

SPECIFICATIONS

GENERAL INFORMATION

TOR ITEM	SPECIFICATION
Contracting / Implementing Institution	Expertise France
Programme	EU Global Gateway Green Economy Programme (EU-GEP), Philippines
Technical focus	Project finance, PPP structuring, financial modelling and financial decision-making for solid waste management PPPs
Target participants	LGU finance/budget and project-development officials; PPP Center project-development officers and relevant public-sector practitioners
Duration	2 Block – 3 consecutive days, approximately 08:30–17:00 daily
Venue	To be confirmed by Expertise France
Practical emphasis	At least 60% practical application, including Excel, case study, scenarios and negotiation

CONTEXT AND JUSTIFICATION OF THE NEED

The Project context

The EU-PH Partnership for Green Economy Programme (EU-PH GEPP) in the Philippines is part of European Union (EU)'s Global Gateway initiative - the European strategy engaging with partners globally and promoting investments around shared priorities such as the transition to a green economy and the advancement of digital infrastructure, among others. Funded by a P3.67 billion (€60 million) grant from the EU, the EU-Green Economy Programme in the Philippines will run from 2023-2028 in collaboration with the government of the Philippines, led by the Department of Environment and Natural Resources.

This priority programme of the European Union in the Philippines links European and Filipino partners from the private sector and local governments to foster a circular economy and the reduction of plastic waste. It also aims to improve energy efficiency and promote renewable energy use and climate change mitigation and adaptation. Through technology transfers and investments, the programme aims to accelerate the transition to a greener economy while sustaining economic growth that benefits all Filipinos. A component of the programme is co-funded with a €1 million contribution from the International Climate Initiative of the German Federal Ministry for the Environment, Climate Action, Nature Conservation, and Nuclear Safety and implemented by the Deutsche Gesellschaft für International Zusammenarbeit (GIZ). Further components are implemented by UNDP Philippines, Expertise France with the Global Green Growth Institute, and the International Finance Corporation – a member of the World Bank Group.

The purpose of the EU-PH Partnership for Green Economy Programme is to support the Philippines' transition towards a green economy, including circular economy, reducing waste and plastic, as well as to increase energy efficiency and renewable energy deployment to support climate change mitigation.

The action tackles three main levels:

- (i) Establishing a Policy Dialogue Platform at central government level to facilitate policy formulation, improve city to city collaboration through supporting the development of a National Circular Economy Strategy and

Roadmap, extend dialogue to promote renewable energy/energy efficiency and to apply the dialogue's outcomes (linked to Specific Objective 1 of the action);

- (ii) Working with Local government units (LGUs) to define and implement circular economy, climate change and energy policies with a human rights and gender - responsive perspective, including outreach and support of local business and civil society (linked to Specific Objective 2 of the action);
- (iii) Enhancing engagement of the private and financial sectors into the circular waste economy creating better conditions for private sector investment by supporting business driven waste reduction strategies and circular solutions in the production process (linked to Specific Objective 3 of the action).

Expertise France (EF) is engaged as the implementer of Sustainable Investments related to private sector mobilisation and includes the following two outputs:

- Output 1: Support for the development of eco-enterprises, through entrepreneurship, innovation, and transformation of MSME's
- Output 2: Support for the development of green infrastructure projects which delegate waste management services to the private sector

The Output 2 aims to develop infrastructure and service projects in the solid waste management (SWM) sector towards the promotion of a circular economy in three selected Local Government Units (LGUs). These identified projects will focus on supporting the establishment of public-private partnership (PPP) projects in circular economy downstream solutions which delegate waste management services to the private sector. EF will provide expertise and finance feasibility studies in order to accompany these projects from the planning and pipeline development stage. In addition, the integration of informal waste workers (IWW) into green infrastructure projects will be taken into account throughout the implementation of project activities.

The activities will be implemented in close collaboration with the Public-Private Partnership (PPP) Center of the Philippines. The PPP Center serves as the central coordinating and monitoring agency for all PPP projects in the Philippines. In accordance with the PPP Code and its implementing rules and regulations (IRR), the PPP Center is mandated to facilitate the implementation of the country's PPP Program and Projects. It champions the country's PPP Program by enabling implementing agencies in all aspects of project preparation, managing the Project Development and Monitoring Facility (PDMF), providing projects advisory and facilitation services, monitoring and empowering agencies through various capacity building activities.

The Project description // Background

As part of the EU- PH GEPP funding programme budget, three Local Government Units (LGUs) have been selected to benefit from feasibility studies for Circular Economy PPP projects within their region. The intention is to complete the feasibility stage of the projects development process and progress towards the procurement phase of a solicited PPP contract between a private party and the local government unit (LGU). All of these LGUs have undergone basic training on the PPP code of the Philippines and will be supported by the PPP Center of Philippines and Expertise France as the development partner.

