



**PROJECT MANAGEMENT CONSULTANT FOR THE SUPERVISION WORKS OF DESIGN-BUILD
CONTRACT FOR THE HIGHWAY ROAD FROM ZUMALAI TO NATARBORA**
LOT 1: SECTION 1 - ZUMALAI – BETANO HIGHWAY (STA. 34+155 - STA. 59+767)
LOT 2: SECTION 2 - BETANO – UMA BERLOIC HIGHWAY (STA. 59+767 - STA. 85+259)
LOT 3: SECTION 3 – UMA BERLOIC – NATARBORA HIGHWAY (STA. 85+259 - STA. 110+787)

TENDER-RFP-091-MPRM-2025

ADDENDUM NO. 2

13 August 2025

This Addendum No.2 is issued to amend following items in accordance with the ITC 13.1 of the RFP Documents – (Section 2).

Part of the RFP Document	As per this Original RFP Document	As per this Addendum No. 2
Section 2: Instruction to Consultant – Data Sheet 17.4	The Consultant must submit: 1. Technical Proposal: a) One (1) Original and 4 copies. b) One (1) Softcopy of Complete Technical Proposal. 2. Financial Proposal: a) One (1) Original and 4 copies.	The Consultant must submit: 1. Technical Proposal: a) One (1) Original and 4 copies b) One (1) Softcopy of Complete Technical Proposal (USB). 2. Financial Proposal: a) One (1) Original and 4 copies. b) One (1) Softcopy of Complete Financial Proposal (USB).
Section 7: Term of Reference	K15 - Electrical Engineer – Site Supervisor Educational Qualifications She/he must be a registered Civil Engineer with a degree in Civil Engineering with specialization in pavement engineering or materials science or equivalent. Essential Experience She/he must have a minimum of 15 (fifteen) years of cumulative experience in Civil Engineering with expertise in Highway road pavements and thereof a minimum of 10 (ten) years related to the supervision of pavements construction for Highway roads or large road projects. She/he must have served in a similar capacity on at least 2 (two) Highway road projects of similar nature. She/he must be preferably a full-time employee of the PMC since at least 2 years.	K15 – Electrical Engineer – Site Supervisor Educational Qualifications She/he must hold a bachelor's degree (or equivalent) in Electrical Engineering. Essential Experience She/he must have a minimum of fifteen (15) years of cumulative professional experience, including at least six (6) years in the erection of electrical installations and distribution networks for highways, roads, or urban developments. She/he must have served in a similar capacity on at least two (2) infrastructure construction projects of a similar nature to those described above. She/he must be preferably a full-time employee of the Consultant for at least 2 years. Fluency in written and spoken English is mandatory.



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TENDER-RFP/091/MPRM-2025

CLARIFICATION NO. 2

13 August 2025

This Clarification No.2 is issued in accordance with the ITC 13.1 of Section 2 (Instructions to Consultants) of the (RFP) Documents.

No.	QUERIES / QUESTIONS	RESPONSES
1.	<p>Page 35 Section 2. Instructions to Consultants - Data Sheet 17.4</p> <p>The Consultant must submit: 2. Financial Proposal: a) One (1) Original and 4 copies,</p> <p>Page 91 FORM FIN-5 – PMC Cost Estimation</p> <p>The Form FIN-5 includes the Microsoft Excel file named " PMC Time Allocation and Cost Estimation.xlsx " that has been prepared to assist the Consultants in the preparation of the PMC Time allocation and Cost Estimation. The Consultants must complete the PMC Time allocation and Cost Estimation Form and must be submitted in both Excel and PDF format in the financial proposal.</p> <p>Failure to submit the required financing details in the specified format may result in Proposal disqualification.</p> <p>Section 2, Data Sheet 17.4 does not mention the submission of a soft copy of the Financial Proposal, whereas Form FIN-5 specifies that the PMC Time Allocation and Cost Estimation Form shall be submitted in both Excel and PDF formats. Please clarify whether the Financial Proposal (including FIN-5) requires submission in soft copy in addition to the hard copy.</p>	<p>Please refer to Addendum No.2, (addendum will include softcopy for Financial Proposal in USB)</p> <p>Below wording will be add in the Addendum no.2: The Consultant must submit: 1. Technical Proposal: a) One (1) Original and 4 copies b) One (1) Softcopy of Complete Technical Proposal (USB),</p> <p>2. Financial Proposal: a) One (1) Original and 4 copies. b) One (1) Softcopy of Complete Financial Proposal (USB).</p> <p>Please see Annex-1 for "PMC Time Allocation and Cost Estimation". The Microsoft Excel file named "PMC Time Allocation and Cost Estimation.xlsx" will be shared with the Consultants. This Excel sheet shall be completed and will form part of the Financial Proposal, together with all other forms already included in the RFP document that shall be part of the Financial Proposal.</p>



