

## **TERMS OF REFERENCE**

### **CONSULTING SERVICES FOR THE IMPLEMENTATION OF A COMMUNICATION AND BRAND PROMOTIONS PLAN FOR THE TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY**

#### **I. Overview and Background**

The Tourism Infrastructure and Enterprise Zone Authority (TIEZA) which is an attached agency of the Department of Tourism (DOT) has a multitude of mandates that include: travel tax administration, development of tourism infrastructure projects, designation and regulation of Tourism Enterprise Zones, operation and management of assets and other functions under PD 564 that are consistent with RA 9593. Each mandate has different requirements for information dissemination, as much as each has a different set of clients from taxpayers, national and local government agencies, hotel/ resort clients to lessees/ concessionaires, investors, and other tourism stakeholders.

There is a need to have a platform where citizens can effortlessly monitor TIEZA activities, request action, and obtain feedback, which would hopefully translate to a more responsive and service-oriented government agency. To better illustrate and provide the public with a better appreciation and understanding of the role, functions, accomplishments, and services that TIEZA provides under R.A. 9593, there is a need to communicate its plans, programs, and projects to its stakeholders. TIEZA recognizes the importance of direct and transparent communication, better cooperation, and a better understanding of tourism development and management plans to support the DOT's thrust in transforming the Philippines to becoming a tourism powerhouse in Asia, especially now with its new country tourism brand "Love the Philippines".

With the help of consultants, TIEZA prepares and establishes a brand-building strategy and the relative Digital Campaign and Communications Strategy for TIEZA's several products such as travel tax, tourism infrastructure, assets, and tourism enterprise zones. This now requires a well-crafted and executed marketing plan/ program with activities that can enhance the value of these products. To this end, TIEZA seeks to engage an experienced Creative agency to develop, implement, and oversee comprehensive communications, promotions, and public relations plan and activities in various platforms and provide Audio-Visual Presentations, among other brand promotion outputs, relative to the TIEZA mandates and functions, key accomplishments and showcasing its projects for collaboration, marketing, and investment promotions.

To this end, this will aim to highlight TIEZA as the infrastructure and investment arm of the DOT, provide the public with a better and clearer appreciation of the collection of their travel taxes, highlight the assets/ projects of TIEZA to entice collaborations with the private sector and potential investors and enhance the reputation of the Philippines as a highly desirable travel destination.

The objectives of this project are the following:

1. Create awareness and public interest through the creation of AVPs, digital and Social Media promotion and Public Relations about the TIEZA particularly on its core functions:
  - Collection of Travel Tax
  - Development of Tourism Infrastructure
  - Designation, regulation, and supervision of Tourism Enterprise Zone
  - Operation and Management of Assets
2. Inform the public on the TIEZA programs and projects that they can avail or benefit from.
3. Build positive relationships with media, PR, and key influencers/content creators to bolster the positive perception of the TIEZA and highlight it as the infrastructure and investment arm of the DOT.

## II. Scope and Deliverables

The consultant shall prepare a Promotions, Communications and Public Relations Plan (PCPRP), considering the brand-building strategy of TIEZA, which shall cover all brand promotion means like print, radio, television, social media, content, mobile apps, influencers, search engine, and electronic messaging. The PCPRP shall provide the activities, programs and outputs with corresponding timetables, and shall cover the following:

