



NATIONAL DEVELOPMENT COMPANY

PHILIPPINE BIDDING DOCUMENTS

PROCUREMENT OF CONSULTANCY SERVICES FOR THE DEVELOPMENT OF THE INCUBATION PROGRAMS FOR THE MARIKINA ENTERPRISE SCALE-UP HUB (MESH)

Government of the Republic of the Philippines

**Project Reference No.:
MR24-10-137**

**Approved Budget:
₱ 10,000,000.00**

116 Tordesillas St., Salcedo Village, Makati City

**Fifth Edition
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PART I

Section I. Request for Expression of Interest

REQUEST FOR EXPRESSION OF INTEREST FOR THE PROCUREMENT OF CONSULTANCY SERVICES FOR THE DEVELOPMENT OF THE INCUBATION PROGRAMS FOR THE MARIKINA ENTERPRISE SCALE-UP HUB (MESH)

1. The National Development Company (NDC) (hereinafter called “Procuring Entity”), through the Department of Trade and Industry (DTI) - Competitiveness and Innovations Group (CIG) 2024 Budget, intends to apply the sum of Ten Million Pesos (₱10,000,000.00) being the Approved Budget for the Contract (ABC) to payments under the contract for Procurement for the Consultancy Services for the Development of Incubation Programs for the Marikina Enterprise Scale-Up Hub (MESH), with Project Reference No. MR24-10-137. Bids received in excess of the ABC shall be automatically rejected at the opening of the financial proposals.
2. The NDC now calls for the submission of eligibility documents for the Procurement for the Consultancy Services for the Development of Incubation Programs for the Marikina Enterprise Scale-Up Hub (MESH). Eligibility documents of interested consultants must be duly received by the NDC Bids and Awards Committee (BAC) Secretariat on or before December 18, 2024, 1:00 pm (7th Floor Clock) at 7th floor, NDC Building, 116 Tordesillas St., Salcedo Village, Makati City. Applications for eligibility will be evaluated based on a non-discretionary “pass/fail” criterion.
3. Interested bidders may obtain further information and inspect the Eligibility Documents from NDC BAC Secretariat and inspect the Bidding Documents at the address given below from 8:00 A.M. to 5:00 P.M.
4. A complete set of bidding documents may only be acquired by interested Bidders beginning **December 11, 2024** from the address below and upon payment of the applicable fee for the Bidding Documents, pursuant to the latest Guidelines issued by the Government Procurement Policy Board (GPPB), in the amount of Ten Thousand Pesos (₱10,000.00).

National Development Company
7th Floor, NDC Building, 116 Tordesillas St.,
Salcedo Village, Makati City

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.

5. The BAC shall draw up the shortlist of prospective bidders from those who have submitted Expression of Interest, including the eligibility documents, and have been determined as eligible in accordance with the provisions of Republic Act 9184 (RA 9184), otherwise known as the “Government Procurement Reform Act”, and its Implementing Rules and Regulations (IRR) and as set out in the Terms of Reference (TOR). The shortlist shall consist of the top five (5) qualified prospective bidders who will be considered in the

determination of the Highest Rated Bid (entitled to submit bids.) The criteria and rating system for shortlisting are:

Criteria for Shortlisting	Weight
I. Applicable work experience of the Consultant Firm	45%
II. Qualification of key personnel to be assigned to the Project	50%
III. Current workload relative to capacity	5%
TOTAL SCORE	100%

The prospective bidders must pass the required minimum score of sixty percent (60%) to be shortlisted. Failure of the prospective bidders to meet any of the minimum requirements will be disqualified and will not be considered in the shortlisting.

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

In addition, 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.

7. The Procuring Entity shall evaluate bids using the *Quality-Cost Based Evaluation/Selection (QCBE/QCBS)* procedure. The Procuring Entity shall indicate the weights to be allocated for the Technical and Financial Proposals. The criteria and rating system for the evaluation of bids shall be provided in the Instructions to Bidders.

The Technical and Financial Proposal shall be given weights of 85% and 15%, respectively:

RATING CRITERIA FOR SHORTLISTED BIDDER

MESH PROGRAM

A. Technical Proposal (85%)

Criteria	Max Score	Actual
Qualification of personnel to be assigned	50	
a. Experience in the area to be validated	25	
<ul style="list-style-type: none"> ● Overall Project Leader <li style="padding-left: 40px;">With at least 13 years <li style="padding-left: 40px;">With 10-12 years 	7 5	

With 5 to 9 years	3	
<ul style="list-style-type: none"> Team Leader for Research With at least 6 years With at least 4 years 	4 2	
<ul style="list-style-type: none"> Team Leader for Collaboration With at least 6 years With at least 4 years 	4 2	
<ul style="list-style-type: none"> Technical/ Subject Matter Specialist(1) With at least 5 years With at least 3 years 	2 1	
<ul style="list-style-type: none"> Technical/ Subject Matter Specialist(2) With at least 5 years With at least 3 years 	2 1	
<ul style="list-style-type: none"> Technical/ Subject Matter Specialist(3) With at least 5 years With at least 3 years 	2 1	
<ul style="list-style-type: none"> Technical/ Subject Matter Specialist(4) With at least 5 years With at least 3 years 	2 1	
<ul style="list-style-type: none"> Technical/ Subject Matter Specialist(5) With at least 5 years With at least 3 years 	2 1	
b. Education	18	
<ul style="list-style-type: none"> Overall Project Leader With MS or PhD relevant to the job With BS/AB degree or work experience relevant to the job 	4.5 3	
<ul style="list-style-type: none"> Team Leader for Research With MS or PhD relevant to the job With BS degree relevant to the job 	3 2	
<ul style="list-style-type: none"> Team Leader for Collaboration With MS or PhD relevant to the job With BS degree relevant to the job 	3 2	
<ul style="list-style-type: none"> Technical/ Subject Matter Specialist(1) With MS relevant to the job With BS/AB degree relevant to the job 	1.5 1.0	
<ul style="list-style-type: none"> Technical/ Subject Matter Specialist(2) With MS relevant to the job With BS/AB degree relevant to the job 	1.5 1.0	
<ul style="list-style-type: none"> Technical/ Subject Matter Specialist(3) With MS relevant to the job With BS/AB degree relevant to the job 	1.5 1.0	

<ul style="list-style-type: none"> • Technical/ Subject Matter Specialist(4) With MS relevant to the job With BS/AB degree relevant to the job 	1.5 1.0	
<ul style="list-style-type: none"> • Technical/ Subject Matter Specialist(5) With MS relevant to the job With BS/AB degree relevant to the job 	1.5 1.0	
c. Certifications in Innovation Management	7	
<ul style="list-style-type: none"> • GIMI 	5	
<ul style="list-style-type: none"> • Other Certifications 	2	
Experience and Capability of the Consultant/ firm	25	
a. Similar projects conducted for startup in/ for Private Sector 6 projects and up 4 to 5 projects 1-3 projects	10 10 5	
a. Similar projects conducted for startup in/ for the Government Sector 6 projects and up 4-5 projects 1-3 projects	15 10 5	
Adequacy of the proposed methodology and work plan in responding to the TOR	25	
a. Completeness and clarity of work plan and timeline	0-25	

The shortlisted bidder/s must pass the required minimum technical score of 60 points in order to qualify for the consideration of its Financial Proposal.

B. Financial Proposal (15%)

Using the formula: $Sf = 100 \times F1/F$

Where:

SF = Financial Score of the Financial Proposal under consideration

F1 = Price of the lowest financial proposal

F = Price of financial proposal under consideration

- The contract shall be completed within *127 calendar days as set out in the TOR.*
- The NDC 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.

10. For further information, please refer to:

MR. JOHNIEREY A. CUETO

Head, BAC Secretariat

National Development Company

7th Floor, NDC Building, 116 Tordesillas St.,

Salcedo Village, Makati City

Tel. Nos.: (02) 8840-4838 to 47 local 232

Fax No.: (02) 8840-4862

E-mail Address: jacueto@ndc.gov.ph

NDC website: www.ndc.gov.ph

December 11, 2024

(Originally Signed)

AGM ALEWIJN AIDAN K. ONG

NDC BAC Chairperson

Section II. 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:
 - (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.

Financial Documents

- (iv) The consultant's audited financial statements, showing, among others, the consultant's total and current assets and liabilities, stamped "received" by the BIR or its duly accredited and authorized institutions, for the preceding calendar year which should not be earlier than two (2) years from the date of bid submission.
- (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 shortlisted 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.

Section III. Eligibility Data Sheet

Eligibility Data Sheet

Eligibility Documents	
1.2	See Section III of the attached Terms of Reference (TOR)
1.3	No further instructions.
2.1(a)(ii)	The statement of all ongoing and completed government and private contracts shall include all such contracts within the last ten (10) years prior to the deadline for the submission and receipt of eligibility documents.
2.1(a)(ii.7)	<u>Notice of Award or Notice to Proceed (in case of government project) or Contract Agreement (in case of private project), and 1) Certificate of Satisfactory Completion or Certificate of Final Acceptance or 2) any other equivalent documents.</u>
4.1	<p>Each prospective bidder shall submit one (1) original and two (2) copies of its eligibility documents. The original copy of the documents, which cannot be submitted, should be stamped and signed as “Certified True Copy of the Original” by the duly authorized representative of the bidder. All these eligibility documents shall be enclosed in one main envelope accompanied by the Eligibility Documents Submission Form, which is attached as ANNEX E in the Eligibility Forms.</p> <p>Labeling and marking instructions:</p> <p>a. All documents should be properly tabbed and bound; and</p> <p>b. Envelope should bear the warning “DO NOT OPEN BEFORE December 18, 2024”</p> <p>Illustration: Sample format of labeled envelope:</p> <p><u>ORIGINAL COPY, COPY-1, and COPY-2 – ELIGIBILITY DOCUMENTS</u></p> <p>ALEWIJN AIDAN K. ONG Chairperson, NDC Bids and Awards Committee National Development Company NDC Building, 116 Tordesillas St. Salcedo Village, Makati City</p> <p>Submitted by: BIDDER’S COMPANY NAME BIDDER’S CONTACT DETAILS</p>
4.3(e)	<p>ALEWIJN AIDAN K. ONG Chairperson, Bids and Awards Committee National Development Company 7th Floor, NDC Building, 116 Tordesillas Street Salcedo Village, Makati City</p>

4.3(f)

Bid for: Procurement for the Consultancy Services for the Development of Incubation Programs for the Marikina Enterprise Scale-Up Hub (MESH), Project Reference No. MR24-10-137

5.0	<p>The address for submission of eligibility documents is:</p> <p>ALEWIJN AIDAN K. ONG Chairperson, Bids and Awards Committee National Development Company 7th Floor NDC Building, 116 Tordesillas Street Salcedo Village, Makati City</p> <p>The deadline for submission of Eligibility Documents is December 18, 2024 at 1:00 pm (7th Floor, NDC Clock).</p>										
8.1	<p>The place of opening of eligibility documents is at the ABB Hall, Penthouse, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City.</p> <p>The date and time of opening of eligibility documents is December 18, 2024 at 2:00 P.M.</p> <p>Eligibility Documents will be open to all prospective bidders. <u>Late submission shall not be accepted.</u></p>										
9.1	<p>Similar contracts shall refer to consulting service/s for designing incubation programs for startups similar to the Scope of the Project as set out in the TOR.</p>										
9.2	<p>The shortlist shall consist of the top five (5) qualified prospective bidders who will be considered in the determination of the Highest Rated Bid (HRB). Criteria and rating system for shortlisting are:</p> <table border="1" data-bbox="475 1279 1374 1480"> <thead> <tr> <th data-bbox="475 1279 1198 1323">Shortlisting Criteria and Rating System</th> <th data-bbox="1198 1279 1374 1323">%</th> </tr> </thead> <tbody> <tr> <td data-bbox="475 1323 1198 1361">Applicable work experience of the Consultant</td> <td data-bbox="1198 1323 1374 1361">45%</td> </tr> <tr> <td data-bbox="475 1361 1198 1400">Qualification and work experiences of key personnel</td> <td data-bbox="1198 1361 1374 1400">50%</td> </tr> <tr> <td data-bbox="475 1400 1198 1438">Current workload relative to capacity</td> <td data-bbox="1198 1400 1374 1438">5%</td> </tr> <tr> <td data-bbox="475 1438 1198 1480">TOTAL</td> <td data-bbox="1198 1438 1374 1480">100%</td> </tr> </tbody> </table> <p>The prospective bidders must pass the required minimum score of sixty percent (60%) to be shortlisted. Failure of the prospective bidders to meet any of the minimum requirements will be disqualified and will not be considered in the shortlisting.</p>	Shortlisting Criteria and Rating System	%	Applicable work experience of the Consultant	45%	Qualification and work experiences of key personnel	50%	Current workload relative to capacity	5%	TOTAL	100%
Shortlisting Criteria and Rating System	%										
Applicable work experience of the Consultant	45%										
Qualification and work experiences of key personnel	50%										
Current workload relative to capacity	5%										
TOTAL	100%										

Eligibility Forms

ANNEX A

STATEMENT OF ALL ON-GOING AND COMPLETED GOVERNMENT AND PRIVATE CONTRACTS INCLUDING CONTRACTS AWARDED BUT NOT YET STARTED, WITHIN THE LAST TEN (10) YEAR

A. SIMILAR PROJECTS

Project Name / Name of the contract	Name of Client	Location of the Contract /Client Location	Date of Award of the Contract	Start Date (Month/Year)	Completion Date (Month/Year)	Type & Brief Description of Actual Consulting Services	Consultant's Role (whether Main consultant, subcontractor , or partner in JV)	Amount of Contract (in Php)	Contract Duration	Document presented to validate completion or award to the proponent

Note: Similar contracts shall refer to consulting service/s for **designing incubation programs for startups** similar to the Scope of the Project as set out in the TOR.

B. RELATED PROJECTS

Project Name / Name of the contract	Name of Client	Location of the Contract /Client Location	Date of Award of the Contract	Start Date (Month/Year)	Completion Date (Month/Year)	Type & Brief Description of Actual Consulting Services	Consultant's Role (whether main consultant, subcontractor , or partner in JV)	Amount of Contract (in Php)	Contract Duration	Document presented to validate completion or award to the proponent
1.										
2.										
3.										
4.										
5.										
Notes: Provide extra rows / extra sheet if needed										

ANNEX B

**STATEMENT OF CONSULTANT'S NATIONALITY AND CONFIRMING
THAT THOSE WHO WILL ACTUALLY PERFORM THE SERVICES ARE
REGISTERED PROFESSIONALS**

Date: _____

ALEWIJN AIDAN K. ONG
Chairperson
Bids and Awards Committee
National Development Company
NDC Building, 116 Tordesillas St.
Salcedo Village, Makati City

Dear **Mr. Ong**:

In compliance with the requirements of the National Development Company – Bids and Awards Committee (NDC-BAC) for the bidding of Consultancy Services for the Development of the Incubation Programs for the Marikina Enterprise Scale-Up Hub (MESH), Project Reference No. MR24-10-137, I/We hereby declare the following:

1. Select one, 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. Having key personnel as follows:

- a. Who will perform the service shall have the mandatory requirements as set forth under Clause 1.2 of the **EDS**:

Name of Personnel	Assignment	Nationality
1	Overall Project Leader	
2	Team Leader for Research	
3	Team Leader for Collaboration with SMEs	
4	SME 1	
5	SME 2	
6	SME 3	
7	SME 4	
8	SME 5	

Attached for your reference are the Curriculum Vitae of the above-mentioned key personnel.

3. 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. _____

ORGANIZATIONAL CHART

ANNEX C

LIST OF KEY IN-HOUSE OFFICERS AND PERSONNEL

A. KEY OFFICERS

Name	Position
1	
2	
3	
4	
5	

B. KEY PERSONNEL

Name	Position
1.	
2.	
3.	
4.	
5.	

This is to certify that the statement and information above is true and correct.

Printed Name and Signature of
Authorized Representative

Date

ANNEX D

Format of Curriculum Vitae (CV) for the Key Personnel to be assigned to the Project

Proposed Position: **e.g. Overall Project Leader**

Name of Firm: _____

Name of Staff: _____

Profession: _____

Date of Birth: _____

Years with Firm/Entity: _____

Nationality: _____

Detailed Tasks Assigned: _____

Education:

School	Date attended	Degree Obtained

(Provide extra rows if needed)

Similar Position Held on Completed Projects:

Similar Position Held	Project	Date undertaken	Location	No. of Years
Total				

(Provide extra rows if needed)

Similar Position Currently Holding on Present Projects:

Similar Position Held	Project	Date undertaken	Location	No. of Years
Total				

(Provide extra rows if needed)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience. Further, the undersigned commits to work for the Project once the contract is awarded to the firm which I work for.

Date: _____

[Signature of staff member]

ANNEX E

ELIGIBILITY DOCUMENTS SUBMISSION FORM

[Date]

National Development Company
7th floor, NDC Building, 116 Tordesillas Street,
Salcedo Village, Makati City

Ladies/Gentlemen:

In connection with your Request for Expression of Interest dated *[insert date]* for the Procurement for the Consultancy Services for the Development of the Incubation Programs for the Marikina Enterprise Scale-Up Hub (MESH), *[Name of Consultant]* hereby expresses interest in participating in the eligibility and shortlisting 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, LGUs, or autonomous regional government, including foreign government/foreign or international financing institution; 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 shortlisted or not.

We further acknowledge that failure to sign this Eligibility Document Submission Form shall be a ground for our disqualification.

Yours sincerely,

Signature
Name and Title of Authorized Signatory
Name of Consultant
Address

CHECKLIST OF ELIGIBILITY DOCUMENTS

PROCUREMENT FOR THE CONSULTANCY SERVICES FOR THE DEVELOPMENT OF INCUBATION PROGRAMS FOR THE MARIKINA ENTERPRISE SCALE-UP HUB (MESH)

1. Original Copy of Eligibility Documents
2. Copy 1 of Eligibility Documents
3. Copy 2 of Eligibility Documents
4. Eligibility Documents Submission Form (Using the prescribed format attached as Annex E)

Class “A” Documents

5. Legal Documents
 - a. PhilGEPS Certificate of Registration and Membership in accordance with Section 8.5.2 of the IRR.
6. Technical Documents
 - a. Statement of all on-going and completed government or private contracts, including contracts awarded but not yet started, if any, within the last ten (10) years prior to the deadline for the submission and receipt of eligibility documents. (Using the prescribed format attached as Annex A)
 - b. Notice of Award or Notice to Proceed (in case of government project) or Contract Agreement (in case of private project), and 1) Certificate of Satisfactory Completion or Certificate of Final Acceptance or 2) any other equivalent documents.
 - c. Statement of consultant confirming that those who will actually perform the service are registered professional authorized by the appropriate regulatory body to practice those professions. (Using the prescribed format attached as ANNEX B in the Eligibility Forms of Eligibility Documents)
7. List of in-house key officers and personnel (using the prescribed format as attached ANNEX C)
8. Curriculum Vitae (using the prescribed format attached as ANNEX D) in the Eligibility Forms of Eligibility Documents) of the following key personnel:
 1. Curriculum Vitae of the following key personnel:
 - A. Overall Project Leader
 - B. Team Leader for Research

C. Team Lead for Collaboration

D. Subject Matter Experts (5)

(b) Class “B” Document –

If applicable, the 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 No. 9184.

Reminders:

This checklist serves only as a guide to the bidders. It is still the responsibility of each bidder to make sure it complies with the requirements.

PART II

Bidding Documents

Section I. Notice of Eligibility and Shortlisting

[Insert Date]

[Name and Address of Shortlisted Bidders]

Dear *[Addressee]*:

1. The National Development Company (hereinafter called “Procuring Entity” has received financing (hereinafter called “funds”) from the Department of Trade and Industry (DTI) - Competitiveness and Innovations Group 2024 Budget (hereinafter called the “Funding Source”) toward the cost of the Procurement for the Consultancy Services for the Development of Incubation Programs for the Marikina Enterprise Scale-Up Hub (MESH), Project Reference No. MR24-10-137. The Procuring Entity intends to apply a portion of the funds in the amount of Ten Million Pesos (₱10,000,000.00) to eligible payments under the contract for Procurement for the Consultancy Services for the Development of Incubation Programs for the Marikina Enterprise Scale-Up Hub (MESH), Project Reference No. MR24-10-137, for which the Bidding Documents is issued.
2. The Procuring Entity now invites bids to provide the following Consulting Services:

The Department of Trade and Industry(DTI), in partnership with the NDC, is set to launch the Philippine Innovation Hub - Marikina Enterprise Scale-Up Hub (iHub-MESH) Project. The iHub will serve as a groundbreaking platform where startups, as well as Micro, Small, and Medium Enterprises, can engage in innovative programs and activities. This initiative aims to create a dynamic innovation facility designed to also foster the growth of the footwear sector and other creative industries. By providing a dedicated space and programs, the Project seeks to support and advance the entrepreneurial efforts of these smaller businesses, helping them to thrive and drive innovation within their respective fields. The Marikina Enterprise Scale-up Hub(MESH) Program is focused on the incubators of the startup ecosystem. The MESH programs aim to provide all the necessary tools, utilizing its facilities, services and activities, to equip the budding entrepreneur (incubator) to set up, stabilize and grow the business into one that is revenue generating, in order to level up the incubator into an accelerator in the startup ecosystem.

Objectives

1. **Create comprehensive incubation programs** for the Marikina Enterprise Scale-Up Hub that focus on startup development, validation, and scaling of MSMEs that prioritize Marikina-based industries like the creative industries. These programs will be designed to provide tailored support, including founder development sessions, market

- validation activities, and access to capital, ensuring startups are investment-ready and primed for growth.
2. **Develop a strategic program design** for the 5-year ecosystem rollout of MESH Program, with a focus on laying the foundation for its first-year implementation, ensuring the seamless establishment of critical infrastructure, resources, and programs that foster innovation and provide comprehensive support for startups.
 3. **Facilitate the alignment of key stakeholders**, including government agencies, private sector partners, investors, and academia, to foster collaboration and ensure that MESH functions as the nucleus of the startup ecosystem. This will drive innovation, support startup growth, and ensure that incubation programs are aligned with national innovation policies.
 4. **Enable the integration of scalable services and resources** within the incubation programs, including capacity-building initiatives, mentorship, and technology platforms. These services will support founder development, validation activities, and training seminars that enhance knowledge of innovation tools and frameworks, ensuring startups are well-rounded and ready for growth.
 5. **Establish a program/ system for measuring the impact of the incubation programs**, focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development.

