



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF BUDGET AND MANAGEMENT
GENERAL SOLANO ST., SAN MIGUEL, MANILA

BIDS AND AWARDS COMMITTEE

Resolution No. 2017-32

WHEREAS, the Department of Budget and Management (DBM) Bids and Awards Committee (BAC) conducted a public bidding for the Project "Change Management Consulting Services," with an Approved Budget for the Contract of P16,300,000.00 for twelve (12) months;

WHEREAS, under Resolution No. 2017-25 dated July 4, 2017, the BAC declared the first bidding for the Project as "failed" in accordance with Section 35.1(b) of the 2016 Revised Implementing Rules and Regulations (IRR) of Republic Act (R.A.) No. 9184;

WHEREAS, under Resolution No. 2017-27 dated July 13, 2017, the BAC declared the second bidding for the Project as "failed" in accordance with Section 35.1(a) of the 2016 Revised IRR of R.A. No. 9184, and recommended to the Secretary of Budget and Management to resort to Negotiated Procurement - Two Failed Biddings, as alternative mode of procurement, pursuant to Section 53.1 of the 2016 Revised IRR of the same law;

WHEREAS, on July 21, 2017, an Invitation for Negotiated Procurement – Two Failed Biddings was advertised in the Philippine Star, and posted on the Philippine Government Electronic Procurement System website, the DBM website, and all DBM bulletin boards;

WHEREAS, on July 25, 2017, five (5) interested consultants, namely: (i) PRIMEX, Inc.; (ii) SSA Consulting; (iii) Human Capital Asia; (iv) Profiles Asia Pacific, Inc.; and (v) ICI Asia, responded to the said Invitation and attended the Meeting with Interested Consultants;

WHEREAS, on August 1, 2017, only SyCip, Gorres, Velayo & Co. submitted its best and final offer;

WHEREAS, after preliminary examination of the submission, the BAC determined the submission of SyCip, Gorres, Velayo & Co. as "passed" with a bid offer of P16,200,000.00;

WHEREAS, upon calculation of the component items stated in the Financial Proposal Forms, the Technical Working Group member assigned to the Project found that the corrected bid offer of SyCip, Gorres, Velayo & Co. is P14,923,803.00;

WHEREAS, in accordance with Resolution No. 2017-22 dated June 22, 2017, the submission of SyCip, Gorres, Velayo & Co. is evaluated using Quality-Cost Based Evaluation procedure with the following weights: (i) Quality – 85%; and (ii) Cost – 15%;

WHEREAS, the rating for Quality is anchored on the following point system:

- i. Qualification of Key Personnel (15 points);
- ii. Applicable Experience of the Firm (70 points); and
- iii. Plan of approach and methodology (15 points);

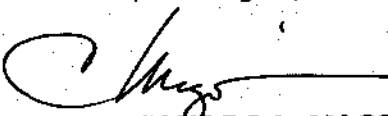
WHEREAS, upon careful evaluation and examination using the foregoing criteria and rating system, the BAC found that SyCip, Gorres, Velayo & Co. passed, with a rating of 91.51% consisting of the following scores:

- a) Quality – 76.51 (85%)
 - i. Qualification of Key Personnel – 10.46;
 - ii. Applicable Experience of the Firm – 53.30;
 - iii. Plan of approach and methodology – 12.75;
- b) Cost – 15 (15%)

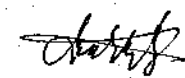
WHEREAS, after careful evaluation, validation and verification of the eligibility, technical and financial proposals of the bid, the BAC found that the submission of SyCip, Gorres, Velayo & Co. passed all the criteria for post-qualification, thus, it was declared as the Single Rated and Responsive Bid in the amount of Fourteen Million Nine Hundred Twenty Three Thousand Eight Hundred Three Pesos (P14,923,803.00), pursuant to Section 34.4 of the 2016 Revised IRR of R.A. No. 9184;

NOW, THEREFORE, for and in consideration of the foregoing premises, the BAC **RESOLVED**, as it hereby **RESOLVED**, to recommend to the Secretary of Budget and Management that the contract for the Project, "Change Management Consulting Service," be awarded to SyCip, Gorres, Velayo & Co., in accordance with R.A. No. 9184 and its 2016 Revised IRR.

ADOPTED, this 11th day of August 2017 at the Department of Budget and Management, General Solano St., San Miguel, Manila.


CLARITO ALEJANDRO L. MAGSINO
End-user Representative


VIRGILIO A. UMPACAN, JR.
B.U.D.G.E.T. Representative

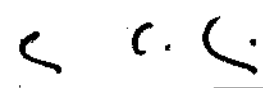

DANTE B. DE CHAVEZ
Member


DOLORES E. GALURA
Member


ANDREA CELENE M. MAGTALAS
Vice Chairperson


AGNES JOYCE G. BAILEN
Chairperson

☒ Approved
☐ Disapproved


BENJAMIN E. DIOKNO
Secretary, DBM
AUG 23 2017

Date: _____

Department of Budget
and Management



DBSEC-2017-003092



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF BUDGET AND MANAGEMENT
GENERAL SOLANO ST., SAN MIGUEL, MANILA

NOTICE OF AWARD

August 11, 2017

MR. CHRISTIAN G. LAURON

SyCip, Gorres, Velayo & Co.
6760 Ayala Ave.
Makati City, Metro Manila 1226

Dear **Mr. Lauron**:

We are pleased to inform you that the contract for the Project, "Change Management Consulting Services," is hereby awarded to your company in the amount of P14,923,803.00.

In this regard, you are hereby required to post a performance security in the amount and form stated in Section 39 of the 2016 Revised Implementing Rules and Regulations of Republic Act No. 9184 prior to the signing of the contract.

Very truly yours,


BENJAMIN E. DIOKNO
Secretary





REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF BUDGET AND MANAGEMENT
GENERAL SOLANO ST., SAN MIGUEL, MANILA

NOTICE OF AWARD

August 11, 2017

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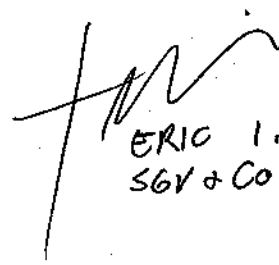
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In this regard, you are hereby required to post a performance security in the amount and form stated in Section 39 of the 2016 Revised Implementing Rules and Regulations of Republic Act No. 9184 prior to the signing of the contract.

Very truly yours,


BENJAMIN E. DIOKNO
Secretary




ERIC I. MEVRA
SGV & Co

CONTRACT No. 2017- 10
CHANGE MANAGEMENT CONSULTING SERVICES

This CONTRACT made and entered into by and between the following:

DEPARTMENT OF BUDGET AND MANAGEMENT, a government agency created by virtue of the laws of the Republic of the Philippines, with principal office address at General Solano St., San Miguel, Manila, represented herein by its Secretary, **BENJAMIN E. DIOKNO**, hereinafter called the "**DBM**";

- and -

SYCIP GORRES VELAYO & CO., a partnership duly organized and existing under the laws of the Republic of the Philippines, with office address at 6760 Ayala Avenue, Makati City, Metro Manila, represented by **CHRISTIAN G. LAURON**, hereinafter referred to as the "**CONSULTANT**";

WITNESSETH:

WHEREAS, the DBM conducted a Negotiated Procurement-Two Failed Biddings for the Project, "Change Management Consulting Services," and the bid of the Consultant is in the amount of Fourteen Million Nine Hundred Twenty Three Thousand Eight Hundred Three Pesos (P14,923,803.00), hereinafter called the "Contract Price";

WHEREAS, the Notice of Award was issued to the Consultant last August 24, 2017, and the Consultant posted its performance security on August 30, 2017;

WHEREAS, whenever necessary, as may be determined by the Office of the Chief Information Officer, a member of the consulting team shall be required to travel to Regional Offices concerned;

NOW, THEREFORE, for and in consideration of the foregoing premises, the parties hereby mutually stipulate and agree as follows:

1. In this Contract, words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract hereinafter referred to.
2. The following documents shall form and be read and construed as part of this Contract:

Annex A	-	Terms of Reference;
B	-	Addenda and/or Supplemental/Bid Bulletins, if any;
C	-	Bid forms, including all the documents/statements contained in the Bidder's bidding envelopes, as annexes, and all other documents/statements submitted (e.g., bidder's response to request for clarifications on the bid), including corrections to the bid, if any, resulting from the Procuring Entity's bid evaluation;

- D - Eligibility requirements, documents and/or statements;
- E - Performance Security;
- F - Notice of Award of Contract and the Bidder's conforme thereto;
- G - Other contract documents that may be required by existing laws and/or the Entity

3. In consideration of the payments to be made by the DBM to the Consultant, the Consultant hereby covenants with the DBM to execute and complete the Consulting Services and remedy any defects therein in conformity with the provisions of the Contract.
4. The DBM hereby covenants to pay the Consultant, in consideration of the execution and completion of the Consulting Services, the Contract Price or such other sum as may become payable under the provisions of the Contract at the time and in the manner prescribed by the Contract. Likewise, travel costs of the consultant shall be charged to available DBM funds, subject to existing budgeting, accounting and auditing rules and regulations.

IN WITNESS WHEREOF, the parties hereto have signed this Contract on this ____ day of **SEP 15 2017**, 2017 at General Solano St., San Miguel, Manila, Philippines.

DEPARTMENT OF BUDGET
AND MANAGEMENT

by:



BENJAMIN E. DIOKNO
Secretary



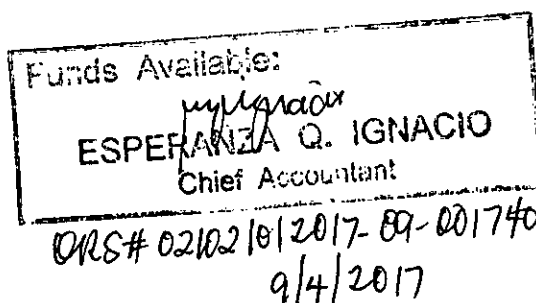
SYCIP GORRES VELAYO & CO.


CHRISTIAN G. LAURON
Partner

SIGNED IN THE PRESENCE OF


CLARITO ALEJANDRO L. MAGSINO
Office of the Chief Information Officer





ACKNOWLEDGMENT

REPUBLIC OF THE PHILIPPINES)
CITY OF MANILA) S.S.

BEFORE ME, a Notary Public for and in the City of **MANILA**, Philippines on this **SEP 15 2017**
day of _____, 2017 personally appeared the following:

NAME	VALID ID	VALID UNTIL
BENJAMIN E. DIOKNO	DBM ID No. 0005	
CHRISTIAN G. LAURON	PASSPORT NO. EC6885316	FEB. 28, 2021

known to me to be the same persons who executed the foregoing Contract and who acknowledged to me that the same is their free and voluntary act and deed and of the entities they respectively represent.

This CONTRACT for the Change Management Consulting Services was signed by the parties, and their material witnesses on each and every page thereof.

WITNESS MY HAND AND SEAL this ____ day **SEP 15 2017**, 2017.

ATTY. JOSELYN BONNIE V. VALEROS

NOTARY PUBLIC, ROLL NO. 54515

PTR No. 5921026 Issued on: Dec. 27, 2016 Until Dec. 31, 2017

IBP Life No. 723963 Issued on: Aug. 21, 2007

Commission No. 2016-039 Issued on: April 06, 2016, Until Dec. 31, 2017

UCLE No. V-0022296 Issued on June 14, 2016 Valid until April 14, 2019

Office Add: Imperial Bayfront Tower, 1642 A. Mabini, Manila

TIN No. 245-845-713-000

Doc. No 471
Page No 98
Book No XLV
Series of 2017.

PASAPORTE
PASSPORT

Kodigo ng bansa / Country code
PHL

Passport No: B22507100
EC6885316

Apelyido / Surname

LAURON

Pangalan / Given names

CHRISTIAN

Panggitnang nasyido / *áñño* namy.

GARBO

Aray ng kapanganakan / Date of birth

06 Dec 76

125: 111024 / 101745

FILIPINO

Masculine / Sex

M

Pook ng kapangyarihan / Page #/Total

CEBU CITY

Draw no pagkakatibay / Date of issue

01 Mar 16

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DFA MANILA

Amur do mankashlano bica / Vozid luvit

28 Feb 21

 Agent's name/signature

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TERMS OF REFERENCE

Change Management Consulting Services for the Implementation of the Budget and Treasury Management System

INTRODUCTION

Implementation of a major integrated financial management system has been central to Public Financial Management (PFM) reforms since their genesis. The Government Integrated Financial Management Information System (GIFMIS) was defined as the technology centerpiece of the reforms in the establishment of the PFM Committee under Executive Order 55. The project aimed at phasing out the many disjointed financial management systems and processes through implementation of a common system that would simplify reporting.

In 2012-2013, a comprehensive conceptual design, together with functional and technical specifications, was developed for an integrated financial management information system covering fiscal planning, budget preparation, budget execution, and financial reporting. The government-wide project was tendered in 2013, but failed; a successful re-tendering in 2014 did not result in contract award. This was due to concerns of scalability, feasibility, costs, and benefits to the government considering its wide application. The project was recalibrated, and the BTMS was proposed. This scaled-down system will cover the DBM and the Bureau of Treasury (BTr) systems and functions for budget execution and accountability.

The implementation of the PFM Reforms for 2011-2015 has yielded many results that shifted the Government's PFM reform program trajectory to a higher level in terms of fiscal discipline and allocative and technical efficiency as well as transparency and citizen empowerment. However, there are examples of reform implementation delays that have adversely affected the operations of the national government agencies such as delay of the Unified Accounts Code Structure (UACS) rollout by one year with regard to accounting and reporting, and a UACS-compliant Electronic New Accounting System (e-NGAS) not being prepared on time. Also, no change management strategy has been developed as part of the PFM reform process, which would have been beneficial to ensure that the reform message was effectively communicated, understood, and implemented throughout the Government, especially regarding capacity building in national government agencies.

I. BACKGROUND

A. BUDGET AND TREASURY MANAGEMENT SYSTEM (BTMS) and CHANGE MANAGEMENT

The Government of the Philippines (GOP) has been actively pursuing various initiatives towards establishing a strong Public Financial Management (PFM) system in the country. In order to address the complexities and challenges in the PFM environment in the country, GOP launched a comprehensive PFM reform program in February 2011.

Reengineering and modernization of businesses processes across PFM lifecycle is at the core of GOP PFM reform agenda. The Government is aiming towards phasing out disintegrated processes and systems through implementation of a common and an Integrated Financial Management Information System (i.e. GIFMIS). The government realizes that implementation of a nationwide financial management system is a long term program and is expected to take few years for system implementation and stabilization. Considering this, GOP is adopting a phased and incremental approach towards the GIFMIS implementation.

The BTMS is the first step in this process. BTMS is a common and integrated budget and treasury management information system that will replace the existing disintegrated budget management, treasury and cash management, accounting and reporting systems used by DBM and BTr for budget execution and accountability. It provides a sustainable government resource planning solution that is extensible and flexible, thereby supporting a range of public financial requirements, and adaptable to reform and modernization.

The BTMS will be piloted by the DBM and BTr as spending agencies, with the vision to provide DBM and BTr with a Core Treasury System to support the Budget Execution and Budget Accountability phases of the Budget Cycle. The project will then be rolled-out to high-value transaction agencies, specifically the Department of Public Works and Highways (DPWH), the Department of Education (DepEd), and the Department of Social Welfare and Development (DSWD), after the successful implementation with pilot agencies. Additional enhancements and extended features will be adapted in phases to support additional functional processes and interfaces with external systems, as originally planned for GIFMIS.

Considering the scope and complexity of the impact of the implementation of BTMS and the inherent risks and challenges involved in such an undertaking, there is a need for a comprehensive change management program to promote understanding and acceptance of BTMS by all stakeholders.

This change management program will consist of: (i) training programs to assist new BTMS users and DBM's systems support staff; (ii) a communications initiative to keep staff apprised of BTMS developments and plans; (iii) a centralized service desk to collect BTMS-related questions, disseminate responses to frequently asked questions (FAQs), and provide other assistance to DBM staff.

B. DBM TRAINING RESOURCES

At the DBM Central Office, training support is provided through the Human Resource Development Division (HRDD). The HRDD conducts DBM's internal training sessions; they also coordinate training provided by the DBM's suppliers. The assistance provided by the DBM through HRDD to its supplier-provided training sessions are largely limited to identification of participants, scheduling, and other logistical concerns such as secretariat support.

As of writing, neither the Central Office nor any of the Regional Offices have dedicated training facilities. Training Sessions in the Central Office are held either at

the DBM Executive Lounge, DBM Library, or the DBM Multi-Purpose Hall. Since there are no rooms as big as the above-mentioned in the regional offices, participants from the Regional Offices would typically travel to the Central Office to attend training. When appropriate, the training sessions are brought to the regions, using conference rooms temporarily used as classrooms. Another option is for DBM to undergo the process of procurement a rental venue. There is also limited computer equipment for training.

For BTMS training, trainings will be conducted at the trainee-Agency's training venues, or in other venues as dictated by the trainee-Agency, or as suggested by the BTMS Project Management Office or the Consultant.

II. BTMS OBJECTIVES

The purpose of this procurement is to engage the services of a Change Management Consultant ("Consultant") to, in conjunction with DBM, prepare and execute a Change Management Plan that will gain and maintain the buy-in of all BTMS stakeholders, leading to the smooth and successful implementation of BTMS.

The Change Management Team shall act as the Ambassador-at-large for BTMS in order to ensure its successful implementation, roll-out, sustainability and irreversibility, in the perspective of promoting, enabling and embracing change in the Government, with special attention to the necessary organizational arrangements, impact on human resources, and impact on legal, policy and regulatory frameworks. The Change Management Consultant shall be the face of BTMS and will act in multiple roles according to the stage of the BTMS project and respective demands, playing the roles of ambassador, evangelist, sponsor, facilitator, lobbyist, and rainmaker.

The Consultant will work with BTMS-Project Management Office (PMO) and other concerned units in helping DBM achieve the following objectives:

1. Address the concerns of BTMS stakeholders (i.e. users) with regards to their resistances and anxieties on the use of the new BTMS system.
2. Facilitate the smooth organizational transition of the DBM to new technologies, IT systems, work methods, and the use of workflow-driven information systems.
3. Provide training related services such as training design and development as well as training coordination, monitoring and evaluation.
4. Provide soft skills training such as Effective Presentation Skills, Customer Service, etc. to the stakeholders based on their training needs.
5. Monitor progress of end user training for BTMS.

III. ROLE OF BTMS CONTRACTOR

The BTMS Contractor plays a critical role in providing first level training on BTMS. Specifically, the BTMS Contractor is tasked to provide training to the following:

- a. Master Trainers from each agency
- b. Application Administrators from each agency
- c. Service Desk Staff from each agency

The BTMS Contractor shall provide the Change Management Consultant with a concise but comprehensive briefer to familiarize them with the BTMS.

The BTMS Contractor shall also provide the following:

- a. Instructor Guides
- b. Presentation Slides
- c. End User Guides
- d. System Administrator Guides

IV. DURATION

The services of the Consultant shall be engaged for a period of twelve (12) months.

V. APPROVED BUDGET FOR THE CONTRACT

The maximum possible contract price for the services for the first twelve-month period is PESOS: SIXTEEN MILLION AND THREE HUNDRED THOUSAND ONLY (P 16,300,000.00). A bid in excess of this amount shall automatically be rejected at the opening of the financial proposal.

This amount shall be inclusive of twelve percent (12%) Value Added Tax (VAT) and other taxes imposed by the government. This amount shall be billed by the Consultant upon the submission of each deliverable according to the schedule specified by in Section VII. DELIVERABLES AND PAYMENT SCHEDULE.

Expenses and tools of the trade and other similar items necessary to enable the Consultant to carry out its commitments in accordance to this Terms of Reference shall be for the account of the Consultant.

VI. SCOPE OF SERVICES AND DELIVERABLES

The Consultant is expected to design and provide professional services to develop and implement the BTMS Change Management Plan taking into account:

1. Agency's Organizational Culture

This should include the organization values, visions, norms, working language, and written and unwritten rules that have been developed over time. This also includes the defined priorities and strategies of an agency.

Work ethics of employees must also be taken into account. Examples of these are willingness (or unwillingness) to extend work beyond regular office hours, and employee preferences as regards travelling for work.

2. Geographical distribution of the Agency's offices and personnel.
3. Internal stakeholder roles and needs.
4. Schedules and activities of an Agency, BTMS-PMO and BTMS Contractor and other consultants.

The Consultant shall design a vision and strategy for the rollout, adoption, sustainability, and irreversibility of BTMS.

The Consultant shall prepare and implement a succession plan to ensure key Government personnel will be ready to take over full responsibility for BTMS beyond the end of this assignment.

The Consultant shall deliver the following services in support of BTMS activities as part of an overall Change Management activity:

1. Communication

Crafting of internal messages and delivering these messages throughout the agencies' organization and to other BTMS stakeholders, as well as disseminating of messages and articles on the BTMS suited to buy-in support not only from the immediate stakeholders, but from civil society organizations, especially the media, and the public, as well.

2. Training Planning

Conduct of training needs analysis, developed learning hierarchies and curricula; and other tools to provide a detailed training road map for the following trainee groups:

- a. Agency's Management (Head of Agency to Director Level)
- b. Master Trainers
- c. Application Administrators
- d. Service Desk Staff
- e. BTMS End Users

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3. Training Facilitation and Evaluation

Coordinate, monitor and evaluate the training programs conducted by the BTMS Contractor.

Coordinate, conduct and provide assessment tools for non-IT based or soft trainings such as Effective Presentation Skills (for the Master Trainers), Customer Service (for the Service Desk Staff).

4. Training Materials Design and Development

Design and develop the participant guides, memory joggers, FAQs, Escalation Process Guides and other training materials that will be used for all the trainings.

5. Training Provision

Conduct of non-IT based or soft trainings and other training programs identified and approved by BTMS-PMO or the Agency as necessary training programs.

6. Service Desk Support

Mentor and coach the Support Desk Staff from the participating agencies to enable them to provide first level assistance to basic inquiries, e.g.:

- Basic functional and technical queries on BTMS

Using FAQs and Process Guides, the Support Desk Staff should be able to provide answers to basic queries on the use of BTMS such as logging in and out of the system and other basic system transactions, and to guide the users to the right personnel based on the approved escalation protocols

The comprehensive Change Management Plan will consist of: (i) the Communications Plan and (ii) the Training and Evaluation Plan. The Consultant shall implement these plans throughout the duration of the contract.

Task 12: Prepare an Inception Report

The Consultant will prepare and deliver to DBM an Inception Report, which shall contain the results framework and detailed work plan of activities for the implementation of the respective elements of the Change Management Plan.

The Inception Report will include:

1. Key assumptions and potential risks, success indicators and means of verification.

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2. Measures to mitigate and address potential risks to the successful implementation of the change management initiatives.
3. Identification of stakeholders and a matrix showing the planned activities for each group of stakeholders. This will be conducted with the assistance of BTMS-PMO and the participating agency. The stakeholders to be covered include, but are not limited, to the following:
 - Agency's Management (Head of Agency to Director Level);
 - The Information Systems Group and the Operations Group of DBM;
 - Human Resource Management Group and other offices providing or arranging training in the NGA;
 - BTMS end-users.
4. Proposed activities for data gathering, facilitation and collaboration (such as surveys and focus group discussions) in order to evaluate the effectiveness of the change management activities being conducted.

Deliverable: Inception Report

Task 2: Design of Communications Plan

The main focus of this task will be preparing and disseminating information regarding the timing and impact of BTMS activities in order to minimize resistance to the implementation of BTMS.

The Consultant must conduct an analysis of the stakeholders identified in the Inception Report. This stakeholder analysis should cover, but is not limited to, personnel readiness, expectation, future plans (such as other reform projects, IT projects, technology plans and organizational changes such as the Rationalization Plan), perceptions of change, etc. The Consultant shall identify internal issues and perceptions affecting the implementation of BTMS through the use of appropriate methods such as by conducting internal surveys and focus group discussions. The Consultant shall gauge employee attitudes and knowledge regarding change, in general, and BTMS, in particular. The Consultant shall use this analysis to inform the design of the Communications Plan.

The Communications Plan will provide details regarding resources (including those required from the Agency), milestones, timelines, and other details covering activities to:

1. Publicize within the pilot and rollout agencies and to other external stakeholders, BTMS activities, including those led by the BTMS Contractor and other consultants (e.g., Independent Assurer), PFM, as well as the Consultant's own activities.
2. Address issues coming out of the stakeholder analysis and data gathering that might impact the implementation and acceptance of BTMS.

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3. Set appropriate expectations, correct misperceptions, and facilitate a smooth introduction and transition to BTMS. This may be done by utilizing a variety of communications tools, such as the Agency's existing internal publications; posting of FAQs on the Agency's internal website or technical library; publication of BTMS-specific posters, flyers, newsletters; and other means as may be appropriate to convey these messages.
4. Construct the plan for the Service Desk and how to manage its execution. The Service Desk Plan shall provide details on the handling of incoming service requests, use of outgoing campaigns to manage upcoming activities or as a means of broadcasting specific messages, and the Service Level Agreements (SLAs) for the different types of service requests. The Consultant shall also provide a service/request/ticketing system to be used by the contractor throughout the duration of their contract.
5. Elicit and report feedback on the response to, and acceptance of, the different components of the BTMS sub-activity (e.g., training provided by BTMS Contractor), and other reform activities. This should take into consideration the staggered timing of, and locations involved for, each of the different activities. The Consultant must use the feedback they gather to adjust their design of, and approach to, the implementation of the change management and training activities as they become necessary.
6. Include measures for the evaluation of the success of the Change Management activity.

Deliverable: Communications Plan

Task 3: Implementation of the Communications Plan

The Consultant shall implement the approved Communications Plan. The Consultant shall work closely with DBM's Budget Information and Training Service (BITS) and the Media Group in the Office of the Secretary (OSEC) to execute the Communications Plan.

Deliverable: Monthly Progress Reports

Task 4: Design and Development of the Training Plan

The Consultant shall design and develop the training plan for BTMS. This task shall include the conduct of a training needs analysis (TNA), development of curricula, identification and development of training tools, development of evaluation mechanisms for end-user readiness and the effectiveness of the training program, as well as training delivery and related logistics. Additional details follow:

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Sub-task 4a. Conduct of Training Needs Analysis

The Consultant shall conduct a TNA for each of the following groups:

1. Master Trainers

The Agency shall identify officers to undergo Masters Training with the BTMS Contractor. Selection of the Master Trainers shall be done based on their functions (i.e. Registration, Filing, Payment, Audit) and their geographical location (based on their assigned ROs).

The Consultant shall conduct a TNA for Master Trainers that will assess their level of knowledge of their assigned functional area, as well as their presentation and training delivery skills.

2. End Users

Majority of the end users to be trained for BTMS are already users of the different e-Budget systems, hence a sufficient level of comfort in the use of computers and transactional information systems is expected for majority of the trainees. However, the complex nature of BTMS and organizational changes in an Agency due to the Rationalization Plan may introduce the expansion of the end-user base to include government employees who had previously no access to the different e-Budget systems.

The Consultant shall conduct a TNA for end-users that shall assess their capacity for use of automated transactional systems as opposed to manual systems.

3. Application Administrators

The Agency shall identify officers and staff who shall undergo training by the BTMS Contractor to become Application Administrators. Application Administrators shall be responsible for dealing with end users who are facing technical or process problems/queries with BTMS.

The Consultant shall conduct a TNA for Application Administrators that shall assess their knowledge of the functional area they are assigned to and their understanding of the system administration features.

The TNA shall also assess their soft skills that will make them more effective in dealing with end users, which may include telephone etiquette, requirements elicitation, customer service, etc.

4. Service Desk Staff

The Agency shall identify its service desk staff who shall undergo training by the BTMS Contractor. The TNA for Service Desk staffers shall assess their knowledge of their functional areas, telephone and written communication skills, and provide customer service capacity.

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Sub-task 4b. Design of the Training Curriculum

The training program shall include the following:

1. **Master Trainers' Training.** As noted above, it is the responsibility of the BTMS Contractor to provide the training to the Master Trainers.

The Consultant shall design and develop additional training programs for the Master Trainers which may include:

- Presentation skills training
- Facilitation Skills
- Principles of adult learning and practical techniques on application.

The Consultant shall also review and evaluate the Instructor Guide and Presentation Slides being used by the BTMS Contractor and shall make revision to improve these training materials. The Consultant shall also design and develop the Participant Guide (and other training materials required) and evaluation tools that shall be used during the End User Training.

2. **End User Training.** It bears stressing that end user trainings on BTMS will be conducted by the Agency Master Trainers using the improved Instructor Guide and Presentation Slides and the Participant Guide and evaluation tools developed by the Consultant.

Based on the TNA, however, the Consultant shall design and develop additional trainings or workshops that will help end-users understand and accept the changes brought about by BTMS.

3. **Application Administration Training.** It is the responsibility of the BTMS Contractor to provide the training to the Application Administrators.

The Consultant shall design and develop additional training programs for the Application Administrators which may include:

- Communication Skills
- Requirements Elicitation
- Customer service orientation, including: handling of complaints, dealing with difficult customers, guidelines on how to handle phone inquiries, and proper email communication.

The Consultant shall also provide training on the use of training materials and guides developed for the Application Administrators.

4. **Service Desk Training.** It is the responsibility of the BTMS Contractor to provide the training to the Service Desk Staff.

The Consultant shall design and develop additional training programs for the Service Desk Staff which may include:

- Communication Skills (such as telephone etiquette)
- Requirements Elicitation

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- Customer service orientation, including: handling of complaints, dealing with difficult customers, guidelines on how to handle phone inquiries, and proper email communication.

The Consultant shall also provide training on how to use the FAQs and Process and Escalation Guides.

Sub-task 4c. Definition of Training Schedule and Other Logistical Requirements

The Training Plan will provide details regarding resources, milestones, timelines, evaluation methods, measures of success, etc. covering:

1. Logistics (schedules, venues/locations, instructors, lists of trainees, etc.) and other details for the delivery of BTMS training to the agencies.

Specifically, schedule of end-user training should be synchronized with the BTMS roll out target dates. As of June 2017, the roll out target dates are provided in the table below.

Phase		Target Date
Phase II	Budget Execution	June 2017
Phase III	Treasury Management	September 2017*
Phase IV	Budget Management	November 2017*
Phase V	BTMS Integrated Solution	January 2018*

* Target dates may change subject to contract implementation.

2. Coordination with the appropriate offices from the different agencies (such as HR, regional offices, etc.)
3. Training tools (including distance learning training tools, when appropriate); and
4. Training equipment, including laptops, training server, projector, printers, etc. as needed to support the training component of the rollout of BTMS.

Note: the training equipment (i.e. computers, internet connection, projector, printers, etc) and the training venue shall be provided by the agency. In exceptional cases, if the agency is unable to provide an adequate facility for a given session, the Consultant may be required to identify the venue and make recommendations to the BTMS-PMO and/or the agency on facilities which may have characteristics sufficient for the session's requirements, as well as support logistical arrangements to ensure the availability of venues. BTMS-PMO and/or the agency will be responsible for making payment to rent these facilities, and these amounts should not be included as part of the Consultant's Price Proposal.

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Sub-task 4d. Design of the Training Evaluation Plan

The Consultant shall design and develop a Training Evaluation Plan and require that BTMS users evaluate the training they receive. Results of the evaluations shall be used for improvement of the training activities and materials in succeeding training activities.

Deliverable: Training and Evaluation Plan

Task 5: Development and Preparation of Training Materials and Service Desk Guides

As previously noted, Consultant shall be provided slots in the Master's Training to be conducted by the BTMS Contractor. With this training, the Consultant is expected to acquire the basic knowledge and skills to design and develop the Participant Guides (for the end user training) and all the training tools required to implement the Training Curriculum and guide materials for the use of the Application Administrators and Service Desk Staff. The training materials and guides shall include:

1. Participant Guides for the end user training
2. Memory joggers for the Master Trainers, End-users, Application Administrators, and Service Desk staff
3. Training manuals for soft skills training provided to Master Trainers, Application Administrators and Service Desk staff
4. FAQs for the use of the Service Desk (and which may be distributed to end-users)
5. Functional cheat sheets for the use of the Service Desk
6. Scripts and guides for the use of the Service Desk

The Consultant shall also review the Instructor Guides and other materials developed by the BTMS Contractor and improve on these materials to maximize the application of adult learning principles, and improve the usability of the training.

Considering the task to be accomplished, it is thus recommended that Consultant's personnel who will be assigned to attend the Master's Training shall have the following minimum qualifications:

- College degree
- At least five (5) years' work experience as an instructional designer
- Has undertaken at least three (3) similar projects as trainer or facilitator

Deliverable: Training Materials and Service Desk Guides

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Task 6: Coordination

The Consultant shall coordinate with the agency through the BTMS-PMO for the execution of the Change Management activities (including communication, training, etc.) at each location to avoid conflicts with other activities.

The Consultant shall:

1. Coordinate with the agency for the use of any of the agency's facilities, including venues and equipment;

If the training venue and equipment cannot be provided by the agency, assist the agency and BTMS-PMO in making logistical arrangements such as renting the external facilities and equipment (e.g. rental of meeting rooms, audio-visual equipment) and processing the necessary paperwork that complies with the reimbursement policies of the agency;

2. Coordinate with BTMS Contractor on provision of trainings to Application Administrators and Service Desk Staff;
3. Coordinate with Master Trainers on provision of end-user trainings;
4. Coordinate with participants regarding activities and schedules, including sending of reminders via e-mail or SMS on training dates.

Deliverable: Monthly Progress Reports

Task 7: Implementation and Evaluation of the Training Plan

The Consultant shall implement the Training Plan as approved under Task 4.

The Consultant shall provide training based on the approved TNA conducted for the following groups:

1. Master Trainers

The Consultant shall provide the soft skills training to the Master Trainers as identified and approved in the Training Plan.

The Consultant shall evaluate the trainings conducted by the BTMS Contractor to the Master Trainers.

2. End Users

The Consultant shall coordinate the provision of trainings by Master Trainers to end-users, and ensure that all BTMS end-users undergo the appropriate training and evaluation of readiness to use BTMS.

The Consultant shall evaluate the trainings conducted by the Master Trainers to the end users.

3. Application Administrators

The Consultant shall provide the soft skills training to the Application Administrators as identified and approved in the Training Plan. The Consultant shall also provide training on the use of training materials and guides developed for the Application Administrators.

The Consultant shall coordinate the provision of trainings by the BTMS Contractor to the Application Administrator.

4. Service Desk staffers

The Consultant shall provide the soft skills training to the Service Desk Staff as identified and approved in the Training Plan. The Consultant shall also provide training on the use of training materials and guides, and SLA monitoring guides and tools developed for the Service Desk Staff.

The Consultant shall coordinate the provision of trainings by the BTMS Contractor to the Service Desk Staff.

Based on evaluation results, the Consultant shall make modifications to the training tools, design, and delivery for improvement and to address any issues surfaced by the evaluation.

The training schedule shall coincide and needs to be completed before (or about the same time) as the BTMS modules are rolled out. The Consultant shall refer to the BTMS Workplan and the BTMS Training Plan to assist in crafting the training schedules.

Deliverable: Monthly Progress Reports; Final Training Reports for Phase II, Phase III, Phase IV, and Phase V; and a Succession Paper on how to ensure BTMS Sustainability

Task 8: Service Desk Support

The Service Desk shall be manned by the employees of each Agency.

The Consultant shall coach and mentor the Service Desk Staff to enable the Service Desk Staff to provide the following functions:

1. Implement the approved Service Desk Plan;
2. Provide first-level assistance to basic inquiries regarding BTMS, including:
 - a. Basic technical queries, such as logging in and out of the system and other similar troubleshooting with regard to BTMS access and use;
 - b. Basic system transactions, to be defined with the BTMS Supplier;
 - c. Inquiries on implementation schedules as they affect the end-users;

3. Act as a consolidator for BTMS-related inquiries, providing the required responses when available (see previous item on first-level assistance) or escalating the inquiries to BTMS Supplier, other offices (e.g. ICTSS, PMO), as may be necessary.
4. Conduct outgoing campaigns to manage upcoming activities or as a means of broadcasting specific messages;

The Consultant shall provide tools to monitor compliance to agreed SLAs.

Deliverable: Monthly Progress Reports

VII. DELIVERABLES AND PAYMENT SCHEDULE

No.	Deliverable	Description	Due date	Approximate % of Contract Price
1	Inception Report	As described in Item III Scope of Services and Deliverables	30 days after Commencement Date	5%
2	Communications Plan	As described in Item III Scope of Services and Deliverables	15 days after acceptance of Inception Report	5%
3	Training and Evaluation Plan	As described in Item III Scope of Services and Deliverables	15 days after acceptance of Inception Report	5%
4	Monthly Progress Reports	Progress reports on the implementation of the Communications Plan, the Training Plan, Training Coordination, and operation of the Service Desk	End of every month	60% (5% per month)
5	Training Report for Phase II	Final Training Report on Phase II	10 days after Conduct of Training.	5%
6	Training Report for Phase III	Final Training Report on Phase III	10 days after Conduct of Training.	5%

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7	Training Report for Phase IV	Final Training Report on Phase IV	10 days after Conduct of Training.	5%
8	Training Report for Phase V	Final Training Report on Phase V	10 days after Conduct of Training.	5%
9	Final Report	Summary Report of all activities should include a compendium of all final deliverables	End of the Contract 6 months before end of the assignment	5%
	Succession Paper	Paper on how to ensure BTMS Sustainability		

VIII. CHANGE MANAGEMENT QUALIFICATIONS (FIRM)

The Consultant shall be a firm with experience of at least three (3) full-cycle information systems implementations and has a minimum of ten (10) years of experience in organizational change management.

Managed by one main Change Management Expert/ Team Leader, there shall be two working teams: one handling the pilot group, and the other handling the roll-out group. Additional positions (including support staff, subject matter experts, etc.) deemed necessary may be proposed. Curriculum Vitae (CVs) shall be submitted for all key positions whether identified herein or proposed as additional position. Submission of CVs is optional but preferred for non-key positions.

The Consultant shall be a firm which shall fill the following key positions with full-time personnel meeting the minimum qualifications set for each position as stated:

Key positions	Qualifications
Team Leader – 1 position	<ul style="list-style-type: none"> Filipino / a Citizen Holds a Master's Degree in a relevant subject; ideally in Economics, Finance, Accounting, or Public Administration Minimum of 15 years practical experience, and with relevant experience of Public Financial Management reforms in one or more of the following fields: budget execution, accounting and fiscal reporting; treasury systems, cash management, and debt management; legal framework for budgeting, treasury, and fiscal management; internal control and internal audit; external control and external audit; and financial management information systems. An experience in the government or an advisory position within an advisory agency in the Government of the Philippines is a plus.

	<ul style="list-style-type: none"> • Deep understanding of the current challenges of the Government of the Philippines • Significant experience with change management, including organizations, people, policy, processes, and legal framework • Strong communication skills and interpersonal skills • Ability to work as part of a team and maintain effective and cooperative relations with government officials and other stakeholders • Fluent in the English and Filipino language
<p>Change Management Experts – 4 positions</p>	<ul style="list-style-type: none"> • Filipino / a Citizen • Holds a Bachelor's Degree in a relevant subject; ideally in Economics, Finance, Accounting, or Public Administration • Minimum of 7 years practical experience of Public Financial Management reforms in one or more of the following fields: budget execution, accounting and fiscal reporting; treasury systems, cash management, and debt management; legal framework for budgeting, treasury, and fiscal management; internal control and internal audit; external control and external audit; and financial management systems. An experience in the government or an advisory position within an oversight agency in the Government of the Philippines is a plus. • Deep understanding of the current challenges of the Government of the Philippines • Experience with change management, including organizations, people, policy, processes, and legal framework • Strong communication skills and interpersonal skills • Ability to work as part of a team and maintain effective and cooperative relations with government officials and other stakeholders • Fluent in the English and Filipino language

IX. REPORTING AND WORKING ARRANGEMENTS

1. The Consultant shall report to the BTMS Steering Committee Chair and PFM Committee Chair, DBM Undersecretary Laura B. Pascua, to the DBM Chief Information Officer, Undersecretary Lilia C. Guillermo, and to the Concurrent Head of the Budget Information and Training Service, DBM Assistant Secretary Amelita D. Castillo, Budget Policy and Strategy Group.
2. The Consultant shall coordinate and work closely with the BTMS Steering Committee members, PFM Committee, Senior Officials at oversight agencies (DBM, BTr, and COA), Senior Officials at National Government Agencies being rolled out to, third party consultants (e.g. PFMP, FPI), Government partners (Procurement Service, DICT, DOST-ASTI, BIR, BOC, BSP, PCHC, Landbank, etc.) and other relevant stakeholders.

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3. The Consultant shall coordinate and work closely with the BTMS Project Manager and Assistant Project Manager, the BTMS Project Management Office, and the Budget Information and Training Service who shall ensure that information, management and staff assistance are available to the Consultant.
4. The Consultant shall coordinate and work closely with the BTMS Contractors to ensure that all the training materials are updated and synchronized with the latest BTMS version.
5. The DBM shall provide the Consultant with a work area with internet access during office hours for the duration of the project.
6. Other resources such as office equipment, supplies and other logistical requirements to complete/deliver the scope of services shall be provided by the Consultant.

X. OTHER ITEMS

A. Disclaimer

There will be no employer-employee relationship between the DBM and the Consultant, nor between the former and the agents of the latter.

B. Property of DBM

Any and all works (including source codes) resulting from the engagement as originating from this TOR shall be the sole property of the DBM which shall be turned over whenever required by the DBM.

C. Warranty

The Consultant warrants that its personnel are properly supervised, and legally and technically competent to provide and conduct the required scope of work as originating from this TOR. The DBM may demand for replacement of the Consultant's personnel if the performance and/or knowledge level is found below the expectation for the required services.

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Technical Proposal

Change Management Consulting Services

**Department of Budget and
Management**

Reference No.: 4672024

01 August 2017



SGV

**Building a better
working world**

A member firm of Ernst & Young Global Limited

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TPF 1. Technical Proposal Submission Form

01 August 2017

Department of Budget and Management
Bids and Awards Committee
Building III, General Solano St.
San Miguel, Manila

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for Change Management Consulting Services in accordance with your Bidding Documents dated 21 July 2017 and our Bid. We are hereby submitting our Bid, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

In accordance with ITB Clause 21.1, we confirm that the information contained in the eligibility documents submitted earlier together with the Expression of Interest remain correct as of the date of bid submission.

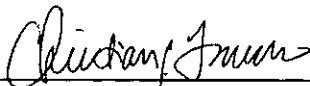
If negotiations are held during the period of bid validity, i.e., before [insert date], we undertake to negotiate on the basis of the proposed staff. Our Bid is binding upon us and subject to the modifications resulting from contract negotiations.

In accordance with GCC Clause 51, we acknowledge and accept the Procuring Entity's right to inspect and audit all records relating to our Bid irrespective of whether we enter into a contract with the Procuring Entity as a result of this Bid or not.

We understand you are not bound to accept any Bid received for the selection of a consultant for the Project.

We acknowledge that failure to sign this Technical Proposal Submission Form and the abovementioned Financial Proposal Submission Form shall be a ground for the rejection of our Bid.

Yours sincerely,

Authorized Signature	:	
Name and Title of Signatory	:	Christian G. Lafon, Engagement Partner
Name of Firm	:	SyCip Gorres Velayo & Co.
Address	:	6760 Ayala Avenue, Makati City, Philippines

TPF 2. Consultant's References

Relevant Services Carried Out Covering 24 Months Prior to the Deadline of Submission and Receipt of Technical Documents that Best Illustrate Qualifications

Please note that our contracts with clients do not allow us to disclose the specific professional fees of our projects. Nevertheless, we provide a reasonable range of our professional fees as shown below.

RANGES OF PROFESSIONAL FEES INDEX	
A	Less than PHP5,000,000
B	PHP5,000,001 to PHP10,000,000
C	PHP10,000,001 to PHP20,000,000
D	PHP20,000,001 to PHP30,000,000
E	PHP30,000,001 or greater

Completed Projects

Project Name: Consultancy Services for Preparation of Terms of Reference and Guidance for Evaluation of Bid Proposals on the Acquisition of an Investment Management System		Country: Philippines
Location within country: Quezon City		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, Finance and Statistics Professionals, Risk Professionals (FRM and PRM), CFA Charterholder and Candidates, CPAs
Name of Client: Social Security System (SSS)		No. of Staff: Twenty (20)
Address: Social Security System SSS Main Building, East Avenue Diliman, Quezon City 1100		No. of Staff-Months; Duration of Project: Staff months: 5 months Duration: 5 months
Start Date (Month/Year): December 2012	Completion Date (Month/Year): May 2013	Approx. Value of Services: A

Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved	No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Chistian G. Lauron, Engagement Partner ▶ Rossana A. Fajardo, Quality Assurance Partner ▶ Elaine Pearl C. Flores, Engagement Manager ▶ Jesus Rogelio G. Gamil, Engagement Manager ▶ Daniel Jan E. Del Mundo, Team Member ▶ Jonel B. Funtanar, Team Member ▶ Danica M. Sarmiento, Team Member ▶ John Christian C. Flaminiano, Team Member ▶ Erwin Paolo S. Miranda, Team Member 	
Narrative Description of Project: <ul style="list-style-type: none"> ▶ SGV & Co. performed consultancy services for SSS aimed at designing investment and treasury processes aligned with global leading practice and grounded on sound process controls that mitigate the risks of error, fraud or bad investment decisions. It is also aimed at assisting SSS in their planned purchase of Investment Management System. ▶ SGV & Co. assisted in designing an investment and treasury process aligned with industry leading practice. These leading practices include: <ul style="list-style-type: none"> ▶ Straight-through processing from trade initiation to back office processes ▶ Listing of process risks (or "what can go wrong") in every step of the investment and treasury process, and controls that manipulate or eliminate the identified process risks in an effective way ▶ The following are the requirements and expectations of SSS for a consultant in this project: ▶ Assist management in preparing the Terms of Reference (TOR) for an Investment Management System that would have the following features: <ul style="list-style-type: none"> ▶ Front, middle, and back-ending trading support ▶ Performs simulations for trading and risk management ▶ Automates portfolio and profit monitoring ▶ Automates report generation ▶ Facilitates compliance and settlement activities ▶ Audit trail ▶ Assist management in evaluating the vendor proposals vying to provide SSS with the investment management solution that would fit the key business and system requirements of the Equities Department. 	

Description of Actual Services Provided by Your Staff:

Phase 1 - Preparation of Terms of Reference

1. Understood the investment management model
 - a. Conduct survey and interview
 - b. Prepare reports and presentation
 - c. Conduct presentation
 - d. Gather comments on the presentation
2. Co-developed future state processes
 - a. Prepare the future state of Investment Management
 - b. Conduct presentation
 - c. Gather comments and finalize the future state process
3. Defined detailed requirements
 - a. Define the functional and technical requirements
 - b. Conduct facilitated discussions
 - c. Finalize the detailed requirements
4. Developed request for proposal
 - a. Assist in the development of the Request for Proposal

Phase 2 - Assistance in the Evaluation of Bid Proposals

1. Co-developed evaluation criteria
 - a. Co-developed the evaluation criteria
 - b. Prepared the evaluation score sheets
2. Received proposals
3. Evaluated proposal

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Consultancy Services for the Implementation of the Integrated Information Systems Project		Country: Philippines
Location within country: Makati City		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, Finance and Statistics Professionals, Risk Professionals (FRM and PRM), CFA Charterholder and Candidates, CPAs
Name of Client: Home Development Mutual Fund (HDMF/PAG-IBIG)		No. of Staff: Eighteen (18)
Address: Petron Mega Plaza Buendia Avenue, Makati City		No. of Staff-Months; Duration of Project: Staff months: 36 months Duration: 36 months
Start Date (Month/Year): February 2008	Completion Date (Month/Year): February 2011	Approx. Value of Services: E
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Bella B. Valdez, Project Leader ▶ Winston A. Chan, Project Leader ▶ Philip B. Casanova, Project Manager/Segment Manager ▶ Mila C. Dungog, Segment Leader ▶ Rowena R. Padua, Records Management Study Quality Assurance 		
Narrative Description of Project: <ul style="list-style-type: none"> ▶ SGV & Co. performed assessment of the Fund's Information Security Risk. We also conducted systems requirement definition for the Integrated Information Systems Project, assisted in the development of Request for Proposal and Terms of Reference for the Integrated Information Systems Project and provided Project Management Support in the implementation of an IISP 		

Description of Actual Services Provided by Your Staff:

The key activities performed were as follows:

Phase 1 - Assessment of the Fund's Information Security Risk

1. System Requirements Definition
 - ▶ Review of business processes and existing systems
 - ▶ Develop application architecture
2. Vendor Selection (in compliance with Republic Act 9184 - Government Procurement Reform Act)
 - ▶ Develop Bid Documents
 - ▶ Develop Evaluation Guide
 - ▶ Determine Short-list
 - ▶ Eligibility Check
 - ▶ Financial and Technical Evaluation
 - ▶ Negotiation with the Highest Rated Bid
 - ▶ Awarding of Contract and Contract Signing
3. Development of IT Policies and Procedures
 - ▶ Assess the Fund's information security organization charter, roles and responsibilities
 - ▶ Review of information security program
 - ▶ Develop information security policies, guidelines and procedures
 - ▶ Develop minimum security baselines for the key technologies used by the Fund
4. Development of IT Policy, Standards and Procedures Manual
 - ▶ IT Planning Manual
 - ▶ SDLC
 - ▶ IT Operations Manual
 - ▶ IT Security Manual
 - ▶ IT Audit Manual

Phase 2 - Project Management Support

1. Project management support to client's design, development and implementation of Integrated Information Systems Project (IISP)
2. Review and comment to Program and Project plans including Change Management, Risk Management, Quality Management and Test Plans
3. Review and comment on functional and technical specifications
4. Conduct data migration and change management presentations to client that will be of guide in defining data migration and change management-related activities of IISP

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Consultancy Service for Asset-Liability and Risk Management System (ALRMS)		Country: Philippines
Location within country: Manila		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, Finance and Statistics Professionals, Risk Professionals (FRM and PRM), CFA Charterholder and Candidates, CPAs
Name of Client: Land Bank of the Philippines		No. of Staff: Twenty (20)
Address: Land Bank Plaza, 1598 M.H del Pilar cor. Dr. J. Quintos Sts.,		No. of Staff-Months; Duration of Project: Staff months: 7 months Duration: 7 months
Start Date (Month/Year): October 2013	Completion Date (Month/Year): June 2014	Approx. Value of Services: B
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, Engagement Partner, Team Lead ▶ Eng Hong Lim, Quality Assurance Partner ▶ Warren R. Bituin, Partner - Subject Matter Resource, IT Systems ▶ Rosanna F. Fajardo, Partner - Subject Matter Resource, IT Systems ▶ Francisco Roque A. Lumbres, Partner - Subject Matter Resource, Risk Management ▶ Vikas Sharma, Director, Assistant Team Lead ▶ Christian Edmund Chua, Director, Technical Manager ▶ Michael Angelo Dela Cruz, Director, Project Manager ▶ Lester Lee, Director, Business Analyst ▶ Belvin Armenion, Associate Director, Lead Supervisor ▶ Jeramael Villaber, Associate Director, Supervisor ▶ Vince Liung, Manager, Subject Matter Expert ▶ Danica Sarmiento, Senior Associate, Lead Support Staff ▶ Margaret Joyce Villanueva, Senior Associate, Lead Support Staff 		

Narrative Description of Project:

Land Bank of the Philippines ("LBP" or "the Bank") engaged SyCip Gorres Velayo & Co. ("SGV & Co.") as a consultant for the Bank's planned purchase of an Asset-Liability and Risk Management System (ALRMS).

Specifically, SGV & Co. was engaged to:

1. Recommend best practices and standards on ALRMS specifically on Asset-Liability Management (ALM), including Funds Transfer Pricing (FTP) framework, market risk, interest rate risk and liquidity risk management and emerging regulatory requirements;
2. Establish and document existing and desired state of LBP's ALRMS;
3. Present gap analysis on LBP's existing and desired state of ALRMS;
4. Develop Business Requirement Documents (BRD) for LBP's desired state of ALRMS;
5. Recommend ALRMS roadmap for LBP; and,
6. Identify and assess data requirements based on the signed-off BRD.

Description of Actual Services Provided by Your Staff:

SGV & Co. has delivered to and discussed with LBP the following reports:

1. Overall Project Management Plan
2. Documentation of Current State Understanding
3. Documentation of Desired Future State
4. Documentation of Gap Analysis
5. Business Requirements Documentation
6. Implementation Roadmap
7. Documentation of Data Requirements Identification and Assessment

The foregoing reports were developed based on commonly observed industry practices and taking into account the desired future state of the Bank which were gathered after a series of working group discussions, and formal and informal meetings with the Bank's ALRMS Technical Working Group, Project Steering Committee and business users. The Bank's designated Technical Working Group and Project Steering Committee for the ALRMS project have reviewed, confirmed and signed-off these reports. See brief description of each report below.

In addition, SGV & Co. also conducted executive briefing for the Project Steering Committee and technical workshops for the Technical Working Group. Such briefing and training/workshop cover the fundamental knowledge and skills, and the leading practices and standards on ALRMS specifically on Asset-Liability Management (ALM) policies and methodologies, including Funds Transfer Pricing (FTP) framework. It also covers the management of liquidity risk (including Basel III Liquidity Coverage Ratio and Net Stable Funding Ratio), interest rate risk in the banking book, structural FX risk and market risk encompassing the identification, measurement, control and reporting of these risks.

1. Overall Project Management Plan

This report is aligned with the project objectives and specifies the overall project approach and methodology, scope of services and timelines, participating LBP units and required facilities, equipment and other logistics requirements. It also contains the project team structure and functions of business consultant and LBP project teams, as well as the project assumptions, dependencies and constraints.

It also provides guidance for the overall implementation of our work deliverables for the ALRMS engagement, as well as the details of our work plan in carrying out the objectives of this engagement. In preparing this document, we obtained confirmation and agreement of the key stakeholders on the project objectives, scope, expected work products, detailed timeline and reporting protocols.