SCOPE	DELIVERABLES
<b>I. Local Public Relations Plan</b>	
<p>Public Relations Plan and Strategy</p> <p>The PR strategy plan should be specific, measurable goals that can be achieved within twelve months. It should include the items discussed in this section and will serve as the roadmap for the executions.</p>	<ol style="list-style-type: none"> <li>1. Develop a PR strategy and plan</li> <li>2. Must identify key result areas and key performance indicators.</li> <li>3. Must include a work plan and timeline</li> </ol>
<p>Article Creation (online)</p> <p>Article creation involves crafting engaging and informative online content tailored to the target audience, ensuring readers find value and relevance in each piece.</p>	<ol style="list-style-type: none"> <li>1. Content Plan for twelve months</li> <li>2. Twelve (12) online content articles</li> <li>3. Align to boost SEO and SEM strategy</li> </ol> <p>The Agency will shoulder all costs related to the production of articles from research, video and photos.</p>
<p>Media Monitoring</p>	<ol style="list-style-type: none"> <li>1. Weekly report of monitored news, articles, and related issues regarding TIEZA regarding topics from different print, broadcast (radio and TV) nationwide, and other online platforms.</li> <li>2. Monthly comprehensive analysis of news coverage and media mileage.</li> <li>3. If any, a daily news report of potential crisis monitored items to TIEZA.</li> </ol>
<p>Improve Brand Image and Reputation</p> <p>Improving brand image and reputation in a PR plan involves strategically crafting and disseminating positive narratives about the TIEZA Projects, Activities, and Programs and the organization to enhance public perception.</p>	<ol style="list-style-type: none"> <li>1. Develop TIEZA Brand Image and Reputation in the PR plan.</li> <li>2. Execute the approved plan</li> </ol> <p>The Agency will shoulder all expenses related to the Brand Image and Reputation.</p>
<p>PR Writing and Seeding</p> <p>PR writing and seeding are crucial aspects of the scope and deliverables of a PR company for several reasons. These services enable the company to create and disseminate high- quality, strategic content that generates awareness, builds brand reputation, and ultimately helps clients achieve their desired outcomes.</p>	<ol style="list-style-type: none"> <li>4. Write a minimum of twenty 20 press releases with a least two (2) allowable revisions per press releases.</li> <li>5. Coordinate with TIEZA project officer concerned with facts of the show.</li> <li>6. Coordinate with TIEZA media officer as to approval of press release with management.</li> <li>7. Distribute press release to local media outlets and generate cumulatively at least Thirty Million Pesos (P30,000,000) media values from all press releases.</li> <li>8. Press releases will cover events, programs, and amplification of content placements.</li> </ol> <p>The Agency will shoulder all expenses related to</p>

SCOPE	DELIVERABLES
	the PR Writing and Seeding.
<p>Monitor and Evaluate PR Performance</p> <p>Monitoring and evaluating PR performance involves consistently tracking and measuring the effectiveness of public relations campaigns, strategies, and tactics against predefined objectives and key performance indicators.</p>	<ol style="list-style-type: none"> <li>1. Set-up monitoring of conversations online, traditional media pickups, news, TV.</li> <li>2. Benchmarking and analysis of PR strategy plan effectiveness from similar industry performance results.</li> </ol>
<p>Press Conference or other PR Related Events</p>	<ol style="list-style-type: none"> <li>1. Organize at least three (3) physical media briefings/press conferences/media events to be with coverage of venue, food, and drinks for at least 50 persons.</li> <li>2. Provision of technical assistance, program management, event host/moderator invitation, media invitation, preparation of media kits and tokens/giveaways, and media coverage.</li> <li>3. Seeding of press releases, preparation of briefing notes, and others.</li> <li>4. Allocate at least three hundred (P300,000) per event.</li> </ol>
<p>PR Crisis Management</p>	<ol style="list-style-type: none"> <li>1. Audit the department's PR crisis management plan.</li> <li>2. Develop or enhance the department's PR crisis management plan from preparedness, on- going and post-crisis evaluation.</li> <li>3. Form the PR crisis management team, roles, and functions.</li> <li>4. Develop PR crisis holding statement/s of top ten (10) relevant/potential crisis issues for the department.</li> <li>5. Act as a PR crisis management consultant on approach and direction during a potential or on-going crisis.</li> </ol>

SCOPE	DELIVERABLES
<b>II. Audio-Visual Presentation</b>	
<p>Execution of the approved Marketing Strategies focusing on the core functions of TIEZA.</p>	<p>To implement a marketing strategy which is implementable within 6 months, which includes but not limited to the following:</p> <ul style="list-style-type: none"> <li>- Messaging</li> <li>- Key visuals</li> <li>- Storyboard</li> </ul>