Scope of the Project

1. Deliver **ready-to-implement incubation programs** based on a strategic roadmap designed by the consultant for the year 2025 rollout of MESH, with a primary focus on improving the investment readiness of 100 startups and MSMEs, out of which **20 will be investment-ready** and **10 will qualify** for the Startup Venture Fund by the end of the incubation cycle. These plans will include timelines, resource allocation, and key milestones to ensure a seamless rollout of activities.
2. Establish a system that ensures the **alignment of key stakeholders**, including government agencies, private sector investors, and academia, to support the goals of MESH starting in 2025. This will outline roles and responsibilities to foster collaboration and maximize resource-sharing and program success.
3. Create a comprehensive plan for **capital access**, detailing how startups within the incubation programs will engage with venture capitalists, angel investors, and government funding sources. This plan will ensure startups can secure funding and utilize critical resources, ready for implementation by January 2025.

4. Develop a system for **measuring startup success**, with clear key performance indicators to track startup progress, investment readiness, and impact on the ecosystem, to be activated in 2025.

More details on the services are provided in the Terms of Reference (TOR) for the project.

3. The Consultant shall be selected and employed in accordance with Quality-Cost Based Evaluation/Selection (QCBE/QCBS) procedures as described in the Bidding Documents.
4. This notice has been addressed to the following shortlisted bidders:

[Insert list of shortlisted bidders]
5. It is not permissible for you to transfer this invitation to any other consultant.
6. The Bidding Documents may be acquired at the 7th floor, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City during *[insert office hours, e.g. 8:00 a.m. to 5:00 p.m.]* {Insert if necessary: upon payment of an applicable fee for the Bidding Documents, pursuant to the latest Guidelines issued by the GPPB, in the amount of Ten Thousand Pesos (₱10,000.00)}.
7. The National Development Company will hold a Pre-Bid Conference on *[insert time and date]* at the ABB Hall, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City, and through videoconference via Zoom, which shall be open to all shortlisted bidders.¹

Yours sincerely,

*[Insert signature, name, and title of the
Procuring Entity's Representative]*

¹ May be deleted in case the ABC is less than One Million Pesos (PhP1,000,000) where the Procuring Entity may not hold a pre-bid conference.

Section II. Instructions to Bidders

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A. General

1. Introduction

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

2. Conflict of Interest

- 2.1. The Funding Source’s policy requires that Consultants provide professional, objective, and impartial advice and at all times hold the Procuring Entity’s interests paramount, without any consideration for future work, and strictly avoid situations where a conflict of interest shall arise with their other projects or their own interests. Consultants shall not be hired for any project that would be in conflict with their prior or current obligations to other entities, or that may place them in a position of not being able to carry out the Project in the best interest of the Procuring Entity. Without limitation on the generality of this rule, Consultants shall not be hired under the circumstances set forth below:

- (k) If a Consultant combines the function of consulting with those of contracting and/or supply of equipment for the same Project;
- (l) If a Consultant is associated with, affiliated to, or owned by a contractor or a manufacturing firm with departments or design offices offering services as consultants unless such Consultant includes relevant information on such relationships along with a statement in the Technical Proposal cover letter to the effect that the Consultant shall limit its role to that of a consultant and disqualify itself and its associates from work in any other capacity that may emerge from the Project (including bidding for any part of the future project). The contract with the Consultant selected to undertake the Project shall contain an appropriate provision to such effect; or
- (m) If there is a conflict among consulting projects, the Consultant (including its personnel and subconsultants) and any subsidiaries or entities controlled by such Consultant shall not be recruited for the relevant project. The duties of the Consultant depend on the circumstances of each case. While continuity of consulting services may be appropriate in particular situations where no conflict exists, a Consultant cannot be recruited to carry out a project that, by its nature, shall result in conflict with a prior or current project of such Consultant. Examples of the situations mentioned are when a Consultant engaged to prepare engineering design for an infrastructure project shall not be recruited to prepare an independent environmental assessment for the same project; similarly, a Consultant assisting a Procuring Entity in privatization of public assets shall not purchase, nor advise purchasers, of such assets; or a Consultant hired to prepare Terms of Reference (TOR) for a project shall not be recruited for the project in question.

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

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

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

- 2.3. Subject to the provisions of **ITB** Clause 2, any previous or ongoing participation by the Consultant, its professional staff, or its affiliates or associates under a contract with the Funding Source or the Procuring Entity in relation to this Project may result in the rejection of its bid. Consultants should clarify their situation in that respect with the Procuring Entity before preparing its bid.
- 2.4. Failure by a Consultant to fully disclose potential conflict of interest at the time of Bid submission, or at a later date in the event that the potential conflict arises after such date, shall result in the Procuring Entity and/or the Funding Source seeking the imposition of the maximum administrative, civil and criminal penalties up to and including imprisonment.
- 2.5. Consultants are discouraged to include officials and employees of the Government of the Philippines (GoP) as part of its personnel. Participation of officials and employees of the GoP in the Project shall be subject to existing rules and regulations of the Civil Service Commission.
- 2.6. Fairness and transparency in the selection process require that Consultants do not derive unfair competitive advantage from having provided consulting services related to the Project in question. To this end, the Procuring Entity shall make available to all the shortlisted consultants together with the Bidding Documents all information that would in that respect give each Consultant a competitive advantage.

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

- 3.1. The Procuring Entity as well as the Consultants shall observe the highest standard of ethics during the procurement and execution of the contract. In pursuance of this policy, the Procuring Entity:
 - (a) defines, for purposes of this provision, the terms set forth below as follows:
 - (i) "corrupt practice" means behavior on the part of officials in the public or private sectors by which they improperly and unlawfully enrich themselves, others, or induce others to do so, by misusing the position in which they are placed, and includes the offering, giving, receiving, or soliciting of anything of value to influence the action of any such official in the procurement process or in contract execution; entering, on behalf of the GoP, into any contract or transaction manifestly and grossly disadvantageous to the same, whether or not the public officer profited or will profit thereby, and similar acts as provided in Republic Act 3019.
 - (ii) "fraudulent practice" means a misrepresentation of facts in order to influence a procurement process or the execution of a

contract to the detriment of the Procuring Entity, and includes collusive practices among Bidders (prior to or after bid submission) designed to establish bid prices at artificial, non-competitive levels and to deprive the Procuring Entity of the benefits of free and open competition.

(iii) “collusive practices” means a scheme or arrangement between two or more Bidders, with or without the knowledge of the Procuring Entity, designed to establish bid prices at artificial, non-competitive levels.

(iv) “coercive practices” means harming or threatening to harm, directly or indirectly, persons, or their property to influence their participation in a procurement process, or affect the execution of a contract;

(v) “obstructive practice” is

(aa) deliberately destroying, falsifying, altering or concealing of evidence material to an administrative proceedings or investigation or making false statements to investigators in order to materially impede an administrative proceedings or investigation of the Procuring Entity or any foreign government/foreign or international financing institution into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the administrative proceedings or investigation or from pursuing such proceedings or investigation; or

(bb) acts intended to materially impede the exercise of the inspection and audit rights of the Procuring Entity or any foreign government/foreign or international financing institution herein.

(b) will reject a proposal for award if it determines that the Bidder recommended for award has engaged in any of the practices mentioned in this Clause for purposes of competing for the contract.

3.2. Further, the Procuring Entity will seek to impose the maximum civil, administrative, and/or criminal penalties available under applicable laws on individuals and organizations deemed to be involved in any of the practices mentioned in **ITB** Clause 3.1(a).

3.3. Furthermore, the Funding Source and the Procuring Entity reserve the right to inspect and audit records and accounts of a Consultant in the bidding for and performance of a contract themselves or through independent auditors as reflected in the **GCC** Clause 51.

4. Consultant's Responsibilities

4.1. The Consultant or its duly authorized representative shall submit a sworn statement in the form prescribed in November 20, 2024

4.2. **TERMS OF REFERENCE**

PROCUREMENT FOR THE CONSULTANCY SERVICES FOR THE DEVELOPMENT OF INCUBATION PROGRAMS FOR THE MARIKINA ENTERPRISE SCALE-UP HUB (MESH)

II. PROJECT INFORMATION

A. BACKGROUND

Pursuant to Section 7 & Section 12 of the Republic Act No. 11337 or the Innovative Startup Act and Section 13 & Section 25 of the Republic Act No. 11293 or the Philippine Innovation Act, the National Development Company (NDC) in coordination with the Department of Trade and Industry (DTI), Department of Information and Communications Technology (DICT), and National Innovation Council (NIC) initiated the establishment of the iHub. The iHub is a platform where startups, entrepreneurs, government officials, and key stakeholders can congregate, exchange ideas, and collaborate and create solutions to our most pressing problems as a society. NDC houses the Startup Venture Fund(SVF), Philippine E-commerce Platform, and the Philippine Artificial Intelligence Research Center. Being home to the SVF, the iHub Programs are focused on the accelerators in the startup ecosystem. iHub Programs aim to create a comprehensive model for supporting entrepreneurs, encouraging collaboration, and promoting innovation across industries, to ensure business sustainability as well as equip them to enter the global arena.

The Department of Trade and Industry(DTI), in partnership with the NDC, is set to launch the Philippine Innovation Hub - Marikina Enterprise Scale-Up Hub (iHub-MESH) Project. The iHub will serve as a groundbreaking platform where startups, as well as Micro, Small, and Medium Enterprises, can engage in innovative programs and activities. This initiative aims to create a dynamic innovation facility designed to also foster the growth of the footwear sector and other creative industries. By providing a dedicated space and programs, the Project seeks to support and advance the entrepreneurial efforts of these smaller businesses, helping them to thrive and drive innovation within their respective fields. The Marikina Enterprise Scale-up Hub(MESH) Program is focused on the incubators of the startup ecosystem. The MESH programs aim to provide all the necessary tools, utilizing its facilities, services and activities, to equip the budding entrepreneur (incubator) to set up, stabilize and grow the business into one that is revenue generating, in order to level up the incubator into an accelerator in the startup ecosystem.

The NDC, home of the Philippine Innovation Hub (iHub) and the Startup Venture Fund, has been assigned by the DTI. The NDC was tasked to develop the roadmap, oversee the completion of the facilities, and conceptualize and execute the programs. In carrying out this responsibility, the NDC will draw upon its established initiatives, program management, and strategic partners of the iHub. Additionally, the NDC will leverage its expertise in asset management to manage and sustain the upkeep of the building. Through these efforts, the NDC will ensure that the Project not only supports the startup ecosystem but also contributes to the broader goals of economic growth and development.

The iHub-MESH Project will be housed at the Philippine Innovation Hub (iHub) building. The iHub-Marikina building, located in the NACIDA Compound, Marikina City (corner of Russet and Rainbow Sts.), is a five-story facility built by the Department of Public Works and Highways (DPWH), with each floor covering an average area of 900 square meters.

B. OBJECTIVE

1. **Create comprehensive incubation programs** for the Marikina Enterprise Scale-Up Hub that focus on startup development, validation, and scaling of MSMEs that prioritize Marikina-based industries like the creative industries. These programs will be designed to provide tailored support, including founder development sessions, market validation activities, and access to capital, ensuring startups are investment-ready and primed for growth.
2. **Develop a strategic program design** for the 5-year ecosystem rollout of MESH Program, with a focus on laying the foundation for its first-year implementation, ensuring the seamless establishment of critical infrastructure, resources, and programs that foster innovation and provide comprehensive support for startups.
3. **Facilitate the alignment of key stakeholders**, including government agencies, private sector partners, investors, and academia, to foster collaboration and ensure that MESH functions as the nucleus of the startup ecosystem. This will drive innovation, support startup growth, and ensure that incubation programs are aligned with national innovation policies.
4. **Enable the integration of scalable services and resources** within the incubation programs, including capacity-building initiatives, mentorship, and technology platforms. These services will support founder development, validation activities, and training seminars that enhance knowledge of innovation tools and frameworks, ensuring startups are well-rounded and ready for growth.
5. **Establish a program/ system for measuring the impact of the incubation programs**, focusing on key success factors such as startup

growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development.

C. SCOPE OF THE PROJECT

1. Deliver **ready-to-implement incubation programs** based on a strategic roadmap designed by the consultant for the year 2025 rollout of MESH, with a primary focus on improving the investment readiness of 100 startups and MSMEs, out of which **20 will be investment-ready** and **10 will qualify** for the Startup Venture Fund by the end of the incubation cycle. These plans will include timelines, resource allocation, and key milestones to ensure a seamless rollout of activities.
2. Establish a system that ensures the **alignment of key stakeholders**, including government agencies, private sector investors, and academia, to support the goals of MESH starting in 2025. This will outline roles and responsibilities to foster collaboration and maximize resource-sharing and program success.
3. Create a comprehensive plan for **capital access**, detailing how startups within the incubation programs will engage with venture capitalists, angel investors, and government funding sources. This plan will ensure startups can secure funding and utilize critical resources, ready for implementation by January 2025.
4. Develop a system for **measuring startup success**, with clear key performance indicators to track startup progress, investment readiness, and impact on the ecosystem, to be activated in 2025.

D. GOALS

1. **Program Design for Incubation:**
 - a) Develop **incubation programs** that incorporate gender and development elements to ensure inclusivity across age, gender, and socioeconomic backgrounds. This includes creating learning and development plans that consider the diverse needs of founders, such as women and older entrepreneurs, and promoting inclusivity in assessing founder-startup fit, product-market fit, and investment eligibility including learning and development plans and activities for assessing founder-startup fit, product-market fit, and eligibility for investment.
 - b) Design the support structure to ensure at least **20 startups are investment-ready** and **10 are eligible** for the **Startup Venture Fund** after the first incubation cycle.
 - c) Develop incubation programs
2. **Strategic Planning and Program Development:**

- a) Develop a comprehensive **strategic roadmap** and detailed **working plans** for the 5-year rollout of MESH, with a primary focus on creating and launching **incubation programs** during the first-year implementation phase in 2025.
 - b) Outline clear, actionable steps for establishing the iHub's critical infrastructure, resources, and programs, designed to support startup growth and investment-readiness, without actual implementation during the consultation period.
 - c) Create detailed **incubation program designs** aimed at supporting 100 MSMEs, with a focus on investment readiness and eligibility for the **Startup Venture Fund**.
3. **Stakeholder Engagement and Alignment:**
- a) Develop a plan for aligning key stakeholders, including government agencies, private sector partners, investors, and academia, ensuring they are prepared to collaborate and support the objectives of MESH.
 - b) Design an engagement roadmap that details specific actions and collaboration mechanisms, including partnerships for mentoring, funding, and resource sharing.
4. **Capital and Resource Access Facilitation:**
- a) Lay out a strategy for establishing relationships with venture capitalists, angel investors, and government funding sources, to ensure future startups have access to capital and resources when the programs are launched in 2025.
5. **Gender & Development (GAD) Program:**
- a) Manpower resources must align with the Gender and Development (GAD) Program of NDC to promote inclusivity and ensure gender-sensitive policies and practices are integrated into all aspects of workforce management.
6. **Performance Measurement Program:**
- a) Develop a comprehensive plan for **monitoring and evaluating** the progress of startups, including key performance indicators (KPIs) and reporting mechanisms, without requiring real-time implementation.

E. PROJECT IMPLEMENTATION SCHEDULE

The Project will commence immediately after the issuance of the Notice to Proceed (NTP).

III. EXPECTED TIME SCHEDULE

- A. The total duration of the project will be one hundred twenty-seven (127) calendar days as set out in the Section VI of this TOR.

IV. MINIMUM QUALIFICATIONS / CRITERIA FOR SELECTION

- A. The Consultant to be engaged under this TOR shall have at least the following mandatory qualifications:

1. **Proven Track Record:** At least five (5) years of experience conducting organizational evaluations or diagnostic, process mapping, and information analysis in government and/or large-scale complex organizations;
2. **And/Or Advanced Qualifications:** Advanced degrees or qualifications, experience and expertise in developing and conducting innovation programs, educator experience in international education institutions, and experience being part of a startup to ensure a holistic view and customer-centric approach in strategy development, or related fields;
3. **Experience:** Experience in managing complex, multi-stakeholder. With relevant international experience;
4. **Government Experience:** Experience working with government agencies, and a substantive understanding of government processes, rules, and regulations, including the successful completion of government contracts;
5. **Demonstrated ability** to produce well-written and easily understandable reports
6. **Proven experience** in conducting consultations and dialogues with high-level government officials and development stakeholders.

Having key personnel with the following minimum qualifications:

Individual Qualification:

Team Member	Minimum Qualifications	Purpose
One (1) Overall Project Leader	<p>With Master’s Degree relevant to the project</p> <p>With at least four(4) years of experience in related projects</p>	<p>To lead the team in all aspects of the project,</p> <p>To deliver the outputs required</p> <p>To present to client</p> <p>To analyze with the group all the data gathered by the team, and put together the</p>

		main report
Team Leader for Research	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in leading research projects focused on innovation or entrepreneurship</p>	To do market studies to identify industries that startups can create solutions for
Team Leader for Collaboration	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in stakeholder engagement and partnership development.</p>	To identify and collaborate with subject matter experts to ensure that programs designed will be relevant
Five(5) Technical Experts/ Specialists	<p>With BS/AB degree in related fields relevant to the project.</p> <p>With at least three (3) years of experience in related projects</p> <p>With any of the following: Certified innovation Professionals; Corporate Management and Strategy Experience; Advanced Education in Innovation; Proven Teaching and Mentoring experience; Proven incubation track record; Affiliation with International Partners; hands-on Innovation Program Management; Recognized Research Contributions; Ecosystem and Community Building Partners; Startup Experience; Capital Management/ Investment Experience; and practices Unity and Diversity</p>	<p>To provide expertise and data in order to designing in relevant to the project</p> <p>To create/ design programs relevant to the project</p>

V. CRITERIA FOR SHORTLISTING

A. The criteria and rating system for shortlisting are tabulated below:

Criteria for Shortlisting	Weight
I. Applicable work experience of the Consultant Firm	45%
II. Qualification of key personnel to be assigned to the Project	50%
III. Current workload relative to capacity	5%
TOTAL SCORE	100%

The prospective bidders must pass the required minimum score of sixty (60%) to be shortlisted. Failure of the prospective bidders to meet any of the minimum requirements will be disqualified and will not be considered in the shortlisting.

The shortlist shall consist of the top five (5) qualified prospective bidders who will be considered in the determination of the Highest Rated Bid (HRB).

B. The NDC requests the submission of the following:

- Curriculum Vitae of the Consultant Company, including experience relevant to the project
- Curriculum Vitae of the members of the Consultant Team and Administrative Team of the Consultant Company
- Past Projects detailing relevant skills and experience to provide the services. Include the name of the activity, cost, duration, location, and description of services (one page per project)
- Draft a work plan on how the Consultant Company will accomplish the project. Include the scope, target deliveries, methodologies, financial expenses, material and human resources to be utilized (maximum of 3 pages).

VI. DETERMINATION OF THE HIGHEST RATED BID (HRB)

Using the Quality-Cost Based Selection procedure under Republic Act (RA) 9184 (Government Procurement Reform Act) and its Revised Implementing Rules and Regulations (IRR) and on the basis of the following criteria: eighty-five percent

(85%) Technical Proposal and fifteen percent (15%) Financial Proposal, the resulting Highest Rated Bidder shall be selected as the Consultant of the Project.

A. Technical Proposal (85%)

The scorecard can be found attached to this TOR as Annex A

The shortlisted bidder/s must pass the required minimum technical score of 60 points in order to qualify for the consideration of its Financial Proposal.

B. Financial Proposal (15%)

Using the formula: $Sf = 100 \times F1/F$

Where: SF = Financial Score of the Financial Proposal under consideration

F1 = Price of the lowest financial proposal

F = Price of financial proposal under consideration

VII. REPORTS AND DELIVERABLES

The program is set to be executed within the designated time frame, with detailed descriptions of each activity outlined in the table below. The overall time frame is estimated to be at one hundred twenty-seven (127) days or four (4) months and seven (7) days.

All plans, drawings, specifications, designs, reports, other documents and software prepared by the Consultant for the Procuring Entity under the Contract shall become and remain the property of the Procuring Entity, and the Consultant shall, prior to termination or expiration of the Contract, deliver all such documents to the Procuring Entity, together with a detailed inventory thereof. The Consultant may retain a copy

of such documents and software. The plans, drawings, specifications, designs, reports, other documents and software, including restrictions on future use of such documents and software, if any, shall be specified in the SCC (Special Conditions of Contract).

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

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

PHASES	DESCRIPTION	DURATION	OUTPUT
<p>Phase 1:</p> <p>Alignment and Audit with NDC and MESH overall framework</p>	<p>Understand NDC’s existing plans and strategies, including those of the Philippine Innovation Hub</p> <p>Coordination with other consultants in terms of direction and expectations, including determination of plans for the interior design of the space.</p> <p>Confirmation of the actual expected outcomes, in line with the goals of key stakeholders</p>	<p>7 days</p>	<p>Focuses on establishing a comprehensive understanding of NDC’s existing plans and strategies, including those of the Philippine Innovation Hub. This phase involves coordinating with other consultants to clarify direction and expectations, specifically regarding the interior design of the space. Additionally, it aims to confirm the expected outcomes in line with the goals of key stakeholders, ensuring that all efforts are aligned and strategically focused</p>
<p>Phase 2:</p> <p>Preliminary Research</p>	<p>Conduct initial research on the target segment markets and review of related plans and strategies of relevant stakeholders, such as the National Innovation Council, the Innovative Startup Act TWG, Marikina LGU, and NDC, among others</p> <p>Conduct a comparative analysis of global innovation hubs and successful scale-up frameworks to identify best practices.</p> <p>Extraction of key insights from research results that will form the foundation of the strategy creation for MESH</p>	<p>30 days</p>	<p>This involves conducting an initial analysis and report of the target segment markets and reviewing the related plans and strategies of relevant stakeholders, including the National Innovation Council, the Innovative Startup Act TWG, the Marikina LGU, and NDC, among others. This phase includes a comparative analysis of global innovation hubs and successful scale-up frameworks to identify best practices. Key insights extracted from this research will serve as the foundation for the strategy development for MESH.</p>
<p>Key Informant Interviews and Workshops</p>	<p>Hold targeted interviews with key stakeholders, including government agencies (e.g., DTI, DICT), private sector partners, and academic institutions, to gather insights on innovation needs and expectations.</p> <p>Facilitate workshops with local and international experts to define the innovation pillars for MESH (e.g., sustainability, digital transformation, creative economy).</p>		

<p>Phase 3:</p> <p>Crafting of MESH Innovation Program Design</p>	<p>Create a detailed MESH Program design that includes guiding principles, focus areas (e.g., incubation technology, creative industries), and key metrics for success.</p> <p>Develop sub-program design for incubation, and industry-specific innovation (e.g., food tech, AI, creative industries), emphasizing collaboration and scalability.</p>	<p>90 days</p>	<p>Program design will be developed to include guiding principles, focus areas such as incubation, and technology, along with key success metrics. Sub-program designs will address specific sectors like food tech and AI, promoting collaboration and scalability. Ideation workshops with stakeholders and experts will generate innovative ideas, leading to prototypes detailing activities for validation, mentorship, and investor pitches.</p>
<p>Ideation of Key Programs and Activities</p>	<p>Organize ideation workshops with stakeholders and industry experts to generate ideas for incubation programs, capacity-building initiatives, and founder-startup fit sessions.</p> <p>Develop prototypes of the incubation programs, including detailed activities for each phase (e.g., validation activities, mentorship, investor pitches).</p>		<p>The Strategy Roadmapping will outline short- and long-term targets for building a pipeline of 100 MSMEs and eligibility pathways for the Startup Venture Fund. A detailed five-year rollout roadmap will specify milestones for infrastructure, program launches, and stakeholder engagement, alongside resource allocation and contingency plans.</p>
<p>Strategy Roadmapping</p>	<p>Define short-term and long-term targets, focusing on building a pipeline for 100 MSMEs and creating eligibility pathways for the Startup Venture Fund.</p> <p>Develop a step-by-step roadmap for the 5-year ecosystem rollout of MESH, with identified milestones for infrastructure setup, program launches, stakeholder engagement, and capital-raising activities for 2025.</p> <p>Develop a detailed timeline for all key activities, including resource allocation (e.g., personnel, financial investments, infrastructure needs).</p> <p>Create contingency plans to address potential risks and ensure smooth implementation of the roadmap in 2025.</p>		<p>Lastly, the identification of Key Success Factors will focus on access to funding, mentorship quality, and infrastructure readiness, supported by a monitoring and evaluation framework to track progress and ensure continuous improvement through regular feedback from startups and stakeholders</p>

<p>Determination of Key Success Factors</p>	<p>Identify key factors that will ensure MESH’s success, including access to funding, mentorship quality, and infrastructure readiness.</p> <p>Develop a comprehensive monitoring and evaluation (M&E) system to track the progress of MESH programs against the identified success factors.</p>		
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VIII. APPROVED BUDGET FOR THE CONTRACT

The approved budget for the contract (ABC) is **Ten Million (P10,000,000.00)** inclusive of all applicable taxes covering the professional fees of consultants as well as the administrative and travel expenses in the conduct of the Project. Bids received in excess of the ABC shall be automatically rejected during the opening of the financial proposal.