Expertise France is therefore seeking to appoint a professional individual consultant or company with the relevant competencies and expertise to;

1. Background and Rationale

Expertise France, through the EU Global Gateway Green Economy Programme (EU-GEP) in the Philippines, is supporting public-sector institutions and Local Government Units (LGUs) to develop bankable and sustainable infrastructure projects, including solid waste management (SWM) projects that may be delivered through public-private partnerships (PPPs). The programme requires LGU and PPP Center project-development teams to engage effectively with financial advisers, lenders, private proponents and transaction advisers throughout project preparation and procurement.

A recurring capacity constraint is that officials responsible for project development, finance and PPP preparation may have limited exposure to project-finance terminology, lender requirements and the long-term financial obligations created by PPP contracts. Examples include internal rate of return (IRR), hurdle rates, debt service coverage ratio (DSCR), cash flow available for debt service (CFADS), availability payments/charges, performance guarantees, debt sizing and related security and payment mechanisms.

This assignment is therefore designed as an intensive, decision-oriented project-finance workshop rather than a generic PPP awareness course. Participants should leave with the ability to understand, interrogate and use financial analysis in PPP project development, particularly for SWM projects.

2. Specific SWM context

- SWM projects frequently combine substantial upfront CAPEX with long operating periods and complex performance requirements.
- Revenue may arise from user charges, tipping fees, material recovery, energy sales or other sources, while some projects may require LGU availability payments or other government support.
- Cash-flow performance can be affected by waste volumes, composition, collection efficiency, tariff/tipping-fee structures, inflation, OPEX, energy/material prices, downtime and compliance with service standards.
- PPP contracts can create long-term fiscal obligations for LGUs, including availability payments, subsidies, termination payments, guarantees and performance-linked payments.
- Bankability depends on the interaction of project cash flows, risk allocation, contract design, security arrangements and financing structure.

3. Assignment Objective

The overall objective is to strengthen the capacity of approximately 20x Philippine LGU representatives and 30 x PPP Center officials to understand, assess, interpret and challenge the financial and commercial dimensions of PPP projects, with particular application to SWM projects.

The workshop shall be delivered in two separate training blocks. Block 1 shall primarily target LGU participants and SWM project proponents, while Block 2 shall primarily target PPP Center personnel. While the core content shall remain substantially similar, the Service Provider may tailor case discussions, exercises, and examples to the specific needs and responsibilities of each participant group.

2.1 Specific objectives

1. Build a common project-finance vocabulary among finance, planning, engineering, legal, procurement and PPP practitioners.
2. Explain the distinction between economic desirability, financial viability, affordability and bankability.
3. Enable participants to understand the principal drivers of a PPP financial model and how assumptions flow through to project cash flows and financing capacity.
4. Teach participants to interpret relevant viability indicators such as, but not limited to, IRR, NPV, hurdle rates, DSCR, CFADS, debt sizing, equity requirements and debt service.
5. Explain how lenders assess project cash flows, risk allocation, security, covenants and repayment capacity.
6. Enable participants to understand availability-payment mechanisms, performance-linked payments, guarantees and other long-term LGU obligations.
7. Demonstrate how project risks influence financing terms, required returns and bankability.
8. Enable participants to perform basic sensitivity and stress testing and interpret implications for viability, affordability and bankability.
9. Develop participant ability to review and challenge key assumptions prepared by external advisers or private proponents.

10. Link financial analysis to PPP structure, procurement, contract provisions, negotiation and financial close.
11. Provide practical tools that participants can use in subsequent SWM PPP project development.

3. Scope of Services

- Project finance fundamentals and PPP financial logic.
- Financial concepts for non-financial officials.
- SWM PPP cash-flow mechanics and financial model architecture.
- Project economics, CAPEX, OPEX, revenue and lifecycle costs.
- CFADS, debt service, DSCR and debt capacity.
- IRR, NPV, hurdle rates, equity returns and cost of capital.
- Debt and equity financing, tenor, interest, repayment and conceptual debt sculpting.
- Availability payments/charges, performance-linked payments, guarantees and LGU fiscal obligations.
- Risk identification, allocation and relationship between risk and bankability.
- Affordability, fiscal commitments and contingent liabilities.
- Financial model review, scenarios, sensitivities and stress testing.
- PPP structuring, procurement, contractual interfaces and financial close.
- Commercial negotiation using financial-model outputs.
- Application to an integrated SWM case study and participant action planning.