SCOPE	DELIVERABLES
<p>Production and implementation of Audio Visual Materials to provide awareness on the key functions and key accomplishments TIEZA.</p>	<p>Production of eight (8) sixty (60) second Short form AVPs each for the following:</p> <ol style="list-style-type: none"> <li>1. Collection of Travel Tax;</li> <li>2. Builder of Infrastructure;</li> <li>3. Designation, regulation, and supervision of Tourism Enterprise Zone;</li> <li>4. Operation and Management of Assets</li> </ol> <p>Per AVPs shall have the following cuts:</p> <ul style="list-style-type: none"> <li>● Sixty (60) seconds</li> <li>● Thirty (30) seconds</li> <li>● Fifteen (15) seconds</li> </ul> <p>The AVPs should also feature the significant projects funded by the TIEZA in order to raise awareness on how the taxes are spent.</p> <p>All logistical costs from flights, accommodations, meals, talents, equipment rentals, location fees and everything required to produce a ready-for-TV AVP will be shouldered by the Agency.</p>
<p>Production of One Hero, Hygiene, and Hub AVP for to create awareness on the mandate of TIEZA.</p>	<p>Three (3) 60s AVPs (Hero, Hub, and Hygiene) to create awareness on the mandate of TIEZA</p> <p>Per AVPs shall have the following cuts:</p> <ul style="list-style-type: none"> <li>● Sixty (60) seconds</li> <li>● Thirty (30) seconds</li> <li>● Fifteen (15) seconds</li> </ul> <p>All logistical costs from flights, accommodations, meals, talents, equipment rentals, location fees and everything required to produce a ready-for-TV AVP will be shouldered by the Agency.</p>

SCOPE	DELIVERABLES
<p><b>III. Social Media Plan and Strategy</b></p>	
<p>Managing all Digital and Social Media accounts (strategy, engagement, and community management) and Content Development</p> <p>Increase platform following, drive engagement, conduct social media monitoring, social listening, and analytics across all media platforms, identify areas for improvement and provide recommendations to optimize the objectives set forth, among others.</p>	<p><b>Facebook</b></p> <ul style="list-style-type: none"> <li>- Community management of FB pages (answering queries, filtering spam comments, editing copies, and other necessary tasks related to community management)</li> <li>- Generate awareness on the TIEZA FB page</li> <li>- Creation of content calendar throughout the duration of the campaign.</li> <li>- Creation of Contents which aims to provide awareness of the several products offering of</li> </ul>

SCOPE	DELIVERABLES
	<p>TIEZA namely:</p> <ol style="list-style-type: none"> <li>a. Travel Tax;</li> <li>b. Tourism Enterprise Zone</li> <li>c. Tourism Infrastructure</li> <li>d. Assets Management</li> </ol> <p>Creation of a campaign to generate engagement and trust among social media users.</p>
	<p><b>Twitter/X</b></p> <ul style="list-style-type: none"> <li>- Generate awareness of TIEZA Twitter/X account (@TIEZAOfficial)</li> <li>- Creation of twitter campaign to increase visibility, and engagement</li> <li>- Creation of Content that aims to provide awareness of the several products offered by TIEZA namely: <ol style="list-style-type: none"> <li>a. Travel Tax;</li> <li>b. Tourism Enterprise Zone</li> <li>c. Tourism Infrastructure</li> <li>d. Assets Management</li> </ol> </li> </ul> <p>Provide moment and seasonal marketing content as much as needed</p>
	<p><b>YouTube</b></p> <ul style="list-style-type: none"> <li>- Creation of monthly content calendar</li> <li>- Community management of TIEZA Youtube page (answering queries, filtering spam comments, editing copies, and other necessary tasks related to community management)</li> <li>- Develop TIEZAs YouTube’s channel by producing new hero content and hygienic materials that will increase the number of viewership and subscribers</li> <li>- Creation of Content that aims to provide awareness of the several products offered by TIEZA namely: <ol style="list-style-type: none"> <li>a. Travel Tax;</li> <li>b. Tourism Enterprise Zone</li> <li>c. Tourism Infrastructure</li> <li>d. Assets Management</li> </ol> </li> </ul> <p>Propose a social media campaign (subject to approval) that can effectively communicate TIEZA’s projects, activities, and projects.</p>
	<p><b>Instagram</b></p> <ul style="list-style-type: none"> <li>- Creation of the Instagram page of TIEZA.</li> <li>- Community management of the TIEZA IG page (answering queries, filtering spam comments, editing copies, and other necessary tasks related to community management)</li> <li>- Creation of weekly content calendar</li> <li>- Creation of campaign to generate</li> </ul>

