



## REQUEST FOR PROPOSAL (RFP)

	DATE: January 10, 2022
	Reference No. RFP-006-PHL-2022

Dear Sir / Madam:

We kindly request you to submit your Proposal for *Services of a Firm for Business Development Plan*

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted **on or before Monday, January 31, 2022; 5:00 AM, Eastern time via eTendering site**, see link and info below:

**<https://etendering.partneragencies.org>**

**Insert BU Code: PHL10**

**Event ID number: 0000011319**

Your Proposal must be expressed in the English, and valid for a minimum period of 120 days

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files. Each email should not exceed 10MB per transmission.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscclconduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscclconduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

*Samantha Gunasekera*  
*Operations Manager*  
1/10/2022

## Description of Requirements

Context of the Requirement	<i>Services of a Firm for Business Development Plan</i>
Implementing Partner of UNDP	N/A
Brief Description of the Required Services	<p>In the Philippines, the transportation sector accounts for almost 37% of total national energy consumption, with road transport constituting around 80% of this share. Moreover, the sector is one of the fastest growing consumers of fossil fuels and thus, source of CO<sub>2</sub> emissions. Rapid urbanization has also led to greater demand for road-based vehicles and urban transport services, resulting in higher CO<sub>2</sub> emissions in cities.</p> <p>In the past decades, transport planning models adopted by the Philippines, as other Asian countries, prioritized the movement of motorized vehicles to facilitate the growing demand for mobility of passengers and goods. Thus, it is not surprising that urban and inter-regional transport options at present are primarily road-based, such as buses, cars, motorcycles and tricycles, jeepneys, and utility vehicles. Consequently, the demand for road-based transport modes remains high, with new vehicle registrations increasing at an average of six percent between 2017 and 2019.<sup>1</sup> This is contributing to the worsening traffic situation and air pollution particularly in Metro Manila and its adjacent regions, which account for over one-third of registered (predominantly fossil fuel-based) motor vehicles.</p> <p>Meanwhile, much-needed investments to develop sustainable mass transit systems and infrastructure supporting non-motorized transport (such as walking and cycling) are lacking. An effective transport network that incorporates all sustainable transport modes is critical in reducing CO<sub>2</sub> emissions, and essential to any city's economic growth, social development, and environmental sustainability.</p> <p>The Promotion of Low Carbon Urban Transport Systems in the Philippines (LCT) Project, implemented by the Department of Transportation (DOTr) and the United Nations Development Programme (UNDP), supported by the Global Environment Facility (GEF), aims to create an enabling environment for the commercialization of low carbon urban transport systems. The Project has three components:</p> <p>Component 1: Policy support for the promotion of low carbon modes of transport  Component 2: Awareness and institutional capacity development  Component 3: Private sector participation and investment in low carbon transport system in the country</p>

List and Description of Expected Outputs to be Delivered	<b>(See Terms of Reference)</b>
Person to Supervise the Work/Performance of the Service Provider	The contractor will be under the direct supervision of the LCT Project Manager to whom the contractor will be responsible and will regularly report to.
Frequency of Reporting	<b>(See Terms of Reference)</b>
Progress Reporting Requirements	<b>(See Terms of Reference)</b>
Location of work	The location of work is in Manila, Philippines. However, in view of the current quarantine protocols, telecommuting will be the primary mode of working. However, should circumstances permit and be done within the guidelines and protocols set by the Government, the contractor must be available to report to the duty station on an on-call basis and conduct field missions, as necessary, to deliver the expected outputs.
Expected duration of work	It is estimated that the work shall involve a total of 34 weeks, starting in February 2022. The duration of the engagement may be extended, depending on the need and the resources available.
Target start date	<b>February 2022</b>
Latest completion date	<b>January 2023</b>
Travels Expected	<b>(See Terms of Reference)</b>
Special Security Requirements	<b>n/a</b>
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<b>n/a</b>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> <b>Required</b>

Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> <b>Required for key personnel (use Annex 5: Format for CV of Proposed Key Personnel)</b>
<b>Eligibility</b>	<p>A vendor who will be engaged by UNDP may not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations. Failure to do so may result in termination of any contract or PO subsequently issued to the vendor by UNDP.</p> <p>It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p> <p>Bidders must have the legal capacity to enter a binding contract with UNDP and to deliver in the country, or through an authorized representative</p> <p>Bidders must include the following documents in their proposal</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Annex 2: Form for Submitting Service Provider's Proposal</li> <li><input checked="" type="checkbox"/> Company Profile</li> <li><input checked="" type="checkbox"/> Business Registration certificate</li> <li><input checked="" type="checkbox"/> Tax Payment Certification</li> <li><input checked="" type="checkbox"/> Audited Financial Statement for 2020- – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc</li> <li><input checked="" type="checkbox"/> Track Record- list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references</li> </ul>
Currency of Proposal	<input checked="" type="checkbox"/> <b>Local Currency PHP for local firms</b> <input checked="" type="checkbox"/> <b>USD for International Firms</b>
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> <b>must be exclusive of VAT and other applicable direct taxes</b>
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> <b>120 days</b>  In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> <b>Not permitted</b>

Payment Terms	Percentage	Description	Estimated Duration to Complete
	10%	<p>Upon submission and acceptance of the inception report/detailed workplan, including:</p> <ul style="list-style-type: none"> <li>• Initial assessment</li> <li>• Methodology</li> <li>• Proposed outlines of the: <ul style="list-style-type: none"> <li>o Rapid assessment report on the modern PUV sector</li> <li>o LCT market analysis report</li> </ul> </li> <li>• Timeline (Gantt chart)</li> <li>• Roles and level of effort (in person-days) of team members</li> <li>• Key stakeholders to be engaged</li> </ul>	2 weeks
	20%	<p>Upon submission and acceptance of the market analysis of the LCT industry (covering all three LCT sectors), including:</p> <ul style="list-style-type: none"> <li>• Assessment of baseline conditions, including socio-economic impacts and risks brought about by the COVID-19 pandemic</li> <li>• Mapping of industry value chain and industry stakeholders</li> <li>• Identification and mapping of available business models</li> <li>• Assessment of industry competitiveness, including risks and opportunities</li> <li>• Assessment of investment needs and opportunities, including options and prospects for investment</li> </ul>	12 weeks
	10%	<p>Upon submission and acceptance of the framework for the formulation and implementation of business plans for the LCT industry, including:</p> <ul style="list-style-type: none"> <li>• Criteria for identifying and selecting private sector entities that will be supported in the development of business plans</li> <li>• Methodology for formulating business plans</li> <li>• Strategy for securing funding for developed business plans</li> </ul>	2 weeks
	30%	Upon submission and acceptance of two (2) completed business plans developed by the selected LCT private sector participants	12 weeks
	10%	Upon submission and acceptance of the report on the conduct of business plan formulation and implementation activities and assistance in securing funding and investments for selected LCT private sector participants	4 weeks

	<div>20%</div> <p>Upon submission and acceptance of the final report on business development planning for the LCT industry, including:</p> <ul style="list-style-type: none"> <li>• Identification of gaps in private sector support (policy, regulatory, financial) and potential entry points for increasing private sector participation in the deployment of LCT systems</li> <li>• Recommendations on enhancing private sector engagement in view of widening knowledge and support for LCT</li> <li>• Recommendations on short-, medium-, and long-term strategies (policy, regulatory, financial) for private sector development of the LCT industry</li> </ul>	2 weeks
	<div>100%</div>	
Person(s) to review/inspect/ approve outputs/complete d services and authorize the disbursement of payment	Programme Analyst	
Type of Contract to be Signed	<input checked="" type="checkbox"/> UNDP Standard Contract for goods and/or services	
Criteria for Contract Award	<input checked="" type="checkbox"/> <b>Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)</b> <input checked="" type="checkbox"/> <b>Full acceptance of the UNDP Contract General Terms and Conditions (GTC).</b> <b>Non-acceptance of the GTC may be grounds for the rejection of the Proposal.</b>	
Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%)</u></b></p> <p><input checked="" type="checkbox"/> Expertise of the Firm 300 points</p> <p><input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 400 points</p> <p><input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 300 points</p> <p><b><u>Financial Proposal (30%)</u></b></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>	
UNDP will award the contract to:	<input checked="" type="checkbox"/> <b>One and only one Service Provider</b>	
Contract General Terms and Conditions	<input checked="" type="checkbox"/> <b>UNDP General Terms and Conditions for Contracts (Goods and/or Services)</b>  Applicable Terms and Conditions are available at:	

	<a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed TOR ( <i>Annex 3</i> ) <input checked="" type="checkbox"/> Previous Relevant Experience/Track Record (Annex 4) <input checked="" type="checkbox"/> Format for CV (Annex 5)
Contact Person for Inquiries (Written inquiries only)	<p><i>Joseph Pangilinan</i>  <i>Procurement Assistant</i>  <a href="mailto:procurement.ph@undp.org">procurement.ph@undp.org</a>  <b>Email subject should be: RFP-006-PHL-2022: Services of a Firm Business Development Plan</b></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>



## FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>1</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>2</sup>)*

[insert: Location]

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

### A. Qualifications of the Service Provider

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :*

- a) *Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) *Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) *Track Record – list of clients for similar services as those required by UNDP, indicating description of **contract scope, contract duration, contract value, contract references;***
- e) *Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) *Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*
- g) *Acceptance of UNDP General Terms and Conditions*
- h) *Confirmation of bid validity for 120 days*

### B. Proposed Methodology for the Completion of Services

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

<sup>1</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>2</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

C. **Qualifications of Key Personnel**

*The Service Provider must provide :*

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. **Cost Breakdown per Deliverable\***

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price</b> <i>(Weight for payment)</i>	<b>Price</b> <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3	....		
	Total	100%	

*\*This shall be the basis of the payment tranches*

E. **Cost Breakdown by Cost Component [This is only an Example]:**

<b>Description of Activity</b>	<b>Remuneration per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>No. of Personnel</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a . Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				

*[Name and Signature of the Service Provider's  
Authorized Person]  
[Designation]  
[Date]*

### Terms of Reference

#### A. Project Title

Promotion of Low Carbon Urban Transport Systems in the Philippines (LCT) Project

#### B. Project Description

In the Philippines, the transportation sector accounts for almost 37% of total national energy consumption, with road transport constituting around 80% of this share. Moreover, the sector is one of the fastest growing consumers of fossil fuels and thus, source of CO<sub>2</sub> emissions. Rapid urbanization has also led to greater demand for road-based vehicles and urban transport services, resulting in higher CO<sub>2</sub> emissions in cities.

In the past decades, transport planning models adopted by the Philippines, as other Asian countries, prioritized the movement of motorized vehicles to facilitate the growing demand for mobility of passengers and goods. Thus, it is not surprising that urban and inter-regional transport options at present are primarily road-based, such as buses, cars, motorcycles and tricycles, jeepneys, and utility vehicles. Consequently, the demand for road-based transport modes remains high, with new vehicle registrations increasing at an average of six percent between 2017 and 2019.<sup>3</sup> This is contributing to the worsening traffic situation and air pollution particularly in Metro Manila and its adjacent regions, which account for over one-third of registered (predominantly fossil fuel-based) motor vehicles.

Meanwhile, much-needed investments to develop sustainable mass transit systems and infrastructure supporting non-motorized transport (such as walking and cycling) are lacking. An effective transport network that incorporates all sustainable transport modes is critical in reducing CO<sub>2</sub> emissions, and essential to any city's economic growth, social development, and environmental sustainability.

The Promotion of Low Carbon Urban Transport Systems in the Philippines (LCT) Project, implemented by the Department of Transportation (DOTr) and the United Nations Development Programme (UNDP), supported by the Global Environment Facility (GEF), aims to create an enabling environment for the commercialization of low carbon urban transport systems. The Project has three components:

Component 1: Policy support for the promotion of low carbon modes of transport

Component 2: Awareness and institutional capacity development

Component 3: Private sector participation and investment in low carbon transport system in the country

#### C. Objectives and Scope of Work

Achieving global goals of sustainable development requires significant investments in low carbon infrastructure and technology. This includes investing in the “greening” of the road transport sector from

---

<sup>3</sup> Land Transportation Office, Annual Report 2019.

being primarily dependent on fossil fuel-based vehicles to becoming a low carbon, sustainable mobility network. However, planning, developing, and operating transport systems entail substantial financial and technical resources. In the face of constrained public budgets, the private sector plays a critical role in filling in the financing gap and delivering much-needed investments in public transport systems. Catalyzing and scaling this private sector investment will accelerate the low carbon transformation of the transport sector.

New low carbon transport (LCT) technology and platforms continue to emerge and develop, such as electric vehicles (EVs), hybrid buses, and bike-sharing systems. However, there is limited demonstration of bankable business models in the country to establish the viability of these businesses. As a result, banks, financial institutions, and investors are unfamiliar with the business prospects and returns on investments from new LCT technology and will be reluctant to invest. Securing funding is therefore one of the hurdles of the private sector, particularly new businesses, cooperatives, and start-ups, in the LCT industry.

