

Terms of Reference (TOR) for the Feasibility Study for the Pasig River Ferry System Project
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1. BACKGROUND/RATIONALE

The Pasig River

The Pasig River traverses approximately 25 kilometers cutting across five (5) cities in Metro Manila. It also connects two (2) major big bodies of water, namely, Laguna de Bay at the east side and Manila Bay at the western side of the river. It is said that Metro Manila has been founded and developed along the banks of the Pasig River, and has ever since considered to be a driver of economic growth linking neighboring cities and providing people with alternate transportation route.

However, over the years, the Pasig River has increasingly become polluted due to the huge amount of wastes continuously being dumped into the river due to industrial growth and the increasing informal settlers along the river banks. In addition, heavy siltation of the river also affected the navigability of the river. In its efforts to address the problem, the National Government (NG) established the Pasig River Rehabilitation Commission (PRRC) in 1999 through Executive Order (EO) 54, s. 1999. PRRC is mandated to take the lead in the rehabilitation of the river for transportation, recreation and tourism purposes.

The Pasig River Ferry System

The Pasig River ferry service system is currently being operated and managed by the Metro Manila Development Authority (MMDA). The ferry network has 12 stations in operation. The 1st route extends from Plaza Mexico Station in Intramuros, Manila to Pinagbuhatan, Pasig; while the 2nd route stretches from Guadalupe Station to Maybunga Station in Marikina. The table below shows a summary of the distances and travel time between the existing stations.

DISTANCE AND TRAVEL TIME BETWEEN STATIONS			
FERRY STATIONS	DISTANCE BET. STATIONS (Km.)	TRAVEL TIME (in minutes)	FERRY STATIONS
STATION 1 : PLAZA MEXICO	0.31	3	STATION 2 : ESCOLTA
STATION 2 : ESCOLTA	0.48	4	STATION 3 : LAWTON
STATION 3 : LAWTON	3.81	15	STATION 4 : P.U.P.
STATION 4 : P.U.P.	2.84	8	STATION 5 : STA. ANA
STATION 5 : STA. ANA	0.92	3	STATION 6 : LAMBINGAN
STATION 6 : LAMBINGAN	2.16	5	STATION 7 : VALENZUELA
STATION 7 : VALENZUELA	1.10	4	STATION 8 : HULO
STATION 8 : HULO	1.57	5	STATION 9 : GUADALUPE
STATION 9 : GUADALUPE	3.32	20	STATION 10 : SAN JUAQUIN
STATION 10 : SAN JUAQUIN	4.38	18	STATION 11 : PINAGBUHATAN
TOTAL DISTANCE 20.89 Kms. (from Station 1 to Station 11)			
FERRY STATIONS			
STATION 9 : GUADALUPE	5.47	26	STATION 12 : MAYBUNGA
TOTAL DISTANCE 26.36 Kms. (from Plaza Mexico Station to Maybunga Station)			

Given the growing traffic situation and air pollution in Metro Manila and its surrounding areas, as well as the lack of connectivity among transport systems, the National Government (NG) is currently looking into maximizing the utilization of the existing Pasig River Ferry Service and extending its services to the Manila Bay and Laguna de Bay areas as an alternative mode of transportation for commuters, especially for those coming from the east side of the Metro to reach specific destinations within the cities of Manila, Mandaluyong, Pasig, Taguig, Marikina and Quezon City.

The Department of Budget and Management (DBM) has taken the lead in initiating the establishment of the Pasig River Ferry Convergence Program, which aims to ensure that the concerned agencies' efforts/programs/plans are harmonized/streamlined towards the common goal of maximizing the sustainable utilization of these bodies of water as a central corridor for transport as well as disaster risk reduction and response management. The Convergence Program was identified in the Budget Call as one of the priority programs of the Economic Development Cabinet Cluster. The President also identified the Ferry Service as a priority project in his 2016 State of the Nation Address.

The Convergence Program aims to rehabilitate/improve the existing Pasig River ferry service system focusing on the intra-city connectivity within Metro Manila to help mitigate traffic congestion and air pollution in said region. It also aims to establish more ferry terminals along the existing route, as well as to expand the existing ferry service in the Manila Bay and Laguna Lake areas to improve regional connectivity across the regions of Rizal, Cavite, Bulacan, among others.

In addition, the ferry service system also aims to serve as a lifeline during disaster events by utilizing the same for transporting people and relief goods.