2. Documentation of Current State Understanding

This report pertains to the documentation of our understanding of the current state of the Bank's ALRMS. This report served as the core reference for the establishment of the desired state of ALRMS and the gap analysis between the current and the desired state.

This documentation is based on our understanding gathered from the following procedures: 1) Review and analysis of the Bank's current state documentation such as Risk Management Manual, Operations Manual, Organizational Structure, LBP memoranda and other relevant documents; 2) Executive interviews with LBP personnel; and 3) Walkthrough of ALM reports with process owners.

This report discusses the governance and organizational functions directly involved in the Bank's ALM function. The Bank's Board of Directors (BOD), Risk Management Committee (RISCOM), and Asset and Liability Committee (ALCO) handle the key governance functions for ALM. The Bank has established Asset-Liability Management Group (ALMG) and Treasury Risk Management Department (TRMD) of Risk Management Group (RMG) as functions having key roles and responsibilities for ALM as delegated from the BOD, RISCOM and ALCO. This is to better prepare for the adoption of automated ALRMS.

ALM concerns mainly with liquidity risk, interest rate risk and structural foreign exchange risk (or the ALM risks). ALMG actively monitors and manages these ALM risks exposures as part of its regular balance sheet management functions, and handles the FTP. On the other hand, TRMD independently oversees the identification, measurement, control/mitigation, monitoring and reporting of these risks, including market risks. Financial Market Group (FMG) actively monitors and manages the market risk exposures.

This report also summarizes the key management strategies, models and reports used by the Bank for managing liquidity risk, interest rate risk in the banking book, structural foreign exchange risk and market risk, both under business-as-usual and stressed conditions. The current state of the Bank's FTP is also briefly introduced.

3. Documentation of Desired Future State

This report pertains to the documentation of desired future state of the Bank's ALRMS. The future state proposed by SGV & Co. was developed based on the future state desired by Bank after series of working group discussions and workshop sessions between SGV & Co. and the Bank's Technical Working Group and Project Steering Committee.

This documentation highlights the leading practices and standards on ALRMS specifically on ALM, including FTP framework, market risk, interest rate risk and liquidity risk management and emerging regulatory requirements, which the Bank considered for adoption in the desired future

state. Accordingly, this documentation served as the core reference for the establishment of gap analysis, BRD, ALRMS roadmap and data requirements.

4. Documentation of Gap Analysis

This report pertains to the documentation of gap analysis between the current state and desired future state of the Bank's ALRMS. Gaps are the key items added in the desired future state and/or enhancements to the Bank's current state based on industry leading practices and standards on ALRMS locally and within the region. Accordingly, this report only presents the comparative current state and desired future state on areas with identified key gaps, together with the proposed measures on how the Bank could address these gaps.

The current state and desired future state columns were lifted from the detailed "Documentation of Current State Understanding" and "Documentation of Desired Future State", respectively. These two separate documentations were discussed and submitted by SGV & Co. to the Bank, and signed-off by the Bank's Technical Working Group and Project Steering Committee.

5. Business Requirements Documentation

This report pertains to the Business Requirements Documentation (BRD) for the Bank's desired state of ALRMS. This BRD was developed based on the following:

- ▶ Our understanding of commonly required ALRMS software functionalities by ALRMS business users;
- ▶ The Bank's desired future state of ALRMS; and
- ▶ Feedback from the Bank which was gathered after series of working group discussions, and formal and informal meetings between SGV & Co., and the Bank's Technical Working Group, Project Steering Committee and ALRMS business users.

This documentation highlights the key business requirements of the Bank from the ALRMS to better manage the Bank's balance sheet especially the liquidity risk, interest rate risk, structural FX risk and market risk. The Bank could eventually use these business requirements as an input for their Request for Proposal for an ALRLMS solution.

This BRD consists of functional requirements based on commonly observed industry practices and taking into account the desired future state of the Bank, including the reporting requirements that may be required by typical ALM users for reporting and analysis. It also consists of non-functional requirements based on commonly observed process/operational requirements that may be required by typical ALRMS users to operate the solution on a regular basis.

6. Implementation Roadmap

This report pertains to the ALRMS implementation roadmap. This roadmap was developed based on our understanding of the commonly observed industry practices in system implementation, and taking into account the desired future state and system architecture of the Bank. This document has also considered the existing processes and dependencies, source systems limitations, and comments and feedback from the Bank which were gathered after a series of working group discussions, and formal and informal meetings between SGV & Co., and the Bank's Technical Working Group, Project Steering Committee and ALRMS business users.

This documentation presents the suggested system implementation modules and timeline, and highlights the dependencies that the Bank need to consider in each implementation modules. The ARLMS implementation is divided into three modules: Module I - Static ALRMS; Module II - Dynamic ALRMS; and Module III - Funds Transfer Pricing (FTP) which includes full planning and management performance reporting. This implementation considers the ongoing baseline projects such as DW software upgrade and data quality system that need to be completed before a full functioning ALRMS, and the existing system infrastructure of the Bank.

System implementation modules are further divided into implementation phases, which detail the recommended key objectives and deliverables. Project organizational structure has also been suggested to aid a successful ALRMS implementation.

7. Documentation of Data Requirements Identification and Assessment

This report pertains to the Identification and Assessment of Data Requirements based on the signed-off BRD. This document was developed in order to accomplish the following: (a) identify the minimum data requirements (aligned with BRD); (b) provide analysis between the minimum data requirements for ALRMS and the existing data available in the data warehouse and Integrated Treasury System (ITS); (c) assess the quality of data based on the sample provided and system walkthroughs; and, (d) provide recommendations on how to address the data gaps and issues on the quality of data.

This report was developed based on ALRMS system architecture, the signed-off BRD, validation sessions with appropriate personnel (e.g., CMISD, ESD) for the data gap analysis, system walkthroughs and interviews for the data quality assessment, and discussions with the Bank's Technical Working Group (TWG), Project Steering Committee (PSC), and ALRMS Business Users.

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Enterprise Risk Management - Phase 3		Country: Philippines
Location within country: Manila		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, CFA, PRM
Name of Client: Land Bank of the Philippines		No. of Staff: Three (3)
Address: Land Bank Plaza, 1598 M.H del Pilar cor. Dr. J. Quintos Sts., 1004 Malate, Manila, Philippines		No. of Staff-Months; Duration of Project: Approximately 6 months
Start Date (Month/Year): May 2014	Completion Date (Month/Year): Completed as of this date	Approx. Value of Services: (Details held due to strict client confidentiality requirements)
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement Partner</i> ▶ Francisco Roque A. Lumbres, <i>Quality Assurance Partner</i> ▶ Michael Angelo A. Dela Cruz, <i>Engagement Manager</i> 		
Narrative Description of Project: SGV was engaged by the Bank to: <ul style="list-style-type: none"> ▶ Define the current state competencies to assess, improve and monitor risks ▶ Benchmark risk management activities against leading practices ▶ Evaluate the consistency in application of the risk management framework across the organization ▶ Define opportunities to improve risk management activities to influence overall organizational performance 		

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

Part 1: Risk Management Framework Assessment

Phase 1: Plan the Assessment

- ▶ Risk measurement models Develop project plan, scope and timing including progress to delivery of reports
 - ▶ Agree progress checkpoints / project milestones with sponsor
 - ▶ Confirm stakeholders for interview and schedule meetings
 - ▶ Tailoring SGV's Information Requirements Checklist for maturity assessment engagements, gather documentation to carry out desktop review, leveraging on prior knowledge

Phase 2: Conduct the Assessment

- ▶ Perform stakeholder interviews
- ▶ Interview the FVP for Risk Management Group and the RMG team
- ▶ Review materials supporting all aspects of RMG operations:
 - ▶ Role within overall governance framework
 - ▶ People including structure and talent management
 - ▶ Process including risk assessment, plan, work papers and reporting

Phase 3: Gap analysis & comparison with leading practices

- ▶ Assess the level of maturity using the RM Framework Maturity Model
- ▶ Review SGV's leading practices knowledgebase for examples of potentially applicable better practices
- ▶ Undertake briefing sessions with RM Group analysing findings and highlighting existing good practices and possible areas of improvement
- ▶ Analyse all documentation provided for improvement opportunities

Phase 4: Communicate results

- ▶ Held 1:1 individual sessions with the FVP for Risk Management Group to confirm results and consider opportunities for change. Session will discuss identified issues and explore how they may be addressed by leading practices
- ▶ Draft report and presentation and agree with FVP, Risk Management Group
- ▶ Finalize reports and presentation FVP, Risk Management Group and RMG team
- ▶ Present findings to the Risk Management Committee

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Enterprise and Financial Risk Management Philippines Financial Reporting Standards Component - Phase I and Financial Risk Management Asset-Liability Management		Country: Philippines
Location within country: Makati City		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, Finance and Statistics Professionals, Risk Professionals (FRM and PRM), CFA Charterholder and Candidates, CPAs
Name of Client: Home Development Mutual Fund (HDMF/PAG-IBIG)		No. of Staff: Six (6)
Address: Petron Mega Plaza Buendia Avenue, Makati City		No. of Staff-Months; Duration of Project: Staff months: 6 months Duration: 6 months
Start Date (Month/Year): January 2008	Completion Date (Month/Year): April 2009	Approx. Value of Services: C
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: ► Christian G. Lauron, Engagement Partner		
Narrative Description of Project: ► SGV & Co. provided consultancy services for the Fund's enterprise risk and asset-liability management. This included diagnostics and definition of user's specifications and key system requirements for Enterprise Risk Management (ERM) and Asset-Liability Management (ALM). We also performed assessment of existing policies, identification and definition of user's specification		

for all Philippine Accounting Standards (PAS) and Philippine Financial Reporting Standards (PFRS) compliant components of the IISP.

Description of Actual Services Provided by Your Staff:

- ▶ Detailed assessment of the potential impact and preparation for adoption of the new PFRS-based standards (with emphasis on PAS 39/32 and PFRS 7 implementation)
- ▶ Identification of derivatives - both freestanding and embedded
- ▶ Developed a high-level process flow for the implementation of PAS 39 covering deal inception to deal maturity (both for hedge and non-hedge accounting requirements)
- ▶ Evaluation of existing risk management strategies, processes and activities
- ▶ Developed hedge documentation templates and pro-forma accounting entries
- ▶ Reviewed PAS 39 implications on non-derivative financial instruments
- ▶ Developed pro-forma management reports required by PAS 39
- ▶ Developed draft financial statement disclosures
- ▶ Reviewed and redrafted existing hedging and accounting policies to address HDMF's foreign exchange and interest rate risk management under PAS 39
- ▶ System Gap Analysis and Assistance in Systems Requirements Definition for PAS 39 Compliance
- ▶ Conducted training to provide knowledge of the basic concepts and requirements of the new PFRS-based standards
- ▶ Evaluation of the income tax implications of the new PFRS
- ▶ Performed diagnostics and definition of user's specifications and key system requirements for Enterprise Risk Management (ERM) and Asset-Liability Management (ALM).

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA
Name of Client: Philippine National Bank		No. of Staff: 14
Address: (Details held due to strict client confidentiality requirements)		No. of Staff-Months; Duration of Project: Staff months: 3 months Duration: 3 months
Start Date (Month/Year): July 2016	Completion Date (Month/Year): September 2016	Approx. Value of Services: (Details held due to strict client confidentiality requirements)
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Josephine Adrienne Abarca, <i>Quality Assurance Partner</i> ▶ Pochin Shiue, PhD, <i>Subject Matter Resource</i> ▶ Maria Luisa C. Echavez, <i>Engagement Manager</i> ▶ Belvin L. Armenion, <i>Engagement Manager</i> ▶ Aeron Paul A. Ramos, <i>Team Member</i> ▶ Alysha Sandra B. Cahulogan, <i>Team Member</i> ▶ Saldy C. Cabarubias, <i>Team Member</i> ▶ John Russel S. Torsiende, <i>Team Member</i> ▶ Nelissa L. Valencia, <i>Team Member</i> ▶ Louel C. Jubay, <i>Team Member</i> ▶ Kenneth G. Limosnero, <i>Team Member</i> ▶ Joshua Tricia I. Diaz, <i>Team Member</i> 		

► Justine Elysia L. Zarate, *Team Member*

Narrative Description of Project:

SGV performed diagnostic and gap analysis covering expected credit loss key areas, namely, accounting, data and model. SGV documented the findings and high-level recommendations in a gap report and delivered suggested data collected templates.

SGV also conducted knowledge transfer sessions on PFRS 9 expected credit loss (ECL) and facilitated group discussions on the development of implementation roadmap to meet the requirements of PFRS 9 ECL.

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- Diagnostic and gap report
- Data collection template
- Training and materials
- Facilitate development of conversion roadmap

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA
Name of Client: Top 3 Philippine Bank (Details held due to strict client confidentiality requirements)		No. of Staff: Thirteen (13)
Address: (Details held due to strict client confidentiality requirements)		No. of Staff-Months; Duration of Project: Staff months: 4 months Duration: 4 months
Start Date (Month/Year): April 2016	Completion Date (Month/Year): July 2016	Approx. Value of Services: A
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque Lumbres, <i>Engagement Partner</i> ▶ Pochin Shiue, <i>Subject Matter Resource</i> ▶ Gabriel Manasan, <i>Engagement Manager</i> ▶ Leomar Velez, <i>Team Member</i> ▶ Delaney Miram, <i>Team Member</i> ▶ Jennifer Calaor, <i>Team Member</i> ▶ Alysha Sandra Cahulogan, <i>Team Member</i> ▶ Hector Genesis Salatan, <i>Team Member</i> ▶ Patricia Louise Barretto, <i>Team Member</i> ▶ Sophia Manelle Uy, <i>Team Member</i> ▶ Nelissa Valencia, <i>Team Member</i> ▶ Shawn Joshua Yap, <i>Team Member</i> ▶ Christelle Ocampo, <i>Team Member</i> 		

Narrative Description of Project:

SGV performed diagnostic and gap analysis covering expected credit loss key areas, namely, accounting, data and model. SGV documented the findings and high-level recommendations in a gap report and delivered suggested data collected templates.

SGV also conducted knowledge transfer sessions on PFRS 9 expected credit loss (ECL) and facilitated group discussions on the development of implementation roadmap to meet the requirements of PFRS 9 ECL.

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Diagnostic and gap report
- ▶ Data collection template
- ▶ Training and materials
- ▶ Facilitate development of conversion roadmap

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA
Name of Client: Philippine Savings Bank		No. of Staff: Twelve (12)
Address: 777 Paseo de Roxas Avenue corner Sedeño Street, Makati City,		No. of Staff-Months; Duration of Project: Staff months: 4 months Duration: 4 months
Start Date (Month/Year): October 2015	Completion Date (Month/Year): January 2016	Approx. Value of Services (in Current US\$): A
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Carlos Arleen B. Balingit, <i>Project Manager (Accounting and Reporting Workstream)</i> ▶ Gabriel G. Manasan, <i>Project Manager (Data and Regulatory Workstream)</i> ▶ Sheila Mae P. Adaya, <i>Team Member</i> ▶ Ferdinand Anthony E. Su, <i>Team Member</i> ▶ Delaney P. Miram, <i>Team Member</i> ▶ Jennifer Erma A. Calaor, <i>Team Member</i> ▶ Jose Gabriel C. Sebastian, <i>Team Member</i> ▶ Francis Hari M. Avila, <i>Team Member</i> ▶ Keshia R. Ong, <i>Team Member</i> ▶ Nelissa L. Valencia, <i>Team Member</i> ▶ Gerric Gian L. Gener, <i>Team Member</i> 		

Narrative Description of Project:

SGV was engaged by the Bank to:

- ▶ Identify the gaps between the current state and the requirements of IFRS 9, BSP Circular 855 and Basel IRB approach. Agree on the appropriate solutions for each of the gaps noted
- ▶ Determine the models, methods and procedures that best suit the Bank's needs as the basis of the target state
- ▶ Assess the quality, completeness and availability of existing data. Formulate action plans to fill the gaps in the data required for the target state
- ▶ Determine the requirements and know-how for expected loss modelling and implementation, including resources required depending on the size, profile and differences between the current state and defined requirements
- ▶ Determine suitable IT systems that can handle large data requirements and complex calculations. Evaluate the need for potential expansion and acquisition of new systems
- ▶ Develop an implementation plan/roadmap which covers planning, budgeting, project structure and prioritization of all the tasks to meet the requirements of IFRS 9 impairment under ECL approach, BSP Circular 855 and Basel IRB approach
- ▶ The project includes accounting and reporting, data business processes and systems, regulatory and industry, and change management, communication and training work streams

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Diagnostic and gap report
- ▶ Data collection template
- ▶ Training and materials
- ▶ Facilitate development of conversion roadmap

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Knowledge Transfer on the Development of IFRS 9 Expected Credit Loss Models		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA
Name of Client: Security Bank		No. of Staff: Nine (9)
Address: 6766 Ayala Avenue Makati City, Philippines		No. of Staff-Months; Duration of Project: Staff months: 4 months Duration: 4 months
Start Date (Month/Year): January 2016	Completion Date (Month/Year): April 2016	Approx. Value of Services (in Current US\$): A
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Pochin Shiue, <i>Subject Matter Resource</i> ▶ Gabriel Manasan, <i>Engagement Manager</i> ▶ Maria Liezel Madrigal, <i>Team Member</i> ▶ Genica Peyre Alcaraz, <i>Team Member</i> ▶ Gerric Gian Gener, <i>Team Member</i> ▶ Keshia Ong, <i>Team Member</i> ▶ Chelsea Vanessa Lim, <i>Team Member</i> ▶ John David Castillo, <i>Team Member</i> 		

Narrative Description of Project:

SGV trains the Bank in developing models to meet the requirements of impairment under Philippine Financial Reporting Standard 9 expected credit loss approach.

SGV provided knowledge transfer sessions on data collection and providing comments and high-level recommendations on the data collected by the Bank and conduct knowledge transfer programs on the development of PFRS 9 ECL models.

Description of Actual Services Provided by Your Staff:

SGV provided the following during the project:

- ▶ Knowledge transfer materials
- ▶ Certificate of attendance

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments		Country: Philippines
Location within country: Pasig City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA
Name of Client: Union Bank of the Philippines		No. of Staff: Ten (10)
Address: Union Bank Plaza Bldg., Meralco Ave., Ortigas Center, Pasig, Metro Manila		No. of Staff-Months; Duration of Project: Staff months: 3 months Duration: 3 months
Start Date (Month/Year): July 2015	Completion Date (Month/Year): September 2015	Approx. Value of Services (in Current US\$): A
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Josephine Adrienne Abarca, <i>Quality Assurance Partner</i> ▶ Pochin Shiue, PhD, <i>Subject Matter Resource</i> ▶ Leomar G. Velez, <i>Engagement Manager</i> ▶ Geriandre M. Piquero, <i>Engagement Manager</i> ▶ Eloisa P. Galang, <i>Team Member</i> ▶ Genica Peye C. Alcaraz, <i>Team Member</i> ▶ Aeron Paul A. Ramos, <i>Team Member</i> ▶ Kyle Jemmic L. Velasco, <i>Team Member</i> ▶ Judel D. Barroga, <i>Team Member</i> 		

Narrative Description of Project:

SGV was engaged in order for the Bank to achieve the following:

- ▶ Identify the gaps between the current state and the requirements of IFRS 9, BSP Circular 855 and Basel IRB approach. Agree on the appropriate solutions for each of the gaps noted
- ▶ Determine the models, methods and procedures that best suit the Bank's needs as the basis of the target state
- ▶ Assess the quality, completeness and availability of existing data. Formulate action plans to fill the gaps in the data required for the target state
- ▶ Determine the requirements and know-how for expected loss modelling and implementation, including resources required depending on the size, profile and differences between the current state and defined requirements
- ▶ Determine suitable IT systems that can handle large data requirements and complex calculations. Evaluate the need for potential expansion and acquisition of new systems
- ▶ Develop an implementation plan/roadmap which covers planning, budgeting, project structure and prioritization of all the tasks to meet the requirements of IFRS 9 impairment under ECL approach, BSP Circular 855 and Basel IRB approach

Includes accounting and reporting, data business processes and systems, regulatory and industry, and change management, communication and training work streams

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Diagnostic and gap report
- ▶ Data collection template
- ▶ Training and materials
- ▶ Facilitate development of conversion roadmap

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFAC
Name of Client: Security Bank		No. of Staff: 10
Address: 6776 Ayala Ave., Makati City		No. of Staff-Months; Duration of Project: Staff months: 4 months Duration: 4 months
Start Date (Month/Year): May 2015	Completion Date (Month/Year): August 2015	Approx. Value of Services (in Current US\$): A
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Jeramael Villaber, <i>Engagement Manager</i> ▶ Geriandre Piquero, <i>Engagement Manager</i> ▶ Kim Charmaine Cortez, <i>Team Member</i> ▶ Sheila Antonio, <i>Team Member</i> ▶ Genica Peye Alcaraz, <i>Team Member</i> ▶ Keshia Ong, <i>Team Member</i> ▶ Gerric Gian Gener, <i>Team Member</i> ▶ Chelsea Vanessa Lim, <i>Team Member</i> ▶ Jose Miguel Abriol, <i>Team Member</i> 		

Narrative Description of Project:

SGV was engaged by the Bank to:

- ▶ Identify the gaps between the current state and the requirements of IFRS 9, BSP Circular 855 and Basel IRB approach. Agree on the appropriate solutions for each of the gaps noted
- ▶ Determine the models, methods and procedures that best suit the Bank's needs as the basis of the target state
- ▶ Assess the quality, completeness and availability of existing data. Formulate action plans to fill the gaps in the data required for the target state
- ▶ Determine the requirements and know-how for expected loss modelling and implementation, including resources required depending on the size, profile and differences between the current state and defined requirements
- ▶ Determine suitable IT systems that can handle large data requirements and complex calculations. Evaluate the need for potential expansion and acquisition of new systems
- ▶ Develop an implementation plan/roadmap which covers planning, budgeting, project structure and prioritization of all the tasks to meet the requirements of IFRS 9 impairment under ECL approach, BSP Circular 855 and Basel IRB approach
- ▶ Includes accounting and reporting, data business processes and systems, regulatory and industry, and change management, communication and training work streams

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Diagnostic and gap report
- ▶ Data collection template
- ▶ Training and materials
- ▶ Facilitate development of conversion roadmap

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Technical Assistance to the Bureau of Treasury for the Management and Valuation of Explicit Contingent Liabilities of the National Government		Country: Philippines
Location within country: Manila, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): Certified Public Accountants, MBAs, Finance Professionals, Risk Professionals, Economics Professionals
Name of Client: Bureau of Treasury/Australian Aid PFM/Coffey		No. of Staff: Eleven (11)
Address: Soriano Ave, Intramuros, Manila, Metro Manila		No. of Staff-Months; Duration of Project: Staff months: 5 months Duration: 5 months
Start Date (Month/Year): October 2015	Completion Date (Month/Year): March 2016	Approx. Value of Services (in Current US\$): A
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement Partner</i> ▶ Francisco Roque A. Lumbres, <i>Quality Assurance Partner</i> ▶ Catherine Laigo, <i>Engagement Manager</i> ▶ Belvin L. Armenion, <i>Supporting Manager</i> ▶ Alister Benedict C. Rodriguez, <i>Supporting Manager</i> ▶ Rachel Anne J. Hernando, <i>Team Lead</i> ▶ Merriam Lorraine H. Gaviola, <i>Team Lead</i> ▶ Michelle Collin R. Valero, <i>Team Lead</i> 		

Narrative Description of Project:

SGV was engaged in order for the Bureau to achieve the following:

- ▶ Develop a risk-based policy framework in the issuance and pricing of guarantee and foreign exchange cover
- ▶ Establish valuation methodology of the explicit contingent liabilities (CL)
- ▶ Institute CL reporting guidelines and framework based on BTr's reporting requirements for internal financial management

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Inception report/work plan
- ▶ Policy framework
- ▶ Contingent liability valuation methodology
- ▶ Contingent framework/ Debt reporting framework
- ▶ Activity completion report

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Knowledge Transfer in Deal Process Improvement, Valuation and Stress Testing of Derivatives and Structured Products		Country: Philippines
Location within country: Manila, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): Certified Public Accountants, MBAs, Finance Professionals, Risk Professionals, Economics Professionals
Name of Client: Beneficial Life Insurance Company		No. of Staff: Eleven (11)
Address: Soriano Ave, Intramuros, Manila, Metro Manila		No. of Staff-Months; Duration of Project: Staff months: 1 month Duration: 1 month
Start Date (Month/Year): February 2015	Completion Date (Month/Year): March 2015	Approx. Value of Services (in Current US\$): A
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement Partner</i> ▶ Francisco Roque A. Lumbres, <i>Quality Assurance Partner</i> ▶ Alister Benedict C. Rodriguez, <i>Engagement Manager</i> ▶ Gabriel Manasa, <i>Engagement Manager</i> ▶ Daniel E. Del Mundo, <i>Team Lead</i> 		

Narrative Description of Project:

SGV was engaged in order for the Bureau to achieve the following:

- ▶ Develop a risk-based policy framework in the issuance and pricing of guarantee and foreign exchange cover
- ▶ Establish valuation methodology of the explicit contingent liabilities (CL)
- ▶ Institute CL reporting guidelines and framework based on BTR's reporting requirements for internal financial management

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Inception report/work plan
- ▶ Policy framework
- ▶ Contingent liability valuation methodology
- ▶ Contingent framework/ Debt reporting framework
- ▶ Activity completion report

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Knowledge Transfer Program: Retail Housing Application and Behavioral Scorecard Development and SME-Corporate Probability of Default Model Development		Country: Philippines
Location within country: Makati, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): Certified Public Accountants, MBAs, Finance Professionals, Risk Professionals, Economics Professionals
Name of Client: <i>(Client details held due to strict confidentiality requirements)</i>		No. of Staff: Eleven (11)
Address: <i>(Client details held due to strict confidentiality requirements)</i>		No. of Staff-Months; Duration of Project: Staff months: 1 month Duration: 1 month
Start Date (Month/Year): February 2015	Completion Date (Month/Year): March 2015	Approx. Value of Services (in Current US\$): C
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Christian G. Lauron, <i>Quality Assurance Partner</i> ▶ Pochin Shiue, <i>SMR</i> ▶ Alister Benedict C. Rodriguez, <i>Engagement Manager</i> ▶ Catherine R. Laigo, <i>Engagement Manager</i> 		

Narrative Description of Project:

SGV was engaged to independently validate the bank's Retail Housing PD & LGD Model and SME Corporate PD Model, in accordance with the Bangko Sentral ng Pilipinas' (BSP) requirement for banks to have processes in place to ensure that internal models have been suitably validated by qualified and independent parties with relevant and sufficient expertise and experience, and separate from the development process.

The validation of the Retail Housing PD & LGD Model and SME Corporate PD Model covered both qualitative and quantitative validation:

- ▶ Qualitative Validation: governance, data quality, data security and controls, methodology and reporting
- ▶ Quantitative Validation: backtesting, discriminatory power and stability

Following the validation of the bank's credit risk models, SGV conducted technical training and knowledge transfer sessions to relevant bank personnel.

Description of Actual Services Provided by Your Staff:

SGV performed the following:

- ▶ Conducted training on scorecard development including PD calibration and training on the PD model development to selected BPI officers and personnel

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Impact Assessment on the Classification and Measurement and Hedge Accounting Phases of PFRS 9 Financial Instruments		Country: Philippines
Location within country: Makati, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): Certified Public Accountants, MBAs, Finance Professionals, Risk Professionals, Economics Professionals
Name of Client: <i>Top 3 Philippine Bank</i> <i>(Client details held dure to strict confidentiality requirements)</i>		No. of Staff: Eleven (11)
Address: <i>(Client details held dure to strict confidentiality requirements)</i>		No. of Staff-Months; Duration of Project: Staff months: 4 months Duration: 4 months
Start Date (Month/Year): April 2016	Completion Date (Month/Year): July 2016	Approx. Value of Services (in Current US\$): B
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Christian G. Lauron, <i>Quality Assurance Partner</i> ▶ Pochin Shiue, <i>SMR</i> ▶ Alister Benedict C. Rodriguez, <i>Engagement Manager</i> ▶ Catherine R. Laigo, <i>Engagement Manager</i> 		

Narrative Description of Project:

SGV was engaged in order to aid the Bank in the following:

- ▶ Identifying business consequences of converting to PFRS 9 on accounting, reporting, and disclosure requirements, financial and operational areas of the Group and Basel III requirements; and
- ▶ Identifying changes needed to the bank's policies, processes and procedures in preparation for the eventual implementation of PFRS 9 in line with the requirements of BSP Circular 708, 733 and 761.

Description of Actual Services Provided by Your Staff:

SGV performed the following:

- ▶ Conducting seminars, workshops, and trainings to officers and staff of the Bank to widen understanding of the basic concepts and requirements of PFRS 9;
- ▶ Prepare gap analysis that details the impact of PFRS 9 to the Group (i.e., financial, regulatory and operational) which includes:
- ▶ Review of the current business models and determination of classification of financial instruments of the Group.
- ▶ Review its designated accounting hedges and identify specific changes to policies, procedures, documentation and designation to adopt the existing and new hedge accounting principles of PAS 39 and PFRS 9, respectively
- ▶ Identify and assess the potential implications and interaction of the implementation of PAS 39 and PFRS 9 with the mandatory effectivity of the Basel III capital requirements; a
- ▶ Quantify the impact of transitioning from PAS 39 to PFRS 9 on the agreed transition date and to provide guidance to the Group personnel in quantifying the transition adjustments

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: ICAAP Independent Review		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, CPAs, FRM
Name of Client: Mizuho Corporate Bank Limited		No. of Staff: 9
Address: 25 th Floor, Zuellig Building, Makati avenue corner Paseo de Roxas, Makati City 1225, Metro Manila Philippines		No. of Staff-Months; Duration of Project: 1 month
Start Date (Month/Year): January 2015	Completion Date (Month/Year): February 2015	Approx. Value of Services: A
Name of Associated Consultants, If any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement Partner</i> ▶ Michael Dela Cruz, <i>Project Manager</i> ▶ Gabriel Denise Aragon, <i>Team Member</i> ▶ Kim Charmaine Cortez, <i>Team Member</i> ▶ Carlo Enrico E. Rivera, <i>Team Member</i> ▶ Shiela Marie G. Antonio, <i>Team Member</i> ▶ Christopher Gerard Yu, <i>Team Member</i> ▶ Caroline Sia, <i>Team Member</i> ▶ Andrea Renee Gonzales, <i>Team Member</i> 		
Narrative Description of Project: SGV was engaged to: <ul style="list-style-type: none"> ▶ Validate the project requirements and perform specific planning to support the execution of the project and other preliminary project issues ▶ Obtain information and data needed to understand and evaluate the Bank's current state ▶ Evaluate the current state and identify issues and improvement opportunities of the ICAAP ▶ Summarize the review results and relay gaps identified during the course of the independent review 		
Description of Actual Services Provided by Your Staff: SGV delivered the following:		

- ▶ Project work plan
- ▶ Kick-off meeting
- ▶ Exit conferences with counter parts
- ▶ Final report

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: ICAAP Program Review and Training		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, CPAs, FRM, CFA, PRM
Name of Client: Mizuho Corporate Bank Limited		No. of Staff: 6
Address: 25 th Floor, Zuellig Building, Makati avenue corner Paseo de Roxas, Makati City 1225, Metro Manila Philippines		No. of Staff-Months; Duration of Project: 4 months
Start Date (Month/Year): February 2012	Completion Date (Month/Year): May 2012	Approx. Value of Services: A
Name of Associated Consultants, If any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Christian G. Lauron, <i>Quality Assurance Partner</i> ▶ Jamila Pacheco, <i>Team Member</i> ▶ Michael dela Cruz, <i>Team Member</i> ▶ Riva Rei Gamboa, <i>Team Member</i> ▶ Geriandre Piquero, <i>Team Member</i> 		
Narrative Description of Project: SGV was engaged to: <ul style="list-style-type: none"> ▶ Diagnose current ICAAP program ▶ Train through facilitated discussions ▶ Report recommendations 		
Description of Actual Services Provided by Your Staff: SGV delivered the following: <ul style="list-style-type: none"> ▶ Comments on the Bank's 2012 ICAAP document ▶ Review of the Bank's financial and capital planning templates ▶ Conduct of executive interviews/sessions in relation to the Bank's strategic and corporate plans ▶ Review on the bank's current documentation on the following key areas: ▶ Oversight and governance ICAAP ▶ Risk management policies and procedures ▶ Risk assessment methodologies 		

- ▶ Capital assessment methodologies
- ▶ Capital management framework and capital planning
- ▶ Commentaries on areas where significant enhancements are required
- ▶ Focus group discussions (FGDs) on core ICAAP areas
- ▶ Capital planning template
- ▶ Final recommendations with high level action plans

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Proposal for Review of Philippine Financial Reporting Standards (PFRS) No. 9 Financial Instruments Impact Assessment and Transition Adjustments		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, CPAs, FRM, CFA, PRM
Name of Client: Philippine Bank of Communications		No. of Staff: -
Address: PBCOM Tower, 6795 Ayala Avenue corner V.A. Rufino St.		No. of Staff-Months; Duration of Project: 4 months
Start Date (Month/Year): June 2014	Completion Date (Month/Year): September 2014	Approx. Value of Services: A
Name of Associated Consultants, If any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: ▶ Josephine Adrienne A. Abarca, <i>Engagement Partner</i>		
SGV was engaged to: SGV was engaged in order for the Bank to achieve the following: <ul style="list-style-type: none"> ▶ Help the Bank understand the requirements of Phase 1 by conducting knowledge transfer sessions (i.e. workshops and/or seminars) to help the Bank understand the requirements of phase I. ▶ Determine differences between the current accounting treatment and the requirements of Phase 1 of PFRS 9 adjustments, ▶ Review its designated accounting hedges and identify specific changes to policies, procedures, documentation and designation to adopt the existing and new hedge accounting principles of PAS 39 and PFRS 9, respectively ▶ Identify and assess the potential implications and interaction of the implementation of PAS 39 and PFRS 9 with the mandatory effectivity of the Basel III capital requirements ▶ Quantify the impact of transitioning from PAS 39 to PFRS 9 on the agreed transition date and to provide guidance to Bank's personnel in quantifying the transition adjustments, 		
Description of Actual Services Provided by Your Staff: SGV delivered the following: <ul style="list-style-type: none"> ▶ Training on Phase 1 of PFRS 9 ▶ Impact Assessment 		

- ▶ Review of transition adjustments
- ▶ Review on the bank's current documentation on the following key areas:
- ▶ Oversight and governance ICAAP
- ▶ Risk management policies and procedures
- ▶ Risk assessment methodologies
- ▶ Capital assessment methodologies
- ▶ Capital management framework and capital planning
- ▶ Commentaries on areas where significant enhancements are required
- ▶ Focus group discussions (FGDs) on core ICAAP areas
- ▶ Capital planning template
- ▶ Final recommendations with high level action plans

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Validation of Internal Credit Risk Rating System (ICRRS)		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, CFA, CPAs, FRMs, PhD, PRM
Name of Client: Development Bank of the Philippines		No. of Staff: 13
Address: Sen. Gil J. Avenue corner Makati Avenue, Makati City, Philippines		No. of Staff-Months; Duration of Project: 3.5 months
Start Date (Month/Year): June 2015	Completion Date (Month/Year): September 2015	Approx. Value of Services: C
Name of Associated Consultants, If any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Christian G. Lauron, <i>Quality Assurance Partner</i> ▶ Pochin Shiue, PhD, <i>Subject Matter Resource</i> ▶ Leomar G. Velez, <i>Subject Matter Resource</i> ▶ Catherine R. Laigo, <i>Subject Matter Resource</i> ▶ Geriandre M. Piquero, <i>Engagement Manager</i> ▶ Delaney P. Miram, <i>Team Member</i> ▶ Maria Liezel A. Madrigal, <i>Team Member</i> ▶ Kim Charmaine Q. Cortez, <i>Team Member</i> ▶ Genica Peyre C. Alcaraz, <i>Team Member</i> ▶ Jennifer Erma A. Calaor, <i>Team Member</i> ▶ John A. Arididon, <i>Team Member</i> ▶ Nelissa L. Valencia, <i>Team Member</i> 		
Narrative Description of Project: SGV was engaged to: <ul style="list-style-type: none"> ▶ Assist the bank on the credit model validation of large corporate loans ▶ Enhancement of the bank's ICRRS towards strengthening its predictive capability, including adopting guidelines on recalibration and back testing, consistent with BSP Circular No. 855 and Basel IRB requirements ▶ Enable the Bank's ICRRS to consistently and objectively estimate risk and to calculate the PD, LGD and EAD 		

- Develop the technical capability of DBP personnel to conduct iterative validation of the ICRRS in order to determine the effectiveness of the ICRRS on a continuing basis

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- Project work plan
- Kick-off meeting
- Current state documentation
- Progress report containing documented validation results (of each model) with process owners
- Final model validation report containing current state documentation, gap analysis: validation results (of each model), findings and recommendations, annexes
- Exit conference with process owners
- Validation work program
- Executive summary of the final report for Risk Oversight Committee
- Presentation to the Steering Committee and ROC
- Technical training sessions and workshops which include relevant reference materials and training certificates for the participants
- Focus group discussions which include discussion of validation framework and development of model validation manual
- Model validation assessment examination
- Model validation assessment capabilities report

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Advisory Services to Assist in the Transformation of Small and Medium Enterprise (SME) Banking		Country: Philippines
Location within country: Top 5 Philippine Bank <i>(Details held due to strict client confidentiality requirement)</i>		Professional Staff Provided by Your Firm/Entity (profiles): CPAs, Industrial Engineers, Change Management Experts
Name of Client: <i>(Details held due to strict client confidentiality requirements)</i>		No. of Staff: 10
Address: <i>(Details held due to strict client confidentiality requirements)</i>		No. of Staff-Months; Duration of Project: Staff months: 3 months Duration: 3 months
Start Date (Month/Year): January 2016	Completion Date (Month/Year): March 2016	Approx. Value of Services (in Current US\$): E
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: ► Francisco Lumbres, Engagement Partner		

Narrative Description of Project:

SGV was engaged by the Bank to assist in the transformation of its SME Operations.

The team performed the following procedures:

1. Assess the current state of the Philippines SME market for banks
2. Visit a sample of branches
3. Interview members to understand current state and capabilities in the following areas:
 - a. Markets and customer segmentation
 - b. Product, sales and pricing,
 - c. Channels
 - d. Operations and IT
 - e. Governance, organization and performance steering
 - f. Risk management
4. Conduct focus group discussions with SME operators and customers
5. Understand, analyze, and benchmark the Bank's current state capabilities against those of other players in the ASEAN region
6. Present findings and recommendations for improving the Bank's operations

Description of Actual Services Provided by Your Staff:

SGV provided the following reports:

1. Current state evaluation
2. Outlines of procedures performed and findings and recommendations

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Change Management Assistance		Country: Philippines
Location within country: Metro Manila, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): CPAs, Industrial Engineers, Change Management Experts
Name of Client: Local Mining Company <i>(Details held due to strict client confidentiality requirements)</i>		No. of Staff: -
Address: <i>(Details held due to strict client confidentiality requirements)</i>		No. of Staff-Months; Duration of Project: Staff months: 2 months Duration: 2 months
Start Date (Month/Year): February 2013	Completion Date (Month/Year): March 2013	Approx. Value of Services (in Current US\$): A
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Washington A. Roqueza, <i>Engagement Partner</i> ▶ Marianne B. Ragudo, <i>Project Manager</i> ▶ Eric Mejia, <i>Change Management Expert</i> 		

Narrative Description of Project:

SGV provided initial support to the company in designing a change management plan that will promote the execution of change management activities related to the adoption of new systems and processes to facilitate a smooth transition to the desired future state. It included mobilization of a change management team and initial support to Philex in designing a change management plan based on findings and recommendations from Phases I, III and IV of the study and the results of the Business Process Documentation by the Third Party Service Provider.

Description of Actual Services Provided by Your Staff:

SGV was engaged to provide the following services:

- ▶ Conduct Business Process Review covering Finance and Accounting, Supply Chain Management, and Asset Maintenance
- ▶ Systems Requirements Definition
- ▶ Vendor Selection Assistance
- ▶ Change Management Support covering:
 - ▶ Change Management Blueprint
 - ▶ Training of Change Champions

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Manpower and Performance Benchmarking for Customer Centricity		Country: Philippines
Location within country: Makati		Professional Staff Provided by Your Firm/Entity (profiles): CPAs, Industrial Engineers, Change Management Experts
Name of Client: Top 5 Philippine Bank <i>(Details held due to strict client confidentiality requirements)</i>		No. of Staff: 11
Address: <i>(Details held due to strict client confidentiality requirements)</i>		No. of Staff-Months; Duration of Project: Staff months: 2.5 months Duration: 2.5 months
Start Date (Month/Year): December 2016	Completion Date (Month/Year): February 2017	Approx. Value of Services (in Current US\$): C
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Lumbres, Partner ▶ Jan Bellens, Quality Assurance Partner ▶ Bhavna Monga, Senior Manager ▶ Eric Mejia, Manager ▶ Robin Tay, Manager 		

Narrative Description of Project:

SGV was engaged by the Bank to:

Conduct Manpower and Performance Benchmarking for Customer Centricity covering the Bank's organization structure, roles and responsibilities, capabilities required, and manpower resources.

Description of Actual Services Provided by Your Staff:

SGV Delivered the following:

- ▶ Baseline report
- ▶ Benchmarking assessment report
- ▶ Normative manpower resource planning template

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Communication Assessment		Country: Philippines
Location within country: Manila, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): CPAs, industrial engineers, HR experts, communications experts
Name of Client: Local University <i>(Details held due to strict client confidentiality requirements)</i>		No. of Staff: 5
Address: <i>(Details held due to strict client confidentiality requirements)</i>		No. of Staff-Months; Duration of Project: Staff months: 19 months Duration: 19 months
Start Date (Month/Year): June 2013	Completion Date (Month/Year): January 2015	Approx. Value of Services (in Current US\$): <i>(Details held due to strict client confidentiality requirements)</i>
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Vincent O. Abella ▶ Washington A. Roqueza ▶ Eric I. Mejia 		

Narrative Description of Project:

SGV was engaged to:

1. Assess effectiveness of modalities used to communicate administrative policies.
2. Evaluate internal communication plan.
3. Recommend measures to improve the efficiency of communication while ensuring that diversity and values are respected.

Description of Actual Services Provided by Your Staff:

- ▶ Over the period of a school year, various FGDs were conducted with different stakeholders in the academic community on the current state of communication at the University;
- ▶ Results of the FGD were used to develop a survey covering different stakeholder groups in order to glean information from a wider audience;
- ▶ Results were then compiled and recommendations were developed.

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Internal Capital Adequacy Assessment Process (ICAAP), Business Continuity Management (BCM), and Validation of the Bank's Treasury Risks Measurement and Pricing Models		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, CPAs, FRMs
Name of Client: Land Bank of the Philippines		No. of Staff: 16
Address: Land Bank Plaza, 1598 M.H del Pilar cor. Dr. J. Quintos Sts., 1004 Malate, Manila, Philippines		No. of Staff-Months; Duration of Project: 15 months
Start Date (Month/Year): September 2011	Completion Date (Month/Year): December 2012	Approx. Value of Services: B
Name of Associated Consultants, If any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <u>Overall Project</u> <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Christian G. Lauron, <i>Quality Assurance Partner</i> ▶ Warren R. Bituin, <i>Quality Assurance Partner</i> ▶ Basant Shroff, <i>Subject Matter Resource</i> <u>ICAAP</u> <ul style="list-style-type: none"> ▶ Michael Angelo B. Dela Cruz, <i>Team Member</i> ▶ Jamila Lalaine E. Pacheco, <i>Team Member</i> ▶ Jesus Rogelio G. Gamil, <i>Team Member</i> ▶ Christian Edmund L. Chua, <i>Team Member</i> ▶ John Edison D. Regalado, <i>Team Member</i> ▶ Emmanuel Victor G. de Guia, <i>Team Member</i> ▶ Rendell Y. Ng, <i>Team Member</i> <u>Pricing and Risk Measurement Models</u> <ul style="list-style-type: none"> ▶ Riva Rei C. Gamboa, <i>Engagement Manager</i> ▶ Jesus Rogelio G. Gamil, <i>Team Member</i> ▶ Catherine R. Laigo, <i>Team Member</i> ▶ Jamie M. Santelices, <i>Team Member</i> ▶ Armand Akee R. Papa, <i>Team Member</i> 		

Narrative Description of Project:

SGV was engaged to:

- ▶ Assure whether the Bank meets its business and regulatory requirements on ICAAP, BCP and Pricing and Risk Measurement Models. The project held SGV to transfer to LBP internal audit personnel the methodology on the review of the Bank's ICAAP and BCP, and independent validation of price and risk measurement models to enable them to subsequently perform similar tasks

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Assessment of the Bank's ICAAP and review process on the adequacy and appropriateness of the ICAAP, its operating environment/Board oversight, and the soundness of controls supporting ICAAP
- ▶ Assessment of the Bank's ICAAP and review process on the accuracy and data inputs and effectiveness of information systems that support ICAAP, and the reasonableness and validity of scenarios and assumptions
- ▶ Assessment of the Bank's BCP on the suitability to the nature and complexity of the Bank's operations
- ▶ Assessment of the Bank's BCP on governance structure/oversight and support of the Board of Directors and Senior Management
- ▶ Independent validation of the Bank's pricing and treasury (market, liquidity and interest rate) risk measurement models

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Internal Capital Adequacy Assessment Process (ICAAP) for Internal Auditors		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, CPAs, FRM, PRM
Name of Client: Development Bank of the Philippines		No. of Staff: 6
Address: Sen. Gil J. Puyat Avenue corner Makati Avenue, Makati City, Philippines		No. of Staff-Months; Duration of Project: 4 months; 5 months
Start Date (Month/Year): August 2010	Completion Date (Month/Year): January 2011	Approx. Value of Services: A
Name of Associated Consultants, If any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Francisco Roque A. Lumbres, <i>Engagement Partner</i> ▶ Christian G. Lauron, <i>Quality Assurance Partner</i> ▶ Jamila Pacheco, <i>Team Member</i> ▶ Michael dela Cruz, <i>Team Member</i> ▶ Riva Rei Gamboa, <i>Team Member</i> ▶ Geriandre Piquero, <i>Team Member</i> 		
Narrative Description of Project: SGV was engaged to: <ul style="list-style-type: none"> ▶ Provide an independent review of the Bank's ICAAP program to assess whether it meets the BSP requirements under BSP Circular 639. ▶ Provide advisory services that allowed the Bank to identify and prioritize key areas for improvement to bring the Bank's ICAAP to its desired level of compliance to BSP guidelines 		
Description of Actual Services Provided by Your Staff: SGV delivered the following: <ul style="list-style-type: none"> ▶ Assessment of the completeness of its ICAAP program coverage and ICAAP document ▶ Assessment of the Bank's preparedness for implementing and complying with the ICAAP requirements of BSP Circular 639 ▶ Evaluation of the Bank's ICAAP review based on the following key areas 		

- ▶ Strategy (risk strategy, risk appetite)
- ▶ Governance (policies, ownership, roles & responsibilities)
- ▶ Risk assessment (risk identification, risk measurement, risk response)
- ▶ Capital assessment (capital planning, stress testing, capital adequacy)
- ▶ "Embedding" in business use (capital management, strategic planning, risk-adjusted performance management)

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Internal Capital Adequacy Assessment Process (ICAAP) Program Advisory		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, CPAs, FRM, PRM, CFA
Name of Client: China Banking Corporation		No. of Staff: 7
Address: China Bank Building, 8745 Paseo de Roxas corner Villar Street, Makati City 1226 Philippines		No. of Staff-Months; Duration of Project: 15 months; 17 months
Start Date (Month/Year): September 2009	Completion Date (Month/Year): February 2011	Approx. Value of Services: A
Name of Associated Consultants, If any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement Partner</i> ▶ Francisco Roque A. Lumbres, <i>Quality Assurance Partner</i> ▶ Jamila Pacheco, <i>Team Member</i> ▶ Jesus Rogelio Gamil, <i>Team Member</i> ▶ Michael Dela Cruz, <i>Team Member</i> ▶ John Edison Regalado, <i>Team Member</i> ▶ Regina Camille Aseron, <i>Team Member</i> 		
Narrative Description of Project: SGV was engaged to: <ul style="list-style-type: none"> ▶ Provide ICAAP program, implementation, and subsequent application advisory services ▶ Integrate risk management capabilities, strategic management and financial planning facility, and capital adequacy assessment process on an enterprise-wide basis 		
Description of Actual Services Provided by Your Staff: SGV delivered the following: <ul style="list-style-type: none"> ▶ Assessment of the current state of the Bank's risk management framework 		

- ▶ Assistance for the Bank in identifying issues and risks that impact its core and support businesses and helped in the complete capture and processing of material risks identified by the Bank's Board and Senior Management
- ▶ Identification of material risks and assessed whether the level of these risks are within the firm's risk appetite
- ▶ Assessment of its capital profile in relation to the size and the complexity of its business
- ▶ Embedding of capital implication in its business decisions and risk-taking initiatives
- ▶ Assistance for the Bank in accomplishing minimum regulatory requirements

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Risk-Adjusted Performance Measurement (RAPM) Review		Country: Philippines
Location within country: Makati, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, FRM, CPAs, Industrial Engineers
Name of Client: Rizal Commercial Banking Corporation		No. of Staff: Five
Address: Yuchengco Tower, RCBC Plaza 6819 Ayala Avenue, Makati City		No. of Staff-Months; Duration of Project: Staff months: 3 months Duration: 3 months
Start Date (Month/Year): August 2015	Completion Date (Month/Year): October 2015	Approx. Value of Services (in Current US\$): (Details held due to strict client confidentiality requirement)
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement Partner</i> ▶ Belvin L. Armenion, <i>Engagement Manager</i> 		

Narrative Description of Project:

- ▶ Profitability measurement is a critical financial component of corporate balance scorecard, which should be translated as part of the performance metrics of business units and key individuals. Each business unit is provided with targets which will be compared against actual performance. An effective business unit profitability mechanism requires the Business Entity and its units to have a common understanding on the relevant performance metrics and how these are measured. Accordingly, the Business Entity needs a comprehensive performance measurement framework that is also risk-based. With this, SGV developed an integrated RAPM framework that addresses the risks associated with the banking industry business model.
- ▶ The framework promotes quantitative and qualitative approaches to profitability management, and seeks to enable the Business Entity to understand and apply the fundamental components of sound and effective risk-adjusted Performance management. The following are the objectives met by the project:
 1. Review the client's profitability measurement framework
 2. Provide recommendations to improve the client's risk-adjusted performance measurement and risk-based pricing processes (considering leading industry practices)
 3. Recommend risk-adjusted pricing and performance monitoring templates and reporting dashboard (considering leading industry practices)

Description of Actual Services Provided by Your Staff:

- ▶ Review of the client's existing operating model, product development process, costing and pricing, and establishment of desired future state. With these, the key activities performed are:
 1. Performance of rapid assessment of the client's operating model
 2. Review of the costing and pricing processes of the client's key products/service
 3. Review of the client's sources and uses of funds
 4. Review of the client's product and business units' profitability measurement and monitoring processes
 5. Understanding of the current performance metrics of each business unit
 6. Identify and analyze gaps between the current and future states
- ▶ Co-development of the risk-adjusted pricing and performance monitoring templates. Below are the key activities performed.
 1. Facilitation of the design of risk-adjusted pricing and performance monitoring templates
 2. Performance of test-runs
 3. Finalization of the templates with the working group and the senior management

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Risk Adjusted Performance Measurement (Phase 1 & 2)		Country: Philippines
Location within country: Makati City, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CFA, PRM, CPA, FRM
Name of Client: First Metro Investments Corporation		No. of Staff: 7
Address:		No. of Staff-Months; Duration of Project: 5 months
Start Date (Month/Year): June 2014	Completion Date (Month/Year): November 2014	Approx. Value of Services: A
Name of Associated Consultants, If any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement Partner</i> ▶ Francisco Roque A. Lumbres, <i>Quality Assurance Partner</i> ▶ Michael Angelo A. Dela Cruz, <i>Engagement Manager</i> ▶ John Paul P. Dela Cruz, <i>Team Member</i> ▶ Candice Annelle T. Kua, <i>Team Member</i> ▶ Delaney P. Miram, <i>Team Member</i> ▶ Shiela Marie G. Antonio, <i>Team Member</i> 		
SGV was engaged to: <ul style="list-style-type: none"> ▶ Review the bank's existing profitability measurement methodology and help establish a target RAPM framework and management performance reporting dashboard 		
Description of Actual Services Provided by Your Staff: SGV delivered the following: <ul style="list-style-type: none"> ▶ Risk-Adjusted CAR Performance Measurement Tool ▶ Knowledge transfer sessions 		

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Risk Adjusted Performance Measurement (RAPM)		Country: Philippines
Location within country: Laguna, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, FRM, CPAs, Industrial Engineers
Name of Client: CARD Bank, Inc		No. of Staff: 7
Address: 35 P. Burgos corner Paulino Streets, San Pablo City Laguna, Philippines 4000		No. of Staff-Months; Duration of Project: Staff months: 5 months Duration: 5 months
Start Date (Month/Year): August 2015	Completion Date (Month/Year): December 2015	Approx. Value of Services (in Current US\$): <i>(Details held due to strict client confidentiality requirements)</i>
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement partner</i> ▶ Belvin L. Armenion, <i>Engagement manager</i> ▶ Evert De Bock, <i>Subject matter expert</i> ▶ Eduardo Y. Boyose, <i>Team Lead</i> ▶ Cherren G. Lataza, <i>Team Lead</i> 		

Narrative Description of Project:

SGV was engaged by the Bank to:

- ▶ Review the Bank's profitability measurement framework (including funds transfer pricing, revenue sharing and cost allocation)
- ▶ Provide recommendations to improve the Bank's risk-adjusted performance measurement and risk-based processes (considering leading industry practices)
- ▶ Recommend risk-adjusted pricing and performance monitoring templates and reporting dashboard (considering leading industry practices)

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Recommended risk-adjusted pricing and performance measurement framework
- ▶ Gap analysis report
- ▶ Sample risk-adjusted pricing and performance monitoring templates
- ▶ Recommend risk-adjusted pricing and performance monitoring templates and reporting dashboard (considering leading industry practices)

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Business Assessment		Country: Philippines
Location within country: Laguna, Philippines		Professional Staff Provided by Your Firm/Entity (profiles): MBA, FRM, CPAs, Industrial Engineers
Name of Client: CARD-MRI Development Institution		No. of Staff: 6
Address: Purok 3, Brgy. Tranca, Bay, Laguna		No. of Staff-Months; Duration of Project: Staff months: 4 months Duration: 4 months
Start Date (Month/Year): October 2016	Completion Date (Month/Year): December 2016	Approx. Value of Services: A
Name of Associated Consultants, if any: N/A		No. of Months of Professional Staff Provided by the Associated Consultants: N/A
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, <i>Engagement partner</i> ▶ Belvin L. Armenion, <i>Engagement manager</i> ▶ Saldy C. Cabarubias, <i>Senior Associate</i> 		
Narrative Description of Project: SGV & Co. was engaged in order to: <ul style="list-style-type: none"> ▶ Measure performance of products/services ▶ Improve pricing and costing processes (including cost allocation) of products/services 		

- ▶ Benchmark current processes with leading practices of private and/or state colleges
- ▶ Improve responsibility reporting and performance monitoring process (including Key Performance Indicators)
- ▶ Review policies and procedures related to curriculum development, resource person recruitment and appraisal, and outsourcing process for supplies and food

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

- ▶ Gap analysis report
- ▶ Cost and profitability analysis
- ▶ Sample cost-allocation and performance monitoring templates
- ▶ Knowledge transfer sessions with PWT

Consultant's Name : SyCip Gorres Velayo & Co.