4. Target Participants and Learning Needs

The training shall be delivered in two separate blocks, each consisting of up to 25–30 participants with the following block grouped accordingly:

- Block 1: LGU participants and other relevant government stakeholders involved in SWM PPP project development.
 - LGU finance, budget, and treasury officials;
 - LGU planning, development, and project management personnel;
 - LGU engineering/infrastructure and SWM project officers;
 - LGU legal and procurement representatives, where appropriate; and
 - Other public-sector practitioners directly involved in preparing, assessing, or implementing SWM PPP projects.
- Block 2: PPP Center personnel involved in project appraisal, transaction advisory, and project development support.
 - PPP Center project-development and transaction-support officers.
 - Other public-sector practitioners directly involved in preparing, assessing or implementing PPP projects.

The Service Provider shall assume mixed levels of financial literacy. The programme must use plain language, visual explanations and worked examples before moving into Excel-based analysis. Advanced modelling should not be a prerequisite.

5. Required Learning Outcomes

- Explain project finance versus conventional corporate finance and public borrowing.
- Map sources and uses of funds and understand the movement of cash through a project.
- Identify CAPEX, OPEX, EBITDA, operating cash flow, CFADS, debt service and equity cash flows.
- Explain IRR, NPV and hurdle rates and understand how investors use them.
- Explain DSCR and why lenders focus on minimum and average DSCR.
- Understand debt capacity, tenor, interest, repayment profile and lender requirements.
- Understand equity investment, equity IRR and leverage.

- Understand availability payments, service-performance deductions and payment security.
- Understand performance guarantees, reserve accounts, direct agreements and other security concepts at a high level.
- Identify assumptions that materially drive an SWM project's financial outcomes.
- Run and interpret basic sensitivity and downside cases.
- Assess affordability of long-term LGU payment obligations.
- Connect risk allocation to financing consequences and bankability.
- Use a simplified Excel model to support decision-making.
- Prepare questions for financial, technical and legal advisers.
- Apply the concepts to an SWM PPP case and formulate next steps.

6. Methodology and Delivery Approach

The workshop shall be practical, participatory and decision-oriented. At least 60% of contact time should be dedicated to exercises, Excel-based application, group work, scenario analysis, discussion and case-study interpretation.

- Short technical presentations followed by immediate application.
- Plain-language explanations using Philippine public-sector and SWM examples.
- One integrated SWM case study carried through all three days.
- Small-group exercises with mixed finance/non-finance participants.
- Facilitated Excel exercises using a transparent, unlocked training model.
- Scenario and sensitivity testing, including downside cases.
- Financial-model review exercises identifying questionable assumptions and outputs.
- Negotiation simulation linking financial outcomes to contractual and commercial decisions.
- Daily recap and knowledge checks.
- Final action-planning exercise linked to the PPP pipeline.

7. Core Technical Content

7.1 Project finance fundamentals

- Project finance versus corporate finance and public borrowing.
- Limited/non-recourse concepts and ring-fencing.
- Sources and uses of funds.
- CAPEX, OPEX, working capital, lifecycle and replacement CAPEX.
- Revenue models and payment mechanisms.
- Cash waterfall and priority of payments.

7.2 Investment and return concepts

- Time value of money.
- NPV and IRR: project IRR versus equity IRR.
- Hurdle rates, required returns and cost of capital.
- How risk affects required returns.
- Why a positive IRR does not automatically mean bankability.

7.3 Debt and lender concepts

- Debt tenor, grace periods, interest and amortisation.
- Debt service and repayment profiles.
- CFADS and its calculation in principle.
- DSCR: definition, interpretation and limitations.

- Minimum versus average DSCR.
- Debt sizing and conceptual debt sculpting.
- Debt service reserve accounts and other common protections.
- Financial covenants and events of default at a high level.

7.4 PPP payment and LGU obligations

- Availability payments/charges.
- Performance standards and payment deductions.
- Revenue-sharing and minimum-revenue mechanisms.
- Government support and guarantees.
- Performance guarantees and security packages.
- Termination payments and other long-term contractual liabilities.
- Budgeting and fiscal planning for long-term PPP obligations.

7.5 Risk and bankability

- Construction, completion, demand, revenue, O&M, regulatory, land/site, political/institutional and force-majeure risks.
- Risk allocation principles.
- Bankability versus optimal risk transfer.
- How poorly allocated risks affect pricing, debt capacity and investor returns.
- Key lender due-diligence questions.

7.6 Financial model literacy

- Model architecture and flow of calculations.
- Inputs versus outputs.
- Assumption governance and source documentation.
- Checks and error identification.
- Base case, downside case and sensitivity analysis.
- Interpreting outputs rather than merely operating Excel.

8. Integrated SWM Case Study and Financial Model

The Service Provider shall develop a simple but realistic Philippine SWM PPP case study. The case should avoid unnecessary complexity while demonstrating the commercial and financial issues LGU project teams are expected to confront.