Consistent with the provisions of R.A. 9184, all the consultancy contracts shall be fixed-price contracts. Any extension of contract time shall not involve any additional cost.

IX. TERMS OF PAYMENT

The ABC is **Ten Million (P10,000,000.00)** inclusive of all applicable taxes covering the professional fees of consultants as well as the administrative and travel expenses in the conduct of the Project.

PHASES	DURATIO N	TOTAL
<p>Phase 1: Alignment and Audit with NDC and MESH overall framework</p>	<p>7 days</p>	<p>Php 1,000,000.00</p>
<p>Phase 2: Preliminary Research Key Informant Interviews and Workshops</p>	<p>30 days</p>	<p>Php 2,500,000.00</p>
<p>Phase 3: Crafting of MESH Innovation Program Design</p>		

Ideation of Key Programs and Activities	60 days	Php 3,500,000.00
Strategy Roadmapping	60 days	Php 3,000,000.00
Determination of Key Success Factors		
TOTAL CONTRACT PRICE (VAT inclusive)		Php 10,000,000.00

Other payment terms and requirements are indicated in the General Conditions of the Contract and in the Special Conditions of the Contract of the Bidding Documents.

END OF TOR –

4.3. Section VII. Bidding Forms as required in **ITB** Clause 10.2(d).

4.4. The Consultant is responsible for the following:

- (a) Having taken steps to carefully examine all of the Bidding Documents;
- (b) Having acknowledged all conditions, local or otherwise, affecting the implementation of the contract;
- (c) Having made an estimate of the facilities available and needed for this Project, if any;
- (d) Having complied with its responsibility to inquire or secure Supplemental/Bid Bulletin/s as provided under **ITB** Clause 8.4.
- (e) Ensuring that it is not “blacklisted” or barred from bidding by the GoP or any of its agencies, offices, corporations, or LGUs, including foreign government/foreign or international financing institution whose blacklisting rules have been recognized by the GPPB;
- (f) Ensuring that each of the documents submitted in satisfaction of the bidding requirements is an authentic copy of the original, complete, and all statements and information provided therein are true and correct;
- (g) Authorizing the Head of the Procuring Entity or its duly authorized representative/s to verify all the documents submitted;
- (h) Ensuring that the signatory is the duly authorized representative of the Bidder, and granted full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract, accompanied by the duly notarized Special Power of Attorney, Board/Partnership Resolution, or Secretary’s Certificate, whichever is applicable;
- (i) Complying with the disclosure provision under Section 47 of RA 9184 and its IRR in relation to other provisions of Republic Act 3019;
- (j) Complying with existing labor laws and standards, in the case of procurement of services. Moreover, bidder undertakes to:
 - (i) Ensure the entitlement of workers to wages, hours of work, safety and health and other prevailing conditions of work as established by national laws, rules and regulations; or collective bargaining agreement; or arbitration award, if and when applicable.

In case there is a finding by the Procuring Entity or the DOLE of underpayment or non-payment of workers’ wage and wage-related benefits, bidder agrees that the performance security or portion of the contract amount shall be withheld in favor of the complaining workers pursuant to appropriate provisions of

Republic Act No. 9184 without prejudice to the institution of appropriate actions under the Labor Code, as amended, and other social legislations.

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

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

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

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

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

- 4.5. It shall be the sole responsibility of the prospective bidder to determine and to satisfy itself by such means as it considers necessary or desirable as to all matters pertaining to this Project, including: (a) the location and the nature of the contract, project, or work; (b) climatic conditions; (c) transportation facilities; (c) nature and condition of the terrain, geological conditions at the site communication facilities, requirements, location and availability of construction aggregates and other materials, labor, water, electric power and access roads; and (d) other factors that may affect the cost, duration and execution or implementation of the contract, project, or work.
- 4.6. The Procuring Entity shall not assume any responsibility regarding erroneous interpretations or conclusions by the Consultant out of the data furnished by the Procuring Entity. However, the Procuring Entity shall ensure that all information in the Bidding Documents, including supplemental/bid bulletins issued are correct and consistent.
- 4.7. Before submitting their bids, the Consultants are deemed to have become familiar with all existing laws, decrees, ordinances, acts and regulations of the GoP which may affect the contract in any way.
- 4.8. The Consultant shall bear all costs associated with the preparation and submission of his bid, and the Procuring Entity will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

- 4.9. Consultants should note that the Procuring Entity will only accept bids from those that have paid the applicable fee for the Bidding Documents at the office indicated in the Request for Expression of Interest.

5. Origin of Associated Goods

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

6. Subcontracts

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

B. Contents of Bidding Documents

7. Pre-Bid Conference

- 7.1. If so specified in the **BDS**, a pre-bid conference shall be held at the venue and on the date indicated therein, to clarify and address the Consultants' questions on the technical and financial components of this Project.
- 7.2. The pre-bid conference shall be held at least twelve (12) calendar days before the deadline for the submission and receipt of bids, but not earlier than seven (7) calendar days from the determination of the shortlisted consultants. If the Procuring Entity determines that, by reason of the method, nature, or complexity of the contract to be bid, or when international participation will be more advantageous to the GoP, a longer period for the preparation of bids is necessary, the pre-bid conference shall be held at least thirty (30) calendar days before the deadline for the submission and receipt of bids.

- 7.3. Consultants are encouraged to attend the pre-bid conference to ensure that they fully understand the Procuring Entity's requirements. Non-attendance of the Consultant will in no way prejudice its bid; however, the Consultant is expected to know the changes and/or amendments to the Bidding Documents as recorded in the minutes of the pre-bid conference and the Supplemental/Bid Bulleting. The minutes of the pre-bid conference shall be recorded and prepared not later than five (5) calendar days after the pre-bid conference. The minutes shall be made available to prospective bidders not later than five (5) days upon written request.
- 7.4. Decisions of the BAC amending any provision of the bidding documents shall be issued in writing through a Supplemental/Bid Bulletin at least seven (7) calendar days before the deadline for the submission and receipt of bids.

8. Clarifications and Amendments to Bidding Documents

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

C. Preparation of Bids

9. Language of Bids

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

10. Documents Comprising the Bid: Technical Proposal

10.1. While preparing the Technical Proposal, Consultants must give particular attention to the following:

- (a) The Technical Proposal shall not include any financial information. Any Technical Proposal containing financial information shall be declared non-responsive.
- (b) For projects on a staff-time basis, the estimated number of professional staff-months specified in the **BDS** shall be complied with. Bids shall, however, be based on the number of professional staff-months estimated by the Consultant.
- (c) Proposed professional staff must, at a minimum, have the experience indicated in the **BDS**, preferably working under conditions similar to those prevailing in the Republic of the Philippines.
- (d) No alternative professional staff shall be proposed, and only one Curriculum Vitae (CV) may be submitted for each position.

10.2. The Technical Proposal shall contain the following information/documents:

- (a) Technical Proposal Submission Form shall be the cover letter of the Technical Proposal, using the form prescribed in Section VII. Bidding Forms (TPF 1).
- (b) Bid security as prescribed in **ITB** Clause 15. If the bidder opts to submit the bid security in the form of:
 - (i) a bank draft/guarantee or an irrevocable Letter of Credit issued by a foreign bank, it shall be accompanied by a confirmation from a Universal or Commercial Bank; or
 - (ii) a surety bond accompanied by a certification coming from the Insurance Commission that the surety or insurance company is authorized to issue such instrument.

- (c) Information indicated in the paragraphs below must be provided by the Consultant and each partner and/or subconsultant, if any, following the formats described in the Technical Proposal Forms:
- (i) A brief description of the organization and outline of recent experience of the Consultant and each partner and/or subconsultant on projects of a similar and related nature as required in form TPF 2. Consultant's References. For each project, the outline should indicate *inter alia*, the project, contract amount and the Consultant's involvement. Information should be provided only for those projects for which the Consultant was legally contracted by itself or as one of the major participating consultants within an association. Whenever applicable, the experience of individual experts from projects completed independently or when associated with consultants other than the one with whom the individual is currently associated with cannot be claimed as the experience of the current consultant or any one of its partners and/or subconsultants, but can be claimed by the individuals themselves in their CVs. Consultants should be prepared to substantiate the claimed experience if so requested by the Procuring Entity.
 - (ii) Comments, if any, on the TOR (TPF 3. Comments and Suggestions of Consultant on the Terms of Reference and on Data, Services, and Facilities to be Provided by the Procuring Entity) to improve performance in carrying out the Project. Innovativeness shall be appreciated, including workable suggestions that could improve the quality/effectiveness of the Project. In this regard, unless the Consultant clearly states otherwise, it shall be assumed by the Procuring Entity that work required to implement any such improvements, are included in the inputs shown on the Consultant's Staffing Schedule. It shall include a list of facilities requested by the Consultant to be provided by the Procuring Entity, if any, in addition to those shown on the Data Sheet that may include support facilities such as: counterpart staff, office space, local transportation, equipment, domestic administrative support, etc. that would be needed to carry out the project.
 - (iii) A concise, complete, and logical description of how the Consultant's team shall carry out the services to meet all requirements of the TOR using TPF 4. Description of the Methodology and Work Plan for Performing the Project.
 - (iv) An organization chart of the key and support staff indicating their tasks and relationships amongst the Consultant and any partner and/or subconsultant, the Procuring Entity, the Funding Source and the GoP, and other parties or stakeholders, if any,

involved in the project using TPF 5. Team Composition and Task.

- (v) The name, age, nationality, background employment record, and professional experience of each nominated expert including ongoing projects, with particular reference to the type of experience required for the tasks assigned should be presented in the CV format shown in TPF 6. Format of Curriculum Vitae (CV) for Proposed Professional Staff. Only one duly notarized CV for each consultant involved in the Project may be submitted for each position.
 - (vi) The Procuring Entity requires that each expert confirm that the content of his/her CV is correct and the experts themselves should sign the certification of the CV. In addition, the expert should submit a signed written commitment stating that the expert shall work for the Project once awarded the contract. A zero rating shall be given to a nominated expert if the expert:
 - (vi.1) is proposed for a domestic position but is not a Filipino citizen;
 - (vi.2) failed to state nationality on the CV; or
 - (vi.3) the CV is not signed in accordance with paragraph (v) above.
 - (vii) A Time Schedule (TPF 7. Time Schedule for Professional Personnel) indicating clearly the estimated duration in terms of person-months (shown separately for work in the field and in the home office) and the proposed timing of each input for each nominated expert, including domestic experts, if required, using the format shown. The schedule shall also indicate when experts are working in the project office and when they are working at locations away from the project office.
 - (viii) A work plan showing in graphical format (bar chart) the timing of major activities, anticipated coordination meetings, and deliverables such as reports required under the TOR using TPF 8. Activity (Work) Schedule.
- (d) Sworn statement in accordance with Section 25.3 of the IRR of RA 9184 and using the form prescribed in November 20, 2024
 - (e) **TERMS OF REFERENCE**

**PROCUREMENT FOR THE CONSULTANCY SERVICES FOR THE
DEVELOPMENT OF INCUBATION PROGRAMS FOR THE MARIKINA
ENTERPRISE SCALE-UP HUB (MESH)**

X. PROJECT INFORMATION

A. BACKGROUND

Pursuant to Section 7 & Section 12 of the Republic Act No. 11337 or the Innovative Startup Act and Section 13 & Section 25 of the Republic Act No. 11293 or the Philippine Innovation Act, the National Development Company (NDC) in coordination with the Department of Trade and Industry (DTI), Department of Information and Communications Technology (DICT), and National Innovation Council (NIC) initiated the establishment of the iHub. The iHub is a platform where startups, entrepreneurs, government officials, and key stakeholders can congregate, exchange ideas, and collaborate and create solutions to our most pressing problems as a society. NDC houses the Startup Venture Fund(SVF), Philippine E-commerce Platform, and the Philippine Artificial Intelligence Research Center. Being home to the SVF, the iHub Programs are focused on the accelerators in the startup ecosystem. iHub Programs aim to create a comprehensive model for supporting entrepreneurs, encouraging collaboration, and promoting innovation across industries, to ensure business sustainability as well as equip them to enter the global arena.

The Department of Trade and Industry(DTI), in partnership with the NDC, is set to launch the Philippine Innovation Hub - Marikina Enterprise Scale-Up Hub (iHub-MESH) Project. The iHub will serve as a groundbreaking platform where startups, as well as Micro, Small, and Medium Enterprises, can engage in innovative programs and activities. This initiative aims to create a dynamic innovation facility designed to also foster the growth of the footwear sector and other creative industries. By providing a dedicated space and programs, the Project seeks to support and advance the entrepreneurial efforts of these smaller businesses, helping them to thrive and drive innovation within their respective fields. The Marikina Enterprise Scale-up Hub(MESH) Program is focused on the incubators of the startup ecosystem. The MESH programs aim to provide all the necessary tools, utilizing its facilities, services and activities, to equip the budding entrepreneur (incubator) to set up, stabilize and grow the business into one that is revenue generating, in order to level up the incubator into an accelerator in the startup ecosystem.

The NDC, home of the Philippine Innovation Hub (iHub) and the Startup Venture Fund, has been assigned by the DTI. The NDC was tasked to develop the roadmap, oversee the completion of the facilities, and conceptualize and execute the programs. In carrying out this responsibility, the NDC will draw upon its established initiatives, program management, and strategic partners of the iHub. Additionally, the NDC will leverage its expertise in asset management to manage and sustain the upkeep of the building. Through these efforts, the NDC will ensure that the Project not only supports the startup ecosystem but also contributes to the broader goals of economic growth and development.

The iHub-MESH Project will be housed at the Philippine Innovation Hub (iHub) building. The iHub-Marikina building, located in the NACIDA Compound, Marikina City (corner of Russet and Rainbow Sts.), is a five-story facility built by the Department of Public Works and Highways (DPWH), with each floor covering an average area of 900 square meters.

B. OBJECTIVE

1. **Create comprehensive incubation programs** for the Marikina Enterprise Scale-Up Hub that focus on startup development, validation, and scaling of MSMEs that prioritize Marikina-based industries like the creative industries. These programs will be designed to provide tailored support, including founder development sessions, market validation activities, and access to capital, ensuring startups are investment-ready and primed for growth.
2. **Develop a strategic program design** for the 5-year ecosystem rollout of MESH Program, with a focus on laying the foundation for its first-year implementation, ensuring the seamless establishment of critical infrastructure, resources, and programs that foster innovation and provide comprehensive support for startups.
3. **Facilitate the alignment of key stakeholders**, including government agencies, private sector partners, investors, and academia, to foster collaboration and ensure that MESH functions as the nucleus of the startup ecosystem. This will drive innovation, support startup growth, and ensure that incubation programs are aligned with national innovation policies.
4. **Enable the integration of scalable services and resources** within the incubation programs, including capacity-building initiatives, mentorship, and technology platforms. These services will support founder development, validation activities, and training seminars that enhance knowledge of innovation tools and frameworks, ensuring startups are well-rounded and ready for growth.
5. **Establish a program/ system for measuring the impact of the incubation programs**, focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development.

C. SCOPE OF THE PROJECT

1. Deliver **ready-to-implement incubation programs** based on a strategic roadmap designed by the consultant for the year 2025 rollout of MESH, with a primary focus on improving the investment readiness

- of 100 startups and MSMEs, out of which **20 will be investment-ready** and **10 will qualify** for the Startup Venture Fund by the end of the incubation cycle. These plans will include timelines, resource allocation, and key milestones to ensure a seamless rollout of activities.
2. Establish a system that ensures the **alignment of key stakeholders**, including government agencies, private sector investors, and academia, to support the goals of MESH starting in 2025. This will outline roles and responsibilities to foster collaboration and maximize resource-sharing and program success.
 3. Create a comprehensive plan for **capital access**, detailing how startups within the incubation programs will engage with venture capitalists, angel investors, and government funding sources. This plan will ensure startups can secure funding and utilize critical resources, ready for implementation by January 2025.
 4. Develop a system for **measuring startup success**, with clear key performance indicators to track startup progress, investment readiness, and impact on the ecosystem, to be activated in 2025.

D. GOALS

1. **Program Design for Incubation:**
 - a) Develop **incubation programs** that incorporate gender and development elements to ensure inclusivity across age, gender, and socioeconomic backgrounds. This includes creating learning and development plans that consider the diverse needs of founders, such as women and older entrepreneurs, and promoting inclusivity in assessing founder-startup fit, product-market fit, and investment eligibility including learning and development plans and activities for assessing founder-startup fit, product-market fit, and eligibility for investment.
 - b) Design the support structure to ensure at least **20 startups are investment-ready** and **10 are eligible** for the **Startup Venture Fund** after the first incubation cycle.
 - c) Develop incubation programs
2. **Strategic Planning and Program Development:**
 - a) Develop a comprehensive **strategic roadmap** and detailed **working plans** for the 5-year rollout of MESH, with a primary focus on creating and launching **incubation programs** during the first-year implementation phase in 2025.
 - b) Outline clear, actionable steps for establishing the iHub's critical infrastructure, resources, and programs, designed to support startup growth and investment-readiness, without actual implementation during the consultation period.
 - c) Create detailed **incubation program designs** aimed at supporting 100 MSMEs, with a focus on investment readiness and eligibility for the **Startup Venture Fund**.
3. **Stakeholder Engagement and Alignment:**
 - a) Develop a plan for aligning key stakeholders, including government agencies, private sector partners, investors, and

academia, ensuring they are prepared to collaborate and support the objectives of MESH.

- b) Design an engagement roadmap that details specific actions and collaboration mechanisms, including partnerships for mentoring, funding, and resource sharing.
4. **Capital and Resource Access Facilitation:**
 - a) Lay out a strategy for establishing relationships with venture capitalists, angel investors, and government funding sources, to ensure future startups have access to capital and resources when the programs are launched in 2025.
 5. **Gender & Development (GAD) Program:**
 - a) Manpower resources must align with the Gender and Development (GAD) Program of NDC to promote inclusivity and ensure gender-sensitive policies and practices are integrated into all aspects of workforce management.
 6. **Performance Measurement Program:**
 - a) Develop a comprehensive plan for **monitoring and evaluating** the progress of startups, including key performance indicators (KPIs) and reporting mechanisms, without requiring real-time implementation.

E. PROJECT IMPLEMENTATION SCHEDULE

The Project will commence immediately after the issuance of the Notice to Proceed (NTP).

XI. EXPECTED TIME SCHEDULE

- A. The total duration of the project will be one hundred twenty-seven (127) calendar days as set out in the Section VI of this TOR.

XII. MINIMUM QUALIFICATIONS / CRITERIA FOR SELECTION

- A. The Consultant to be engaged under this TOR shall have at least the following mandatory qualifications:

1. **Proven Track Record:** At least five (5) years of experience conducting organizational evaluations or diagnostic, process mapping, and information analysis in government and/or large-scale complex organizations;
2. **And/Or Advanced Qualifications:** Advanced degrees or qualifications, experience and expertise in developing and conducting innovation programs, educator experience in international education institutions, and experience being part of a startup to ensure a holistic view and customer-centric approach in strategy development, or related fields;
3. **Experience:** Experience in managing complex, multi-stakeholder. With relevant international experience;
4. **Government Experience:** Experience working with government

- agencies, and a substantive understanding of government processes, rules, and regulations, including the successful completion of government contracts;
5. **Demonstrated ability** to produce well-written and easily understandable reports
 6. **Proven experience** in conducting consultations and dialogues with high-level government officials and development stakeholders.

Having key personnel with the following minimum qualifications:

Individual Qualification:

Team Member	Minimum Qualifications	Purpose
One (1) Overall Project Leader	<p>With Master’s Degree relevant to the project</p> <p>With at least four(4) years of experience in related projects</p>	<p>To lead the team in all aspects of the project,</p> <p>To deliver the outputs required</p> <p>To present to client</p> <p>To analyze with the group all the data gathered by the team, and put together the main report</p>
Team Leader for Research	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in leading research projects focused on innovation or entrepreneurship</p>	<p>To do market studies to identify industries that startups can create solutions for</p>
Team Leader for Collaboration	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of</p>	<p>To identify and collaborate with subject matter experts to ensure that programs</p>

	experience in stakeholder engagement and partnership development.	designed will be relevant
Five(5) Technical Experts/ Specialists	<p>With BS/AB degree in related fields relevant to the project.</p> <p>With at least three (3) years of experience in related projects</p> <p>With any of the following: Certified innovation Professionals; Corporate Management and Strategy Experience; Advanced Education in Innovation; Proven Teaching and Mentoring experience; Proven incubation track record; Affiliation with International Partners; hands-on Innovation Program Management; Recognized Research Contributions; Ecosystem and Community Building Partners; Startup Experience; Capital Management/ Investment Experience; and practices Unity and Diversity</p>	<p>To provide expertise and data in order to designing in relevant to the project</p> <p>To create/ design programs relevant to the project</p>

XIII. CRITERIA FOR SHORTLISTING

A. The criteria and rating system for shortlisting are tabulated below:

Criteria for Shortlisting	Weight
IV. Applicable work experience of the Consultant Firm	45%
V. Qualification of key personnel to be assigned to the Project	50%
VI. Current workload relative to capacity	5%

TOTAL SCORE	100%
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The prospective bidders must pass the required minimum score of sixty (60%) to be shortlisted. Failure of the prospective bidders to meet any of the minimum requirements will be disqualified and will not be considered in the shortlisting.