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	Form FIN-5 refers to the file "PMC Time Allocation and Cost Estimation.xlsx," which is not included in the RFP package provided. Please clarify and provide the file or indicate where it can be accessed.	
2.	Page 172 Section 8. Conditions of Contract and Contract Forms (Lump-Sum) Data Sheet 41.2.1 The following provisions shall apply to the advance payment and the advance bank payment guarantee: While we understand that the RFP specifies no provision for advance payment, considering the initial mobilization requirements (e.g., expert mobilization and other upfront expenses), we kindly request the Client to consider allowing an advance payment against an acceptable bank guarantee.	Please refer to Addendum No.2.
3.	Page 35 Section 2. Instructions to Consultants - Data Sheet 16.2 and 16.3 Consultants are permitted to participate and submit proposal for ONE LOT ONLY; Please clarify if the same restriction applies to Sub-consultants.	Please refer to Section 2: Instruction to Consultants – Data Sheet 11.1: "Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is <u>not permissible</u>." Please refer to Clausal 3. Conflict of Interest, 3.2.1b. Conflicting Assignments "Conflict among consulting assignments: a Consultant (including its Experts and Sub-consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in



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		conflict with another assignment of the Consultant for the same or for another Employer”
4.	<p>Page 18 Section 2. Instructions to Consultants - Data Sheet 14.3 (d)</p> <p>(d) another security indicated in the Data Sheet, from a reputable source from an eligible country.</p> <p>Please confirm whether the Proposal Security (in the form of an unconditional bank guarantee) can be issued directly by a Korean financial institution such as KFINCO or KEB Hana Bank, whether these institutions qualify as a “reputable source from an eligible country”, and whether this Proposal Security can be accepted without being backed by a counter-guarantee.</p>	<p>The Proposal Security (in the form of an unconditional bank guarantee) can be issued by an International Financial Institution.</p>
5.	<p>Page 112 Section 7. Terms of Reference 9.1 Key Experts K1- Team Leader</p> <p>In addition, she/he must have relevant international experience and working experience of at least 3 (three) years in developing countries.</p> <p>We would appreciate your clarification on whether the term “international experience” refers to experience outside of the expert’s home country or specifically outside of Timor-Leste.</p>	<p>“International Experience” mean the experience outside of the expert’s home country.</p>



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6.	<p>Page 112, 113, 117 Section 7. Terms of Reference 9.1 Key Experts K1- Team Leader K2 - Contract Specialist K10 – Deputy Team Leader – Resident Engineer – Site Supervisor</p> <p>She/he must have served in a similar capacity on at least 2 (two) Highway Road or large road construction projects of similar nature with each project 200 (two hundred) million USD or more construction costs</p> <p>In certain countries, large-scale highway or road projects are often divided into multiple contract packages for bidding. While the total project cost for the entire road may exceed USD 200 million, the cost of each individual package is typically lower.</p> <p>We would therefore kindly request your consideration to relax the requirement as follows:</p> <p>1. Project cost of at least USD 50 million; or 2. Road length of at least 25 km.</p>	<p>Please follow the requirement stated in the issued RFP Document.</p> <p>Please note that this is not a pass/fail requirement. Rather, the criteria will be evaluated and scored based on the extent to which Key Expert demonstrates the professional experience required under these criteria.</p>
7.	<p>Regarding Advance Payment</p> <p>We have noted that SCC Clause 41.2.2 does not explicitly specify the provision of advance payment.</p>	<p>Please refer to Responses #2 and Addendum No.2.</p>



