
Terms of Reference

Consulting Services
for the Formulation
of Strategic Plan for
CY 2023-2028

LAGUNA LAKE
DEVELOPMENT
AUTHORITY-POLICY
PLANNING AND
INFORMATION
MANAGEMENT DIVISION

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APPROVAL PAGE

TERMS OF REFERENCE

CONSULTING SERVICES FOR THE STRATEGIC PLAN FOR CY 2023-2028

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INTRODUCTION

Government-owned or controlled corporations (GOCCs) are organized as stock or nonstock corporations, vested with functions relating to public needs whether governmental or proprietary in nature.¹ GOCCs are created to serve national interests such as to spur the development of strategic activities with wide-ranging economic impact and provide substantial income stream to the national government (NG) through dividends from at least 50% of their annual net earnings, collections from guarantee fees, foreign exchange risk cover and interest on NG advances to GOCC loans, and other sources.² As of October 2021, the National Government received more than Php 53 billion of dividends from various GOCCs.³

Similarly, Laguna Lake Development Authority (LLDA), classified as a government instrumentality with corporate powers or government corporate entities⁴ is mandated to promote, and accelerate the development and balanced growth of the Laguna Lake area and the surrounding provinces, cities and towns hereinafter referred to as the region, within the context of the national and regional plans and policies for social and economic development and to carry out the development of the Laguna Lake region with due regard and adequate provisions for environmental management and control preservation of the quality of human life and ecological systems, and the prevention of undue ecological disturbances, deterioration and pollution."⁵

Thus, in line with Ambisyon Natin 2040⁶ and its foregoing mandate, LLDA set its long-term vision of a Laguna de Bay Basin that “is an ecologically balanced resource that fosters vibrant economic development and sustains the needs of the present and future

¹ Section 3 (o), RA No. 10149, “GOCC Governance Act of 2011”.

² Senate Economic Planning Officer (August 2010). Policy Brief: Issue and Challenges with the Philippine Public Corporate Sector. Retrieved on <http://legacy.senate.gov.ph/publications/PB%202010-08%20-%20Issues%20and%20challenges.pdf>.

³ Caraballo, M.U. (October 2021). “Govt gets over P53 billion dividends from GOCCS”. The Manila Times. Retrieved from <https://www.manilatimes.net/2021/10/18/business/top-business/govt-gets-over-p53-billion-dividends-from-goccs/1818767>

⁴ Section 3, (n), RA No. 10149, “GOCC Governance Act of 2011”.

⁵ Section 1, RA No. 4850, as amended by PD NO. 813 (1975) and EO No. 927 (1983), “Laguna Lake Development Authority Act of 1966”.

⁶ Executive Order No. 05. (2016). “Approving and Adopting the Twenty-Five Year Long Term Vision Entitled Ambisyon Natin 2040 as Guide for Development Planning “

generations through the participation of empowered and responsible stakeholders”.⁷ On 02 August 2019, planning horizons and the corresponding vision base camps were identified and defined by the Management Committee. LLDA’s Mandate, Mission, Vision and Vision Basecamps are presented in Annex A.

While moving towards the next Base Camp, which covers CY 2023-2028, with a Vision Base Camp “LLDA is proactive in co-managing Laguna de Bay Basin with empowered stakeholders”, there is an urgent need to engage a reputable consulting firm who shall provide technical assistance to LLDA for the development of Strategic Plan 2023-2028.

OBJECTIVES

The engagement aims to come-up with a LLDA Strategic Plan for CY 2023-2028. Specifically, it seeks to achieve the following objectives:

1. Identify and analyze the factors affecting or may affect the execution of LLDA’s plans, programs, and projects through environmental assessment (External Analysis and Internal Analysis) and other tools such as, but not limited to, Scenario Planning.
2. Determine and evaluate strategic issues and formulate appropriate responses to address such strategic issues
3. Identify and illustrate LLDA’s strategic direction for CY 2023-2028 through Strategy Map.
4. Define the set of strategic measures, and corresponding annual targets that will operationalize the illustrated Strategy Map.
5. Formulate the Strategic Initiatives that will close the performance gap.
6. Identify and analyze risks that may negatively impact key processes, activities, projects, and programs, including strategic initiatives through Risk Analysis and Risk Assessment.

SCOPE OF THE CONSULTING SERVICES

The Consulting Firm is expected to complete the following activities and submit the corresponding deliverables within the period stated herein or other mutually agreed period:

⁷ LLDA (2018). Resolution No. 542, “Resolution Approving Laguna Lake Development Authority’s New Vision-Mission Statemen”.