SCOPE	DELIVERABLES
	<p>engagement and trust among Instagram communities</p> <ul style="list-style-type: none"> <li>- Curation of Instagram campaign for the newsfeed and Instagram short stories (maximize short-form videos to promote current TIEZA projects, activity, and programs)</li> <li>- Creation of Contents which aims to provide awareness of the several products offering of TIEZA namely:               <ul style="list-style-type: none"> <li>a. Travel Tax;</li> <li>b. Tourism Enterprise Zone</li> <li>c. Tourism Infrastructure</li> <li>d. Assets Management</li> </ul> </li> </ul> <p>Propose a social media campaign (subject to approval) that can effectively communicate TIEZA's projects, activities, and projects.</p>
	<p><b>Tiktok</b></p> <ul style="list-style-type: none"> <li>- Community management of both FB pages (answering queries, filtering spam comments, editing copies, and other necessary tasks related to community management)</li> <li>- Creation of a campaign to generate engagement and trust among Tiktok communities.</li> <li>- Creation of Content that aims to provide awareness of the several products offered by TIEZA namely:               <ul style="list-style-type: none"> <li>a. Travel Tax;</li> <li>b. Tourism Enterprise Zone</li> <li>c. Tourism Infrastructure</li> <li>d. Assets Management</li> </ul> </li> </ul> <p>Propose a social media campaign (subject to approval) that can effectively communicate TIEZAs projects, activities, and projects.</p>

SCOPE	DELIVERABLES
<b>IV. Digital Placements Plan</b>	
Placements in Local Publications and Digital Sites  The Agency is responsible for creating a media partnership plan to allow the articles to be published on media platforms with high traffic, high engagement, and a trusted resource.	<ol style="list-style-type: none"> <li>1. Develop a local publication PR Placement plan for a period of twelve (12) months.</li> <li>2. Allocate four (4) million for local publications placements.</li> <li>3. Develop a digital site PR Placement plan for twelve (12) months.</li> <li>4. Allocate six (6) million for digital site placements.</li> <li>5. Execute the approved PR placement plan</li> </ol>
<b>V. Reporting</b>	
The Agency will be responsible for reporting and coordinating with TIEZA.	<ol style="list-style-type: none"> <li>1. Monthly report on the progress of the project.</li> </ol>

#### **IV. Project Cost and Schedule of payment**

1. The Approved Budget of Contract (ABC) for the project is **Forty Million Pesos (Php 40,000,000.00)** inclusive of project management and other fees including all applicable taxes.
2. The proposed payment scheme for the campaign will be billed progressively upon completion of the following milestones:

<b>Deliverables</b>	<b>Due Date</b>	<b>Payment</b>
Marketing, Promotions and Communication Strategy Plan (MTCSP)	30 days from NTP	20%
Accomplishment of deliverables for the 1 <sup>st</sup> month as per MTCSP	30 days after TIEZA approval of MTCSP	9%
Accomplishment of deliverables for the 2 <sup>nd</sup> month as per MTCSP	45 <sup>th</sup> day after TIEZA approval of MTCSP	6%
Accomplishment of deliverables for the 3 <sup>rd</sup> month as per MTCSP	Every 15 <sup>th</sup> of the Month	6%
Accomplishment of deliverables for the 4 <sup>th</sup> month as per MTCSP		6%
Accomplishment of deliverables for the 5 <sup>th</sup> month as per MTCSP		6%
Accomplishment of deliverables for the 6 <sup>th</sup> month as per MTCSP		6%
Accomplishment of deliverables for the 7 <sup>th</sup> month as per MTCSP		6%
Accomplishment of deliverables for the 8 <sup>th</sup> month as per MTCSP		6%
Accomplishment of deliverables for the 9 <sup>th</sup> month as per MTCSP		6%
Accomplishment of deliverables for the 10 <sup>th</sup> month as per MTCSP		6%
Accomplishment of deliverables for the 11 <sup>th</sup> month as per MTCSP		6%
Accomplishment of deliverables for the 12 <sup>th</sup> month as per MTCSP		6%
Submission of Terminal and Monitoring Report	15 <sup>th</sup> of the month after the 12 <sup>th</sup> month of the contract period	5%
	<b>TOTAL</b>	<b>100%</b>

Payment for each Milestone shall be facilitated upon issuance of Certificate of Acceptance by TIEZA.

## V. Qualifications

1. The agency must be an experienced Creative Agency that has been in existence for at least Ten (10) years, and must have handled Digital and Social Media, Public Relations accounts, and Audio-Visual Presentation projects.
2. Other qualifications of the required media agency for this project are stated in the Bid Data Sheet (BDS).