Towards this end, NEDA will procure the services of Consultants to undertake the feasibility study of the Pasig Ferry System Project to be funded using Project Development and other Related Studies (PDRS) Fund, which is provided for under the 2018 General Appropriations Act (GAA) for 2018. NEDA shall be the Executing Agency while the Department of Transportation (DOTr) shall be the Implementing Agency.

2. OBJECTIVE

The Study is being undertaken to determine the viability of the Pasig River Ferry System Project with the end-view of improving, not only intra-city connectivity within Metro Manila, but also regional connectivity amongst Rizal, Cavite, Bulacan while at the same time, mitigating traffic congestion and air pollution in said regions.

Specifically, the study will look at the economic, financial, social, environmental, technical, environmental, and institutional aspects of the project.

3. EXPECTED OUTPUT/S

The Consulting Firm is expected to deliver two major outputs within the proposed contract period of four (4) months, namely:

- a. Output 1 - F/S for the Pasig–Marikina River Ferry System Service as a stand-alone component; and

- b. Output 2 - F/S for the whole Ferry Service System, i.e., to include the Manila Bay and Laguna de Bay proposed routes.

4. SCOPE OF WORK

The Consulting Firm shall undertake the following activities, in close coordination with the technical working group (TWG) established under the Convergence Program, to be able to deliver said outputs of the Study but shall not necessarily be limited to the following:

4.1. On the Technical Aspect

- 4.1.1 Conduct a detailed assessment of the existing infrastructure facilities, i.e., ferry stations, including the service fleets, as well as the current operation and maintenance of the ferry system taking into consideration safety and security measures;
- 4.1.2 Based on secondary data gathered (e.g., market study and origin-destination surveys) from ongoing/recently completed studies, such as the Philippine Transport System Master Plan and the Roadmap for Transport Infrastructure Development for Metro Manila and its Surrounding Areas), determine/validate the optimum number and the proposed locations of the ferry stations/terminals identified by the TWG, including the accessibility of the stations, taking into consideration safety and security measures, the interconnectivity of the entire ferry system, and seamless transfer of passengers and integration of the system to other modes of transport; and
- 4.1.3 Determine/validate the optimum number/fleet requirements and types of service fleets to be acquired based on the projected traffic demand and condition of the river.

4.2. On the Economic and Financial Aspects

- 4.2.1. Conduct the economic and financial analyses of the project based on secondary data gathered (market study, including passenger origin and destination surveys, willingness-to-pay, etc.) from ongoing/recently completed studies, e.g., PTSMP, Roadmap for Transport Infrastructure Development for Metro Manila and its Surrounding Areas, etc.;
- 4.2.2. Under the guidance of the Project Steering Committee (PSC) and TWG of the Convergence Program, validate/assess the financial viability of the delivery options(s)/scenario(s) proposed/identified by the PSC and provide recommendations thereafter (Note that while the PSC may have already identified delivery options, the Consultants may still present other alternative options for the consideration of the PSC, e.g., through PPP);

Note: The Consultants should conduct value for money (VfM) analysis when studying the PPP option. The proposed delivery options should take into consideration, among others, the project's bankability for the private partner and at the same time look into how these options may optimize the project's economic impact.

- 4.2.3. Validate/conduct an analysis of the fare structure and terminal fees and charges taking into consideration of the proposed delivery options and the results of the willingness-to-pay surveys; among other factors; and
- 4.2.4. Validate/prepare the base case project cost estimates for the capital expenditures (CAPEX) and operations and maintenance (O&M) covering the proposed construction of new ferry stations/rehabilitation of existing stations and procurement/rehabilitation of service fleets, land acquisition, taxes and the required contingencies, among others.

4.3. **Legal and Institutional Aspects of the Project**

- 4.3.1 Based on the identified/proposed delivery options, prepare the corresponding appropriate institutional arrangements, taking into consideration the mandates of the member-agencies of the Convergence Program and roles of the private sector and other concerned stakeholders (particularly the role of the local government units where the stations are/proposed to be located);
- 4.3.2 Under the guidance of the PSC and coordination of the TWG, ensure that the proposed institutional arrangements are compliant with existing laws, rules and regulations;
- 4.3.3 Develop/provide details of the legal structure of the proposed project delivery options; and

Note: Should the PPP option be the recommended option based on value-for-money analysis, the Consultant should likewise prepare the Bidding Documents, including bid parameters and MPSS (in coordination with other experts in the team), and draft Concession Agreement.

- 4.3.4 Provide assistance and recommend strategies on how to resolve legal issues that may possibly arise from the environmental and social aspects of the project, e.g., resettlement issues, etc.