Ongoing Projects

Project Name: Customer Relationship Management Consultancy Services		Country: Philippines
Location within country: Makati City		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, Industrial Engineers, CRM Solutions Experts, Economics Professionals
Name of Client: Land Bank of the Philippines		No. of Staff: 25
Address: Land Bank Plaza, 1598 M.H del Pilar cor. Dr. J. Quintos Sts.,		No. of Staff-Months; Duration of Project: Staff months: Ongoing Duration: Ongoing
Start Date (Month/Year): July 2015	Completion Date (Month/Year): Ongoing	Approx. Value of Services: B
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, Team Lead ▶ Joselito A. Lopez, Co-team Lead ▶ Warren R. Bituin, Quality Assurance Partner ▶ Young-suk Kim, Subject Matter Resource ▶ Sungkyu Chang, CRM Solutions Expert ▶ Nitin Chawla, CRM Technology Expert ▶ Luke Soon, CRM Analytics Expert ▶ Belvin L. Armenion, Overall Manager ▶ Michael Angelo B. Dela Cruz, Project Manager ▶ Christian Edmund L. Chua, Technical Manager 		

- ▶ Erwin D. De Arroz, Customer Relationship Manager
- ▶ Irish Joy T. Rodriguez, Analytics Manager
- ▶ Maria Andrea T. Bacani, Technology Manager

Narrative Description of Project:

SGV was engaged to achieve the following:

1. Recommend leading practices and standards on the different segments of CRMS (Operational, Analytics, and Collaborative);
2. Establish and document current and future requirements of the Bank's CRMS;
3. Present gap analysis of LBP current situation of LBP CRMS policies, processes and methodologies versus recommended CRMS Roadmap;
4. Develop and recommend master plan, road map, investment plan, business requirements definition, bid specifications and other consultancy deliverables; and
5. Identify and assess data requirements for the different segments of CRMS.

Description of Actual Services Provided by Your Staff:

SGV delivered the following:

1. Overall project management plan
2. Readiness assessment report
3. Change plan document
4. CRM master plan
5. Implementation plan
6. Pro-forma investment plan

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Incremental Cost Estimation for Loan Cofinancing Operations		Country: Philippines
Location within country: Ortigas		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA, Economics Professionals
Name of Client: Asian Development Bank		No. of Staff: More than 5
Address: 6 ADB Ave, Ortigas Center, Mandaluyong, 1550 Metro Manila		No. of Staff-Months; Duration of Project: Staff months: Ongoing Duration: Ongoing
Start Date (Month/Year): July 2017	Completion Date (Month/Year): Ongoing	Approx. Value of Services: C
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, Engagement Partner ▶ Polvara Matt, International Key Expert/Team Leader ▶ Belvin Armenion, Non Key Expert ▶ Billy Gunawan, Non Key Expert ▶ Christian Edmund Chua, Non Key Expert 		

Narrative Description of Project:

SGV as consultant will carry out the following tasks:

- ▶ Conduct a study of other Multilateral Development Banks' (MDBs) ongoing initiatives to develop cost estimate frameworks and the principles underlying charging of fees
- ▶ Conduct a study of the existing Bank's organizational and institutional arrangements for its official and other concessional loan cofinancing operations
- ▶ Examine the draft survey and project lists prepared by OCO
- ▶ Define activities and services in relation to official and other concessional cofinancing loan operations
- ▶ Conduct financial estimation of fee income and cost recovery by the above defined activities and services based on the past 5 years loan cofinance portfolio
- ▶ Develop an approach and a cost estimation framework for Bank's loan cofinancing operations in consultation with BPMSD, Treasury Department (TD), and Strategy, Policy and Review Department (SPD)
- ▶ Prepare draft papers for the proposed loan cofinancing fee framework
- ▶ Prepare presentations for the proposed framework to Bank's Management and Board of Directors and assist Head

Description of Actual Services Provided by Your Staff:

SGV will prepare the following deliverables:

- ▶ Comprehensive summary of MDBs study for loan cofinance fee or cost recovery structure
- ▶ Proposed cost recovery framework and/or fee structure for ADB's loan cofinancing operations with technical justifications
- ▶ Presentations for the proposed framework

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Assessment of Impacts of Government Infrastructure Spending on Financial Markets		Country: Philippines
Location within country: Makati City		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA, Industrial Engineers
Name of Client: Australian Aid		No. of Staff: More than 5
Address: Level 23-Tower 2 RCBC Plaza, 6819 Ayala Avenue 1200		No. of Staff-Months; Duration of Project: Staff months: Ongoing Duration: Ongoing
Start Date (Month/Year): October 2016	Completion Date (Month/Year): Ongoing	Approx. Value of Services: A
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian G. Lauron, Engagement Partner ▶ Polvara Matt, International Key Expert/Team Leader ▶ Belvin Armenion, Non Key Expert ▶ Billy Gunawan, Non Key Expert ▶ Christian Edmund Chua, Non Key Expert 		

Narrative Description of Project:

SGV was engaged to:

- ▶ Develop a high level assessment framework which will provide a whole view of who is involved in this study, what are its key outcomes and who will be affected/impacted by its implementation..
- ▶ Work with relevant GOP agencies (including BTr, DOF, NEDA, DOTr, BSP, PPP Center, DPWH and possibly DBM) to define the range of assumptions to be considered with regard to both expenditure and revenue levels.
- ▶ Conduct analysis of the various scenarios using the agreed framework and assumptions.
- ▶ Provide a high level narrative analysis of the implications of the scenarios and the options that Government could consider with regard to financing strategies. This will include recommendations on the funding mix, given the 80:20 ratio of the government (80% local borrowings and 20% foreign borrowings) as well as the impact of additional deficit spending on domestic interest rate (if it will be funded locally).

Description of Actual Services Provided by Your Staff:

SGV will prepare the following deliverables:

- An impact assessment report that meets enagement requirements, including scenario analysis and high level recommendations.

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Advisory Services for Business Bank Transformation		Country: Philippines
Location within country: Makati City		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA, Industrial Engineers
Name of Client: Top 3 Philippine Bank		No. of Staff: More than 5
Address: Makati City		No. of Staff-Months; Duration of Project: Staff months: Ongoing Duration: Ongoing
Start Date (Month/Year): July 2017	Completion Date (Month/Year): Ongoing	Approx. Value of Services: A
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Michael Guaran, Engagement Partner ▶ Francisco Roque A. Lumbres, Engagaement Partner ▶ Bhavna Monga, Senior Manager ▶ Robin Tay, Manager 		

Narrative Description of Project:

The project covers the following activities:

- ▶ Operating Model
 - ▶ Align key functions and processes for the Business Bank
 - ▶ Determine functional requirements of each role under the Business Bank
 - ▶ Review and consolidate issues
 - ▶ Determine the table of organization and high level KRA for sales function
- ▶ Ownship of Functions
 - ▶ Determine functional owners
 - ▶ Define capability requirements for each function
 - ▶ Identify pros and cons and facilitate assessment of functional ownership
 - ▶ Determine SLA requirements based on functional ownership
- ▶ Capacity planning
 - ▶ Determine headcount required for minimum viable proposition per function
- ▶ Table of Organization (TO)
 - ▶ Determine table of organization by functions for the Business Bank

Description of Actual Services Provided by Your Staff:

SGV performed the following activities in order to meet project objectives:

- ▶ Collection and analysis of internal data
- ▶ Interview with management and operational teams
- ▶ Participation as adviser in workshops and presentations with management and steering committee

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Proposal to Provide Workshop Services for GSIS's Strategic Direction Exercise		Country: Philippines
Location within country: Makati City		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, CFA, Economics Professionals
Name of Client: Government Service Insurance System		No. of Staff: More than 5
Address: Roxas Boulevard, GSIS Building Financial Center, Pasay City		No. of Staff-Months; Duration of Project: Staff months: Ongoing Duration: Ongoing
Start Date (Month/Year): April 2017	Completion Date (Month/Year): Ongoing	Approx. Value of Services: A
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: ▶ Christian G. Lauron, <i>Engagement Partner</i>		
Narrative Description of Project: SGV was engaged by the Bank to conduct a one-day workshop on the following topics: ▶ <u>Current State Assessment</u> Assessment of the Company's current financial and operational conditions through a high-level SWOT analysis ▶ <u>Benchmarking of Social Insurance Institutions</u>		

Historical financial analysis of comparable social insurance institutions or sovereign wealth funds highlighting their investment mix and its associated returns

► Strategy, Risk Management and Capital Planning

Overview of strategy, risk management and capital planning approaches and frameworks with focus on the following:

- i. Capital Allocation and Strategic Asset Allocation Framework
- ii. Strategic Balance Sheet
- iii. Risk Enabled Performance Management

Description of Actual Services Provided by Your Staff:

SGV performed the following activities in order to meet project objectives:

- Collection and analysis of internal data
- Interview with management and operational teams
- Participation as adviser in workshops and presentations with management and steering committee

Consultant's Name : SyCip Gorres Velayo & Co.

Project Name: Implementation of Future Retail Program in Philippines		Country: Philippines
Location within country: Makati City		Professional Staff Provided by Your Firm/Entity (profiles): MBAs, CPAs, PRM, Industrial Engineers
Name of Client: BMW Philippines Corporation		No. of Staff: More than 5
Address: 33/F & 34/F, Philamlife Tower, 8767 Paseo de Roxas 1226		No. of Staff-Months; Duration of Project: Staff months: Ongoing Duration: Ongoing
Start Date (Month/Year): 2016	Completion Date (Month/Year): Ongoing	Approx. Value of Services: B
Name of Associated Consultants, if any: N/A - Only SGV/EY Staff were involved		No. of Months of Professional Staff Provided by the Associated Consultants: N/A-Only SGV/EY Staff were involved
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: <ul style="list-style-type: none"> ▶ Christian Gamet, <i>Engagement Partner</i> ▶ Rossan Fajardo, <i>Engagement Partner</i> ▶ 		
Narrative Description of Project: SGV, in coordination with EY Germany, is assisting the client in implementing its global future retail program. The assistance includes: <ul style="list-style-type: none"> ▶ local design and execution of roll-out trainings ▶ consultations in line with the global training framework and methodology. 		

Description of Actual Services Provided by Your Staff:

SGV performed the following activities in order to meet project objectives:

- ▶ Conducting field work
- ▶ Adpatation of training and coaching materials

Consultant's Name : SyCip Gorres Velayo & Co.

TPF 3. Comments and Suggestions of Consultant on the Terms of Reference and on Data, Services and Facilities to be provided by the Procuring Entity

On the Terms of Reference:

1. On the the service desk support, SGV will only assist DBM in designing of a web app. The full deployment and administration of web app will be performed by DBM. The cost of web hosting and hardware requirements will be shouldered by DBM. SGV will assist in the evaluation and refinement of the web app.
2. We will have to align SGV's general terms and conditions (refer to Appendix F) with the contract's terms and conditions.

On the data, services, and facilities to be provided by the Procuring Entity:

1. The relevant reports/documents (soft and/or hard copy) are to be made available at a reasonable time in accordance with an established timeline.
2. The DBM personnel are available for interviews/meetings per mutually agreed upon schedule between SGV and DBM during the project's Planning Phase. Generally, the date of interviews and meetings will be based on the timeline. The schedule of interviews and meetings may change due to weather disruptions, and to other unforeseen circumstances. In cases of such events, SGV and DBM will agree upon on a revised timeline agreeable to both parties.
3. DBM will be responsible for providing SGV with a proper work area, with a telephone line and internet connection, that would be needed to carry out the project.
4. DBM will provide the venue for the trainings and workshops. Moreover, DBM will provide snacks, projectors and other materials (e.g., projector, flip charts, papers and other training materials) required for the conduct of workshops and focused group discussions.
5. Furthermore, DBM may have to provide other data, services and facilities for the effective and efficient implementation of this Project.
6. DBM will be responsible for providing the training equipment (i.e. computers, internet connection, projector, printers, etc) and the training venue shall be provided by the agency.
7. In exceptional cases, if the agency is unable to provide an adequate facility for a given session, SGV will identify the venue and make recommendations to the BTMS-PMO and/or the agency on facilities which may have characteristics sufficient for the session's requirements, as well as support logistical arrangements to ensure the availability of venues. BTMS-PMO and/or the agency will be responsible for making payment to rent these facilities, and these amounts should not be included as part of the Consultant's Price Proposal.

TPF 4. Description of the Methodology and Work Plan for performing the Project

I. Project background and objectives

We understand that the Department of Budget and Management (DBM or the "Department") is hiring a consultant to act as the Ambassador-at-large for the Budget and Treasury Management System (BTMS) in order to ensure its successful implementation, roll-out, sustainability and irreversibility, in the perspective of promoting, enabling and embracing change in the Government, with special attention to the necessary organizational arrangements, and impact on human resources and on legal, policy and regulatory frameworks.

We understand that Change Management Consultant will be the face of BTMS and will act in multiple roles according to the stage of the BTMS project and respective demands, playing the roles of ambassador, evangelist, sponsor, facilitator, lobbyist, and rainmaker.

The consulting services would be to provide assistance to the Department prepare and execute a Change Management Plan that will gain and maintain the buy-in of all BTMS stakeholders, leading to the smooth and successful implementation of BTMS.

As detailed in the Bank's Terms of Reference (TOR), SGV will work with BTMS-Project Management Office (PMO) and other concerned units in helping DBM achieve the following objectives:

1. Address the concerns of BTMS stakeholders (i.e., users) with regards to their resistances and anxieties on the use of the new BTMS system;
2. Facilitate the smooth organizational transition of the DBM to new technologies, IT systems, work methods, and the use of workflow-driven information systems;
3. Provide training related services such as training design and development as well as training coordination, monitoring and evaluation;
4. Provide soft skills training such as Effective Presentation Skills, Customer Service, etc. to the stakeholders based on their training needs; and
5. Monitor progress of end user training for BTMS.

For further information on SGV, SGV's relationship with EY and EY Government and Public Sector (GPS) practice and thought leaderships and publications, refer to Appendices A to E.

II. Project scope and methodology



The general idea of SGV's Government and Public Sector practice is to use the leading practices in the private sector and fused this with the specific mandate of the public institution. Using change management as a tool, the private sector's practices can fuse seamlessly with the public institution's mandate. The fusion may result to better, faster and cheaper delivery of goods and services. However, based on experiences, not all mandates are receptive to the private sector's practices. In these cases, we apply system design approach where relationships among the government agencies and the mandate customers are evaluated at systems level. Solutions are identified by integrating the needs of the user, possibilities of technologies and requirements for business success. Hence, during the project delivery, we assume two things. First, the framework above has limitations. When the limitations are reached, SGV will identify and develop another approach. The approach will consider the unique mandate and the system relationships among the government agencies and mandate sectors. Second, there is no such thing a one direction source of leading practice. We believe leading practices may originate from the public sector.

The TOR is well-defined and sufficiently articulates DBM's aspirations to implement the change management it desires. Accordingly, we have reorganized the tasks enumerated in the TOR and have designed additional tasks that will enhance the change management plans of the Department, particularly on the Service Desk Support.

In developing a customized project approach, we organized the project tasks as follows:

Change Management Planning and Implementation			
Phase	Change Management Plan	Training and Implementation	Service Desk Support
Task group	Task 1: Development of Change Management Plan Task 2: Design a Communication Plan Task 3: Implementation of the Communication Plan Task 4: Coordination	Task 5: Design and Development of the Training Plan Task 6: Development and preparation of Training Materials and Service Desk Guides Task 7: Implementation and Evaluation of the Training Plan	Task 8: Service Desk Support
Key component	1. Vision and strategy 2. Stakeholder analysis 3. Communication plan	1. Training need assessment 2. Actual training 3. Evaluation	1. Design of web app and interface 2. Prototype 3. Feedback and analytics

I. Change Management Plan

Under this phase, SGV will performing the following tasks:

Task 1: Development of Change Management Plan (*Task 1 of the TOR*)

Objective: Prepare and deliver to DBM an Inception Report containing the results framework and detailed work plan of activities for the implementation of the respective elements of the Change Management Plan.

The Inception Report will include:

1. Key assumptions and potential risks, success indicators and means of verification.
2. Measures to mitigate and address potential risks to the successful implementation of the change management initiatives.
3. Identification of stakeholders and a matrix showing the planned activities for each group of stakeholders. This will be conducted with the assistance of BTMS-PMO and the participating agency. The stakeholders to be covered include, but are not limited, to the following:
 - ▶ Agency's Management (Head of Agency to Director Level);
 - ▶ The Information Systems Group and the Operations Group of DBM;
 - ▶ Human Resource Management Group and other offices providing or arranging training in the NGA; and
 - ▶ BTMS end-users.
4. Proposed activities for data gathering, facilitation and collaboration (such as surveys and focus group discussions) in order to evaluate the effectiveness of the change management activities being conducted.

Activities to be performed include, but are not limited to:

1. Under this phase, SGV will design, develop and implement the BTMS Change Management Plan taking into account the following, at the minimum:
 - ▶ Agency's Organizational Culture
 - ▶ Includes the organization values, visions, norms, working language, and written and unwritten rules that have been developed over time.
 - ▶ Also includes the defined priorities and strategies of an agency as well as taking into consideration the work ethics of employees (e.g., willingness (or unwillingness) to extend work beyond regular office hours, and employee preferences as regards travelling for work).
 - ▶ Geographical distribution of the Agency's offices and personnel.
 - ▶ Internal stakeholder roles and needs.
 - ▶ Schedules and activities of an Agency, BTMS-PMO and BTMS Contractor and other consultants.
2. SGV will also design, and co-develop with DBM, BTMS contractor and pilot agencies, a vision and strategy for the rollout, adoption, sustainability, and irreversibility of BTMS.
3. A succession plan will also be prepared and implemented to ensure key Government personnel will be ready to take over full responsibility for BTMS beyond the end of this assignment.

Deliverables: Inception Report and Change Management Plan*

**The comprehensive Change Management Plan will consist of (i) the Communications Plan and (ii) the Training and Evaluation Plan. SGV will assist in implementing these plans throughout the duration of the contract.*

For further details on Change Management Plan, Communication Strategy and Plan, refer to Appendix G.

Task 2: Design a Communication Plan (Same Task 2 under the TOR)

Objective: Prepare and disseminate information regarding the timing and impact of BTMS activities in order to minimize resistance to the implementation of BTMS.

A Communication Plan in support of BTMS activities will be developed and cascaded as part of an overall Change Management activity.

Activities to be performed include, but are not limited to:

1. Conduct stakeholder analysis (as identified in the Inception Report) covering personnel readiness, expectation, future plans (such as other reform projects, IT projects, technology plans and organizational changes such as the Rationalization Plan) and perceptions of change among others.
2. Identify internal issues and perceptions affecting the implementation of BTMS through the use of appropriate methods such as by conducting internal surveys and focus group discussions.
3. Gauge employee attitudes and knowledge regarding change, in general, and BTMS, in particular.
4. Utilize results of stakeholder analysis to inform the design of the Communications Plan.

The Communications Plan will provide details regarding resources (including those required from the Agency), milestones, timelines, and other details covering activities to:

1. Publicize within the pilot and rollout agencies and to other external stakeholders, BTMS activities, including those led by the BTMS Contractor and other consultants (e.g., Independent Assurer), PFM, as well as the Consultant's own activities.
2. Address issues coming out of the stakeholder analysis and data gathering that might impact the implementation and acceptance of BTMS.
3. Set appropriate expectations, correct misperceptions, and facilitate a smooth introduction and transition to BTMS. This may be done by utilizing a variety of communications tools, such as the Agency's existing internal publications; posting of FAQs on the Agency's internal website or technical library; publication of BTMS-specific posters, flyers, newsletters; and other means as may be appropriate to convey these messages.
4. Construct the plan for the Service Desk and how to manage its execution. The Service Desk Plan will provide details on the handling of incoming service requests, use of outgoing campaigns to manage upcoming activities or as a means of broadcasting specific messages, and the Service Level Agreements (SLAs) for the different types of service requests.
5. Elicit and report feedback on the response to, and acceptance of, the different components of the BTMS sub-activity (e.g., training provided by BTMS Contractor), and other reform activities. This takes into consideration the staggered timing of, and locations involved for, each of the different activities. Feedbacks gathered will be used to adjust the design of, and approach to, the implementation of the change management and training activities as they become necessary.
6. Include measures for the evaluation of the success of the Change Management activity.

Deliverables: Communication Plan

Task 3: Implementation of the Communication Plan (Same Task 3 under the TOR)

Objective: Roll-out the approved Communication Plan.

Activities to be performed include, but are not limited to:

- ▶ SGV will work closely with DBM's Budget Information and Training Service (BITS) and the Media Group in the Office of the Secretary (OSEC) to execute the Communications Plan.
- ▶ Activities include crafting of internal messages and delivering these messages throughout the agencies' organization and to other BTMS stakeholders, as well as disseminating of messages and articles on the BTMS suited to buy-in support not only from the immediate stakeholders, but from civil society organizations, especially the media, and the public, as well.

Deliverable: Monthly Progress Reports

Task 4: Coordination (Task 6 of the TOR)

Objective: SGV will coordinate with the agency through the BTMS-PMO for the execution of the Change Management activities (including communication, training, etc.) at each location to avoid conflicts with other activities.

Activities to be performed include, but are not limited to:

1. Coordinate with the agency for the use of any of the agency's facilities, including venues and equipment;

If the training venue and equipment cannot be provided by the agency, assist the agency and BTMS-PMO in making logistical arrangements such as renting the external facilities and equipment (e.g., rental of meeting rooms, audio-visual equipment) and processing the necessary paperwork that complies with the reimbursement policies of the agency;

2. Coordinate with BTMS Contractor on provision of trainings to Application Administrators and Service Desk Staff;
3. Coordinate with Master Trainers on provision of end-user trainings;
4. Coordinate with participants regarding activities and schedules, including sending of reminders via e-mail or SMS on training dates.

Deliverable: Monthly Progress Reports

II. Training and Implementation

Training and learning encompass training planning, curriculum design and evaluation including implementation of training and materials design and development.

Under this phase, SGV will performing the following tasks:

Task 5: Design and Development of the Training Plan (*Task 4 of the TOR*)

SGV will apply its experience on technical trainings provided to its own employees and clients, private and government institutions. Technical trainings regularly performed by SGV include:

1. Quantitative risk and capital modeling using various programming languages
2. IT audit
3. Financial Accounting and Reporting requirements

Objective: Design and develop the training plan for BTMS.

This task shall include the conduct of a training needs analysis (TNA), development of curricula, identification and development of training tools, development of evaluation mechanisms for end-user readiness and the effectiveness of the training program, as well as training delivery and related logistics.

Activities to be performed include, but are not limited to:

Sub-task 5a. Conduct of Training Needs Analysis

SGV will perform training needs analysis (TNA), develop learning hierarchies and curricula; and other tools to provide a detailed training road map for the following trainee groups:

1. Agency's Management (Head of Agency to Director Level)
2. Master Trainers

Objective: Assess level of knowledge of their assigned functional area, as well as their presentation and training delivery skills.

Each Agency shall identify officers to undergo Masters Training with the BTMS Contractor. Selection of the Master Trainers shall be done based on their functions (i.e., Registration, Filing, Payment, Audit) and their geographical location (based on their assigned ROs).

3. Application Administrators

Objective: Assess their knowledge of the functional area they are assigned to and their understanding of the system administration features. Further assess soft skills that will make them more effective in dealing with end users, which may include telephone etiquette, requirements elicitation, customer service, etc.

The Agency will identify officers and staff who shall undergo training by the BTMS Contractor to become Application Administrators. Application Administrators will be responsible for dealing with end users who are facing technical or process problems/queries with BTMS.

4. Service Desk Staff

Objective: Assess their knowledge of their functional areas, telephone and written communication skills, and provide customer service capacity.

The Agency shall identify its service desk staff who shall undergo training by the BTMS Contractor.

5. BTMS End Users

Objective: Assess capacity for use of automated transactional systems as opposed to manual systems.

The complex nature of BTMS and organizational changes in an Agency due to the Rationalization Plan may introduce the expansion of the end-user base to include government employees who had previously no access to the different e-Budget systems.

Sub-task 5b. Design of the Training Curriculum

The training program will include the following:

1. Master Trainers' Training

- ▶ Under this, we will design and develop additional training programs for the Master Trainers which may include, but are not limited to:
 - ▶ Presentation skills training
 - ▶ Facilitation Skills
 - ▶ Principles of adult learning and practical techniques on application.
- ▶ We will also review and evaluate the Instructor Guide and Presentation Slides being used by the BTMS Contractor and will make revision, as appropriate, to improve these training materials.
- ▶ We will also also design and develop the Participant Guide (and other training materials required) and evaluation tools that shall be used during the End User Training.

2. End User Training

- ▶ The end user trainings on BTMS will be conducted by the Agency Master Trainers using the improved Instructor Guide and Presentation Slides and the Participant Guide and evaluation tools to be developed.
- ▶ Based on the TNA, SGV we will design and develop additional trainings or workshops that will help end-users understand and accept the changes brought about by BTMS.

3. Application Administration Training.

In coordination with the BTMS Contractor responsible to provide the training to the Application Administrators, SGV will design and develop additional training programs for the Application Administrators which may include, but not limited to:

- ▶ Communication Skills
- ▶ Requirements Elicitation
- ▶ Customer service orientation, including: handling of complaints, dealing with difficult customers, guidelines on how to handle phone inquiries, and proper email communication.

Training on the use of training materials and guides developed for the Application Administrators will also be provided.

4. Service Desk Training

It is the responsibility of the BTMS Contractor to provide the training to the Service Desk Staff.

The Consultant shall design and develop additional training programs for the Service Desk Staff which may include, but not limited to:

- ▶ Communication Skills (such as telephone etiquette)
- ▶ Requirements Elicitation
- ▶ Customer service orientation, including: handling of complaints, dealing with difficult customers, guidelines on how to handle phone inquiries, and proper email communication.

Training on how to use the FAQs and Process and Escalation Guides will also be provided.

Sub-task 5c. Definition of Training Schedule and Other Logistical Requirements

The Training Plan will provide details regarding resources, milestones, timelines, evaluation methods, measures of success, etc. covering:

1. Logistics (schedules, venues/locations, instructors, lists of trainees, etc.) and other details for the delivery of BTMS training to the agencies.

Schedule of end-user training will be synchronized with the BTMS roll out target dates (target dates may change subject to contract implementation).

2. Coordination with the appropriate offices from the different agencies (such as HR, regional offices, etc.)
3. Training tools. (including distance teaming training tools, when appropriate); and
4. Training equipment, including laptops, training server, projector, printers, etc. as needed to support the training component of the rollout of BTMS.

Sub-task 5d. Design of the Training Evaluation Plan

The Consultant shall design and develop a Training Evaluation Plan and require that BTMS users evaluate the training they receive. Results of the evaluations shall be used for improvement of the training activities and materials in succeeding training activities.

Deliverable: Training and Evaluation Plan

Task 6: Development and preparation of Training Materials and Service Desk Guides (Task 5 of the TOR)

Objective: Design and development of the participant guides, memory joggers, FAQs, Escalation Process Guides and other training materials to be used for all the trainings will be covered under this phase.

Activities to be performed include, but are not limited to:

- ▶ SGV will participate in the Master's Training to be conducted by the BTMS Contractor. This training should enable SGV to acquire the basic knowledge and skills to design and develop the Participant Guides (for the end user training) and all the training tools required to implement the Training Curriculum and guide materials for the use of the Application Administrators and Service Desk Staff. The training materials and guides shall include:
 1. Participant Guides for the end user training
 2. Memory joggers for the Master Trainers, End-users, Application Administrators, and Service Desk staff
 3. Training manuals for soft skills training provided to Master Trainers Application Administrators and Service Desk staff
 4. FAQs for the use of the Service Desk (and which may be distributed to end-users)
 5. Functional cheat sheets for the use of the Service Desk
 6. Scripts and guides for the use of the Service Desk
- ▶ SGV will review the Instructor Guides and other materials developed by the BTMS Contractor and improve on these materials to maximize the application of adult learning principles, and improve the usability of the training.

Deliverables: Training Materials and Service Desk Guides

Task 7: Implementation and Evaluation of the Training Plan (Same Task 7 under the TOR)

Objective: SGV, in coordination with DBM, BTS contractor and pilot agencies, will implement the Training Plan as approved under Task 4:

- ▶ Spearhead the coordination, monitoring and evaluation of the the training programs conducted by the BTMS Contractor.
- ▶ Coordinate, conduct and provide assessment tools for non-IT based or soft trainings such as Effective Presentation Skills (for the Master Trainers), Customer Service (for the Service Desk Staff).
- ▶ Conduct of non-IT based or soft trainings and other training programs identified and approved by BTMS-PMO or the Agency as necessary training programs.

Activities to be performed include, but are not limited to:

SGV will provide training based on the approved TNA conducted for the following groups:

1. Master Trainers
 - ▶ Provide the soft skills training to the Master Trainers as identified and approved in the Training Plan; and
 - ▶ Evaluate the trainings conducted by the BTMS Contractor to the Master Trainers.

2. End Users

- ▶ Coordinate the provision of trainings by Master Trainers to end-users, and ensure that all BTMS end-users undergo the appropriate training and evaluation of readiness to use BTMS.
- ▶ Evaluate the trainings conducted by the Master Trainers to the end users.

3. Application Administrators

- ▶ Provide the soft skills training to the Application Administrators as identified and approved in the Training Plan. SGV will also provide training on the use of training materials and guides developed for the Application Administrators.
- ▶ Coordinate the provision of trainings by the BTMS Contractor to the Application Administrator.

4. Service Desk staffers

- ▶ Provide the soft skills training to the Service Desk Staff as identified and approved in the Training Plan. The Consultant shall also provide training on the use of training materials and guides, and SLA monitoring guides and tools developed for the Service Desk Staff.
- ▶ Coordinate the provision of trainings by the BTMS Contractor to the Service Desk Staff.

Based on evaluation results, SGV will make modifications to the training tools, design, and delivery for improvement and to address any issues surfaced by the evaluation.

SGV will refer to the BTMS Workplan and the BTMS Training Plan to assist in crafting the training schedules to ensure that the training schedule will coincide with and completed before (or about the same time) as the BTMS modules are rolled out.

Deliverables: Monthly Progress Reports; Final Training Reports for Phase II, Phase III, Phase IV, and Phase V; and a Succession Paper on how to ensure BTMS Sustainability

III. Service Desk Support

Under this phase, SGV will perform the following tasks:

Task 8: Service Desk Support (Same Task 8 under the TOR)

SGV will apply its experience on the areas of customer relationship management system (including contact center management), customer experience and design thinking.

Objective: Coach and mentor Service Desk Staff to enable them to provide the first level assistance to basic inquiries e.g., using FAQs and Process Guides, provide answers to basic functional and technical queries on the use of BTMS such as logging in and out of the system and other basic system transactions, and to guide the users to the right personnel based on the approved escalation protocols.

The Service Desk shall be manned by the employees of each Agency.

Activities to be performed include, but are not limited to:

SGV will coach and mentor the Service Desk Staff to enable the Service Desk Staff to provide the following functions:

1. Implement the approved Service Desk Plan;
2. Provide first-level assistance to basic inquiries regarding BTMS, including:

- a. Basic technical queries, such as logging in and out of the system and other similar troubleshooting with regard to BTMS access and use;
 - b. Basic system transactions, to be defined with the BTMS Supplier; and
 - c. Inquiries on implementation schedules as they affect the end-users;
3. Act as a consolidator for BTMS-related inquiries, providing the required responses when available (see previous item on first-level assistance) or escalating the inquiries to BTMS Supplier, other offices (e.g. ICTSS, PMO), as may be necessary.
 4. Conduct outgoing campaigns to manage upcoming activities or as a means of broadcasting specific messages;

SGV and DBM will co-develop KPIs and tools to monitor compliance to agreed SLAs.

Further to the activities in the terms of reference, SGV will do the following activities:

- I. Refine stakeholder segments as identified in the change management plan
- II. Design Service Desk strategy and operating model
- III. Prototype and pilot
- IV. Refine and full deployment (This activity will be primarily performed by DBM.)
- V. Feedback and analytics

Note: The full deployment and administration of web app will be performed by DBM. The cost of web hosting and hardware requirements will be shouldered by DBM. SGV will assist in the evaluation and refinement of the web app.

Deliverables: Service Desk Plan, FAQs and Process Guides, Monthly Progress Reports

III. Deliverables

No.	Deliverable	Description	Due Date
1.	Overall project management plan	<ul style="list-style-type: none"> ▶ Overall project approach ▶ Scope of services, timetable and deliverables ▶ Units and required facilities, equipment, and other logistic requirements ▶ Project team structure ▶ Project responsibilities, assumptions, dependencies and constraints 	30 days after Commence Date
2.	Inception report	As described in Item III <i>Scope of Services and Deliverables</i> of the TOR	30 days after Commence Date
3.	Communications Plan	As described in Item III <i>Scope of Services and Deliverables</i> of the TOR	15 days after acceptance of Inception Report
4.	Training and Evaluation Plan	As described in Item III <i>Scope of Services and Deliverables</i> of the TOR	15 days after acceptance of Inception Report
5.	Monthly Progress Report	Progress reports on the implementation of the Communications Plan, the Training Plan, Training Coordination, and operation of the Service Desk	End of every month

No.	Deliverable	Description	Due Date
6.	Training Report for Phase II	Final Training Report for Phase II	10 days after conduct of training
7.	Training Report for Phase III	Final Training Report for Phase III	10 days after conduct of training
8.	Training Report for Phase IV	Final Training Report for Phase IV	10 days after conduct of training
9.	Training Report for Phase V	Final Training Report for Phase V	10 days after conduct of training
10.	Final Report	Summary Report of all activities should include a compendium of final deliverables.	End of Contract
	Succession Paper	Paper on how to ensure BTMS Sustainability	6 months before and of assignment

IV. Project responsibilities and assumptions

DBM acknowledges and agrees that SGV will not make decisions on the part of the Department's management and that DBM has the ultimate responsibility for all management decisions relating to the results of services provided. In order to complete the procedures as described above in a timely and cost effective manner, SGV will need to obtain relevant documentation and all other requested references and reports. The services, fees and delivery schedule for this engagement are based upon the following assumptions, representations and information being supplied by the Department, BTr, BTMS contractor and pilot agencies:

1. DBM should form a Project Steering Committee composed of members from DBM, BTr, BTMS contractor and pilot Agencies' top management who will review and approve the outputs of the engagement. This Committee will be responsible for direction-setting, review of the outputs and making key decisions for the engagement;
2. DBM should form a Project Working Team composed of DBM, BTr, BTMS contractor and pilot Agencies managers and process owners who will interface with the SGV advisory team during actual work proper;
3. DBM will be performing tasks in different work streams covered in this project, alongside with SGV.
4. DBM's designated Project Working Team will be on board at the start of the project, and will be involved continuously as and when needed without changes in the course of the Project.
5. Heads of the DBM, BTr, BTMS contractor and concerned Agencies will give their full support for this Project.
6. The required decisions to be made by DBM will be done within a reasonable period.
7. Required data, documents, reports and/or materials will be made available within a short time of being requested.
8. Additional requests may be required as we increase our understanding of DBM's processes, procedures, etc including those of the BTMS contractor and concerned Agencies.
9. There will be no delays in arranging meetings with our DBM counterparts or senior management, or in obtaining feedback or responses to requests for information.
10. SGV shall have necessary access to appropriate individuals as may be reasonably required for this engagement. In addition, DBM will identify a primary liaison to assist SGV in obtaining such information, reports and documents as may be necessary for this engagement.
11. DBM shall review, and upon acceptance, assume ownership of all key work products (i.e, Inception Report, Communication Plan, Training and Evaluation Plan and Service Desk Support) during engagement.

Co-development of Expectations

The strength of our client relationships is largely determined by how well we understand the needs and expectations of the client, and in determining the activities to be conducted to meet those expectations. Our project approach, including the services themselves, is customized to each and every engagement that we provide. We refine our service delivery approach after considering the needs related to the engagement, as well as the needs and expectations of DBM. The project approach intends to facilitate the alignment of project resources with DBM's objectives to maximize the value delivered to DBM.

Thus, at the inception of the project, we will co-develop expectations and obtain a mutual understanding of the scope of our services with the Project Working Team (PWT). Furthermore, throughout the course of the project, we will deliver insights, leading practices and other deliverables that DBM considers to be of value.

Commitment from All Parties for Project Success

To ensure the timely completion of this project, it is critical for clear communication from all parties (i.e., SGV team and DBM/BTr team, BTMS contractor and pilot agencies) to be established. Furthermore, the commitment from all parties is necessary for the successful completion of the project. We assume that DBM shall provide the SGV team with the necessary reports/documents to be reviewed, and that the recommendations and reports requiring feedback from the DBM team (i.e., Project Steering Committee, Project Working Team) will be done on a timely basis and in accordance with the established timeline. For any circumstances that may cause delay or impact the deadlines, we will bring these items to your immediate attention.

DBM acknowledges and agrees that SGV will not make decisions on the part of the Department's management and that the Department has the ultimate responsibility for all management decision relating to the results of services provided. In order to complete the procedures as described above in timely and cost effective manner, SGV will need to obtain relevant documentation and all other requested references and reports. The services, fees and delivery schedule for this engagement are based upon following assumptions, representations and information being supplied by the Department, BTr, BTMS contractor and pilot agencies.

Limitations on services rendered

When providing services to DBM, SGV will not perform procedures in the following areas:

- ▶ Decide on the actions to be taken to address the gaps identified
- ▶ Act in any capacity equivalent to a member of management or an employee.
- ▶ Act on behalf of management in reporting to the Heads of DBM or its Management Committee
- ▶ Authorize, execute, or consummate transactions, or otherwise exercise authority on behalf of DBM
- ▶ Have custody of assets.
- ▶ Identify, address or correct any errors or defects in your computer systems, other devices or components thereof ("Systems"), whether or not due to imprecise or ambiguous entry, storage, interpretation or processing or reporting of data. We will not be responsible for any defect or problem arising out of or related to data processing in any Systems
- ▶ Identify or recommend specifications relating to your Systems or other technologies in the process of performing the gap analysis or evaluating the implementation alternatives
- ▶ Perform ongoing internal control monitoring activities or other control activities that affect the execution of transactions or ensure that transactions are properly executed and/or accounted

for, or perform routine activities in connection with LBP's operating or production processes that are equivalent to those of an ongoing compliance or quality control function

- ▶ Prepare source documents on transactions

Additional assumptions and conditions

- ▶ Our work will not be performed in accordance with the generally accepted accounting, auditing, review, or other assurance standards in the Philippines and accordingly does not express any form of assurance. None of the Services or any Reports will constitute any legal opinion or advice. We will not conduct a review to detect fraud or illegal acts
- ▶ Notwithstanding anything to the contrary in the agreement, we do not assume any responsibility for any third-party products, programs or services, their performance or compliance with your specifications or otherwise
- ▶ We will base any comments or recommendations as to the functional or technical capabilities of any products in use or being considered by you solely on information provided by your vendors, directly or through you. We will not be responsible for the completeness or accuracy of any such information or for confirming any of it
- ▶ Draft work products issued to a client incorporate the following language (or equivalent local approved wording) in a legend, header or footer:

"This draft work product contains preliminary information and is not to be relied on for making decisions. This draft work product is intended solely for the information of management of AFPSLAI and should not be shared with other parties. SGV assumes no responsibility to any user of the information contained herein."

If the engagement agreement contains terms consistent with the above relating to draft work products, reference may be made to such terms as an alternative to including the language proposed above by marking the document "Draft".

For the general terms and conditions of our proposal, refer to Appendix F.

V. Our service quality management

At EY, "service quality" has a very specific and robust meaning that is integrated into our service delivery capability to our clients. We define "service quality" as "delivering exceptional client service in a consistent and professional manner." This means we are intently focused on driving desired business outcomes through the technical and functional proficiency of our services, as well as how we interact with our clients while providing those services.

Our commitment to service quality is enabled through our global Service Quality (SQ) Program and it is customized and implemented by our engagement team and led by the Executive-in-Charge. Our Service Quality Program is a proactive, recurring series of activities to understand the needs and expectations of stakeholders, monitor progress towards meeting the goals, objectives and delivery milestones of the engagement, and define the necessary actions to make timely adjustments needed throughout the engagement lifecycle to achieve targeted outcomes. Central to these activities is frequent formal and informal feedback from you. Our focus is to work with you, our client, to remove obstacles and barriers that could prevent the engagement from achieving its goals and objectives.



Exceptional Client Service (ECS)

Connected

- Understand your business agenda
- Anticipate your needs
- Serve you the way you want to be served
- Provide the right, diverse and inclusive team

Responsive

- Maintain open and proactive communication
- Respond promptly to your contact
- Raise our visibility with you
- Establish and manage fair fees with you

Insightful

- Deliver technical excellence
- Provide relevant industry knowledge
- Provide high-value insights and innovation proactively
- Deliver sustainable and measurable results

Foundations of Service Quality

Consistent

- Apply EY knowledge, methods and enabling technology
- Act with a global mindset
- Deliver consistently

Professional

- Maintain independence
- Maintain objectivity
- Comply with EY and professional standards
- Meet requirements of all stakeholders

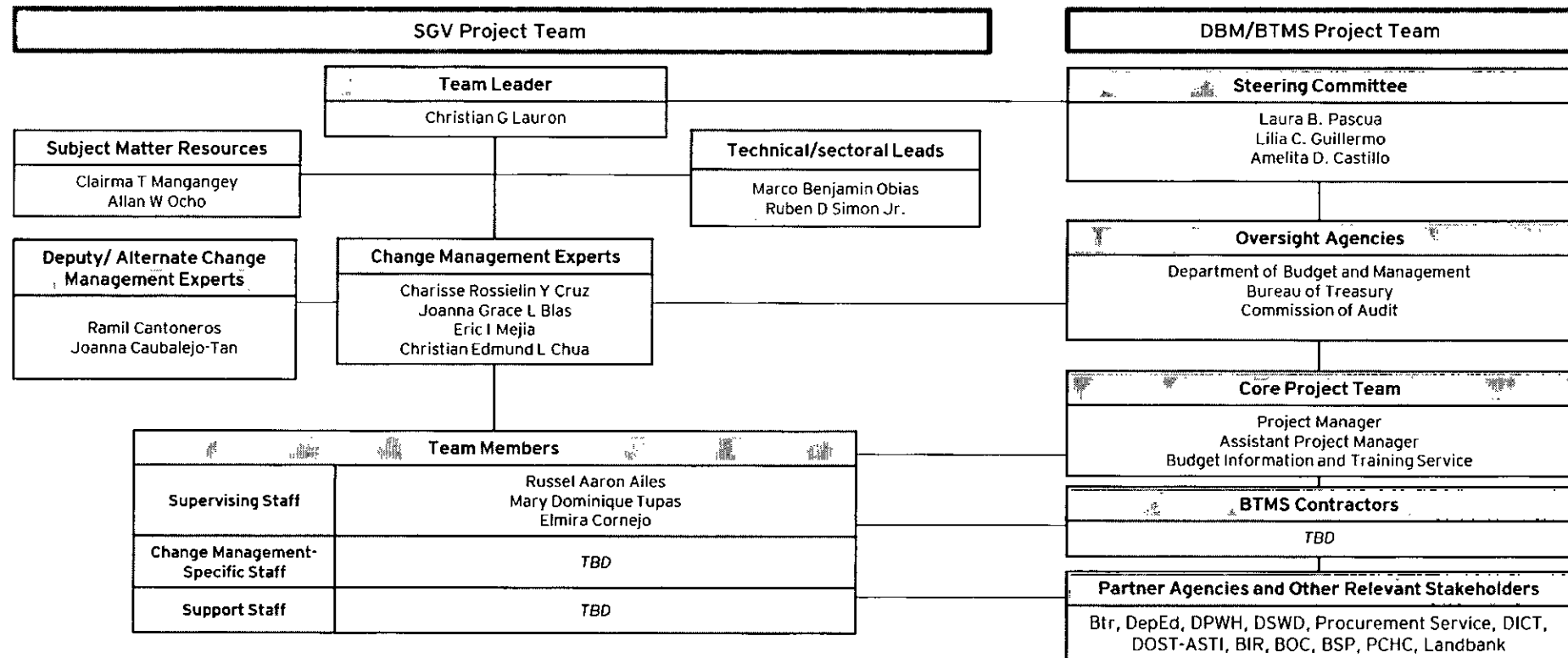
TPF 5. Team Composition and Task Projects

1. Technical/Managerial Staff		
Name	Position	Task
1. Christian G Lauron	Team Leader	<ul style="list-style-type: none"> ▶ Engagement partner and team leader who sets the overall direction and milestones of the project ▶ Ultimately responsible for the successful delivery of required services ▶ Final reviewer and approver of work products
2. Clairma T Mangangay	Subject Matter Resource - Training	<ul style="list-style-type: none"> ▶ Subject matter expert on learning and development. ▶ Provide inputs on curriculum and learning materials design, training planning, and other matters related to L&D.
3. Allan W Ocho	Subject Matter Resource - Technology	<ul style="list-style-type: none"> ▶ Subject matter expert on technology. ▶ Provide inputs on application systems, IT Risks, and other matters related to IT systems management.
4. Charisse Rossielin Y Cruz	Change Management Expert	<ul style="list-style-type: none"> ▶ Provide advice/inputs to project approach and delivery, and subject matter expert on finance processes, finance target operating model design, and implementation of financial management systems. ▶ Review on quality and completeness of work products according to leading standards and practices on Change Management.
5. Joanna Grace L Blas	Change Management Experts	<ul style="list-style-type: none"> ▶ Provide advice/inputs to project approach and delivery, and subject matter expert on Change Management. ▶ Provide inputs on change management strategy design, communications planning, training, and other matters related to the implementation of Change Management programs. ▶ Review on quality and completeness of work products according to leading standards and practices on Change Management.
6. Eric I Mejia		
7. Christian Edmund L Chua		
8. Joanna Caubalejo-Tan	Deputy/ Alternate Change Management Experts	<ul style="list-style-type: none"> ▶ Review on quality and completeness of work products according to leading standards and practices on Change Management. ▶ Alternate to Change Management Experts (CMEs) in case the CMEs are tied in other components of the project
9. Ramil Cantoneros		
10. Marco Benjamin Obias	Technical Lead - IT	<ul style="list-style-type: none"> ▶ Provide advice/inputs to project approach and delivery, and subject matter expert on Information Technology ▶ Provide inputs on application systems administration, IT Risks, and other matters related to systems management. ▶ Overall review on quality and completeness of work products according to leading standards and

		practices on Information Technology Administration.
11. Ruben Simon Jr.	Sectoral Lead - countryside development	<ul style="list-style-type: none">▶ Manage overall engagement delivery process, project resources and client requirements▶ Perform overall project management and technical reviews of work products▶ Discuss work products with management and initiate approvals

2. Supervisors/Support Staff		
Name	Position	Task
1. Russel Aaron Ailes	Team Member - Supervisor	▶ Manage overall engagement delivery process, project resources and client requirements
2. Mary Dominique Tupas		▶ Perform overall project management and technical reviews of work products
3. Elmira O Cornejo		▶ Discuss work products with management and initiate approvals

Project Team Structure



We propose that DBM organize a team composed of a Steering Committee, Project Team Leads and a Project Team.

We will be working with this designated team to ensure the successful delivery of the project. To enable this, we have assembled a team with extensive experience on change management projects, communication planning, training/curreiculum design and service desk support derived from previous projects.

SGV uses a rigorous approach for managing our engagements and reviewing project outputs. The Team Leader is the one who sets the overall direction and milestones of the project and ultimately responsible for the successful delivery of required services and work products. The Subject Matter Resources will play a quality assurance role with respect to all project outputs and provide advice/inputs to project approach. The Assistant Team Leads will supervise overall engagement delivery process, project resources and client requirements and overall project management and technical reviews of work products the team members and support staff in cooperation with DBM Project Team Leads.