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TENDER-RFP/091/MPRM-2025

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	<ul style="list-style-type: none">• Therefore, we would like to inquire whether there is any predefined advance payment arrangement to support mobilization and initial setup.	
8.	<p>Regarding Restrictions on Submitting Proposals for Multiple LOTs</p> <p>As clearly stated in the RFP, a consultant is allowed to submit a proposal for only one LOT, and submitting proposals for more than one LOT would result in disqualification.</p> <ul style="list-style-type: none">• We would like to reconfirm this understanding for clarity. <p>For example, would it be considered a violation if a consultant submits a sole proposal for LOT 1 and also participates as a JV member in LOT 2?</p>	<p>Please refer to:</p> <ul style="list-style-type: none">• ITC 15.1: <i>"The Consultant are being invited for individual lot/ONE Lot ONLY. Proposal more than ONE Lot should be DISQUALIFIED".</i>• ITC 16.2: <i>Proposals are being invited for individual lots (contracts):</i><ul style="list-style-type: none">a. <i>Consultants are permitted to participate and submit proposal for ONE LOT ONLY;</i>b. <i>If the Consultant(s) submit proposal for more than ONE LOT, then shall be DISQUALIFIED.</i>
9.	<p>It appears that bidders are allowed to participate in only one LOT out of the three available sections, and based on this understanding, we believe it would be most strategic to focus on securing a single targeted LOT.</p> <p>If our understanding is correct, we assume that the National Procurement Commission (NPC) may already have preferred or prioritized firms in mind for each LOT.</p> <ul style="list-style-type: none">• In this regard, we would like to respectfully seek your informal advice on which LOT you may consider most suitable for our firm to pursue.	<p>Please kindly note that this is a Public Tender, and the Government will select the "most advantageous proposal" among the Consultants who submit their proposals in accordance with the requirements of this tender using the methodology specified in Section III, Evaluation and Qualification Criteria. The Consultant with the Most Advantageous Proposal, which is the Proposal that achieves the highest combined technical and financial score.</p> <p>It is entirely at the discretion of each Consultant to analyze the tender documents and determine which LOT they consider most suitable to pursue, based on their expertise, experience, and strategic considerations.</p>



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TENDER-RFP/091/MPRM-2025

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10.	<p>Request for Advice on Bidding Strategy and Proposed Rate</p> <p>As the evaluation will follow the QCBS (Quality- and Cost-Based Selection) method with a 70:30 weighting, we understand that the financial proposal will have a significant impact on the final score. Accordingly, we are currently considering the following two strategic approaches:</p> <p>– Option 1: Aim to secure a clear advantage in the technical score, allowing some flexibility in price.</p> <p>– Option 2: Assuming that technical scores may not differ significantly among qualified bidders, pursue a more balanced approach with a competitive financial offer.</p> <p>• In this context, we would appreciate any informal advice you may be able to share regarding the expected or reasonable bidding rate range in relation to the allocated budget.</p>	<p>Please refer to Responses #10 and #12</p>
11.	<p>We understand that the estimated budget for each LOT is approximately USD 12,968,314.</p> <p>Could you kindly confirm whether this amount applies equally to all three LOTs?</p> <p>Additionally, if possible, we would greatly appreciate it if you could share a more detailed cost breakdown or an indicative allocation of the budget (e.g., for personnel, administrative expenses, site operations, etc.).</p>	<p>Please refer to ITC 16.4.3. – “Financial Proposal for each LOT shall not exceed USD 12,968,314.00 (Twelve Million Nine Hundred Sixty-Eight Thousand Three Hundred and Fourteen US Dollars), inclusive of Taxes and Contingency”.</p> <p>Please see Annex-1 for “PMC Time Allocation and Cost Estimation”.</p> <p>The Microsoft Excel file named “PMC Time Allocation and Cost Estimation.xlsx” will be shared with the Consultants. This Excel sheet shall be</p>



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	This information would be extremely helpful in preparing a realistic and well-aligned proposal, both technically and financially.	completed and will form part of the Financial Proposal , together with all other forms already included in the RFP document that shall be part of the Financial Proposal.
12.	<p>If the Client is still in the process of identifying appropriate firms for the three LOTs.</p> <p>I would be happy to assist by pre-coordinating with technically competent firms and preparing a potential setup to report back accordingly. Please feel free to let me know if this approach would be of interest.</p> <p>Kindly note that all communication and coordination will be managed exclusively through myself, and will of course be handled with the highest level of confidentiality.</p>	Please refer to Responses #10 and ITC Clausal No. 3 – Conflict of Interest.
13.	<p>Lastly, I would like to visit you again at your earliest convenience to discuss the upcoming schedule and mutual plans in greater detail.</p> <p>May I kindly ask when would be a suitable time for you?</p>	Please refer to Responses #10 and ITC Clausal No. 3 – Conflict of Interest.
14.	<p>Eligibility of Project References:</p> <p>In Part 1 – Section 1: Request for Proposal Letter – Consulting Services (page 6), under Number 4: Qualifications of the Firm, item (c) states: “Evidence of past projects where the Consultant has successfully played the role of the Engineer under the FIDIC Yellow Book.”</p>	<p>Evidence of experience in which the Consultant has successfully performed the role of the Engineer under the FIDIC Yellow Book, in assignments similar in scope to those required in the Terms of Reference (ToR).</p> <p>Answering to the question, yes, projects in the water sector or other infrastructure sectors are considered eligible to satisfy this criterion, as long as the</p>