8.1 Minimum case-study features

- Defined service area and waste volumes with transparent assumptions.
- Indicative CAPEX and construction period.
- O&M costs, escalation and lifecycle/replacement costs where relevant.
- At least one clearly defined revenue/payment mechanism.
- An LGU payment obligation, where appropriate, such as an availability charge or service payment.
- Private-sector debt and equity assumptions.
- Simplified tax and inflation assumptions for training purposes.
- Base-case cash-flow forecast over an appropriate concession/financing period.
- CFADS, debt service, DSCR, project IRR and equity IRR.
- Indicative debt capacity and equity requirement.
- LGU affordability assessment.
- Downside scenarios and sensitivity analysis.

8.2 Required model structure

MODEL SHEET	MINIMUM CONTENT
1. Instructions & Checks	Purpose, navigation, conventions and integrity checks
2. Assumptions	CAPEX, OPEX, waste volumes, revenue/payment, inflation, tax, concession and financing
3. Project Economics	Revenue, OPEX, EBITDA and project-level cash flows
4. Financing	Debt drawdown, interest, amortisation, debt service, equity and financing balance
5. CFADS & DSCR	CFADS bridge, debt service and annual/minimum/average DSCR
6. Returns	Project IRR/NPV and equity IRR/NPV with interpretation
7. LGU Affordability	Annual payment obligations and key affordability indicators
8. Sensitivities	CAPEX, OPEX, volume/revenue, interest and payment sensitivities
9. Summary Dashboard	Key outputs, traffic-light assessment and decision questions

The model shall be transparent, unlocked and sufficiently simple for participants to trace key calculations. It shall include input/output conventions, basic error checks and explanatory notes, together with a short user guide.

9. Three-Day Indicative Programme

The indicative programme may be subject to further refinement during the inception phase and throughout workshop preparation. Any adjustments shall maintain the overall learning objectives and expected outputs of the assignment while allowing the programme to be tailored to the specific audience of each training block.

Day 1 – Project Finance Foundations, Risk and Financial Model Logic

TIME	SESSION	INDICATIVE CONTENT
08:30–09:00	Registration & diagnostic	Introductions, objectives, baseline diagnostic
09:00–10:15	From infrastructure need to bankable PPP	PPP logic; lifecycle; economic vs financial viability vs bankability
10:30–12:00	Project finance fundamentals	Sources & uses; CAPEX/OPEX; revenue; cash flow; debt/equity
13:00–14:15	Risk allocation and bankability	Construction, demand, O&M, regulatory and institutional risks
14:15–15:15	Financial concepts bridge	IRR, NPV, hurdle rate, CFADS, DSCR, debt/equity
15:30–17:00	Build the case assumptions	SWM case; assumptions; sources & uses; first model inputs

Day 2 – Financial Modelling, Debt, Returns and Affordability

TIME	SESSION	INDICATIVE CONTENT
08:30–09:00	Recap & quiz	Review and knowledge check
09:00–10:30	From revenue to CFADS	Cash-flow bridge; operating cash flow; CFADS
10:45–12:15	Debt, DSCR and debt capacity	Debt service; DSCR; tenor; interest; amortisation; sizing

13:15–14:30	IRR, hurdle rates and equity returns	Project vs equity IRR; investor requirements; leverage
14:30–15:15	LGU affordability and fiscal obligations	Availability charges; deductions; guarantees; commitments
15:30–17:00	Sensitivity and stress testing	CAPEX/OPEX/volume/interest/payment shocks

Day 3 – Structuring, Contractual Obligations and Decision-Making

TIME	SESSION	INDICATIVE CONTENT
08:30–09:00	Financial recap	Key outputs and interpretation
09:00–10:15	PPP financial structure and contracts	Concession; payment mechanism; security; EPC/O&M
10:30–11:45	Lender and investor perspective	Due diligence; bankability; conditions precedent; financial close
11:45–12:30	Model review challenge	Identify assumptions, errors, gaps and adviser questions
13:30–15:15	Negotiation simulation	Financial shock; LGU/private party positions; risk/payment response
15:30–16:30	Application to LGU projects	One-page project assessment and action plan
16:30–17:00	Assessment & closing	Post-test, feedback and certificates

Day 3 : Evening Networking Session (Will be facilitated by Expertise France)

18:00–21:00	Introduction to some of the local retail banks and DFI's -Short 5-10 minute pitch by each of at least 3-5 banks/DFI's Q&A Session Networking	
-------------	---	--

10. Philippine PPP and Institutional Context

The Service Provider shall contextualise the training to the Philippine PPP environment and the practical roles of LGUs and the PPP Center. Philippine legal and institutional content shall be presented accurately and at a level appropriate for a financial capacity-building workshop.