In this regard, the UNDP is seeking to engage a Firm to support the private sector development of the LCT industry through the development of business plans and assistance in securing the necessary financing. The Firm will provide support to private sector entities operating in the LCT industry's three sectors: (i) low carbon public transport (i.e., electric public utility vehicles (PUV), modern PUV, and alternative fuel PUV); (ii) e-mobility/urban mobility (i.e., light EV, e-trikes); and (iii) non-motorized transport/active transport (NMT/AT) (e.g., cycling).

The Firm shall perform the following specific tasks:

1. Conduct a market analysis of the LCT industry covering all three LCT sectors-- low carbon public transport, e-mobility/urban mobility, and NMT/AT. The study shall include:
  - Assessment of baseline conditions, including socio-economic impacts, and risks brought about by the COVID-19 pandemic, and specifically, challenges faced by the PUV subsector on modernizing under the PUV Modernization Program considering the impacts of the pandemic
  - Mapping of industry value chain and industry stakeholders (including private sector entities)
  - Identification and mapping of available business models
  - Assessment of industry competitiveness, including risks and opportunities
  - Assessment of investment needs and opportunities, including identification of options and prospects for investment
2. Based on the findings of the market analysis, develop a framework for formulating and implementing viable business plans for the LCT industry. The framework shall aim for the delivery of the LCT Project's indicators related to increasing investments in LCT systems.<sup>4</sup> The framework shall include the:
  - Criteria for identifying and selecting at least three private sector entities (e.g., manufacturers, suppliers, operators, cooperatives; either existing industry players or potential entrants) in the LCT industry that will be supported by the Project through the

---

<sup>4</sup> To increase investments in LCT systems in the country, the Project targets the development at least two (2) bankable business plans, five (5) additional entities involved in the deployment and commercialization of LCT systems, three (3) additional investors who invested in LCT solutions, and US\$20 million cumulative investments in new LCT projects by End-of-Project.

development of viable business plans, with one entity from each of the three LCT sectors (low carbon public transport, e-mobility/urban mobility, and NMT/AT) targeted

- Methodology for formulating business plans (e.g., workshops, mentoring and coaching sessions)
  - Strategy for securing funding for the developed business plans, including:
    - Identification of potential funding and investment sources
    - Recommendations on the types of fiscal and non-fiscal incentives that may be provided by development organizations, government, financing institutions or the private sector
    - With regards to the low carbon public transport sector (PUV modernization), delivery of business plans shall be done in close collaboration with the Development Bank of the Philippines (DBP), Land Bank of the Philippines (LBP) and other intermediary banks delivering PUV Modernization Program (PUVMP) loans
3. Based on the business planning framework, conduct business plan formulation activities for at least three selected participants, with the aim of developing at least two (2) viable business plans.
- Business plans shall include the product/technology overview, marketing plan (market analysis, strategies, value proposition), organizational plan, detailed financial plan based on assumed operations, defined timelines for business continuity planning, and contingency planning.
  - The consultant shall determine and recommend options that will allow for these businesses to expand their market beyond their respective LCT value chains, which can result in additional revenue for these businesses.
4. Upon completion of the business plans, assist the private sector participants in raising capital and securing funding and investments. This shall include:
- Identifying prospective funders and investors
  - Preparing investment briefs and, if required, Investment Information Memorandum that will be distributed to prospective funders and investors
  - Setting up meetings and other business/investment matchmaking platforms between the private sector participants and financing institutions and investors
5. Produce a final report on business development planning for the LCT industry, including:
- Identification of gaps in private sector support (policy, regulatory, financial) and potential entry points for increasing private sector participation in the deployment of LCT systems
  - Recommendations on enhancing private sector engagement in view of widening knowledge and support for LCT
  - Recommendations on short-, medium- and long-term strategies (policy, regulatory, financial) for private sector development of the LCT industry