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	In this regard, would projects implemented under the FIDIC Yellow Book in the water sector be considered eligible and acceptable as reference projects to satisfy this criterion?	Consultant has successfully played the role of the Engineer as per the FIDIC Yellow Book.
15.	Standard Excel Template for Form FIN-5: In Section 4. Financial Proposal – Standard Forms , specifically Form FIN-5 (page 87), is there a standard Excel format/template that will be provided for the PMC Time Allocation and Cost Estimation to guide the Consultants in preparing their financial proposal?	Please see Annex-I for “PMC Time Allocation and Cost Estimation”. The Microsoft Excel file named “PMC Time Allocation and Cost Estimation.xlsx” will be shared with the Consultants. This Excel sheet shall be completed and will form part of the Financial Proposal , together with all other forms already included in the RFP document that shall be part of the Financial Proposal.
16.	Invoicing for Consortium/Joint Venture Partners: In the case of a Consortium or Joint Venture , would it be permissible for each partner to issue separate invoices for the services and experts they provide?	No. The Consultant (<i>Sole/Consortium/Joint Venture Partners</i>) must submit or issue only one invoice .
17.	Is there a limit for Joint Venture members' quantity	The Maximum number of members in the Consortium/Joint Venture shall be: 3 (three)
18.	In RFP Page 9 Item 4-Qualification of the Firm, sub-item a.-(a) states “The consultant has successfully completed at least 2 similar projects in Consulting Services with a contract price of USD 10,000,000 (Ten million US Dollars) each in last 10 (ten) years (similar in scope as required in ToR) as Lead Firm or Joint Venture Partner”, whether non-road projects qualify? And whether design projects qualify (including feasibility study, preliminary design and detailed engineering design)?	Similar in scope as required in ToR.
19.	In RFP Page 10 Item 4-Qualification of the Firm, sub-item a.-(b) states “Evidence of past projects where the	Evidence of experience where the Consultant has successfully performed the role of the Engineer under



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TENDER-RFP/091/MPRM-2025**

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	Consultant has successfully played the role of the Engineer under the FIDIC Yellow Book”, what kind of documents are qualified to endorse the evidence of this experience?	the FIDIC Yellow Book may include, but is not limited to, the following documents: <ol style="list-style-type: none">1. Signed contract agreements clearly indicating the Consultant’s designation or role as “Engineer” under the FIDIC Yellow Book conditions of contract and;2. Client reference or performance certificates verifying that the Consultant has fulfilled duties as the Engineer in line with FIDIC Yellow Book requirements and;3. Completion or substantial completion certificates issued by the Client;
20.	In RFP Page 9, it requires the Consultant to provide project experience / evidence in the past 10 years, while in RFP Page 99, it states in the last 7 years. Which one shall apply?	Last 10 (ten) years. Please refer to Addendum No.2.
21.	In RFP Page 100, it states “the Consultant needs one (1) Project experience in Timor-Leste or three (3) consultancy projects in developing countries in Southeast Asia or Asia-Pacific in the last ten (10) years”. Is China included in developing countries in Asia-Pacific?	For the definition of “Developing Countries,” both of the following lists will be used: <ul style="list-style-type: none">• https://unctad.org/topic/least-developed-countries/list• https://www.un.org/ohrls/content/about-small-island-developing-states Developing countries in Southeast Asia or the Asia-Pacific region are those within these regions that appear in the lists above.
22.	In RFP Page 116 Item 9.1 Key Experts, it states “She/he must be a registered Engineer, with a degree in Civil Engineering with expertise in Highway roads or equivalent”, how to define the word “registered Engineer”? Can the engineer certificate registration be	The term “ registered Engineer ” refers to a professional who holds a valid license or certification issued by a recognized engineering registration or regulatory body . This registration typically confirms that the individual has met the academic, professional,