The shortlist shall consist of the top five (5) qualified prospective bidders who will be considered in the determination of the Highest Rated Bid (HRB).

B. The NDC requests the submission of the following:

- Curriculum Vitae of the Consultant Company, including experience relevant to the project
- Curriculum Vitae of the members of the Consultant Team and Administrative Team of the Consultant Company
- Past Projects detailing relevant skills and experience to provide the services. Include the name of the activity, cost, duration, location, and description of services (one page per project)
- Draft a work plan on how the Consultant Company will accomplish the project. Include the scope, target deliveries, methodologies, financial expenses, material and human resources to be utilized (maximum of 3 pages).

XIV. DETERMINATION OF THE HIGHEST RATED BID (HRB)

Using the Quality-Cost Based Selection procedure under Republic Act (RA) 9184 (Government Procurement Reform Act) and its Revised Implementing Rules and Regulations (IRR) and on the basis of the following criteria: eighty-five percent (85%) Technical Proposal and fifteen percent (15%) Financial Proposal, the resulting Highest Rated Bidder shall be selected as the Consultant of the Project.

A. Technical Proposal (85%)

The scorecard can be found attached to this TOR as Annex A

The shortlisted bidder/s must pass the required minimum technical score of 60 points in order to qualify for the consideration of its Financial Proposal.

B. Financial Proposal (15%)

Using the formula: $Sf = 100 \times F1/F$

Where: SF = Financial Score of the Financial Proposal under consideration

F1 = Price of the lowest financial proposal

F = Price of financial proposal under consideration

XV. REPORTS AND DELIVERABLES

The program is set to be executed within the designated time frame, with detailed descriptions of each activity outlined in the table below. The overall time frame is estimated to be at one hundred twenty-seven (127) days or four (4) months and seven (7) days.

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

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

- e. Appointing such members of the Personnel listed merely by title but not by name;

- f. Entering into a subcontract for the performance of any part of the Services, it being understood that:
 - i. The selection of the Subconsultant and the terms and conditions of the subcontract shall have been approved in writing by the Procuring Entity prior to the execution of the subcontract; and
 - ii. The Consultant shall remain fully liable for the performance of the Services by the Subconsultant and its Personnel pursuant to this Contract.
- g. Replacement, during the performance of the contract for any reason, of any Personnel as listed in the Contract requiring the Procuring Entity's prior approval; and
- h. Any other action that may be specified in the SCC.

PHASES	DESCRIPTION	DURATION	OUTPUT
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<p>Phase 1:</p> <p>Alignment and Audit with NDC and MESH overall framework</p>	<p>Understand NDC’s existing plans and strategies, including those of the Philippine Innovation Hub</p> <p>Coordination with other consultants in terms of direction and expectations, including determination of plans for the interior design of the space.</p> <p>Confirmation of the actual expected outcomes, in line with the goals of key stakeholders</p>	<p>7 days</p>	<p>Focuses on establishing a comprehensive understanding of NDC’s existing plans and strategies, including those of the Philippine Innovation Hub. This phase involves coordinating with other consultants to clarify direction and expectations, specifically regarding the interior design of the space. Additionally, it aims to confirm the expected outcomes in line with the goals of key stakeholders, ensuring that all efforts are aligned and strategically focused</p>
<p>Phase 2:</p> <p>Preliminary Research</p>	<p>Conduct initial research on the target segment markets and review of related plans and strategies of relevant stakeholders, such as the National Innovation Council, the Innovative Startup Act TWG, Marikina LGU, and NDC, among others</p> <p>Conduct a comparative analysis of global innovation hubs and successful scale-up frameworks to identify best practices.</p> <p>Extraction of key insights from research results that will form the foundation of the strategy creation for MESH</p>	<p>30 days</p>	<p>This involves conducting an initial analysis and report of the target segment markets and reviewing the related plans and strategies of relevant stakeholders, including the National Innovation Council, the Innovative Startup Act TWG, the Marikina LGU, and NDC, among others. This phase includes a comparative analysis of global innovation hubs and successful scale-up frameworks to identify best practices. Key insights extracted from this research will serve as the foundation for the strategy development for MESH.</p>
<p>Key Informant Interviews and Workshops</p>	<p>Hold targeted interviews with key stakeholders, including government agencies (e.g., DTI, DICT), private sector partners, and academic institutions, to gather insights on innovation needs and expectations.</p> <p>Facilitate workshops with local and international experts to define the innovation pillars for MESH (e.g., sustainability, digital transformation, creative economy).</p>		
<p>Phase 3:</p> <p>Crafting of MESH Innovation Program Design</p>	<p>Create a detailed MESH Program design that includes guiding principles, focus areas (e.g., incubation technology, creative industries), and key metrics for success.</p> <p>Develop sub-program design for incubation, and industry-specific innovation (e.g., food tech, AI, creative industries), emphasizing collaboration and</p>		<p>Program design will be developed to include guiding principles, focus areas such as incubation, and technology, along with key success metrics. Sub-program designs will address specific sectors like food tech and AI, promoting collaboration and scalability. Ideation workshops with stakeholders and experts will generate innovative ideas, leading to</p>

	scalability.	90 days	<p>prototypes detailing activities for validation, mentorship, and investor pitches.</p> <p>The Strategy Roadmapping will outline short- and long-term targets for building a pipeline of 100 MSMEs and eligibility pathways for the Startup Venture Fund. A detailed five-year rollout roadmap will specify milestones for infrastructure, program launches, and stakeholder engagement, alongside resource allocation and contingency plans.</p> <p>Lastly, the identification of Key Success Factors will focus on access to funding, mentorship quality, and infrastructure readiness, supported by a monitoring and evaluation framework to track progress and ensure continuous improvement through regular feedback from startups and stakeholders</p>
Ideation of Key Programs and Activities	<p>Organize ideation workshops with stakeholders and industry experts to generate ideas for incubation programs, capacity-building initiatives, and founder-startup fit sessions.</p> <p>Develop prototypes of the incubation programs, including detailed activities for each phase (e.g., validation activities, mentorship, investor pitches).</p>		
Strategy Roadmapping	<p>Define short-term and long-term targets, focusing on building a pipeline for 100 MSMEs and creating eligibility pathways for the Startup Venture Fund.</p> <p>Develop a step-by-step roadmap for the 5-year ecosystem rollout of MESH, with identified milestones for infrastructure setup, program launches, stakeholder engagement, and capital-raising activities for 2025.</p> <p>Develop a detailed timeline for all key activities, including resource allocation (e.g., personnel, financial investments, infrastructure needs).</p> <p>Create contingency plans to address potential risks and ensure smooth implementation of the roadmap in 2025.</p>		

<p>Determination of Key Success Factors</p>	<p>Identify key factors that will ensure MESH’s success, including access to funding, mentorship quality, and infrastructure readiness.</p> <p>Develop a comprehensive monitoring and evaluation (M&E) system to track the progress of MESH programs against the identified success factors.</p>		
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XVI. APPROVED BUDGET FOR THE CONTRACT

The approved budget for the contract (ABC) is **Ten Million (P10,000,000.00)** inclusive of all applicable taxes covering the professional fees of consultants as well as the administrative and travel expenses in the conduct of the Project. Bids received in excess of the ABC shall be automatically rejected during the opening of the financial proposal.

Consistent with the provisions of R.A. 9184, all the consultancy contracts shall be fixed-price contracts. Any extension of contract time shall not involve any additional cost.

XVII. TERMS OF PAYMENT

The ABC is **Ten Million (P10,000,000.00)** inclusive of all applicable taxes covering the professional fees of consultants as well as the administrative and travel expenses in the conduct of the Project.

PHASES	DURATIO N	TOTAL
<p>Phase 1: Alignment and Audit with NDC and MESH overall framework</p>	<p>7 days</p>	<p>Php 1,000,000.00</p>
<p>Phase 2: Preliminary Research Key Informant Interviews and Workshops</p>	<p>30 days</p>	<p>Php 2,500,000.00</p>
<p>Phase 3: Crafting of MESH Innovation Program Design</p>		

Ideation of Key Programs and Activities	60 days	Php 3,500,000.00
Strategy Roadmapping	60 days	Php 3,000,000.00
Determination of Key Success Factors		
TOTAL CONTRACT PRICE (VAT inclusive)		Php 10,000,000.00

Other payment terms and requirements are indicated in the General Conditions of the Contract and in the Special Conditions of the Contract of the Bidding Documents.

END OF TOR –

(f) Section VII. Bidding Forms.

11. Documents Comprising the Bid: Financial Proposal

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

12. Alternative Bids

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

13. Bid Currencies

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

14. Bid Validity

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

15. Bid Security

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

Form of Bid Security	Amount of Bid Security (Not less than the Percentage of the ABC)
a) Cash or cashier's/manager's check issued by a Universal or Commercial Bank. <i>For biddings conducted by LGUs, the cashier's/manager's check may be issued by other banks certified by the BSP as authorized to issue such financial instrument.</i>	Two percent (2%)

<p>b) Bank draft/guarantee or irrevocable letter of credit issued by a Universal or Commercial Bank: Provided, however, that it shall be confirmed or authenticated by a Universal or Commercial Bank, if issued by a foreign bank.</p> <p><i>For biddings conducted by LGUs, the Bank Draft/Guarantee, or irrevocable letter of credit may be issued by other banks certified by the BSP as authorized to issue such financial instrument.</i></p>	
<p>c) Surety bond callable upon demand issued by a surety or insurance company duly certified by the Insurance Commission as authorized to issue such security.</p>	<p>Five percent (5%)</p>

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

- 15.2. The bid security should be valid for the period specified in the **BDS**. Any bid not accompanied by an acceptable bid security shall be rejected by the Procuring Entity as non-responsive.
- 15.3. No bid securities shall be returned to the Consultants after the opening of bids and before contract signing, except to those that failed or declared as post-qualified, upon submission of a written waiver of their right to file a request for reconsideration and/or protest or lapse of the reglementary period without having filed a request for reconsideration or protest. Without prejudice on its forfeiture, bid securities shall be returned only after the bidder with the Highest Rated Responsive Bid (HRRB) has signed the contract and furnished the performance security, but in no case later than the expiration of the bid security validity period indicated in **ITB** Clause 15.2.
- 15.4. Upon signing and execution of the contract pursuant to **ITB** Clause 31, and the posting of the performance security pursuant to **ITB** Clause 32, the

Consultant's bid security will be discharged, but in no case later than the bid security validity period as indicated in **ITB** Clause 15.2.

15.5. The bid security may be forfeited:

- (a) If a Consultant:
 - (i) withdraws its bid during the period of bid validity specified in **ITB** Clause 15.2;
 - (ii) does not accept the correction of errors pursuant to **ITB** Clause 11.7;
 - (iii) has a finding against the veracity of the required documents submitted in accordance with **ITB** Clause 27.2;
 - (iv) submission of eligibility requirements containing false information or falsified documents;
 - (v) any submission of bids that contain false information or falsified documents, or the concealment of such information in the bids in order to influence the outcome of eligibility screening or any other stage of the public bidding;
 - (vi) allowing the use of one's name, or using the name of another for purposes of public bidding;
 - (vii) withdrawal of a bid, or refusal to accept an award, or enter into contract with the Government without justifiable cause, after the Bidder had been adjudged as having submitted the LCRB;
 - (viii) refusal or failure to post the required performance security within the prescribed time;
 - (ix) refusal to clarify or validate in writing its bid during post-qualification within a period of seven (7) calendar days from receipt of the request for clarification;
 - (x) any documented attempt by a Bidder to unduly influence the outcome of the bidding in his favor;
 - (xi) failure of the potential joint venture partners to enter into the joint venture after the bid is declared successful; or
 - (xii) all other acts that tend to defeat the purpose of the competitive bidding, such as habitually withdrawing from bidding, submitting late Bids or patently insufficient bid, for at least three (3) times within a year, except for valid reasons.
- (b) If the successful Consultant:
 - (i) fails to sign the contract in accordance with **ITB** Clause 31;

- (ii) fails to furnish performance security in accordance with **ITB** Clause 32; or
- (iii) any other reason stated in the **BDS**.

16. Format and Signing of Bids

16.1. Consultants shall submit their bids through their duly authorized representative using the appropriate forms provided in November 20, 2024

16.2. **TERMS OF REFERENCE**

PROCUREMENT FOR THE CONSULTANCY SERVICES FOR THE DEVELOPMENT OF INCUBATION PROGRAMS FOR THE MARIKINA ENTERPRISE SCALE-UP HUB (MESH)

XVIII. PROJECT INFORMATION

A. BACKGROUND

Pursuant to Section 7 & Section 12 of the Republic Act No. 11337 or the Innovative Startup Act and Section 13 & Section 25 of the Republic Act No. 11293 or the Philippine Innovation Act, the National Development Company (NDC) in coordination with the Department of Trade and Industry (DTI), Department of Information and Communications Technology (DICT), and National Innovation Council (NIC) initiated the establishment of the iHub. The iHub is a platform where startups, entrepreneurs, government officials, and key stakeholders can congregate, exchange ideas, and collaborate and create solutions to our most pressing problems as a society. NDC houses the Startup Venture Fund(SVF), Philippine E-commerce Platform, and the Philippine Artificial Intelligence Research Center. Being home to the SVF, the iHub Programs are focused on the accelerators in the startup ecosystem. iHub Programs aim to create a comprehensive model for supporting entrepreneurs, encouraging collaboration, and promoting innovation across industries, to ensure business sustainability as well as equip them to enter the global arena.

The Department of Trade and Industry(DTI), in partnership with the NDC, is set to launch the Philippine Innovation Hub - Marikina Enterprise Scale-Up Hub (iHub-MESH) Project. The iHub will serve as a groundbreaking platform where startups, as well as Micro, Small, and Medium Enterprises, can engage in innovative programs and activities. This initiative aims to create a dynamic innovation facility designed to also foster the growth of the footwear sector and other creative industries. By providing a dedicated space and programs, the Project seeks to support and advance the entrepreneurial efforts of these smaller businesses, helping them to thrive and drive innovation within their respective fields. The Marikina Enterprise Scale-up Hub(MESH) Program is focused on the incubators of the startup ecosystem. The MESH programs aim

to provide all the necessary tools, utilizing its facilities, services and activities, to equip the budding entrepreneur (incubator) to set up, stabilize and grow the business into one that is revenue generating, in order to level up the incubator into an accelerator in the startup ecosystem.

The NDC, home of the Philippine Innovation Hub (iHub) and the Startup Venture Fund, has been assigned by the DTI. The NDC was tasked to develop the roadmap, oversee the completion of the facilities, and conceptualize and execute the programs. In carrying out this responsibility, the NDC will draw upon its established initiatives, program management, and strategic partners of the iHub. Additionally, the NDC will leverage its expertise in asset management to manage and sustain the upkeep of the building. Through these efforts, the NDC will ensure that the Project not only supports the startup ecosystem but also contributes to the broader goals of economic growth and development.

The iHub-MESH Project will be housed at the Philippine Innovation Hub (iHub) building. The iHub-Marikina building, located in the NACIDA Compound, Marikina City (corner of Russet and Rainbow Sts.), is a five-story facility built by the Department of Public Works and Highways (DPWH), with each floor covering an average area of 900 square meters.

B. OBJECTIVE

1. **Create comprehensive incubation programs** for the Marikina Enterprise Scale-Up Hub that focus on startup development, validation, and scaling of MSMEs that prioritize Marikina-based industries like the creative industries. These programs will be designed to provide tailored support, including founder development sessions, market validation activities, and access to capital, ensuring startups are investment-ready and primed for growth.
2. **Develop a strategic program design** for the 5-year ecosystem rollout of MESH Program, with a focus on laying the foundation for its first-year implementation, ensuring the seamless establishment of critical infrastructure, resources, and programs that foster innovation and provide comprehensive support for startups.
3. **Facilitate the alignment of key stakeholders**, including government agencies, private sector partners, investors, and academia, to foster collaboration and ensure that MESH functions as the nucleus of the startup ecosystem. This will drive innovation, support startup growth, and ensure that incubation programs are aligned with national innovation policies.
4. **Enable the integration of scalable services and resources** within the incubation programs, including capacity-building initiatives, mentorship, and technology platforms. These services will support founder development, validation activities, and training seminars that

enhance knowledge of innovation tools and frameworks, ensuring startups are well-rounded and ready for growth.

5. **Establish a program/ system for measuring the impact of the incubation programs**, focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development.

C. SCOPE OF THE PROJECT

1. Deliver **ready-to-implement incubation programs** based on a strategic roadmap designed by the consultant for the year 2025 rollout of MESH, with a primary focus on improving the investment readiness of 100 startups and MSMEs, out of which **20 will be investment-ready** and **10 will qualify** for the Startup Venture Fund by the end of the incubation cycle. These plans will include timelines, resource allocation, and key milestones to ensure a seamless rollout of activities.
2. Establish a system that ensures the **alignment of key stakeholders**, including government agencies, private sector investors, and academia, to support the goals of MESH starting in 2025. This will outline roles and responsibilities to foster collaboration and maximize resource-sharing and program success.
3. Create a comprehensive plan for **capital access**, detailing how startups within the incubation programs will engage with venture capitalists, angel investors, and government funding sources. This plan will ensure startups can secure funding and utilize critical resources, ready for implementation by January 2025.
4. Develop a system for **measuring startup success**, with clear key performance indicators to track startup progress, investment readiness, and impact on the ecosystem, to be activated in 2025.

D. GOALS

1. **Program Design for Incubation:**
 - a) Develop **incubation programs** that incorporate gender and development elements to ensure inclusivity across age, gender, and socioeconomic backgrounds. This includes creating learning and development plans that consider the diverse needs of founders, such as women and older entrepreneurs, and promoting inclusivity in assessing founder-startup fit, product-market fit, and investment eligibility including learning and development plans and activities for assessing founder-startup fit, product-market fit, and eligibility for investment.

- b) Design the support structure to ensure at least **20 startups are investment-ready** and **10 are eligible** for the **Startup Venture Fund** after the first incubation cycle.
- c) Develop incubation programs
- 2. **Strategic Planning and Program Development:**
 - a) Develop a comprehensive **strategic roadmap** and detailed **working plans** for the 5-year rollout of MESH, with a primary focus on creating and launching **incubation programs** during the first-year implementation phase in 2025.
 - b) Outline clear, actionable steps for establishing the iHub's critical infrastructure, resources, and programs, designed to support startup growth and investment-readiness, without actual implementation during the consultation period.
 - c) Create detailed **incubation program designs** aimed at supporting 100 MSMEs, with a focus on investment readiness and eligibility for the **Startup Venture Fund**.
- 3. **Stakeholder Engagement and Alignment:**
 - a) Develop a plan for aligning key stakeholders, including government agencies, private sector partners, investors, and academia, ensuring they are prepared to collaborate and support the objectives of MESH.
 - b) Design an engagement roadmap that details specific actions and collaboration mechanisms, including partnerships for mentoring, funding, and resource sharing.
- 4. **Capital and Resource Access Facilitation:**
 - a) Lay out a strategy for establishing relationships with venture capitalists, angel investors, and government funding sources, to ensure future startups have access to capital and resources when the programs are launched in 2025.
- 5. **Gender & Development (GAD) Program:**
 - a) Manpower resources must align with the Gender and Development (GAD) Program of NDC to promote inclusivity and ensure gender-sensitive policies and practices are integrated into all aspects of workforce management.
- 6. **Performance Measurement Program:**
 - a) Develop a comprehensive plan for **monitoring and evaluating** the progress of startups, including key performance indicators (KPIs) and reporting mechanisms, without requiring real-time implementation.

E. PROJECT IMPLEMENTATION SCHEDULE

The Project will commence immediately after the issuance of the Notice to Proceed (NTP).

XIX. EXPECTED TIME SCHEDULE

- A. The total duration of the project will be one hundred twenty-seven (127) calendar days as set out in the Section VI of this TOR.

XX. MINIMUM QUALIFICATIONS / CRITERIA FOR SELECTION

A. The Consultant to be engaged under this TOR shall have at least the following mandatory qualifications:

1. **Proven Track Record:** At least five (5) years of experience conducting organizational evaluations or diagnostic, process mapping, and information analysis in government and/or large-scale complex organizations;
2. **And/Or Advanced Qualifications:** Advanced degrees or qualifications, experience and expertise in developing and conducting innovation programs, educator experience in international education institutions, and experience being part of a startup to ensure a holistic view and customer-centric approach in strategy development, or related fields;
3. **Experience:** Experience in managing complex, multi-stakeholder. With relevant international experience;
4. **Government Experience:** Experience working with government agencies, and a substantive understanding of government processes, rules, and regulations, including the successful completion of government contracts;
5. **Demonstrated ability** to produce well-written and easily understandable reports
6. **Proven experience** in conducting consultations and dialogues with high-level government officials and development stakeholders.

Having key personnel with the following minimum qualifications:

Individual Qualification:

Team Member	Minimum Qualifications	Purpose
One (1) Overall Project Leader	<p>With Master’s Degree relevant to the project</p> <p>With at least four(4) years of experience in related projects</p>	<p>To lead the team in all aspects of the project,</p> <p>To deliver the outputs required</p> <p>To present to client</p>

		To analyze with the group all the data gathered by the team, and put together the main report
Team Leader for Research	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in leading research projects focused on innovation or entrepreneurship</p>	To do market studies to identify industries that startups can create solutions for
Team Leader for Collaboration	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in stakeholder engagement and partnership development.</p>	To identify and collaborate with subject matter experts to ensure that programs designed will be relevant
Five(5) Technical Experts/ Specialists	<p>With BS/AB degree in related fields relevant to the project.</p> <p>With at least three (3) years of experience in related projects</p> <p>With any of the following: Certified innovation Professionals; Corporate Management and Strategy Experience; Advanced Education in Innovation; Proven Teaching and Mentoring experience; Proven incubation track record; Affiliation with International Partners; hands-on Innovation Program Management; Recognized Research Contributions; Ecosystem and Community Building Partners; Startup Experience; Capital Management/ Investment Experience; and practices Unity and Diversity</p>	<p>To provide expertise and data in order to designing in relevant to the project</p> <p>To create/ design programs relevant to the project</p>

XXI. CRITERIA FOR SHORTLISTING

A. The criteria and rating system for shortlisting are tabulated below:

Criteria for Shortlisting	Weight
VII. Applicable work experience of the Consultant Firm	45%
VIII. Qualification of key personnel to be assigned to the Project	50%
IX. Current workload relative to capacity	5%
TOTAL SCORE	100%

The prospective bidders must pass the required minimum score of sixty (60%) to be shortlisted. Failure of the prospective bidders to meet any of the minimum requirements will be disqualified and will not be considered in the shortlisting.