#### D. Expected Outputs and Deliverables

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1. Inception report/detailed workplan, including: <ul style="list-style-type: none"> <li>• Initial assessment</li> <li>• Methodology</li> <li>• Proposed outline of the LCT market analysis report</li> <li>• Timeline (Gantt chart)</li> <li>• Roles and level of effort (in person-days) of team members</li> <li>• Key stakeholders to be engaged</li> </ul>	2 weeks	2 weeks after awarding of contract	National Project Director, DOTr  Programme Analyst, UNDP
2. Market analysis of the LCT industry (covering all three LCT sectors), including: <ul style="list-style-type: none"> <li>• Assessment of baseline conditions, including socio-economic impacts and risks brought about by the COVID-19 pandemic</li> <li>• Mapping of industry value chain and industry stakeholders</li> <li>• Identification and mapping of available business models</li> <li>• Assessment of industry competitiveness, including risks and opportunities</li> <li>• Assessment of investment needs and opportunities, including options and prospects for investment</li> </ul>	12 weeks	12 weeks after acceptance of inception report	
3. Framework for the formulation and implementation of business plans for the LCT industry, including: <ul style="list-style-type: none"> <li>• Criteria for identifying and selecting private sector entities that will be supported in the development of business plans</li> <li>• Methodology for formulating business plans</li> <li>• Strategy for securing funding for developed business plans</li> </ul>	2 weeks	2 weeks after acceptance of Deliverable 2	
4. Two (2) completed business plans developed by the selected LCT private sector participants	12 weeks	12 weeks after acceptance of Deliverable 3	

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
5. Report on the conduct of business plan formulation and implementation activities and assistance in securing funding and investments for selected LCT private sector participants	4 weeks	4 weeks after acceptance of Deliverable 4	
6. Final Report on Business Development Planning for the LCT industry, including: <ul style="list-style-type: none"> <li>• Identification of gaps in private sector support (policy, regulatory, financial) and potential entry points for increasing private sector participation in the deployment of LCT systems</li> <li>• Recommendations on enhancing private sector engagement in view of widening knowledge and support for LCT</li> <li>• Recommendations on short-, medium-, and long-term strategies (policy, regulatory, financial) for private sector development of the LCT industry</li> </ul>	2 weeks	2 weeks after acceptance of Deliverable 5	
<b>TOTAL</b>	<b>34 weeks</b>		

## E. Governance and Accountability

**Reporting authority.** The contractor will be under the direct supervision of the LCT Project Manager to whom the contractor will be responsible and will regularly report to. The PMU shall also solicit inputs from the LCT Project Executive Committee within the DOTr and the Climate Action Programme Team of UNDP regarding quality control and vetting the outputs of the contractor. The LCT National Project Director, with endorsement from the Project Manager, shall approve and accept all outputs of the contractor.

**Progress reporting.** Frequency of progress reporting shall be on a weekly basis with monthly presentation of results/outputs to the LCT Project Management Unit (PMU) and the Executive Committee. The contractor shall also submit draft versions of outputs upon request of the PMU.

**Key stakeholders.** In the course of performing the work, the contractor is expected to liaise and collaborate closely with other national agencies co-implementing the project, including, but not limited to, the DOTr, Department of Trade and Industry (DTI), Department of Energy (DOE), and Department of Science and Technology (DOST).

**Role of stakeholders.** Key personnel from the above agencies and organizations shall be included as source of qualitative and quantitative data to be collected for the study.

## **F. Support to be provided by UNDP**

The UNDP, through the LCT PMU, shall provide the contractor assistance and support in endorsing the contractor to the agencies and identified entities, and in coordinating activities such as reporting of results.

## **G. Duration of Work**

It is estimated that the work shall involve a total of 34 weeks. The duration of the engagement may be extended, depending on the need and the resources available.

## **H. Duty Station**

The location of work is in Manila, Philippines. However, in view of the current quarantine protocols, telecommuting will be the primary mode of working. However, should circumstances permit and be done within the guidelines and protocols set by the Government, the contractor must be available to report to the duty station on an on-call basis and conduct field missions, as necessary, to deliver the expected outputs.

## **I. Professional Qualifications of the Successful Contractor and Key Personnel**

**Qualification Requirements of the Firm.** The service shall be undertaken by a reputable consultancy firm. The firm should have the following qualifications:

- At least five (5) years of experience in business development, strategic corporate planning or investment advisory in the transport industry
- Developed business plans for at least two (2) clients in the transport industry, preferably in the sustainable mobility sectors
- Has completed at least two (2) similar or relevant consulting services with at least two (2) certificates of satisfactory service from completed projects; preferably with engagement experience with various government agencies and local government units

### **Minimum Requirements of the Members of the Consultancy**

The members of the consultancy should be composed of at least one (1) Team Leader, one (1) Business Development Specialist, one (1) Market Researcher and at least one (1) Project Assistant, and must possess the following minimum qualifications:

#### **A. Team Leader (minimum 40 person-days)**

##### Education:

- Master's Degree in business administration, business management, economics, finance, marketing, entrepreneurship, law or related field. A PhD degree is an advantage, including any certifications on higher/continuous learning/professional development.