Tasks	Activities	Deliverables	Duration
Task 1: Pre-Planning Stage			
	<ol style="list-style-type: none"> 1. Prepare and discuss the proposed sequence of activities needed to achieve the objectives stated in this Terms of Reference. 2. Prepare and submit Inception Report. 	<ul style="list-style-type: none"> • Inception Report 	15 days
Task 2: Planning Stage			
	<ol style="list-style-type: none"> 1. Conduct and facilitate the needed seminars and workshops on: <ol style="list-style-type: none"> 1.1 Situational Analysis (External Analysis and Internal Analysis). 1.2 Stakeholder Analysis. 1.3 Scenario Planning. 1.4 Strategy Mapping 1.5 Performance Scorecard (including the identification of Strategic Initiatives) 1.6 Risk Management (Risk Analysis and Risk Assessment). 1.7 Other strategic management tools as may be mutually agreed upon. 2. Review the results of workshop activities and provide comments to improve the same. 3. Provide guidance to the participants through each planning process 4. Lead the processing of workshop 	<ul style="list-style-type: none"> • Strategy Map 2023-2028 • Performance Scorecard with annual targets from 2023-2028.⁸ • Measure Profile⁹ • Strategic Initiative Profiles • Risk Registry 	25 days

⁸ The Performance Scorecard should contain the strategic measures, its formulas, corresponding weights, rating systems, 3-year baseline data for each strategic measure, and annual targets from CY 2023 to CY 2028.

⁹ The Measure Profile should contain specific information that describes each strategic measure.

Tasks	Activities	Deliverables	Duration
	outputs and comments of the LLDA BOD into the draft Strategic Plan 2023-2028.		
Task 3: Post-Planning Stage			
	<ol style="list-style-type: none"> 1. Submit key summary of discussions and key agreements during workshop sessions. 2. Consolidate other relevant pre planning and planning information and documentation. 3. Submit recommendations for post-planning activities 	<ul style="list-style-type: none"> • Terminal Report 	15 days

The outputs of Sub-Task 1 of Task 2 shall be presented by the Management Committee to the Board of Directors (BOD) for concurrence. Comments from the BOD shall be considered during the finalization of the draft Strategic Plan 2023-2028.

The use of online meetings and/or or face-to-face meetings may be agreed upon considering the prevailing Alert Level issued by COVID-19 Inter-Agency Task Force for the Management of Emerging Infectious Diseases.

QUALIFICATION REQUIREMENTS

The consulting firm and its consultants should possess the following applicable minimum qualifications:

Criteria	Qualifications
Education	Possesses at least university degree in environmental planning, urban or regional planning, human ecology, development management, public administration, business administration, management engineering, and other similar specializations.
Experience	With completed contracts involving facilitation of seminars, and/or workshops in strategic planning,

Criteria	Qualifications
	and risk management in the public sector using Strategy Mapping, and Balanced Scorecard..

SHORTLISTING OF CONSULTING FIRM

The criteria and rating system for the shortlisting of consulting firms shall be as follows:

Criteria	Weight
1. Applicable experience of the consulting firm and associates, in case of joint ventures.	50%
2. Qualification of personnel who may be assigned to the job vis-à-vis extent and complexity of the undertaking.	40%
3. Current workload relative to capacity.	10%
Total	100%
Hurdle Rate/Score	70

The hurdle rate/score is seventy points (70). Bidders whose rating /score is below 70 shall not be included in the shortlist.

EVALUATION OF BID PROPOSALS

Bid proposals shall be evaluated using Quality-Cost Based Evaluation (QCBE)¹⁰ procedures.¹¹ The criteria and numerical weights in evaluating the submitted technical and financial proposals are as follows:

Criteria	Weight	
1. Technical proposal		60%
1.1 Quality of personnel to be assigned to	35%	

¹⁰ In QCBE, both the technical and financial proposals are rated and ranked.

¹¹ Section 33.2.1 (b) of 2016 Revised Implementing Rules and Regulations of RA No. 9184.

Criteria	Weight	
the project		
1.2 Experience and capability of the consulting firm	15%	
1.3 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.	10%	
2. Financial proposal		40%
Total		100%

PAYMENT SCHEDULE

Payment shall be made on the following schedule:

Payment	Deliverables
1st payment - 20% of the contract amount	<ul style="list-style-type: none"> Accepted Inception Report or equivalent Report
2nd payment - 30% of the contract amount	<ul style="list-style-type: none"> Accepted draft LLDA Strategic Plan 2023-2028.¹²
3rd and last payment – 50% of the contract amount	<ul style="list-style-type: none"> Accepted Final LLDA Strategic Plan 2023-2028, in four (4) paper copies and one (1) electronic copy; and Terminal Report in three (3) paper copies and one (1) electronic copy. All presentation materials, worksheet templates, and other

¹² The said document shall be presented by LLDA Management Committee to the LLDA Board of Directors (BOD) for concurrence. Comments from the LLDA BOD shall be considered.