- Republic Act No. 11966 (PPP Code) and relevant implementing rules/guidance applicable to LGU PPP development, as relevant.
- Roles and interfaces among LGUs, PPP Center and other national government institutions.
- LGU approval, budgeting and fiscal-planning considerations relevant to long-term PPP payment obligations.
- Procurement and transaction-development stages leading toward financial close.
- Relationship between feasibility work, financial modelling, risk allocation and PPP contract design.

The Service Provider shall coordinate with Expertise France and the designated Philippine resource persons, such as the PPP Center, to validate current Philippine institutional and regulatory references before finalizing materials.

11. Deliverables

NO.	DELIVERABLE	MINIMUM REQUIREMENT	TIMING
1	Inception/Training Design Note	Methodology, agenda, learning outcomes, participant assumptions and preparation plan	Within 10 working days of contract/mobilisation
2	Facilitator materials	Customised slides, exercises, case narrative and trainer notes	At least 10 working days before workshop
3	Participant manual	Consolidated workbook/reference guide and glossary	At least 5 working days before workshop
4	SWM case study	Integrated Philippine-relevant case with assumptions and instructions	Before workshop
5	Excel financial model	Unlocked, transparent training model with checks and user guide	At least 5 working days before workshop
6	Practical tools	Risk matrix, assumptions sheet, affordability tool and model-review checklist	Before workshop
7	Workshop delivery	Three full days of facilitation, exercises and technical support	January-February 2027
8	Assessment	Pre/post knowledge assessment and feedback	During workshop
9	Certificates	Certificates subject to Expertise France requirements	At close
10	Completion report	Delivery, participation, assessment results, lessons and recommendations	Within 7 working days after workshop

12. Quality Assurance and Expected Standards

- Training content shall be technically accurate, internally consistent and appropriate for public-sector decision-makers.
- The financial model shall be tested before delivery and contain basic integrity checks.
- Financial terminology shall be defined in plain language before technical application.
- Illustrative assumptions shall be clearly distinguished from actual project data.
- Philippine legal/regulatory references shall be checked against current official sources.
- The simplified model shall not be presented as a substitute for a full feasibility study, transaction model, lender model or independent financial advice.
- Major model assumptions shall have a clear audit trail.
- Participant feedback and learning assessment shall inform the completion report.

13. Required Expertise and Team Composition

Lead Expert – minimum profile

- The Lead Expert shall be a senior project-finance/infrastructure-finance practitioner with demonstrated experience in structuring, appraising, negotiating and/or financing infrastructure projects, preferably through PPP and/or limited/non-recourse project-finance structures.
- The Lead Expert shall demonstrate practical transaction experience, not solely academic, modelling or classroom-training experience. Relevant experience may have been obtained in commercial or investment banking, project-finance banking, development finance institutions, infrastructure investment, private equity/infrastructure funds, transaction advisory or equivalent financial advisory roles.
- Academic and professional qualifications
- A minimum of a Master's degree in Finance, Economics, Accounting, Business Administration, Engineering, Infrastructure Finance, Project Finance or another relevant discipline from a recognised university.
- A professional qualification such as Chartered Accountant (CA), Certified Public Accountant (CPA), ACCA, Chartered Financial Analyst (CFA) or equivalent is strongly preferred, particularly where it demonstrates substantial accounting, financial analysis or corporate/project-finance expertise.
- A Bachelor's degree combined with substantial senior-level project-finance, infrastructure-finance, banking, PPP transaction or equivalent experience may be accepted where permitted by the applicable procurement rules.

General professional experience

- Minimum 10 years of relevant professional experience, preferably 12–15 years or more, in project finance, infrastructure finance, investment/commercial banking, development finance, transaction advisory, infrastructure investment or closely related fields.
- At least 7 years of the relevant experience should preferably involve project-finance/infrastructure-finance transactions, PPPs, lender/investor advisory, financing negotiations or equivalent transaction execution activities.
- Demonstrated experience working with public-sector counterparties, infrastructure sponsors, lenders, DFIs, investors and/or transaction advisers is highly desirable.

Specific professional and transaction experience

- Demonstrated experience in project-finance structuring, including debt and equity financing, sources and uses, debt sizing, repayment profiles, CFADS, DSCR, project and equity returns, affordability and bankability assessment.
- Demonstrated experience developing, reviewing or auditing project-finance financial models used for investment, financing, PPP transaction or infrastructure-project decision-making. Experience should extend beyond generic Excel modelling.
- Demonstrated experience in PPP and/or infrastructure transactions, preferably involving long-term public-private contractual arrangements and government payment mechanisms.
- Demonstrated banking/dealmaking experience is strongly preferred, including transaction origination, term-sheet development or review, lender/investor due diligence, financing negotiations, conditions precedent, security arrangements and/or financial close.
- Experience in infrastructure sectors such as solid waste, waste-to-energy, water/wastewater, transport, energy/renewables, utilities, municipal infrastructure or other infrastructure projects is relevant. Direct SWM experience is strongly preferred but should not substitute for substantial project-finance and infrastructure-transaction experience.
- The Lead Expert should preferably demonstrate experience on at least three infrastructure/PPP transactions that reached financial close or an advanced stage of financing/transaction execution, with the proposed expert's specific role clearly identified.