4.4. **Environmental and Social Safeguards**

- 4.4.1 Prepare/review, as necessary, the Environmental Impact Assessment (EIA) and social risk assessment and analyses, taking into account that all aspects related to environmental and social safeguards, and necessary mitigation measures are considered;
- 4.4.2 Update/conduct a climate and disaster risk vulnerability assessment, identifying potential threats and risks due to climate and geo-hazard situations/conditions in the covered/service areas;
- 4.4.3 Update/prepare an appropriate poverty reduction and social strategy framework (e.g., gender action plans and resettlement plans) with recommendations for involuntary resettlement and gender safeguards in accordance with the requirements in the Philippines;

5 TIMELINES AND DELIVERABLES

5.1 Commencement Date & Period of Implementation

The Study shall be completed within a period of four (4) months, commencing from the date of receipt of the Notice to Proceed (NTP). Please refer to **Annex A** for the indicative timeline of the Study.

Monthly meetings will be convened to track the progress of the study vis-à-vis the timelines of deliverables.

5.2 Table of Deliverables

A *detailed Work and Financial Plan* (WFP) shall be submitted by the Consulting Firm to the implementing agency for review (copy furnished NEDA for monitoring purposes and payment processing) within **15 days** from the date of commencement as indicated in the NTP.

The deliverables for the Study as enumerated below shall be prepared by the Consulting Firm and shall be cleared by Team Leader.

Subsequently, the Consulting Firm shall submit 10 hard copies of the deliverables to NEDA for review of concerned entities. Electronic/soft copies of the deliverable documents shall also be submitted to DOTr and NEDA.

Output/Deliverable	Timeline
OUTPUT 1	
Draft Inception Report with the approved WFP	Within three (3) weeks from receipt of NTP.
Final Inception Report	Within one (1) week after the receipt of the comments/recommendations of the EA.
Draft Final Report (including draft bid documents and draft CA)	Within 12 weeks from receipt of NTP.
Final Report	Within one (1) week after the receipt of the comments/recommendations of the EA.
OUTPUT 2	
Draft Inception Report	Within 5 weeks from receipt of NTP.
Final Inception Report	Within one (1) week after the receipt of the comments/recommendations of the EA.
Draft Final Report (including draft bid documents and draft CA)	Within 14 weeks from receipt of NTP.
Final Report	Within one (1) week after the receipt of the comments/recommendations of the EA.

Note: It is noted that while the commencement of activities is anchored on the receipt of NTP, a turnaround period on submission of deliverables is considered in the timeline.

- 5.2.1 The *Inception Report and Work and Financial Plan*, which shall be submitted to NEDA for approval, shall include the detailed work program for the scope of work, a detailed schedule for all work, including field work related to applicable tasks.

The Inception Report shall include provisions pertaining to the fulfillment of the Study conditions listed in this TOR as well as approaches and methodologies to be utilized in the development of the study.

- 5.2.2 The *Final Report*, which shall be submitted one (1) week after the receipt of the evaluation/comments of the Draft Final Report. The report should contain all pertinent findings concerning the scope of works of the projects as described in Section 4 of this TOR.

6 EXPERTISE REQUIREMENTS AND QUALIFICATIONS

The Consultancy Firm shall provide the following minimum experts and corresponding minimum man-months:¹

6.1 Team Leader/Transport Planner

- at least a Bachelor's Degree, or its equivalent, in Civil Engineering or related fields; and
- minimum ten (10) years related experience in the water transport sector with at least 36 man-months of actual expert services in the last 20 years, e.g., maritime transportation planning/development; and
- with experience as Team Leader/Project Manager of at least three (3) similar/relevant project/undertaking.

6.2 Financial Specialist (2)

- at least a Bachelor's Degree in the field of Finance, Marketing, Economics or equivalent; and
- minimum seven (7) years related/professional experience in financial analysis and conduct of feasibility studies with at least 24 man-months of actual expert services in the last 15 years, i.e., in financial modeling, value for money analysis, project costing and revenue forecast, project structuring, and risk analysis, allocation and management, among others.

6.3 Transport Economist (2)

- at least a Bachelor's Degree in the field of Economics, Finance, Marketing or equivalent; and
- minimum seven (7) years of related/professional experience in conducting economic analysis and market assessment/studies with at least 24 man-months of actual expert services in the last 15 years.

¹ The shortlisted consultancy firms are not precluded from making adjustments to the identified man-months, provided that the output is delivered and adjustments are commensurate with or consistent to the proposed approach and methodology approved by NEDA.