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	done in any international organizations or any organizations of a specific country?	and ethical standards required to practice engineering in a particular jurisdiction.
23.	<p>Whether the name list and CVs of Non-Key experts should be included in the Proposal?</p> <p>Whether Non-Key experts could participate in more than one Proposal with the pre-condition that there will be no conflict in regards of project implementation timeline after project awarding?</p>	<p>1. Non-Key Experts' CVs are not required to be included in the Proposal.</p> <p>Please refer to: ITC 1.(a) - "Non-Key Expert(s) means an individual professional provided by the Consultant or its Sub-consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually."</p> <p>2. Participation of Non-Key Experts in more than one proposal is <u>not permitted</u> under this RFP.</p> <p>As clearly stated in Section 2 (Instructions to Consultants - Data Sheet, ITC 11.1): "Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is not permissible."</p> <p>Please also refer to Clausal ITC No 3 – Conflict of Interest.</p>
24.	<p>In RFP Page 116 PMC Cost Estimations, it states "The Form FIN-5 includes the Microsoft Excel file named " PMC Time Allocation and Cost Estimation.xlsx. " that has been prepared", may I know whether this file will be provided by Employer or drafted by Consultant?</p>	<p>Please refer to Responses #16.</p> <p>The Microsoft Excel file named "PMC Time Allocation and Cost Estimation.xlsx" will be shared with the Consultants. This Excel sheet shall be completed and will form part of the Financial Proposal, together with all other forms already included in the RFP document that shall be part of the Financial Proposal.</p>



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25.	<p>Page 45</p> <p>1.1. Evaluation of Technical Proposal</p> <p>1. Qualification of the Firm</p> <p>1.1. Experiences</p> <p>a. The consultant has successfully completed at least 2 similar projects in Consulting Services with a contract price of USD 10,000,000 (Ten million US Dollars) each in last 10 (ten) years (similar in scope as required in ToR) as Lead Firm or Joint Venture Partner</p> <p>Or</p> <p>Consulting Services for Supervision of work of Design and Build of Road Projects where the Contract Price of Construction is USD: 200,000,000 or over for each contract in last 10 (ten) years (similar in scope as required in ToR) as Lead Firm or Joint Venture Partner.</p> <p>In case of JV, the magnitude is considered based on the value of the participation</p> <p>It is understood that “the value of the participation” refers to the consultant’s actual proportion (share ratio) in the past contract that was executed, not the proposed share in the current JV for this assignment. Please clarify.</p> <p>For example, if the total contract value of a past project was USD 10 million and the consultant participated as a JV partner with a 30% proportion</p>	<p>Yes, your understanding is correct.</p>



**PROJECT MANAGEMENT CONSULTANT FOR THE SUPERVISION WORKS OF DESIGN-BUILD
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LOT 3: SECTION 3 – UMA BERLOIC – NATARBORA HIGHWAY (STA. 85+259 - STA. 110+787)
TENDER-RFP/091/MPRM-2025**

CLARIFICATION NO. 2

13 August 2025

This Clarification No.2 is issued in accordance with the ITC 13.1 of Section 2 (Instructions to Consultants) of the (RFP) Documents.

No.	QUERIES / QUESTIONS	RESPONSES
	(share ratio), would this be considered as (i) USD 3 million toward the threshold, or (ii) 0.3 of a completed project for the purpose of counting the number of eligible projects? Kindly clarify how the value of participation will be calculated. It is also assumed that the maximum score is awarded upon submission of two eligible reference projects, and that submitting more than two similar projects does not lead to any additional score. Please clarify.	
26.	For the Design of the project, which "CODE" will be use in this project.?	Please refer to Annex 2 - PMC HIGHWAY EMPLOYER REQUIREMENTS
27.	The Proposal Security have to be in the name of JV or only the Lead Member?	The Proposal Security must be in the name of JV.
28.	The payment is Lump-Sum. In case the project delay, can the project extended?	Yes. Please read the Payment Terms in Special Conditions of Contract, Clause 41.2.
29.	The Proposal Security shall be submitted Original or Copy?	The Consultant can submit the either the Original Proposal Security or Copy of Proposal Security If the Consultant submit the Copy of Proposal Security , The Employer will request the Consultant to submit the Original Proposal Security within 10 days of receiving such a request. Failure to provide an Original Proposal Security within the prescribed period of receiving such a request shall cause the rejection of the Proposal.
30.	How about the Land Resettlement issue for this project?	There is no issue in the Land Resettlement.
31.	How many numbers of Sub-Consultant can participate?	There is no restriction of the number of sub-consultants to participate.



