

TERMS OF REFERENCE:

Provision of Learning Service Provider for the Conduct of the Training Program – Economic and Financial Analysis for Business Development and Decision-Making

I. Background

The Tourism Infrastructure and Enterprise Zone Authority (TIEZA) is a government corporation created by virtue of the Tourism Act of 2009 replacing the Philippine Tourism Authority. TIEZA acts as Department of Tourism (DOT)'s implementing arm in providing support infrastructures and facilitating investments in tourism enterprise zones nationwide.

As the Investment Promotion Agency (IPA) of the Philippine tourism industry, TIEZA performs the following functions: promote tourism investments through local and international marketing events; and develop assets and TIEZA TEZs through Joint Venture Agreements (JVAs).

It is for these functions and reasons that the Business Development Department (BUDD) of TIEZA requires capability-enhancement with the fundamental tools of economics and finance to fulfill the abovementioned mandate towards business decision-making. To maximize leverage, this capability-enhancement will come in the form of a total of 3-day seminar-workshop to facilitate a conceptual and practical approach in equipping Business Development Department (BUDD) members with the tools necessary to fulfill their mandates.

II. Target Competency

Title: Business Development and Management

Definition: The ability to understand the approaches and practices required in identifying and capitalizing business opportunities, including the knowledge of relevant sales and negotiation techniques, development of promotional messages and integration of technology to optimize revenue generation, improving organizational performance and gaining competitive advantage to unlock the full potential of TIEZA resources.

Core Description:

1 – Basic	Demonstrates awareness by taking action relative to customer requirements, needs and industry trends.
2 – Developed	Develops strategies and implements technical solutions that meet operational improvement needs.
3 – Advanced	Anticipates business opportunities as end result of strategies implemented.
4 – Superior	Provides framework, parameters and direction in the development of plans and programs.

III. Objectives

Given the functions required from BUDD's manpower, this seminar-workshop aims to raise participants' level of awareness and proficiency in the use of economic and financial tools to enable them to use financial information provided to make better

short-term or long-term business decisions in promoting business opportunities in TIEZA.

Specific Objectives:

1. To equip BUDD with tools and strategies to conduct targeted economic studies that enhance the financial viability and utilization of TIEZA's operational and non-operational assets;
2. To equip BUDD with the skills and knowledge to analyze the economic impact of TIEZA's expenditures and funding of tourism-related project, activities, and programs (PAPs), with emphasis on how these contribute to the fulfillment of TIEZA's mandate.

Overall Expected Learning Outcomes:

The seminar-workshop will provide applied economic and financial principles and cover financial management tools necessary for decision-making for BUDD personnel.

By raising capabilities in the use of economic and financial tools, participants are better able to assess the financial viability of a decision in the long run beyond managing business' revenues, costs, profits, and cash. They will also be able to use their economic and financial knowledge to design effective decisions that can be advised to TIEZA authorities, management, private investors, and clientele.

The course design shall include, but not limited to the following modules:

1. Creating viable business models for public-private partnership projects:

- a. Value proposition Osterwalder-Pigneur business model canvas (BMC)
- b. Asset viability assessment, market analysis for asset utilization, cost-benefit analysis for operational assets; repurposing non-operational assets.

This module will provide participants with a practical tool in creating viable business model using the business model canvas.

2. Overview of financial analysis:

- a. Role of finance in the organization
- b. Understanding account titles and classification
- c. Components of financial statements
- d. Key concepts used in the preparation, utilization, and financial statement analysis

This module will provide participants with an overview of the importance and relevance of financial statement analysis in coming up with an evidence-based business decision particularly on financial capacity and viability.

3. Analysis of financial statements

- a. Interpreting financial statements using financial ratio analysis
- b. Evaluating financial costs and financial benefits

This module will provide participants with the tools of financial statement analysis, how to conduct financial analysis, how to conduct cost-benefit analysis.

4. Economic impact assessment

- a. Economic cost-benefit analysis
- b. Measuring impact
- c. Multiplier effects

- d. Case study: TIEZA projects and assets

This module will cover the tools of economics particularly cost-benefit analysis, economic impact assessment, and opportunity cost analysis

5. Investment Appraisal Tools

- a. Time value of money
- b. Payback period
- c. Net Present Value,
- d. Accounting Rate of Return
- e. Internal Rate of Return (Economic Rate of Return)
- f. Investment decisions based on available and computed information

This module will supplement the previous module by providing participants with the other tools of financial analysis that will facilitate evidenced-based business decision from the analysis.

6. Workshop

- a. Cost-benefit analysis
- b. Analysis of other induced economic benefits of a proposed project
- c. Formulating assumptions
- d. Validation of project proposal

This module is a hands-on application of the concepts in previous modules that will demonstrate how to prepare term sheets and validate actual unsolicited proposals.

7. Conducting an economic and financial Study

- a. Building an economic and financial model
- b. Stakeholder management for study implementation
- c. Incorporating sustainability and social impacts
- d. Assessing viability of projects.