##### Experience:

- At least ten (10) years of conducting consultancy work in business development, strategic corporate planning or investment advisory



- At least five (5) years of work experience in management consulting or strategic advising in the transport industry, preferably in the sustainable mobility sectors

Language:

- Fluency in English and Filipino

**B. Business Development Specialist (minimum 40 person-days)**

Education:

- Bachelor's degree in business administration, business management, economics, finance, marketing, entrepreneurship, operations management, business law or related field. A master's degree or PhD degree is an advantage, including any certifications on higher/continued learning/professional development.

Experience:

- At least five (5) years of experience in business development, strategic corporate planning, business marketing or investment advisory
- Developed at least one (1) business plan for a client in the transport industry, preferably in the sustainable mobility sectors

Language:

- Fluency in English and Filipino

**C. Market Researcher (minimum 20 person-days)**

Education:

- Bachelor's degree in economics, statistics, business administration, social sciences or related field. A master's degree or PhD degree is an advantage, including any certifications on higher/continued learning/professional development.

Experience:

- At least three (3) years of relevant research experience in the areas of business development, market analysis, impact assessment, socio-economic assessment, social development or policy evaluation
- Produced at least one (1) study relevant to socio-economic impact assessment or market analysis

Language:

- Fluency in English and Filipino

**D. Project Assistant (minimum 40 person-days)**

Education:

- Bachelor's degree in business administration, business management, economics, finance, marketing, entrepreneurship, accounting, social sciences or related field

Experience:

- At least two (2) years of experience in business development, marketing, market research or industry analysis

Language:

- Fluency in English and Filipino

## J. Price Proposal and Schedule of Payments

### SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

1. The contract price shall be a **fixed output-based price** regardless of extension of the herein specific duration. Payments shall be made upon submission and acceptance of the outputs. Acceptance of the outputs shall be based on how these meet evaluation quality standards and address stakeholder requirements.
2. The following components should be included, as a minimum, in the financial proposal:
  - a. Professional fees of the proposed team (daily fees X number of person-days)
  - b. Other professional fees and salaries
  - c. Travel, lodging, and allowances for field work
  - d. Communication, workshops, meetings
  - e. Materials, reproduction, subscriptions
  - f. Management and operational costs
  - g. Others as may be relevant to the scope of work – software, tools, etc.

\*Please note that any assets to be procured for this project by the firm will have to be handed over to UNDP once the project has been completed.

The Firm will be paid upon submission and acceptance of the outputs following the payment tranches. The Firm shall consider at least 5-10 working days lead time for the LCT PMU, Implementing Partner, and UNDP to review the outputs and give comments. The Firm is expected to submit the revised outputs, including rectification of errors and improvement of the work as necessary, within one week upon receipt of comments.

Percent	Deliverables/ Outputs	Estimated Duration to Complete
10%	<ol style="list-style-type: none"><li>1. Upon submission and acceptance of the inception report/detailed workplan, including:<ul style="list-style-type: none"><li>● Initial assessment</li><li>● Methodology</li><li>● Proposed outlines of the:<ul style="list-style-type: none"><li>○ Rapid assessment report on the modern PUV sector</li><li>○ LCT market analysis report</li></ul></li><li>● Timeline (Gantt chart)</li><li>● Roles and level of effort (in person-days) of team members</li><li>● Key stakeholders to be engaged</li></ul></li></ol>	2 weeks
20%	<ol style="list-style-type: none"><li>2. Upon submission and acceptance of the market analysis of the LCT industry (covering all three LCT sectors), including:<ul style="list-style-type: none"><li>● Assessment of baseline conditions, including socio-economic impacts and risks brought about by the COVID-19 pandemic</li><li>● Mapping of industry value chain and industry stakeholders</li><li>● Identification and mapping of available business models</li></ul></li></ol>	12 weeks

Percent	Deliverables/ Outputs	Estimated Duration to Complete
	<ul style="list-style-type: none"> <li>Assessment of industry competitiveness, including risks and opportunities</li> <li>Assessment of investment needs and opportunities, including options and prospects for investment</li> </ul>	
10%	3. Upon submission and acceptance of the framework for the formulation and implementation of business plans for the LCT industry, including: <ul style="list-style-type: none"> <li>Criteria for identifying and selecting private sector entities that will be supported in the development of business plans</li> <li>Methodology for formulating business plans</li> <li>Strategy for securing funding for developed business plans</li> </ul>	2 weeks
30%	4. Upon submission and acceptance of two (2) completed business plans developed by the selected LCT private sector participants	12 weeks
10%	5. Upon submission and acceptance of the report on the conduct of business plan formulation and implementation activities and assistance in securing funding and investments for selected LCT private sector participants	4 weeks
20%	6. Upon submission and acceptance of the final report on business development planning for the LCT industry, including: <ul style="list-style-type: none"> <li>Identification of gaps in private sector support (policy, regulatory, financial) and potential entry points for increasing private sector participation in the deployment of LCT systems</li> <li>Recommendations on enhancing private sector engagement in view of widening knowledge and support for LCT</li> <li>Recommendations on short-, medium-, and long-term strategies (policy, regulatory, financial) for private sector development of the LCT industry</li> </ul>	2 weeks
<b>100%</b>		<b>34 weeks</b>