Training and facilitation experience

- Demonstrated ability to translate complex project-finance, accounting and investment concepts into practical, plain-language learning for non-financial public-sector officials.
- Demonstrated experience designing and delivering executive, professional or government capacity-building workshops, preferably using case studies, financial models, negotiation exercises and scenario analysis.

Philippine/Regional experience

- Experience in the Philippines or Southeast Asia is highly desirable. Familiarity with Philippine PPP institutions, LGU project development and RA 11966 is an advantage. Philippine-specific legal and institutional content may be validated with an Expertise France/PPP Center resource person.

Team composition

- The assignment may be undertaken by an individual consultant or a small multidisciplinary team. The proposed team should include a Lead Expert meeting the above project-finance/infrastructure-finance requirements and sufficient technical support for approximately 30 participants during Excel exercises.
- Where the Lead Expert does not possess deep Philippine SWM/LGU experience, the Service Provider should propose an appropriate Philippine/ASEAN SWM/PPP specialist or resource person to support contextualisation and validation.

Evidence of transaction experience

- The technical offer shall include a Project Finance/PPP Transaction Experience Matrix identifying a minimum of five relevant transactions, where applicable, including project name, country, sector, approximate project value, financing structure, role of the expert, nature of PPP/contract structure, transaction status and specific responsibilities performed.

14. Inputs and Responsibilities of Expertise France

- Confirm participant profile, venue, dates and logistics.
- Provide relevant programme/project background and, where appropriate, anonymised SWM PPP information.
- Coordinate participation of LGU and PPP Center officials.
- Provide/facilitate access to a Philippine PPP/LGU resource person for contextual validation.
- Review and approve workshop design, materials and case study.
- Coordinate venue, catering, audiovisual facilities, participant communication and other logistics unless otherwise specified in the contract.

15. Inputs and Responsibilities of the Service Provider

- Conduct a short pre-workshop needs assessment/diagnostic.
- Prepare all technical/training materials and the Excel model.
- Customise the programme to participant needs and SWM PPP pipeline.
- Coordinate with Expertise France on Philippine-specific content.
- Deliver the full three-day workshop and provide adequate Excel/classroom support.
- Administer assessments and collect feedback.
- Submit final deliverables in editable electronic formats.
- Submit completion report and follow-on recommendations.

16. Indicative Schedule

The training workshop is anticipated to be conducted in 2 separate blocks consisting of up to 25 participants per training block to cater for the smaller class size for interactive engagement as well as to accommodate the different schedules of the participants. The first Block 1 is anticipated to be completed before end of December

2026 and the next Block 2 (which will be a repeat of the initial Block) is expected to be completed before end of March 2027.

ACTIVITY	INDICATIVE TIMING
Contracting and mobilisation	November 2026
Needs assessment and inception	November 2026
Workshop design and case development	November 2026
Excel model development and testing	November 2026
Materials finalisation and QA	November 2026
Facilitator preparation	December 2026
Workshop delivery	January and February 2027 (Blocks 1 and 2)
Completion report	March 2027 (Blocks 1 and 2)

- The final level of effort shall be proposed by the Service Provider based on the scope and deliverables. Preparation effort shall be sufficient to ensure a genuinely customised workshop rather than a generic training package.

17. Procurement and Evaluation Considerations

EVALUATION AREA	INDICATIVE CONSIDERATION
Understanding of assignment	Understanding of LGU/PPP Center capacity gaps and SWM PPP context
Methodology	Practical, participatory and decision-oriented approach
Project-finance expertise	Depth of project-finance, banking, infrastructure-finance and PPP experience
Financial modelling	Quality and transparency of proposed Excel modelling approach
Training experience	Evidence of delivery to public-sector/non-financial audiences
Philippine relevance	Understanding of Philippine PPP/LGU environment and localisation capability

Team composition	Appropriate seniority and technical support for approximately 30 participants
Deliverables	Completeness, practicality and usability
Workplan	Feasible preparation, QA and delivery schedule
Financial proposal	Reasonableness and value for money relative to scope and outputs

- Final evaluation methodology, weighting and documentary requirements shall be determined by Expertise France in accordance with applicable procurement rules and the specific procurement procedure.