The shortlist shall consist of the top five (5) qualified prospective bidders who will be considered in the determination of the Highest Rated Bid (HRB).

B. The NDC requests the submission of the following:

- Curriculum Vitae of the Consultant Company, including experience relevant to the project
- Curriculum Vitae of the members of the Consultant Team and Administrative Team of the Consultant Company
- Past Projects detailing relevant skills and experience to provide the services. Include the name of the activity, cost, duration, location, and description of services (one page per project)
- Draft a work plan on how the Consultant Company will accomplish the project. Include the scope, target deliveries, methodologies, financial expenses, material and human resources to be utilized (maximum of 3 pages).

XXII. DETERMINATION OF THE HIGHEST RATED BID (HRB)

Using the Quality-Cost Based Selection procedure under Republic Act (RA) 9184 (Government Procurement Reform Act) and its Revised Implementing Rules and Regulations (IRR) and on the basis of the following criteria: eighty-five percent (85%) Technical Proposal and fifteen percent (15%) Financial Proposal, the resulting Highest Rated Bidder shall be selected as the Consultant of the Project.

A. Technical Proposal (85%)

The scorecard can be found attached to this TOR as Annex A

The shortlisted bidder/s must pass the required minimum technical score of 60 points in order to qualify for the consideration of its Financial Proposal.

B. Financial Proposal (15%)

Using the formula: $Sf = 100 \times F1/F$

Where: SF = Financial Score of the Financial Proposal under consideration

F1 = Price of the lowest financial proposal

F = Price of financial proposal under consideration

XXIII. REPORTS AND DELIVERABLES

The program is set to be executed within the designated time frame, with detailed descriptions of each activity outlined in the table below. The overall time frame is estimated to be at one hundred twenty-seven (127) days or four (4) months and seven (7) days.

All plans, drawings, specifications, designs, reports, other documents and software prepared by the Consultant for the Procuring Entity under the Contract shall become

and remain the property of the Procuring Entity, and the Consultant shall, prior to termination or expiration of the Contract, deliver all such documents to the Procuring Entity, together with a detailed inventory thereof. The Consultant may retain a copy of such documents and software. The plans, drawings, specifications, designs, reports, other documents and software, including restrictions on future use of such documents and software, if any, shall be specified in the SCC (Special Conditions of Contract).

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

- i. Appointing such members of the Personnel listed merely by title but not by name;
- j. Entering into a subcontract for the performance of any part of the Services, it being understood that:
 - i. The selection of the Subconsultant and the terms and conditions of the subcontract shall have been approved in writing by the Procuring Entity prior to the execution of the subcontract; and
 - ii. The Consultant shall remain fully liable for the performance of the Services by the Subconsultant and its Personnel pursuant to this Contract.
- k. Replacement, during the performance of the contract for any reason, of any Personnel as listed in the Contract requiring the Procuring Entity's prior approval; and
- l. Any other action that may be specified in the SCC.

PHASES	DESCRIPTION	DURATION	OUTPUT
<p>Phase 1:</p> <p>Alignment and Audit with NDC and MESH overall framework</p>	<p>Understand NDC’s existing plans and strategies, including those of the Philippine Innovation Hub</p> <p>Coordination with other consultants in terms of direction and expectations, including determination of plans for the interior design of the space.</p> <p>Confirmation of the actual expected outcomes, in line with the goals of key stakeholders</p>	<p>7 days</p>	<p>Focuses on establishing a comprehensive understanding of NDC’s existing plans and strategies, including those of the Philippine Innovation Hub. This phase involves coordinating with other consultants to clarify direction and expectations, specifically regarding the interior design of the space. Additionally, it aims to confirm the expected outcomes in line with the goals of key stakeholders, ensuring that all efforts are aligned and strategically focused</p>
<p>Phase 2:</p> <p>Preliminary Research</p>	<p>Conduct initial research on the target segment markets and review of related plans and strategies of relevant stakeholders, such as the National Innovation Council, the Innovative Startup Act TWG, Marikina LGU, and NDC, among others</p> <p>Conduct a comparative analysis of global innovation hubs and successful scale-up frameworks to identify best practices.</p> <p>Extraction of key insights from research results that will form the foundation of the strategy creation for MESH</p>	<p>30 days</p>	<p>This involves conducting an initial analysis and report of the target segment markets and reviewing the related plans and strategies of relevant stakeholders, including the National Innovation Council, the Innovative Startup Act TWG, the Marikina LGU, and NDC, among others. This phase includes a comparative analysis of global innovation hubs and successful scale-up frameworks to identify best practices. Key insights extracted from this research will serve as the foundation for the strategy development for MESH.</p>
<p>Key Informant Interviews and Workshops</p>	<p>Hold targeted interviews with key stakeholders, including government agencies (e.g., DTI, DICT), private sector partners, and academic institutions, to gather insights on innovation needs and expectations.</p> <p>Facilitate workshops with local and international experts to define the innovation pillars for MESH (e.g.,</p>		

	sustainability, digital transformation, creative economy).		
Phase 3: Crafting of MESH Innovation Program Design	<p>Create a detailed MESH Program design that includes guiding principles, focus areas (e.g., incubation technology, creative industries), and key metrics for success.</p> <p>Develop sub-program design for incubation, and industry-specific innovation (e.g., food tech, AI, creative industries), emphasizing collaboration and scalability.</p>	90 days	<p>Program design will be developed to include guiding principles, focus areas such as incubation, and technology, along with key success metrics. Sub-program designs will address specific sectors like food tech and AI, promoting collaboration and scalability. Ideation workshops with stakeholders and experts will generate innovative ideas, leading to prototypes detailing activities for validation, mentorship, and investor pitches.</p>
Ideation of Key Programs and Activities	<p>Organize ideation workshops with stakeholders and industry experts to generate ideas for incubation programs, capacity-building initiatives, and founder-startup fit sessions.</p> <p>Develop prototypes of the incubation programs, including detailed activities for each phase (e.g., validation activities, mentorship, investor pitches).</p>		<p>The Strategy Roadmapping will outline short- and long-term targets for building a pipeline of 100 MSMEs and eligibility pathways for the Startup Venture Fund. A detailed five-year rollout roadmap will specify milestones for infrastructure, program launches, and stakeholder engagement, alongside resource allocation and contingency plans.</p> <p>Lastly, the identification of Key Success Factors will focus on access</p>

<p style="text-align: center;">Strategy Roadmapping</p>	<p>Define short-term and long-term targets, focusing on building a pipeline for 100 MSMEs and creating eligibility pathways for the Startup Venture Fund.</p> <p>Develop a step-by-step roadmap for the 5-year ecosystem rollout of MESH, with identified milestones for infrastructure setup, program launches, stakeholder engagement, and capital-raising activities for 2025.</p> <p>Develop a detailed timeline for all key activities, including resource allocation (e.g., personnel, financial investments, infrastructure needs).</p> <p>Create contingency plans to address potential risks and ensure smooth implementation of the roadmap in 2025.</p>	<p>to funding, mentorship quality, and infrastructure readiness, supported by a monitoring and evaluation framework to track progress and ensure continuous improvement through regular feedback from startups and stakeholders</p>
<p style="text-align: center;">Determination of Key Success Factors</p>	<p>Identify key factors that will ensure MESH's success, including access to funding, mentorship quality, and infrastructure readiness.</p> <p>Develop a comprehensive monitoring and evaluation (M&E) system to track the progress of MESH programs against the identified success factors.</p>	

XXIV. APPROVED BUDGET FOR THE CONTRACT

The approved budget for the contract (ABC) is **Ten Million (P10,000,000.00)** inclusive of all applicable taxes covering the professional fees of consultants as well as the administrative and travel expenses in the conduct of the Project. Bids received in excess of the ABC shall be automatically rejected during the opening of the financial proposal.

Consistent with the provisions of R.A. 9184, all the consultancy contracts shall be fixed-price contracts. Any extension of contract time shall not involve any additional cost.

XXV. TERMS OF PAYMENT

The ABC is **Ten Million (P10,000,000.00)** inclusive of all applicable taxes covering the professional fees of consultants as well as the administrative and travel expenses in the conduct of the Project.

PHASES	DURATIO N	TOTAL
Phase 1: Alignment and Audit with NDC and MESH overall framework	7 days	Php 1,000,000.00
Phase 2: Preliminary Research	30 days	Php 2,500,000.00
Key Informant Interviews and Workshops		
Phase 3: Crafting of MESH Innovation Program Design	60 days	Php 3,500,000.00
Ideation of Key Programs and Activities		
Strategy Roadmapping		
Determination of Key Success Factors	60 days	Php 3,000,000.00
TOTAL CONTRACT PRICE (VAT inclusive)		Php 10,000,000.00

Other payment terms and requirements are indicated in the General Conditions of the Contract and in the Special Conditions of the Contract of the Bidding Documents.

END OF TOR –

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

17. Sealing and Marking of Bids

- 17.1. Unless otherwise indicated in the **BDS**, Consultants shall enclose their original technical proposal described in **ITB** Clause 10, in one sealed envelope marked “ORIGINAL - TECHNICAL PROPOSAL”, and the original of their financial proposal in another sealed envelope marked “ORIGINAL - FINANCIAL PROPOSAL”, sealing them all in an outer envelope marked “ORIGINAL BID”.
- 17.2. Each copy of the first and second envelopes shall be similarly sealed duly marking the inner envelopes as “COPY NO. ___ - TECHNICAL PROPOSAL” and “COPY NO. ___ – FINANCIAL PROPOSAL” and the

outer envelope as “COPY NO. ___”, respectively. These envelopes containing the original and the copies shall then be enclosed in one single envelope.

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

D. Submission and Opening of Bids

18. Deadline for Submission of Bids

Bids must be received by the Procuring Entity’s BAC at the address and on or before the date and time indicated in the **BDS**.

19. Late Bids

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

20. Modification and Withdrawal of Bids

- 20.1. The Consultant may modify its bid after it has been submitted; provided that the modification is received by the Procuring Entity prior to the deadline prescribed for submission and receipt of bids. The Consultant shall not be allowed to retrieve its original bid, but shall be allowed to submit another bid

equally sealed, properly identified in accordance with **ITB** Clause 17.4, linked to its original bid marked as “TECHNICAL MODIFICATION” or “FINANCIAL MODIFICATION” and stamped “received” by the BAC. Bid modifications received after the applicable deadline shall not be considered and shall be returned to the Consultant unopened.

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

E. Evaluation and Comparison of Bids

21. Opening and Preliminary Examination of Bids

- 21.1 Only bids from shortlisted bidders shall be opened and considered for award of contract. These shortlisted bidders, whether single entities or JVs, should confirm in their Technical Proposal Submission Form that the information contained in the submitted eligibility documents remains correct as of the date of bid submission.
- 21.2 The BAC shall open the bids immediately after the deadline for the submission and receipt of bids in public, as specified in the **BDS**. In case the bids cannot be opened as scheduled due to justifiable reasons, the BAC shall take custody of the bids submitted and reschedule the opening on the next working day or at the soonest possible time through the issuance of a Bulletin to be posted at the PhilGEPS website and the website of the Procuring Entity concerned.
- 21.3 To determine each bidder’s compliance with the documents prescribed in **ITB** Clause 10, the BAC shall open the first envelope (Technical Proposal) and check the submitted documents of each bidder in accordance with **ITB** Clause

10.2 to ascertain if they are all present, using a non-discretionary “pass/fail” criterion. If a bidder submits the required document, it shall be rated “passed” for that particular requirement. In this regard, bids that fail to include any requirement or are incomplete or patently insufficient shall be considered as “failed”. Otherwise, the BAC shall rate the said first bid envelope as “passed”.

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

22. Process to be Confidential

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

23. Clarification of Bids

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

24. Bid Evaluation

- 24.1 For the evaluation of bids, numerical ratings shall be used. In order to eliminate bias in evaluating the Bids, it is recommended that the highest and

lowest scores for each Consultant for each criterion shall not be considered in determining the average scores of the Consultants, except when the evaluation is conducted in a collegial manner.

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

25 Evaluation of Technical Proposals

- 25.1 The BAC shall then conduct a detailed evaluation of technical bids following the procedures specified in the **BDS** depending on the evaluation procedure identified in the Request for Expression of Interest and **ITB** Clause 1.1.
- 25.2 The BAC evaluates the Technical Proposals on the basis of their compliance with the requirements under **ITB** Clause 10 and responsiveness to the TOR using the following criteria:
 - (a) Quality of personnel to be assigned to the Project which covers suitability of key staff to perform the duties for the Project and general qualifications and competence including education and training of the key staff;
 - (b) Experience and capability of the Consultant which include records of previous engagement and quality of performance in similar and in other projects; relationship with previous and current clients; and, overall work commitments, geographical distribution of current/impending projects and attention to be given by the consultant. The suitability of the Consultant to the Project shall consider both the overall experiences of the firm and the individual experiences of the principal and key staff including the times when employed by other consultants; and
 - (c) Plan of approach and methodology with emphasis on the clarity, feasibility, innovativeness and comprehensiveness of the plan approach,

and the quality of interpretation of project problems, risks, and suggested solutions.

- 25.3 The BAC shall assign numerical weights and the minimum required technical score to each of the above criteria which shall be indicated in the **BDS**. A Bid shall be rejected at this stage if it does not respond to important aspects of the TOR or if it fails to achieve the minimum Technical Score (St) indicated in the **BDS**.
- 25.4 Technical Proposals shall not be considered for evaluation in any of the following cases:
- (a) late submission, *i.e.*, after the deadline set in the **ITB** Clause 18;
 - (b) failure to submit any of the technical requirements provided under this ITB and TOR;
 - (c) the Consultant that submitted a Bid or any of its partner and/or subconsultant belongs to one of the conflict of interest cases as described in **ITB** Clauses 2.1(k) to (c) and failed to make a proper statement to that effect in the cover letter; or
 - (d) the Technical Proposal included any cost of the services.

26 Opening and Evaluation of Financial Proposals

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

27 Negotiations

- 27.1 Negotiations with the Consultant that submitted the Highest Rated Bid shall be held at the address indicated in the **BDS**. The aim is to reach agreement on all points.
- 27.2 Negotiations shall cover the following:
- (a) Discussion and clarification of the TOR and Scope of Services;
 - (b) Discussion and finalization of the methodology and work program proposed by the Consultant;
 - (c) Consideration of appropriateness of qualifications and pertinent compensation, number of man-months and the personnel to be assigned to the job, taking note of over-qualified personnel to be commensurate with the compensation of personnel with the appropriate qualifications, number of man-months and schedule of activities (manning schedule);

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

28 Post Qualification

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

29 Reservation Clause

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

- (d) The bidder with the HRRB refuses, without justifiable cause to accept the award of contract, and no award is made in accordance with Section 40 of the IRR of RA 9184.

F. Award of Contract

30. Contract Award

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

31. Signing of the Contract

- 31.1 At the same time as the Procuring Entity notifies the successful Bidder that its bid has been accepted, the Procuring Entity shall send the Contract Form to the Bidder, which contract has been provided in the Bidding Documents, incorporating therein all agreements between the parties.
- 31.2 Within ten (10) calendar days from receipt of the Notice of Award, the successful Bidder shall post the required performance security and sign and date the contract and return it to the Procuring Entity.
- 31.3 The Procuring Entity shall enter into contract with the successful Bidder within the same ten (10) calendar day period provided that all the documentary requirements are complied with.
- 31.4 The following documents shall form part of the contract:
- (1) Contract Agreement;
 - (2) Bidding Documents;
 - (3) Winning bidder's bid, including the Technical and Financial Proposals, and all other documents/statements submitted (*e.g.*, bidder's response to request for clarifications on the bid), including corrections to the bid, if any, resulting from the Procuring Entity's bid evaluation;
 - (4) Performance Security;
 - (5) Notice of Award of Contract; and
 - (6) Other contract documents that may be required by existing laws and/or specified in the **BDS**.

32. Performance Security

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

Form of Performance Security	Amount of Performance Security (Not less than the Percentage of the Total Contract Price)
(a) Cash or cashier's/manager's check issued by a Universal or Commercial Bank;	Five percent (5%)

<p><i>For biddings conducted by the LGUs, the Cashier's/Manager's Check may be issued by other banks certified by the BSP as authorized to issue such financial instrument.</i></p>	
<p>(b) Bank draft/guarantee or irrevocable letter of credit issued by a Universal or Commercial Bank: Provided, however, that it shall be confirmed or authenticated by a Universal or Commercial Bank, if issued by a foreign bank; and/or</p> <p><i>For biddings conducted by the LGUs, the Bank Draft/ Guarantee or Irrevocable Letter of Credit may be issued by other banks certified by the BSP as authorized to issue such financial instrument.</i></p>	
<p>(c) Surety bond callable upon demand issued by a surety or insurance company duly certified by the Insurance Commission as authorized to issue such security.</p>	<p>Thirty percent (30%)</p>

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

33. Notice to Proceed

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

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

34. Protest Mechanism

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

Section III. Bid Data Sheet

Bid Data Sheet

ITB Clause	
1.1	<p>The Procuring Entity is National Development Company (NDC).</p> <p>The evaluation procedure is</p> <p>Quality Cost Based Evaluation/Selection (QCBE/QCBS)</p> <p>Selection Under a Fixed Budget</p> <p>Least Cost Selection</p> <p><i>NOTE: For the World Bank, all of the above may be used. GoP permits the use of QCBE and QBE, users should note that the GoP version of QBE is what the World Bank refers to as selection under a fixed budget. A summary of each is set out below:</i></p> <p><i>QCBE/QCBS – (GoP and WB) Technical and Financial Scores are combined to determine the winner. ABC is stated and Financial Proposal above this amount are rejected except in the case of WB, no ABC or cost estimate is included in the Bidding Documents except for an estimate of the staff months required to complete the Project.</i></p> <p><i>QBS - (WB). The Consultant achieving the highest Technical Score has its Financial Proposal opened and is invited to negotiate a contract based on its Technical and Financial Proposals irrespective of the amount of the Financial Proposal. No other Financial Proposals are opened.</i></p> <p><i>QBE – (GoP) The Consultant achieving the highest Technical Score has its Financial Proposal opened and provided that it is within the ABC or cost estimate, which is disclosed in the Bidding Documents, is invited to negotiate a contract.</i></p> <p><i>Selection Under a Fixed Budget – (WB) The Consultant achieving the highest Technical Score has its Financial Proposal opened and provided that it is within the ABC or cost estimate, which is disclosed in the Bidding Documents, is invited to negotiate a contract.</i></p> <p><i>Least Cost Selection - (WB) All Consultants passing a minimum Technical Score have their Financial Proposals opened. The Consultant with the least cost is invited to negotiate a contract.</i></p>
1.2	<p>The Funding Source is:</p> <p>The Funding Source is: The Government of the Philippines (GoP) through the Department of Trade and Industry (DTI) – Competitiveness Innovation Group (CIG) 2024 Budget.</p>

	<p><i>NOTE: In the case of National Government Agencies, the General Appropriations Act and/or continuing appropriations; in the case of Government-Owned and/or –Controlled Corporations, Government Financial Institutions, and State Universities and Colleges, the Corporate Budget for the contract approved by the governing Boards; in the case of Local Government Units, the Budget for the contract approved by the respective Sanggunian.</i></p> <p>The name of the project is <i>Procurement for the Consultancy Services for the Development of Incubation Programs for the Marikina Enterprise Scale-Up Hub (MESH) with Project Reference No. MR24-10-137.</i></p>
1.3	<p>In line with the Republic of the Philippines’ commitment to fostering innovation, as mandated by Republic Act No. 11337 (Innovative Startup Act) and Republic Act No. 11293 (Philippine Innovation Act), the National Development Company (NDC) in collaboration with the Department of Trade and Industry (DTI), Department of Information and Communications Technology (DICT), and the National Innovation Council (NIC) has spearheaded the creation of the Philippine Innovation Hub (iHub). This initiative aims to provide a dynamic platform for startups, entrepreneurs, government agencies, and key industry stakeholders to converge, exchange knowledge, and collaborate to drive economic growth through innovation.</p> <p>The establishment of the iHub is a vital component of the government’s broader strategy to stimulate a vibrant startup ecosystem that is central to achieving sustainable economic progress. Through the iHub, critical resources such as the Startup Venture Fund, are centralized to offer comprehensive support for entrepreneurs. This effort will catalyze innovation across multiple sectors, empowering Filipino startups to scale, compete globally, and contribute to the nation’s overall development.</p> <p>The DTI, in partnership with the NDC, is set to launch the Project. The Hub - Marikina Scale-Up Hub (MESH) will serve as a groundbreaking platform where startups, as well as Micro, Small, and Medium Enterprises, can engage in innovative programs and activities. This initiative aims to create a dynamic innovation facility designed to also foster the growth of the footwear sector and other creative industries. By providing a dedicated space and programs, the Project seeks to support and advance the entrepreneurial efforts of these smaller businesses, helping them to thrive and drive innovation within their respective fields.</p> <p>The NDC, home of the Philippine Innovation Hub (iHub) and the Startup Venture Fund, has been assigned by the DTI, through the recommendation of Marikina 2nd District Congresswoman Quimbo. At the request of Cong. Quimbo, the NDC was tasked to develop the roadmap, oversee the completion of the facilities, and conceptualize and execute the programs. In carrying out this responsibility, the NDC will draw upon its established initiatives, program management, and strategic partners of the iHub. Additionally, the NDC will leverage its expertise in asset management to</p>