## VI. Minimum Required Key Personnel

The required minimum number of qualified personnel for the project are as follows:

<b>Required Personnel</b>	<b>Minimum number of years in handling related campaign</b>
1. Producer	10 years
2. Film/ TVC Director	10 years
3. Managing Director/ Digital Marketing and Social Media Manager	10 years
4. Director of Photography	10 years
5. PR Strategist	10 years
6. Editor	10 years
7. Graphic Artist	10 years
8. PR Writer	10 years
9. Videographer	5 years
10. Video Editor	5 years
11. Community Manager	5 years
12. Copywriter	5 years
13. Media Liason	5 years
14. Script Writer	5 years
15. Camera Operator	5 years

## VII. Criteria for Rating

Stage 1- Submission of eligibility documents

Stage 2- For short-listed bidders, submit brief credentials and the proposed plan

- 1) The BAC shall draw up the short list of consultants from those who have submitted Expression of Interest, including the eligibility documents, and have been determined as eligible in accordance with the provisions of Republic Act 9184 (RA 9184), otherwise known as the "Government Procurement Reform Act", and its Implementing Rules and Regulations (IRR).
- 2) The short list shall consist of three (3) prospective bidders who will be entitled to submit bids.
- 3) Evaluation of proposals will be based on Quality-Based Evaluation, as provided for in RA, 9184.
- 4) The Criteria for evaluation of the project bids shall be as follows:
  - a) Eligibility Check and Shortlisting Criteria (70% passing score) (See Annex A)
    - i) 50% Applicable experience
    - ii) 40% Qualifications of the personnel who may be assigned to the job;
    - iii) 10% Current workload relative to capacity
  - b) Technical Bid/Proposal Criteria and Rating (70% passing score) (See Annex B)
    - i) 30% Quality of the Personnel to be assigned to the project
    - ii) 30% Expertise and Capability of the firm
    - iii) 40% Plan of Approach and Methodology

- 5) A pitch presentation is required, and bidders are given a maximum of thirty (30) minutes each, excluding the question and answer portion with BAC and TWG Members and such other individuals to be invited by TIEZA.

As part of their respective pitch presentation, the bidders are expected to communicate the following:

- a) Originally edited Tourism related video at-least Ninety (90) Seconds;
  - b) Compilation of previous Audio-Visual Projects;
  - c) Proposed Public Relations plan;
  - d) Proposed Digital and Social Media plan;
- 6) Pitch presentation will be rated individually, and ratings will be averaged to arrive at a final score per agency. Rating will be done based on the scores.

### **VIII. General Terms and conditions**

Independent Contractor. The relationship of the Winning Bidder with TIEZA is strictly and solely that of an independent contractor and no employment-employee relationship is hereby created or shall arise between the Winning Bidder or his employees or agents and TIEZA by reason or as consequence hereof. As such, TIEZA shall not be liable for any damage, injury or death to the Service Provider's employees and agents or third persons.

The Service Provider may employ other consultants and/ or subcontractors in the performance of its work, provided the Winning Bidder shall be responsible for and shall warrant the quality of the work performed by the employed consultants and/ or subcontractor, as well as on its own account, provide their corresponding compensation.

### **IX. Ownership**

All work designed, created, invented, produced, printed, collated and carried out during the Consultant's engagement or arising of or in consequence of the Contract, shall be deemed to have been made by or on behalf of TIEZA. The work, together with the benefit of any such work belongs exclusively to TIEZA.

### **X. Alteration and additional works**

Revisions or additional works that become necessary due to the errors or fault of the Service Provider or those which are necessary to comply with the requirements of the subsequent Contract, shall be done by the Service Provider at no additional cost to TIEZA.

### **XI. Pre-Termination of Contract**

The contract may be pre-terminated by the TIEZA upon notice of any violation of the terms of the contract. In case of termination, the Consultant shall be informed by the TIEZA seven (7) calendar days prior to such termination.

In case of pre-termination due to the Consultant's breach or default, the Consultant shall be liable to an additional liquidated damage based on the guidelines provided for by RA 9184 of the Government Procurement Reform Act.