TPF 6. Curriculum Vitae for Proposed Professional Staff

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input checked="" type="checkbox"/> Staff <input type="checkbox"/>		
Name of Position: Team Lead				
Personal Information				
Name of Staff: Christian G. Lauron				
Address: 65 K9 Street, Quezon	Contact No. +632 894 8217 +63917 894 8217	Email Address: christian.g.lauron@ph.ey.com		
Date of Birth: 06 December 1976	Citizenship: Filipino	Civil Status: Single		
Work Experience (start from current employment)				
Company Name	Inclusive Dates		Total (Years, Months)	Position Title
	From	To		
SGV & Co./EY Philippines	2008	present	9 years	Partner, Financial Services Risk Management (FSRM)
Actual Duties and Responsibilities:				
<ul style="list-style-type: none"> ▶ Head, Financial Services Risk Management (FSRM) group which focuses on capital planning and management, scenario planning, strategic forecasting, stress testing, governance, regulatory management, Basel, IFRS, Solvency, enterprise risk management (covering strategic, financial, compliance, and operational areas), valuation and modelling, quantitative analysis and data analytics. He also performs macro-prudential policy reviews for the government and public sector and has exposure to the fields of impact investing, entrepreneurship and microfinance ▶ Government and Public Sector <ul style="list-style-type: none"> ▶ Public Finance Management (2015 to present) - He is the lead partner for the Firm's short and medium-term PFM initiatives for the government and public sectors, starting with off balance sheet and guarantees and expenditures review to impact assessment and development of sovereign and country balance sheets, focusing on country and sovereign risk management in the near term ▶ Agri-value chain financing - Significant experience in providing thought leadership updates on emerging developments in the area of economic policy (i.e. ASEAN Economic Community), Agri-Value Chain (AVC) and AVC financing, Micro Small and Medium Enterprises (MSME) and financial literacy ▶ Led projects for the Philippines - Australia Public Financial Management Program (PFMP) funded by Coffey International Development Pty Ltd <ul style="list-style-type: none"> ▶ Performance Benchmarking in the Transportation Sector Philippines - Developed performance standards and framework for performance information for the transport sector and benchmark performance against those indicators ▶ Fiscal Impact of Accelerating Public Expenditure for Infrastructure Development - Determined the effects of proposed financing of infrastructure on the liquidity and interest rates in the Philippine Market ▶ Risk-based Policy Framework for Loan Guarantees and Foreign Exchange Cover - Developed a risk-based pricing framework for issuing, managing, and valuing loan guarantees and foreign exchange covers for the national treasury applied to debt from several government-owned and controlled corporations 				

► **Risk-Finance-Capital, Quantitative and Modelling and Analytics Engagements**

- Corporate Treasury and Commodity Engagements (2000 to present) - He performs process reviews and/or financial risk advisory engagements for companies in the areas of corporate treasury, starting from the sales plan to receivables, from operating plan to inventory and purchasing and from trade finance, working capital management and intercompany transactions to hedging and position reporting
- Asset-Liability Management and Strategic Balance Sheet Management (2012 to present) - He is the lead partner for these engagements for the financial sector
- Internal Capital Adequacy Assessment Process (ICAAP) Program Advisory, Enterprise Risk Management Advisory and Risk-Based Capital Planning (2009 to present, Manila) - He is lead engagement/QA partner on ICAAP focusing on general requirements and principles, risk and capital assessment, use of the ICAAP and BSP requirements and expectations (Basel II & III), integrating local industry and risk-finance perspective. He has significant experience in enterprise risk management, financial (including market, credit and concentration risks) operational and liquidity risk measurement and management (including ALM and capital management) for financial institutions
- Credit Risk Management and Modelling, including Development, Validation and Internal Credit Risk Rating System Review (2010 to present, Manila) - Lead, support or QA partner for credit risk model development, validation and ICRRS reviews, either as stand-alone advisory projects, as part of ICAAP program advisory and risk management engagements, and assurance support engagements
- Risk-Adjusted Performance Management (RAPM), Economic Capital (EC) and Asset-Liability Management (ALM) (2008 to present, Philippines) - He is the engagement partner of RAPM, EC and ALM projects that establish well-defined framework and measurement methodologies for funds transfer pricing, revenue sharing, cost allocation, expected loss (for credit and operational risks) and economical capital (for credit, market and operational risks), and implement an integrated risk-finance performance mechanism as a powerful tool for strategic planning, risk management and control, capital allocation, risk-based profitability analysis (according to business units, products and customers) and incentive scheme.
- Concentration Risk Management and Conglomerate Program Implementation (2012 to present, Philippines) - Lead, support or QA partner for banks, either as stand-alone projects or as part of ICAAP and RM engagements
- Strategic and Risk Analytics (2014 to present, Philippines) - Lead partner for purpose-led analytics program, with current initiatives covering banking and finance (to combine profitability and inclusive growth), ASEAN Economic integration (addressing opportunities and threats) and education (to improve educational attainment for higher education technical/vocational skills and eliminate drop-out in basic education)
- Market, Interest and Liquidity Risk Measurement Models Validation (2007 to present, Manila) - He is the engagement partner and quality assurance partner of several independent model validation engagements of several commercial and universal banks' market, interest and liquidity risk models. Risk measurement models validated include Value-at-Risk, Earnings-at-Risk, Economic Value of Equity, Maximum Cumulative Outflow, Pre-Settlement Risk and Bond Duration. These engagements also include the conduct of training workshops and knowledge transfer sessions
- Operational Risk Modelling (2011 to present, Philippines) - Lead partner for operational risk modelling and high-level simulation, either as part of ICAAP engagements or stand-alone
- Value-at-Risk Audit (2007 to present, Manila) - He managed the VaR audit engagements for notes to financial statements reporting for several banks in the Philippines
- Investment Management Review (2012 to present, Manila)
- Treasury and Commodity Process Audit and Review of Financial Instrument and Derivative Valuation (1999 to present, Manila) - He has significant experience in the review of treasury/investment, lending and commodity price risks, stock options, structured products, derivatives and financial instrument issues for both banking and non-banking entities
- Financial Engineering and Risk Management (including Structured Finance) (2004 to present, Philippines) - Supervising/organizing partner for various advisory or review

projects, including organizing industry initiatives and workshops on Structured Finance (e.g., securitization, credit-linked notes, catastrophe bonds and weather derivatives, contingent convertibles, equity-linked notes)

- ▶ Hedging and Hedge Effectiveness Assessment (1999 to 2015, Philippines, Singapore, Hong Kong, United States) - He has significant experience in advising clients on hedging programs and reviewing hedge effectiveness assessment and measurement
- ▶ Direct Audit (1997 to 2014, Philippines) - He was an engagement partner for several banking clients in the Philippines and has significant involvement in full financial audits to banking, mutual funds, insurance, mining, energy, real estate, broadcasting, manufacturing, services, agriculture, construction and telecommunications companies
- ▶ Actuarial Audit and Pension Review (2011 to present, Philippines, Indonesia, Australia, United States) - He is a support engagement partner for local and foreign audit clients, leading teams that review actuarial and pension assumptions and methods, check reasonableness of actuarial reserves, data appropriateness and compliance with statutory requirements, assess the liability adequacy tests and review insurance-related financial statement disclosures
- ▶ Actuarial and Pension Services (2015 to present, Philippines) - He is the supervising partner for the team handling actuarial and pension advisory services
- ▶ **International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS), Audit and Compliance**
 - ▶ IFRS Implementation (2004 to present, Philippines, Hong Kong, Indonesia, Singapore, Malaysia, Mongolia, Sri Lanka, South Korea, Thailand) - Lead/support partner and lead manager for IAS 39, IFRS 7 and 9 projects for financial institutions and conglomerates
- ▶ **Business Processes and Operational Risk**
 - ▶ Customer Relationship Management and Operating Models (2015 to present, Philippines)
 - ▶ Customer Profiling and Product Scoring (2010 to 2013, Hong Kong, Singapore, United States) - Supervising partner for the Philippine engagement team that provided off-shore quantitative assessment and statistical techniques for customer profiling and product scoring
 - ▶ Business process reviews and operational risk management framework (2002 to present)
- ▶ **Mergers and Acquisitions, IPO and Capital Raising and Due Diligence**
 - ▶ IPO and Capital Raising (2008 to present, Philippines) - Lead or support engagement partner for IPOs and capital raising engagements in several industries
 - ▶ M&As and Due Diligence (2008 to present, Philippines) - Lead or support engagement partner in several industries
- ▶ **Strategic, Policy and Impact Engagements**
 - ▶ Development Advisory (2012 to present, Philippines) - He is also the engagement partner in several advisory services to the country's leading group of social development institutions that provide microfinance and social development services towards the empowerment of socially-and-economically challenged women and families in the Philippines; also lead partner for impact-related initiatives, particularly in microfinance, entrepreneurship and education
 - ▶ Operation Zero - Zero Dropout Education Scheme - Conducted in partnership with Center for Agriculture and Rural Development, a program audit where several teams visit different locations in the country to have a ground observation of the livelihood and community of the beneficiaries
 - ▶ Energy and Commodity Risk Advisory (2013 to present, Philippines) - Lead partner
 - ▶ Macro-prudential reviews and financial regulatory reform policy inputs (2009 to present)
- ▶ **Subject Matter Resource and Thought Leadership**
 - ▶ Significant experience in conducting seminars and training workshops on risk management, Basel II and III, IFRS 9/FAS 133/IAS 39/IFRS 7/IFRS 2, and valuation of financial instruments (including derivatives and structured instruments)

► Significant experience in providing thought leadership updates on emerging issues, risk management and capital to board directors and senior management. Speaker/lecturer for various fora and writer of C-Suite level articles					
SGV & Co./EY Philippines	2006	2008	2 years	Senior Director, FSRM	
SGV & Co./EY Philippines	2003	2006	3 years	Director, FSRM (2004-2006)	
				Associate Director, FSRM (2003-2004)	
SGV & Co./EY Philippines	2000	2003	3 years	Senior Associate, Financial Assurance Services (FAS)	
SGV & Co./EY Philippines	1997	2000	3 years	Associate, FAS	
[Current Workload (include workload on projects from other companies, if any)]					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
Asian Development Bank (ADB)	Jul 2017	Nov 2017	5 months	Lead Partner	Engagement partner for an Incremental Cost Estimation for Loan Cofinancing Operations. The project involves the following activities: ► Benchmarking of cost allocation policy with other MDBs ► Design of cost allocation and fee charging framework ► Application of the framework on past and future co-financing projects
Coffey International Development Pty. - Philippine-Australia Public Financial Management Program	Jun 2017	Jul 2017	2 months	Lead Partner	Engagement partner for an International Benchmarking Study on the Transportation Sector and Right-of-Way Acquisition Costs ► Sample countries include Philippines, Argentina, Thailand and Australia

					► The project entailed multiple liaisons with transport/infrastructure-related department, agencies, and GOCCs
Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			
Financial Services Risk Management (FSRM) Academy - series of cluster-initiated rigorous training ranging from introduction to basic finance and business statistics concepts to value-at-risk methodology, derivatives valuation and risk management principles and strategies. Trainings in IAS 32, IAS 39, IFRS 7, Model Validation (Credit and Market), Hedge Accounting and IFRS 9 are also included	2006	Continuous	SGV, Makati City	Continuous	SGV & Co.
Classroom Training - PFRS/IFRS Workshops ► Introduction to Financial Reporting under IFRS ► Revenue ► Income Taxes and Deferred Taxes ► Employee Benefits ► Group Accounts (Business Combination) ► Impairment of Assets (including IFRS 9) ► Intangible Assets ► Financial Instruments 1 ► Financial Instruments 2 Classroom Training - PFRS/IFRS Executive Updates ► IFRS 15 Enablement ► Business Combination and Group Accounts: IFRS 10 and 12	2010	Continuous	SGV, Makati City	Continuous	SGV & Co.

<ul style="list-style-type: none"> ▶ Business Combination and Group Accounts: IFRS 11 ▶ Presentation and Disclosure: IFRS 5 ▶ Presentation and Disclosure: Reminders on Cash Flows ▶ Presentation and Disclosure: Disclosure Overload 					
<p>EY IFRS Baseline and Assessment Web Based Learning (WBL) Modules</p> <ul style="list-style-type: none"> ▶ Introduction to IFRS and IASB ▶ Introduction to Financial Reporting Under IAS 1 ▶ Performance Reporting and Accounting Changes ▶ Revenue ▶ Group Accounts 1: Business Combinations ▶ Group Accounts 2: Subsidiaries, Associates & Joint Agreements ▶ Property, Plant & Equipment ▶ Intangible Assets ▶ Impairment of Assets ▶ Inventories and Construction Contracts ▶ Income Taxes and Deferred Tax ▶ Financial Instruments 1: Introduction to Financial Instruments ▶ Financial Instruments 2: Accounting for Financial Instruments ▶ Employee Benefits ▶ Provisions, Contingent Liabilities, and Contingent Assets ▶ Foreign Exchange and Hyperinflation ▶ Leases ▶ IFRS 8 Operating Segments ▶ Cash Flow Statements ▶ Earnings per Share ▶ Related Party Disclosures ▶ Share-based Payment ▶ Financial Instruments 	2006	Continuous	SGV, Makati City	Continuous	SGV & Co. / Ernst & Young

<p>Disclosures</p> <ul style="list-style-type: none"> ▶ IFRS 13 Fair Value Measurement ▶ IFRS 9 Financial Instruments: Phase 1 					
<p>IFRS Executive Updates - Webcast</p> <ul style="list-style-type: none"> ▶ The New Revenue Recognition Standard: A Closer Look - Session 1 ▶ The New Revenue Recognition Standard: A Closer Look - Session 2 ▶ The New Revenue Recognition Standard: A Closer Look - Session 3 ▶ IASB and IFRIC Update - June Archive ▶ IFRS 9 for Non-Financial Institutions ▶ The IASB's Proposed Conceptual Framework ▶ Global IFRS Executive Update 2015: Accounting for Joint Arrangements and Associates Archive ▶ Global IFRS Executive Update 2015: Year-end Audit and Accounting Observations, Reminders and Considerations 	2015	2016	SGV, Makati City	Continuous	SGV & Co.
<p>IFRS 9 Financial Instrument Asia-Pacific Bootcamp in Kuala Lumpur, Malaysia</p> <ul style="list-style-type: none"> ▶ Global developments including Enhanced Disclosure Task Force (EDTF) of the Financial Stability Board (FSB), IFRS Transition Resource Group (ITG) of the International Accounting Standards Board (IASB), Guidance on Credit Risk and Accounting for Expected Credit Losses (G-CRAECL) from the Basel Committee on 	Feb 24, 2016	Feb 25, 2016	Kuala Lumpur, Malaysia	Continuous	Ernst & Young

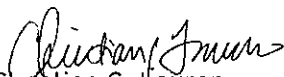
<p>Banking Supervision, Macro Hedging update, and other recent regulatory discussions</p> <ul style="list-style-type: none"> ▶ EY IFRS 9 Impairment Banking Survey 2015 ▶ IFRS 9 technical training - Impairment including key requirements & judgments, modifications and disclosures ▶ Emerging global trends ▶ EY IFRS 9 loan loss provisioning platforms (EY IFRS 9 Impairment Analyzer, EY Loan Impairment Calculator) ▶ IFRS 9 technical training - Classification and Measurement (C&M) including demonstration of the C&M Tool and expected work output ▶ Typical IFRS 9 engagements, insights and lessons learned from actual IFRS 9 projects with banks in Singapore, Malaysia, Australia and China (covering systems, data, target operating model, risk modelling, accounting, documentation, C&M and impairment) ▶ IFRS 9 technical training - Hedging including demonstration of relevant tools and typical work products EY expect to see ▶ Performance Improvement perspective of IFRS 9 for impairment, hedging and C&M: <ul style="list-style-type: none"> ▶ Operating model ▶ Technology solution ▶ Data architecture and challenges ▶ Control environment 					
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<ul style="list-style-type: none"> ▶ IFRS 9 risk modelling <ul style="list-style-type: none"> ▶ What IFRS 9 really wants and generalized calculation ▶ Definition of default/credit impaired ▶ Default likelihood ▶ Treatment of limits and lifetime of revolving products ▶ Amortization of loans ▶ Loss given default ▶ Discounting pre- and post-default ▶ Transition criteria (including treatment of modifications) ▶ Forward looking considerations ▶ Validation approach ▶ Accounting for IFRS 9 <ul style="list-style-type: none"> ▶ Key changes to IAS 39 ▶ SPPI test ▶ Business model assessment ▶ Disclosures ▶ IFRS 9 Performance Improvement 					
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
Dartmouth College - The Tuck School at Business at Dartmouth	2004	2004	MBA International Exchange Program with courses and sessions in Advanced Competitive Strategy, Managerial Decision Making, Management Accounting, Managing Strategic Relationships, Investment Finance, Decision	Freeman Foundation Scholar	

			Sciences, Effective Team Leadership and World Music	
Asian Institute of Management	2002	2004	MBA Major in Finance with courses in Risk, Strategy, Operations, Entrepreneurs hip, Asian Businesses, Systems and Information and Human and Organizational Behavior	SGV Scholar / Dean's List
University of Cebu	1993	1997	Bachelor of Science in Accountancy	Magna Cum Laude
Professional Certifications, Other Credentials				
Certified Public Accountant			Received December 8, 1997	
Financial Risk Manager			Received November 16, 2003	

Certification:

1, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and experience.


Christian G. Lauron

Name and Signature

Date: July 28, 2017

SUBSCRIBED AND SWORN to before me this 28th day of July 2017 at Makati City, Philippines.
Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiants exhibited to me his/her Passport with his/her photograph and signature appearing thereon, with no. EC688516 valid until 28 Feb 2021

Witness my hand and seal this 28th day of July 2017.

NAME OF NOTARY PUBLIC

Serial No. of Commission _____

Notary Public for _____ until _____

Roll of Attorneys No. _____

PTR No. _____, [date issued], [place issued]

IBP No. _____, [date issued], [place issued]


Doc. No. 42

Page No. 10

Book No. 2

Series of 2017




ATTY. MICHELLE C. ARIAS
Notary Public for Makati City until December 31, 2018
N/FSP Holdings Center, 6764 Ayala Ave., Makati City
Appointment No. M-304 / Roll of Attorneys No. 62234
PTR No. 5943305; 01/22/2017; Makati City
IBP No. 1062826; 01/10/2017; Quezon City Chapter
MCLE Compliance No. V-0011276 valid until 04/14/2019

THE TUCK SCHOOL OF BUSINESS



DARTMOUTH COLLEGE
HANOVER, NH 03755

CURRENT GRADING SYSTEM

Honors	H	Indicates a performance which clearly exceeds professional standards and the instructor's expectations for MBA students.
Satisfactory Plus	S+	Indicates a performance which clearly meets professional standards and which falls within the higher range of the instructor's expectations for MBA students.
Satisfactory	S	Indicates a performance which meets professional standards and the instructor's expectations for MBA students.
Low Pass	LP	Indicates a performance which is marginal in relation to professional standards and below the instructor's expectations for MBA students.
Fail	F	Indicates a performance which clearly is below professional standards and warrants loss of credit for the work.

GRADING SYSTEM: SEPTEMBER 1972 TO SEPTEMBER 1975

Honors	H	Indicates a performance which clearly exceeds professional standards and the instructor's expectations for MBA students.
Satisfactory	S	Indicates a performance which clearly meets professional standards and the instructor's expectations for MBA students.
Low Pass	LP	Indicates a performance which is marginal in relation to professional standards and below the instructor's expectations for MBA students.
Fail	F	Indicates a performance which clearly is below professional standards and warrants loss of credit for the work.

GRADING SYSTEM: PRIOR TO SEPTEMBER 1972

Honors	Highest Honors	HH+	12	Indicates consistently excellent performance in all aspects of the course.
	High Honors	HH	11	
	Honore	HH-	10	
High Pass	High Pass Plus	HP+	9	Indicates performance of good quality in all aspects of the course.
	High Pass	HP	8	
	High Pass Minus	HP-	7	
Pass	Pass Plus	P+	6	Indicates fair performance of no marked qualities of superiority.
	Pass	P	5	
	Pass Minus	P-	4	
Low Pass	Low Pass Plus	LP+	3	Indicates performance of low quality with credit for the course.
	Low Pass	LP	2	
	Low Pass Minus	LP-	1	
Fail	Fail	F	0	Indicates unsatisfactory performance in all aspects with no course credit.

A cumulative average of 5.0 for the two years of study is the grade requirement for a Master of Business Administration degree.

EDWARD TUCK SCHOLARS: Named after the benefactor who, in memory of his father, helped to establish the first graduate school of business. Edward Tuck Scholars are those students who have demonstrated outstanding academic accomplishment at Tuck. Scholars are nominated to candidacy by the Faculty after the end of the first year and after each term of the second year. Final election of Edward Tuck Scholars occurs at the end of the second year and is based on academic achievement during the entire two-year course of study.

GRADUATION HONORS: A student who has demonstrated outstanding performance during the two-year course and who the Faculty deems is deserving otherwise of the honor, shall receive a Master of Business Administration degree "With Distinction", "With High Distinction", or "With Highest Distinction".



ASIAN INSTITUTE OF MANAGEMENT

OFFICE OF THE REGISTRAR GRADUATE RECORD

Name	Lauron, Christian G.	Date of Birth	12/6/1976
Address	138 R. Duterte Street Banawa Cebu City Philippines 6000	Gender	Male

ADMISSION CREDENTIALS

Degree Obtained Bachelor of Science in Accountancy
School Last Attended University of Cebu

Date of Degree Conferment March 1997

Admission 7/15/2002

Degree Master in Business Administration


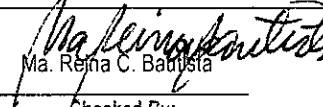
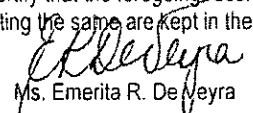
Honors/Citations

Date of Degree Conferment 5/2/2004

COURSE DESCRIPTIVE TITLE	GRADE	CREDITS
First Year, SY 2002-2003		
First Semester		
Economics	HP-	3.00
Management Communication	HP-	3.00
Marketing Management	HP	3.00
Operations Management	P	3.00
Development of Enterprise	P+	3.00
Quantitative Analysis	P+	2.00
Language of Business	HP+	2.00
Managerial Accounting	HP-	2.00
Financial Management	HP	2.00
Second Semester		
General Management	HP	6.00
Management Communication	HP	2.00
Marketing Management	HP	3.00
Operations Management	HP	3.00
Quantitative Analysis	P+	1.00
Human Behavior in Organization	HP+	4.00
Strategic Information Management & Tech.	HP-	3.00
Management Control Systems	HP-	1.00
Financial Management 2	HP	2.00
Financial Management 3	HP+	2.50
Second Year, SY 2003-2004		
First Trimester		
Action Consultancy	D-	2.00
Asian Development and Governance System	P+	2.00
Development of Enterprise II	HP-	3.00
General Management II	HP	3.00
International Business and Globalization	HP	2.00
Strategic Human Resource and Organization Development	HP-	2.00
Second Trimester		
Asian Business System	HP	3.00

REMARKS

Graduated with the degree of Master in Business Administration (MBA) Major in Finance on May 2, 2004. Included in the Dean's List for the 1st & 2nd Semester of the First Year SY 2002-2003. Cleared of all money and property responsibilities.

 Jeric Y. Merana Prepared By:	 Ma. Reina C. Bautista Checked By:	OFFICIAL GRADES																																																				
CERTIFICATION I hereby certify that the foregoing records have been verified by me and that the true copies substantiating the same are kept in the files of our school.  Ms. Emerita R. De Veyra Registrar	5/2/2004 Date Issued	<table><tr><td>Distinction</td><td>D</td><td>94</td><td></td></tr><tr><td></td><td>D-</td><td>92</td><td>Excellent</td></tr><tr><td>High Pass</td><td>HP+</td><td>90</td><td></td></tr><tr><td></td><td>HP</td><td>88</td><td>Very Good</td></tr><tr><td></td><td>HP-</td><td>86</td><td></td></tr><tr><td>Pass</td><td>P+</td><td>84</td><td>Good</td></tr><tr><td></td><td>P</td><td>82</td><td>Satisfactory</td></tr><tr><td></td><td>P-</td><td>80</td><td>Passing</td></tr><tr><td>Low Pass</td><td>LP+</td><td>78</td><td>Fail</td></tr><tr><td></td><td>LP</td><td>76</td><td></td></tr><tr><td></td><td>LP-</td><td>74</td><td></td></tr><tr><td>Unsatisfactory</td><td>U</td><td>70</td><td></td></tr><tr><td>Incomplete</td><td>I</td><td></td><td></td></tr></table>	Distinction	D	94			D-	92	Excellent	High Pass	HP+	90			HP	88	Very Good		HP-	86		Pass	P+	84	Good		P	82	Satisfactory		P-	80	Passing	Low Pass	LP+	78	Fail		LP	76			LP-	74		Unsatisfactory	U	70		Incomplete	I		
Distinction	D	94																																																				
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Low Pass	LP+	78	Fail																																																			
	LP	76																																																				
	LP-	74																																																				
Unsatisfactory	U	70																																																				
Incomplete	I																																																					

July 31, 2017

DEPARTMENT OF BUDGET AND MANAGEMENT

Bids and Awards Committee

Building III, General Solano Street,

San Miguel, Manila City, Metro Manila


Gentlemen:

This is to certify that Mr. **CHRISTIAN G. LAURON** has been with SyCip Gorres Velayo & Co. (a member firm of Ernst & Young Global Limited) since November 1997 and is presently a Partner of the Firm.

This certification is being issued at his request in connection with our bidding proposal for DBM Change Management Consulting Services.

Very truly yours,

SGV & Co.

By: 
RUBEN R. RUBIO
Senior Advisor
Partner Matters

0.0
 0.1
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 0.6
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 0.8
 0.9
 1.0

PASAPORTE
PASSPORT

Kodigo ng bansa/ Country code
PHI

Passport No / Passport No
EC6885316

Apelyinto / Surname
LAURON

Parigalan / Gəst nalləs
CHRISTIAN

Panggitnang apolyido / Middle name
GARBO

Araw ng kapanganakan / Date of birth
06 Dec 76

Kasarian / Sex: **Male** Peak ng kaganapangan: **CEBU CITY**

Arang ng pangkaloob / Date of Issue
01 Mar 16

28 Feb 21

FILIPINO

Maykapangyabang sa DepEd Division Office
DFA MANILA

Legda ni plagiatonán / hicko's signano

P<PHLLAURON<<CHRISTIAN<<<<<<<<<<<<<<<<<<<
EC68853165PHL7612068M2102285<<<<<<<<<<<<0D

"The first thing I noticed was that the water was very warm," he said.

Republic of the Philippines
PROFESSIONAL REGULATION COMMISSION
Manila

[PROFESSIONAL IDENTIFICATION CARD]

LAST NAME ▶ LAURON
FIRST NAME ▶ CHRISTIAN
MIDDLE INITIAL NAME ▶ GARBO
REGISTRATION NO. ▶ 0895977
REGISTRATION DATE ▶ 12/8/1997
VALID UNTIL ▶ 12/6/2020

CERTIFIED PUBLIC ACCOUNTANT

12/6/1976
1/23/2017



SIGN HERE
RETURN TO 3-7



14 June 2004

FRM ID: 16016

Mr. Christian Lauron
SGV & Co - Ernst & Young
6760 Ayala Avenue
Makati City
Manila Philippines 1226

Dear Mr. Lauron:

On behalf of the Global Association of Risk Professionals I would like to congratulate you on passing the 2003 Financial Risk Manager Examination. Your performance on the Financial Risk Manager examination has indicated to GARP's FRM Committee and the Board of Trustees that you possess the professional skills, experience and intuitive and analytical capabilities necessary to perform the function of a qualified professional Financial Risk Manager.

As a certified Financial Risk Manager, you are encouraged to use the FRM designation (e.g., the acronym "FRM" after your name or titled as "Financial Risk Manager – Certified by the Global Association of Risk Professionals, November 2003"). Please note that it is the official policy of GARP that this designation not be altered or otherwise translated into any other language.

Having demonstrated a commitment to the financial risk management profession by passing the FRM examination, you have our best wishes for continued success in the profession. GARP considers you to be a valuable member and looks forward to your continued support and involvement in this organization.

Sincerely,

A handwritten signature in black ink, appearing to read 'Diane M. Beebe'.

Diane M. Beebe
VP, FRM Certification & Administration
Global Association of Risk Professionals

GARP

The Board of Trustees of
The Global Association of Risk Professionals

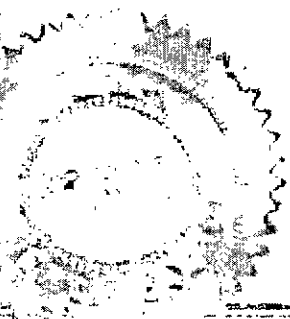
Certifies that

Christian Garbo Luron

having demonstrated knowledge and proficiency to the
Financial Risk Manager committee is granted the designation of

Financial Risk Manager (FRM®)

and is in good standing and entitled to all rights and privileges accorded this
designation on this sixteenth day of November, in the year two thousand and three



William W. Martin
Chairman Board of Trustees

A handwritten signature in dark ink, appearing to read "René Stulz".

René Stulz
Chairman FRM Committee

A handwritten signature in dark ink, appearing to read "Rich Apostolik".

Rich Apostolik
President & CEO

THE BACK OF THIS DOCUMENT CONTAINS AN ARTIFICIAL WATERMARK. HOLD AT AN ANGLE TO VIEW.

THE AMOS TUCK SCHOOL OF BUSINESS ADMINISTRATION

DARTMOUTH COLLEGE
HANOVER, NEW HAMPSHIRE 03755

MASTER OF BUSINESS ADMINISTRATION

Record of: Christian G. Lauron Student No: 14030B
Issued To: Date of Birth: 06-DEC-1976
Course Level: Business

SUBJ	NO.	COURSE TITLE	CREDITS	GRADE
------	-----	--------------	---------	-------

INSTITUTION CREDIT:

Winter Term 2004

MGMT ACS	Advanced Competitive Strategy	3.0	S
MGMT EFFT	Effective Teamwork	3.0	H
MGMT FSIA	Financial Statemt Intrap & Anal	3.0	H
MGMT MDM	Managerial Decision Making	3.0	S+

Total Earned Credits: 12.00

Grand Total Earned Credits: 12.0

END OF TRANSCRIPT

Amos Tuck



ASIAN INSTITUTE OF MANAGEMENT

OFFICE OF THE REGISTRAR GRADUATE RECORD

Name	Lauron, Christian G.	Date of Birth	12/6/1976
Address	138 R. Duterte Street Banawa Cebu City Philippines 6000	Gender	Male

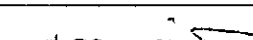
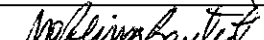
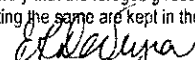
ADMISSION CREDENTIALS

Degree Obtained	Bachelor of Science in Accountancy	Date of Degree Conferment	March 1997
School Last Attended	University of Cebu		
Admission	7/15/2002	Degree	Master in Business Administration
Honors/Citations		Date of Degree Conferment	5/2/2004

COURSE DESCRIPTIVE TITLE	GRADE	CREDITS
Establishing and Running a Venture Enterprise	HP-	2.00
Financial Engineering and Risk Management	HP-	2.00
Mergers, Acquisitions and Analytics	HP+	2.00
Management of Banking Institutions	HP+	2.00
Product Plus and Service Marketing	HP-	2.00
Project Finance	P	2.00
Third Trimester		
Management Research Report	HP+	6.00
Advanced Competitive Strategy	S	3.00
Managerial Decision Making	S+	3.00
Effective Teamwork	H	3.00
Financial Statement Intpr & Analysis	H	3.00
XX		
Grading System of Amos Tuck School of Business Administration		
H Honors		
S+ Satisfactory Plus		
S Satisfactory		
LP Low Pass		
F Fail		
XXXXXXXXXXXXXXXXXXXX ENTRY BELOW IS NOT VALID XXXXXXXXXXXXXXXXXXXXXXX		

REMARKS

Graduated with the degree of Master in Business Administration (MBA) Major in Finance on May 2, 2004. Included in the Dean's List for the 1st & 2nd Semester of the First Year SY 2002-2003. Cleared of all money and property responsibilities.

 Jean V. Medina Prepared By:	 Ma. Reina C. Bautista Checked By:	OFFICIAL GRADES																																																				
CERTIFICATION I hereby certify that the foregoing records have been verified by me and that the true copies substantiating the same are kept in the files of our school.  Ms. Emerita R. De Veyra Registrar	5/2/2004 Date Issued	<table><tr><td>Distinction</td><td>D</td><td>94</td><td></td></tr><tr><td></td><td>D-</td><td>92</td><td>Excellent</td></tr><tr><td>High Pass</td><td>HP+</td><td>90</td><td></td></tr><tr><td></td><td>HP</td><td>88</td><td>Very Good</td></tr><tr><td></td><td>HP-</td><td>86</td><td></td></tr><tr><td>Pass</td><td>P+</td><td>84</td><td>Good</td></tr><tr><td></td><td>P</td><td>82</td><td>Satisfactory</td></tr><tr><td></td><td>P-</td><td>80</td><td>Passing</td></tr><tr><td>Low Pass</td><td>LP+</td><td>78</td><td>Fair</td></tr><tr><td></td><td>LP</td><td>76</td><td></td></tr><tr><td></td><td>LP-</td><td>74</td><td></td></tr><tr><td>Unsatisfactory</td><td>U</td><td>70</td><td></td></tr><tr><td>Incomplete</td><td>I</td><td></td><td></td></tr></table>	Distinction	D	94			D-	92	Excellent	High Pass	HP+	90			HP	88	Very Good		HP-	86		Pass	P+	84	Good		P	82	Satisfactory		P-	80	Passing	Low Pass	LP+	78	Fair		LP	76			LP-	74		Unsatisfactory	U	70		Incomplete	I		
Distinction	D	94																																																				
	D-	92	Excellent																																																			
High Pass	HP+	90																																																				
	HP	88	Very Good																																																			
	HP-	86																																																				
Pass	P+	84	Good																																																			
	P	82	Satisfactory																																																			
	P-	80	Passing																																																			
Low Pass	LP+	78	Fair																																																			
	LP	76																																																				
	LP-	74																																																				
Unsatisfactory	U	70																																																				
Incomplete	I																																																					

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input type="checkbox"/> Staff <input type="checkbox"/>		
Name of Position: Lead Change Management Expert				
Personal Information				
Name of Staff: Charisse Rossielin Y Cruz				
Address: Quezon City, Philippines	Contact No. 0917-1388266	Email Address: Charisse.rossielin.y.cruz@ph.ey.com		
Date of Birth: 22 April 1979	Citizenship: Filipino	Civil Status: Married		
Work Experience (start from current employment)				
Company Name	Inclusive Dates		Total (Years, Months)	Position Title
	From	To		
SGV & Co.	Feb 2017	Current	6 months	Partner
Actual Duties and Responsibilities: <ul style="list-style-type: none"> ▶ Served as Finance subject matter resource for an actuarial process review of a large insurance company in Singapore ▶ Served as Finance and Insurance Industry subject matter resource for a system implementation project of a large insurance company in Singapore ▶ Performed a review of the premium suspense management process (including review of process for improvements in performance evaluation by business unit) of a large insurance group of companies covering Singapore, Malaysia and Indonesia and subsequently provided implementation support during Phase 2 ▶ Performed a finance function assessment for a large insurance company in Malaysia, the results of which led to a finance improvement design and implementation project ▶ Provided Target Operating Model design support to the Reconciliation Services Utility (RSU) function of a global bank, with the expected result of reducing costs in the current RSU structure, and which resulted in the eventual implementation of a consolidated system to support the global RSU function ▶ Conducted a review of the finance function (including a review to enhance management reporting in terms of accuracy and timeliness) of a growing dairy manufacturing company ▶ Performed a review of a large insurance company's month-end close process, which resulted in the implementation by the client of some quick win solutions ▶ Managed a system implementation project of a large regional insurance company covering Hong Kong, Australia, New Zealand, China, Taiwan and Vietnam (Phase 1) and Korea, Indonesia and the Philippines (Phase 2) which included: close coordination with and monitoring of key client stakeholders across Finance, Investments, IT and consultants; monitoring of the local in-country teams; tackling issues encountered in the project to ensure timely and appropriate resolution; leading project status meetings to ensure the timely communication of key milestones and resolution of issues or delays; assistance to the working teams on data migration work, user acceptance testing of SAP 6.0 functionality, preparation of training materials and review of the business process manual ▶ Led the IFRS conversion team with respect to the adoption of the insurance accounting standard by financial services industry clients in the Philippines; developed a product classification template used by the clients to facilitate the adoption of IFRS 4; and led the rollout of IFRS 4 training and seminars held within and outside the firm 				
KPMG Services Pte Ltd (Singapore)	02/2013	12/2016	3 years, 11 months	Senior Director
Actual Duties and Responsibilities: <ul style="list-style-type: none"> ▶ Led several business transformation engagements in financial management 				

KPMG Services Pte. Ltd (Singapore/Hong Kong)	06/2010	07/2011	1 year, 1 month	Manager	Served as Project Manager of a large insurance company's system implementation project
Actual Duties and Responsibilities: <ul style="list-style-type: none"> Served as Project Manager of a large insurance company's system implementation project 					
SGV & Co.	12/2001	05/2010	8 years, 6 months	Senior Manager (last position held)	Led several audit engagements and IFRS conversion projects
Actual Duties and Responsibilities: <ul style="list-style-type: none"> Led several audit engagements and IFRS conversion projects 					
Current Workload (include workload on projects from other companies, if any)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
ADB	07/2017	11/2017	5 months	Manageme nt (Cost) Accounting Specialist	Consultant for the management accounting processes and systems
Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			
Annual Executive Training (Advisory & IFRS)			Manila and other Asian countries	60 hours per year	SGV & Co. / Ernst & Young
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
National University of Singapore	Aug 2011	June 2013	Master of Business Administrati on, specializatio n in Finance	Saw Gold Medal for Outstanding Graduate in Finance and Banking	
University of the Philippines	June 1996	April 2001	Bachelor of Science in Business Administrati on and Accountancy	Magna Cum Laude	
Professional Certifications/Other Credentials					
Philippine Certified Public Accountant			Received Nov. 8, 2001		

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and experience.



Charisse Rossiellin Y. Cruz

Name and Signature

Date: July 28, 2017

SUBSCRIBED AND SWORN to before me this 28th day of July 2017 at Makati City, Philippines. Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiant exhibited to me his/her Professional Regulation Commission Identification Card with his/her photograph and signature appearing thereon, with no. 0104928 valid until 22 April 2019

Witness my hand and seal this 28th day of July 2017.

NAME OF NOTARY PUBLIC

Serial No. of Commission _____

Notary Public for _____ until _____

Roll of Attorneys No. _____

PTR No. _____, [date issued], [place issued]

IBP No. _____, [date issued], [place issued]


Doc. No. 44

Page No. 10

Book No. 2

Series of 2017




ATTY. MICHELLE C. ARIAS
Notary Public for Makati City until December 31, 2018
11/F STI Holdings Center, 6764 Ayala Ave., Makati City
Appointment No. M-304 / Roll of Attorneys No. 62234
PTR No. 5943305; 01/22/2017; Makati City
IBP No. 1062826; 01/10/2017; Quezon City Chapter
MCLE Compliance No. V-0011276 valid until 04/14/2019



SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 891 0307
Fax: (632) 819 0872
ey.com/ph

July 31, 2017

DEPARTMENT OF BUDGET AND MANAGEMENT

Bids and Awards Committee
Building III, General Solano Street,
San Miguel, Manila City, Metro Manila


Gentlemen:

This is to certify that Ms. **CHARISSE ROSSIELIN Y. CRUZ** has been with SyCip Gorres Velayo & Co. (a member firm of Ernst & Young Global Limited) since she rehired last February 13, 2017 and was promoted to Partner on July 1, 2017.

This certification is being issued at her request in connection with our bidding proposal for DBM Change Management Consulting Services.

Very truly yours,

SGV & Co.

By: 
RUBEN R. RUBIO
Senior Advisor
Partner Matters


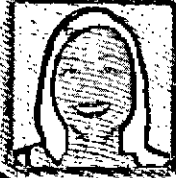
Republic of the Philippines
PROFESSIONAL REGULATION COMMISSION
Manila

PROFESSIONAL IDENTIFICATION CARD

LAST NAME ▶ CRUZ
FIRST NAME ▶ CHARISSE ROSSIELIN
MIDDLE INITIAL NAME ▶ YOUNG
REGISTRATION NO. ▶ 0104928
REGISTRATION DATE ▶ 11/8/2001
VALID UNTIL ▶ 4/22/2019

CERTIFIED PUBLIC ACCOUNTANT

4/22/1979
3/9/2016



Professional Regulation Commission
P. Paredes St., corner N. Reyes St., Sampaloc, Manila
www.prc.gov.ph Hotline Number: 735-1535


CERTIFICATION

001918009

This is to certify that the person whose name, photograph, and signature appear herein is a duly registered professional, legally authorized to practice his/her profession with all the rights and privileges appurtenant thereto.

This is to certify further that he/she is a professional in good standing and that his/her certificate of registration/professional license has not been suspended, revoked, or withdrawn.

Signature of Professional


ANGELINE T. CIRIA CHIAO
ACTING CHAIRPERSON



Diliman

To All Persons To Whom These Presents May Come, Greetings:
Be it known that

CHARISSE ROSSIELIN Y. CRUZ

having satisfied all the requirements for the degree of

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION AND ACCOUNTANCY

Magna Cum Laude

and having been recommended by the Faculty of the

COLLEGE OF BUSINESS ADMINISTRATION

and endorsed by the University Council of U.P. Diliman, is hereby conferred the degree as of April 22, 2001 with all the rights, honors and privileges as well as obligations and responsibilities thereunto appertaining, by decision of the Board of Regents in accordance with the laws of the Republic of the Philippines.

In testimony thereof, the seal of the University of the Philippines and the signature of its pertinent officials are hereunto affixed.
Given at Diliman, Quezon City, Philippines this 22nd day of April in the year of our Lord two thousand one.

(Sgd.) FRANCISCO NEMENZO

President

(Sgd.) EMERLINDA R. ROMAN

Chancellor

(Sgd.) MARTIN V. GREGORIO

Secretary of the University

(Sgd.) ELVIRA A. ZAMORA

Dean

Certified Translation of the Original:


PAMELA C. CONSTANTINO, Ph.D.
University Registrar

NATIONAL UNIVERSITY OF SINGAPORE



This is to certify that

CHARISSE ROSSIELIN CRUZ

having fulfilled the requirements prescribed
by the University was conferred the degree of

MASTER OF
BUSINESS ADMINISTRATION

on

30 June 2013



A handwritten signature in black ink, likely belonging to the Chair of the Board of Trustees.

Chair, Board of Trustees

A handwritten signature in black ink, which reads "Tan Chuan-Jin".

President



Republika ng Pilipinas

REPUBLIC OF THE PHILIPPINES

Komisyon sa Regulasyon ng mga Propesjonal

PROFESSIONAL REGULATION COMMISSION

Lupon ng Akawntansiya

BOARD OF ACCOUNTANCY

Dapat malaman na si

Be it known that

CHARISSE ROSSIELIN Y. CRUZ

ay nakatupad sa mga tadhana ng Dikreto ng Pangulo Blg. 692 at sa mga kautusang legal at regulasyon ng

has complied with all the requirements of Presidential Decree No. 692 and the rules and regulations of the

Lupon at ng Komisyon at itinala sa rehistro ng mga propesjonal bilang isang

Board and the Commission and has been entered in the registry of professionals as an

Akawntant

ACCOUNTANT

na may pribilehiyong gumamit ng titulo at manungkulan sa propespong ito sa ilalim ng kapangyarihan ng Republika ng Pilipinas.

with the privilege to assume the title and to practice the profession under the authority of the Republic of the Philippines.

Sa Katunayan Nito, Itong Katibayan Blg. 104928 na nilagdaan ng Pinuno at mga Kagawad ng Lupon at ng Pinuno ng

IN TESTIMONY WHEREOF, this Certificate, signed by the Chairman and Members of the Board and the Chairperson of the

Komisyon, na may tatak ng selyo ng kapangyarihan ng Lupon at ng Komisyon alinsunod sa mga probisyon ng

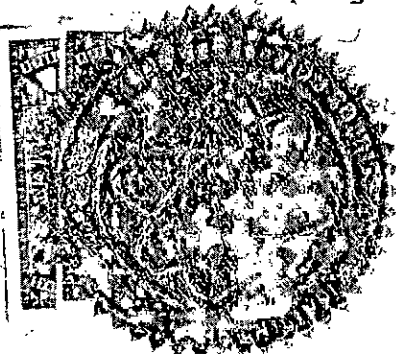
Commission, with the official seal of the Board and the Commission affixed thereto in accordance with the provisions of

Dikreto ng Pangulo Blg. 692 at Batas Republika Blg. 8981, dito sa Lungsod ng Maynila, Pilipinas

Presidential Decree No. 692, and Republic Act No. 8981, in the City of Manila, Philippines

ay ipinagkaloob sa kanya ngayong ika- 8 ng Nobyembre, sa taon ng Ating Panginoon, Dalawang Libo at isa.

is hereby awarded to him/her on this 8th day of November, in the year of Our Lord, Two Thousand and one.



[Signature]
Kagawad
Member

[Signature]
Pangalawang Tagapangulo
Vice Chairman

[Signature]
Kagawad
Member

[Signature]
Kagawad
Member

[Signature]
Kagawad
Member

Pinagtibay:
Approved

[Signature]
Tagapangulo
Chairperson

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input type="checkbox"/> Staff <input type="checkbox"/>			
Name of Position: Change Management Expert					
Personal Information					
Name of Staff: Joanna Grace L Blas					
Address: 5313 Constantine St., BF Resort Village, Las Pinas City, Metro Manila 1740 Philippines	Contact No. +632 891 0307 +63 917 8265031	Email Address: joanna.grace.lopez.blas@ph.ey.com			
Date of Birth: 18 September 1986	Citizenship: Filipino	Civil Status: Single			
Work Experience (start from current employment)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	
	From	To			
SGV & Co.	2011	Present	5 years, 10 months	Director	
Actual Duties and Responsibilities:					
<ul style="list-style-type: none"> ▶ Conducted change management workshops for the Change Sponsors and Change Agents of a pharmaceutical company in relation to its ERP implementation. Workshops include assessment and prioritization of risks and action planning for prioritized risks. ▶ Conducted organization effectiveness study for a holdings, hotel, leasing, and store management company. Engagement includes organization review and competency modelling and assessment for the finance and purchasing functions of the corporate office and several business units. ▶ Conducted Job evaluation workshop for the Human Resource function of a mining company based in the Philippines. ▶ Conducted Job evaluation and compensation study for an industrial gas manufacturer in the Philippines. Engagement includes surveying and validation on duties, responsibilities and required skills for covered incumbents, updating of Job Rating Plan and Job Classification Framework, and internal and external compensation analysis. ▶ Conducted Compensation study for one of the major universities in the Philippines. Engagement includes internal and external compensation analysis involving full-time and part-time data 					
Continental GmbH	Aug 2007	Dec 2008	1 year, 4 months	Project Management Assistant	
Actual Duties and Responsibilities:					
<ul style="list-style-type: none"> ▶ Managed integration, coordination, documentation and surveys with IT Management-Asia Pacific Team, particularly for the Continental - Siemens VDO merger; Managed difference areas of the IT APAC management's virtual team room 					
Current Workload (include workload or projects from other companies, if any)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
Real estate client	Feb 2017	Aug 2017	6.5 months	Engagement Manager	Served as Manager-in-Charge to the Advisory team in reviewing the

July 31, 2017

Department of Budget and Management
BAC Conference Room, DBM Building III
General Solano St., San Miguel, Manila

Gentlemen:


This is to certify that **Ms. Joanna Grace L. Blas** is a permanent employee of our Firm. She joined us on September 26, 2011 and is presently a Director in our Advisory Services Division.

This certification is being issued in compliance with your requirement in bidding for Change Management Consulting Services Engagement.

Very truly yours,

SGV & Co.

By ,



JULIE CHRISTINE O. MATEO
Partner
Human Resources Division

/r/c



School of Continuing Education

presents this

Certificate of Attendance

Joanna Grace L. Blas

for completing all the requirements for the

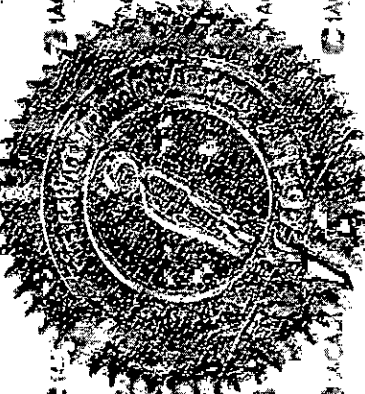
Lean Six Sigma Green Belt Program

this Saturday, April 5, 2014 at SGV1 Building, Ayala Avenue, Makati City

Rex Tuozos
Lean Six Sigma Master Black Belt

Vanessa L. Tanco-Cualopling
President and CEO

Maria Christina Vitas
Executive Director, School of Continuing Education





iACADEMY

School of Computing • School of Business • School of Design



SCHOOL OF
**CONTINUING
EDUCATION**
I A C A D E M Y

presents this

Certificate of Completion

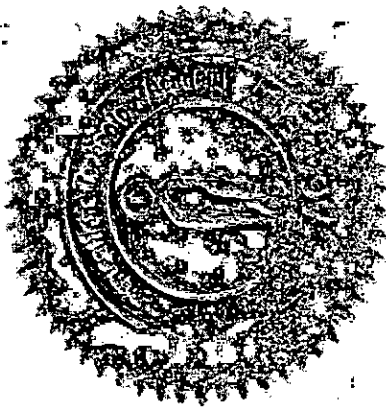
to

Joanna Grace Blas

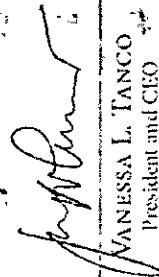
for completing all the requirements for the


Lean Six Sigma Black Belt Program

given this Saturday, August 30, 2014 at iACADEMY Plaza, 324 Sen. Gil Puyat Ave., Makati




Rex Tuozo
Instructor


VANESSA L. TANCO
President and CEO


JORDAN IMUTAN
Executive Director, School of Continuing Education



iACADEMY

School of Continuing Education

presents this

Certificate of Attendance

to

Joanna Grace L. Blas

for completing all the requirements for the

Lean Six Sigma Yellow Belt Program

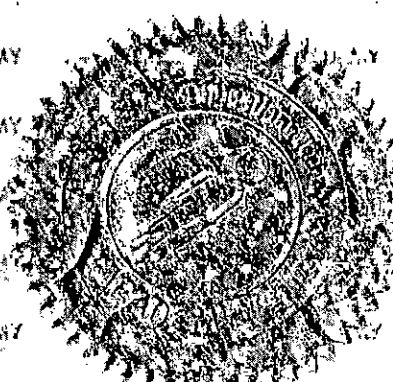
on this Saturday, March 8, 2014 at National Life Insurance Building, Ayala Avenue, Makati City, Manila.

Rex Tuzo

Six Sigma Master Black Belt

VANESSA L. TANCO-CUALOPING
President and CEO

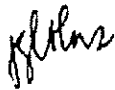
MARIA CHRISTINA VITAS
Executive Director, School of Continuing Education



					Client's Human Resources current state, identifying areas for improvement and identifying impact on FTE and workload distribution
Automotive client	Apr 2016	Dec 2017	33 working days (spread across months - delayed timeline)	Engagement Manager	Provided assistance in implementing a global roll-out of the Client's future retail program
Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			
Annual Advisory Managers' Training	2007	present	Manila and other Asian countries	40 hours per year	SGV & Co./Ernst & Young
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
University of the Philippines	Jun 2009	Apr 2011	Master's Degree in Business Administration	None	
Ecole Superieure des Sciences Commerciales d'Angers	Jan 2010	May 2010	International Business Students' Exchange Program	None	
University of the Philippines - Diliman Campus	Jun 2003	Apr 2007	Bachelor's Degree in Economics	None	
Professional Certifications, Other Credentials					
Lean Six Sigma Certification (Yellow Belt, Green Belt, Black Belt - pending certification)					

Certification:

1, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and experience.



Joanna Grace L. Blas

Name and Signature

Date: July 28, 2017

SUBSCRIBED AND SWORN to before me this 28th day at Makati City, Philippines. Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiant exhibited to me his/her Passport with his/her photograph and signature appearing thereon, with no. EC2882134 valid until 30 Nov 2019.

Witness my hand and seal this 28th day of July 2017.

NAME OF NOTARY PUBLIC

Serial No. of Commission _____

Notary Public for _____ until _____

Roll of Attorneys No. _____

PTR No. _____, [date issued], [place issued]

IBP No. _____, [date issued], [place issued]

Doc. No. 43

Page No. 10

Book No. 2

Series of 2017




ATTY. MICHELLE C. ARIAS

Notary Public for Makati City until December 31, 2018
11/H STI Holdings Center, 6764 Ayala Ave., Makati City
Appointment No. M-304 / Roll of Attorneys No. 62234
PTR No. 5943305; 01/22/2017; Makati City
IBP No. 1062826; 01/10/2017; Quezon City Chapter
MCLE Compliance No. V-0011276 valid until 04/14/2019

3

PASAPORTE
PASSPORT

Letter Type
P

PHL

Passport No / Ref No: EC2882134

Analyst / Expert:
BLAS

JOANNA GRACE

LOPEZ :

18 Sep 86

FILIPINO

MANILA

01 Dec 14

DFA NOR SOUTH

30 Nov 19

Loggia di Michelangelo, Palazzo Strozzi

P<PHLBLAS<<JOANNA<GRACE<<<<<<<<<<<<<<<<<<

EC28821348PHL8609188F1911301<<<<<<<<<<<<<02

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input type="checkbox"/> Staff <input type="checkbox"/>			
Name of Position: Change Management Expert					
Personal Information					
Name of Staff: Jose Enrique I Mejia					
Address: De la rosa St., Makati City, Philippines	Contact No. +63 943 3760355	Email Address: eric.i.mejia@ph.ey.com			
Date of Birth: 5 September 1974	Citizenship: Filipino	Civil Status: Single			
Work Experience (start from current employment)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	
	From	To			
SGV & Co.	2005	Present	12 years	Director (2008-present)	
				Associate Director (2005-2008)	
Actual Duties and Responsibilities:					
<ul style="list-style-type: none"> ▶ He led the team that conducted change management activities including conduct of a change readiness survey, development of a communication plan, and training of change champions for a mining company ▶ He led the team that conducted an organization transformation program for a major utility company. The organization and people assessment component also included an organization study, job evaluation study, compensation and benefits study, skills assessment framework development and performance appraisal system assessment ▶ He led several Human resource-related engagements, including Job Classification Framework, Compensation Structure, Performance Appraisal System, and Competency Model for several companies (i.e., Tollway company, Telecommunication provider, Non-profit Organization, Manufacturer of Industrial gases, Manufacturer of Solar Modules and Plastric Straps, etc.) 					
SGV & Co.	2003	2005	2 years	Senior Associate	
SGV & Co.	2000	2003	3 years	Associate	
Calayan Educational Foundation, Inc., Lucena City	1997	2000	3 years	College Instructor	
Current Workload (include workload on projects from other companies, if any)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
Agricultural Company	Apr 2017	Present	4 months	Engagement Manager	Leads a team engaged in developing a Job Classification Framework and Compensation Structure
Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			

Annual Advisory Managers' Training	2007	present	Manila and other Asian countries	40 hours per year	SGV & Co./Ernst & Young
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
De La Salle University (Manila, Philippines)	2000	2000	18 units in Education	None	
De La Salle University (Dasmariñas, Philippines)	1992	1996	BS Physical Therapy	None	
Professional Certifications, Other Credentials					
None					

Certification:

1, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and experience.



Jose Enrique I. Mejia

Name and Signature

Date: August 1, 2017

SUBSCRIBED AND SWORN to before me this 1st day of August 2017 at Makati City, Philippines. Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiant/s exhibited to me his/her PRC ID, with his/her photograph and signature appearing thereon, with no. 0004502 valid until 05 September 2019

Witness my hand and seal this 1st day of August 2017.

NAME OF NOTARY PUBLIC

Serial No. of Commission _____

Notary Public for _____ until _____

Roll of Attorneys No. _____

PTR No. _____, [date issued], [place issued]

IBP No. _____, [date issued], [place issued]

Doc. No. 47

Page No. 11

Book No. 2

Series of 2017



ATTY. MICHELLE C. ARIAS

Notary Public for Makati City until December 31, 2018
11/F STI Holdings Center, 6764 Ayala Ave., Makati City
Appointment No. M-304 / Roll of Attorneys No. 62234
PTR No. 5943305; 01/22/2017; Makati City
IBP No. 1062826; 01/10/2017; Quezon City Chapter
MCLE Compliance No. V-0011276 valid until 04/14/2019

July 31, 2017

Department of Budget and Management
BAC Conference Room, DBM Building III
General Solano St., San Miguel, Manila

Gentlemen:

This is to certify that **Mr. Jose Enrique I. Mejia** is a permanent employee of our Firm. He joined us on April 03, 2000 and is presently a Director in our Advisory Services Division.

This certification is being issued in compliance with your requirement in bidding for Change Management Consulting Services Engagement.

Very truly yours,

SGV & Co.

By


JULIE CHRISTINE O. MATEO
Partner
Human Resources Division

/npc



Republic of the Philippines

PROFESSIONAL REGULATION COMMISSION

Manila



PROFESSIONAL REGULATION COMMISSION PROFESSIONAL REGULATION COMMISSION PROFESSIONAL REGULATION COMMISSION PROFESSIONAL REGULATION COMMISSION

PROFESSIONAL IDENTIFICATION CARD

LAST NAME ► MEJIA
FIRST NAME ► JOSE ENRIQUE
MIDDLE INITIAL/NAME ► INFANTE
REGISTRATION NO. ► 0004502
REGISTRATION DATE ► 09/12/1996
VALID UNTIL ► 09/03/2019



PHYSICAL THERAPIST



The Valle National **COLLEGE OF PHYSICAL THERAPY**

The College of Physical Therapy is a non-profit organization dedicated to the advancement of the physical therapy profession and the improvement of the quality of life for the physically disabled.