#### K. Criteria for Evaluation of Best Offer

The award of the contract will be made to the firm whose offer has been evaluated using a combined scoring method, where the technical proposal will be weighted 70% and the price offer will be weighted 30%.

The minimum passing score of the technical proposal shall be 70% (700 out of 1000 obtainable points) to qualify and move on to the financial proposal evaluation. Technical proposals will be evaluated based on three (3) major criteria: expertise of the firm, proposed methodology, and management structure and key personnel. The total obtainable points for each criterion are shown in the table below.

Technical Proposal Evaluation Forms		Points Obtainable
1	Bidder's qualification, capacity and experience / Expertise of the Firm	300
2	Proposed Methodology, Approach and Implementation Plan	400
3	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted	60
1.2	Relevance of specialized knowledge and experience on similar engagements done: <ul style="list-style-type: none"> <li>At least five (5) years of experience in business development, strategic corporate planning or investment advisory in the transport industry <i>(42 points for 5 years' experience; additional 3 points for each additional year, maximum of 60 points)</i></li> <li>Developed business plans for at least two (2) clients in the transport industry, preferably in the sustainable mobility sectors <i>(70 points for 2 clients in the transport industry; additional 10 points for each additional client; additional 8 points if projects are in the sustainable mobility sectors; maximum of 100 points)</i></li> <li>Has completed at least two (2) similar or relevant consulting services with at least two (2) certificates of satisfactory service from completed projects; preferably with engagement experience with various government agencies and local government units <i>(28 points for 2 projects; additional 4 points for each additional project; additional 4 points if projects were with government agencies or units maximum of 40 points)</i></li> </ul>	200
1.3	Quality assurance procedures and risk mitigation measures	40
<b>Total Section 1</b>		<b>300</b>

<b>Section 2. Proposed Methodology, Approach and Implementation Plan</b>		<b>Points obtainable</b>
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	80
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	90
2.3	Details on how the different service elements shall be organized, controlled and delivered	70
2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	60
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	50
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
<b>Total Section 2</b>		<b>400</b>

<b>Section 3. Management Structure and Key Personnel</b>		<b>Points obtainable</b>
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?	60
3.2	Qualifications of key personnel proposed	
3.2a	Team Leader	90
	Education <ul style="list-style-type: none"> <li>Master's Degree in business administration, business management, economics, finance, marketing, entrepreneurship, law or related field. A PhD degree is an advantage, including any certifications on higher/continues learning/professional development.</li> </ul>	30

Section 3. Management Structure and Key Personnel			Points obtainable
	<p><i>(21 points for Master's degree; 30 points for Ph.D; additional 3 points if with any relevant certification maximum of 30 points)</i></p>		
	Experience		
	<ul style="list-style-type: none"> <li>At least ten (10) years of conducting consultancy work in business development, strategic corporate planning or investment advisory <i>(21 points for 10 years' experience; additional 3 points for each additional year, maximum of 30 points)</i></li> </ul>	30	
	<ul style="list-style-type: none"> <li>At least five (5) years of work experience in management consulting or strategic advising in the transport industry, preferably in the sustainable mobility sectors <i>(21 points for 5 years' experience; additional 3 points for each additional year, maximum of 30 points)</i></li> </ul>	30	
	Language <ul style="list-style-type: none"> <li>Fluency in English and Filipino</li> </ul>	Pass/ Fail	
3.2b	Business Development Specialist		70
	Education <ul style="list-style-type: none"> <li>Bachelor's degree in business administration, business management, economics, finance, marketing, entrepreneurship, operations management, business law or related field. A master's degree or PhD degree is an advantage, including any certifications on higher/continued learning/professional development. <i>(14 points for Bachelor's degree; additional 4 points for each additional degree; additional 2 points if with any relevant certification maximum of 20 points)</i></li> </ul>	20	
	Experience		
	<ul style="list-style-type: none"> <li>At least five (5) years of experience in business development, strategic corporate planning, business marketing or investment advisory <i>(17.5 points for 5 years' experience; additional 2.5 points for each additional year, maximum of 25 points)</i></li> </ul>	25	
	<ul style="list-style-type: none"> <li>Developed at least one (1) business plan for a client in the transport industry, preferably in the sustainable mobility sectors</li> </ul>	25	