Subject to any refinements required under the applicable procurement rules and procedures, the evaluation shall generally be based on the following criteria and indicative weights. The evaluation criteria and corresponding weight shall be as follows:

Criteria	Typical Weight
Education	10%
General Professional Experience	20%
Specific Experience in SWM	20%
PPP/ Transaction Experience	25%
Training and Capacity Development experience	10%
Regional Experience	10%
Language and Communication	5%

-

18. Reporting, Intellectual Property and Data

- All final training materials and deliverables shall be supplied in editable electronic formats unless otherwise agreed.
- Intellectual-property and licensing provisions shall be specified in the contract; Expertise France shall receive sufficient rights to use the materials/tools for internal programme capacity-building purposes.
- Third-party material shall be appropriately licensed or referenced.
- Participant and project-sensitive information shall be handled confidentially and in accordance with applicable requirements.
- Case-study data should be anonymised or clearly identified as illustrative where actual project information is used.

19. Risks and Mitigation

RISK	POTENTIAL IMPACT	REQUIRED MITIGATION
------	------------------	---------------------

• Mixed financial literacy	• Some participants struggle with Excel	• Diagnostic, plain-language foundation, mixed groups and support
Overly theoretical delivery	Limited transfer to project work	Minimum 60% practical application and integrated case
Model too complex	Focus on mechanics rather than decisions	Transparent training model with controlled complexity
Insufficient Philippine context	Reduced practical relevance	Local validation by Expertise France/PPP Center resource person
Focus only on returns	Incomplete PPP decision-making	Explicit affordability, risk allocation, service quality and public-value discussion
Misinterpretation of assumptions	Poor application to live projects	Clearly label illustrative assumptions and need for full feasibility/due diligence

20. Expected Results and Sustainability

- Shared project-finance vocabulary among LGU and PPP Center teams.
- Improved ability to interpret and challenge financial models.
- Improved understanding of lender requirements and bankability.
- Improved understanding of LGU payment obligations, affordability and fiscal risks.
- Improved ability to connect risk allocation and contract provisions with financial outcomes.
- Reusable Excel and diagnostic tools for SWM PPP project development.
- Stronger coordination among financial, technical, legal, procurement and PPP workstreams.
- Participant-specific action plans for applying the learning.
- The completion report shall recommend practical follow-on actions such as refresher sessions, model-literacy clinics, peer learning, adviser review checklists or targeted technical assistance where appropriate.

ANNEXURE A – MINIMUM PROJECT-FINANCE GLOSSARY

Term	Training focus
CAPEX	Upfront and lifecycle capital expenditure
OPEX	Operating expenditure required to provide the contracted service
CFADS	Cash flow available to service project debt after relevant operating/cash-flow adjustments
Debt service	Principal and interest payments due to lenders
DSCR	CFADS divided by debt service; key indicator of debt repayment capacity

IRR	Discount rate at which NPV of cash flows is zero
NPV	Present value of future cash flows less relevant investment/capital outlay
Hurdle rate	Minimum required return used by an investor
Project IRR	Return from project-level cash flows before financing effects
Equity IRR	Return on equity investment after financing effects
Economic IRR	Rate of return of a project from the perspective of society, taking into account economic costs and benefits.
Debt tenor	Period over which debt is outstanding
Debt sculpting	Aligning principal repayments with available project cash flows
Availability payment/charge	Payment linked to making a contracted service/asset available to specified standards
Performance guarantee	Security protecting the public party against specified performance failures
Financial close	Point at which financing documentation/conditions permit debt drawdown
Bankability	Extent to which project structure, cash flows and risk allocation are acceptable to lenders/investors
Affordability	Ability of the public authority to meet contractual financial obligations
Contingent liability	Potential future fiscal obligation dependent on specified events/circumstances
Sensitivity Analysis	Assessment of how project outcomes change when key assumptions are varied individually or in combination.

ANNEXURE B – REQUIRED PRACTICAL TOOLS

- Project-finance glossary and concepts reference sheet.
- SWM PPP financial assumptions template.
- Sources & Uses template.
- Risk register and risk-allocation matrix.
- Financial-model review checklist.
- CFADS and DSCR worked exercise.
- IRR/NPV/hurdle-rate worked exercise.
- Debt-sizing and financing-capacity exercise.
- LGU affordability/payment-obligation checklist.
- Availability-payment and performance-deduction example.
- Financial sensitivity/stress-testing matrix.
- Traffic-light financial diagnostic.
- PPP contractual-obligations checklist.
- One-page LGU PPP project action plan.

ANNEXURE C – SUGGESTED POST-WORKSHOP ASSESSMENT

- 10–15 question knowledge test covering terminology and interpretation.
- Short financial-model interpretation exercise.
- Scenario requiring participants to identify the effect of a financial shock on CFADS, DSCR and LGU affordability.
- Participant self-assessment against learning outcomes.
- Feedback on relevance, clarity, practical usefulness and confidence gained.