Jose Enrique J. Mejia
 Director of Science in Physical Therapy

The College of Physical Therapy is a non-profit organization dedicated to the advancement of the physical therapy profession and the improvement of the quality of life for the physically disabled.

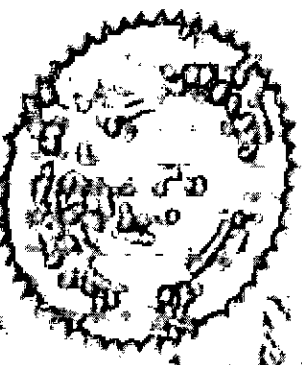
The College of Physical Therapy is a non-profit organization dedicated to the advancement of the physical therapy profession and the improvement of the quality of life for the physically disabled.

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The College of Physical Therapy is a non-profit organization dedicated to the advancement of the physical therapy profession and the improvement of the quality of life for the physically disabled.

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input type="checkbox"/> Staff <input type="checkbox"/>	
Name of Position: Change Management Expert			
Personal Information			
Name of Staff: Christian Edmund L Chua			
Address: Binondo, Manila	Contact No. +632 891 0307	Email Address: christian.edmund.l.chua@ph.ey.com	
Date of Birth: 1 November 1984	Citizenship: Filipino	Civil Status: Single	
Work Experience (start from current employment)			
Company Name	Inclusive Dates		Total (Years, Months)
	From	To	
SGV & Co.	2016	2017	1 year
Position Title Senior Director			
Actual Duties and Responsibilities: <ul style="list-style-type: none"> ▶ Customer Relationship Management System (CRMS) <ul style="list-style-type: none"> ○ Led a team in evaluating the appropriate CRMS for a government financial institution (GFI) ○ The project involved the following areas: <ul style="list-style-type: none"> ▪ Understanding the GFI's customer strategy. The activities include customer segmentation, customer experience mapping and field visits to selected branches nationwide ▪ Development of the CRMS master plan, readiness assessment and change management plan ▪ Conduct of workshops for the branch and lending groups focusing on certain themes, such as customer analytics, customer experience journey and market opportunities ▶ International benchmark study on public transport infrastructure <ul style="list-style-type: none"> ○ Led a team in conducting a benchmarking study on the Philippines' public transport infrastructures ○ Sample countries include Philippines, Argentina, Thailand and Australia ○ The project entailed multiple liaisons with transport/infrastructure related department, agencies and GOCCs ▶ Cost allocation for co-financing operations <ul style="list-style-type: none"> ○ Act as subject matter resource for a cost allocation project with a multilateral development bank (MDB) ○ The project involves the following activities: <ul style="list-style-type: none"> ▪ Benchmarking of cost allocation policy with other MDBs ▪ Design of cost allocation and fee charging framework ▪ Application of the framework on past and future co-financing projects ▶ Assessment of Impacts of Government Infrastructure Spending on Financial Markets <ul style="list-style-type: none"> ○ Led the team in the delivery of the project ○ The project involved the following activities: <ul style="list-style-type: none"> ▪ Develop a high level assessment framework which will provide a whole view of who is involved in this study, what are its key outcomes and who will be affected/impacted by its implementation.. ▪ Work with relevant national government agencies (including BTr, NEDA, DOTr, BSP, and DBM) to define the range of assumptions to be considered with regard to both expenditure and revenue levels. ▪ Conduct analysis of the various scenarios using the agreed framework and assumptions. 			

<ul style="list-style-type: none"> Provide a high level narrative analysis of the implications of the scenarios and the options that Government could consider with regard to financing strategies. This will include recommendations on the funding mix, given the 80:20 ratio of the government (80% local borrowings and 20% foreign borrowings) as well as the impact of additional deficit spending on domestic interest rate (if it will be funded locally). 					
<ul style="list-style-type: none"> Internal Capital Adequacy Assessment Process <ul style="list-style-type: none"> Various involvement in advisory projects for the review of ICAAP of top universal and commercial banks in the Philippines Co-project team leader for an ICAAP training program for the Internal Audit group for universal and commercial banks; project management activities include the review of the bank's ICAAP document; development of ICAAP training lecture and instructional materials and technical advisory consultations; facilitated various focus group discussions in the development of ICAAP audit checklists Performed ICAAP implementation advisory for a Philippine commercial bank; facilitated group discussion with the Bank's key executives and provided subsequent application advisory services discussion with the Bank's key executives and provided subsequent application advisory services Model Validation - Direct involvement as team leader for independent validation of risk measurement models of top Philippine bank. The validation uses a holistic model validation approach focusing on governance, data quality and controls, methodology and quantification, and reporting. The engagement consists of five phases: (1) current state understanding, (2) review of control policies and procedures, (3) testing and analysis, (4) reporting and recommendation, and (5) knowledge transfer and technical training. Led a team in providing advisory services for the quasi-bank application of a Czech based financing company. The areas covered include organization structure, lending and other operations, risk management and capital requirements Conducted executive and technical seminars on business and financial areas, including but not limited to customer analytics, quantitative models, financial instrument and valuation. 					
Current Workload (include workload on projects from other companies, if any)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
Asian Development Bank (ADB)	Jul 2017	Nov 2017	5 months	Subject Matter Resource	Act as subject matter resource for a cost allocation project with a multilateral development bank (MDB). The project involves the following activities: <ul style="list-style-type: none"> Benchmarking of cost allocation policy with other MDBs Design of cost allocation and fee charging framework Application of the framework on past and future co-

					financing projects
Coffey International Development - Philippine-Australia Public Financial Management Program	Jun 2017	August 2017	3 months	Engagement Manager	Led a team in conducting a benchmarking study on the Philippines' public transport infrastructure
Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			
Annual Advisory Managers' Training	2007	present	Manila and other Asian countries	40 hours per year	SGV & Co./Ernst & Young
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
De La Salle University	2002	2006	BS Accountancy & BS Applied Economics	NONE	
Professional Certifications, Other Credentials					
Certified Public Accountant			Received July 6, 2007		

Certification:

1, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and experience.

Christian Chua

Christian Edmund L. Chua

Name and Signature

Date: July 31, 2017

SUBSCRIBED AND SWORN to before me this day of 31 July, 2017 at Makati City, Philippines. Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiants exhibited to me his/her PRC ID, with his/her photograph and signature appearing thereon, with no. 0120009 valid until 1 Nov. 2017

Witness my hand and seal this 31st day of *July* 2017.

NAME OF NOTARY PUBLIC

Serial No. of Commission _____

Notary Public for _____ until _____

Roll of Attorneys No. _____

PTR No. _____, [date issued], [place issued]

IBP No. _____, [date issued], [place issued]

Doc. No. 46

Page No. 11

Book No. 2

Series of 2017



Michelle C. Arias
ATTY. MICHELLE C. ARIAS

Notary Public for Makati City until December 31, 2018
11/F STI Holdings Center, 6764 Ayala Ave., Makati City
Appointment No. M-304 / Roll of Attorneys No. 62234
PTR No. 5943305; 01/22/2017; Makati City
IBP No. 1062826; 01/10/2017; Quezon City Chapter
MCLE Compliance No. V-0011276 valid until 04/14/2019



SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 891 0307
Fax: (632) 819 0872
ey.com/ph

BOA/PRC Reg. No. 0001,
December 14, 2015, valid until December 31, 2018
SEC Accreditation No. 0012-FR-4 (Group A),
November 10, 2015, valid until November 9, 2018

July 31, 2017

Department of Budget and Management
BAC Conference Room, DBM Building III
General Solano St., San Miguel, Manila

Gentlemen:

This is to certify that **Mr. Christian Edmund L. Chua** is a permanent employee of our Firm. He joined us on July 02, 2007 and is presently a Senior Director in our Advisory Services Division.

This certification is being issued in compliance with your requirement in bidding for Change Management Consulting Services Engagement.

Very truly yours,

SGV & Co.

By


JULIE CHRISTINE O. MATEO
Partner
Human Resources Division

/rpc



Republic of the Philippines
PROFESSIONAL REGULATION COMMISSION
Manila



PROFESSIONAL IDENTIFICATION CARD

LAST NAME: ▶ CHUA
FIRST NAME: ▶ CHRISTIAN EDMUND
MIDDLE INITIAL NAME: ▶ LIM
REGISTRATION NO.: ▶ 0120009
REGISTRATION DATE: ▶ 6/6/2007
VALID UNTIL: ▶ 11/1/2017



CERTIFIED PUBLIC ACCOUNTANT



11/1/1984
11/5/2014



000597036

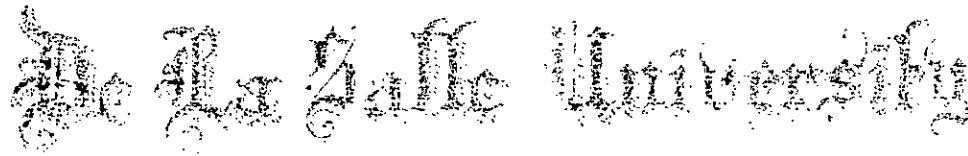
CERTIFICATION

This is to certify that the person whose name, photograph, and signature appear herein is a duly registered professional, legally authorized to practice his/her profession with all the rights and privileges appurtenant thereto.

This is to certify further that he/she is a professional in good standing and that his/her certificate of registration/professional license has not been suspended, revoked, or withdrawn.

Christian Lim
Signature of Professional





Maynila, Republika ng Pilipinas
MANILA, REPUBLIC OF THE PHILIPPINES

Sa lahat ng makakatutuhang ito, kasulatang ito ipinatagang Bat' sa Ngalan ng Maykapal
TO ALL WHOM THIS DIPLOMA COMES, I WRITE THESE IN THE LORD.

Upinababatiid ng mga ito na ito na ito
THIS DIPLOMA BEAR WITNESS THAT

Christian Edmund Lim Chua

ay nakatupad sa itinakdang kurso sa makasulit nang maluarulhati.
HAS FAITHFULLY COMPLETED WITH THE PRESCRIBED COURSE OF STUDY WITH INTELLIGENCE

Optimism samakatuwid na kami, sa pagpamit ng kapa-
RE IT THEREFORE DECLARED, THAT BY VIRTUE OF THE AUTHORITY GRANTED TO US BY THE COMMISSION ON HIGHER
sa Edukasyon, Republika ng Pilipinas ay nag-
EDUCATION, REPUBLIC OF THE PHILIPPINES, WE CONFIRM UPON THE SAID STUDENT THE DEGREE OF

Batsilyer ng Agham sa Akountansi
BACHELOR OF SCIENCE IN ACCOUNTANCY

At aming inihahayag na siya'y may nangkin
AND WE DECLARE THAT HE IS ENTITLED

Bilang katuwagan ay taglay nito ang tatak ng
IN TESTIMONY WHEREOF WE HAVE CAUSED TO BE AFFIXED

hilagang sa Maynila, Pilipinas ngayong ita-
DONE AT MANILA, PHILIPPINES ON DECEMBER 16

son ng ating Panginoon, dalawang libo at anim.
IN THE YEAR OF OUR LORD, TWO THOUSAND AND SIX.

lahat ng karapatan at pribilehiyong nanatibala.
ENJOY ALL THE RIGHTS AND PRIVILEGES PERTAINING HERETO.

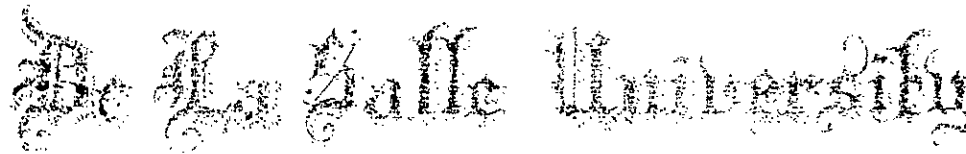
ng Pamantasan at ang mga Lagda namin.
TO THE SEAL OF THE UNIVERSITY AND OUR SIGNATURES.

16 ng Disyembre



Ang Pangulo at Kapangyarihan
THE PRESIDENT AND FACULTY OF

No. 07 - 051



Magnila, Republika ng Pilipinas
MANILA, REPUBLIC OF THE PHILIPPINES

Sa labat ng makakatunghay ng kasulatang ito. Kapitang Bati sa Ngalan ng Maykapal
TO ALL WHOM THIS DIPLOMA COMES BY THE GREETINGS IN THE LORD.

Opinababaitid ng mga ito na ito no si
THIS DIPLOMA MAKES IT OWN THAT

Christian Edmund Lim Chua

ay nakatupad sa tinatakdang kurso. nakasulat nang matuwalaan.
HAS FAITHFULLY COMPLETED WITH THE PRESCRIBED COURSE OF STUDY WITH DILIGENCE

Upin, natin sinasabuwat na kami, sa paggamit ng kapangyarihang kaboob ng Komisyon ng Lalang Edukasyon, Republika ng Pilipinas ay nag-iibig sa naturang mag-aaral ng titulong
WE IT THEREFORE DECLARED, THAT BY VIRTUE OF THE AUTHORITY GRANTED TO US BY THE COMMISSION ON HIGHER EDUCATION, REPUBLIC OF THE PHILIPPINES, WE CONFIRM THE SAID STUDENT THE DEGREE OF

Batsilyer ng Agham sa Applied Economics
BACHELOR OF SCIENCE IN APPLIED ECONOMICS

At aming inihahayag na siya'y mag-aaral
AND WE HEREBY CERTIFY THAT HE IS ENTITLED

Bilang katunayan ay taglay nito ang tatlok ng
IN TESTIMONY WHEREOF WE HAVE CAUSED TO BE AFFIXED

Talagda sa Maynila, Pilipinas ngayong ika-16 ng Disyembre
DONE AT MANILA, PHILIPPINES ON DECEMBER 16

2006 ng ating Panginoon. dalawang libo at anim.
IN THE YEAR OF OUR LORD, TWO THOUSAND AND SIX.

at ang karapatan at pribilehiyong nauugnay dito.
AND THE RIGHTS AND PRIVILEGES PERTAINING THERETO.

Ang Pamantasan at ang mga taglay namin.
TO THE SEAL OF OUR UNIVERSITY AND OUR SIGNATURES.

16 ng Disyembre

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input type="checkbox"/> Staff <input type="checkbox"/>			
Name of Position: Subject Matter Resource - Learning and Development					
Personal Information					
Name of Staff: Clairma T. Mangangey					
Address: 6760 Ayala, Makati City, Philippines c/o SGV & Co.	Contact No. +632 891 0307 +63 918 8948272	Email Address: clairma.t.mangangey@ph.ey.com			
Date of Birth: -	Citizenship: Filipino	Civil Status: Married			
Work Experience (start from current employment)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	
	From	To			
SGV & Co.	Nov 1991	Present	25 years, 8 months	Assurance Partner and Head, Learning and Development	
Actual Duties and Responsibilities:					
<ul style="list-style-type: none"> ▶ She heads the firm-wide learning and development program for more than 5000 associates. The program encompasses the following service lines: assurance, tax, advisory, and transaction services. ▶ She has extensive experience in providing assurance services to listed companies and multinational corporations, with exposure to various industries including broadcasting, utilities, retail, wholesale, business process outsourcing, manufacturing, trading, oil and gas and non-stock, not-for-profit organizations. ▶ She possesses deep knowledge in the Global Audit Methodology and the International Standards on Auditing, and has extensive exposure in group audits of conglomerates with overseas operations. ▶ She specializes in the application of accounting and auditing standards and regulatory requirements. ▶ She is the Area Methodology Implementation Leader for Asia Pacific (APac) and a member of the APac Enablement Group. ▶ She is also the Climate Change and Sustainability Services Partner in the Philippines. 					
Current Workload (include workload or projects from other companies, if any)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
None					
Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			
Annual Executive Training (IFRS)	-		Manila and other Asian cities	60 hours per year	SGV & Co. / Ernst & Young
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
St. Louis University	-		BS in Commerce, Major In Accounting	Cum laude	
Professional Certifications, Other Credentials					
Certified Public Accountant			-		
Certified Sustainability Reporting Specialist			-		

July 31, 2017

DEPARTMENT OF BUDGET AND MANAGEMENT

Bids and Awards Committee

Building III, General Solano Street,

San Miguel, Manila City, Metro Manila

Gentlemen:

This is to certify that Ms. **CLAIRMA T. MANGANGEY** has been with SyCip Gorres Velayo & Co. (a member firm of Ernst & Young Global Limited) since November 1991 and is presently a Partner of the Firm.

This certification is being issued at her request in connection with our bidding proposal for DBM Change Management Consulting Services.

Very truly yours,

SGV & Co.

By: 
RUBEN R. RUBIO
Senior Advisor
Partner Matters

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input type="checkbox"/> Staff <input type="checkbox"/>			
Name of Position: <div style="text-align: center;">Subject Matter Resource - Information Technology</div>					
Personal Information					
Name of Staff: <div style="text-align: center;">Allan W Ocho</div>					
Address: 6760 Ayala, Makati City, Philippines c/o SGV & Co.	Contact No. +632 891 0307	Email Address: allan.w.ocho@ph.ey.com			
Date of Birth: 21 December 1975	Citizenship: Filipino	Civil Status: Married			
Work Experience (start from current employment)					
Company Name	Inclusive Dates <div style="display: flex; justify-content: space-between; font-size: small;"> From To </div>		Total (Years, Months)	Position Title	
SGV & Co.	Sep 2009	Present	7 years, 11 months	Partner, Information Technology Risk and Assurance	
Actual Duties and Responsibilities: <ul style="list-style-type: none"> ▶ Led and managed IT assessment projects for various areas including business systems, IT infrastructure, IT processes and IT organization for various industries including educational institutions, manufacturing companies, a Health Maintenance Organization (HMO), a toll operator, a reinsurance company and a pre-need company. ▶ Led and managed IT audit engagements to support financial statement audits, focusing on risks assessment and controls evaluation over computerized application systems supporting critical processes; and IT general control reviews including detailed security review focusing on appropriateness of user access rights at the operating, database and application systems levels. ▶ Led and managed the Project Risk Management engagement for a major telecommunications company in the Philippines, focusing on data integrity and solution integrity. 					
Current Workload (include workload or projects from other companies, if any)					
Company Name	Inclusive Dates <div style="display: flex; justify-content: space-between; font-size: small;"> From To </div>		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
Financial Institution	2016	Present	1 year	Lead Partner	He performed independent assessment of the client's business and IT processes and controls against relevant regulatory requirements (BSP Circular No. 808, BSP Circular 706, BIR RMO 29-2002), identified gaps and developed recommendations

Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			
Annual Executive Training (Advisory & IFRS)	-		Manila and other Asian Cities	60	SGV & Co. / Ernst & Young
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
Asian Institute of Management	2002	2004	Master of Business Administration (M.B.A.)	None	
Holy Name University	1991	1996	BS Accountancy	Magna Cum Laude	
Professional Certifications, Other Credentials					
Certified in Risk and Information Systems Control			-		
Certified Information Security Manager			-		
Certified Information Systems Auditor			-		
Certified Public Accountant			-		

July 31, 2017

DEPARTMENT OF BUDGET AND MANAGEMENT

Bids and Awards Committee

Building III, General Solano Street,

San Miguel, Manila City, Metro Manila


Gentlemen:

This is to certify that Mr. **ALLAN W. OCHO** has been with SyCip Gorres Velayo & Co. (a member firm of Ernst & Young Global Limited) since December 1996 and is presently a Partner of the Firm.

This certification is being issued at his request in connection with our bidding proposal for DBM Change Management Consulting Services.

Very truly yours,

SGV & Co.

By: 
RUBEN R. RUBIO
Senior Advisor
Partner Matters

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input type="checkbox"/> Staff <input type="checkbox"/>		
Name of Position: Technical/Sectoral Resource				
Personal Information				
Name of Staff: Marco Benjamin R Obias				
Address: 6760 Ayala Ave., Makati City, Philippines c/o SGV & Co.	Contact No. +632 891 0307	Email Address: marco.benjamin.r.obias@ph.ey.com		
Date of Birth:	Citizenship: Filipino	Civil Status: Married		
Work Experience (start from current employment)				
Company Name	Inclusive Dates		Total (Years, Months)	Position Title
	From	To		
SGV & Co.	Aug 2017	Present	-	Director
Actual Duties and Responsibilities: <ul style="list-style-type: none"> Lead engagements ranging from business strategy advisory, business process and system transformation, as well as core banking implementation 				
EY Singapore	Aug 2013	Jul 2017	4 years	Director
Actual Duties and Responsibilities: <ul style="list-style-type: none"> Project Lead for a review and assessment of software delivery processes for a leading financial institution's Asia Pacific operations. Scope includes assessment of their regional Application Development Policy, providing business unit specific recommendations, coaching and training, and a regional summary covering key trends as well as risk based focus areas Involved in core banking transformation projects such as functional and integration workstream lead for a GST implementation for a regional bank in Malaysia. Managed both IT and business groups, facilitate requirements gathering, provide testing and implementation strategy, test and deployment management Functional Lead for a Core Banking Standardization project for one of the top regional banks in Asia, providing issues and risk reporting to management, defect tracking, deployment support and timely issue resolution 				
Citibank	Sep 2008	Jul 2013	4 years, 11 months	Assistant Vice President, Applications Lead
Actual Duties and Responsibilities: <ul style="list-style-type: none"> He provided advisory on a multi-million global standardization project of a top global financial institution, building up business knowledge towards target operating model, and extensive involvement in system integration design of legacy systems with the standardized platform He has led a team to deliver enhanced core-banking system and data conversion for an acquisition of a local bank in Taiwan, providing strategic planning, PMO coordination, and project mitigation plan advising a hybrid phased delivery approach. He has managed a team for implementing a multi-million core-bank upgrade project of a global financial institution's Germany consumer bank platform into a standardized regional banking system, responsible for gathering business requirements, design and build for a customer centric platform 				
AIT Software Services	Sep 2000	Sep 2005	5 years, 1 month	Software Consultant

Actual Duties and Responsibilities:					
<ul style="list-style-type: none"> ► He provided advisory on a multi-million global standardization project of a top global financial institution, building up business knowledge towards target operating model, and extensive involvement in system integration design of legacy systems with the standardized platform ► He has led a team to deliver enhanced core-banking system and data conversion for an acquisition of a local bank in Taiwan, providing strategic planning, PMO coordination, and project mitigation plan advising a hybrid phased delivery approach. ► He has managed a team for implementing a multi-million core-bank upgrade project of a global financial institution's Germany consumer bank platform into a standardized regional banking system, responsible for gathering business requirements, design and build for a customer centric platform. 					
Software Ventures International	Aug 1997	Sep 2000	3 years, 2 months	Programmer/Analyst	
Actual Duties and Responsibilities:					
► Senior analyst and programmer for major airline and power utility company in US.					
Current Workload (include workload or projects from other companies, if any)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
None					
Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			
Annual Advisory Managers' Training	2017	present	Manila and other Asian cities	40 hours per year	SGV & Co./Ernst & Young
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
Ateneo de Naga University	1994	1997	Bachelor of Science (BS), Major in Mathematics	None	
Professional Certifications, Other Credentials					
None					

Proposed Team: Both Pilot and Roll-out Teams		Please check: Key Personnel <input type="checkbox"/> Staff <input type="checkbox"/>			
Name of Position: Technical/Sectoral Resource					
Personal Information					
Name of Staff: Ruben D Simon Jr.					
Address: Rm 203 MC 23 Pamayanang Diego Silang, Taguig City	Contact No. 09173093708	Email Address: ruben.d.simon@ph.ey.com			
Date of Birth: 08 June 1988	Citizenship: Filipino	Civil Status: Single			
Work Experience (start from current employment)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
SGV & Co.	May 2017	present	2 months	Associate Director	Advisory services for Government and Public Sector as well as agriculture accounts.
ACCESS Advisory	Aug 2015	Jan 2017	1 yr. 6 mos.	Financial Inclusion Specialist	Responsible for the development of project proposals, report writing, as well as provision of technical capabilities in various project assignments that are currently being implemented by ACCESS.
Bridge Philippines Investments	Nov 2014	July 2015	8 yrs	Engagement Manager	Responsible for structuring projects and lead teams as well as providing content leadership in Bridge's projects in partner banks.
SGV & Co.	Nov 2011	Nov 2014	3 yrs	Senior Associate	Advisory services for various risk management engagements, public initiatives and agriculture, as well as audit support for Microfinance Entities.
Countryside Financial Institutions Enhancement Program	March 2011	Nov 2011	8 mos.	Program Officer	Responsible for the proposal of project activities in line with the program's

					objectives and its timely implementation.
BPI-Globe Banko	Oct 2009	March 2011	1 yr. 5 mos.	Project Coordinator	Integrated mobile banking platform to microfinance operations.
Current Workload (include workload on projects from other companies, if any)					
Company Name	Inclusive Dates		Total (Years, Months)	Position Title	Actual Duties and Responsibilities
	From	To			
None					
Relevant Training (Start from most recent)					
Course Title	Inclusive Dates		Location	No. of Hours	Conducted/ Sponsored By:
	From	To			
Annual Advisory Managers' Training	2017	present	Manila and other Asian cities	40 hours per year	SGV & Co./Ernst & Young
Education					
School	Inclusive Dates		Degree Course	Scholarships/Academic Honors Received	
	From	To			
University of the Philippines - Los Banos	Jun 2005	Mar 2009	Agribusiness Management	None	
Professional Certifications, Other Credentials					
None					

July 31, 2017

Department of Budget and Management
BAC Conference Room, DBM Building III
General Solano St., San Miguel, Manila

Gentlemen:

This is to certify that **Mr. Ruben D. Simon Jr.** is a permanent employee of our Firm. He joined us on May 02, 2017 and is presently an Associate Director in our Advisory Services Division.

This certification is being issued in compliance with your requirement in bidding for Change Management Consulting Services Engagement.

Very truly yours,

SGV & Co.

By


JULIE CHRISTINE O. MATEO
Partner
Human Resources Division

/rpc

Authorized Signature : 
Name and Title of Signatory : Christian G. Lauron, Engagement Partner

TPF 8. Activity (Work) Schedule

We expect to complete our work within eight (12) months. This timeline assumes full cooperation of the Steering Committee, the Project Working Team and other DBM and BTMS contractor personnel needed for meetings, and availability of documents needed to be reviewed. In case we anticipate any problems in meeting the timeline for any reason, we will inform you and agree with you on the appropriate action steps to be taken.

Month	1	2	3	4	5	6	7	8	9	10	11	12
Week	1	2	3	4	5	6	7	8	9	10	11	12
Project Initiation and planning												
1. Engagement scope, overall delivery method and project planning method												
a. Alignment of overall project management plan with project objectives												
2. Kick-off meeting												
a. Conduct kick-off meeting with DBM's PWT and PSC to present the overall project management plan												
Project execution												
1. Change management plan												
Task 1: Development of Change management plan												
Task 2: Design a Communication plan												
Task 3: Implementation of the Communication Plan												
Task 4: Coordination												
2. Training and Implementation												
Task 5: Design and Development of the Training Plan												
Sub-task 5a. Conduct of Training Needs Analysis												
Sub-task 5b. Design of the Training Curriculum												
Sub-task 5c. Definition of Training Schedule and Other Logistical Requirements												
Sub-task 5d. Design of the Training Evaluation Plan												
Task 6: Development and preparation of Training Materials and Service Desk Guides												
Task 7: Implementation and Evaluation of the Training Plan												
3. Service desk support												
Task 8: Service Desk Support												
Additional activities by SGV												
Deliverables												
a. Inception Report												
b. Communications Plan												
c. Training and Evaluation Plan												
d. Monthly Progress Reports												
e. Training Reports*												
f. Succession Paper												
g. Final Report												

* Target dates may change subject to BTMS contract implementation

BID SECURING DECLARATION

(REPUBLIC OF THE PHILIPPINES)

CITY OF MAKATI) S.S.

x- -----x

Invitation to Bid 4672024

To: Department of Budget and Management

I/We, the undersigned, declare that:

1. I/We understand that, according to your conditions, bids must be supported by a Bid Security, which maybe in the form of a Bid-Securing Declaration.
2. I/We accept that: (a) I/we will be automatically disqualified from bidding for any contract with any procuring entity for a period of two (2) years upon receipt of your Blacklisting Order; and, (b) I/we will pay the applicable fine provided under Section 6 of the Guidelines on the Use of Bid Securing Declaration, within fifteen (15) days from receipt of written demand by the procuring entity for the commission of acts resulting to the enforcement of the bid securing declaration under Sections 23.1(b), 34.2, 40.1 and 69.1, except 69.1 (f), of the IRR of RA 9184; without prejudice to other legal action the government may undertake.
3. I/We understand that this Bid-Securing Declaration shall cease to be valid on the following circumstances:
 - a. Upon expiration of the bid validity period, or any extension thereof pursuant to your request;
 - b. I am/we are declared ineligible or post-disqualified upon receipt of your notice to such effect, and (i) I/we failed to timely file a request for reconsideration or (ii) I/we filed a waiver to avail of said right;
 - c. I am/we are declared as the bidder with the Highest Rated Responsive Bid, and I/we have furnished the performance security and signed the Contract.

IN WITNESS WHEREOF, I/We have hereunto set my/our hand/s this 1st day of August 2017 at Makati City.


CHRISTIAN G. LAURON

Affiant

SUBSCRIBED AND SWORN to before me this 1st day of August 2017 at Makati City, Philippines. Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiant/s exhibited to me his/her Passport, with his/her photograph and signature appearing thereon, with no. EC6885316.

Witness my hand and seal this 1st day of August 2017.

NAME OF NOTARY PUBLIC

Serial No. of Commission
Notary Public for _____ until
Roll of Attorneys No. _____

PTR No. ____ [date issued], [place issued]

IBP No. ____ [date issued], [place issued]


Doc. No. **48**

Page No. **11**

Book No. **2**

Series of **2017**




ATTY. MICHELLE C. ARIAS
Notary Public for Makati City until December 31, 2018
11/F SII Holdings Center, 6764 Ayala Ave., Makati City
Appointment No. M-304 / Roll of Attorneys No. 62234
PTR No. 5943305; 01/22/2017; Makati City
IBP No. 1062826; 01/10/2017; Quezon City Chapter
MCLE Compliance No. V-0011276 valid until 04/14/2019

Appendix A: SGV's Brief Company Profile

Company Background	
Company name	SyCip Gorres Velayo & Co. (SGV & Co.) <i>Established in 1946 as W. SyCip & Co., the Firm changed its name twice: first in 1947, to SyCip Velayo Jose & Co., and again in 1953, to SyCip Gorres Velayo & Co.</i>
Contact Information	
Company address	6760 Ayala Avenue, Makati City
Phone	(632) 891 0307
Fax	(632) 891 0576
Web site	www.sgv.ph
Main products/services	<p>A. Assurance</p> <p>We have invested substantially in innovating our global, risk-based audit methodology and technology and knowledge enablers. Our Assurance services include the following:</p> <ol style="list-style-type: none"> 1) External audit 2) Compilation and Review Services 3) Accounting Consultations 4) International Accounting Standards Conversions and Advisory 5) US Generally Accepted Accounting Principles 6) Regulatory Compliance 7) Extended Audit Services 8) Accounting Advisory and Consultation Services on Deal Structuring 9) Due Diligence Work 10) Fraud and Investigative Dispute Services <ol style="list-style-type: none"> a) Fraud and Forensic b) Assurance Support and Extended Audit Services <p>B. Tax</p> <p>The following Tax Services assist clients in identifying and implementing the best possible approach to various all tax and business concerns:</p> <ol style="list-style-type: none"> 1) Tax Compliance Review 2) Tax Planning Engagement 3) Tax Due Diligence Review 4) Tax Advocacy/Controversy Work 5) Litigation Support Services 6) Investment Advisory Services 7) General Advisory Services 8) Transfer Pricing Services 9) Customs Services 10) Contract Tax Services/Outsourcing 11) Income Tax Return Preparation 12) Estate/Family Wealth Planning 13) Tax Seminars <p>C. Advisory</p> <p>We provide a full range of services to enable companies to better manage risk and improve business processes. Our advisory services include the following:</p> <ol style="list-style-type: none"> 1) IT Risk and Assurance <ol style="list-style-type: none"> a) Enterprise Systems Risk Management <ol style="list-style-type: none"> i. Enterprise Systems Assessment ii. Enterprise Resource Planning (ERP) Integrity iii. IT Teaming/ Outsourcing

- iv. Business Analytic, Data Analysis, and Forensics
 - b) Enterprise Systems Assessment
 - c) Enterprise Resource Planning (ERP) Integrity
 - d) IT Infrastructure Risk Management
 - e) Business Analytics, Data Analysis, and Forensic
 - f) Enterprise Security Management
 - i. Security Attack & Penetration (A&P)/ Profiling
 - ii. Enterprise Security Architecture Design
 - iii. Security Solutions Implementation
 - g) IT Infrastructure Risk Management
 - i. Technology & Strategy Alignment
 - ii. Enterprise Systems Management Diagnostics
 - iii. Continuity & Availability
- 2) Performance Improvement
 - a) Operational Performance Solutions
 - b) Supply Chain and Operations
 - c) Supply Chain Transformation
 - d) Finance Transformation/Shared Service Centers
 - e) Employment Solutions
 - i. Organization Effectiveness
 - ii. Performance Management
- 3) Risk
 - a) Internal Audit Services
 - i. Internal Audit Outsourcing and Teaming
 - ii. IA Transformation
 - iii. IIA Quality Assessment/ Functional Performance Assessment
 - b) Contract Risk Services
 - c) Risk Remediation
 - d) SOX/J-SOX Compliance
 - e) Climate Change and Sustainability
 - i. Corporate Responsibility and Sustainability Reporting
 - ii. Climate Change Services
 - iii. Sustainability Risk Advisory
 - iv. Sustainability Market Advisory
 - f) Enterprise Risk Management
 - g) Third Party Reporting
 - i. Service Organization Reporting
 - ii. Trust Services
 - h) Application Controls and Security
 - i) Information Security
 - j) IT Effectiveness Assessment
 - k) Information Management Analysis Services
- 4) Financial Services Risk Management
 - a) Quantitative Advisory Services
 - i. Valuation Policy Review
 - ii. Valuation and Pricing Advisory Services
 - iii. Employee Share Option Pricing
 - iv. Hedge Effectiveness Assessment
 - v. Market and Liquidity Risk Validation
 - vi. Credit Risk Validation and Modelling
 - vii. Pricing Models Review and Validation
 - b) Actuarial Services
 - i. Statutory and Regulatory Gap Analysis
 - ii. Embedded Valuation and Pension Review
 - c) Risk and Capital
 - i. Risk and Capital Modelling
 - ii. Asset Liability Management - Fund Transfer Pricing
 - iii. Basel Requirements
 - iv. Economic Capital Framework Development
 - v. Expected Credit Loss Estimation Approaches
 - vi. Risk-Adjusted Performance Measurement
- D. Transaction Advisory Services (TAS)

	<p>We specialize in providing transaction expertise at every step of the deal lifecycle. TAS services include the following:</p> <ol style="list-style-type: none"> 1) Transaction Support and Transaction Tax 2) Commercial Advisory Services 3) M&A Advisory 4) Transaction Integration 5) Corporate Restructuring 6) Non-performing Loans 7) Valuation and Business Modelling 8) Project Finance Advisory
Support base in the Philippines for offered products and services	<p>SGV & Co. is the Philippines' largest multidisciplinary professional services firm with eight offices across the country. The Firm employs nearly 6,000 professionals from various disciplines. We provide integrated solutions that draw on diverse and deep competencies in assurance, tax, transaction and advisory services. We uphold the highest standards of quality. In fact, the assurance service line of SGV & Co. has been ISO 9001-certified since 1996.</p> <p>SGV & Co.'s track record has remained unmatched in the region. We have accumulated invaluable resources in our 68 years of operations - highly qualified and competent staff, state-of-the-art facilities and an enviable international network. We envision not only to give value-added services to our clients but, more importantly, to become a partner in their and the region's development.</p>
Main Client Base Type Location % Composition	<p>SGV audits:</p> <ul style="list-style-type: none"> • 48 of the top 100 corporations in the Philippines • 411 of the top 1000 corporations in the Philippines • 13 of the top 34 banks • 39 of the top 55 holding companies • 13 of the top 19 insurance companies • The top credit card company • The top 3 landline services providers • The top 3 mobile telecommunication services providers • The top 2 resort hotels • 6 of the top 8 fast-food chains • 28 of the top 37 real estate companies • 19 of the top 35 manufacturers of semi-conductor devices and other electronic components <p>The market share base of EY among the Top 1000 Corporations in the Philippines is 59% covering 588 out of the 1000. This includes 411 clients for audit and 177 for non-audit accounts</p> <p><i>*Source: 2015 Editions of BusinessWorld Top 1000 Corporations in the Philippines</i></p>
Mother company, joint ventures, subsidiaries, partnerships and other affiliations	<p>SGV & Co. became a member practice of Ernst & Young Global Limited on June 6, 2002. Ernst & Young (EY) is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.</p>
Number of years in the business	Seventy (70) years
Major business offices/locations	<p>Makati - Head Office 6760 Ayala Avenue, Makati City, 1226 Metro Manila, Philippines Tel: (632) 891-0307 Fax: (632) 819-0872 / (632) 818-1377</p>

	<p>Bacolod 302 A Chan Building Lacson St Mandalagan Bacolod City 6100 Negros Occidental Tel: (034) 441-2861 to 62 Fax: (034) 441-2863</p> <p>Baguio 3F Insular Life Bldg., Legarda Road corner Abanao St., Baguio City 2600 Tel: (074) 443-9858 Fax: (074) 442-6509</p> <p>Cagayan de Oro Suites 4 & 5, Fourth Level Gateway Tower 1, Limketkai Center Lapasan, Cagayan de Oro City Tel: (08822) 726-555, (08822) 725-078 Fax: (088) 856-4415</p> <p>Cavite Metrobank Rosario Branch Gen Trias Drive, Tejero Rosario, Cavite Tel: (046) 437-7780 (02) 845-2065 Fax: (02) 741-1375 (046) 437-805</p> <p>Cebu Unit 1003 & 1004, Insular Life Cebu Business Centre Mindanao Avenue corner Biliran Road Cebu Business Park, Cebu City Tel.: (032) 266-2947 to 49, (032) 266-2821 (032) 266-2951 Fax: (032) 266-2313</p> <p>Davao 5th Floor, IT Building 3 Topaz Tower Mamay Road, Damosa IT Park Davao City Tel: (082) 282-8447 to 51 Fax: (082) 282-8438</p> <p>General Santos 2/F ELAN 3 Building Roxas Avenue 9500 General Santos City Tel: (083) 552-7001 to 02 Fax: (083) 552-5314</p>
No. of employees and brief information on their professional certifications	<p>SGV has 110 partners and principals and employs almost 6,000 people providing the best services, including professionals who are experts in their respective fields.</p> <p>These professionals have attained industry-recognized certifications such as Chartered Financial Analyst, Financial Risk Manager, Certified Internal Auditor, Certified Information Systems Auditor, Certified Information Systems Security Professional and Certified Information Systems Manager.</p>

Appendix B: SGV and EY

SGV & Co. is the Philippines' largest professional services firm, providing integrated solutions that draw on diverse and deep competencies in assurance, tax, transaction advisory, and risk services. Its sheer size and depth of experience make SGV the market leader among professional services firms in the Philippines. It is also the only Philippine professional services firm with ISO-certified Assurance Services (since 1996).

By being engaged in, and promoting, forward thinking in conducting change management projects and having developed well-proven, holistic and consistent approach, our team can provide DBM with high quality outputs encompassing local and global leading practices. SGV is known as the leader in the Financial Services industry and having served many of the premier government financial institutions (GFIs), government-owned and controlled corporations (GOCCs) and various government regulatory agencies in the Philippines, Asia, and globally, our insights gained from such engagements will be utilized to address the Bank's issues and needs.

SGV have significant experience in successfully delivering change management projects for many of our government and public sector (GSP) clients both here and abroad. The insights gained from such engagements will be utilized to address DBM's needs in a value-adding, risk-reducing manner. Having been in practice for more than 70 years already, SGV have solid track record and understanding of how the Government operates and its departments and agencies interact to deliver the their respective mandates and realize the Government's dreams and aspirations for its people.

We will provide DBM with a team that combines learning and development professionals, and technical thought leaders. Our professionals on the team possess the breadth and depth required to efficiently deliver our services, particularly, change management. Bringing the full experience in both areas with them, these experts understand the critical success factors to derive plans that are practical and appropriate for DBM's special circumstances.

SGV is a member firm of Ernst & Young Global (EY), a global leader in professional services. We are able to leverage on the global EY organization's extensive business knowledge and hands-on industry experience (government and private entities such as banks, insurance companies, financial institutions, and government-owned and controlled corporations) in order to implement a broad array of solutions to help DBM manage risk, boost process efficiency and capture growth. We will also maximize the use of EY global resources i.e., EY's Change Management Framework and Public Finance Management (PFM) Capabilities and Solutions.

Accordingly, we have developed a well-proven, holistic and consistent conversion methodology and set of tools and templates to assist our consultants throughout the delivery of the project. Derived from engagements with SGV/EY clients, our approach to the planning process contains the lessons learned from numerous situations previously faced and is easily customizable to the needs of DBM. This global experience is further reinforced by several related planning mandates currently underway with our global government and public sector (GPS) client.

Appendix C: EY Government and Public Sector

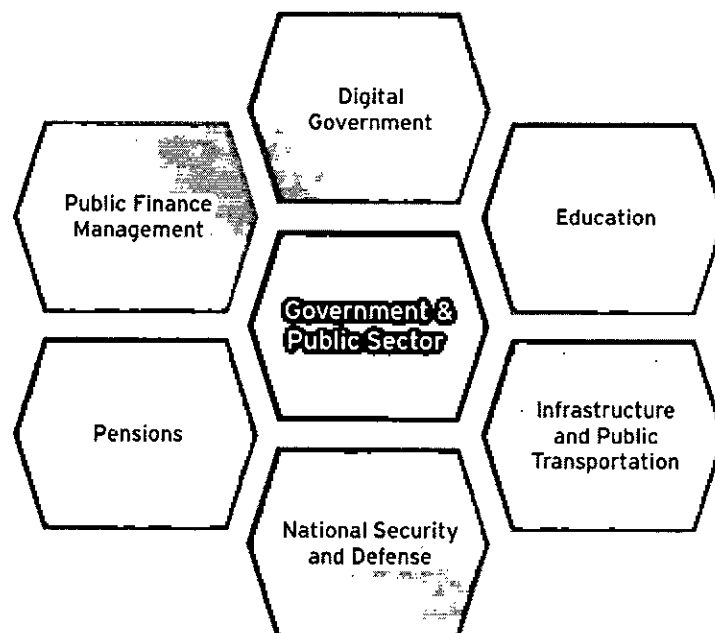
EY's Global Government & Public Sector (GPS) is the hub of a network of highly skilled professionals from our assurance, tax, transaction and advisory services, dedicated to serving you in government and public sector organizations and institutions.

EY's Global network of more than 20,000 GPS professionals assist governments and organizations across all industries to deal with a broad range of policy and business issues. We have dedicated offices in almost all countries that focus on multilateral development banks and related donor agencies.

We connect teams around the globe who share information on current and emerging trends. Teams who really understand your industry and who can speak your language.

This connectivity and knowledge sharing gives us the ability to:

- ▶ Bring international experience and insight to our clients - combined with local knowledge and understanding.
- ▶ Provide sustainable solutions that deliver results, not just diagnosis of problems.
- ▶ Deliver with an entrepreneurial 'can do' attitude in both mature and emerging markets.
- ▶ Create solutions that are tailored to the needs of public clients. We know what has worked elsewhere, and can tailor these solutions to your challenges.
- ▶ Offer you a strong team of proven professionals.
- ▶ Fulfill our commitment to consistent, high-quality service.



Digital Government. Digital government is emerging as a powerful tool that can help governments provide better services to citizens and businesses. EY's program supports the development of the e-government business, incorporating ICT-enabled innovation, analytics, application of smart technologies and cyber.

Education. Parthenon-EY and EY GPS collaborate to provide innovative education strategies to K-12 and higher education institutes

Infrastructure and Public Transportation. Rapid urbanization is putting pressure on emerging markets to develop new infrastructure. Developed economies need to expand existing infrastructure

due to aging assets and underinvestment. Our areas of expertise include mega events, public private partnerships, and smart and resilient cities.

National Security and Defense. The security environment is becoming more uncertain and defense is at the forefront of the most complex challenges facing governments

We help defense organizations with supply chain, logistics and inventory management

EY also helps manage risk related to border, food and cyber security

Pensions. EY GPS teams with asset managers and insurance leaders to provide pensions and retirement services.

Public Finance Management. EY is a leading advisor in supporting government efforts to apply clear, consistent and transparent policies, controls and procedures; and implement effective cost reduction programs to meet fiscal constraints. We have expertise in the areas of public finance management (PFM) and managed services.

International development is a key priority for EY in helping build a better working world. Among international firms, EY has one of the largest GPS practice. EY has engaged and dedicated teams with significant experience in advising governments, multilateral institutions, and development partners across the world in areas ranging from public financial management to private sector development and infrastructure advisory. Our commitment to development work is demonstrated through engagements with such organizations as United Nations agencies; The World Bank Group; Agency for International Development; Millennium Challenge Corporation; African Development Bank; Asian Development Bank; European Bank for Reconstruction and Development; the Inter-American Development Bank; Global Fund to Fight AIDS, Tuberculosis, and Malaria; French Development Agency; and the U.K.'s Department for International Development, to name a few.

Our extensive work with MDBs affords us the ability to apply good practices and lessons learned from assessing, designing, and implementing financial and accounting functions to MoPF's modernization of public financial management.

Appendix D: Public Finance Management: A Global Priority

The Public Financial Management agenda is a global priority at EY to help governments and clients improve financial efficiency and effectiveness of their services and operations, while it is a critical element towards fulfilling EY's mission of 'Building a Better Working World'. EY is investing in the Public Financial Management agenda to ensure we can most effectively support governments and international financial institutions around the world on one of the key pain and need areas of our Government Public Sector clients globally.

Within EY's GPS Services team EY has a dedicated structure and deep resources to support the PFM agenda. We operate from a comprehensive end-to-end solution that supports governments and our clients to solve their biggest PFM issues by providing meaningful improvements in governing outcomes for populations. Our comprehensive end-to-end approach is focused on institutional diagnostics, processes, procedural and design adjustments, and context driven technical PFM systems deployment.

EY has a globally connected network of experienced, multidisciplinary professionals who are working with governments and public sector organizations around the world on different aspects of our end-to-end PFM solution to address complex problem and achieve leading practice in PFM, helping to implement sustainable change in mature and emerging countries. Our government advisory practice is staffed by approximately 8,000 professionals, and approximately 500 of them specialize in PFM. EY's dedicated PFM cluster includes global resources spanning more than 40 countries/regions, and provides us with a strong pool of resources with vast experience and knowledge in public financial management globally. Our global organization structure enables our clients to take full advantage of these resources and helps us to serve our clients with a level of quality and consistency that is superior to that of our competitors.

We are investing to continue to develop knowledge and high-value PFM solutions to help our clients around the world. Our global structure means we can mobilize our people and network quickly, allocate the right resources and assemble high-quality experienced teams with seamless combinations of required skills and experiences, based on the specific needs of each assignment. Our global PFM leadership will ensure that throughout the duration of the assignment we effectively leverage our global PFM expertise and experiences with our deep and broad local knowledge and understanding of Bangladesh and how to effectively enable reforms within the specific Myanmar contextual and institutional environment.

EY's End-to-end PFM framework

EY takes a systems approach to public sector financial management. PFM is a critical component of governance and a PFM system which effectively serves the needs of government officials and the public must be tailored for the institutional environment within which it is to serve. The institutions of governance, themselves, must also be provided the structure, legal framework, processes and procedures, and capacity to effectively engage PFM systems to support effective governance. While there are common principals and practice, there is no single "best" model of government budgeting or PFM; systems, processes and procedures must be adapted to the governance context.

Our end-to-end framework addresses all aspects of PFM and is organized around the critical motivating factors for nearly all PFM issues: the budget cycles and the institutional actors' needs and roles within that cycle and the fundamental functions of all public sector resource allocation systems. These fundamental functions entail:

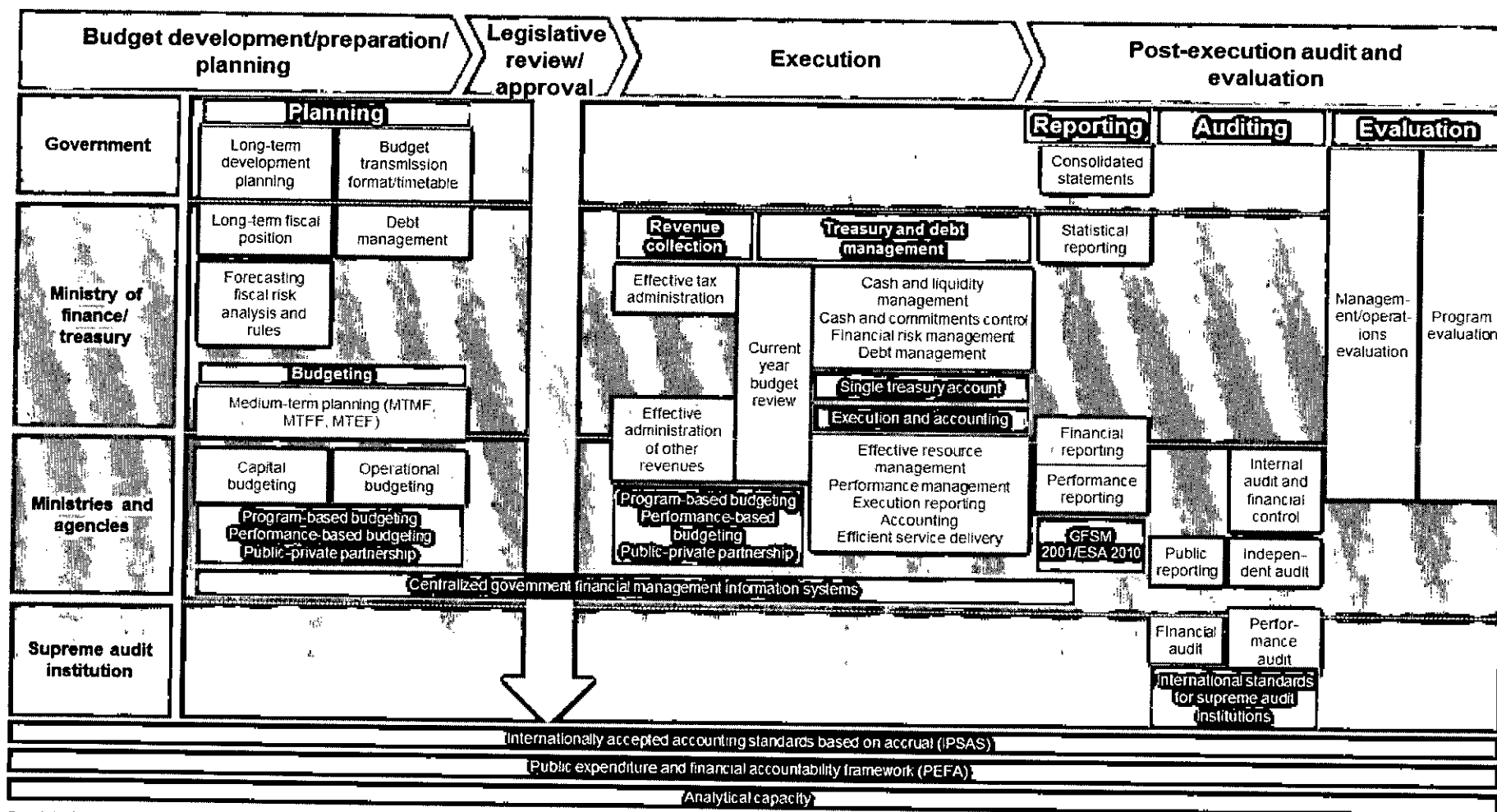
- ▶ Establishing a fiscal framework that is sustainable over the medium term and beyond;
- ▶ Allocating resources to programs on the basis of governmental priorities and program effectiveness;
- ▶ Operating government and delivering public services efficiently;
- ▶ Assuring that the budget reflects citizen preferences; and

- Assuring that spending units are accountable for their actions.

These functions are carried out over the budget cycle and we organize our framework around that cycle, encompassing four interrelated and recurrent stages: (i) preparation / planning; (ii) legislative review/approval; (iii) execution; and (iv) audit, reporting and evaluation. Each of these stages requires specific and unique inputs from actors and supporting functions, systems and procedures (see diagram of EY's PFM framework) and requires the integration of at least six cross-cutting goals necessary to advance public sector budgeting and financial management's key function.

The overarching goals of the system require processes and procedures that emphasize (i) transparency in the definition of roles and responsibilities and decision making, the availability of information, openness of the budget process, and insurances of budgetary integrity; (ii) comprehensiveness in the incorporation of all revenues and expenditures, and the full accounting of all budgetary transactions; (iii) processes and methods to deliberately set policy and establish priorities, including an outward looking fiscal framework, focus on service outputs and outcomes, and a classification system mapping expenditures to organizational units and purposes; (iv) expenditure planning based on established priorities, relating spending to service levels and allowing flexibility in the use of resource inputs; (v) managerial efficiency, supported by accountability for service levels and outputs, and discretion in the relative use of inputs; (vi) accountability and control reinforced by comprehensiveness, prioritization and systematic budget and expenditure reviews, comprehensive accounting, execution controls and post-execution reporting and auditing.

EY's end-to-end PFM Framework
An integrated model to support accurate and timely decision-making



Receipt of proposed budget; comprehensiveness of coverage and detail; legislative priorities; analytical support and capacity; deliberations, testimony and hearing; public comment and open review; amendment, adoption and administrative discretion; execution reporting; midyear adjustment; audit and evaluation feedback.