This module is a hands-on application of the concepts in previous modules that will demonstrate understanding of current operational status and financial health of assets; identification of facilitating and constraining factors; creation of revenue-generating activities; and evaluating asset viability and potential.

8. Workshop

- a. Preparing an economic study for a TIEZA project (market analysis, financial viability, asset optimization)
- b. Presentation of initial study for feedback

In this module, participants will be divided into cohesive groups to work on a TIEZA case where principles and practices learned will be applied. Each group will present their output – economic and financial analysis.

9. Financial Projections and Funding Sources

- a. Estimating project costs (capital and operational expense)
- b. Identifying revenue streams in tourism projects
- c. Securing funding and investment options (PPP, government funding, private investors)
- d. Sensitivity and risk assessment

This module will underscore an approach in estimating revenue sources, cost structures, and risk factors.

10. Conducting Economic Studies for Business Plan

- a. Financial forecasting for asset development
- b. Funding and investment strategies
- c. Utilization and optimization techniques

This module will underscore an approach in estimating forecasts towards asset development, funding and investment strategies, and optimization techniques (strategies to increase asset utilization, partnerships with stakeholders).

11. Workshop

- a. Preparing an economic study for a TIEZA project (market analysis, financial viability, asset optimization)
- b. Project presentation

In this module, participants will be divided into cohesive groups to work on a TIEZA case where principles and practices learned will be applied. Each group will present their output – economic and financial analysis.

IV. Minimum Qualifications of the Learning Service Provider

1. Training Institution must satisfy at least one (1) of the following by submission of corresponding accreditation/certification/recognition:
 - a. Accredited by the Civil Service Commission (CSC) as a Learning and Development Institution (ALDI).
 - b. Accredited by the Philippine Regulatory Commission (PRC) as a Continuing Professional Development (CPD) Provider in any field.
 - c. Recognized by the Commission on Higher Education (CHED) as a Center of Excellence (COE) or Center of Development (COD).
 - d. Holder of accreditation, awards, or recognition from international bodies that certify the institution's excellence in delivering training programs that meet international standards.
2. Engaged in consulting and training services for at least five (3) years with focus on/specialization in business development, as demonstrated by certificates of satisfactory project completion for similar or related programs from at least three (3) clients, including one (1) government agency.
3. Designated resource person and facilitator should be a holder of at least a master's degree and with at least five (5) years of work experience in delivering programs of similar nature to private/public sector organizations.

V. Deliverables

1. Develop the course design containing the course learning outcomes, learning strategy, and training itinerary. The course design should include detailed interactive and learner-centered methodologies, such as lectures, workshops, practical exercises, and reaction and learning evaluations plan that will be employed during the training;
2. Prepare equipment and provide participants with training kits and softcopy of the presentation materials. Advance copy of presentation materials should be provided to ADSD-Learning and Development Team;

3. Facilitate the conduct of the training to at least thirty (30) in-person participants for three (3) days on the preferred dates of TIEZA;
4. Conduct pre- and post-program competency assessment of participants against the learning objectives of the program;
5. Incorporate creative and engaging activities, such as but not limited to group exercises and presentations, analysis of case studies, plenary discussions and feedback sessions, etc.;
6. Provide reinforcement rewards to acknowledge high-performing participants during the training program;
7. Provide the participants with printed and digital copies of course and reading materials;
8. Administer post-program evaluation survey to participants;
9. Issue training certificates to the participants upon completion of the program; and
10. Submit a terminal report on the course delivery and administration, individual pre and post-test competency assessments, course feedback from participants, analyses of issues, and recommendations.

VI. Training Duration and Venue

The program shall be held in 2 sessions at the Multi-Purpose Hall B for **thirty (30) pax**:

- Within December 2024 (8 hours/ 1 day)
- Within January 2025 (16 hours/ 2 days)

Dates of workshop may be rescheduled by end-user upon notice to winning proponent.

VII. Budget

The approved budget for the contract is **THREE HUNDRED SEVENTY-FIVE THOUSAND PESOS (P375,000.00)**, inclusive of all applicable government taxes, service charges, and shall include all remunerations, costs or profits arising from or in relation to the services rendered in connection with and/or preparation for this engagement.

VIII. Reserved Rights on the Use of the Outputs/Deliverables

All concepts and original materials formulated and designed in conjunction with this program shall be owned by the TIEZA with full and exclusive rights on future use thereof both in the Philippines and internationally.

IX. Dispute Agreement/Resolution

Should any dispute related to the Contract and/or rights of TIEZA and the selected Learning Service Provider as parties of this Contract arise, the same shall be submitted to mutual consultation, mediation, and arbitration, in the order of application.


The venue of the proceedings shall be in Pasay City. In case of a court suit, the venue shall be the courts of competent jurisdiction in Pasay City, to the exclusion of all other courts.

Any amendment or additional terms and conditions to the Contract must be in writing, signed and acknowledged by the Parties.


X. Force Majeure, Liquidated Damages and Termination

The incidents on force majeure and/or liquidated damages and/or contract termination shall likewise be governed by the provisions under R.A. No. 9184 and other relevant rules and issuances.

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