bonifacio Drive corner 20<sup>th</sup> Street, Port Area, Manila (02) 8525-6119

Prepared by:

KABOL C. PONCE OIC, HRMDD

Reviewed by:

CIRILA ANTONIA T. HERNANDE

Head, TWG for Consultancy

Approved by:

CHERYL V. PASCUA

Director II, MFAS