- ▶ **Multi-Tiered Intergovernmental Structures.** Public sector PFM is intergovernmental in nature. EY has experience in designing and implementing complementary and interfacing systems at all levels of government. A comprehensive PFM solution requires the design of compatible and reinforcing systems at regional and local levels in addition to national levels. In most environments, a great deal of resource allocation and expenditure takes place at sub-national levels. A failure to consider the implications of subnational systems severely hampers PFM reform. The essential elements are common across levels of government, however, their implementation is far from uniform and must be adapted for the levels of policy an administrative discretion afforded sub-national governing entities. EY's experience includes structuring intergovernmental systems (including the legal environment as well as the design of intergovernmental fiscal transfers) and doing so in a manner that consider the economic and institutional incentives of actors at differing levels of government (and/or differing levels of administration) and the need to harmonize these incentives for effective PFM restructuring.
- ▶ **Broad-Based System Assessments.** In addition to expertise in detailed system elements, EY has extensive experience in diagnostics and broad system evaluation. This experience includes Public Expenditure Reviews in which EY emphasizes understanding how systems interact with actor motivations to produce desired or undesired outcomes along with comparative expenditure, resource deployment and technical system reviews; Public Expenditure and Financial Accountability assessments where EY staff not only identify shortcoming of operations and outcomes within the current PFM systems, but identifies the sources of failures and recommends tailored solutions; and Fiduciary Risk Assessments to identify real risks to the proper utilization of donor funds and methods to mitigate those risks. EY has also been extensively involved in monitoring remediation and reform program in all PFM areas.
- ▶ **EY's Key Motivating Propositions for Successful PFM Reform.** Our view of PFM system functions and goals leads to a set of motivating propositions that is engrained into our PFM framework. We understand the power of PFM systems and reform to enhance governance and outcomes for citizens. We also understand that, while PFM is powerful, it is not powerful enough to change the institutions of government. It must be adapted and seek to influence critical institutional change at the margin. PFM can be a long term change agent if all parties understand how it serves their critical interest. An essential element is understanding the motivations of actors and conveying to those actors, in concrete and meaningful ways, how PFM reforms will improve outcomes of importance to them. Actor acceptance and support is paramount to success and this requires a unique understanding of relevant and salient issues within the local context. Our motivating propositions for PFM include:
 - ▶ Importance of clear and robust governance that supports and prioritizes the unique needs of all parties, systems and cultures
 - ▶ Effective resource policy and mobilization and the alignment of incentives
 - ▶ Focus on linking policy to implementation
 - ▶ A structure that promotes accurate and timely decision making
 - ▶ Adapting PFM solutions to existing institutional, administrative and governance structures
 - ▶ Improved expenditure effectiveness, efficiency and satisfaction of public demands and needs and coordination between levels of government
 - ▶ Heightened controls to reduce opportunities for fraud and corruption
 - ▶ Increased transparency and public voice / participation
 - ▶ Countering perverse motivations such as deficit shifting, centralizing control, uniform planning, standardization and input/production functions focuses

EY's PFM Capabilities and Solutions

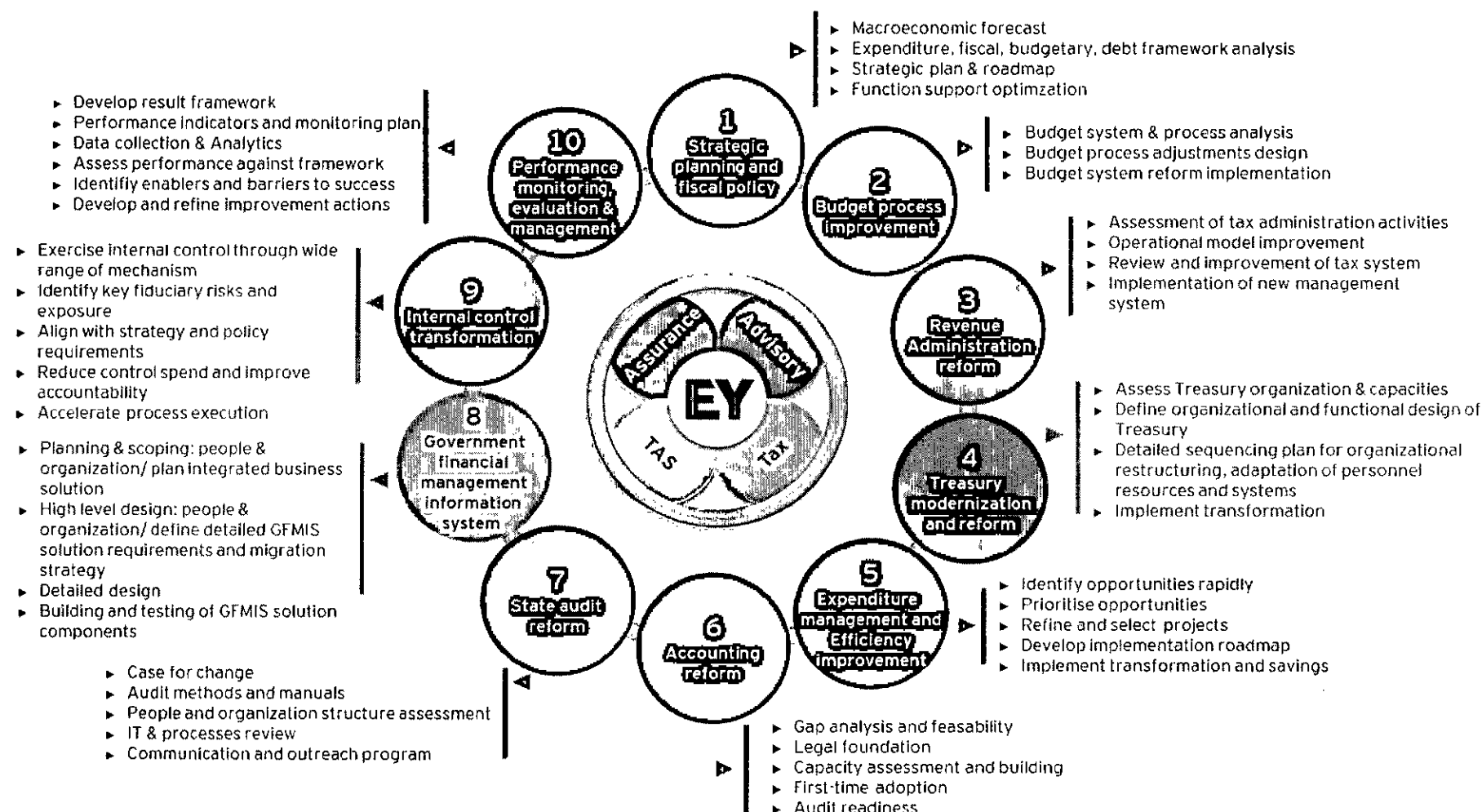
Effective management of public finances is the foundation of good government. EY's mission is to help improve government through strength in public finances so that public authorities at all levels can achieve their goal of better outcomes for citizens. Better public finances lead to better government, better outcomes for citizens and a better working world.

Public Finance Management (PFM) is an integrated practice structured around the budget cycle, to support accurate and timely decision-making using the following capabilities:

- ▶ Fiscal planning and budget transformation
- ▶ Enhanced revenue and tax reforms
- ▶ Expenditure management and efficiency improvement
- ▶ Public sector treasury and accounting reforms
- ▶ Performance management and evaluation
- ▶ Financial IT transformation

EY's PFM professionals help governments and public sector organizations improve planning, budgetary and financial management processes, as well as meet public transparency and accountability requirements. Most importantly, we help clients overcome the seemingly contradictory demands of providing both better services and sound public finances.

EY has developed ten solutions to address all aspects of the PFM agenda:



► Strategic Planning and Fiscal Policy

It is EY's experience that, to be at all useful, strategic planning must be supported by far more important and challenging information inputs than the plan itself. Effective organizations have in common the availability of these information inputs and their understanding. An effective strategic plan is simply a by-product of these other inputs and processes. The path for the future must be driven by these information inputs in order to establish realistic expectations of future performance. Without this, the "strategic plan" lacks meaningful substance.

► Budget Process Improvement

Budget transformation describes the strategic initiatives aimed at improving budget processes and systems within the government. The goal of budget transformation is to better align budget processes to a focus on policy priorities within realistic resource envelopes, and to establish budget development and execution processes and systems that support effective management and pursuit of public objectives and delivery of public service. Effective budgeting processes and systems are essential if the overall goals and objectives of the various entities of government are to be satisfied.

► Revenue Administration Reform

The mechanisms for generating and collecting taxes are important but far from straightforward. Globalization, for example, has made internationally mobile capital more difficult to tax. This requires, among other things, the introduction of changes to domestic and international laws and regulations and the creation of regional and international policies. This is not an easy task as the current centralization of capital in a few selected countries increases the bargaining power of large firms and investors over governments.

► Treasury Modernization and Reform

The treasury function is the central control function of government. It is the cornerstone to safeguarding public resources and assuring that resources are used in a manner consistent with the legal framework of the budget and its policy priorities. Effective treasury systems directly contribute to transparency and accountability of administrative officials to executive and elected officials and to the public. Effective treasury systems are essential to effective governance; they are essential to providing a foundation for satisfaction of the primary functions of the public sector resource allocation system. Effective treasury systems are necessary to ensure informed budget preparation, efficient implementation of government budgets, good management of scarce financial resources, and assurance that resources are used only for intended purposes and for amounts authorized.

► Expenditure Management & Efficiency Improvement

Governments in mature and developing markets experience challenges when setting up a proper expenditure management framework. As the external pressure on expenditures and sustainable budgets grows with population aging and increasing social and health care costs, taxpayers are demanding transparent and efficient expenditure management. This means challenging budget execution, redistributing expenditures according to the country's priorities, eliminating unnecessary spending, strengthening budgetary controls and reorganizing operational models.

International organizations such as the World Bank, the Organisation for Economic Co-operation and Development (OECD) and others perceive expenditure management as a very broad public financial management (PFM) topic that includes planning, budgeting, budget execution, accounting, internal controls, etc., all of which have significant influence on effective expenditure management. EY's end-to-end PFM solution covers all of these areas and is divided into several separate sub-solutions allowing for a narrower objective. EY's expenditure management and efficiency improvement solution assists governments in delivering sustainable transformations in order to manage their expenditures in an efficient manner, keeping budgets

balanced and driving for further efficiency. Effective expenditure management leads to sustainable value for money creation, which has to be supported by incremental and ongoing efficiency improvements ensuring proper citizen service delivery.

► Accounting Reform

EY's solution for "Accounting Reform" describes the strategic initiatives aimed at changing the accounting framework in the public sector. The extent to which the accounting framework is intended to be changed may differ based on the target-state scenarios, the drivers and circumstances under which the reform is taking place. Typically, such reform is triggered by the objective to manage public finance in a more efficient and sound manner and to comply with internationally recognized standards, such as IPSAS, IFRS or EPSAS in the future.

► State Audit Reform

In all countries, governments are required by their citizens to account for how public funds are spent, and for their efforts to deliver results and better public services in an efficient, economical and effective manner. In the majority of these countries, there will be a Supreme Audit Institution (SAI), responsible for the audit of government expenditures, and focused on accountability and transparency in the use of public funds.

► GFMIS-Oracle / GFMIS-SAP

EY offers robust Public Financial Management (PFM) and Government Financial Management Information Systems (GFMIS) services through its Oracle ERP unified solution and proven architecture with seamless integration of underlying technologies.

► Internal Control Transformation

The general purpose of control within the government and public sector (GPS) entities is to ensure that it is operating within its legal and policy responsibilities and achieving the objectives set for it with principles of sound financial management, transparency, efficiency, effectiveness and economy.

► Performance Evaluation & Management

Measuring and evaluating performance is a simple concept: providing information on whether programs, agencies and other public service providers are producing the desired results at a reasonable cost. While governments have done this since the beginning of the 20th century in one form or another, performance information has been slow to seep into how politicians and public managers make decisions on a daily basis. Moreover, performance information itself has historically been disproportionately concerned with inputs and procedures, rather than measuring what has been achieved by public interventions.

The EY PFM Difference: Build better institutions

Through our GPS and PFM service teams, EY supports governments around the world to improve service delivery, become more transparent and accountable to citizens. We work with ministries, agencies and departments to help manage public institutions and finances, as well as implement public sector reforms that promote public accountability and greater engagement with society. Over the past few decades, EY has helped build better budget institutions and improve the PFM capacity of many countries, resulting in:

- Improved budget management, enhanced resource allocation and accountability, as well as greater efficiency in service delivery
- Sustained improvements in fiscal discipline supported by clear institutional rules and accountability for performance

- ▶ A legal and regulatory framework that supports the strategic objectives of the modernized budget
- ▶ An integrated and comprehensive budget that maximizes returns to government spending through better targeting of strategic priorities and effective spending
- ▶ Program-oriented budget management that underpins performance and service delivery
- ▶ Sustained and measurable improvements achieved through capacity-building reforms

We have extensive experience in designing and delivering large-scale reform and capacity building programs for the public and private sector. Our core business is building the capacity of central ministries and line agencies so that they “own” the transformation of their PFM processes and systems, helping improve their business processes and deploying technical advice, support and training that results in continuous and measurable improvement over time. Our approach is based on:

- ▶ Focusing on strategic and functional outcomes that are measurable and deliverable
- ▶ Applying PFM processes and systems to achieve continuous improvement in outcomes and measurable impacts
- ▶ Prioritizing capacity building as the central engine of continuous improvement and quality enhancement in central and line agencies
- ▶ A collaborative partnership between the Ministry of Finance and other stakeholders to achieve the agreed vision of PFM transformation

Appendix E: Thought leadership and publications

Our significant exposure to the Banking and Capital Markets and Government and Public sectors allows us to build our own knowledge base of best international and local practices and keep on track with regulatory changes and industry development. Below are selected thought leaderships and publications relevant for this EOI:

Thought leadership reports



Securing public finances today to enable better services tomorrow

This insights outlines main trends and how to perform an effective strategic expenditure and performance review in the public sector.



Building better budgets: helping governments strengthen public financial management around the world

The brochure outlines how to maximize the financial efficiency and effectiveness of public services and operations, and it details EY's global PFM capability and services.



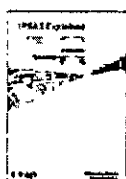
Citizen Today

This quarterly magazine reflects our focus on our clients' clients – the public. Our aim is to bring a global perspective on the challenges facing governments around the world and share stories from different contexts and cultures, to learn from one another and to pick up on new ideas and approaches.



Dynamics

Dynamics is EY's flagship magazine for the global international development community. With public funds under severe pressure, and as the development community focuses on making its aid as effective as possible, we analyze the challenges facing this diverse sector.



IPSAS explained: a summary of IPSAS (second edition)

This book provides decision-makers in the public sector with an overview on IPSAS and the International Public Sector Accounting Standards Board. Opening with an examination of the objectives of the standards, it goes on to give an overview of the principles relevant to key topic such as the accrual basis of accounting as against cash basis, fair value, present value, cost and measurement bases.



Overcoming compliance fatigue: EY's 13th Global Fraud Survey

EY interviewed chief financial officers and heads of legal, compliance and internal audit to get their views on fraud, bribery and corruption risk and how their organizations are mitigating them. Though many companies have intensified their efforts to combat bribery and corruption, we found that much remains to be done.



Reporting

Reporting is an EY publication that addresses the broad topics around reporting and governance. Its articles on today's top business, regulatory and investor matters represent the views of reporters, regulators, investors and advisors.



Tax: Insights for business leaders

Tax authorities are facing innovative and transformative times. The latest issue focuses on how can the tax function best respond to disruptors?



The outlook for global tax policy in 2016

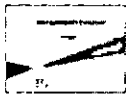
The 2016 Tax Policy Outlook is EY's sixth annual report. The Outlook is made up of known legislative changes, government proposals and the predictions of EY's tax policy leaders in 38 countries.



Shifting into high gear: EY Global Forensic Data Analytics Survey 2016

We surveyed 665 executives around the globe to understand how companies in 17 major markets are deploying Forensic Data Analytics (FDA) tools. Our findings suggest that as concerns over current and emerging threats grow, companies are investing more of their FDA spend on proactive initiatives

Insights, reports and other initiatives



Fiscal Management series

EY Government & Public Sector is developing a *Fiscal Management* series, a comprehensive program on revenue and expenditure reform. The series presents key trends in fiscal management, leading practice, actionable strategies for clients and relevant EY credentials.



Triumph in turnaround: municipal restructuring

Based on our experience of advising the City of Detroit on its restructuring, EY has produced a short paper outlining the opportunities for economic renewal that can arise from distressed situations.



Global Government Finance Summit

EY was the knowledge partner for a high-level Global Government Finance Summit, hosting representatives from 14 finance ministries. Interviews with the participants are being featured on the EY-sponsored "Finance and Procurement" section of the Global Government Forum website:
<http://www.globalgovernmentforum.com/category/sections/finance-and-procurement/>



Public Finance International

Public Finance International is a news, opinion and information service covering developments affecting government accountants, auditors, regulators and policymakers across the world. Launched in 2012 by the Chartered Institute of Public Finance and Accountancy and EY, Public Finance International serves as a valuable global resource for the public financial management community. www.publicfinanceinternational.com



Payment by results series

A series of papers which sets out EY's experience of working on major public service procurements using Payment by Results.



Global Advisory sales toolkit **Better services? Sound finances?**

A new account-based PFM campaign and related tools that focus on strengthening PFM and ultimately help governments to achieve better outcomes for their citizens.



Ready, reset, grow - Reinvigorating government for stronger performance

Governments everywhere face the unenviable task of balancing the books while delivering the high-quality services that citizens demand. To achieve this, they can reinvigorate service delivery and focus more on public value.

Appendix F: General terms and conditions

Our Relationship with You

1. We will perform the Services using reasonable skill and care in accordance with applicable professional standards.
2. We are a member of the global network of Ernst & Young firms ("EY Firms"), each of which is a separate legal entity.
3. We will provide the Services to you as an independent contractor and not as your employee, agent, partner or joint-venture. Neither you nor we have any right, power or authority to bind the other.
4. We may subcontract portions of the Services to other EY Firms, (as well as to other service providers,) who may deal with you directly. Nevertheless, we alone will be responsible to you for the Reports (as defined in Section 11), the performance of the Services, and our other obligations under this Agreement.
5. We will not assume any management responsibilities in connection with the Services. We will not be responsible for the use or implementation of the output of the Services.

Your Responsibilities

6. You shall assign a qualified person to oversee the Services. You are responsible for all management decisions relating to the Services, the use or implementation of the output of the Services and for determining whether the Services are appropriate for your purposes.
7. You shall provide (or cause others to provide) to us, promptly, the information, resources and assistance (including access to records, systems, premises and people) that we reasonably require to perform the Services.
8. To the best of your knowledge, all information provided by you or on your behalf ("**Client Information**") will be accurate and complete in all material respects. The provision of Client Information to us will not infringe any copyright or other third-party rights.
9. We will rely on Client Information made available to us and, unless we expressly agree otherwise, will have no responsibility to evaluate or verify it.
10. You shall be responsible for your personnel's compliance with your obligations under this Agreement.

Our Reports

11. Any information, advice, recommendations or other content of any reports, presentations or other communications we provide under this Agreement ("**Reports**"), other than Client Information, are for your internal use only (consistent with the purpose of the particular Services) including your board of directors or your audit committee.
12. You may not disclose a Report (or any portion or summary of a Report) externally (including to your affiliates), or refer to us or to any other EY Firm in connection with the Services, except:
 - (a) to your lawyers (subject to these disclosure restrictions), who may review it only in connection with advice relating to the Services,
 - (b) to the extent, and for the purposes, required by law (and you will promptly notify us of such legal requirement to the extent you are permitted to do so),
 - (c) to other persons (including your affiliates) with our prior written consent who may use it only as we have specified in our consent, or
 - (d) to the extent it contains Tax Advice, as set forth in Section 13.

If you are permitted to disclose a Report (or a portion thereof), you shall not alter, edit or modify it from the form we provided.

An "affiliate" of an entity (for the purpose of this Agreement) shall mean an entity or individual that controls, is controlled by, or is under common control with, the first entity, and "control" means the ability to direct the policies or operations of an entity, whether by contract, ownership of equity interests, or otherwise.

13. You may disclose to anyone a Report (or any portion thereof) solely to the extent that it relates to tax matters, including tax advice, tax opinions, tax returns, or the tax treatment or tax structure of any transaction to which the Services relate ("Tax Advice"). With the exception of tax authorities, you shall inform those to whom you disclose Tax Advice that they may not rely on it for any purpose without our prior written consent.
14. You may incorporate into documents that you intend to use our summaries, calculations or tables based on Client Information contained in a Report, but not our recommendations, conclusions or findings. You must assume sole responsibility for the contents of those documents and you must not externally refer to us or any other EY Firm in connection with them.
15. You may not rely on any draft Report. We shall not be required to update any final Report for circumstances of which we become aware, or events occurring, after its delivery.

Limitations

16. You (and any others for whom Services are provided) may not recover from us, in contract or tort, under statute or otherwise, any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services, whether or not the likelihood of such loss or damage was contemplated.
17. You (and any others for whom Services are provided) may not recover from us, in contract or tort, under statute or otherwise, aggregate damages in excess of the fees actually paid for the Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services.
18. If we are liable to you (or to any others for whom Services are provided) under this Agreement or otherwise in connection with the Services, for loss or damage to which any other persons have also contributed, our liability to you shall be several, and not joint, with such others, and shall be limited to our fair share of that total loss or damage, based on our contribution to the loss and damage relative to the others' contributions. No exclusion or limitation on the liability of other responsible persons imposed or agreed at any time shall affect any assessment of our proportionate liability hereunder, nor shall settlement of or difficulty enforcing any claim, or the death, dissolution or insolvency of any such other responsible persons or their ceasing to be liable for the loss or damage or any portion thereof, affect any such assessment.
19. You shall make any claim relating to the Services or otherwise under this Agreement no later than the applicable period provided under Philippine laws.
20. The limitations in Sections 17 and 19 will not apply to losses or damages caused by our fraud or willful misconduct or to the extent prohibited by applicable law or professional regulations.
21. You may not make a claim or bring proceedings relating to the Services or otherwise under this Agreement against any other EY Firm or our or its subcontractors, members, shareholders, directors, officers, partners, principals or employees ("EY Persons"). You shall make any claim or bring proceedings only against us.

Indemnity

22. To the fullest extent permitted by applicable law and professional regulations, you shall indemnify us, the other EY Firms and the EY Persons against all claims by third parties (including your affiliates and lawyers) and resulting liabilities, losses, damages, costs and expenses (including reasonable external and internal legal costs) arising out of the third party's use of or reliance on any Report (including Tax Advice) disclosed to it by or through you or at your request. You shall have no obligation hereunder to the extent that we have specifically authorized, in writing, the third party's reliance on the Report.

Intellectual Property Rights

23. We may use data, software, designs, utilities, tools, models, systems and other methodologies and know-how ("**Materials**") that we own in performing the Services. Notwithstanding the delivery of any Reports, we retain all intellectual property rights in the Materials (including any improvements or knowledge developed while performing the Services), and in any working papers compiled in connection with the Services (but not Client Information reflected in them).
24. Upon payment for the Services, you may use any Materials included in the Reports, as well as the Reports themselves as permitted by this Agreement.

Confidentiality

25. Except as otherwise permitted by this Agreement, neither of us may disclose to third parties the contents of this Agreement or any information (other than Tax Advice) provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary. Either of us may, however, disclose such information to the extent that it:
- (a) is or becomes public other than through a breach of this Agreement,
 - (b) is subsequently received by the recipient from a third party who, to the recipient's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information,
 - (c) was known to the recipient at the time of disclosure or is thereafter created independently,
 - (d) is disclosed as necessary to enforce the recipient's rights under this Agreement, or
 - (e) must be disclosed under applicable law, legal process or professional regulations.
26. Either of us may use electronic media to correspond or transmit information and such use will not in itself constitute a breach of any confidentiality obligations under this Agreement.
27. Unless prohibited by applicable law, we may disclose Client Information to other EY Firms, EY Persons and third parties providing services on our behalf who may collect, use, transfer, store or otherwise process it (collectively "**Process**") in the various jurisdiction in which they operate either for purposes related to the provisions of the Services, and/or to comply with regulatory requirements, to check conflicts, for quality, risk management or financial accounting purposes and/or the provision of other administrative support services (collectively "**Process Purposes**"). We shall be responsible to you for maintaining the confidentiality of Client Information.
28. With respect to any Services, if U.S. Securities and Exchange Commission auditor independence regulations apply to the relationship between you or any of your associated entities and any EY Firm, you represent, to the best of your knowledge, as of the date of this Agreement, that neither you nor any of your affiliates has agreed, either orally or in writing, with any other advisor to restrict your ability to disclose to anyone the tax treatment or tax structure of any transaction to which the Services relate. An agreement of this kind could impair an EY Firm's independence as to your audit or that of any of your affiliates, or require specific tax disclosures as to those restrictions. Accordingly, you agree that the impact of any such agreement is your responsibility.

Data Protection

29. For the Process Purposes referred to in Section 27 above, we and other EY Firms, EY Persons and third parties providing services on our behalf may Process Client Information that can be linked to specific individuals ("**Personal Data**") in various jurisdiction in which we and other EY Firms, EY Persons and third parties providing services on our behalf operate (EY office locations are listed at www.ey.com). We will Process the Personal Data in accordance with applicable law and professional regulations including (without limitation) the Data Privacy Act of 2012. We will require any service provider that Processes Personal Data on our behalf to adhere to such requirements.
30. You warrant that you have the authority to provide the Personal Data to us in connection with the performance of the Services and that the Personal Data provided to us has been Processed in accordance with applicable law.

Fees and Expenses Generally

31. You shall pay our professional fees and specific expenses in connection with the Services as detailed in the Cover Letter or applicable Statement of Work. You shall also reimburse us for other reasonable expenses incurred in performing the Services. Our fees are exclusive of taxes or similar charges, as well as customs, duties or tariffs imposed in respect of the Services, all of which you shall pay (other than taxes imposed on our income generally). Unless otherwise set forth in the applicable Statement of Work, payment is due within 30 days following receipt of each of our invoices.
32. We may charge additional professional fees if events beyond our control (including your acts or omissions) affect our ability to perform the Services as originally planned or if you ask us to perform additional tasks.
33. If we are required by applicable law, legal process or government action to produce information or personnel as witnesses with respect to the Services or this Agreement, you shall reimburse us for any professional time and expenses (including reasonable external and internal legal costs) incurred to respond to the request, unless we are a party to the proceeding or the subject of the investigation.

Force Majeure

34. Neither you nor we shall be liable for breach of this Agreement (other than payment obligations) caused by circumstances beyond your or our reasonable control.

Term and Termination

35. This Agreement applies to the Services whenever performed (including before the date of this Agreement).
36. This Agreement shall terminate on the completion of the Services. Either of us may terminate it, or any particular Services, earlier upon 15 days' prior written notice to the other. In addition, we may terminate this Agreement, or any particular Services, immediately upon written notice to you if we reasonably determine that we can no longer provide the Services in accordance with applicable law or professional obligations.
37. You shall pay us for all work-in-progress, Services already performed, and expenses incurred by us up to and including the effective date of the termination of this Agreement.
38. Our respective confidentiality obligations under this Agreement shall continue for a period of [three] years following the termination of this Agreement. The other provisions of this Agreement that give either of us rights or obligations beyond its termination shall continue indefinitely following the termination of this Agreement.

Governing Law and Dispute Resolution

39. This Agreement, and any non-contractual matters or obligations arising out of this Agreement or the Services, shall be governed by, and construed in accordance with, the laws of the Republic of the Philippines, without giving effect to the conflict of laws rules.
40. Except as otherwise expressly provided in the Cover Letter or in the applicable Statement of Work, any dispute relating to this Agreement or the Services shall be subject to the exclusive jurisdiction of the courts of Makati City, Metro Manila, Philippines, to which each of us agrees to submit for these purposes.

Miscellaneous

41. This Agreement constitutes the entire agreement between us as to the Services and the other matters it covers, and supersedes all prior agreements, understandings and representations with respect thereto, including any confidentiality agreements previously delivered.
42. Both of us may execute this Agreement (including Statements of Work), as well as any modifications to it by electronic means and each of us may sign a different copy of the same document. Both of us must agree in writing to modify this Agreement or any Statement of Work hereunder.
43. Each of us represents that the person signing this Agreement and any Statement of Work hereunder on its behalf is expressly authorized to execute [it] [them] and to bind each of us to [its] [their] terms.

You represent that your affiliates and any others for whom Services are performed shall be bound by the terms of this Agreement and the applicable Statement of Work.
44. You agree that we and the other EY Firms may, subject to professional obligations, act for other clients, including your competitors.
45. Neither of us may assign any of our rights, obligations or claims under this Agreement.
46. If any provision of this Agreement (in whole or part) is held to be illegal, invalid or otherwise unenforceable, the other provisions shall remain in full force and effect.
47. If there is any inconsistency between provisions in different parts of this Agreement, those parts shall have precedence as follows (unless expressly agreed otherwise): (a) the Cover Letter, (b) the applicable Statement of Work and any annexes thereto, (c) these General Terms and Conditions, and (d) other annexes to this Agreement.
48. Neither of us may use or reference the other's name, logos or trademarks without its prior written consent, provided that we may use your name publically to identify you as a client in connection with specific Services or otherwise.

The limitations in Sections 16 to 19 and Section 21 and the provisions of Sections 22, 27, 29, and 44 are intended to benefit the other EY Firms and all EY Persons, who shall be entitled to enforce them.

Appendix G: Details on Change Management Plan, Communication Strategy and Plan

Contents of Change Management Plan

The Change Management Plan should include:

- ▶ A statement of the vision (i.e. end state)
- ▶ The list of change management activities, grouped as necessary, including:
 - ▶ Communication activities
 - ▶ Stakeholder engagement activities
 - ▶ Training activities, etc.
- ▶ The names of personnel responsible for undertaking the change management activities (usually members of the Change Management Team but may also include members of the Project Management Team and others)
- ▶ Dates by which change management activities should be completed
- ▶ Notes on the relative priority of the change management activities
- ▶ The resources required to undertake the activities (e.g. budgets and staff)
- ▶ An assessment of the barriers to change
- ▶ An assessment of the stakeholders to be consulted about the change
- ▶ An assessment of the linkages, crossovers and interdependences with other change initiatives and assessment of the possible cumulative effects of this change when combined with other programs/projects.

Quality test of communication strategy

To assess the implication and quality of the communication strategy, the communication team will be guided by the answers to the following questions:

- ▶ Why is communication necessary? What benefits will it generate?
- ▶ What are the key messages that need to be communicated; when, how, by whom, to which groups, and the process for gathering feedback?
- ▶ What are the risks involved in communications?
- ▶ What are the assumptions, dependencies and constraints underpinning the communication effort?
- ▶ Who are the communication audiences and what are the delivery channels?
- ▶ Who should communicate the messages? - the communication roles and responsibilities? What is the escalation process?
- ▶ What factors will be critical to the success of the communication strategy?
- ▶ What are the most appropriate communication vehicles?
- ▶ How do we measure the effectiveness of communication?
- ▶ How will the quality of communication be ensured?
- ▶ What will the drafting, review, approval, sign-off and delivery process be?

Contents of communication plan

A Communications Plan and schedule should:

- ▶ Include a list of communications activities, scheduled by dates
- ▶ Identify the personnel responsible for undertaking the communications activities
- ▶ Outline the resources necessary and other dependencies required to complete the communications activities

SYCIP GORRES VELAYO & CO
(A General Professional Partnership)

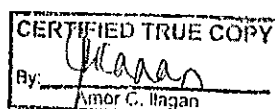
STATEMENTS OF ASSETS, LIABILITIES AND PARTNERS' EQUITY

		December 31	
		2016	2015
ASSETS			
Current Assets			
Cash and cash equivalents	Pesos	53,796,778	144,399,499
Other current assets		1,039,784,749	850,206,681
Total Current Assets		1,093,581,527	994,606,180
Property and Equipment - net (Note 2)		584,231,367	626,441,247
Other Assets			
Refundable deposits and other assets		132,697,732	122,348,883
TOTAL ASSETS		1,810,510,626	1,743,396,310

LIABILITIES AND PARTNERS' EQUITY

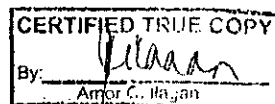
Current Liabilities			
Bank loans (Note 3)		592,032,967	517,032,967
Taxes payable		70,962,207	56,142,260
Other payables		84,372,105	32,237,302
Total Current Liabilities		747,367,279	605,412,529
Long-Term Liabilities			
Long-term loans (Note 4)		525,274,725	642,307,692
Partners' Equity		537,868,622	495,676,089
TOTAL LIABILITIES AND PARTNERS' EQUITY		1,810,510,626	1,743,396,310

See accompanying Notes to Financial Statements



SYCIP GORRES VELAYO & CO**(A General Professional Partnership)****STATEMENTS OF REVENUE AND EXPENSES**

		Years Ended December 31	
		2016	2015
Net Revenue	Pesos	5,286,776,729	4,822,124,799
Cost of Services		3,859,772,253	3,440,097,129
Gross Income from Operations		1,427,004,476	1,382,027,670
Interest Income		944,299	3,019,879
Total Gross Income		1,427,948,775	1,385,047,549
Operating Expenses			
Salaries & Allowances		304,386,326	194,543,519
SSS, Medicare, HDMF, Other Contributions & Employee Benefit		67,797,433	33,451,508
Interest & Bank Charges		48,248,111	134,976,063
Repairs & Maintenance		41,885,389	37,767,453
Depreciation		34,898,345	30,483,147
Rental		31,445,660	31,977,466
Light & Water		8,349,007	9,282,156
Supplies		5,355,499	1,414,681
Taxes & Licenses		3,302,293	2,763,960
Loss on Foreign Exchange		1,196,311	3,590,990
Total Operating Expenses		546,864,374	480,250,943
EXCESS OF REVENUE OVER COSTS			
AND EXPENSES	Pesos	881,084,401	904,796,606

*See accompanying Notes to Financial Statements*

SYCIP CORRES VELAYO & CO

(A General Professional Partnership)

NOTES TO FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies

Basis of Accounting

The financial statements of the Partnership are prepared on the basis of cash receipts and disbursements, except that they include provision for depreciation of property and equipment. Consequently, certain revenues and the related assets are recognized when received rather than when earned, and certain expenses are recognized when paid rather than when the obligation is incurred.

Cash and Cash Equivalents

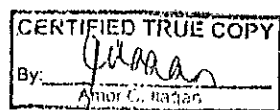
Cash includes cash on hand and in banks. Cash equivalents are short-term investments that are readily convertible to known amounts of cash with maturities of three months or less and that are subject to an insignificant risk of change in value.

Property and Equipment

Property and equipment are carried at cost less accumulated depreciation and amortization. Depreciation and amortization were computed using the straight-line method over the estimated useful lives of the assets ranging from three to twenty years or, over the term of the lease, in case of leasehold improvements, whichever is shorter. Cost of minor repairs and maintenance are expensed as incurred; significant improvements are capitalized.

2. Property and Equipment

		2016		2015
Condominium units	P	18,507,538	P	18,507,538
Leasehold and office improvement		498,907,284		466,877,880
Computers and equipment		477,442,879		383,222,223
Furnitures and office equipment		233,165,928		216,412,332
Other equipment		128,228,093		117,277,838
		1,356,251,722		1,202,297,811
Less: Accumulated depreciation and amortization		772,020,355		575,856,564
	P	584,231,367	P	626,441,247



3. **Bank Loans**

These are short term loans and portion of long term loans due within one year. The loans were obtained from a local bank with average annual interest rates of 4% for short term loans and 4.29% for the current portion of the long term loans.

4. **Long Term Loans**

These are long term loans obtained from a local bank with interest rate of 4.29% per year.

5. **Pension Plan**

The Firm has a funded, noncontributory provident plan covering all of its regular employees. Contributions to the plan are charged to operations.

6. **Tax Status**

As a general professional partnership, the Firm is not subject to income tax. However, its partners are liable for income tax in their individual capacity for their distributive share in the net income of the Firm.

7. **Revenue Regulations No. 15-2010**

On December 28, 2010, RR No. 15-2010 became effective prescribing the manner of compliance with any documentary and/or procedural requirements in connection with the preparation and submission of financial statements accompanying the income tax returns.

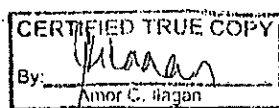
The following is the additional information required by RR No. 15-2010. This information is presented for purposes of filing with the Bureau of Internal Revenue and is not a required part of the basic financial statements.

Value added Tax

a. **Output VAT**

The Firm is a VAT-registered general professional partnership with VAT output tax declaration of P 386,272,297 for the year based on the amount reflected under the accounts "Fees Received" and "Client Advanced Expense - Revenue" amounting to P 3,218,935,805, which includes sales to government amounting to P15,992,909.

The Firm has zero-rated sales amounting to P 2,067,840,924 pursuant to Section 108(B) of the Tax Code, as amended.



b. Input VAT

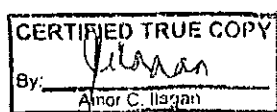
Input tax on Purchases of goods other than for resale or manufacture amounts to P5,902,820; Input tax on Purchases of capital goods subject to amortization amounts to P 71,185,670; and Input tax on payments for services lodged under cost of services amounts to P63,147,871. Adjustment to input tax includes input tax on sales to government closed to expense of P818,912, input tax on purchase of capital goods deferred for succeeding period amounts to P47,537,403. Claimed as credit against output tax for the year ended December 31, 2016 amounts to P 93,517,871.

Other Taxes and Licenses

Taxes and licenses, local and national, include fringe benefit taxes amounting to P 2,381,293; real estate taxes amounting to P 841,902; and licenses and permit fees amounting to P 79,097 which are reflected in the "Taxes and Licenses" item under the "Operating Expenses" section of Firm's Statement of Revenue and Expenses.

Withholding Taxes

The amount of withholding taxes for the year includes withholding taxes on compensation and benefits amounting to P 308,166,918; final withholding taxes amounting to P 3,157,180; withholding VAT amounting to P 1,269,084; and expanded withholding taxes amounting to P 154,636,348.



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About SGV & Co.

SGV & Co. is the largest professional services firm in the Philippines that provides assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities. SGV & Co. is a member firm of Ernst & Young Global Limited.

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Expiry date: no expiry



SGV

Building a better
working world

A member firm of Ernst & Young Global Limited

Financial Proposal

Change Management Consulting Services

**Department of Budget and
Management**

Reference No.: 4672024

01 August 2017



SGV

**Building a better
working world**

A member firm of Ernst & Young Global Limited

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FPF 1. Financial Proposal Submission Form

01 August 2017

Department of Budget and Management
Bids and Awards Committee
Building III, General Solano St.
San Miguel, Manila

Ladies and Gentlemen:

We, the undersigned, offer to provide the consulting services for Change Management Consulting Services in accordance with your Bidding Documents dated 21 July 2017 and our Bid (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of *Sixteen Million Two Hundred Thousand Pesos (Php16,200,000)* only. This amount is inclusive of applicable local and other taxes, if any.

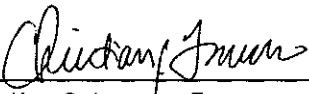
Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the bid validity period, i. e., 28 November 2017.

We acknowledge and accept the Procuring Entity's right to inspect and audit all records relating to our Bid irrespective of whether we enter into a contract with the Procuring Entity as a result of this Bid.

We confirm that we have read, understood and accept the contents of the Instructions to Bidders (ITB), the Bid Data Sheet (BDS), General Conditions of Contract (GCC), Special Conditions of Contract (SCC), Terms of Reference (TOR), the provisions relating to the eligibility of Consultant and the applicable guidelines for the procurement rules of the Funding Source, any and all Bid bulletins issued and other attachments and inclusions included in the Bidding Documents sent to us.

We understand you are not bound to accept any Bid you receive.

Yours sincerely,

Authorized Signature	:	
Name and Title of Signatory	:	Christian G. Lauron, Engagement Partner
Name of Firm	:	SyCip Gorres Velayo & Co.
Address	:	6760 Ayala Avenue, Makati City, Philippines

FPF 2. Summary Costs

Costs	Currency	Amount in Philippine Peso (PhP)
Total Amount of Financial Proposal*	PHP	16,200,000

**Inclusive of applicable local and other taxes, if any. SGV is not subject to expanded withholding tax. SGV is a general professional partnership. Under Section 2.57.5 of Revenue Regulation No. 2-98, as amended, income payments made to general professional partnership is not subject to creditable/expanded withholding tax.*

Payment schedule per Terms of Reference:

No.	Deliverable	Due Date	Percentage of Contract Price	Amount (PhP)
1.	Inception report	30 days after Commence Date	5%	810,000
2.	Communications Plan	15 days after acceptance of Inception Report	5%	810,000
3.	Training and Evaluation Plan	15 days after acceptance of Inception Report	5%	810,000
4.	Monthly Progress Report**	End of every month	60%	9,720,000
5.	Training Report for Phase II	10 days after conduct of training	5%	810,000
6.	Training Report for Phase III	10 days after conduct of training	5%	810,000
7.	Training Report for Phase IV	10 days after conduct of training	5%	810,000
8.	Training Report for Phase V	10 days after conduct of training	5%	810,000
9.	Final Report	End of Contract	5%	810,000
	Succession Paper	6 months before and of assignment		
Total			100%	16,200,000

***5% or Php815,000 of the contract price per month*

FPF 3. Breakdown of Price per Activity

Price Component	Currency	Activity				
		Mandate alignment and stakeholder management	Communication	Training and learning	Service desk support	Total Amount
Remuneration	PhP	4,185,720	2,790,480	4,185,720	2,790,480	13,952,400
Reimbursables	PhP	386,760	257,840	386,760	257,840	1,289,200
Miscellaneous expenses	PhP	287,520	191,680	287,520	191,680	958,400
Total*	PhP	4,860,000	3,240,000	4,860,000	3,240,000	16,200,000

*Inclusive of applicable local and other taxes, if any.

FPF 4. Breakdown of Remuneration per Activity

Name	Position	Input (days)	Remuneration Currency Rate PhP	Activity				Total Amount
				Mandate alignment and stakeholder management	Communication	Training and learning	Service desk support	
Christian G Lauron	Team Lead	60	27,755	499,592	333,060	499,590	333,060	1,665,302
Clairma T Mangangey	Subject Matter Resource - Learning & Development	20	25,200	151,199	100,799	151,199	100,799	503,996
Allan W Ocho	Subject Matter Resource - IT	20	27,755	166,530	111,021	166,530	111,020	555,101
Charisse Rossielin Y Cruz	Change Management Expert	60	27,755	499,590	333,060	499,592	333,060	1,665,302
Joanna Grace L Blas	Change Management Expert	50	9,904	148,555	99,037	148,555	99,038	495,185
Eric I Mejia	Change Management Expert	50	9,904	148,555	99,037	148,555	99,038	495,185
Christian Edmund L Chua	Change Management Expert	50	18,591	278,872	185,915	278,872	185,914	929,573
Joanna Caubalejo-Tan	Change Management Deputy/Alternate	40	19,050	228,596	152,397	228,596	152,397	761,986
Ramil Cantoneros	Change Management Deputy/Alternate	40	19,050	228,596	152,397	228,596	152,397	761,986
Marco Benjamin Obias	Technical/Sectoral Resource - IT	40	9,904	118,844	79,230	118,844	79,230	396,148
Ruben D Simon Jr.	Technical/Sectoral Resource	40	9,516	499,592	333,060	499,590	333,060	1,665,302

Name	Position	Input (days)	Remuneration Currency Rate Php	Activity				
				Mandate alignment and stakeholder management	Communication	Training and learning	Service desk support	Total Amount
Russel Aaron Ailes	Team Member, Supervisor	150	4,229	114,192	76,128	114,192	76,128	380,640
Elmira O Cornejo	Team Member, Supervisor	150	1,985	190,320	126,880	190,320	126,880	634,400
Mary Dominique Tupas	Team Member, Supervisor	150	1,938	89,329	59,553	89,329	59,553	297,764
Change Management Component-Specific and General Support Staff		2,075	21,836	1,235,720	87,230	58,153	87,230	58,153
Total*				4,185,720	2,790,480	4,185,720	1,235,720	823,813

*Inclusive of applicable local and other taxes, if any.

FPF 5. Reimbursables per Activity

No.	Description	Unit	Quantity	Unit Price PhP	Activity				
					Mandate alignment and stakeholder management	Communication	Training and learning	Service desk support	Total Amount
1	Domestic flights	Trip	60	4,000	72,000	48,000	72,000	48,000	240,000
2	Miscellaneous travel expense	Man days	90	2,300	62,100	41,400	62,100	41,400	207,000
3	Local subsistence allowance	Man days	2,240	230	154,560	103,040	154,560	103,040	515,200
4	Local transportation costs	Trips	192	1,000	57,600	38,400	57,600	38,400	192,000
	Office rent/ accommodation/ clerical assistance	Room	90	1,500	40,500	27,000	40,500	27,000	135,000
Total*					386,760	257,840	386,760	257,840	1,289,200

*Inclusive of applicable local and other taxes, if any.

FPF 6. Miscellaneous Expenses

No.	Description	Unit	Quantity	Unit Price Php	Activity				Total Amount
					Mandate alignment and stakeholder management	Communication	Training and learning	Service desk support	
1	Communication costs between Team Leads and Staff Members	Call cards	288	500	43,200	28,800	43,200	28,800	144,000
2	Drafting, reproduction of reports	Lot	360	2,040	220,320	146,880	220,320	146,880	734,400
3	Equipment: computers, office supplies, etc.	Lot	40	2,000	24,000	16,000	24,000	16,000	80,000
Total*					287,520	191,680	287,520	191,680	958,400

*Inclusive of applicable local and other taxes, if any.

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About SGV & Co.

SGV & Co. is the largest professional services firm in the Philippines that provides assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities. SGV & Co. is a member firm of Ernst & Young Global Limited.

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Eligibility Documents

**Change Management
Consulting Services**

**Department of Budget and
Management**

Reference No.: 4672024

01 August 2017



A member firm of Ernst & Young Global Limited

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Republic of the Philippines
Department of Budget and Management
PROCUREMENT SERVICE

CERTIFICATE OF PHILGEPS REGISTRATION (Platinum Membership)

THIS IS TO CERTIFY THAT

SYCIP GORRES VELAYO & CO

6760 Ayala Ave.,
Makati City Metro Manila

is registered in the Philippine Government Electronic Procurement System (PhilGEPS) on 18-Aug-2004 pursuant to Section 8.5 of the Revised Implementing Rules and Regulations of Republic Act No. 9184, otherwise known as the Government Procurement Reform Act.

*This further certifies that **SYCIP GORRES VELAYO & CO** has submitted the required eligibility documents in the PhilGEPS Supplier Registry as indicated under Annex A hereof. The Procuring Entity reserves the right to verify, validate and ascertain the authenticity, completeness and truthfulness of all the submitted documents during the post-qualification process.*

This Certificate is valid until 25-Jul-2018, unless any of the documents listed under Annex A expires before the said date, and/or, any violation of existing laws, rules and regulations is incurred. As such, this Certificate shall be automatically revoked, without prejudice to the filing of applicable administrative, civil or criminal action.

Issued this 18th day of July, 2017.


ROSAMARIA M. CLEMENTE
OIC, Deputy Executive Director V

Document Stamp Tax Paid Php 15.00



Certificate No: PhilGEPS-2004-15056
Certificate Reference No: 2017030017842
Amended Date as of July 18, 2017 1:56 AM

Eligibility Documents

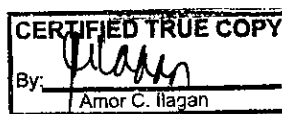
of

SYCIP GORRES VELAYO & CO6760 Ayala Ave.,
Makati City, Metro Manila

PCAB License	Issued By : N/A Issuance Date : License Number : N/A License First Issue Date : Principal Classification : N/A Category : N/A
Audited Financial Statement	Date of Filing : 05-Apr-2017 Current Asset : Php 1,093,581,527.00 Total Asset : Php 1,810,510,626.00 Current Liabilities : Php 747,367,279.00 Total Liabilities : Php 1,272,642,004.00 Name of Auditor : Caguiat, Abad & Co. BIR RDO Code : 126
Mayor's Permit	Place of Issue : Makati City Permit Number : 2016-08030 Issuance Date : 29-Dec-2016 Signatory : Hon. Mar-Len Abigail S. Binay
SEC Certificate	Registration Date : 19-Jul-2016 SEC Certificate Number : P-4343
Tax Clearance	Issuance Date : 18-Apr-2017 Signatory : Cristina U. Dacumos TCC Number : NO-ARMD-04-18-R0055-2017 Tax Clearance Expiration Date : 18-Apr-2018
PhilGEPS Sworn Statement	Date Signed : 14-Nov-2016

This Document forms part of the Certificate of Platinum Membership and shall accompany the Certificate at all times when being submitted to Procuring Entities.

Certificate No: PhilGEPS-2004-15056
Certificate Reference No: 2017030017842
Amended Date as of July 18, 2017 1:56 AM



Omnibus Sworn Statement

REPUBLIC OF THE PHILIPPINES)
CITY/MUNICIPALITY OF MAKATI) S.S.

AFFIDAVIT

I, Christian G. Lauron, of legal age, single, Filipino, and residing at 65 K9 Street, Quezon City, after having been duly sworn in accordance with law, do hereby depose and state that:

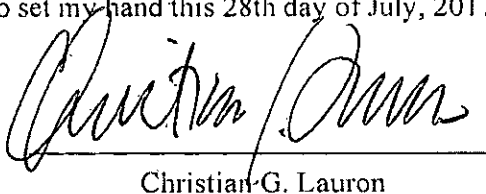
1. I am the duly authorized and designated representative of Sycip, Gorres, Velayo & Co. with office address at 6760 Ayala Ave., Makati City, Metro Manila 1226;
2. I am granted full power and authority to do, execute and perform any and all acts necessary to participate, submit the bid, and to sign and execute the ensuing contract for Change Management Consulting Services of the Department of Budget and Management, accompanied by the duly notarized Special Power of Attorney, Board/Partnership Resolution, or Secretary's Certificate, whichever is applicable;
3. Sycip, Gorres, Velayo & Co. is not "blacklisted" or barred from bidding by the Government of the Philippines or any of its agencies, offices, corporations, or Local Government Units, foreign government/foreign or international financing institution whose blacklisting rules have been recognized by the Government Procurement Policy Board;
4. Each of the documents submitted in satisfaction of the bidding requirements is an authentic copy of the original, complete, and all statements and information provided therein are true and correct;
5. Sycip, Gorres, Velayo & Co. is authorizing the Head of the Procuring Entity or its duly authorized representative(s) to verify all the documents submitted;
6. None of the officers and members of Sycip, Gorres, Velayo & Co. is related to the Head of the Procuring Entity, members of the Bids and Awards Committee (BAC), the Technical Working Group, and the BAC Secretariat, the head of the Project Management Office or the end-user unit, and the project consultants by consanguinity or affinity up to the third civil degree;
7. Sycip, Gorres, Velayo & Co. complies with existing labor laws and standards; and

8. Sycip, Gorres, Velayo & Co. is aware of and has undertaken the following responsibilities as a Bidder:

- a) Carefully examine all of the Bidding Documents;
- b) Acknowledge all conditions, local or otherwise, affecting the implementation of the Contract;
- c) Made an estimate of the facilities available and needed for the contract to be bid, if any; and
- d) Inquire or secure Supplemental/Bid Bulletin(s) issued for the Change Management Consulting Services.

9. Sycip, Gorres, Velayo & Co. did not give or pay directly or indirectly, any commission, amount, fee, or any form of consideration, pecuniary or otherwise, to any person or official, personnel or representative of the government in relation to any procurement project or activity.

IN WITNESS WHEREOF, I have hereunto set my hand this 28th day of July, 2017 at Manila, Philippines.



Christian G. Lauron

SUBSCRIBED AND SWORN to before me this 28th day of July, 2017 at Manila, Philippines. Affiant/s is/are personally known to me and was/were identified by me through competent evidence of identity as defined in the 2004 Rules on Notarial Practice (A.M. No. 02-8-13-SC). Affiant/s exhibited to me his Passport, with his/her photograph and signature appearing thereon, with no. EC6885316 valid until February 28, 2021.

Witness my hand and seal this 28th day of July, 2017

NAME OF NOTARY PUBLIC

Serial No. of Commission

Notary Public for _____ until _____

Roll of Attorneys No. _____

PTR No. _____, _____, _____

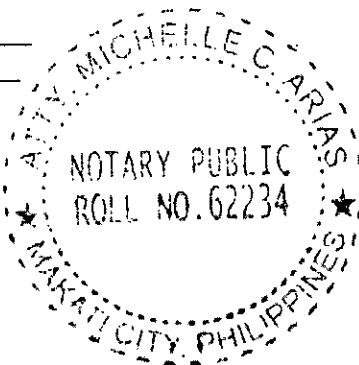
IBP No. _____, _____, _____

Doe. No. 41

Page No. 10

Book No. 2

Series of 2017.



ATTY. MICHELLE C. ARIAS
Notary Public for Makati City until December 31, 2018
11/F STI Holdings Center, 6764 Ayala Ave., Makati City
Appointment No. M-304 / Roll of Attorneys No. 62234
PTR No. 5943305; 01/22/2017; Makati City
IBP No. 1062826; 01/10/2017; Quezon City Chapter
MCLE Compliance No. V-0011276 valid until 04/14/2019

REPUBLIC OF THE PHILIPPINES)
CITY OF MAKATI) S.S.

SECRETARY'S CERTIFICATE

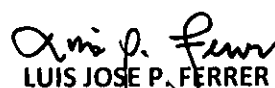
I, Luis Jose P. Ferrer, of legal age, Filipino, with office address at **8th Floor, National Life Insurance Building, 6762 Ayala Avenue, Makati City**, after being sworn to in accordance with law, do hereby certify that:

1. I am the duly designated Secretary of the Executive Committee of SyCip Gorres Velayo & Co. ("SGV"), a general professional partnership organized and existing in accordance with law, with principal office at the above-stated address;
2. As Secretary, I am the custodian of the corporate books and records, including the Minutes of Meetings and Resolutions of the Executive Committee;
3. The Executive Committee, in its special meeting held on May 29, 2017, issued the following Resolution to wit:

"RESOLVED, that **Mr. Christian G. Lauron** is authorized to represent the Firm in the bidding to be conducted by Department of Budget and Management (DBM) for the Change Management Consulting Services on August 01, 2017, to authenticate the bid documents by affixing his signature thereon as required in the Instructions to Bidders, and with full power and authority to do, execute and perform all acts necessary to give the foregoing resolution force and effect."