Payment	Deliverables
	related documents used during the engagement shall be included.

DURATION OF ENGAGEMENT

The engagement shall be completed than within three (3) months from the date of receipt of Notice to Proceed. Any extension of contract time shall not involve any additional cost. The Consulting Firm shall commence work upon receipt of Notice to Proceed (NTP) from LLDA.

APPROVED BUDGET FOR THE CONTRACT

The Approved Budget for the Contract is One Million Two Hundred Pesos (P 1.2 M) and shall be chargeable to LLDA's approved corporate operating budget for CY 2022.

METHOD OF PROCUREMENT

The proposed method of procurement is competitive bidding. Competitive bidding refers to a method of procurement which is open to participation by any interested party and which consists of the following processes: advertisement, pre-bid conference, eligibility screening of prospective bidders, receipt and opening of bids, evaluation of bids, post-qualification, and award of contract, the specific requirements and mechanics of which are defined in the Implementing Rules and Regulations of RA No. 9184.¹³

¹³ Section 5 (h), 2016 Revised Implementing Rules and Regulations, RA No. 9184.

Mandate

“It is hereby declared to be the national policy to promote, and accelerate the development and balanced growth of the Laguna Lake area and the surrounding provinces, cities and towns hereinafter referred to as the region, within the context of the national and regional plans and policies for social and economic development and to carry out the development of the Laguna Lake region with due regard and adequate provisions for environmental management and control, preservation of the quality of human life and ecological systems, and the prevention of undue ecological disturbances, deterioration and pollution.” (Section 1, RA No. 4850, as amended)

Mission

“To manage, develop and transform the Laguna de Bay Region into a vibrant economic zone through conservation of lake basin resources and good governance with the participation of the empowered and responsible stakeholders.”

Vision

“By 2040, the Laguna de Bay Basin is an ecologically balanced resource that fosters vibrant economic development and sustains the needs of the present and future generations through the participation of empowered and responsible stakeholders.”

Vision Basecamps

2028 - LLDA is proactive in co-managing Laguna de Bay Basin with empowered stakeholders

2034 - LLDA is a recognized focal center on climate resiliency for inclusive growth in the Laguna de Bay Basin.

2040 - Laguna de Bay Basin is an ecologically balanced resource that fosters vibrant economic development and sustains the needs of the present and future generations.

Criteria and Rating System for the Shortlisting of Prospective Bidders for the Consulting Services for the Formulation of Strategic Plan for CY 2023-2028

Criteria	Rating	
	Points	Weight
1. Applicable experience of the consulting firm and associates, in case of joint ventures	50	50%
1.1 Years of experience	25	
1.1.1 10 years or more	25	
1.1.2 5 years up to less than 10 years	20	
1.1.3 Less than 5 years	15	
1.2 Completed similar contracts ¹	25	
1.2.1 More than 10 similar contracts	25	
1.2.2 5 to 10 similar contracts	20	
1.2.3 Less than 5 similar contracts	15	
2. Qualification of personnel who may be assigned to the job vis-à-vis extent and complexity of the undertaking.		40%
<i>Team Leader</i>	20	
2.1 Education (possesses at least university degree in environmental planning, urban or regional planning, human ecology, development management, public administration, business administration, management engineering, and other similar specializations.	10	
2.1.1 With similar degree awarded by a graduate school.	10	
2.1.2 Meets the minimum educational requirement	5	
2.2 Experience (with completed contracts involving facilitation of workshops in strategic planning and risk management in the public sector using	10	

¹ The Government Procurement Policy Board in its Opinion Number NPM 136-2014 states that a contract shall be considered "similar" to the contract to be bid if it involves services of the same nature and complexity as the subject matter of the project being procured. This requirement should not be interpreted strictly as to unreasonably limit competition and inequitably bar participation of capable suppliers, manufacturers, distributors and service providers; much more, to constrain PEs, in this case LLDA, in the performance of their constituent and ministrant functions. Hence, similarity of contract should be interpreted liberally in the sense that it should not refer to an exact parallel, but only to an analogous one of similar category. Copy of the said Opinion is available at https://www.gppb.gov.ph/GPPBTSO_Non-Policy/1160.