REQUIREMENTS

I. SPECIFIC PROFESSIONAL EXPERIENCE

The consultant must demonstrate experience in at least several of the following areas:

PPP and Project Preparation

- Experience supporting PPP project preparation, feasibility studies, or transaction advisory in the waste sector.
- Experience defining technical service standards, performance indicators, and infrastructure requirements for PPP projects.
- Experience contributing to technical inputs for financial models, including CAPEX and OPEX estimates.

Regulatory and Environmental Compliance

- Familiarity with local environmental regulations and standards applicable to waste management infrastructure
- Experience incorporating environmental safeguards, climate considerations, and circular economy principles into project design.

Capacity Building, Training, and Knowledge Transfer

- Demonstrated experience in designing and delivering structured training programmes and workshops for government stakeholders, particularly at local government (LGU) level.
- Proven ability to develop training materials, including presentations, manuals, case studies, and practical exercises tailored to circular economy and PPP project development.
- Experience facilitating multi-stakeholder workshops, including public sector, private sector, and community representatives.
- Ability to translate complex technical, financial, and PPP concepts into accessible and context-appropriate content.
- Experience delivering training in developing country contexts, preferably in Southeast Asia or the Philippines.
- Familiarity with adult learning methodologies and participatory facilitation approaches.

Regional Experience

- Experience working in Southeast Asia or the Philippines specifically is highly desirable.
- Familiarity with the policy and regulatory framework governing municipal solid waste management, and the Philippines PPP Code (RA 11966) including other relevant national legislation and standards.

Skills and Competencies

- Strong analytical skills in waste system planning and infrastructure evaluation.

- Ability to translate technical assessments into bankable project inputs for PPP structures.
- Excellent technical writing and reporting skills.
- Excellent facilitation, presentation, and training delivery skills, including the ability to engage diverse audiences (technical staff, policymakers, and non-technical stakeholders).
- Strong skills in instructional design and development of training content (PowerPoint, facilitator guides, technical manuals).
- Ability to conduct interactive workshops (case-based learning, group exercises, scenario simulations).
- Strong cross-cultural communication skills, with sensitivity to local governance and community dynamics in the Philippines.
- Proven ability to work with government agencies, municipal authorities, and development partners.
- Fluency in English (written and spoken) is required. Fluency in Tagalog is an added advantage.

II. OTHER REQUIREMENTS

- Availability for missions to all regions in the Philippines, including Mindanao;
- Familiarity with EU PRAG procurement is an advantage;
- Commitment to gender equality, inclusion, and stakeholder participation.

III. EXPECTED DELIVERABLES

Capacity Building Plan

- ✓ Training needs assessment;
- ✓ Target participants and modules.

Training Materials Package

- ✓ Slide decks;
- ✓ Facilitator guides;
- ✓ EU Case studies and best practises;
- ✓ Templates aligned with PPP Center tools.
- ✓ For LGUs and relevant stakeholders;
- ✓ Focus on practical PPP project preparation.

Training Completion Report

- ✓ Participant lists and evaluation results;
- ✓ Capacity gaps and recommendations;
- ✓ Proposed next steps for LGUs for green public procurement and GEDSI incorporation with Informal Waste worker integration.

IV. INDICATIVE WORKING DAYS

Two (2) blocks of training workshops	12 days Preparation , Content design, Pre and Post Test evaluation;
--------------------------------------	--

[Note. The initial 12 days indicated is to allow for the design and development of the training material and for the pre and posttest delivery and evaluation]	(Block 1 and Block 2) – 3 days in person x 2 = Total 6 Days
Total	18 days

V. APPLICATION MODALITIES

Form of contract: Individual expert contract.

Submission deadline: 16 November 2026

Bid composition:

The application must include the following documents:

- 1) A technical offer: Detailed Curriculum Vitae preferable in EU (euro pass) format Clearly demonstrating compliance with the required expertise and profile, Clear Academic qualifications, general and specific professional experience with detailed assignment and responsibilities per each experience
- 2) Description of the proposed approach and methodology for carrying out the assignment, additionally a workplan aligning with the deliverables, timeline, and scope defined in the terms of reference.
- 3) A financial offer including the daily rate (in Euro), bank account details.
- 4) 2 references for proven experience working in the Philippines (or South East Asia Region). References shall include:

- Project title and description
- Contracting authority
- Duration and role performed
- Contact details (email and/or phone)
- Supporting documents (where available) such as contracts, attestations, or published excerpts shall be provided.

(References could be supported by reference letters, previous contracts)

Incomplete bids will not be considered.