4. The above-cited authorization has not been amended, modified and/or superseded and is therefore still in full force and effect;
5. This certification is being issued to attest to the truth of the foregoing.

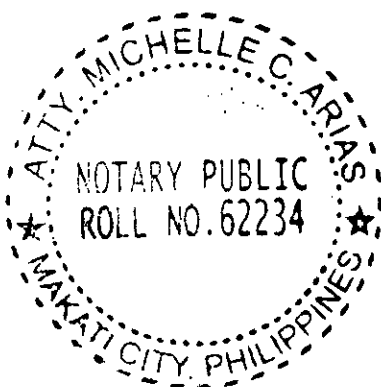
Signed this 31st day of July 2017 in Makati City, Philippines.



LUIS JOSE P. FERRER
TIN: 131-885-776

Secretary, Executive Committee

SUBSCRIBED AND SWORN to before me this 31st day of July 2017 with the affiant submitting to me his Passport No. P0400417A valid until September 25, 2021 issued in DFA Manila as competent evidence of identity.

Doc. No. 45
Page No. 10
Book No. 2
Series of 2017.




ATTY. MICHELLE C. ARIAS
Notary Public for Makati City until December 31, 2018
11/F STI Holdings Center, 6764 Ayala Ave., Makati City
Appointment No. M-304 / Roll of Attorneys No. 62234
PTR No. 5943305; 01/22/2017; Makati City
IBP No. 1062826; 01/10/2017; Quezon City Chapter
MCLE Compliance No. V-0011276 valid until 04/14/2019

Statement of all Completed Government and Private Contracts

Business Name : SyCip Gorres Velayo & Co.
Business Address : 6760 Ayala Avenue, 1226 Makati City, Philippines

We have set out below a summary of our relevant experiences/services that SGV/EY carried out in the past years that best illustrate our qualifications.

Please note that our contracts with clients do not allow us to disclose the specific professional fees of our projects. Nevertheless, we provide a reasonable range of our professional fees as shown below.

RANGES OF PROFESSIONAL FEES INDEX	
A	Less than PHP5,000,000
B	PHP5000,001 to PHP10,000,000
C	PHP10,000,001 to PHP20,000,000
D	PHP20,000,001 to PHP30,000,000
E	PHP30,000,001 or greater

END USER'S ACCEPTANCE OR OFFICIAL RECEIPT	
NOA	NOTICE OF AWARD
SP	SIGNED PROPOSAL
COC	CERTIFICATE OF COMPLETION
PO	PURCHASE ORDER
TOR	TERMS OF REFERENCE

Name of Client	Date of the Contract	Kinds of Consulting Services	Amount of Contract	Date of Delivery	End User's Acceptance or Official Receipt(s) Issued for the Contract
Government					
Social Security System (SSS) Address: Social Security System, SSS Main Building, East Avenue Diliman, Quezon City 1100	December 2012	Consultancy Services for Preparation of Terms of Reference and Guidance for Evaluation of Bid Proposals on the Acquisition of an Investment Management System The project objectives includes: ► designing investment and treasury processes aligned with global leading practice and grounded on sound process controls that mitigate the risks of error, fraud or bad investment decisions.	A	May 2013	► NOA

		<ul style="list-style-type: none"> ▶ assisting SSS in their planned purchase of Investment Management System. <p>SGV & Co. assisted in designing an investment and treasury process aligned with industry leading practice. These leading practices include:</p> <ul style="list-style-type: none"> ▶ Straight-through processing from trade initiation to back office processes ▶ Listing of process risks (or "what can go wrong") in every step of the investment and treasury process, and controls that manipulate or eliminate the identified process risks in an effective way 			
<p><i>Home Development Mutual Fund (HDMF/PAG-IBIG)</i></p> <p>Address: Petron Mega Plaza Buendia Avenue, Makati City</p>	February 2008	<p><i>Consultancy Services for the Implementation of the Integrated Information Systems Project</i></p> <p>SGV conducted an implementation of the Integrated Information Systems Project and performed the following for HDMF:</p> <ul style="list-style-type: none"> ▶ Assessment of the Fund's Information Security Risk. ▶ Conducted systems requirement definition for the Integrated Information Systems Project ▶ Assisted in the development of Request for Proposal and Terms of Reference for the Integrated Information Systems Project ▶ Provided Project Management Support in the implementation of an IISP. 	E	February 2011	▶ NOA
<p><i>Land Bank of the Philippines</i></p> <p>Address: Land Bank Plaza, 1598 M.H del Pilar cor. Dr. J. Quintos Sts., 1004 Malate, Manila, Philippines</p>	May 2014	<p><i>Enterprise Risk Management - Phase 3</i></p> <p>SGV was engaged in order for the Bank to achieve the following:</p> <ul style="list-style-type: none"> ▶ Define the current state competencies to assess, improve and monitor risks ▶ Benchmark risk management activities against leading practices ▶ Evaluate the consistency in application of the risk management framework across the organization <p>Define opportunities to improve risk management activities to influence overall organizational performance</p>	(Details held due to strict client confidentiality requirements)	Can be provided upon request	▶ NOA
<p><i>Land Bank of the Philippines</i></p>	October 2013	<p><i>Consultancy Services for Asset Liability and Risk Management System (ALRMS)</i></p>	B	June 2014	▶ COC

Address: Land Bank Plaza, 1598 M.H del Pilar cor. Dr. J. Quintos Sts., 1004 Malate, Manila, Philippines		SGV was engaged by the Bank to: <ul style="list-style-type: none"> ► Recommend best practices and standards on ALRMS specifically on Asset-Liability Management (ALM), including Funds Transfer Pricing (FTP) framework , market risk, interest rate risk and liquidity risk management and emerging regulatory requirements ► Establish and document existing and desired state, including high-level recommendations on people process & policy ► Present gap analysis on existing and desired state ► Develop Business Requirement Documents (BRD) for desired state ► Recommend ALRMS roadmap Identify and assess data requirements based on the signed-off BRD			
Bureau of Treasury/Austral ian Aid PFM/Coffey International Address: Soriano Ave, Intramuros, Manila, Metro Manila	October 2016	Assessment of Impacts of Government Infrastructure Spending on Financial Markets SGV & Co. was engaged in order to: <ul style="list-style-type: none"> ► Develop a high-level assessment framework for evaluating the impact of Government's proposes spending levels; ► Conduct a high level financial impact assessment; ► Conduct analysis of the various scenarios using the agreed framework and assumptions; and ► Provide a high level narrative analysis of the implications of the scenarios and the options that Government could consider with regard to financing strategies. 	A	December 2016	► TOR/ Invoices
Bureau of Treasury/Austral ian Aid PFM/Coffey Internaional Address: Soriano Ave, Intramuros,	October 2015	Technical Assistance to the Bureau of Treasury for the Management and Valuation of Explicit Contingent Liabilities of the National Government SGV was engaged in order for the Bureau to achieve the following: <ul style="list-style-type: none"> ► Develop a risk-based policy framework in the issuance and pricing of guarantee and foreign exchange cover ► Establish valuation methodology of the explicit contingent liabilities (CL) 	A	March 2016	► SP

Manila, Metro Manila		Institute CL reporting guidelines and framework based on BTr's reporting requirements for internal financial management			
<p>Home Development Mutual Fund (HDMF)</p> <p>Address: Petron Mega Plaza, Buendia Avenue, Makati City</p>	January 2008	<p><i>Enterprise and Financial Risk Management: Philippine Financial Reporting Standards Component - Phase I and Financial Risk Management Asset-Liability Management Diagnostic and User Requirement Analysis</i></p> <p>SGV & Co. provided consultancy services for the Fund's enterprise risk and asset-liability management.</p> <ul style="list-style-type: none"> ► Includes diagnostics and definition of user's specifications and key system requirements for Enterprise Risk Management (ERM) and Asset-Liability Management (ALM). 	B	April 2009	► COC
<p>Development Bank of the Philippines (DBP)</p> <p>Address: Sen. Gil J. Puyat Avenue corner Makati Avenue, Makati City, Philippines</p>	November 2012	<p><i>Advisory Services Proposal for Foreign Exchange Risk Cover (FXRC) Risk Review, Model Validation, Scenario Analysis and Knowledge Transfer</i></p> <p>SGV was engaged to perform FXRC risk review, model validation and scenario analysis for DBP. The scope of work included the following:</p> <ul style="list-style-type: none"> ► Review of the risk, capital and financial reporting treatment of the FXRC as determined by DBP ► Independent validation of the FXRC valuation model employed by the bank ► Conduct of scenario analyses of the potential impact of the FXRC on the bank's financial position, earnings and capital ► Conduct of knowledge transfer sessions to equip the bank's personnel with technical skills relevant to their responsibilities 	A	January 2013	► SP
<p>Development Bank of the Philippines</p> <p>Address: Sen. Gil J Puyat Avenue, corner Makati Avenue, Makati City, Philippines</p>	June 2015	<p><i>Validation of Internal Credit Risk Rating System (ICCRS)</i></p> <p>SGV was engaged in order for the Bank to achieve the following:</p> <ul style="list-style-type: none"> ► Enhancement of the bank's ICRRS towards strengthening its predictive capability, including adopting guidelines on recalibration and back testing, consistent with BSP Circular No. 855 and Basel IRB requirements ► Enable the Bank's ICRRS to consistently and objectively estimate risk and to calculate the PD, LGD and EAD 	C	October 2015	► SP

		<ul style="list-style-type: none"> ► Develop the technical capability of DBP personnel to conduct iterative validation of the ICRRS in order to determine the effectiveness of the ICRRS on a continuing basis 			
Private					
<p>Local Mining Company</p> <p>Philex Mining Corporation</p>	May 2013	<p><i>Change Management</i></p> <p>SGV provided initial support to client in designing a change management plan that will:</p> <ul style="list-style-type: none"> ► promote the execution of change management activities related to the adoption of new systems and processes ► facilitate a smooth transition to the desired future state, mobilization of a change management team and initial support to Philex in designing a change management plan based on findings and recommendations from Phases I, III and IV of the study and the results of the Business Process Documentation by the Third Party Service Provider. 	A	February 2014	► COC
Top 3 Philippine Bank	January 2016	<p><i>Advisory Services to Assist in the Transformation of Small & Medium Enterprise (SME) Banking</i></p> <p>SGV was engaged to perform the following:</p> <ul style="list-style-type: none"> ► Assess the current condition of the Philippine SME market for banks ► Observe front-end operations, marketing and sales practices, and governance procedures ► Understand the current state and capabilities of the Bank's: <ul style="list-style-type: none"> ► Markets and customer segmentation ► Products, sales and pricing ► Channels ► Governance, organization and performance steering ► Risk management ► Conduct focus group discussion ► Understand, analyze and benchmark Bank's current state ► Present findings and recommendations for improving Bank's SME operations <p>SGV prepared and provided the following:</p> <ul style="list-style-type: none"> ► Current state evaluation ► Outlines of procedures performed and findings and recommendations for improvement of SME operations 	E	March 2016	► SP

Top 3 Philippine Bank	November 2016	<p><i>Manpower and Performance Benchmarking for Customer Centricity</i></p> <p>SGV shall conduct Manpower and Performance Benchmarking for Customer Centricity covering the Bank's organization's structure, roles and responsibilities, capabilities required, and manpower resources.</p> <p>SGV will perform the following:</p> <ul style="list-style-type: none"> ▶ Organizational Structure <ul style="list-style-type: none"> ▶ Identify the evidence of gaps in organizational alignment ▶ Discuss and suggest high level organizational structure of the Bank ▶ Enhance productivity across the organization ▶ Roles and Responsibilities <ul style="list-style-type: none"> ▶ Check for evidence of job design and productivity ▶ Identify potential duplication in roles and responsibilities ▶ Identify the potential gap in job design and actual job delivery ▶ Performance Steering <ul style="list-style-type: none"> ▶ Review key performance indicators, check for skills demographics and succession plans ▶ Assess measurement of individual performance ▶ Manpower Resources <ul style="list-style-type: none"> ▶ Benchmark Full Time Equivalent (FTE) metrics against peer group by process, using American Productivity & Quality Center (APQC) ▶ Comment on optimal workforce and headcount demographics by function 	C		▶ SP
Card-MRI Development Institute	October 2016	<p><i>Business Assessment</i></p> <p>SGV & Co. was engaged in order to:</p> <ul style="list-style-type: none"> ▶ Measure performance of products/services ▶ Improve pricing and costing processes (including cost allocation) of products/services ▶ Benchmark current processes with leading practices of private and/or state colleges ▶ Improve responsibility reporting and performance monitoring process (including Key Performance Indicators) 	A	December 2016	▶ SP can be provided upon request

		<ul style="list-style-type: none"> ► Review policies and procedures related to curriculum development, resource person recruitment and appraisal, and outsourcing process for supplies and food 			
One of the largest banks in the Philippines (PNB)	July 2016	<p><i>Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments</i></p> <ul style="list-style-type: none"> ► SGV performed diagnostic and gap analysis covering expected credit loss key areas, namely, accounting, data and model. ► SGV documented the findings and high-level recommendations in a gap report and delivered suggested data collected templates. ► SGV also conducted knowledge transfer sessions on PFRS 9 expected credit loss (ECL) and facilitated group discussions on the development of implementation roadmap to meet the requirements of PFRS 9 ECL. 	A	September 2016	► SP
Top 3 Philippine Bank	April 2016	<p><i>Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments</i></p> <ul style="list-style-type: none"> ► SGV performed diagnostic and gap analysis covering expected credit loss key areas, namely, accounting, data and model. SGV documented the findings and high-level recommendations in a gap report and delivered suggested data collected templates. ► SGV also conducted knowledge transfer sessions on PFRS 9 expected credit loss (ECL) and facilitated group discussions on the development of implementation roadmap to meet the requirements of PFRS 9 ECL. 	A	July 2016	► SP
Top Philippine Thrift Bank (PSBank)	October 2015	<p><i>Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments</i></p> <ul style="list-style-type: none"> ► SGV performed diagnostic and gap analysis covering expected credit loss key areas, namely, accounting, data and model. SGV documented the findings and high-level recommendations in a gap report and delivered suggested data collected templates. ► SGV also conducted knowledge transfer sessions on PFRS 9 expected credit loss (ECL) and facilitated group discussions on the development of implementation roadmap to meet the requirements of PFRS 9 ECL. 	A	January 2016	► SP
One of the largest banks	January 2016	<i>Knowledge Transfer on the Development of IFRS 9 Expected Credit Loss Models</i>	A	April 2016	► SP

(SEC Bank)		<ul style="list-style-type: none"> ▶ SGV trains the Bank in developing models to meet the requirements of impairment under Philippine Financial Reporting Standard 9 expected credit loss approach. ▶ SGV provided knowledge transfer sessions on data collection and providing comments and high-level recommendations on the data collected by the Bank and conduct knowledge transfer programs on the development of PFRS 9 ECL models. 			
Top Universal Bank (Union Bank)	July 2015	<p><i>Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments</i></p> <p>SGV was engaged in order for the Bank to achieve the following:</p> <ul style="list-style-type: none"> ▶ Identify the gaps between the current state and the requirements of IFRS 9, BSP Circular 855 and Basel IRB approach. Agree on the appropriate solutions for each of the gaps noted ▶ Determine the models, methods and procedures that best suit the Bank's needs as the basis of the target state ▶ Assess the quality, completeness and availability of existing data. Formulate action plans to fill the gaps in the data required for the target state ▶ Determine the requirements and know-how for expected loss modelling and implementation, including resources required depending on the size, profile and differences between the current state and defined requirements ▶ Determine suitable IT systems that can handle large data requirements and complex calculations. Evaluate the need for potential expansion and acquisition of new systems ▶ Develop an implementation plan/roadmap which covers planning, budgeting, project structure and prioritization of all the tasks to meet the requirements of IFRS 9 impairment under ECL approach, BSP Circular 855 and Basel IRB approach ▶ Includes accounting and reporting, data business processes and systems, regulatory and industry, and change management, communication and training work streams 	A	September 2015	▶ SP
One of the largest banks	May 2015	<i>Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments</i>	A	August 2015	▶ SP

(SEC Bank)		<p>SGV was engaged by the Bank to:</p> <ul style="list-style-type: none"> ► Identify the gaps between the current state and the requirements of IFRS 9, BSP Circular 855 and Basel IRB approach. Agree on the appropriate solutions for each of the gaps noted ► Determine the models, methods and procedures that best suit the Bank's needs as the basis of the target state ► Assess the quality, completeness and availability of existing data. Formulate action plans to fill the gaps in the data required for the target state ► Determine the requirements and know-how for expected loss modelling and implementation, including resources required depending on the size, profile and differences between the current state and defined requirements ► Determine suitable IT systems that can handle large data requirements and complex calculations. Evaluate the need for potential expansion and acquisition of new systems ► Develop an implementation plan/roadmap which covers planning, budgeting, project structure and prioritization of all the tasks to meet the requirements of IFRS 9 impairment under ECL approach, BSP Circular 855 and Basel IRB approach ► Includes accounting and reporting, data business processes and systems, regulatory and industry, and change management, communication and training work streams 			
<p>Life Insurance Company</p> <p>(BENLIFE)</p>	February 2015	<p><i>Knowledge Transfer in Deal Process Improvement, Valuation and Stress Testing of Derivatives and Structured Products</i></p> <p>SGV was engaged to attain the following:</p> <ul style="list-style-type: none"> ► Provide inputs in improving their deal process, particularly on the pre-deal phase, governance, segregation of duties, and role of risk management and internal audit; ► Provide comments on their valuation models on specific derivatives and structured products; and ► Provide insights that will help their staff build capacity in the area of valuation and stress testing. 	A		► SP

Top 3 Philippine Bank	October 2014	<p><i>Independent Review of Internal Capital Adequacy Assessment Process (ICAAP) and Knowledge Transfer</i></p> <p>SGV was engaged in order for the Bank to achieve the following:</p> <ul style="list-style-type: none"> ► Conduct of an independent advisory review of the Bank's 2016 Internal Capital Adequacy Assessment Process (ICAAP). ► Issue a final report that will include our findings on the adequacy and reasonableness of the Bank's ICAAP with particular focus on regulatory compliance and observed industry practices 	B	March 2015	► SP
Top 3 Philippine Bank	January 2014	<p><i>Knowledge Transfer Program: Retail Housing Application and Behavioral Scorecard Development and SME-Corporate Probability of Default Model Development</i></p> <p>SGV was engaged to independently validate the bank's Retail Housing PD & LGD Model and SME Corporate PD Model, in accordance with the Bangko Sentral ng Pilipinas' (BSP) requirement for banks to have processes in place to ensure that internal models have been suitably validated by qualified and independent parties with relevant and sufficient expertise and experience, and separate from the development process.</p> <p>The validation of the Retail Housing PD & LGD Model and SME Corporate PD Model covered both qualitative and quantitative validation:</p> <ul style="list-style-type: none"> ► Qualitative Validation: governance, data quality, data security and controls, methodology and reporting ► Quantitative Validation: backtesting, discriminatory power and stability <p>Following the validation of the bank's credit risk models, SGV conducted technical training and knowledge transfer sessions to relevant bank personnel.</p>	C	May 2014	► SP
Top 3 Philippine Bank	April 2016	<p><i>Proposal to Assist in the Conduct of Impact Assessment on the Classification and Measurement and Hedge Accounting Phases of PFRS 9 Financial Instruments</i></p> <p>SGV was engaged in order to aid the Bank in the following:</p> <ul style="list-style-type: none"> ► Identifying business consequences of converting to PFRS 9 on accounting, reporting, and disclosure requirements, financial and operational areas of the Group and Basel III requirements; and 	B	July 2016	► SP

		<ul style="list-style-type: none"> ► Identifying changes needed to the bank's policies, processes and procedures in preparation for the eventual implementation of PFRS 9 in line with the requirements of BSP Circular 708, 733 and 761. <p>SGV also performed the following:</p> <ul style="list-style-type: none"> ► Conducting seminars, workshops, and trainings to officers and staff of the Bank to widen understanding of the basic concepts and requirements of PFRS 9; ► Prepare gap analysis that details the impact of PFRS 9 to the Group (i.e., financial, regulatory and operational) which includes: ► Review of the current business models and determination of classification of financial instruments of the Group. ► Review its designated accounting hedges and identify specific changes to policies, procedures, documentation and designation to adopt the existing and new hedge accounting principles of PAS 39 and PFRS 9, respectively ► Identify and assess the potential implications and interaction of the implementation of PAS 39 and PFRS 9 with the mandatory effectivity of the Basel III capital requirements; a ► Quantify the impact of transitioning from PAS 39 to PFRS 9 on the agreed transition date and to provide guidance to the Group personnel in quantifying the transition adjustments. 			
Manila branch of a Japanese bank (MIZUHO)	February 2016	<p><i>ICAAP Independent Advisory Review</i></p> <p>SGV was engaged in order for the Bank to achieve the following:</p> <ul style="list-style-type: none"> ► Conduct of an independent advisory review of the Bank's 2016 Internal Capital Adequacy Assessment Process (ICAAP). ► Issue a final report that will include our findings on the adequacy and reasonableness of the Bank's ICAAP with particular focus on regulatory compliance and observed industry practices 	A	March 2016	► SP
Largest Micro Finance Inc. Philippines (CARD Bank, Inc)	August 2015	<p><i>Risk Adjusted Performance Measurement (RAPM)</i></p> <p>SGV was engaged by the Bank to:</p> <ul style="list-style-type: none"> ► Review the Bank's profitability measurement framework (including funds transfer pricing, revenue sharing and cost allocation) ► Provide recommendations to improve the Bank's risk-adjusted performance measurement and risk-based 	A	December 2015	► SP

		<ul style="list-style-type: none"> ▶ pricing processes (considering leading industry practices) ▶ Recommend risk-adjusted pricing and performance monitoring templates and reporting dashboard (considering leading industry practices) 			
Top 10 Philippine Bank (RCBC)	December 2014	<p><i>Risk Adjusted Profitability Measurement (RAPM)</i></p> <p>SGV was engaged by the Bank to:</p> <ul style="list-style-type: none"> ▶ Review the Bank's profitability measurement framework (including funds transfer pricing, revenue sharing and cost allocation) Provide recommendations to improve the Bank's risk-adjusted performance measurement and risk-based pricing processes (considering leading industry practices) ▶ Recommend risk-adjusted pricing and performance monitoring templates and reporting dashboard (considering leading industry practices) 	A	March 2015	▶ SP
One of the leading Investment Banking Institutions (FMIC)	July 2014	<p><i>Risk Adjusted Performance Measurement (Phase 1 & 2)</i></p> <p>SGV was engaged by the Bank to:</p> <ul style="list-style-type: none"> ▶ Review the bank's existing profitability measurement methodology and help establish a target RAPM framework and management performance reporting dashboard 	A	November 2014	▶ SP
Top 20 Philippine Bank (RBC)	March 2013	<p><i>Independent Internal Credit Risk Rating System (ICRRS)</i></p> <p>SGV was engaged by the Bank to:</p> <ul style="list-style-type: none"> ▶ Provide the Bank with an independent review of the Bank's ICRRS process in accordance with the Requirements under BSP Circular 439. The review is limited to the Bank's ICRRS for its corporate accounts and will not cover the Internal Ratings Based (IRB) approach and technical methodology implementation under Basel II ▶ Conduct a two day seminar on the Internal Ratings Based (IRB) approach under Basel II to help the Bank's selected personnel gain an overview of the basic IRB principles and requirements of Basel II and to provide foundation towards future plans in adopting the IRB 	A	May 2013	▶ SP

		<ul style="list-style-type: none"> ▶ (IRB) approach under Basel II to help the Bank's selected personnel gain an overview of the basic IRB principles and requirements of Basel II and to provide foundation towards future plans in adopting the IRB 			
EY Global Projects in Government and Public Sector					
Government & Public sector (Singapore)	(Details can be provided upon request)	<p>Risk Management Consultancy Services</p> <p>The client has a well established Risk Function which is looking into enhance their Enterprise Risk Management function The client would like EY to provide the necessary training and knowledge transfer to its personnel for a smooth transition of the ownership to the Client stakeholders.</p> <p>EY was engaged to enhance the client's Enterprise Risk Management function, which included the following:</p> <ul style="list-style-type: none"> ▶ Operationalisation of the Defined Risk Appetites for the respective focus areas <ul style="list-style-type: none"> ▶ Development of Risk Appetite Statement to guide risk-taking and risk management behaviour and culture ▶ To formulate a change management strategy and change management plans (e.g. communication strategy, training plan, process-changes roadmap) to help achieve the desired risk behaviours, and propose recommendations to operationalise it, through review of the client's business activities and existing enterprise risk management framework ▶ Update of Risk Profile <ul style="list-style-type: none"> ▶ Review of the Risk Universe to determine whether the current risk profile needs to be further adjusted or fine-tuned in view of internal and external changes since the last review in 2012 ▶ Monitoring of the top risks <ul style="list-style-type: none"> ▶ Analyse risk events, mitigating controls, action plans and key risk indicators. ▶ Collate risk reports and report to Risk Council, Senior Management, Audit & Risk Committee and Board ▶ Risk Management Workshops 	(Details can be provided upon request)	(Details can be provided upon request)	<ul style="list-style-type: none"> ▶ (Details can be provided upon request)

		<p>Key benefits delivered to the client included:</p> <ul style="list-style-type: none"> ▶ Clear risk universe and risk monitoring across the organization ▶ Smooth handover and transition into enhanced ERM framework and processes via training and workshops held with client ▶ Delivery of the project within budget and time as a result of effective project management and change management activities ▶ Introduction to enhanced Enterprise Risk Management Framework 			
Government & Public sector (Singapore)	(Details can be provided upon request)	<p>Develop and implement Enterprise Risk Management framework</p> <p>The client would like EY to develop and implement an Enterprise Risk Management ("ERM") framework.</p> <p>EY was engaged to respond to the client's needs by developing and implementing an ERM framework, which included the following:</p> <ul style="list-style-type: none"> ▶ ERM training to equip LTA's staff with the relevant orientation, knowledge and skills at the three different levels of the organisation that serve different risk management functions: <ul style="list-style-type: none"> ▶ Senior management (Leadership) - Risk Management strategy / programme development, governance and culture ▶ Facilitators/Coordinators (Advanced) - Operationalising risk management framework and process ▶ General staff (Basic Course) - Increased awareness of ERM and effective practice of risk assessment, treatment, monitoring and review in daily work ▶ Phase 1: ERM Development for Groups / Divisions including: <ul style="list-style-type: none"> ▶ Risk Identification ▶ Risk Prioritisation ▶ Risk Analysis, Action Plans and Key Risk Indicators ▶ Risk Registers and Dashboard ▶ Phase 2: ERM Development <ul style="list-style-type: none"> ▶ Development of ERM Framework <p>Key benefits delivered to the client included:</p> <ul style="list-style-type: none"> ▶ Clear development and implementation of an ERM framework ▶ Identified, prioritized risks, KRIs and action plans clearly visualized on dashboard ▶ Smooth transition into new ERM framework and processes via training workshops held with client ▶ Delivery of the project within budget and time as a result of effective project management and change management activities 	(Details can be provided upon request)	(Details can be provided upon request)	▶ (Details can be provided upon request)

The World Bank Group - Treasury	(Details can be provided upon request)	<p>Financial Services Framework</p> <p>The World Bank Group (WBG) wanted to initiate a financial and accounting transformation within its internal financial/controller functions. EY has been awarded a Master Services Agreement (MSA) with the World Bank and the Treasury Financial Services Framework allows task order assignments via all three lots of the Framework.</p> <p>EY's Role:</p> <ul style="list-style-type: none"> ► Framework Lot 1: Asset management, related processes, operations, systems and integration ► Framework Lot 2: Analysis of debt capital markets and cash management as well as related processes, operations, systems and integration ► Framework Lot 3: Financial and credit risk management, valuation, performance and reporting, compliance and related processes, operations, systems and integration <p>To date EY delivered the following projects under this MSA:</p> <ul style="list-style-type: none"> ► Treasury operating model assessment / Industry benchmark ► Centralized Product Control Feasibility Study ► Quantitative and Risk Analytics Compliance Revamp ► Treasury Reserves Advisory and Management Program (RAMP) review 	E	(Details can be provided upon request)	► (Details can be provided upon request)
The World Bank Group (Iraq)	(Details can be provided upon request)	<p>Financial Services Framework</p> <ul style="list-style-type: none"> ► The World Bank Group (WBG) wanted to initiate a financial and accounting transformation within its internal financial/controller functions. ► EY has been awarded a Master Services Agreement (MSA) with the World Bank and the Treasury Financial Services Framework allows task order assignments via all three lots of the Framework. <p>EY's Role:</p> <ul style="list-style-type: none"> ► Framework Lot 1: Asset management, related processes, operations, systems and integration ► Framework Lot 2: Analysis of debt capital markets and cash management as well as related processes, operations, systems and integration 	(Details can be provided upon request)	(Details can be provided upon request)	► (Details can be provided upon request)

		<ul style="list-style-type: none"> ► Framework Lot 3: Financial and credit risk management, valuation, performance and reporting, compliance and related processes, operations, systems and integration <p>To date EY delivered the following projects under this MSA:</p> <ul style="list-style-type: none"> ► Treasury operating model assessment / Industry benchmark ► Centralized Product Control Feasibility Study ► Quantitative and Risk Analytics Compliance Revamp ► Treasury Reserves Advisory and Management Program (RAMP) review 			
Provincial Government in South America	(Details can be provided upon request)	<p><i>Audit Office Processes Automatization</i></p> <p>The client required the development and implementation of IT services to automatize assessment procedures for accountability processes.</p> <p>EY's Role:</p> <ul style="list-style-type: none"> ► Mapped, diagnosed and redesigned current accountability processes and analysis flow; initiated new business process detailing; mapped software and system prototyping needs; designed training materials, personnel training and technology transfer as well as created new flow and service implementation monitoring. ► Delivered exceptional client service on time and budget and have created a state-of-the-art IT environment for the client to perform accurate and timely audit assessments. <p>Value delivered by EY:</p> <ul style="list-style-type: none"> ► Budget process improvement ► GFMIS 	(Details can be provided upon request)	(Details can be provided upon request)	► (Details can be provided upon request)
Department of IT (Rajasthan)	Not available	<p><i>Analytics Centre of Excellence</i></p> <p>EY has won the mandate for 'Analytics Centre of Excellence' for the state 'Government of Rajasthan'. Under this initiative Department of IT intend to use analytics for multiple departments of the state.</p> <ul style="list-style-type: none"> ► The role of EY includes integrating data from all revenue generating departments like Commercial Taxes, Excise, Transport and Mining and implement analytics based application with an objective of increasing revenue and identify potential revenue leakages in the state. This would be done by implementing SAS Fraud Framework software for data integration, data quality, advanced analytics, alert management, Text analytics and advanced visualization capabilities. 	E	Not Available	► (Details can be provided upon request)

		► Analytics-enabled framework for review, analysis and monitoring of revenue sources and leakages			
Department of Education (India)	(Details can be provided upon request)	<p>Monitoring of Implementation of Prime Minister's Skill Development Scheme</p> <p>EY has been awarded the Program Management Unit (PMU) services mandate for 'design' and 'monitoring' of implementation of 'Prime Minister's Kaushal Vikas Yojana' (PMKVY - Prime Minister's Skill Development Scheme), India's largest skill development scheme by 'National Skill Development Corporation' (NSDC), the nodal agency for skill development in the country. The PMKVY scheme intends to train 10 million youth in the next four years (2016-2020) through grant funding</p> <p>EY's Role:</p> <ul style="list-style-type: none"> ► The 'Design' phase involves support for the design, development and implementation of the Public Private Partnership (PPP) model of working with private training providers, Quality Assurance, Stakeholder Engagement and IT based monitoring systems. ► The 'Monitoring' phase involves monitoring the physical and financial performance of the Training Partners, so that the targets are achieved. ► EY's understanding of the Sector, detailed approach and methodology, right teaming structure and deep client relationship were key to winning this prestigious assignment. <p>Value delivered by EY:</p> <ul style="list-style-type: none"> ► PPP models and frameworks for Quality Assurance, Stakeholder Engagement and IT based monitoring systems. ► Physical and financial performance monitoring metrics 	E	(Details can be provided upon request)	► (Details can be provided upon request)

For EY Global Credential, details can be provided upon request.

Submitted by : Christian G Lauron
 Designation : Engagement Partner
 Date : 01 August 2017

Certificate of Good Standing and Satisfactory Completion for Completed Contracts

Social Security System (SSS)

CONSULTANCY SERVICES CONTRACT

KNOW ALL MEN BY THESE PRESENTS:

DEC 22 2012

This Consultancy Services Contract (the "Contract") is made and entered into this ___ day of 2012 in _____ by and between:



and

SYCIP GORRES VELAYO & COMPANY, a professional partnership duly organized and existing under and by virtue of the laws of the Republic of the Philippines, with office address at 6760 Ayala Avenue, 1226 Makati City, represented herein by its Partner, CHRISTIAN G. LAURON, hereinafter referred to as "SGV".

WITNESSETH: That -

WHEREAS, [redacted] desires to engage the services of a consultant (the "Services") that will assist SSS in the Preparation of the Terms of Reference (TOR) and provide Guidance for Evaluation of Bid Proposals on the Acquisition of an Investment Management System (the "Project");

WHEREAS, SGV has represented and warranted itself to be qualified to perform the Services required in connection with the Project, and that it possesses the personnel, resources, and technical capabilities necessary therefor;

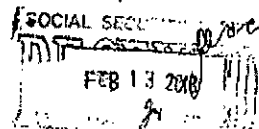
WHEREAS, on the basis of the above-mentioned representation and warranty by SGV and after an open and competitive bidding duly conducted in accordance with the provisions of Republic Act (RA) No. 9184 (the "Government Procurement Reform Act") and its Revised Implementing Rules and Regulations (RIRR), the [redacted] Bids and Awards Committee (BAC) II issued Resolution No. 2012-072-7 dated 18 June 2012, declaring SGV as the bidder with the single rated and responsive bid and recommending to the [redacted] President and CEO, as its approving authority, the award of the Project to SGV.

NOW, THEREFORE, for and in consideration of the foregoing premises as well as the terms and conditions hereinafter set forth, the parties hereby agree as follows:

1. DOCUMENTS COMPRISING THE CONTRACT

1.1 The following documents are hereby made integral parts of the Contract insofar as they are not inconsistent with any condition hereof (the "Contract Documents"):

- ANNEX "A" - Bid Documents
- ANNEX "B" - Technical Proposal of SGV
- ANNEX "C" - Financial Proposal of SGV
- ANNEX "D" - BAC II Resolution No. 2012-072-7 dated 18 June 2012
- ANNEX "E" - Notice of Award dated 06 September 2012
- ANNEX "F" - Performance Security



Home Development Mutual Fund (HDMF/PAG-IBIG)

CONTRACT FOR CONSULTANCY SERVICES FOR THE IMPLEMENTATION OF
INTEGRATED INFORMATION SYSTEMS PROJECT (IISP)

KNOW ALL MEN BY THESE PRESENTS:

This Contract entered into this APR 23 2006 in of _____, 200_ by and between



-and-

SyCip Gorres Velayo & Co., (SGV and Co.), a general partnership and an independent member of Ernst & Young Global Limited ("EYGL") a UK limited liability company which acts as the central governance body of the Ernst & Young network of independent firms, with principal office at 6760 Ayala Avenue, Makati City, Metro Manila, represented herein by its Chairman, DAVID L. BALANGUE, hereinafter referred to as the "CONSULTANT"

1.1 WITNESSETH, That

WHEREAS, the CLIENT needs the services of a qualified and competent consulting firm to provide Consultancy Services for the Integrated Information Systems Project (IISP);

WHEREAS, the invitation to Bid for the herein subject requirements was initially advertised and published in a newspaper of general circulation on October 15, 2005 at the *Philippine Daily Inquirer* and was posted continuously on the _____ websites and at conspicuous places at office premises _____

WHEREAS, nine (9) consulting firms responded and submitted their Eligibility requirements in compliance with the Bidding Guidelines, and that only two (2) firms, SGV and Co. and GeoSpatial Solutions, Inc. were rated as "passed" and qualified for short listing. And as a result of evaluation, only one (1) consulting firm, SGV and Co. was recommended for short listing and submitted its bid during the opening of bids conducted on December 20, 2005.

_____ after careful evaluation of the technical proposal of SGV and Co., the consulting firm with the Single Reted Bid was invited for the opening of its financial proposal, the amount of which was lower than the approved budget for contract;

WHEREAS, results of post-qualification indicated that the said consulting firm passed all the criteria for post-qualification and has complied with and is responsive to all requirements and conditions for eligibility and the bidding of the contract for Consultancy Services for the Integrated Information Systems Project (IISP) and was awarded the contract for said services;

MD

M H K

Land Bank of the Philippines



Official Office of the President of the Philippines

NOTICE OF AWARD

August 28, 2014

MR. CHRISTIAN G. LAURON
Engagement Partner
SYCIP, GORRES, VELAYO & COMPANY
6760 Ayala Avenue, Makati City

Dear Mr. Lauron:

We are pleased to inform you that your proposal dated May 12, 2014 for the Consultancy Services for Enterprise Risk Management Phase III, for the total contract price of FOUR MILLION EIGHT HUNDRED EIGHTY THOUSAND PESOS (P4,800,000.00), VAT inclusive is hereby accepted.

In this regard, you are hereby required to submit to our Procurement Department within ten (10) calendar days upon receipt of this notice, a performance security in any of the form and amount stipulated as follows:

Acceptable Form of Security	Amount
1. Cash or cashier's check issued by a Universal or Commercial Bank.	Five percent (5%) of total contract price
2. Bank promissory note or commercial letter of credit issued by a Universal or Commercial Bank. Provided, however, that it is confirmed or authenticated by a Universal or Commercial Bank.	
3. Bank bond or surety bond issued by a surety or a company duly certified by the Insurance Commission to issue such security through the Insurance Commission, Inc. (c/o Rowena B. Dela Cruz, No. 710-7114, 815-7704 or 833-8335).	Thirty percent (30%) of total contract price
4. The security bond should be six (6) months after the start of the contract and end of contract for staggered contracts, respectively.	

Failure to submit the required performance security shall constitute ground for cancellation of the award.

Very Truly Yours,

Annaline M. Bautista
ANNALINE M. BAUTISTA
Vice President
Facilities and Procurement Services Group

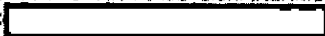
Conforme
Signature
Name of the Representative of Supplier
Date



LAND BANK OF THE PHILIPPINES
P.O. Box 115, Makati City, 1200
Tel. (02) 886-1111, 886-1112, 886-1113, 886-1114, 886-1115, 886-1116, 886-1117, 886-1118, 886-1119, 886-1120, 886-1121, 886-1122, 886-1123, 886-1124, 886-1125, 886-1126, 886-1127, 886-1128, 886-1129, 886-1130, 886-1131, 886-1132, 886-1133, 886-1134, 886-1135, 886-1136, 886-1137, 886-1138, 886-1139, 886-1140, 886-1141, 886-1142, 886-1143, 886-1144, 886-1145, 886-1146, 886-1147, 886-1148, 886-1149, 886-1150, 886-1151, 886-1152, 886-1153, 886-1154, 886-1155, 886-1156, 886-1157, 886-1158, 886-1159, 886-1160, 886-1161, 886-1162, 886-1163, 886-1164, 886-1165, 886-1166, 886-1167, 886-1168, 886-1169, 886-1170, 886-1171, 886-1172, 886-1173, 886-1174, 886-1175, 886-1176, 886-1177, 886-1178, 886-1179, 886-1180, 886-1181, 886-1182, 886-1183, 886-1184, 886-1185, 886-1186, 886-1187, 886-1188, 886-1189, 886-1190, 886-1191, 886-1192, 886-1193, 886-1194, 886-1195, 886-1196, 886-1197, 886-1198, 886-1199, 886-1200

Land Bank of the Philippines





CERTIFICATE OF SATISFACTORY COMPLETION

Relative to the Consultancy Service for Asset Liability and Risk Management System (ALRMS) provided by SyCo Garces Velaya and Co. (SGV & Co.) to  we certify the following:

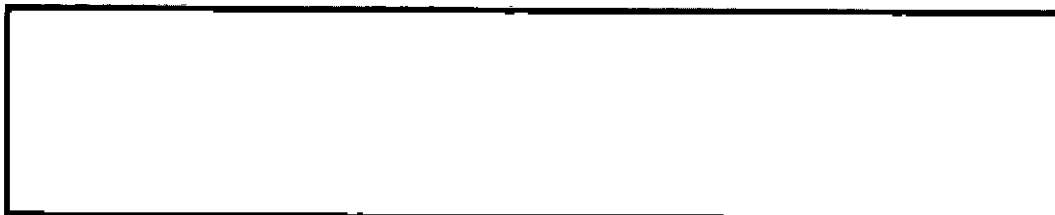
- 1) That we reviewed and accepted the deliverables relative to the proscribed objectives and scope of work specified by  in the signed contract agreement for Consultancy Service for Asset Liability and Risk Management System (ALRMS), dated October 18, 2013 between SGV & Co. and 
- 2) That SGV & Co. has completely and satisfactorily delivered the required advisory services for the aforementioned contracted services

This certification is issued on August 4, 2014 upon the request of SGV & Co. for whatever legal purpose it may serve.


FVP TERESITA E. CHENG
Head, Risk Management Group
Project Sponsor


FVP CHRISTOPHER Y. SALAZAR
Head, Asset and Liability Management Group
Project Sponsor


EVP RABBONI FRANCIS B. ARJONILLO
Head, Treasury and Investment Banking Sector
Chairman, Project Steering Committee



Bureau of Treasury/Australian Aid PFM/Coffey International

SGV & Co

SGV Bldg., 8780 Ayala Avenue
1226 Makati City, Philippines
VAT Reg/TIN 000-502-547-000V
ZERO RATED

Bill No. PHL0100223948

Coffey International Development Pty. Ltd.
JMT Building, Ortigas Centre
ADB Avenue, Pasig City

December 5, 2016

Client VAT/TIN : 000213802296

Client No./Engagement No. 61230015-18104978


Attention: Virgie Ongkiko
Program Manager of PFMP

BILLING PARTICULARS	CURRENCY	AMOUNT
This is the billing for Milestone #1 as specified in the service fee schedule in the contract, which states that it is for acceptance of PFMP and BTr in writing of the Assessment Framework.	PHP	1,271,716.00
Out of Pocket Expenses		127,172.00
Total	PHP	1,398,888.00

Please be informed that as a general professional partnership, our fee is not subject to the 6% withholding tax but subject to 12% Value Added Tax pursuant to Republic Act No. 9337.

Bills are payable upon receipt. Bills not settled after 30 days will be subject to 2% monthly interest.

BIR PERMIT No. : 0112-116-00066 CAS 2012-01-02

SGV & Co

Lauron, Christian Garbo

Please return this Remittance Advice with your payment.

TO: SGV & Co
Lauron, Christian Garbo

Bill No. PHL0100223948

Client Name: Coffey International Development Pty. L

Invoice Amount: PHP 1,398,888.00

Client No./Engagement No. 61230015-18104978

Amount Paid: _____

SGV & Co

SGV Bldg., 8760 Ayala Avenue
1226 Makati City, Philippines
VAT Reg/TIN 000-532-547-000V
ZERO RATED

Bill No. PHL0100223949

Coffey International Development Pty. Ltd.
JMT Building, Ortigas Centre
ADB Avenue, Pasig City

December 5, 2015

Client VAT/TIN: 000213802296

Client No./Engagement No. 61230015-18104978

Attention: Virgie Ongkiko
Program Manager of PFMP

BILLING PARTICULARS	CURRENCY	AMOUNT
This is the billing for Milestone #0 as specified in the service fee schedule in the contract, which states that it is for signing the Subcontract and team mobilisation.	PHP	635,858.00
Out of Pocket Expenses		83,586.00
Total	PHP	699,444.00

Please be informed that as a general professional partnership, our fee is not subject to the 5% withholding tax but subject to 12% Value Added Tax pursuant to Republic Act No. 9337.

Bills are payable upon receipt. Bills not settled after 30 days will be subject to 2% monthly interest.

BIR PERMIT No.: 0112-116-00008 CAS 2012-01-02

SGV & Co

Lauron, Christian Garbo

Please return this Remittance Advice with your payment.	
TO: SGV & Co Lauron, Christian Garbo	Bill No. PHL0100223949
Client Name: Coffey International Development Pty. L	Invoice Amount: PHP 699,444.00
Client No./Engagement No. 61230015-18104978	Amount Paid: _____

TERMS OF REFERENCE

Assessment of Impacts of Government -Infrastructure -Spending on Financial Markets

Duration: Up to Eight Weeks starting October 2016
Counterpart: Bureau of Treasury
Consultant: SGV

PFMP

PFMP commenced in October 2011 as a partnership between the Governments of the Philippines and Australia, to assist the Philippines with the implementation of the PFM Reform Roadmap. The Program also provided assistance to financial management in selected spending agencies.

Over the last five years, PFMP has assisted the Government with the design and implementation of key reforms, including the *Unified Account Code Structure*, the *Treasury Single Account*, the *Budget and Treasury Management System* (to go live in 2017), and a range of budget reforms including the introduction of the *Performance Informed Budget*, the *two tier budget approach*, and the introduction of the *Budget Cycle Analytics tool*.

PFMP is now in a one year extension phase. During this period, PFMP will continue to support the Government's priority PFM reforms and at the same time increase its focus on supporting improved quality and efficiency of expenditure in the transport infrastructure sector.

Activity Background

In 2015 and early 2016, PFMP assisted BTr with the development of a risk-based policy framework on the issuance and pricing of guarantee and foreign exchange risk cover fees and a valuation methodology for explicit contingent liabilities, incorporating valuation techniques and assumptions used to ascertain the fair value in which guarantees should be presented in the debt stock of the National Government. This provided the basis for broader discussions about the Government's fiscal strategy.

In the context of these broader discussions, the Government's aggressive infrastructure expenditure targets came into sharp focus. Government intends to spend as much as 7% of GDP on infrastructure by 2022. In light of this, the Bureau of the Treasury has indicated that it will need an assessment of the impact of this level of public investment on financial markets, particularly in terms of possible crowding out of private sector investment.

Objective

The objective of the activity is to conduct a high level financial impact assessment on the Government's proposed spending levels for its infrastructure projects. The objective of the activity is to conduct a scenario analysis of the impact of Government's proposed spending levels on the financial market.

This will involve simulations or scenario analysis to examine the crowding out effect. Because governments have the power to borrow large sums of money, doing so can have a substantial impact on the real interest rate, raising it by a significant degree. This has the effect of absorbing the economy's lending capacity and of discouraging businesses from engaging in capital projects.

Bureau of Treasury/Australian Aid PFM/Coffey International



SyCip Gorres Velayo & Co.
6760 Ayala Avenue
Makati City, Philippines
Phone: +63 2 886 8888

Ernst & Young
1000 Market Street
New York, NY 10021
USA

SyCip Gorres Velayo & Co.
6760 Ayala Avenue
Makati City, Philippines
Phone: +63 2 886 8888

14 September 2015,



Subject: Covering letter for Proposal submission

Dear Sir/Madam

The person whose signature is attached below is authorised to sign and submit these documents:

Name of person	Christian G. Lauron
Position	Partner
Name of Organisation	SyCip Gorres Velayo & Co. (SGV & Co.)/ Ernst & Young (Philippines)
Organisation Address	6760 Ayala Avenue, Makati City Philippines
Phone number of the Organisation	8948217
Fax number of the Organisation	8910576
Email address of the Organisation	Christian.G.Lauron@ph.ey.com

In accordance of the Request for Proposal document for the technical assistance to the Bureau of the Treasury (BTr) for the Management and Valuation of Explicit Contingent Liabilities of the National Government, we submit the following documents.

1. Covering Letter on prescribed format
2. Proposal comprised of:
 - i. Organisational Capability;
 - ii. Statement of Work (Approach and Methodology);
 - iii. Personnel, including their CVs; and
 - iv. Proposed Budget, based on prescribed format.

I also declare that the information contained in this Proposal is correct and up to date.

Yours sincerely,

Mr. Christian G. Lauron
Partner

Home Development Mutual Fund (HDMF)


16 April 2012


CERTIFICATE OF SATISFACTORY COMPLETION

Relative to the PFRS, Emerson's Financial Risk Management and ALM Measures of [redacted] and specific to the Financial Risk Management and ALM Diagnostics (Phase 1), provided by Syon-Gómez Velayo & Co. (SGV & Co.) to [redacted] we certify the following:

1. that we reviewed the deliverables relative to the prescribed objectives and scope of work specified by [redacted] for the component on Financial Risk Management and ALM Diagnostics (Phase 1 - with gapting analysis and systems considerations, along with recommendations in risk governance structure) which is part of the PFRS and Financial Risk Management Diagnostic proposal dated November 11, 2008 between SGV and [redacted] (the PFRS component is ongoing); and
2. that SGV has completely and satisfactorily delivered the required advisory services for the abovementioned contracted services.

This certification is issued on April 16, 2012 upon the request of SGV & Co. for whatever legal purposes it may serve.


MS. EMMA LINDA B. FARIA
Deputy CEO


SGV & Co.
CERTIFIED TRUE COPY

Development Bank of the Philippines (DBP)



Sycip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines
Phone: (632) 891-8307
Fax: (632) 819-8872
www.sgv.com.ph

DOA/PRC Reg. No. 0001,
January 25, 2010, valid until December 31, 2012
SEC Accreditation No. 0012-PR-2 (Group A),
February 4, 2010, valid until February 3, 2013

December 13, 2012



Gentlemen:

Re: Advisory Services Proposal for Foreign Exchange Risk Cover (FXRC) Risk Review, Model Validation, Scenario Analysis and Knowledge Transfer

Thank you for considering Sycip Gorres Velayo & Co. ("we" or "SGV") to perform professional services (the "Services") for [REDACTED]. We appreciate the opportunity to assist you and we look forward to working with you.

The attached Statement of Work describes the scope of the Services, our fees for those Services, our service approach and any additional arrangements. The Services will be subject to the terms and conditions of this letter, together with its attachments, including the General Terms and Conditions, the applicable Statement of Work and any other Appendices (together, this "Agreement").

If you are agreeable to this proposal, please indicate your acceptance by signing this letter in the space provided below and on pages 7 and 13 and return the duplicate copy to us. If you have any questions about any of these materials, please do not hesitate to contact us so that we can address any issues you identify before we begin to provide the Services. Your contact at SGV for these Services will be:

Contact: Christian G. Lauron
Phone: (+632) 894-8217
Email: christian.g.lauron@ph.ey.com

Very truly yours,

Sycip Gorres Velayo & Co.


Mr. Christian G. Lauron
Partner

Development Bank of the Philippines



SyCip Gorres Velayo & Co.
6702 Ayala Avenue
1004 Makati City
Philippines

Memorandum for the President
Date: June 17, 2015
To: Mr. [Name Redacted]
From: Mr. Francisco Roque A. Lumbres
Subject: Proposal for the Engagement of Consulting Services for the Validation of DBP's Internal Credit Risk Rating System (ICRRS)

June 17, 2015

Development Bank of the Philippines
DBP Building
Sen. Gil J. Puyat Avenue corner Makati Avenue
Makati City, Metro Manila

Gentlemen:

Re: Proposal for the Engagement of Consulting Services for the Validation of DBP's Internal Credit Risk Rating System (ICRRS)

Thank you for considering SyCip Gorres Velayo & Co. ("we" or "SGV") to perform professional services (the "Services") for Development Bank of the Philippines ("you", "DBP" or the "Bank"). We appreciate the opportunity to assist you and we look forward to working with you.

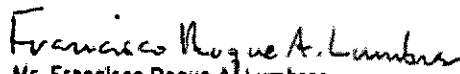
The attached Statement of Work describes the scope of the Services, our fees for those Services, our service approach and any additional arrangements. The Services will be subject to the terms and conditions of this letter, together with its attachments, including the Terms and Conditions, the applicable Statement of Work and any other Appendices (together, this "Agreement").

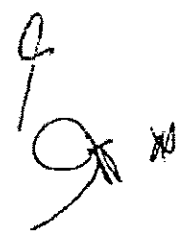
If you are agreeable to this proposal, please indicate your acceptance by signing this letter in the space provided below and on page 18 of this Agreement and return the duplicate copy to us. If you have any questions about any of these materials, please do not hesitate to contact us so that we can address any issues you identify before we begin to provide the Services. Your contact at SGV for these Services will be:

Contact: Francisco Roque A. Lumbres
Phone: (+632) 894-8101
Email: francisco.roque.a.lumbres@ph.ey.com

Very truly yours,

SyCip Gorres Velayo & Co.


Mr. Francisco Roque A. Lumbres
Partner



Local Mining Company
Philex Mining Corporation



CERTIFICATE OF COMPLETION

This is to certify that SGV & Co. has provided and satisfactorily completed the following services in 2013:

- Business Process Review covering Finance and Accounting, Supply Chain Management and Asset Maintenance
- Systems Requirements Definition
- Vendor Selection Assistance
- Change Management Support covering:
 - Development of Change Management Blueprint
 - Training of Change Champions

Issued this 17th day of February 2015 in Pasig City, Philippines.



BENJAMIN R. GARCIA

Sr. Vice President – Human Resources

Top 3 Philippine Bank



December 11, 2015

Attention: Cesar P. Conling
President & Chief Executive Officer

Dear Mr. Conling:

Re: Engagement Letter to Provide Advisory Services to Assist in the Transformation of Small & Medium Enterprise (SME) Banking of Bank of the Philippine Islands


Thank you for considering  for professional services (the "Services") and for the opportunity to assist you and look forward to working with .

The attached Statement of Work describes the scope of the Services, our fees for the Services and any additional arrangements. The Services will be subject to the terms and conditions of this letter, together with its attachments, including the General Terms and Conditions, the applicable Statement of Work and any other Appendices together, this "Agreement".