	<p>manage and sustain the upkeep of the building. Through these efforts, the NDC will ensure that the Project not only supports the startup ecosystem but also contributes to the broader goals of economic growth and development.</p> <p>In response to the evolving needs of the Philippine startup ecosystem, the iHub intends to establish programs aimed specifically at grassroots industries. One of its banner programs is the Marikina Enterprise Scale-Up Hub (MESH). This initiative is anchored on designing incubation programs that will enhance and elevate innovation and foster sustainable economic growth through a vibrant startup ecosystem.</p> <p>The MESH will be housed in the iHub-Marikina building, a cutting-edge 6,500m² facility designed to drive experimentation, co-creation, and the commercialization of innovative ideas. The MESH will offer an array of crucial services and resources tailored to support startups at every stage of growth. These include access to capital through funding initiatives, platforms for digital commerce, and advanced research centers for emerging technologies like artificial intelligence.</p> <p>The MESH will also provide a comprehensive environment offering not just physical infrastructure like co-working spaces and laboratories, but also strategic mentorship, industry-specific support, and direct connections to global markets. The MESH will enable its community to test and refine their ideas in a controlled setting while benefiting from government incentives and innovation-driven collaborations across sectors. This holistic support system aims to cultivate a new generation of high-growth, high-impact enterprises, positioning them to thrive in the competitive global market.</p> <p>By fostering a robust innovation ecosystem, the MESH aims to seed 100 new companies, support the growth of startups to reach Series A and Series B funding stages, and eventually produce the Philippines' next unicorns. With a strong emphasis on public-private collaboration, corporate innovation, and intellectual property protection, the MESH will be a critical engine for economic growth, enhancing the country's competitiveness on a global scale.</p>
1.4	<i>The project is to be phased, as described in the TOR.</i>
5	No further instructions.
6.1	<i>Subcontracting not allowed.</i>
6.2	<i>Not applicable</i>
7.1	The Procuring Entity will hold a Pre-Bid Conference for this Project on January 10, 2025, 2:00 P.M. through videoconference via Zoom.
8.1	The Procuring Entity's address is:

	<p>7th Floor, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City, 1227</p> <p>MR. JOHNIEREY A. CUETO Head, BAC Secretariat National Development Company Tel. Nos.: (02) (8) 840-4838 to 47 local 232 Fax No.: (02) (8) 840-4862 E-mail Address: jacueto@ndc.gov.ph</p>				
10.1(b)	<p>The estimated number of professional staff-months required for the Project is at least one (1) Overall Project Leader, one (1) Team Leader for Research, one (1) Team Leader for Collaboration, and five (5) Technical Experts/Specialists.</p> <p><i>NOTE: If a fixed budget is stated, the estimate of staff months should be not applicable and vice versa.</i></p>				
10.1(c)	<p>The minimum required experience of proposed professional staff is as follows:</p> <ol style="list-style-type: none"> 1. The Proven Track Record: At least five(5) years of experience conducting organizational evaluations or diagnostic, process mapping, and information analysis in government and/or large-scale complex organizations; 2. And/Or Advanced Qualifications: Advanced degrees or qualifications, experience and expertise in developing and conducting innovation programs, educator experience in international education institutions, and experience being part of a startup to ensure a holistic view and customer-centric approach in strategy development, or related fields; 3. Experience: Experience in managing complex, multi-stakeholder. With relevant international experience; 4. Government Experience: Experience working with government agencies, and a substantive understanding of government processes, rules, and regulations, including the successful completion of government contracts; 5. Demonstrated ability to produce well-written and easily understandable reports 6. Proven experience in conducting consultations and dialogues with high-level government officials and development stakeholders. <table border="1" data-bbox="421 1731 1385 2007"> <thead> <tr> <th data-bbox="421 1731 903 1800">Team Member</th> <th data-bbox="903 1731 1385 1800">Minimum Qualifications</th> </tr> </thead> <tbody> <tr> <td data-bbox="421 1800 903 2007">One (1) Overall Project Leader</td> <td data-bbox="903 1800 1385 2007">With Master's Degree relevant to the project With at least four(4) years of</td> </tr> </tbody> </table>	Team Member	Minimum Qualifications	One (1) Overall Project Leader	With Master's Degree relevant to the project With at least four(4) years of
Team Member	Minimum Qualifications				
One (1) Overall Project Leader	With Master's Degree relevant to the project With at least four(4) years of				

		experience in related projects
	Team Leader for Research	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in leading research projects focused on innovation or entrepreneurship</p>
	Team Leader for Collaboration	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in stakeholder engagement and partnership development.</p>
	Five(5) Technical Experts/ Specialists	<p>With BS/AB degree in related fields relevant to the project.</p> <p>With at least three (3) years of experience in related projects</p> <p>With any of the following: Certified innovation Professionals; Corporate Management and Strategy Experience; Advanced Education in Innovation; Proven Teaching and Mentoring experience; Proven incubation track record; Affiliation with International Partners; hands-on Innovation Program Management; Recognized Research Contributions; Ecosystem and Community Building Partners; Startup Experience; Capital Management/ Investment Experience; and practices Unity and Diversity</p>
11.5	<i>All applicable government taxes.</i>	

11.7	The ABC is <i>Ten Million Pesos (₱10,000,00.00)</i> . Any bid with a financial component exceeding this amount shall not be accepted.
13.1	The bid prices shall be quoted in Philippine Pesos.
13.3	No further instructions.
14.1	Bids will be valid until <i>May 27, 2025</i>
15.1	<p>The bid security shall be limited to a Bid Securing Declaration or any of the following forms and amounts:</p> <ol style="list-style-type: none"> 1. The amount of not less than Two Hundred Thousand Pesos (₱200,00.00) [<i>Insert 2% of ABC</i>], if bid security is in cash, cashier's/manager's check, bank draft/guarantee or irrevocable letter of credit; or 2. The amount of not less than Five Hundred Thousand Pesos (₱500,00.00) [<i>Insert 5% of ABC</i>], if bid security is in Surety Bond.
15.2	The bid security shall be valid until <i>May 27, 2025</i>
15.5(b)(iii)	No further instructions
17.1	No further instructions
17.3	Each Bidder shall submit <i>one (1)</i> original and <i>two (2)</i> copies (COPY 1 & COPY 2) of the first and second components of its bid.
18.0	<p>The address for submission of bids is National Development Company</p> <p>The address for submission of bids is 7th Floor, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City.</p> <p>The deadline for submission of bids is January 22, 2025 at 1:00 pm.</p>
21.2	<p>The address for opening of bids is ABB Hall, Penthouse, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City.</p> <p>The date and time for opening of bids is January 22, 2025 at 2:00 pm</p>
22.1	No further instructions.
25.1	<p>The following processes for the opening and evaluation of bids shall be adopted:</p> <ol style="list-style-type: none"> a) The technical proposal together with the financial proposal shall be considered in the ranking of consultants. The technical proposals shall be evaluated first using the criteria in ITB Clause 25.2. The financial

proposals of the consultants who meet the minimum technical score shall then be opened.

b) The financial and technical proposals shall be given corresponding weights with the financial proposal given a minimum weight of fifteen percent (15%) up to a maximum of forty percent (40%). The weight of the technical criteria shall be adjusted accordingly such that their total weight in percent together with the weight given to the financial proposal shall add to one hundred percent (100%). The BAC shall rank the consultants in descending order based on the combined numerical ratings of their technical and financial proposals and identify the Highest Rated Bid.

c) The HoPE shall approve or disapprove the recommendations of the BAC within two (2) calendar days after receipt of the results of the evaluation from the BAC.

d) After approval by the HoPE of the Highest Rated Bid, the BAC shall, within three (3) calendar days, notify and invite the consultant with the Highest Rated Bid for negotiation in accordance with **ITB** Clause 27.

25.3

The numerical weight and the minimum required St for each criterion are as follows:

CRITERIA	MAX SCORE
Qualification of personnel to be assigned	60
a. Experience in the area to be validated	35
<ul style="list-style-type: none"> • Overall Project Leader (1) <ul style="list-style-type: none"> With at least 13 years With 10-12 years With 7-9 years 	<ul style="list-style-type: none"> 10 7 5
<ul style="list-style-type: none"> • Team Leader for Research (1) <ul style="list-style-type: none"> With at least 6 years With at least 4 years 	<ul style="list-style-type: none"> 5 3
<ul style="list-style-type: none"> • Team Leader for Collaboration (1) <ul style="list-style-type: none"> With at least 6 years With at least 4 years 	<ul style="list-style-type: none"> 5 3
<ul style="list-style-type: none"> • Technical Expert/Specialist (1) <ul style="list-style-type: none"> With at least 5 years With at least 3 years 	<ul style="list-style-type: none"> 3 2
<ul style="list-style-type: none"> • Technical Expert/Specialist (2) <ul style="list-style-type: none"> With at least 5 years 	<ul style="list-style-type: none"> 3

	With at least 3 years	2
	• Technical Expert/Specialist (3) With at least 5 years With at least 3 years	3 2
	• Technical Expert/Specialist (4) With at least 5 years With at least 3 years	3 2
	• Technical Expert/Specialist (5) With at least 5 years With at least 3 years	3 2
	b. Education	25
	• Overall Project Leader With PhD relevant to the job With Master's degree relevant to the job	7 5
	• Team Leader for Research With Master's degree relevant to the job With BS/AB degree relevant to the job	4 3
	• Team Leader for Collaboration With Master's degree relevant to the job With BS/AB degree relevant to the job	4 3
	• Technical Expert/Specialist (1) With Master's Degree relevant to the job With BS/ AB degree relevant to the job	2 1
	• Technical Expert/Specialist (2) With Master's Degree relevant to the job With BS/ AB degree relevant to the job	2 1
	• Technical Expert/Specialist (3) With Master's Degree relevant to the job With BS/ AB degree relevant to the job	2 1
	• Technical Expert/Specialist	

	(4) With Master's Degree relevant to the job With BS/ AB degree relevant to the job	2 1
	• Technical Expert/Specialist (5) With Master's Degree relevant to the job With BS/ AB degree relevant to the job	2 1
	Experience and Capability of the Consultant/Consultancy Firm	30
	a. Similar projects conducted for startup n/ for Private Sector 8 projects and up 5-7 projects 3-4 projects	9 7 5
	b. Similar projects conducted for startup in/ for the Government Sector 6 projects and up 3-5 projects	8 5
	c. Year of relevant experience in designing programs and running them 9 years and more 5-8 years	8 5
	Submission of work plan, timeline, and methodology in responding to the TOR	10
	TOTAL	100
	<p>The minimum St required to pass is 60 points.</p> <p>The attention of the Consultant is drawn to Technical Proposal Forms – Bids must adhere to the maximum number of pages outlined in Clause 10.2(b).</p>	
26.1	<p>The opening of Financial Proposals shall be on January 22, 2025, 2:00 PM at the ABB Hall, Penthouse, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City.</p> <p>Financial Proposals shall be opened in public. A copy of the electronic file (password-protected) of the Financial</p>	

	<p>Proposal must be submitted through a USB flash drive. Submitted hard copies and electronic file must be identical.</p> <p>Discrepancy to the submitted hard copies and electronic file might lead to disqualification. The Password shall be disclosed by the bidder during the opening of bids</p> <p>NOTE: <i>The opening of Financial Proposals in public or otherwise depends on the evaluation procedure to be used by the Procuring Entity.</i></p>
26.2	<p>For Quality Cost Based Evaluation (QCBE): After the evaluation of quality is completed, the Procuring Entity shall notify those Consultants whose Bids did not meet the minimum qualifying mark or were considered non-responsive to the Bidding Documents and TOR, indicating that their Financial Proposals shall be returned unopened after completing the selection process. The Procuring Entity shall simultaneously notify the Consultants that have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals. The opening date shall not be sooner than two weeks after the notification date unless otherwise specified in ITB Clause 26.1. The notification may be sent by registered letter, facsimile, or electronic mail.</p> <p>The Financial Proposals shall be opened publicly in the presence of the Consultants’ representatives who choose to attend. The name of the Consultant, the quality scores, and the proposed prices shall be read aloud and recorded when the Financial Proposals are opened. The Procuring Entity shall prepare minutes of the public opening.</p> <p>The BAC shall determine whether the Financial Proposals are complete, <i>i.e.</i>, whether all the documents mentioned in ITB Clause 11 are present and all items of the corresponding Technical Proposals that are required to be priced are so priced. If not, the Procuring Entity shall reject the proposal. The BAC shall correct any computational errors, and convert prices in various currencies to the Philippine Peso at the rate indicated in ITB Clause 13. The Financial Proposal shall not exceed the ABC and shall be deemed to include the cost of all taxes, duties, fees, levies, and other charges imposed under the applicable laws. The evaluation shall include all such taxes, duties, fees, levies, and other charges imposed under the applicable laws; where special tax privileges are granted to a particular class or nationality of Consultant by virtue of the GoP’s international commitments, the amount of such tax privileges shall be included in the Financial Proposal for purposes of comparative evaluation of Bids.</p> <p>The lowest Financial Proposal (Fl) shall be given a Financial Score (Sf) of 100 points. The Sf of other Financial Proposals shall be computed based on the formula indicated below:</p> $Sf = 100 \times Fl/F$

	<p>Where:</p> <p>Sf is the financial score of the Financial Proposal under consideration,</p> <p>Fl is the lowest Financial Proposal, and</p> <p>F is the Financial Proposal under consideration.</p> <p>Using the formula $S = St \times T\% + Sf \times F\%$, the Bids shall then be ranked according to their combined St and Sf using the weights (St is the technical score of the Technical Proposal under consideration; T = the weight given to the Technical Proposal; F = the weight given to the Financial Proposal; T + F = 1) indicated below:</p> <p>T _____ [From 0.6 to 0.85]; and</p> <p>F _____ [From 0.15 to 0.4];</p> <p>provided that the total weights given to the Technical and Financial Proposals shall add up to 1.0.</p>
27.1	<p>The address for negotiations is:</p> <p>National Development Company 7th Floor, NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City</p>
27.2(e)	No negotiations pertaining to the Financial Proposal shall be undertaken.
28.2	<p>A. Within a non-extendible period of five (5) calendar days from receipt by the bidder of the notice from the BAC that it submitted the LCB, the Bidder shall submit the following documentary requirements:</p> <ol style="list-style-type: none"> 1. Documents listed in “Annex A” of the Certificate of PhilGEPs registration; 2. Latest Income and business tax returns filed and taxes paid through the BIR Electronic Filing and Payments System (eFPS) - within the last six (6) months preceding the date of bid submission; and <p>B. Certified True Copy signed by the BIR with documentary stamps of Item A.2. above to be submitted within seven (7) calendar days from receipt by the bidder of the notice from the BAC that it submitted the LCB.</p>

	<p>Provided, that the aforementioned period may be extended upon the request of the bidder and only for causes beyond the bidder's control. A proof of application with the BIR must be attached to the said request for an extension.</p> <p>Failure to submit any of the post-qualification requirements on time, or a finding against the veracity thereof, shall disqualify the bidder for award. Provided in the event that a finding against the veracity of any of the documents submitted is made, it shall cause the forfeiture of the bid security in accordance with Section 69 of the IRR of RA 9184.</p>
31.4.6	No additional requirement
32.1	No further instructions
33.2	The effective date of the contract is <i>upon receipt by the winning bidder of the Notice to Proceed.</i>

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

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1. Definitions

1.1 Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

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

Government's country; "Local Personnel" means such persons who at the time of being so hired had their domicile inside the Philippines; and "Key Personnel" means the Personnel referred to in GCC Clause 39.

- (n) "Procuring Entity" refers to any branch, constitutional commission or office, agency, department, bureau, office or instrumentality of the Government, including GOCC, GFI, SUC, LGU, and autonomous regional government procuring Goods, Consulting Services, and Infrastructure Projects.
- (o) "SCC" means the Special Conditions of Contract by which the GCC may be amended or supplemented.
- (p) "Services" means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix I.
- (q) "Subconsultant" means any person or entity to whom/which the Consultant subcontracts any part of the Services in accordance with the provisions of GCC Clause 50.
- (r) "Third Party" means any person or entity other than the Government, the Procuring Entity, the Consultant or a Subconsultant.

2. Headings

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

3. Location

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

4. Law Governing Contract and Services

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

adjustments shall be made to the ceiling amounts specified in GCC Clause 52, provided that the cost is within the Approved Budget for the Contract (ABC).

5. Language

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

6. Consultants and Affiliates Not to Engage in Certain Activities

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

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

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

7. Authority of Member in Charge

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

8. Resident Project Manager

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

9. Entire Agreement

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

10. Modification

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

11. Relationship of Parties

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

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

12. Authorized Representatives

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

13. Good Faith

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

14. Operation of the Contract

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

15. Notices

15.1 Any notice, request or consent required or permitted to be given or made pursuant to this Contract shall be in writing. Any such notice, request or consent shall be deemed to have been given or made when received by the

concerned party, either in person or through an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail, telex, telegram or facsimile to such Party at the address specified in the SCC.

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

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

16. Warranty as to Eligibility

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

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16.10 Section II. Eligibility Documents issued for this project.

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

17. Confidentiality

Except with the prior written consent of the Procuring Entity, the Consultant and the Personnel shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Personnel make public the recommendations formulated in the course of, or as a result of, the Services. For purposes of this clause, “confidential information” means any

information or knowledge acquired by the Consultant and/or its Personnel arising out of, or in connection with, the performance of the Services under this Contract that is not otherwise available to the public.

18. Payment

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

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

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

19. Currency of Payment

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

20. Liability of the Consultant

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

21. Insurance to be Taken Out by the Consultant

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

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

22. Effectivity of Contract

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

23. Commencement of Services

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

24. Expiration of Contract

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

25. Force Majeure

- 25.1 For purposes of this Contract the terms “force majeure” and “fortuitous event” may be used interchangeably. In this regard, a fortuitous event or force majeure shall be interpreted to mean an event which the Consultant could not have foreseen, or which though foreseen, was inevitable. It shall not include ordinary unfavorable weather conditions; and any other cause the effects of which could have been avoided with the exercise of reasonable diligence by the Consultant.
- 25.2 The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of force majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.
- 25.3 Unless otherwise agreed herein, force majeure shall not include:
- (a) any event which is caused by the negligence or intentional action of a Party or such Party’s Subconsultants or agents or employees;
 - (b) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract and avoid or overcome in the carrying out of its obligations hereunder;
 - (c) insufficiency of funds or failure to make any payment required hereunder; or
 - (d) the Procuring Entity’s failure to review, approve or reject the outputs of the Consultant beyond a reasonable time period.
- 25.4 A Party affected by an event of force majeure shall take all reasonable measures to remove such Party’s inability to fulfill its obligations hereunder immediately or within a reasonable time.
- 25.5 A Party affected by an event of force majeure shall notify the other Party of such event as soon as possible, and in any event not later than fifteen (15) days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give notice of the restoration of normal conditions as soon as possible.
- 25.6 The Parties shall take all reasonable measures to minimize the consequences of any event of force majeure.
- 25.7 Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which

such Party was unable to perform such action as a direct and proximate result of force majeure.

- 25.8 During the period of their inability to perform the Services as a direct and proximate result of an event of force majeure, the Consultant shall be entitled to continue receiving payment under the terms of this Contract as well as to be reimbursed for additional costs reasonably and necessarily incurred by it during such period for the purposes of the Services and in reactivating the Services after the end of such period, provided that such costs are still within the total contract price. However, the foregoing provision shall not apply if the Procuring Entity suspends or terminates this Contract in writing, notice thereof duly received by the Consultant, pursuant to GCC Clauses 26 and 27 hereof with the exception of the direct and proximate result of force majeure.
- 25.9 Not later than fifteen (15) days after the Consultant, as the direct and proximate result of an event of force majeure, has become unable to perform a material portion of the Services, the Parties shall consult with each other with a view to agreeing on appropriate measures considering the circumstances.
- 25.10 In the case of disagreement between the parties as to the existence, or extent of force majeure, the matter shall be submitted to arbitration in accordance with GCC Clause 34 hereof.

26. Suspension

- 26.1 The Procuring Entity shall, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fail to perform any of their obligations due to their own fault or due to force majeure or other circumstances beyond the control of either party (*e.g.* suspension of civil works being supervised by the consultant) under this Contract, including the carrying out of the Services, provided that such notice of suspension:
- (a) shall specify the nature of the failure; and
 - (b) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) days after receipt by the Consultant of such notice of suspension.
- 26.2 The Consultant may, without prejudice to its right to terminate this Contract pursuant to **GCC** Clause 28, by written notice of suspension, suspend the Services if the Procuring Entity fails to perform any of its obligations which are critical to the delivery of the Consultant's services such as, non-payment of any money due the Consultant within forty-five (45) days after receiving notice from the Consultant that such payment is overdue.

27. Termination by the Procuring Entity

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

- (a) Outside of force majeure, the Consultant fails to deliver or perform the Outputs and Deliverables within the period(s) specified in the Contract, or within any extension thereof granted by the Procuring Entity pursuant to a request made by the Consultant prior to the delay;
- (b) As a result of force majeure, the Consultant is unable to deliver or perform a material portion of the Outputs and Deliverables for a period of not less than sixty (60) calendar days after the Consultant's receipt of the notice from the Procuring Entity stating that the circumstance of force majeure is deemed to have ceased;
- (c) In whole or in part, at any time for its convenience, the HoPE may terminate the Contract for its convenience if he has determined the existence of conditions that make Project Implementation economically, financially or technically impractical and/or unnecessary, such as, but not limited to, fortuitous event(s) or changes in law and National Government policies;
- (d) If the Consultant is declared bankrupt or insolvent as determined with finality by a court of competent jurisdiction; in which event, termination will be without compensation to the Consultant, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the Procuring Entity and/or the Consultant;
- (e) In case it is determined prima facie that the Consultant has engaged, before or during the implementation of this Contract, in unlawful deeds and behaviors relative to contract acquisition and implementation, such as, but not limited to, the following: corrupt, fraudulent, collusive, coercive, and obstructive practices; drawing up or using forged documents; using adulterated materials, means or methods, or engaging in production contrary to rules of science or the trade; and any other act analogous to the foregoing. For purposes of this clause, corrupt, fraudulent, collusive, coercive, and obstructive practices shall have the same meaning as that provided in **ITB** Clause 3.1(a);
- (f) The Consultant fails to remedy a failure in the performance of their obligations hereunder, as specified in a notice of suspension pursuant to GCC Clause 15.2 hereinabove, within thirty (30) days of receipt of such notice of suspension or within such further period as the Procuring Entity may have subsequently approved in writing;
- (g) The Consultant's failure to comply with any final decision reached as a result of arbitration proceedings pursuant to GCC Clause 34 hereof; or
- (h) The Consultant fails to perform any other obligation under the Contract.

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

28. Termination by the Consultant

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

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

29. Procedures for Termination of Contracts

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

- (a) Upon receipt of a written report of acts or causes which may constitute ground(s) for termination as aforementioned, or upon its own initiative, the Procuring Entity shall, within a period of seven (7) calendar days, verify the existence of such ground(s) and cause the execution of a Verified Report, with all relevant evidence attached;
- (b) Upon recommendation by the Procuring Entity, the HoPE shall terminate this Contract only by a written notice to the Consultant conveying such termination. The notice shall state:
 - (i) that the contract is being terminated for any of the ground(s) aforementioned, and a statement of the acts that constitute the ground(s) constituting the same;
 - (ii) the extent of termination, whether in whole or in part;
 - (iii) an instruction to the Consultant to show cause as to why the contract should not be terminated; and
 - (iv) special instructions of the Procuring Entity, if any.