Section 3. Management Structure and Key Personnel			Points obtainable
	<p><i>(17.5 points for 1 business plan; additional 2.5 points for each additional business plan, maximum of 25 points)</i></p>		
	Language <ul style="list-style-type: none"> <li>Fluency on English and Filipino</li> </ul>	Pass/Fail	
3.2c	Market Researcher		50
	Education <ul style="list-style-type: none"> <li>Bachelor's degree in business administration, economics, statistics, business administration, social sciences or related field. A master's degree or PhD degree is an advantage, including any certifications on higher/continued learning/professional development.</li> </ul> <p><i>(7 points for Bachelor's degree; additional 1.5 points for each additional degree; additional 0.5 point if with any relevant certification maximum of 10 points)</i></p>	10	
	Experience		
	<ul style="list-style-type: none"> <li>At least three (3) years of relevant research experience in the areas of business development, market analysis, impact assessment, socio-economic assessment, social development or policy evaluation</li> </ul> <p><i>(14 points for 3 years' experience; additional 2 points for each additional year, maximum of 20 points)</i></p>	20	
	<ul style="list-style-type: none"> <li>Produced at least one (1) study relevant to socio-economic impact assessment or market analysis</li> </ul> <p><i>(14 points for 1 study; additional 2 points for each additional study, maximum of 20 points)</i></p>	20	
	Language <ul style="list-style-type: none"> <li>Fluency in English and Filipino</li> </ul>	Pass/Fail	
3.2d	Project Assistant		30
	Education <ul style="list-style-type: none"> <li>Bachelor's degree in business administration, business management, economics, finance, marketing, entrepreneurship, accounting, social sciences or related field. Any certifications on higher/continued learning/professional development will be counted.</li> </ul>	10	

Section 3. Management Structure and Key Personnel			Points obtainable
	<i>(7 points for Bachelor's degree; additional 1.5 points for each additional degree; additional 0.5 point if with any relevant certification; maximum of 10 points)</i>		
Experience	<ul style="list-style-type: none"> <li>At least two (2) years of experience in business development, marketing, market research or industry analysis <i>(21 points for 2 years' experience; additional 3 points for each additional year, maximum of 30 points)</i></li> </ul>	20	
Language	<ul style="list-style-type: none"> <li>Fluency in English and Filipino</li> </ul>	Pass/Fail	
Total Section 3			300

In the combined scoring, the Financial Proposal will be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.



## ANNEX 4

### Previous Relevant Experience/Track Record

Please list only previous similar assignments successfully completed in the last 5 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value in PhP	Period of activity and status	Types of activities undertaken

## ANNEX 5

### Format for CV of Proposed Key Personnel

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	
<b>Contact Details</b>	<ul style="list-style-type: none"> <li>▪ Present/Home Address: [Insert]</li> <li>▪ Email Address: [Insert]</li> <li>▪ Contact Numbers: [Insert]</li> </ul>
<b>Key achievements related to this assignment</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/ Qualifications</b>	<p><i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i></p> <p>[Insert]</p>
<b>Professional certifications</b>	<p><i>[Provide details of professional certifications relevant to the scope of services]</i></p> <ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>
<b>Employment Record/ Experience</b>	<p><i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experiences, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</i></p> <ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of Employment: [Insert]</li> <li>▪ Position: [Insert]</li> <li>▪ Details of activities/functions performed: [Insert]</li> </ul> <ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of Employment: [Insert]</li> <li>▪ Position: [Insert]</li> <li>▪ Details of activities/functions performed: [Insert]</li> </ul> <ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of Employment: [Insert]</li> <li>▪ Position: [Insert]</li> <li>▪ Details of activities/functions performed: [Insert]</li> </ul>
<b>References</b>	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i>

	Reference 1: Name: Phone Number: Email address:
	Reference 2: Name: Phone Number: Email address:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself and that I am available to undertake this project.

\_\_\_\_\_  
Signature of Personnel

\_\_\_\_\_  
Date (Day/Month/Year)