TIEZA shall have the right to blacklist the Consultant in case of pre-termination based on the provision of R.A. 9184 as amended and the uniform guidelines or blacklisting of manufacturers, Suppliers, Distributors, Contractors, and Consultants.

### **XII. Governing Law**

This Terms of Reference shall be construed under and shall be governed by the laws of the Philippines

## Annex A

### Eligibility Check and Shortlisting Criteria and Rating (70% passing score)

<b>I.</b>	<b>APPLICABLE EXPERIENCE OF THE CONSULTANT</b>	<b>50%</b>
	<b>Appropriateness of the agency for the assignment</b>	<b>15%</b>
	Full-Service Creative Agency with PR Services	15%
	Public Relations Firm/Agency	10%
	Media Planning and Buying Agency with PR services	5%
	<b>Years in Existence as Creative Agency</b>	<b>10%</b>
	10 years & above	10%
	Below 10 years	5%
	<b>Extent of partnered network of the agency</b>	<b>15%</b>
	International Reach	15%
	National or Regional reach only	10%
	<b>Contract cost of Completed Projects in the last 10 years</b>	<b>20%</b>
	At least Ten (10) or more projects with an aggregate contract cost equal or greater than twenty (20) Million Pesos with a combination of at-least Five (5) AVP, Two (2) Digital and Social Media, and Three (3) Public Relations project	20%
	All projects cost less than twenty (20) Million Pesos with a combination of AVP, Digital and Social Media, and Public Relations Project	10%
<b>II.</b>	<b>QUALIFICATION OF PERSONNEL WHO MAY BE ASSIGNED TO THE JOB (refer to VI. Minimum Required Personnel)</b>	<b>40%</b>
	Required number and positions of personnel with minimum years of experience with additional five (5) personnel with relevant experience required for the project	20%
	Required number and positions of personnel with minimum years of experience is not met	10%
<b>III.</b>	<b>CURRENT WORKLOAD RELATIVE TO CAPACITY</b>	<b>10%</b>
	Number of on-going similar and related projects relative to capacity	
	No projects with contract cost equal or greater than Ten (10) Million Pesos	5%
	Five (5) or more projects with contract cost equal or greater than Ten (10) Million Pesos	10%
	One to Two (1-2) projects with contract cost equal or greater than Twenty (20) Million Pesos	15%
	Three to four (3-4) project with contract cost equal or greater than Twenty (20) Million Pesos	20%



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**ANNEX B**

**A. Technical Bid/Proposal Criteria and Rating (70% passing score)**

<b>CRITERIA</b>		<b>RATING</b>
<b>A.</b>	<b>Quality of Personnel to be assigned to the project</b>	<b>30%</b>
	Senior Management positions must have at-least ten (10) years of experience and must have handled at-least five (5) projects with similar nature of work dealing with any of the following AVP projects, Digital and Social Media, and Public Relations, whichever is applicable. a. Producer b. Film/ TVC Director c. Managing Director/ Digital marketing and Social Media Manager d. Director of Photography e. PR Strategist	15%
	Middle Management positions must have at-least five (5) years of experience and must have handled at-least five (5) projects with similar nature of work dealing with any of the following AVP projects, Digital and Social Media, and Public Relations, whichever is applicable. a. Editor b. Graphic Artist c. PR Writer d. Videographer e. Community Manager f. Scriptwriter g. Video Editor h. Camera Operator	15%
<b>B.</b>	<b>Expertise and Capability of the Firm</b>	<b>30%</b>
	Services rendered and completed projects in the past 10 years	
	Public Relations (At-least three)	7.5%
	Digital and Social Media Projects (At-least two)	7.5%
	Audio Visual Presentation projects (At-least five)	15%
<b>C.</b>	<b>Plan of Approach and Methodology</b>	<b>40%</b>
	Resonance of the overall messaging and brand of the PR plan to accomplish the objectives	10%





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CRITERIA		RATING
	Resonance of AVP concept and treatment to target audience and communication the objectives	10%
	Relevance of the proposed digital and social media content plan to accomplish the objectives	10%
	Overall efficacy of the presentation in promoting awareness of the TIEZAs role, functions, accomplishments and services.	10%
	<b>TOTAL</b>	<b>100%</b>

**Prepared by:**

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**Recommending Approval:**

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**Approved by:**

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**MARK T. LAPID**  
*Chief Operating Officer*