6.4 Cost Engineer (2)

- at least a Bachelor's Degree in the field of Civil Engineering or equivalent; and
- minimum seven (7) years of related/professional experience with at least 24 man-months of actual expert services in last 15 years in detailed design, construction and cost estimation of estimation of ferry terminals and associated facilities compliant with maritime industry standard/requirements.

6.5 Environmental/Social Expert (2)

- at least a Bachelor's Degree in the field of Environmental Science/Engineering or equivalent; and
- minimum seven (7) years of related/professional experience with at least 24 man-months of actual expert services in the last 15 years in conducting environmental impact assessment and safeguard planning of similar/relevant projects, among others.

6.6 Legal/Institutional Expert (2)

- at least a Bachelor's Degree, or its equivalent, in Law, Public Administration, Political Science, or related fields;
- minimum five (5) years related experience in public sector policies and institutional assessment, procurement, and preparing bidding documents for public/PPP projects, with at least 24 man-months of actual expert services in the last 20 years; and
- with experience as Legal/Institutional Specialist or any related technical expertise for at least two (2) similar/relevant project/undertaking (with at least one under the PPP mode).

6.7 The Consulting Firm may also hire, as it deems necessary and at its own expense, additional experts to ensure the quality and timely delivery of the scope of work of the consultancy service, and/or support staff to undertake administrative and/or logistical functions, as well as research work and/or technical writing, among others, provided that the total contract cost does not exceed the ABC and that realignment of budget between reimbursable and remuneration expenses is limited to ± 20 percent.

7 INSTITUTIONAL SET-UP/RESPONSIBILITIES

7.1 Executing Agency (EA)/NEDA

- 7.1.1. NEDA shall be the Executing Agency (i.e. representative of the Government in the Contract Agreement with the consultant);
- 7.1.2. Shall be responsible for the procurement and tendering of the consultancy services in compliance with R.A. No. 9184 and its Revised IRR through its NEDA Bids and Awards Committee (NBAC) with the Implementing Agency as end-user;
- 7.1.3. Shall be responsible for contract implementation and management, including ensuring the quality of outputs in coordination with the PSC/TWG of the Convergence Program. Further, NEDA shall be responsible for the monitoring and evaluation of the progress of the Study to ensure delivery of outputs as specified in this TOR;

- 7.1.4. Shall provide assistance in coordination with other agencies related to the Study;
- 7.1.5. Shall provide the Consulting Firm necessary/available information/data (i.e., relevant written/published documents, that are in possession of NEDA and other NGAs, it can get hold of) and also, if available, copies of previous related studies as well as necessary counterpart staff to assist the consultants in conducting the services, subject to the execution of a Non-Disclosure Agreement, as necessary;
- 7.1.6. Shall, in coordination with the PSC/TWG of the Convergence Program, evaluate the acceptability/correctness of the deliverables for the purposes of fund release/payment to the consultants;
- 7.1.7. Shall be responsible for the preparation and submission of financial reports as required by DBM and other reportorial requirements regarding the F/S Fund administration; and
- 7.1.8. Shall have the option to detail counterpart technical personnel to the project for the purpose of on-the-job capacity building/technology transfer.

7.2 Implementing Agency (IA)/ DOTr

- 7.2.1. Shall be the beneficiary/end-user of the consultancy services;
- 7.2.2. Shall be responsible for the contract implementation and management, including ensuring the quality of outputs in coordination with the PSC/TWG of the Convergence Program. Further, DOTr shall be responsible for the monitoring and evaluation of the progress of the study and approval of reports to ensure delivery of outputs as specified in Sections 3 and 4 of this TOR;
- 7.2.3. Shall provide assistance in coordination with other agencies related to the study;
- 7.2.4. Shall warrant that the Consulting Firm shall have free and unimpeded access to all lands and properties required for the effective execution of the services. Likewise, it shall be responsible for any damage to such land or any property thereon resulting from such access (unless such damage is caused by the willful default or negligence of the Consulting Firm or its Staff).
- 7.2.5. Shall provide work space for at most 4 Team members for coordination work/meetings during the conduct of the study, as may be necessary;
- 7.2.6. Shall provide the necessary information and if available, copies of previous related studies to the Consulting Firm; and
- 7.2.7. Shall have the option to detail counterpart technical personnel to the project for the purpose of on-the-job capacity building/technology transfer.