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		However, please note that the sub-consultant can participate in ONE LOT ONLY .
32.	The Submission of Softcopy of Complete Technical Proposal is through Online platform?	No. The Submission of Softcopy of Complete Technical Proposal is through USB.
33.	Please Confirm the Education background for Key-Expert for Electrical Engineering (K15) it is correct?	Please refer to Addendum No.2
34.	Following the Pre-Proposal Meeting on August 7th, 2025, to gain a more comprehensive understanding of the project, can we request the Drone Documentation of the project route?	Please refer to Annex 2 - PMC HIGHWAY EMPLOYER REQUIREMENTS
35.	<p>I want to ask about one question in terms of eligibility for project of PMC for Supervision Works of Design-Build Contract for Highway Road from Zumalai to Natarbora.</p> <p>We, Shanghai Municipal Engineering Design Institute (Group) Ltd., (Hereafter SMEDI) is merged and now belong to Shanghai Construction Group (Hereafter SCG).</p> <p>For now, SCG bidding for Design-Build-Finance of Highway Road from Zumalai to Natarbora, Lot 1. Zumalai - Betano Highway (Sta.34+155 to Sta.59+767).</p> <p>May I ask if Smedi is ok to bid for Supervision Works of Design-Build Contract for Highway Road from Zumalai to Natarbora, Lot.2 or Lot.3?</p> <p>Since SMEDI do not bid for construction, only for PMC. While SCG for construction. Is SMEDI eligible to participate in this PMC tender?</p>	<p>According to Conflict of Activity, ITC Clausal No. 3, there is a conflict between consulting activities and procurement of goods, works or non-consulting services in case Shanghai Construction Group is the winning bidder and is engaged for the Design-Build and Finance Contract for which they are bidding for. During implementation of the contracts, even it is for different Lots, some decisions taken in one Lot may impact decisions to be taken in the other Lots.</p> <p>Due to the above, it is up to Proposer to do its own due diligence and decide if have eligibility or not to bid to one of the other Lots.</p>



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No.	QUERIES / QUESTIONS	RESPONSES
36.	Is design consultant for Highway Road from Zumalai to Natarbora eligible to participate?	No. Please refer to ITC Clausal No. 3 Conflict of Interest.


Hermingardo Albano Soares

Executive Director of National Procurement Commission (NPC)



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TENDER-RFP-091-MPRM-2025

ADDENDUM NO. 2

13 August 2025

This Addendum No.2 is issued to amend following items in accordance with the ITC 13.1 of the RFP Documents – (Section 2).

Part of the RFP Document	As per this Original RFP Document	As per this Addendum No. 2
	Fluency in written and spoken form of English is mandatory.	
Section 8. Condition of Contract and Contract Form (Lump-Sum) GCC 41.2.1	The following provisions shall apply to the advance payment and the advance bank payment guarantee:	41.2.1 Advance Payments The following provisions shall apply to the advance payment and the advance bank payment guarantee: (1) An advance payment of 10% of Contract Price shall be made within 90 days after the Effective Date. The advance payment will be set off by the Client in equal installments against the statements for the first 24 months of the Services until the advance payment has been fully set off. (2) The advance bank payment guarantee shall be in the amount and in the currency of the advance payment. (In case the bank issuing the guarantee is located outside Timor-Leste, it shall have a correspondent bank or financial institution located in the territory of Timor-Leste to make the guarantee enforceable).
Terms of Reference	4. Firm Qualifications and Experience The PMU seeks to engage a firm or consortium of firms able to offer the following credentials and experience: <ul style="list-style-type: none">• Project and program management of large infrastructure projects in developing countries including experience in at least two (2) similar projects, acting as the Engineer as per the FIDIC Yellow Book, including	4. Firm Qualifications and Experience The PMU seeks to engage a firm or consortium of firms able to offer the following credentials and experience: <ul style="list-style-type: none">• Project and program management of large infrastructure projects in developing countries including experience in at least two (2) similar projects, acting as the Engineer as per the FIDIC Yellow Book, including demonstrated expertise in



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	demonstrated expertise in contract administration, design review and construction supervision for highways in the last seven (7) years, similar in scope as described in TOR.	contract administration, design review and construction supervision for highways in the last ten (10) years, similar in scope as described in TOR.


Hermingardo Albano Soares

Executive Director of National Procurement Commission (NPC)