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

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

30. Cessation of Services

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

31. Payment Upon Termination

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

- (a) remuneration pursuant to **GCC** Clause 53 hereof for Services satisfactorily performed prior to the effective date of termination;
- (b) reimbursable expenditures pursuant to **GCC** Clause 53 hereof for expenditures actually incurred prior to the effective date of termination; and
- (c) in the case of termination pursuant to **GCC** Clause 27(b) hereof, reimbursement of any reasonable cost incident to the prompt and orderly termination of this Contract including the cost of the return travel of the Personnel and their eligible dependents.

32. Disputes about Events of Termination

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

33. Cessation of Rights and Obligations

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

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

34. Dispute Settlement

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

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

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

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

35.2 All computer programs developed by the Consultant under this Contract shall be the sole and exclusive property of the Procuring Entity; provided, however, that the Consultant may use such programs for its own use with prior written approval of the Procuring Entity. If license agreements are necessary or

appropriate between the Consultant and third parties for purposes of development of any such computer programs, the Consultant shall obtain the Procuring Entity's prior written approval to such agreements. In such cases, the Procuring Entity shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned.

36. Equipment and Materials Furnished by the Procuring Entity

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

37. Services, Facilities and Property of the Procuring Entity

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

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

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

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

- (a) appointing such members of the Personnel as are listed in Appendix III merely by title but not by name;
- (b) entering into a subcontract for the performance of any part of the Services, it being understood that:
 - (i) the selection of the Subconsultant and the terms and conditions of the subcontract shall have been approved in writing by the Procuring Entity prior to the execution of the subcontract; and

- (ii) the Consultant shall remain fully liable for the performance of the Services by the Subconsultant and its Personnel pursuant to this Contract;
- (c) replacement, during the performance of the contract for any reason, of any Personnel as listed in Appendix III of this Contract requiring the Procuring Entity's prior approval; and
- (d) any other action that may be specified in the **SCC**.

39. Personnel

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

incidental to any removal and/or replacement, and the remuneration to be paid for any of the Personnel provided as a replacement shall not exceed the remuneration which would have been payable to the Personnel replaced.

- 39.7 If the Procuring Entity finds that any of the Personnel has committed serious misconduct or has been charged with having committed a criminal action as defined in the Applicable Law, or has reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultant shall, at the Procuring Entity's written request specifying the grounds therefore, forthwith provide as a replacement a person with qualifications and experience acceptable to the Procuring Entity.

40. Working Hours, Overtime, Leave, etc.

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

41. Counterpart Personnel

- 41.1 If so provided in Appendix III hereto, the Procuring Entity shall make available to the Consultant, as and when provided in such Appendix III, and free of charge, such Counterpart Personnel to be selected by the Procuring Entity, with the Consultant's advice, as shall be specified in such Appendix III. Counterpart Personnel shall work with the Consultant. If any member of the Counterpart Personnel fails to perform adequately any work assigned to such member by the Consultant which is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Procuring Entity shall not unreasonably refuse to act upon such request.

- 41.2 The responsibilities of the Counterpart Personnel shall be specified in Appendix III, attached hereto, and the Counterpart Personnel shall not perform any work beyond the said responsibilities.
- 41.3 If Counterpart Personnel are not provided by the Procuring Entity to the Consultant as and when specified in Appendix III, and or if the Counterpart Personnel lack the necessary training, experience or authority to effectively undertake their responsibilities, the Procuring Entity and the Consultant shall agree on how the affected part of the Services shall be carried out, and the additional payments, if any, to be made by the Procuring Entity to the Consultant as a result thereof pursuant to **GCC** Clause 52 hereof.

42. Performance Security

- 42.1 Unless otherwise specified in the **SCC**, within ten (10) calendar days from receipt of the Notice of Award from the Procuring Entity but in no case later than the signing of the contract by both parties, the Consultant shall furnish the performance security in any the forms prescribed in the **ITB** Clause 32.2.
- 42.2 The performance security posted in favor of the Procuring Entity shall be forfeited in the event it is established that the Consultant is in default in any of its obligations under the contract.
- 42.3 The performance security shall remain valid until issuance by the Procuring Entity of the Certificate of Final Acceptance.
- 42.4 The performance security may be released by the Procuring Entity and returned to the Consultant after the issuance of the Certificate of Final Acceptance subject to the following conditions:
- (a) There are no pending claims against the Consultant or the surety company filed by the Procuring Entity;
 - (b) The Consultant has no pending claims for labor and materials filed against it; and
 - (c) Other terms specified in the **SCC**.
- 42.5 In case of a reduction of the contract value, the Procuring Entity shall allow a proportional reduction in the original performance security, provided that any such reduction is more than ten percent (10%) and that the aggregate of such reductions is not more than fifty percent (50%) of the original performance security.

43. Standard of Performance

- 43.1 The Consultant shall perform the Services and carry out their obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe and effective equipment, machinery, materials and methods.

- 43.2 The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as faithful advisers to the Procuring Entity, and shall at all times support and safeguard the Procuring Entity's legitimate interests in any dealings with Subconsultants or third parties.
- 43.3 The Consultant shall furnish to the Procuring Entity such information related to the Services as the Procuring Entity may from time to time reasonably request.
- 43.4 The Consultant shall at all times cooperate and coordinate with the Procuring Entity with respect to the carrying out of its obligations under this Contract.

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

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

45. Procurement by the Consultant

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

46. Specifications and Designs

- 46.1 The Consultant shall prepare all specifications and designs using the metric system and shall embody the best design criteria applicable to Philippine conditions. The Consultant shall specify standards which are accepted and well-known among industrial nations.
- 46.2 The Consultant shall ensure that the specifications and designs and all documentation relating to procurement of goods and services for this Contract are prepared on an impartial basis so as to promote national and international competitive bidding.

47. Reports

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

48. Assistance by the Procuring Entity on Government Requirements

- 48.1 The Procuring Entity may assist the Consultant, Subconsultants, and Personnel in the payment of such taxes, duties, fees and other impositions as may be levied under the Applicable Law by providing information on the preparation of necessary documents for payment thereof.
- 48.2 The Procuring Entity shall use its best efforts to ensure that the Government shall:
- (a) provide the Consultant, Subconsultants, and Personnel with work permits and such other documents as shall be necessary to enable the Consultant, Subconsultants, or Personnel to perform the Services;
 - (b) arrange for the foreign Personnel and, if appropriate, their eligible dependents to be provided promptly with all necessary entry and exit visas, residence permits, and any other documents required for their stay in the Philippines for the duration of the Contract;
 - (c) facilitate prompt clearance through customs of any property required for the Services and of the necessary personal effects of the foreign Personnel and their eligible dependents;
 - (d) issue to officials, agents and representatives of the Government all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services; and
 - (e) grant to foreign Consultant, any foreign Subconsultant and the Personnel of either of them the privilege, pursuant to the Applicable Law, of bringing into the Government's country reasonable amounts of foreign currency for purposes of the Services or for the personal use of the foreign Personnel and their dependents.

49. Access to Land

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

50. Subcontract

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

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

51. Accounting, Inspection and Auditing

51.1 The Consultant shall:

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

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

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

52. Contract Cost

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

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

53. Remuneration and Reimbursable Expenditures

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

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

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

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

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

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

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

(c) The Procuring Entity shall cause the payment of the Consultant's monthly statements within sixty (60) days after the receipt by the Procuring Entity of such statements with supporting documents. Only such portion of a monthly statement that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to

exist between actual payment and costs authorized to be incurred by the Consultant, the Procuring Entity may add or subtract the difference from any subsequent payments. Interest shall be paid for delayed payments following the rate provided in the SCC.

54. Final Payment

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

55. Lump Sum Contracts

- 55.1 For Lump Sum Contracts when applicable, notwithstanding the terms of **GCC** Clauses 10, 18.1, 31(c), 41.3, 53.2, 53.3, 53.4, 53.5, and 54.1, the provisions contained hereunder shall apply.
- 55.2 Personnel - Any replacement approved by the Procuring Entity in accordance with **ITB** Clause 27.3 shall be provided by the Consultant at no additional cost.
- 55.3 Staffing Schedule - Should the rate of progress of the Services, or any part hereof, be at any time in the opinion of the Procuring Entity too slow to ensure that the Services are completed in accordance with the Staffing Schedule, the Procuring Entity shall so notify the Consultant in writing and the Consultant shall at its sole cost and expense, thereupon take such steps as necessary, subject to the Procuring Entity's approval, or as reasonably required by the Procuring Entity, to expedite progress so as to ensure that the Services are completed in accordance with the Staffing Schedule.

- 55.4 Final payment pursuant to the Payment Schedule in Appendices IV and V shall be made by the Procuring Entity after the final report has been submitted by the Consultant and approved by the Procuring Entity.
- 55.5 Termination - Upon the receipt or giving of any notice referred to in **GCC** Clause 29 and if the Consultant is not in default under this Contract and has partly or substantially performed its obligation under this Contract up to the date of termination and has taken immediate steps to bring the Services to a close in prompt and orderly manner, there shall be an equitable reduction in the maximum amount payable under this Contract to reflect the reduction in the Services, provided that in no event shall the Consultant receive less than his actual costs up to the effective date of the termination, plus a reasonable allowance for overhead and profit.
- 55.6 Unless otherwise provided in the **SCC**, no additional payment for variation order, if any, shall be allowed for this Contract.

56. Liquidated Damages for Delay

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

Section V. Special Conditions of Contract

Special Conditions of Contract

GCC Clause	
1.1(g)	<p>The Funding Source is:</p> <p>The Government of the Philippines (GoP)</p>
6.2(b)	<p>NOTE: <i>It is essential that Consultants that advise PROCURING ENTITIES on the privatization of state owned enterprises or other assets (or on related problems), be prohibited from “switching sides” upon completion of their obligations and then either appearing as purchaser of these enterprises/assets or advising potential purchasers in this context. In these situations, the following provision must be used:</i></p> <p>For a period of two years after the expiration of this Contract, the Consultant shall not engage, and shall cause its Personnel as well as their Subconsultants and its Personnel not to engage, in the activity of a purchaser (directly or indirectly) of the assets on which they advised the Procuring Entity under this Contract nor in the activity of an adviser (directly or indirectly) of potential purchasers of such assets. The Consultant also agree that their affiliates shall be disqualified for the same period of time from engaging in the said activities.</p>
7	Not applicable
8	The Overall Project Leader shall be designated as resident project manager in Appendix III and shall serve in that capacity, as specified in GCC Clause 8 .
10	No further instructions
12	<p>The Authorized Representatives are as follows:</p> <p>For the Procuring Entity: <u>Head of the Procuring Entity</u></p> <p>For the Consultant: <u>Winning Consultant</u></p> <p>NOTE: <i>Name of authorized representative to be filled out by winning consultant prior to contract signing.</i></p>
15.1	<p>The addresses are:</p> <p>Procuring Entity: <i>National Development Company</i> Attention: Head of the Procuring Entity Address: <u>NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City</u> Facsimile: (8) 840-4862 Email Address: <u>info@ndc.gov.ph</u></p> <p>Consultants: <i>Winning Consultant</i> Attention: <i>[insert name of the Consultant’s authorized representative]</i></p>

	Address: _____ Facsimile: _____ Email Address: _____ NOTE: <i>Contact details to be filled out by winning consultant prior to contract signing.</i>
15.2	Notice shall be deemed to be effective as follows: (a) in the case of personal delivery or registered mail, on delivery; (b) in the case of facsimiles, within <i>[insert hours]</i> following confirmed transmission; or (c) in the case of telegrams, within <i>[insert hours]</i> following confirmed transmission.
18.3	<i>State here Consultant's account where payment may be made.</i> NOTE: <i>Details of account to be filled out by winning consultant prior to contract signing.</i>
19	No further instructions
20	No further provision
22	None
24	The time period shall be 127 Calendar Days or such other time period as the parties may agree in writing. NOTE: <i>Fill out the time period, e.g., "four (4) months after the submission of the Consultant final report"</i>
34.2	Any and all disputes arising from the implementation of this contract shall be submitted to arbitration in the Philippines according to the provisions of Republic Acts 876 and 9285, as required in Section 59 of the IRR of RA 9184.
35.1	No additional requirement
38.1(d)	No further instructions
39.5	The Consultant may change its Key Personnel only for justifiable reasons as may be determined by the Procuring Entity, such as death, serious illness, incapacity of an individual Consultant, resignation, among others, or until after fifty percent (50%) of the Personnel's man-months have been served. Violators will be fined an amount equal to the refund of the replaced Personnel's basic rate, which should be at least fifty percent (50%) of the total basic rate for the duration of the engagement.

42.1	<i>No further instructions</i>
42.4(c)	<i>No further instructions</i>
52.1	<p>The total ceiling amount in Philippine Pesos is Ten Million (₱10,000,000.00).</p> <p>NOTE: <i>The contract amount is to be filled out by the BAC Secretariat prior to contract signing.</i></p>
52.2	No further instructions.
53.2	<p>It is understood that:</p> <ol style="list-style-type: none"> 1. the remuneration rates shall cover: <ol style="list-style-type: none"> (a) such salaries and allowances as the Consultant shall have agreed to pay to the Personnel as well as factors for social charges and overhead; (b) the cost of backstopping by home office staff not included in the Personnel listed in Appendix III; and (c) the Consultant's fee; 2. bonuses or other means of profit-sharing shall not be allowed as an element of overhead; and <p>any rates specified for persons not yet appointed shall be provisional and shall be subject to revision, with the written approval of the Procuring Entity.</p>
53.4	<p>Contract price shall be inclusive of all applicable government taxes, remunerations, and reimbursables.</p> <p>NOTE: <i>Items that are not applicable should be deleted.</i></p>
53.5(a)	No advance payment is allowed.
(c)	<p>The interest rate is: <i>zero</i>.</p> <p>NOTE: <i>For GoP funded projects, interest rate is zero.</i></p>
55.6	No further instructions

Section VI. Terms of Reference

TERMS OF REFERENCE

PROCUREMENT FOR THE CONSULTANCY SERVICES FOR THE DEVELOPMENT OF INCUBATION PROGRAMS FOR THE MARIKINA ENTERPRISE SCALE-UP HUB (MESH)

XXVI. PROJECT INFORMATION

A. BACKGROUND

Pursuant to Section 7 & Section 12 of the Republic Act No. 11337 or the Innovative Startup Act and Section 13 & Section 25 of the Republic Act No. 11293 or the Philippine Innovation Act, the National Development Company (NDC) in coordination with the Department of Trade and Industry (DTI), Department of Information and Communications Technology (DICT), and National Innovation Council (NIC) initiated the establishment of the iHub. The iHub is a platform where startups, entrepreneurs, government officials, and key stakeholders can congregate, exchange ideas, and collaborate and create solutions to our most pressing problems as a society. NDC houses the Startup Venture Fund(SVF), Philippine E-commerce Platform, and the Philippine Artificial Intelligence Research Center. Being home to the SVF, the iHub Programs are focused on the accelerators in the startup ecosystem. iHub Programs aim to create a comprehensive model for supporting entrepreneurs, encouraging collaboration, and promoting innovation across industries, to ensure business sustainability as well as equip them to enter the global arena.

The Department of Trade and Industry(DTI), in partnership with the NDC, is set to launch the Philippine Innovation Hub - Marikina Enterprise Scale-Up Hub (iHub-MESH) Project. The iHub will serve as a groundbreaking platform where startups, as well as Micro, Small, and Medium Enterprises, can engage in innovative programs and activities. This initiative aims to create a dynamic innovation facility designed to also foster the growth of the footwear sector and other creative industries. By providing a dedicated space and programs, the Project seeks to support and advance the entrepreneurial efforts of these smaller businesses, helping them to thrive and drive innovation within their respective fields. The Marikina Enterprise Scale-up Hub(MESH) Program is focused on the incubators of the startup ecosystem. The MESH programs aim to provide all the necessary tools, utilizing its facilities, services and activities, to equip the budding entrepreneur (incubator) to set up, stabilize and grow the business into one that is revenue generating, in order to level up the incubator into an accelerator in the startup ecosystem.

The NDC, home of the Philippine Innovation Hub (iHub) and the Startup Venture Fund, has been assigned by the DTI. The NDC was tasked to develop the roadmap, oversee the completion of the facilities, and conceptualize and execute the programs. In carrying out this responsibility, the NDC will draw upon its established initiatives, program management, and strategic partners of the iHub. Additionally, the NDC will leverage its expertise in asset management to manage and sustain the upkeep of the building. Through these efforts, the NDC will ensure that the Project not only supports the startup ecosystem but also contributes to the broader goals of economic growth and development.

The iHub-MESH Project will be housed at the Philippine Innovation Hub (iHub) building. The iHub-Marikina building, located in the NACIDA Compound, Marikina City (corner of Russet and Rainbow Sts.), is a five-story facility built by the Department of Public Works and Highways (DPWH), with each floor covering an average area of 900 square meters.

B. OBJECTIVE

1. **Create comprehensive incubation programs** for the Marikina Enterprise Scale-Up Hub that focus on startup development, validation, and scaling of MSMEs that prioritize Marikina-based industries like the creative industries. These programs will be designed to provide tailored support, including founder development sessions, market validation activities, and access to capital, ensuring startups are investment-ready and primed for growth.
2. **Develop a strategic program design** for the 5-year ecosystem rollout of MESH Program, with a focus on laying the foundation for its first-year implementation, ensuring the seamless establishment of critical infrastructure, resources, and programs that foster innovation and provide comprehensive support for startups.
3. **Facilitate the alignment of key stakeholders**, including government agencies, private sector partners, investors, and academia, to foster collaboration and ensure that MESH functions as the nucleus of the startup ecosystem. This will drive innovation, support startup growth, and ensure that incubation programs are aligned with national innovation policies.
4. **Enable the integration of scalable services and resources** within the incubation programs, including capacity-building initiatives, mentorship, and technology platforms. These services will support founder development, validation activities, and training seminars that enhance knowledge of innovation tools and frameworks, ensuring startups are well-rounded and ready for growth.
5. **Establish a program/ system for measuring the impact of the incubation programs**, focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends

and contributing to long-term national economic development focusing on key success factors such as startup growth, investment readiness, and scalability. This will ensure continuous improvement, keeping MESH responsive to market trends and contributing to long-term national economic development.

C. SCOPE OF THE PROJECT

1. Deliver **ready-to-implement incubation programs** based on a strategic roadmap designed by the consultant for the year 2025 rollout of MESH, with a primary focus on improving the investment readiness of 100 startups and MSMEs, out of which **20 will be investment-ready** and **10 will qualify** for the Startup Venture Fund by the end of the incubation cycle. These plans will include timelines, resource allocation, and key milestones to ensure a seamless rollout of activities.
2. Establish a system that ensures the **alignment of key stakeholders**, including government agencies, private sector investors, and academia, to support the goals of MESH starting in 2025. This will outline roles and responsibilities to foster collaboration and maximize resource-sharing and program success.
3. Create a comprehensive plan for **capital access**, detailing how startups within the incubation programs will engage with venture capitalists, angel investors, and government funding sources. This plan will ensure startups can secure funding and utilize critical resources, ready for implementation by January 2025.
4. Develop a system for **measuring startup success**, with clear key performance indicators to track startup progress, investment readiness, and impact on the ecosystem, to be activated in 2025.

D. GOALS

1. **Program Design for Incubation:**
 - a) Develop **incubation programs** that incorporate gender and development elements to ensure inclusivity across age, gender, and socioeconomic backgrounds. This includes creating learning and development plans that consider the diverse needs of founders, such as women and older entrepreneurs, and promoting inclusivity in assessing founder-startup fit, product-market fit, and investment eligibility including learning and development plans and activities for assessing founder-startup fit, product-market fit, and eligibility for investment.
 - b) Design the support structure to ensure at least **20 startups are investment-ready** and **10 are eligible** for the **Startup Venture Fund** after the first incubation cycle.
 - c) Develop incubation programs
2. **Strategic Planning and Program Development:**
 - a) Develop a comprehensive **strategic roadmap** and detailed **working plans** for the 5-year rollout of MESH, with a primary

- focus on creating and launching **incubation programs** during the first-year implementation phase in 2025.
- b) Outline clear, actionable steps for establishing the iHub’s critical infrastructure, resources, and programs, designed to support startup growth and investment-readiness, without actual implementation during the consultation period.
 - c) Create detailed **incubation program designs** aimed at supporting 100 MSMEs, with a focus on investment readiness and eligibility for the **Startup Venture Fund**.
3. **Stakeholder Engagement and Alignment:**
 - a) Develop a plan for aligning key stakeholders, including government agencies, private sector partners, investors, and academia, ensuring they are prepared to collaborate and support the objectives of MESH.
 - b) Design an engagement roadmap that details specific actions and collaboration mechanisms, including partnerships for mentoring, funding, and resource sharing.
 4. **Capital and Resource Access Facilitation:**
 - a) Lay out a strategy for establishing relationships with venture capitalists, angel investors, and government funding sources, to ensure future startups have access to capital and resources when the programs are launched in 2025.
 5. **Gender & Development (GAD) Program:**
 - a) Manpower resources must align with the Gender and Development (GAD) Program of NDC to promote inclusivity and ensure gender-sensitive policies and practices are integrated into all aspects of workforce management.
 6. **Performance Measurement Program:**
 - a) Develop a comprehensive plan for **monitoring and evaluating** the progress of startups, including key performance indicators (KPIs) and reporting mechanisms, without requiring real-time implementation.

E. PROJECT IMPLEMENTATION SCHEDULE

The Project will commence immediately after the issuance of the Notice to Proceed (NTP).

XXVII. EXPECTED TIME SCHEDULE

- A. The total duration of the project will be one hundred twenty-seven (127) calendar days as set out in the Section VI of this TOR.

XXVIII. MINIMUM QUALIFICATIONS / CRITERIA FOR SELECTION

- A. The Consultant to be engaged under this TOR shall have at least the following mandatory qualifications:

1. **Proven Track Record:** At least five (5) years of experience

- conducting organizational evaluations or diagnostic, process mapping, and information analysis in government and/or large-scale complex organizations;
2. **And/Or Advanced Qualifications:** Advanced degrees or qualifications, experience and expertise in developing and conducting innovation programs, educator experience in international education institutions, and experience being part of a startup to ensure a holistic view and customer-centric approach in strategy development, or related fields;
 3. **Experience:** Experience in managing complex, multi-stakeholder. With relevant international experience;
 4. **Government Experience:** Experience working with government agencies, and a substantive understanding of government processes, rules, and regulations, including the successful completion of government contracts;
 5. **Demonstrated ability** to produce well-written and easily understandable reports
 6. **Proven experience** in conducting consultations and dialogues with high-level government officials and development stakeholders.