7.3 Consulting Firm

- 7.3.1. Shall coordinate with the DOTr and NEDA in the conduct of the Study;
- 7.3.2. Shall be responsible for the conduct of the study and the timely delivery of results/outputs as indicated in this TOR, under the supervision and management of the Team Leader;
- 7.3.3. Shall be responsible for the provision of the necessary office space in or near Ortigas, for their project staff as well as the Government's detailed personnel including the necessary office equipment (i.e. computers, printers, office supplies, etc.) for the conduct of the Study (i.e., under reimbursable expenses);

- 7.3.4. Shall shoulder all expense, not exceeding amount allocated in the approved budget cost, required in the conduct of the Study, including travel costs and lodging of detailed Government personnel during field visits and study tour (i.e., except for their salaries; and
- 7.3.5. Shall (a) carry out the services with sound engineering theories and practices to ensure that the final works will provide the most economical and feasible development for the Study, (b) accept full responsibility for the consulting services to be performed under this TOR, (c) perform the work in an efficient and diligent manner and shall use its best effort to keep reimbursable costs down to the possible minimum without impairing the quality of the services rendered, and (d) comply with, and strictly observe any laws regarding workmen's health and safety, workmen's welfare, compensation for injuries, minimum wage, hours of labor and other labor laws;
- 7.3.6. Shall (a) keep accurate and systematic records and accounts in respect of the services in such form and detail as is customary and sufficient to establish accurately that the costs and expenditures under this TOR have been duly incurred, and (b) permit the duly authorized representatives of the Government from time to time to inspect its records and accounts as well as to audit the same;
- 7.3.7. Shall not assign nor sub-contract any part of the professional engineering services under this TOR to any person or firm, except with the prior written consent of NEDA and DOTr. The approval by the Government to the assignments of any part of said services or to the engagement by the Consulting Firm of sub-contractors to perform any part of the same shall not relieve the Consulting Firm of any obligations under this TOR;
- 7.3.8. Shall prohibit full-time foreign staff during his/her assignment under this TOR from moonlighting, i.e., engaging, directly or indirectly, either in his/her name or through the Consulting Firm, in any business or professional activities in the Philippines other than the performance of his duties or assignment under this;
- 7.3.9. Shall not any time communicate to any person or entity any information disclosed to them for the purpose of the services, nor shall the Consulting Firm make public any information as to the recommendations formulated in the course of or as a result of the services, except with the prior consent of NEDA and ;
- 7.3.10. Shall agree that nothing contained herein shall be construed as establishing or creating between the Government and the Consulting Firm, the relationship of employer and employee or principal and agent, it being understood that the position of the Consulting Firm and anyone else performing the services is that of an independent contractor; and
- 7.3.11. Shall hold the Government free from any liabilities, suits, actions, demands, or damages arising from the death or injuries to persons or properties, or any loss resulting from or caused by said personnel incident to or in connection with the services under this TOR. The Consulting Firm shall agree to indemnify, protect and defend at its own expense the Government and its agents from and against all actions, claims and liabilities arising out of acts done by the Consulting Firm or its staff in the performance of the services including the use or violation of any copyrighted materials, patented invention, article or appliance.

7.4 **Project Steering Committee (PSC) and Technical Working Group (TWG) of the Convergence Program**

- 7.4.1. TWG shall review/evaluate the acceptability/correctness of the deliverables for the purposes of fund release/payment to the consultants; and
- 7.4.2. TWG shall provide assistance/guidance on the technical and operational aspects of the project to the Consulting Team in the conduct of the Study, as may be necessary.

The TWG shall elevate to the PSC aspects of the project with policy implications for guidance/decision.

8 **SOURCE OF FUNDS AND APPROVED BUDGET FOR THE CONTRACT (ABC)**

- 8.1 Funds for the conduct of the Study will be sourced from the Project Development and Other Related Studies (PDRS) Fund.
- 8.2 The ABC for the proposed study is **PhP19,564,160.00**, inclusive of all applicable government taxes and charges, professional fees, and other incidental and administrative costs which shall be paid on a reimbursement basis (e.g., travel expenses, communication expenses, office supplies, office space, and other expenses deemed necessary for the project as certified by the Executing Agency). The indicative breakdown of the ABC, including remuneration and reimbursable costs, is shown in **Annex B**.
- 8.3 Please note that this consulting contract shall be a fixed price contract. Any extension of contract time shall not involve any additional cost to the Government.
- 8.4 All equipment, materials, item acquired for the study shall be turned over to NEDA at the conclusion of the study.