Criteria	Rating	
Strategy Mapping, and Balanced Scorecard)		
2.2.1 Meets the minimum experience requirement and with experience in the GOCC Sector.	10	
2.2.2 Meets the minimum experience requirement.	5	
Team Members		20
2.3 Education (possesses at least university degree in Environmental planning, urban or regional planning, human ecology, development management, public administration, business administration, management engineering, and other similar specializations)	10	
2.3.1 Some team members have similar degree awarded by a graduate school.	10	
2.3.2 All team members meet the minimum educational requirement	5	
2.4 Experience (with completed contracts involving facilitation of workshops in strategic planning and risk management in the public sector using Strategy Mapping, and Balanced Scorecard)	10	
2.4.1 Some team members meet the minimum experience requirement and with experience in the GOCC Sector.	10	
2.4.2 All team members meet the minimum experience requirement.	5	
3. Current workload relative to capacity	10	10%
3.1 Current project workload (ongoing contracts) similar to the project	5	
3.1.1 With 0 to 3 ongoing engagements/contracts.	5	
3.1.2 With 4 to 6 ongoing/engagements/contracts.	3	
3.1.3 More than 7 ongoing engagements/contracts.	2	

Criteria	Rating	
3.2 Financial capacity (current assets less current liabilities)	5	
3.2.1 More than the estimated cost of the project	5	
3.2.2 Within 75%-100% of the estimated cost of the project	3	
3.2.3 Below 74% estimated cost of the project	2	
Total		100%
Hurdle Rate/Score	70	

**Criteria and Rating System for the Evaluation of Technical and Financial
Proposals of Bidders for the Consulting Services for the Formulation of Strategic
Plan for CY 2023-2028**

A. Distribution of Weights

Proposal	Weight
1. Technical proposal	60%
2. Financial proposal	40%

B. Detailed Rating System for Technical Proposal

Criteria	Rating	
	Points	Weight
1. Quality of personnel to be assigned to the project		40%
<i>Team Leader</i>	20	
1.1 Education (possesses at least university degree in environmental planning, urban or regional planning, human ecology, development management, public administration, business administration, management engineering, and other similar specializations.	10	
1.1.1 Exceeds minimum educational requirements	10	
1.1.2 Meets minimum educational requirement	8	
1.2 Experience (with completed contracts involving facilitation of workshops in strategic planning and risk management in the public sector using Strategy Mapping, and Balanced Scorecard)	10	
1.2.1 Completed more than 15 engagements	10	
1.2.2 Completed 10-15 engagements	8	
1.2.3 Completed 9 and below number of engagements	6	
<i>Team Members</i>	20	
1.3 Education (possesses at least university degree in Environmental planning,	10	

Criteria	Rating	
urban or regional planning, human ecology, development management, public administration, business administration, management engineering, and other similar specializations)		
1.3.1 Some team members exceed educational requirements.	10	
1.3.2 All team members meet the minimum educational requirement	8	
1.4 Experience (with completed contracts involving facilitation of workshops in strategic planning and risk management in the public sector using Strategy Mapping, and Balanced Scorecard)	10	
1.4.1 Completed more than 15 engagements	10	
1.4.2 Completed 10-15 engagements	8	
1.4.3 Completed 9 and below number of engagements	6	
2. Experience and capability of the consulting firm	30	30%
2.1.1 More than 15 similar ¹ engagements	30	
2.1.2 Completed 10-15 similar engagements	28	
2.1.3 Completed 9 and below number of similar engagements	26	
3. 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.	30	30%
3.1 Proposed plan of approach and	30	

¹ The Government Procurement Policy Board in its Opinion Number NPM 136-2014 states that a contract shall be considered "similar" to the contract to be bid if it involves services of the same nature and complexity as the subject matter of the project being procured. This requirement should not be interpreted strictly as to unreasonably limit competition and inequitably bar participation of capable suppliers, manufacturers, distributors and service providers; much more, to constrain PEs, in this case LLDA, in the performance of their constituent and ministrant functions. Hence, similarity of contract should be interpreted liberally in the sense that it should not refer to an exact parallel, but only to an analogous one of similar category. Copy of the said Opinion is available at https://www.gppb.gov.ph/GPPBTSO_Non-Policy/1160.

Criteria	Rating	
methodology are clear and aligned with the objectives of the Terms of Reference.		
3.2 Some areas of the proposed plan and methodology are not aligned with the Terms of Reference.	28	
Total		100%