Having key personnel with the following minimum qualifications:

Individual Qualification:

Team Member	Minimum Qualifications	Purpose
One (1) Overall Project Leader	<p>With Master’s Degree relevant to the project</p> <p>With at least four(4) years of experience in related projects</p>	<p>To lead the team in all aspects of the project,</p> <p>To deliver the outputs required</p> <p>To present to client</p> <p>To analyze with the group all the data gathered by the team, and put together the main report</p>

Team Leader for Research	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in leading research projects focused on innovation or entrepreneurship</p>	To do market studies to identify industries that startups can create solutions for
Team Leader for Collaboration	<p>With BS/AB degree relevant to the job</p> <p>With at least three(3) years of experience in stakeholder engagement and partnership development.</p>	To identify and collaborate with subject matter experts to ensure that programs designed will be relevant
Five(5) Technical Experts/ Specialists	<p>With BS/AB degree in related fields relevant to the project.</p> <p>With at least three (3) years of experience in related projects</p> <p>With any of the following: Certified innovation Professionals; Corporate Management and Strategy Experience; Advanced Education in Innovation; Proven Teaching and Mentoring experience; Proven incubation track record; Affiliation with International Partners; hands-on Innovation Program Management; Recognized Research Contributions; Ecosystem and Community Building Partners; Startup Experience; Capital Management/ Investment Experience; and practices Unity and Diversity</p>	<p>To provide expertise and data in order to designing in relevant to the project</p> <p>To create/ design programs relevant to the project</p>

XXIX. CRITERIA FOR SHORTLISTING

A. The criteria and rating system for shortlisting are tabulated below:

Criteria for Shortlisting	Weight
X. Applicable work experience of the Consultant Firm	45%
XI. Qualification of key personnel to be assigned to the Project	50%
XII. Current workload relative to capacity	5%
TOTAL SCORE	100%

The prospective bidders must pass the required minimum score of sixty (60%) to be shortlisted. Failure of the prospective bidders to meet any of the minimum requirements will be disqualified and will not be considered in the shortlisting.

The shortlist shall consist of the top five (5) qualified prospective bidders who will be considered in the determination of the Highest Rated Bid (HRB).

B. The NDC requests the submission of the following:

- Curriculum Vitae of the Consultant Company, including experience relevant to the project
- Curriculum Vitae of the members of the Consultant Team and Administrative Team of the Consultant Company
- Past Projects detailing relevant skills and experience to provide the services. Include the name of the activity, cost, duration, location, and description of services (one page per project)
- Draft a work plan on how the Consultant Company will accomplish the project. Include the scope, target deliveries, methodologies, financial expenses, material and human resources to be utilized (maximum of 3 pages).

XXX. DETERMINATION OF THE HIGHEST RATED BID (HRB)

Using the Quality-Cost Based Selection procedure under Republic Act (RA) 9184 (Government Procurement Reform Act) and its Revised Implementing Rules and Regulations (IRR) and on the basis of the following criteria: eighty-five percent (85%) Technical Proposal and fifteen percent (15%) Financial Proposal, the resulting Highest Rated Bidder shall be selected as the Consultant of the Project.

A. Technical Proposal (85%)

The scorecard can be found attached to this TOR as Annex A

The shortlisted bidder/s must pass the required minimum technical score of 60 points in order to qualify for the consideration of its Financial Proposal.

B. Financial Proposal (15%)

Using the formula: $Sf = 100 \times F1/F$

Where: SF = Financial Score of the Financial Proposal under consideration

F1 = Price of the lowest financial proposal

F = Price of financial proposal under consideration

XXXI. REPORTS AND DELIVERABLES

The program is set to be executed within the designated time frame, with detailed descriptions of each activity outlined in the table below. The overall time frame is estimated to be at one hundred twenty-seven (127) days or four (4) months and seven (7) days.

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

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

- m. Appointing such members of the Personnel listed merely by title but not by name;
- n. Entering into a subcontract for the performance of any part of the Services, it being understood that:
 - i. The selection of the Subconsultant and the terms and conditions of the subcontract shall have been approved in writing by the Procuring Entity prior to the execution of the subcontract; and
 - ii. The Consultant shall remain fully liable for the performance of the Services by the Subconsultant and its Personnel pursuant to this Contract.
- o. Replacement, during the performance of the contract for any reason, of any Personnel as listed in the Contract requiring the Procuring Entity's prior approval; and
- p. Any other action that may be specified in the SCC.

PHASES	DESCRIPTION	DURATION	OUTPUT
<p>Phase 1:</p> <p>Alignment and Audit with NDC and MESH overall framework</p>	<p>Understand NDC’s existing plans and strategies, including those of the Philippine Innovation Hub</p> <p>Coordination with other consultants in terms of direction and expectations, including determination of plans for the interior design of the space.</p> <p>Confirmation of the actual expected outcomes, in line with the goals of key stakeholders</p>	<p>7 days</p>	<p>Focuses on establishing a comprehensive understanding of NDC’s existing plans and strategies, including those of the Philippine Innovation Hub. This phase involves coordinating with other consultants to clarify direction and expectations, specifically regarding the interior design of the space. Additionally, it aims to confirm the expected outcomes in line with the goals of key stakeholders, ensuring that all efforts are aligned and strategically focused</p>
<p>Phase 2:</p> <p>Preliminary Research</p>	<p>Conduct initial research on the target segment markets and review of related plans and strategies of relevant stakeholders, such as the National Innovation Council, the Innovative Startup Act TWG, Marikina LGU, and NDC, among others</p> <p>Conduct a comparative analysis of global innovation hubs and successful scale-up frameworks to identify best practices.</p> <p>Extraction of key insights from research results that will form the foundation of the strategy creation for MESH</p>	<p>30 days</p>	<p>This involves conducting an initial analysis and report of the target segment markets and reviewing the related plans and strategies of relevant stakeholders, including the National Innovation Council, the Innovative Startup Act TWG, the Marikina LGU, and NDC, among others. This phase includes a comparative analysis of global innovation hubs and successful scale-up frameworks to identify best practices. Key insights extracted from this research will serve as the foundation for the strategy development for MESH.</p>
<p>Key Informant Interviews and Workshops</p>	<p>Hold targeted interviews with key stakeholders, including government agencies (e.g., DTI, DICT), private sector partners, and academic institutions, to gather insights on innovation needs and expectations.</p> <p>Facilitate workshops with local and international experts to define the innovation pillars for MESH (e.g., sustainability, digital transformation, creative economy).</p>		

<p>Phase 3:</p> <p>Crafting of MESH Innovation Program Design</p>	<p>Create a detailed MESH Program design that includes guiding principles, focus areas (e.g., incubation technology, creative industries), and key metrics for success.</p> <p>Develop sub-program design for incubation, and industry-specific innovation (e.g., food tech, AI, creative industries), emphasizing collaboration and scalability.</p>	<p>90 days</p>	<p>Program design will be developed to include guiding principles, focus areas such as incubation, and technology, along with key success metrics. Sub-program designs will address specific sectors like food tech and AI, promoting collaboration and scalability. Ideation workshops with stakeholders and experts will generate innovative ideas, leading to prototypes detailing activities for validation, mentorship, and investor pitches.</p>
<p>Ideation of Key Programs and Activities</p>	<p>Organize ideation workshops with stakeholders and industry experts to generate ideas for incubation programs, capacity-building initiatives, and founder-startup fit sessions.</p> <p>Develop prototypes of the incubation programs, including detailed activities for each phase (e.g., validation activities, mentorship, investor pitches).</p>		<p>The Strategy Roadmapping will outline short- and long-term targets for building a pipeline of 100 MSMEs and eligibility pathways for the Startup Venture Fund. A detailed five-year rollout roadmap will specify milestones for infrastructure, program launches, and stakeholder engagement, alongside resource allocation and contingency plans.</p>
<p>Strategy Roadmapping</p>	<p>Define short-term and long-term targets, focusing on building a pipeline for 100 MSMEs and creating eligibility pathways for the Startup Venture Fund.</p> <p>Develop a step-by-step roadmap for the 5-year ecosystem rollout of MESH, with identified milestones for infrastructure setup, program launches, stakeholder engagement, and capital-raising activities for 2025.</p> <p>Develop a detailed timeline for all key activities, including resource allocation (e.g., personnel, financial investments, infrastructure needs).</p> <p>Create contingency plans to address potential risks and ensure smooth implementation of the roadmap in 2025.</p>		<p>Lastly, the identification of Key Success Factors will focus on access to funding, mentorship quality, and infrastructure readiness, supported by a monitoring and evaluation framework to track progress and ensure continuous improvement through regular feedback from startups and stakeholders</p>

<p>Determination of Key Success Factors</p>	<p>Identify key factors that will ensure MESH’s success, including access to funding, mentorship quality, and infrastructure readiness.</p> <p>Develop a comprehensive monitoring and evaluation (M&E) system to track the progress of MESH programs against the identified success factors.</p>		
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XXXII. APPROVED BUDGET FOR THE CONTRACT

The approved budget for the contract (ABC) is **Ten Million (P10,000,000.00)** inclusive of all applicable taxes covering the professional fees of consultants as well as the administrative and travel expenses in the conduct of the Project. Bids received in excess of the ABC shall be automatically rejected during the opening of the financial proposal.

Consistent with the provisions of R.A. 9184, all the consultancy contracts shall be fixed-price contracts. Any extension of contract time shall not involve any additional cost.

XXXIII. TERMS OF PAYMENT

The ABC is **Ten Million (P10,000,000.00)** inclusive of all applicable taxes covering the professional fees of consultants as well as the administrative and travel expenses in the conduct of the Project.

PHASES	DURATIO N	TOTAL
<p>Phase 1: Alignment and Audit with NDC and MESH overall framework</p>	<p>7 days</p>	<p>Php 1,000,000.00</p>
<p>Phase 2: Preliminary Research Key Informant Interviews and Workshops</p>	<p>30 days</p>	<p>Php 2,500,000.00</p>
<p>Phase 3: Crafting of MESH Innovation Program Design</p>		

Ideation of Key Programs and Activities	60 days	Php 3,500,000.00
Strategy Roadmapping	60 days	Php 3,000,000.00
Determination of Key Success Factors		
TOTAL CONTRACT PRICE (VAT inclusive)		Php 10,000,000.00

Other payment terms and requirements are indicated in the General Conditions of the Contract and in the Special Conditions of the Contract of the Bidding Documents.

END OF TOR –

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ELIGIBILITY DOCUMENTS SUBMISSION FORM

[Date]

[Name and address of the Procuring Entity]

Ladies/Gentlemen:

In connection with your Request for Expression of Interest dated [insert date] for [Title of Project], [Name of Consultant] hereby expresses interest in participating in the eligibility and shortlisting for said Project and submits the attached eligibility documents in compliance with the Eligibility Documents therefor.

In line with this submission, we certify that:

- c) [Name of Consultant] is not blacklisted or barred from bidding by the GoP or any of its agencies, offices, corporations, LGUs, or autonomous regional government, including foreign government/foreign or international financing institution; and
- d) 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 shortlisted or not.

We further acknowledge that failure to sign this Eligibility Document Submission Form shall be a ground for our disqualification.

Yours sincerely,

Signature
Name and Title of Authorized Signatory
Name of Consultant
Address

TECHNICAL PROPOSAL FORMS

Notes for Consultants

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

Cover Letter

Use TPF 1. Technical Proposal Submission Form.

Experience of the Firm

Maximum of *[insert acceptable number of pages]* introducing the background and general experience of the Consultant, including its partner(s) and subconsultants, if any.

Maximum of *[insert acceptable number of pages]* completed projects in the format of TPF 2. Consultant's References illustrating the relevant experience of the Consultant, including its partner and subconsultants, if any. No promotional material should be included.

General approach and methodology, work and staffing schedule

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

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

Curriculum Vitae (CV)

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

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

Not more than *[insert acceptable number of pages]* using TPF 3. Comments and Suggestions of Consultant on the Terms of Reference and on Data, Services, and Facilities to be Provided by the

TPF 1. TECHNICAL PROPOSAL SUBMISSION FORM

[Date]

[Name and address of the Procuring Entity]

Ladies/Gentlemen:

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

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

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

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

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

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

We remain,

Yours sincerely,

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

TPF 2. CONSULTANT'S REFERENCES

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

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

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

Consultant's Name: _____

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

On the Terms of Reference:

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

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

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

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

TPF 5. TEAM COMPOSITION AND TASK

1. Technical/Managerial Staff		
Name	Position	Task

2. Support Staff		
Name	Position	Task

3 Where applicable, indicate relationships among the Consultant and any partner and/or subconsultant, the Procuring Entity, the Funding Source and other parties or stakeholders.

--

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

Proposed Position: _____

Name of Firm: _____

Name of Staff: _____

Profession: _____

Date of Birth: _____

Years with Firm/Entity: _____ Nationality: _____

Membership in Professional Societies: _____

Detailed Tasks Assigned: _____

Key Qualifications:

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

Education:

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

Employment Record:

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

Languages:

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

Certification:

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

Commitment:

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

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

Full name of staff member: _____

Full name of authorized representative: _____

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

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

NAME OF NOTARY PUBLIC

Serial No. of Commission _____

Notary Public for _____ **until** _____

Roll of Attorneys No. _____

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

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

Doc. No. _____

Page No. _____

Book No. _____

Series of _____.

TPF 7. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL

			Months (in the Form of a Bar Chart)												
Name	Position	Reports Due/Activities	1	2	3	4	5	6	7	8	9	10	11	12	Number of Months
															Subtotal (1)
															Subtotal (2)
															Subtotal (3)
															Subtotal (4)

Full-time: _____
 Reports Due: _____
 Activities Duration: _____
 Location: _____

Part-time: _____

Signature: _____
 (Authorized representative)

Full Name: _____
 Title: _____
 Address: _____

TPF 8. ACTIVITY (WORK) SCHEDULE

A. Field Investigation and Study Items

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

B. Completion and Submission of Reports

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

OMNIBUS SWORN STATEMENT

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

AFFIDAVIT

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

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

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

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

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

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

If a partnership, corporation, cooperative, or joint venture: I am granted full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract for *[Name of the Project]* of the *[Name of the Procuring Entity]*, accompanied by the duly notarized Special Power of Attorney, Board/Partnership Resolution, or Secretary’s Certificate, whichever is applicable;

3. *[Name of Consultant]* is not “blacklisted” or barred from bidding by the Government of the Philippines or any of its agencies, offices, corporations, or Local Government Units, foreign government/foreign or international financing institution whose blacklisting rules have been recognized by the Government Procurement Policy Board;

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

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

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

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

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

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

7. *[Name of Consultant]* complies with existing labor laws and standards; and

8. *[Name of Consultant]* is aware of and has undertaken the following responsibilities as a Bidder:

a) Carefully examine all of the Bidding Documents;

b) Acknowledge all conditions, local or otherwise, affecting the implementation of the Contract;

c) Made an estimate of the facilities available and needed for the contract to be bid, if any; and

d) Inquire or secure Supplemental/Bid Bulletin(s) issued for the *[Name of the Project]*.

9. *[Name of Bidder]* did not give or pay directly or indirectly, any commission, amount, fee, or any form of consideration, pecuniary or otherwise, to any person or official, personnel or representative of the government in relation to any procurement project or activity.

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

[Bidder's Representative/Authorized Signatory]

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

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

NAME OF NOTARY PUBLIC

Serial No. of Commission _____
Notary Public for _____ **until** _____
Roll of Attorneys No. _____
PTR No. __, *[date issued]*, *[place issued]*
IBP No. __, *[date issued]*, *[place issued]*
Doc. No. ____
Page No. ____
Book No. ____
Series of _____.

Bid-Securing Declaration

(REPUBLIC OF THE PHILIPPINES)

CITY OF _____) S.S.

X-----X

Invitation to Bid *[Insert reference number]*

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

I/We, the undersigned, declare that:

1. I/We understand that, according to your conditions, bids must be supported by a Bid Security, which may be in the form of a Bid-Securing Declaration.
2. I/We accept that: (a) I/we will be automatically disqualified from bidding for any contract with any procuring entity for a period of two (2) years upon receipt of your Blacklisting Order; and, (b) I/we will pay the applicable fine provided under Section 6 of the Guidelines on the Use of Bid Securing Declaration, within fifteen (15) days from receipt of written demand by the procuring entity for the commission of acts resulting to the enforcement of the bid securing declaration under Sections 23.1(b), 34.2, 40.1 and 69.1, except 69.1 (f), of the IRR of RA 9184; without prejudice to other legal action the government may undertake.
3. I/We understand that this Bid-Securing Declaration shall cease to be valid on the following circumstances:
 - a. Upon expiration of the bid validity period, or any extension thereof pursuant to your request;
 - b. I am/we are declared ineligible or post-disqualified upon receipt of your notice to such effect, and (i) I/we failed to timely file a request for reconsideration or (ii) I/we filed a waiver to avail of said right;
 - c. I am/we are declared as the bidder with the Highest Rated Responsive Bid, and I/we have furnished the performance security and signed the Contract.

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

[Insert NAME OF BIDDER'S AUTHORIZED REPRESENTATIVE]
[Insert signatory's legal capacity]

Affiant

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

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

NAME OF NOTARY PUBLIC

Serial No. of Commission _____
Notary Public for _____ **until** _____
Roll of Attorneys No. _____
PTR No. __, [date issued], [place issued]
IBP No. __, [date issued], [place issued]
Doc. No. ____
Page No. ____
Book No. ____
Series of _____.

FINANCIAL PROPOSAL FORMS

Notes for Consultants

The following summarizes the content of the Financial Proposal.

Cover Letter

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

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

Costs of Consulting Services

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

FPF 1. FINANCIAL PROPOSAL SUBMISSION FORM

[Date]

[Name and address of the Procuring Entity]

Ladies/Gentlemen:

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

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

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

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

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

We remain,

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

FPF 2. SUMMARY OF COSTS

Costs	Currency(ies) ²	Amount in Philippine Peso
Subtotal		
Local Taxes		
Total Amount of Financial Proposal		<hr/>

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

FPF 3. BREAKDOWN OF PRICE PER ACTIVITY

Activity No.: _____	Activity No.: _____	Description: _____
Price Component	Currency(ies) ³	Amount in Philippine Peso
Remuneration		
Reimbursables		
Miscellaneous Expenses		
Subtotal		_____

³ In cases of contracts involving foreign consultants, indicate the exchange rate used.

FPF 4. BREAKDOWN OF REMUNERATION PER ACTIVITY

Activity No. _____		Name: _____		
Names	Position	Input ⁴	Remuneration Currency(ies) Rate	Amount
Regular staff				
Local staff				
Consultants				
Grand Total				_____

⁴ Staff months, days, or hours as appropriate.

FPF 5. REIMBURSABLES PER ACTIVITY

Activity No: _____

Name: _____

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

⁵ Local transportation costs are not included if local transportation is being made available by the Entity. Similarly, in the project site, office rent/accommodations/clerical assistance costs are not to be included if being made available by the Entity.

FPF 6. MISCELLANEOUS EXPENSES

Activity No. _____ Activity Name: _____

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

FORM OF CONTRACT AGREEMENT

THIS AGREEMENT, made this *[insert date]* day of *[insert month]*, *[insert year]* between *[name and address of Procuring Entity]* (hereinafter called the “Entity”) and *[name and address of Consultant]* (hereinafter called the “Consultant”).

WHEREAS, the Entity is desirous that the Consultant execute *[name and identification number of contract]* (hereinafter called “the Works”) and the Entity has accepted the bid for *[insert the amount in specified currency in numbers and words]* by the Consultant for the execution and completion of such Consulting Services and the remedying of any defects therein.

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. In this Agreement, words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract hereinafter referred to.
2. The following documents shall be attached, deemed to form, and be read and construed as part of this Agreement, to wit:
 - (a) General and Special Conditions of Contract;
 - (b) Terms of Reference
 - (c) Request for Expression of Interest;
 - (d) Instructions to Bidders;
 - (e) Bid Data Sheet;
 - (f) Addenda and/or Supplemental/Bid Bulletins, if any;
 - (g) Bid forms, including all the documents/statements contained in the Bidder’s bidding envelopes, as annexes, and all other documents/statements submitted (*e.g.*, bidder’s response to request for clarifications on the bid), including corrections to the bid, if any, resulting from the Procuring Entity’s bid evaluation;
 - (h) Eligibility requirements, documents and/or statements;
 - (i) Performance Security;
 - (j) Notice of Award of Contract and the Bidder’s conforme thereto;
 - (k) Other contract documents that may be required by existing laws and/or the Entity.
3. In consideration of the payments to be made by the Entity to the Consultant as hereinafter mentioned, the Consultant hereby covenants with the Entity to execute and complete the Consulting Services and remedy any defects therein in conformity with the provisions of this Consultant in all respects.

4. The Entity hereby covenants to pay the Consultant in consideration of the execution and completion of the Consulting Services, the Contract Price or such other sum as may become payable under the provisions of this Contract at the times and in the manner prescribed by this Contract.

IN WITNESS whereof the parties thereto have caused this Agreement to be executed the day and year first before written.

Binding Signature of Procuring Entity

Binding Signature of Consultant

[Addendum showing the corrections, if any, made during the bid evaluation should be attached with this agreement]

Section VIII. Appendices

I. Description of Services

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

II. Reporting Requirements

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

III. Key Personnel and Subconsultants

List under:

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

IV. Breakdown of Contract Price

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

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

V. Services and Facilities Provided by the Client

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

VI. Consultant's Representations Regarding Costs and Charges

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

1. Review of Remuneration Rates

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

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

(i) Salary

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

(ii) Bonus

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

(iii) Social Costs

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

the end of the Contract in accordance with the Consultant's leave policy is acceptable as a social cost.

(iv) Cost of Leave

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

$$\text{Leave cost as percentage of salary}^6 = \frac{\text{total days leave} \times 100}{[365 - w - ph - v - s]}$$

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

(v) Overheads

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

(vi) Fee or Profit

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

(vii) Away from Headquarters Allowance or Premium

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

(viii) Subsistence Allowances

⁶ Where w = weekends, ph = public holidays, v = vacation, and s = sick leave.

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

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

2. Reimbursables

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

3. Bank Guarantee

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

VII. BREAKDOWN OF AGREED FIXED RATES⁷

[Currencies: _____⁸]

Consultants		1	2	3	4	5	6	7	8
Name	Position	Basic Rate ⁹	Social Charge (__% of 1)	Overhead (__% of 1)	Subtotal	Fee (__% of 4)	Away from Headquarters Allowance (__% of 1)	Total Agreed Fixed Rate	Agreed Fixed Rate (__% of 1)
Philippines									
Home Office									

Signature of Consultant: _____

Date: _____

Authorized Representative: _____

Name: _____

Title: _____

⁷ This model form is given for negotiation purposes only. It is not part of the proposals (technical or financial).

⁸ If different currencies, a different table for each currency should be used.

⁹ Per month, day, or hour as appropriate.