9 **PAYMENT SCHEME/SCHEDULE**

- 9.1 Billing for reimbursable items shall be on monthly basis, based on the actual expenses incurred and supported by official receipts/documents or certification of actual expenditures made under oath, including the monthly progress reports.
- 9.2 Billing for *non-reimbursable items, including professional fees*, shall be in accordance with the following delivery schedule, *upon recommendation and endorsement of IA and NEDA*, subject to the usual government accounting and auditing requirements.

Output/Deliverable	Payment Schedule
PHASE 1	
Upon acceptance of the Inception Report and WFP	15% of total cost for non-reimbursable items
Upon submission of Draft Final Report	25% of total cost for non-reimbursable items
Upon acceptance of the Final Report	15% of total cost for non-reimbursable items

Output/Deliverable	Payment Schedule
PHASE 2	
Upon acceptance of the Inception Report and WFP	15% of total cost for non-reimbursable items
Upon submission of Draft Final Report	25% of total cost for non-reimbursable items
Upon acceptance of the Final Report	15% of total cost for non-reimbursable items

- 9.3 An advance payment may be made to cover mobilization costs, but shall not exceed TEN PERCENT (10%) of the contract amount, subject to the posting of an irrevocable standby letter of credit issued by an entity acceptable to NEDA and of an equal amount to the advance payment. The advance payment shall be repaid by the Consulting Firm by deducting from his subsequent billings/payments such sum as agreed upon during contract negotiations until fully liquidated within the duration of the contract.

10 RETENTION PAYMENT

A retention payment of ten percent (10%) shall be withheld. It shall be based on the total amount due to the Consulting Firm prior to any deduction and shall be retained from every progress payment until fifty percent (50%) of the value of the Study, as determined by NEDA, is completed. If, after fifty percent (50%) completion, the study is satisfactorily done and on schedule, no additional retention shall be made; otherwise, the ten percent (10%) retention shall be imposed.

The total "retention money" shall be due for release upon approval of the Final Report. The Consulting Firm may, however, request the substitution of the retention money for each progress billing with irrevocable standby letters of credit from a commercial bank, bank guarantees or surety bonds callable on demand, of amounts equivalent to the retention money substituted for and acceptable to NEDA, provided that the project is on schedule and is satisfactorily undertaken. Otherwise, the ten percent (10%) retention shall be made. Said irrevocable standby letters of credit, bank guarantees and/or surety bonds, to be posted in favor of NEDA shall be valid for the duration of the contract.

11 LIQUIDATED DAMAGES

Where the Consultant refuses or fails to satisfactorily complete the work within the specified contract time, plus any time extension duly granted and is hereby in default under the contract, the contractor shall pay NEDA for liquidated damages, and not by way of penalty, an amount, as provided in the conditions of contract, equal to at least one-tenth (1 /10) of one (1) percent of the cost of the unperformed portion of the works for every day of delay. Should the amount of liquidated damages reach fifteen percent (15%) of the contract amount, NEDA shall, at its own discretion, terminate the contract without prejudice to any further action it may take to recover whatever losses incurred due to non-performance of the Consultant.

To be entitled to such liquidated damages, NEDA does not have to prove that it has incurred actual damages. Such amount shall be deducted from any money due or which may become due to the contractor under the contract and/or collect such liquidated damages from the retention money or other securities posted by the contractor whichever is convenient to NEDA.

ACTIVITIES	M1				M2				M3				M4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Output 1																
Submission of the Draft Inception Report																
Review of the Draft Inception Report																
Submission of the Revised Inception Report																
Submission of the Draft Final Report																
Review of the Draft Final Report																
Submission of the Final Report/Project Completion Report																
Output 2																
Submission of the Draft Inception Report																
Review of the Draft Inception Report																
Submission of the Revised Inception Report																
Submission of the Draft Final Report																
Review of the Draft Final Report																
Submission of the Final Report/Project Completion Report																

ANNEX B

Feasibility Study for the Pasig River Ferry System Project Approved Budget for the Contract (ABC)			
	PARTICULARS		AMOUNT (PhP)
A. REMUNERATION			18,726,400.00
	Transport Planner/Team Leader		
	Financial Specialist		
	Transport Economist		
	Cost/Quantity Engineer		
	Environmental/Social Assessment Specialist		
	Legal/PPP/Institutional Specialist		
	2-Administrative Support		
B. REIMBURSABLE EXPENSES			837,760.00
	Operations and Maintenance Costs		
	Project Office Rent		
	Utilities		
	Meetings		
	Office Supplies/Materials and Printing		
	Miscellaneous and Other Fees		
GRAND TOTAL			19,564,160.00