Except for a claim seeking solely non-monetary or equitable relief, any dispute or claim arising out of or relating to this Agreement, the Services or any other services provided by us or on our behalf to you or to anyone else at your request shall be resolved by arbitration as set forth in this Agreement.

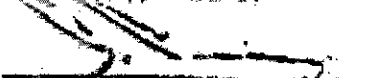
Please sign this letter in the space provided below to indicate your agreement with these arrangements and return it to Francisco Ponce A. Lumbreras at your earliest convenience. If you have any questions about any of these materials, please do not hesitate to contact Francisco Ponce A. Lumbreras so that we can address any issues you promptly before we begin to provide the Services.

Yours faithfully,


Francisco Ponce A. Lumbreras
Partner

ACKNOWLEDGED:

Bank of the Philippine Islands


Cesar P. Conling
President & Chief Executive Officer

Date: _____

Encs:

- Copy of this letter with all appendices for you to sign and return
- Appendix A - Statement of work
- Appendix B - General terms and conditions

Top 3 Philippine Bank

Professional Firm
Change Management Consulting Services
Department of Budget and Management

1

SGV
Building a better
working world

1000 South Main Street
Suite 1000
Pasig City
1600
Philippines

November 24, 2016

Attention: Mr. Ramon L. Jorson
Executive Vice President

Re: Proposal for Manpower and Performance Benchmarking for Customer Centricity

Dear Mr. Jorson:

Thank you for considering SGV & Co. to perform professional services for [redacted]. We appreciate the opportunity to assist you and look forward to working with [redacted].

The attached Statement of Work describes the scope of the Services, our fees for the Services and any additional arrangements. The Services and any other services provided by us or on our behalf to you or to anyone else at your request shall be subject to the terms and conditions of this letter, together with its attachments, including the General Terms and Conditions, the applicable Statement of Work and any other Appendices.

Except for a claim seeking solely non-monetary or equitable relief, any dispute or claim arising out of or relating to this Agreement, the Services or any other services provided by us or on our behalf to you or to anyone else at your request shall be resolved by arbitration as set forth in this Agreement. This letter and Agreement are restricted and confidential documents and should not be provided to other parties without our written consent.

Please sign this letter in the space provided below to indicate your agreement with these arrangements and return it to us at your earliest convenience. If you have any questions about any of these materials, please do not hesitate to contact us so that we can address any issues you identify before we begin to provide the Services.

Yours faithfully,

Francisco Roque A. Lumbres
Francisco Roque A. Lumbres
Partner

Enc:

- Copy of this letter with all appendices for you to sign and return
- Appendix A - Statement of work
- Appendix B - General terms and conditions

Confidential - All Rights Reserved - SGV & Co.
No part of this document may be reproduced without written consent.

Card-MRI Development Institute



26 May 2016

Dear Mr. Ramos:

Re: Proposal to conduct Business Assessment

Thank you for giving us the opportunity to present a proposal to [redacted] Business Assessment. We appreciate the opportunity to assist you and look forward to working with you.

The attached Statement of Work describes the scope of the Services, our fees for the Services, and any additional arrangements. The Services will be subject to the terms and conditions of this letter, together with its attachments, including the General Terms and Conditions, the applicable Statement of Work and any other Appendices (together, this Agreement).

Except for a claim seeking solely a non-monetary or an equitable relief, any dispute or claim arising from or relating to this Agreement, the Services or any other services provided by us or on our behalf to you or to anyone else at your request shall be resolved by arbitration as set forth in this Agreement.

Please sign this letter in the space provided below to indicate your agreement with these arrangements and return it to us at your earliest convenience. If you have any questions about any of these materials, please do not hesitate to contact us so that we can address any issues you identify before we begin to provide the Services.

Very truly yours,

SyCip Gorres Velayo & Co.

Christian G. Lauron
Partner

AGREED:

[redacted]

By: _____
Mr. Edzel A. Ramos
Dean

Enc:

- Copy of this letter with all appendices for you to sign and return
- Appendix A - Statement of Work
- Appendix B - General Terms and Conditions

One of the largest banks in the Philippines
(PNB)



SyGin Gorra Velasco & Co. Tel: (632) 894 0307
5760 Ayala Avenue Fax: (632) 819 0872
1226 Makati City ey.com/ph
Philippines

14 June 2016



Pres. Diosdado Macapagal Boulevard,
Pasay City

Subject : Technical Proposal to Perform Diagnostic, Gap Analysis and Knowledge Transfer
on Implementing the New Impairment Model under PFRS 9 Financial Instruments

Gentlemen:

Thank you for the opportunity for us to present our technical proposal to provide [redacted]
[redacted] or the "Bank") with advisory services related to the performance of
Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model
under Philippine Financial Reporting Standards (PFRS) 9 *Financial Instruments*. We appreciate the
chance to work with you on this project.

We set out in this proposal our understanding of your needs, our methodology, approach and other
information that [redacted] has specifically requested. As advisors, we believe that we offer the following
edge:

- ▶ We have brought together a team that is well-balanced and has strong technical knowledge and
experience necessary for advising the PNB's objective of implementing the Expected Credit
Loss (ECL) approach under PFRS 9 impairment principles, acquired from our experience in
working with local and regional financial institutions; and
- ▶ We have valuable business, PFRS 9 and regulatory insights which will help us provide insights
that is aligned with regulatory and good practices of Philippine and international banks in the
Asia Pacific region.

We enclose the information that you have requested for your reference and welcome any
questions you may have. For any clarification, please feel free to contact me at (632) 894 8101
or e-mail me at francisco.roque.a.lumbres@ph.ey.com.

Yours sincerely,

Francisco Roque A. Lumbres, CFA, PRM
Partner

Top 3 Philippine Bank

Department of Budget and Management

28 March 2016



Subject : Proposal to Perform Diagnostic, Gap Analysis and Knowledge Transfer on
Implementing the New Impairment Model under PFRS 9 Financial Instruments

Attention : Joseph Albert L. Gotusaco
CFO and Head of Strategy & Development

Gentlemen:

Thank you for [redacted] a proposal [redacted]
and [redacted] services relating to [redacted]
Gap Analysis and Knowledge Transfer on implementing the New Impairment Model under
Philippine Financial Reporting Standards (PFRS) 9 Financial Instruments. We appreciate the chance
to work with you on this project.

We set out in this proposal our understanding of your needs, our methodology, approach and other
[redacted] requested. As advisors, we believe that we offer the

We have brought together a team that is well-balanced and has strong technical knowledge and
experience necessary for advising the BPI Group on its objective of implementing the Expected
Credit Loss (ECL) approach under PFRS 9 impairment principles, acquired from our experience
in working with local and regional financial institutions; and
We have valuable business, PFRS 9 and regulatory insights which will help us provide insights
that is aligned with regulatory and good practices of Philippine and international banks in the
Asia Pacific region.

We enclose the information that you have requested for your reference and welcome any
questions you may have. For any clarification, please feel free to contact me at (632) 894 8101
or e-mail me at francisco.roque.lombres@ph.ev.com.

Yours sincerely,

Francisco Roque A. Lombres
Francisco Roque A. Lombres, CFA, PRM
Partner

AGREED AND ACCEPTED:



By: *[Signature]*
Joseph Albert L. Gotusaco
CFO and Head of Strategy & Development

Top Philippine Thrift Bank
PSBank)

...and the ...

Case	Age	Sex	Duration of illness	Onset	Course	Outcome
1	62	M	10 years	1978	Progressive	Death
2	62	M	10 years	1978	Progressive	Death
3	62	M	10 years	1978	Progressive	Death
4	62	M	10 years	1978	Progressive	Death
5	62	M	10 years	1978	Progressive	Death
6	62	M	10 years	1978	Progressive	Death
7	62	M	10 years	1978	Progressive	Death
8	62	M	10 years	1978	Progressive	Death
9	62	M	10 years	1978	Progressive	Death
10	62	M	10 years	1978	Progressive	Death

Abstract

We noted in this report our understanding of what we felt was most important to you and the [redacted] related to this case.

[redacted]

- We enclose the information that you have requested for your reference and welcome any questions you may have. For any clarification, please feel free to contact me at (424) 894-8101 or email me at francisco.roque@lumina.com.

Francisco Roque A. Lumbas
Francisco Roque A. Lumbas, CFA, PRM
P&P

Mr. Perfecto Ramon L. Dimayuga Jr.
Senior Vice Pres. 1991

41



SyCip Gorres Velayo & Co.
6110 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 891 0307
Fax: (632) 819 0572
sgv.com.ph

BCA-PRC Reg. No. 0001,
December 28, 2012 valid until December 31, 2015
SEC Accreditation No. 2012-FR-4 (Group A),
November 10, 2012 valid until November 9, 2018

December 9, 2015



Attention: Joselito E. Mape
Executive Vice President - Chief Financial Officer

Maria Teresa C. Ogbinar
Senior Vice President - Chief Risk Officer

Ladies and Gentlemen:

Re: Knowledge Transfer Services on the Development of IFRS 9 Expected Credit Loss (ECL) Models at
Security Bank Corporation

Thank you for choosing SyCip Gorres Velayo & Co ("we," "us" or "SGV"), a member firm of Ernst &
Young ("EY") Global, to perform professional services (the "Services") for [REDACTED]
[REDACTED] We appreciate the opportunity to assist you and look forward
to working with you.

The attached Statement of Work describes the scope of the Services, our fee for the Services and any
additional arrangements. The Services will be subject to the terms and conditions of this letter, together
with its attachments, including the General Terms and Conditions, the applicable Statement of Work and
any other Appendices (together, this "Agreement").

Please sign this letter in the space provided below to indicate your agreement with these arrangements
and return it to Francisco Roque A. Lumbres at your earliest convenience. If you have any questions
about any of these materials, please do not hesitate to contact us at (632) 894-8101 or
francisco.roque.a.lumbres@ph.ey.com so that we can address any issues you identify before we begin to
provide the Services.

Yours faithfully,

Francisco Roque A. Lumbres, CFA, PRM
Partner

Confidential - All Rights Reserved
A member firm of Ernst & Young Global Limited

Top Universal Bank
(Union Bank)



SGV & Co., Inc. is a member of the SGV Group, a leading provider of audit, tax, and advisory services in the Asia Pacific region. The SGV Group is a member of the PwC network, which is the world's largest member firm network, with over 200 member firms in more than 150 countries.

June 9, 2015

UnionBank of the Philippines
UnionBank Plaza, Meralco corner
Onyx Street and Sapphire Road,
Ortigas Center, Pasig City

Subject: : Proposal to Perform Diagnostic, Gap Analysis and Knowledge Transfer on
Implementing the New Impairment Model under IFRS 9 Financial
Instruments

Attention : Justo A. Ortiz
Chairman and Chief Executive Officer

Gentlemen :

Thank you for the opportunity for us to present a proposal to provide UnionBank of the Philippines ("UnionBank" or the "Bank") with advisory services related to the performance of Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under International Financial Reporting Standards (IFRS) 9 *Financial Instruments*. We appreciate the chance to work with you on this project.

We set out in this proposal our understanding of your needs, our methodology, approach and other information that UnionBank has specifically requested. As advisors, we believe that we offer the following edge:

- We have brought together a team that is well-balanced and has strong technical knowledge and experience necessary for the Bank's objective of implementing the Expected Credit Loss (ECL) approach under IFRS 9 impairment principles, acquired from our experience in working with local and regional financial institutions; and
- We have valuable business, IFRS 9 and regulatory (BSP Circular B55 *Guidelines on Sound Credit Risk Management Practices; Amendments to the Manual of Regulations for Banks and Non-Bank Financial Institutions* and Basel Credit Risk Internal Ratings-Based approach) insights which ensure that the knowledge we provide is aligned with good practices of international banks in the Asia Pacific region.

We enclose the information that you have requested for your reference and welcome any questions you may have. For any clarification, please feel free to contact me at (632) 894 8101 or e-mail me at francisco.roque.a.lumbres@ph.ey.com.

One of the largest banks
(SEC Bank)

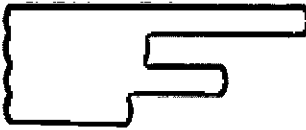


SGV & Co., Inc.
4760 Ayala Avenue
1226 Manila City
Philippines

TEL: 632 8991 0102
Fax: 632 819 0172
sgv.com.ph



POA/PRC Reg. No. 0001,
Expiry Date: 2012, valid until December 31, 2015
SEC Admin. Order No. 0012-TP-4760-A
November 15, 2012, valid until November 15, 2015


April 7, 2015



Subject : Proposal to Perform Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under IFRS 9 Financial Instruments

Attention: 
Chief Financial Officer

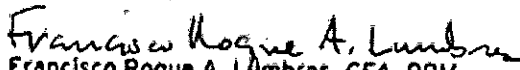
Thank you for the opportunity for us to present a proposal to provide 
 with advisory services related to the performance of Diagnostic, Gap Analysis and Knowledge Transfer on Implementing the New Impairment Model under International Financial Reporting Standards (IFRS) 9 *Financial Instruments*. We appreciate the chance to work with you on this project.

We set out in this proposal our understanding of your needs, our methodology, approach and other information that  has specifically requested. As advisors, we believe that we offer the following edge:

- We have brought together a team that is well-balanced and has strong technical knowledge and experience necessary for the Bank's objective of implementing the Expected Credit Loss (ECL) approach under IFRS 9 impairment principles, acquired from our experience in working with local and regional financial institutions; and
- We have valuable business, IFRS 9 and regulatory (BSP Circular 855 *Guidelines on Sound Credit Risk Management Practices; Amendments to the Manual of Regulations for Banks and Non-Bank Financial Institutions* and Basel Credit Risk Internal Ratings-Based approach) insights which ensure that the knowledge we provide is aligned with good practices of international banks in the Asia Pacific region.

We enclose the information that you have requested for your reference and welcome any questions you may have. For any clarification, please feel free to contact me at (632) 894 8101 or e-mail me at francisco.roque.a.lumbres@ph.ey.com.

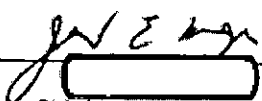


Yours sincerely,


Francisco Roque A. Lumbres, CFA, PRM
Partner

AGREED AND ACCEPTED:



By:



Chief Financial Officer 

Approved: Term of Engagement and Scope of Services

Life Insurance Company

(BENLIFE)



SyCip Gorres Velayo & Co.
6769 Ayala Avenue
1226 Manila City
Philippines

Tel: (632) 891 0300
Fax: (632) 891 0872
www.sgvy.com

SEC/PRC Reg. No. 0001,
September 28, 2012, valid until September 31, 2015
SEC Accreditation No. 0012-FR-JR-Know-A1,
November 15, 2012, valid until November 16, 2015

18 February 2015



Attention:
Chief Executive Officer

Subject: Proposal for knowledge transfer in deal process improvement, valuation and stress testing of derivatives and structured products

Dear

SyCip Gorres Velayo & Co. ("we" or "SGV") is pleased to submit our proposal to provide knowledge transfer and review services related to the deal process improvement, valuation and stress testing of derivatives and structured products for or the "Company").

We set out in this proposal our understanding of your needs, our approach and other relevant information. We understand that this project will enable the Company to perform valuation and stress testing of specific derivatives and structured products in its portfolio.

Our engagement shall consist of three phases as follows:

- Phase 1 - Knowledge transfer program
- Phase 2 - Checkpoint consultations
- Phase 3 - Policy manual and valuation template review

The services will be subject to the terms and conditions of this proposal, including the General Terms and Conditions attached in Appendix B.

We have enclosed the relevant information that you may need to evaluate this proposal. We welcome any questions that you may have. Please sign this letter in the space provided below to indicate your agreement with these arrangements and return it to us at your earliest convenience.

We appreciate the chance to work with you on this project.



SGV & Co. Inc. Volante & Co.
8760 Ayala Avenue
8226 Alabang City
Philippines

Tel: 02-8760 0000
Fax: 02-8760 0000
www.sgvc.com

BSA/PSA Reg. No. 00001,
Issued: 10/12/2012, valid until December 31, 2015
SEC Accreditation No. 001249013 (Group A)
November 15, 2012, valid until November 15, 2015

September 15, 2014



Subject: Proposal to Perform an Independent Review of Internal Capital Adequacy Assessment Process (ICAAP) and Knowledge Transfer

Attention: Joseph Albert L. Gotuaco
Head, Enterprise Corporate Services

Edgardo O. Madrilajo
Head, Risk Management Office

Thank you for asking SGV & Co. to submit a quotation relating to the conduct of an independent review of the Internal Capital Adequacy Assessment Process (ICAAP) of [REDACTED]. We understand that this review will allow [REDACTED] to comply fully with the Bangko Sentral ng Pilipinas' (BSP) requirements of its ICAAP independently reviewed by an external party and align with industry leading practices.

We believe that our first hand knowledge of the BSP's regulatory expectations and extensive experience in reviewing ICAAPs place us in an unmatched position to achieve the outcomes that you require.

As part of our value-adding service to [REDACTED] we will provide a knowledge transfer component in our project approach. We believe that it is in the Bank's best interest that selected personnel (e.g., officers and staff from Internal Audit and Risk Management) should strengthen its practical knowledge of ICAAP, including its implementation and application to good business use.

We hereby enclose all the information that you have requested in this proposal ("proposal" or "Agreement") for your reference and welcome any questions you may have. Please sign this letter in the space provided below to indicate your agreement with these arrangements and return it to us at your earliest convenience.

Top 3 Philippine Bank



SGV & Co. Inc.
6760 Ayala Avenue
1228 Manila City
Philippines
Tel: (632) 812 8877
Fax: (632) 812 8877
sgv.com.ph

IRB/DPN, No. 0101
Issued on 28 December 2012 and December 31, 2015
SEC Accreditation No. 0012-FR-1 (Group A)
Issued on 15 November 2012 and November 16, 2015

Proposal letter to [REDACTED]

July 17, 2013

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Subject: Provision of Knowledge Transfer Program on the topic of Retail Housing Application Scorecard and Behavioral Scorecard Development and SME-Corporate Probability of Default Model Development

Dear [REDACTED]

Thank you for the opportunity for us to present a proposal to provide the [REDACTED] (or the Bank) a knowledge transfer and training program covering topics on retail housing application and behavioural scorecard development and the corresponding probability of default (PD) calibration, and the SME-Corporate PD model development. We appreciate the chance to work on this project.

We set out in this proposal our understanding of your needs, our methodology, approach and other information that [REDACTED] has specifically requested. As advisors, we believe that we offer the following edge:

- We have brought together a team that is well-balanced and has strong experience in Basel II Internal Ratings Based (IRB) model validation as well as Basel II IRB model development for regional and global financial institutions;
- We have valuable local and global regulatory insights which ensure that the knowledge we provide is aligned with leading practices of international banks in the Asia Pacific region;
- Our history and advisory experience during the past few years with [REDACTED] demonstrates a clear track record of our value to your organization.

We enclose the information that you have requested for your reference and welcome any questions you may have. For any clarification, please feel free to contact me at (632) 894 8101 or e-mail me at francisco.roque.a.lumbres@ph.ey.com.

Yours sincerely,

Francisco Roque A. Lumbres
Francisco Roque A. Lumbres
Partner

AGREED AND ACCEPTED:

[REDACTED]

By: *[Signature]*
[REDACTED]
VP, Head - Credit Policy Group

A member firm of Ernst & Young Global Limited

Top 3 Philippine Bank

28 March 2016



Subject: Proposal to Assist in the Conduct of Impact Assessment on the Classification and Measurement and Hedge Accounting Phases of PFRS 9 Financial Instruments

Attention: Joseph Albert L. Gotuaco
CFO and Head of Strategy & Development

Gentlemen:

Thank you for the opportunity for us to present a proposal to provide [redacted] with advisory services related to the conduct of Impact Assessment on the Classification and Measurement and Hedge Accounting Phases of PFRS 9 Financial Instruments. We appreciate the chance to work with you on this project.

We set out in this proposal our understanding of your needs, our methodology, approach and other information that [redacted] has specifically requested. As advisors, we believe that we offer the following edge:

We have brought together a team that is well-balanced and has strong technical knowledge and experience necessary for the [redacted] objective of implementing the Classification and Measurement and Hedge Accounting phases of PFRS 9 Financial Instruments, acquired from our experience in working with local and regional financial institutions; and We have valuable business, PFRS 9 and regulatory (BSP Circulars No. 708 *Guidelines on the adoption of PFRS 9*, 733 *Philippine Financial Reporting Standards 9* and 761 *Philippine Financial Reporting Standards 9*) insights which ensure that the knowledge we provide is aligned with regulatory and good practices of Philippine and International banks in the Asia Pacific region.

We enclose the information that you have requested for your reference and welcome any questions you may have. For any clarification, please feel free to contact me at (632) 894 8101 or e-mail me at francisco.roque.a.lumbres@ph.ey.com.

Yours sincerely,

Francisco Roque A. Lumbres
Francisco Roque A. Lumbres, CFA, PRM
Partner

AGREED AND ACCEPTED:
Bank of the Philippine Islands

By: 
Joseph Albert L. Gotuaco
CFO and Head of Strategy & Development

Manila branch of a Japanese bank
(MIZUHO)



SyCip Gorres Velayo & Co.
6700 Ayala Avenue
1220 Makati City
Philippines

Tel. (632) 891 0307
Fax. (632) 818 0812
sy.com.ph

8 January 2016

Private and confidential

**Proposal to conduct Internal Capital Adequacy Assessment Process (ICAAP)
Independent Advisory Review to [REDACTED]**

Dear Mr. Tsunoda,

Thank you for asking SGV & Co. to submit a quotation relating to the delivery of an Internal Capital Adequacy Assessment Process (ICAAP) Independent Advisory Review for [REDACTED]. We understand that this engagement forms part of your ongoing initiatives to refine implementation of the Basel framework in [REDACTED] as well as to meet your regulatory ICAAP obligations.

This proposal, together with the attached Appendix D (General Terms and Conditions) sets forth the terms and conditions on which SyCip, Gorres, Velayo & Co. ("we" or "SGV") will perform professional services (collectively, the "Services") for [REDACTED]. A description of the work we propose to undertake, the resources required, our experience and related professional fees are outlined in this document.

We believe that our first hand knowledge of the Bangko Sentral ng Pilipinas' (BSP) regulatory expectations and extensive experience in reviewing and implementing ICAAPs within the Basel II and Basel III environment place us in an unmatched position to achieve the outcomes that you require.

If you are agreeable to this proposal, please indicate your acceptance by signing on page 18 and returning the duplicate copy to us.

We would very much appreciate your acceptance of our proposal and look forward to working with you on this important engagement. If you have any questions or would like to discuss further, please do not hesitate to get in touch with us at 894-8217 or christian.g.lauron@ph.ey.com.

Yours sincerely,

Christian G. Lauron
Partner, Financial Services Risk Management
SGV & Co.

As a member of the Ernst & Young Global Limited

One of the leading Investment Banking Institutions
(CARD Bank, Inc)



SyCip Gorres Velayo & Co.
5760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 891 0307
Fax: (632) 812 0872
ey.com/ph

DOA/PRC Reg. No. 0001,
December 28, 2012, valid until December 31, 2015
SEC Accreditation No. CO12-FR-3 (Group A),
November 15, 2012, valid until November 16, 2015

August 7, 2015



Subject : Proposal on Risk-Adjusted Performance Measurement (RAPM) Review

Attention : Dolores M. Torres
President and CEO

Dear Ms. Torres:

Thank you for giving us the opportunity to present a proposal to provide [redacted]
[redacted] with advisory services related to Risk-Adjusted Performance
Measurement (RAPM) review. This proposal covers only Phase 1 of our proposed
framework as described in page 7. We appreciate the opportunity to work with you on this
project.

We set out in this proposal our understanding of your needs, our suggested approach and
other information that [redacted] has specifically requested.

For any clarification, please feel free to contact me at (632) 894-8217 or e-mail me at
Christian.G.Lauron@ph.ey.com.

Yours sincerely,

Mr. Christian G. Lauron
Partner

AGREED AND ACCEPTED:

[redacted]

By:

Dolores M. Torres
President and CEO

Top 10 Philippine Bank
(RCBC)



SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines

Tel: (632) 891 0307
Fax: (632) 819 0872
sgv.com.ph

BOA/FRC Reg. No. 0001,
December 28, 2012, valid until December 31, 2015
SEC Accreditation No. 0012-FR-3 (Group A),
November 15, 2012, valid until November 16, 2015



11 November 2014

Attention: FSVP Regino V. Magno
Head, Corporate Risk Management Services

Private and confidential

Proposal to conduct Risk-Adjusted Profitability Measurement (RAPM) Framework Review

Dear Mr. Magno,

Thank you for the opportunity to propose to conduct a Risk-Adjusted Profitability Measurement (RAPM) Framework Review for [REDACTED]. We understand that [REDACTED] wishes to review key aspects of its performance management framework and capabilities in order to improve the profitability measurement of the Bank's business segments.

In this proposed project, we will provide: (1) review of the Bank's current profitability measurement methodology; (2) recommendations to help the Bank develop its own RAPM framework and dashboard.

We firmly believe SyCip Gorres Velayo & Co. (SGV) is uniquely positioned to support you in this review.

We have a breadth of technical skills and experience that covers all aspects of your requirements. Our range of capabilities also means we can be deployed throughout a whole programme lifecycle; diagnosis, design, building the new solution and providing practical, hands-on implementation support focused on achieving sustained outcomes.

As we have had relatively good interaction with RCBC, we would very much welcome the opportunity to refine the scope and approach further with you at the earliest opportunity, to discuss our assumptions and also the level of input and engagement we would need from you and your team.

This proposal, together with the attached Appendices sets forth the terms and conditions on which SGV will perform professional services (collectively, the "Services") for [REDACTED]. A description of the work we propose to undertake, the resources required, our experience and related professional fees are outlined in this document.

One of the leading Investment Banking Institutions
(FMIC)

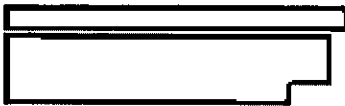


SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
PHILIPPINES

Tel: (632) 894-8217
Fax: (632) 819-8872
sgv.com.ph

ISO/IRCA Reg. No. 1121
Permitted 25, 2012, a Validity Period of 3 years
SFC Accreditation No. 001249-1 (Group A)
Permitted 15, 2012, valid until November 25, 2015

July 17, 2014



Re: Proposal to conduct Risk-Adjusted Performance Measurement (Phases 1 & 2)

Attention:

President

Thank you for considering SyCip Gorres Velayo & Co. ("we", "our" or "SGV") to perform professional services, as specified under the Scope of Services below (the "Services") for [REDACTED] ("you", [REDACTED] or the "Company"). We appreciate the opportunity to assist you and we look forward to working with you.

The attached Statement of Work describes the scope of the Services, our fees for those Services, and any additional arrangements. The Services will be subject to the terms and conditions of this letter, together with its attachments, including the General Terms and Conditions, the applicable Statement of Work and any other Appendices (together, this "Agreement").

In our proposed approach, we will transfer knowledge of good industry practice methodologies, tools and training, and will approach every day of working with you consistent with your commitment to providing quality service to your customers in a reliable, accessible, uniform and respectful manner.

If you are agreeable to this proposal, please indicate your acceptance by signing this letter in the space provided on the following page and on page 5 of this Agreement and return the duplicate copy to us. If you have any questions about any of these materials, please do not hesitate to contact us so that we can address any issues you identify before we begin to provide the Services. Your contact at SGV for these Services will be:

Contact: Christian G. Lauron
Phone: (+632) 894-8217
Email: christian.g.lauron@ph.ey.com

Top 20 Philippine Bank
(RBC)



SyCip Gorres Velayo & Co.
6760 Ayala Avenue
1226 Makati City
Philippines
Phone: (632) 891 0307
fax: (632) 899 0872
www.sgv.com.ph

B04/PRC Reg. No. 0001,
December 28, 2012, valid until December 31, 2015
SEC Accreditation No. C012-FR-3 (Group A),
November 15, 2012, valid until November 16, 2015

15 March 2013

[Redacted]
[Redacted]
[Redacted]
[Redacted]

Attention: [Redacted]
First Vice President - Chief Risk Officer

Dear [Redacted]

Re: Proposal to Conduct an Independent ICRRS Process Review

At your request, we are pleased to submit our proposal to conduct an Independent Review of the Internal Credit Risk Rating System (ICRRS) of [Redacted] ("[Redacted]" or "The Bank"). We appreciate the opportunity to assist you and look forward to working with you.

This proposal, together with the attached Appendix D (Terms of Business) sets forth the terms and conditions on which SyCip Gorres Velayo & Co. ("we" or "SGV") will perform professional services (collectively, the "Services") for [Redacted]

For each project or mandate that we agree to undertake for you, the Services will be subject to the terms and conditions of this letter, together with all the Appendices (together, this "Agreement"). Except for a claim seeking solely non-monetary or equitable relief, any dispute or claim arising out of or relating to this Agreement, the Services or any other services provided by us or on our behalf to you or to anyone else at your request shall be resolved by arbitration as set forth in this Agreement.

Please sign this letter in the space provided below to indicate your agreement with these arrangements and return it to us at your earliest convenience.

List of All Ongoing Government and Private Contracts, Including Contracts Awarded but not yet Started

Business Name : SyCip Gorres Velayo & Co.
Business Address : 6760 Ayala Avenue, 1226 Makati City, Philippines

We have set out below a summary of our relevant experiences/services that SGV/EY carried out in the past years that best illustrate our qualifications.

Please note that our contracts with private clients do not allow us to disclose the specific professional fees of our projects. Nevertheless, we provide a reasonable range of our professional fees as shown below.

RANGES OF PROFESSIONAL FEES INDEX	
A	Less than PHP5,000,000
B	PHP5000,001 to PHP10,000,000
C	PHP10,000,001 to PHP20,000,000
D	PHP20,000,001 to PHP30,000,000
E	PHP30,000,001 or greater

END USER'S ACCEPTANCE OR OFFICIAL RECEIPT	
NOA	NOTICE OF AWARD
SP	SIGNED PROPOSAL
COC	CERTIFICATE OF COMPLETION

Name of Client	Date of the Contract	Kinds of Consulting Services (Name of Contract/(Nature of Work))	Value of outstanding contracts	Date of Delivery
Government				
Development Bank of the Philippines Address: Sen. Gil J. Puyat Avenue corner Makati Avenue, Makati City, Philippines	April 2017	Consulting Services for the PFRS 9 - Classification and Measurement Project SGV was engaged in order for the Bank to achieve the following: Classification and Measurement ► Identify business consequences of converting to PFRS 9 on accounting, reporting, systems, disclosure requirements, financial and operational areas of DBP and Basel III requirements.	B	► NOA

Name of Client	Date of the Contract	Kinds of Consulting Services (Name of Contract/(Nature of Work))	Value of outstanding contracts	Date of Delivery
		<ul style="list-style-type: none"> ► Identify changes needed to DBP's policies, processes and procedures in preparation for the eventual implementation of PFRS 9 in line with the requirements of BSP Circulars 708, 733 and 761. ► Assist the Bank in the development of C&M business models based on its investment strategies and Asset-Liability Management (ALM). ► Equip DBP personnel with the working knowledge of PFRS 9 for use in daily transactions and in the preparation of PFRS 9-compliant accounting records and financial statements. <p>Expected Credit Loss</p> <ul style="list-style-type: none"> ► Identify the gaps between DBP's current process of credit risk measurement compared with the requirements of PFRS 9 and agree on the appropriate solutions for each of the gaps noted. ► Assess the quality, completeness and availability of existing data, and formulate action plans to fill the gaps in the data required for the target state. ► Determine the requirements and know-how for expected loss modelling and implementation, including resources required depending on the size, profile and differences between the current state and defined requirements. ► Identify and document business processes and system modifications in order to comply with the envisioned and mandatory implementation of PFRS 9. ► Facilitate the Bank's development of an implementation roadmap which covers planning, budgeting, project structure and prioritization of all the tasks required to meet the requirements of PFRS 9 ECL. 		
<p><i>Government Service Insurance System</i></p> <p>Address: GSIS Financial Center, Pasay City, Metro Manila</p>	April 2017	<p>SGV was engaged by the Bank to conduct a workshop on the following topics:</p> <ul style="list-style-type: none"> ► <u>Current State Assessment</u> Assessment of the Company's current financial and operational conditions through a high-level SWOT analysis ► <u>Benchmarking of Social Insurance Institutions</u> Historical financial analysis of comparable social insurance institutions or sovereign wealth funds highlighting their investment mix and its associated returns ► <u>Strategy, Risk Management and Capital Planning</u> Overview of strategy, risk management and capital planning approaches and frameworks with focus on the following: 	A	► PO

Name of Client	Date of the Contract	Kinds of Consulting Services (Name of Contract/(Nature of Work))	Value of outstanding contracts	Date of Delivery
		<ul style="list-style-type: none"> i. Capital Allocation and Strategic Asset Allocation Framework ii. Strategic Balance Sheet iii. Risk Enabled Performance Management 		
<p>Land Bank of the Philippines</p> <p>Address: Land Bank Plaza, 1598 M.H del Pilar cor. Dr. J. Quintos Sts.,</p>	May 2016	<p><i>Consulting Services for the Expected Credit Loss Models and Estimation Approaches</i></p> <p>SGV is engaged by LBP to perform the following:</p> <ul style="list-style-type: none"> ▶ Assess the quality, completeness and availability of existing data, and formulate action plans to fill the gaps in the data required for target state; ▶ Develop an assessment of the different components of the Bank's credit risk management framework through high-level segmentation review and portfolio analytics as well as the conduct of executive and technical working sessions with relevant key personnel; ▶ Determine the requirements and know-how for expected loss modeling and implementation, including resources required depending on the size, profile and differences between the current state and defined requirements ▶ Develop a roadmap which covers planning, budgeting, project structure, and prioritization of all the tasks to meet the requirements of PFRS 9 impairment under Expected Credit Loss (ECL) approach, BSP Circular 855 and Basel Internal Rating Based (IRB) approach ▶ Determine suitable IT infrastructure which can handle data warehousing, data techniques, analytics and solutions; ▶ Determine the models, methods, and procedures that best suit the Bank's needs as the basis of the target state and develop estimation approaches to be applied using simulation techniques with links to existing stress-testing procedures and credit banking solutions of the Bank that would produce provisioning amount consistent with BSP Circular 855 and PFRS 9 requirements; ▶ Provide relevant and adequate trainings to key Bank personnel for the transfer of knowledge and expertise in managing the Bank's LLM and its underlying systems and processes; and ▶ Maintain comprehensive documentation of the Bank's loan loss methodology and its underlying systems and processes. 	D	▶ SP
<p>Land Bank of the Philippines</p> <p>Address:</p>	July 2015	<p><i>Customer Relationship Management System (CRMS) Consultancy Services</i></p> <p>SGV was engaged in order for the Bank to achieve the following:</p>	B	▶ SP

Name of Client	Date of the Contract	Kinds of Consulting Services (Name of Contract/(Nature of Work))	Value of outstanding contracts	Date of Delivery
Land Bank Plaza, 1598 M.H del Pilar cor. Dr. J. Quintos Sts.,		<ul style="list-style-type: none"> ► Understand the Bank's business strategy, customer and operating model and determine possible future state for the Bank ► Identify the gaps in the database management system, and to review the people, process, technology and infrastructure needed to support the CRM system 		
Private				
Regional Multilateral Bank (ADB)	July 2017	<p><i>Consultant for Incremental Cost Estimation for Loan Cofinancing Operations</i></p> <p>SGV as consultant will carry out the following tasks:</p> <ul style="list-style-type: none"> ► Conduct a study of other Multilateral Development Banks' (MDBs) ongoing initiatives to develop cost estimate frameworks and the principles underlying charging of fees ► Conduct a study of the existing Bank's organizational and institutional arrangements for its official and other concessional loan cofinancing operations ► Examine the draft survey and project lists prepared by OCO ► Define activities and services in relation to official and other concessional cofinancing loan operations ► Conduct financial estimation of fee income and cost recovery by the above defined activities and services based on the past 5 years loan cofinance portfolio ► Develop an approach and a cost estimation framework for Bank's loan cofinancing operations in consultation with BPMSD, Treasury Department (TD), and Strategy, Policy and Review Department (SPD) ► Prepare draft papers for the proposed loan cofinancing fee framework ► Prepare presentations for the proposed framework to Bank's Management and Board of Directors and assist Head <p>SGV will prepare the following deliverables:</p> <ul style="list-style-type: none"> ► Comprehensive summary of MDBs study for loan cofinance fee or cost recovery structure ► Proposed cost recovery framework and/or fee structure for ADB's loan cofinancing operations with technical justifications ► Presentations for the proposed framework. 	C	► SP
Coffey International Development Pty. Ltd.	October 2016	<i>International Benchmarking Study of Transport Sector Measures & Right of Way Acquisition Costs Report</i>	A	► TOR

Name of Client	Date of the Contract	Kinds of Consulting Services (Name of Contract/(Nature of Work))	Value of outstanding contracts	Date of Delivery
		<p>The overall objective of the activity is to facilitate a more informed discussion within DOTr about both performance standards and the value of performance information. To this end, the activity will:</p> <ul style="list-style-type: none"> ▶ Provide a list of common transport sector performance indicators, with benchmark data from several comparable countries, including both emerging economies from the region and at least one developed economy. ▶ Provide cost benchmarks for right of way and site acquisition in the Philippines. <p>give to leah</p> <p>▶</p>		
Top 3 Philippine Bank	May 2017	<p><i>Advisory Services for Business Bank Transformation</i></p> <p>The scope of the business bank operating model will be based on Bank's credit position. The project covers the following activities:</p> <ul style="list-style-type: none"> ▶ Strawman Operatig Model <ul style="list-style-type: none"> ▶ Align key functions and processes for the Business Bank ▶ Determine functional requirements of each role under the Business Bank ▶ Review and consolidate issues ▶ Determine the table of organization and high level KRA for sales function ▶ Owneship of Functions <ul style="list-style-type: none"> ▶ Determine functional owners ▶ Define capability requirements for each function ▶ Identify pros and cons and facilitate assessment of functional ownership ▶ Determine SLA requirements based on functional ownership ▶ Capacity planning <ul style="list-style-type: none"> ▶ Determine headcount required for minimum viable proposition per function ▶ Table of Organization (TO) <ul style="list-style-type: none"> ▶ Determine table of orhanization by functions for the Business Bank 	A	▶ SP
Top 3 Philippine Bank	November 2016	<p><i>Knowledge Transfer Services on the Development of PFRS 9 Expected Credit Loss Models for Treasury and Other Exposures</i></p>	B	▶ SP

Name of Client	Date of the Contract	Kinds of Consulting Services (Name of Contract/(Nature of Work))	Value of outstanding contracts	Date of Delivery
Top 5 Philippine Bank (PNB)	October 2016	<p><i>Professional services related to the Conduct of Impact Assessment on the Classification and Measurement Phase of PFRS 9 Financial Instruments</i></p> <p>To provide consultancy services related to the conduct of impact assessment on the classification and measurement phase of PFRS 9 Financial Instruments. The project covered the following activities:</p> <ul style="list-style-type: none"> ▶ Conducted seminars, workshops, and trainings to officers and staff of the Bank to widen understanding of the basic concepts and requirements of PFRS 9. ▶ Prepared gap analysis that details the impact of PFRS 9 to the Bank (i.e., financial, regulatory and operational) which include: ▶ Review of the current business models and determination of classification of financial instruments of the Bank. ▶ Review its designated accounting hedges and identify specific changes to policies, procedures, documentation and designation to adopt the existing and new hedge accounting principles of PAS 39 and PFRS 9, respectively ▶ Identify and assess the potential implications and interaction of the implementation of PAS 39 and PFRS 9 with the mandatory effectivity of the Basel III capital requirements ▶ Quantify the impact of transitioning from PAS 39 to PFRS 9 on the agreed transition date and to provide guidance to the Bank's personnel in quantifying the transition adjustments. 	A	▶ SP
Automotive BMW (Germany/Asia)	April 2016	<p><i>Implementation of Future Retail Program in Philippines</i></p> <p>SGV, in coordination with EY Germany, is assisting the client in implementing its global future retail program.</p> <p>The assistance includes:</p> <ul style="list-style-type: none"> ▶ local design and execution of roll-out trainings ▶ consultations in line with the global training framework and methodology. 	E	▶ SP

Submitted by : Christian G Lauron
Designation : Engagement Partner
Date : 01 August 2017

Notice of award, signed proposals and purchase orders for onnqoing projects

Development Bank of the Philippines



Development Bank of the Philippines

NOTICE OF AWARD

April 19, 2017

SYCIP GORRES VELAYO & COMPANY

6760 Ayala Avenue,
San Lorenzo, Makati City

Attention: **MR. FRANCISCO ROQUE A. LUMBRES**
Partner/Authorized Representative

Subject: **Consulting Services for the PFRS 9-Classification and Measurement Project**

Gentlemen:

We are pleased to inform you that the Development Bank of the Philippines (DBP) hereby awards you the contract for the above-cited subject, in the total contract amount of Seven Million Nine Hundred Eighty Thousand Pesos (P7,980,000.00), inclusive of all applicable taxes and fees.

To guarantee the faithful performance of obligations, you are required to post within ten (10) calendar days from receipt hereof, a performance security in any of the following forms and percentages:

Form of Performance Security	Minimum % of Contract Price per year	Minimum Amount
Cash, cashier's/manager's check issued by a Universal or Commercial Bank	Five percent (5%)	P 399,000.00
Bank draft/guarantee or irrevocable letter of credit issued by a Universal or Commercial Bank; provided, however, that it shall be confirmed or authenticated by a Universal or Commercial Bank, if issued by a foreign bank		
Surety Bond callable upon demand issued by a surety or insurance company duly certified by the Insurance Commission as authorized to issue such security	Thirty percent (30%)	P 2,394,000.00

Government Service and Insurance System



REPUBLIC OF THE PHILIPPINES
PAGTATAGUHAN NG MGA MAGLILIRANG SA PAMAHALAAN
(GOVERNMENT SERVICE INSURANCE) SYSTEM
Financial Center, Nolas Blvd, Pasay City 1301
Tel. No: (02) 8764902

Purchase Order No.: 450008274
SGV & Co.
6760 Ayala Avenue Makati

Tel. #: 8910007
Fax #: 8100577

Date: 04/17/2017
Ref: RIV No. 100108052-4N-2017001

Posting in Phil-GEPS & GSIS website and in
conspicuous places of GSIS HQ

Quotations submitted by 2 suppliers
MSP: Small value purchase

Please deliver to: Financial Center, Nolas Blvd, Pasay City 1301

QUANTITY	UOM	MATERIAL NUMBER	ITEM DESCRIPTION	UNIT COST	AMOUNT
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1 AU Consultancy Services-Strategic Direction

CONSULTANCY SERVICES FOR THE STRATEGIC DIRECTION EXERCISE
COVERING AREAS OF STRATEGY, RISK MANAGEMENT, AND CAPITAL
PLANNING, IN ACCORDANCE WITH THE TERMS OF REFERENCE

RIV No. 100108052-4N-2017001
PR No. 10016424

Payment subject to withholding tax of 3%,
Creditable VAT and 3% Expanded Tax
Limits included in the approved ADP for
Calendar Year 2017

IMPORTANT: Documents required for delivery and payment:
1. Original Copy of this Purchase Order
2. All deliveries shall be accompanied by Delivery Receipt/Original
3. Sales Invoice for complete delivery/original
4. Warranty Certificate for equipment

ACCEPTED BY:

SGV & Co.
Name of Company
Consistent
Signature Over Printed Name
April 19, 2017
Date

TERMS & CONDITIONS:

- Item/s shall be delivered within working days after receipt of approved Purchase Order or working days after receipt of approved PO thru Fax.
- All PAPER products are subject to paper grammage loss within fifteen (15) working days after completion of the delivery of the item/s.
- Paid & unpaid delivered items that is/are found to be DEFECTIVE is/are subject to replacement.
- Penalties:
 - Delay in delivery - 1/10 of 1% of cost of goods/services
 - Non delivery - the difference between actual cost of purchase & offered cost or 5% of the total cost of the undelivered items.
 - Grammage deficiency (paper products) shall be applied
- If service PO, attached Terms of Reference form part of this Purchase Order.

FOR THE PRESIDENT & GENERAL MANAGER

By: LUZ VICTORIA REYES MORALES, DCE, OFFICER IN CHARGE OF THE CORPORATE SECRETARY

Funds Availability:

Classification:

NINDROMAANE C. VITUD, OFFICER I, BASSAD

Created by: ELHERRERADEZ

Printed by: LVRMORALES

Date printed: 04/18/2017

Page 1 of 1

March 31, 2016



Ladies/Gentlemen:

We, the undersigned, offer to provide Consulting Services for the Expected Credit Loss (ECL) Models and Estimation Approaches with your Bidding Documents dated March 10, 2016 and our Bid (Technical and Financial Proposals).

Our attached Financial Proposal is for the sum of:

Cost Items	Amount in Words	Amount in Figures
Consultancy Services		
Total		

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the bid validity period, i.e. July 29, 2016.

In accordance with GCC Clause 51, we acknowledge and accept the Procuring Entity's right to inspect and audit all records relating to our Bid irrespective of whether we enter into a contract with the Procuring Entity as a result of this Bid.

We confirm that we have read, understood and accept the contents of the Instructions to Bidders (ITB), the Bid Data Sheet (BDS), General Conditions of Contract (GCC), Special Conditions of Contract (SCC), Terms of Reference (TOR), the provisions relating to the eligibility of Consultant and the applicable guidelines for the procurement rules of the Funding Source, any and all bid bulletins issued and other attachments and inclusions included in the Bidding Documents sent to us.

We understand you are not bound to accept any Bid you receive.

We remain,

Yours sincerely,
Christian G. Latorra
Engagement Partner
Sycip Gorres Velayo & Co.
6760 Ayala Avenue
Makati City, Philippines

Christian G. Latorra

Land Bank of the Philippines

TPF 1. Technical Proposal Submission Form

October 9, 2014



Ladies/Gentlemen:

We, the undersigned, offer to provide the **Customer Relationship Management System (CRMS) Consultancy Services** in accordance with your Bidding Documents dated September 3, 2014 and our Bid. We are hereby submitting our Bid, which includes this Technical Proposal and a Financial Proposal sealed under a separate envelope.

If negotiations are held during the period of bid validity, i.e., before February 6, 2015, we undertake to negotiate on the basis of the proposed staff. Our Bid is binding upon us and subject to the modifications resulting from contract negotiations.

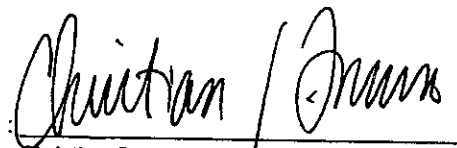
In accordance with GCC Clause 18 we acknowledge and accept the PROCURING ENTITY's right to inspect and audit all records relating to our Bid irrespective of whether we enter into a contract with the Procuring Entity as a result of this Bid or not.

We understand you are not bound to accept any Bid received for the selection of a consultant for the Project.

We remain,

Yours sincerely,

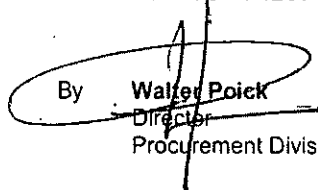
Authorized Signature
Name and Title of Signatory
Name of Firm
Address


: Christian G. Lauron, Engagement Partner
: SyCip, Gorres, Velayo & Co.
: 6760 Ayala Avenue, Makati City, Philippines

Asian Development Bank

The respective parties have signed this contract and delivered it at ADB's principal office on the day and year first written above.

ASIAN DEVELOPMENT BANK

By  **Walter Poick**
Director
Procurement Division 2

SYCIP, GORRES, VELAYO, & CO., PHI

By  **Christian P. Lauron**
Partner

List of Appendices

- A - Terms of Reference
- B - Personnel Schedule
- C - Cost Estimates and Payment Schedule
- General Conditions

Coffey International Development Pty. Ltd.



**COFFEY INTERNATIONAL DEVELOPMENT PTY LTD
("COFFEY INTERNATIONAL DEVELOPMENT")**

- and -

THE CONTRACTOR

Sycip Gorres Velayo & Co. (SGV & Co.)

SUBCONTRACTOR AGREEMENT

**International Benchmarking Study of Transport Sector Measures & Right of Way
Acquisition Costs Report**

Philippines Australia Public Financial Management Program (PFMP)

An Australian Government sponsored initiative

Subcontract – International Benchmarking Study of Transport Sector Measures & Right of Way (RoW) Acquisition Costs
Report Philippines – Australia Public Financial Management Program (PFMP)

1

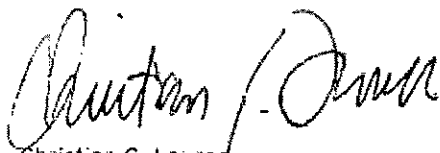
2018

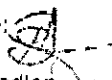
Note that these provisions and the current contract should not be treated as precedent for future engagements with SGV/EY.

If you have any concerns regarding the agreement and indemnity clause addenda, please let us know.

Yours sincerely,

SyCip Gorres Velayo and Co.


Christian G. Lauron
Partner

Conforme: 
Michael Sadlon
Manager; Business Development (Acting); Coffey-International Development Pty Ltd.

cc: Virgie Ongkiko, Program Manager, Public Financial Management Program

Top 3 Philippine Bank



SGV & Co. Inc. & Co.
6701 Ayala Avenue
1200 Makati City
Philippines
Tel: (632) 811 0017
Fax: (632) 811 0072
sgv.com.ph

May 25, 2017

Re: Proposal for Advisory services for Business Bank Transformation


Thank you for considering SGV & Co. to perform professional services for [redacted]. We appreciate the opportunity to assist you and look forward to working with you.

The attached Statement of Work describes the scope of the Services, our fees for the Services and any additional arrangements. The Services will be subject to the terms and conditions of this letter, together with its attachments, including the General Terms and Conditions, the applicable Statement of Work and any other Appendices.

Except for a claim seeking solely non-monetary or equitable relief, any dispute or claim arising out of or relating to this Agreement, the Services or any other services provided by us or on our behalf to you or to anyone else at your request shall be resolved by arbitration as set forth in this Agreement. This letter and Agreement are restricted and confidential documents and should not be provided to other parties without our written consent.

Please sign this letter in the space provided below to indicate your agreement with these arrangements and return it to us at your earliest convenience. If you have any questions about any of these materials, please do not hesitate to contact us so that we can address any issues you identify before we begin to provide the Services.

Yours faithfully,


Vicky B. Lee-Salas on behalf of
Francisco Roque A. Lumbres
Partner

Top 3 Philippine Bank

20 September 2016



Subject : Proposal to Provide Knowledge Transfer Services on the Development of PFRS 9 Expected Credit Loss Models for Treasury and Other Exposures

Attention : Joseph Albert L. Gotuaco
EVP, CFO and Head of Strategy & Development

Gentlemen:

Thank you for giving us the opportunity to demonstrate SGV's ability to provide advisory services to . We are enthusiastic with the opportunity to extend our strong relationship with you.

We understand that you wish to appoint an independent third party who will provide the Bank with advisory services on the development of PFRS 9 ECL models for treasury and other exposures. In line with this, we have provided our suggested methodology tailored to the Bank's objectives and requirements in this proposal. We are confident that by carrying out the proposed work, your needs and specific requirements can be addressed in a timely and efficient manner.

We have enclosed the information that you have requested for your reference and welcome any questions you may have. For any clarification, please feel free to contact me at (632) 894 - 8101 or e-mail me at Francisco.Roque.A.Lumbres@ph.ey.com.

Yours sincerely,


Francisco Roque A. Lumbres, CFA, PRM

Partner

AGREED AND ACCEPTED:

Bank of the Philippine Islands

By: 

Joseph Albert L. Gotuaco
EVP, CFO and Head of Strategy & Development

Top 5 Philippine Bank
(PNB)



Sy-Cor Gomes Veloso & Co.
8740 Ayala Avenue
1226 Makati City
Philippines
Tel. (632) 881 0307
Fax. (632) 879 0677
sy.comb@sgv.com.ph

October 27, 2016



Subject: Proposal to provide professional services related to the Conduct of Impact Assessment on the Classification and Measurement Phase of PFRS 9, *Financial Instruments*

Attention: Mr. Reynaldo A. Maciang
President

Mr. Nelson C. Reyes
Executive Vice President and Chief Financial Officer

Mr. Horacio E. Cebrero III
Executive Vice President and Head, Treasury Group

Mr. Dioscoro Teodorico L. Lim
Senior Vice President and Chief Audit Executive, Internal Audit Group

Gentlemen:

Thank you for the opportunity for us to present a proposal to provide [REDACTED] with professional services related to the conduct of Impact Assessment on the Classification and Measurement Phase of PFRS 9 *Financial Instruments*. We appreciate the chance to work with you on this project.

We set out in this proposal our understanding of your needs, our methodology, approach and other information that [REDACTED] has specifically requested. As advisors, we believe that we offer the following edge:

- We have brought together a team that is well-balanced and has strong technical knowledge and experience necessary for [REDACTED] objective of implementing the Classification and Measurement phase of PFRS 9 *Financial Instruments*, acquired from our experience in working with local and regional financial institutions; and
We have valuable business, PFRS 9 and regulatory (BSP Circulars No. 708 *Guidelines on the adoption of PFRS 9*, 733 *Philippine Financial Reporting Standards 9* and 761 *Philippine Financial Reporting Standards 9*) insights which ensure that the knowledge we provide is aligned with regulatory and good practices of Philippine and international banks in the Asia Pacific region.

STATEMENT OF THE CONSULTANT'S NATIONALITY

Department of Budget and Management
Bids and Awards Committee
Building III, Gen. Solano St.
San Miguel, Manila

Ladies/Gentlemen:

In compliance with the requirements of the Department of Budget and Management - Bids and Awards Committee (DBM-BAC) for the bidding of the Change Management Consulting Services, we hereby declare the following:

1. Check the one that is applicable

That Sycip, Gorres, Velayo & Co. is a

- ☐ a) duly licensed Filipino citizens/sole proprietorships;
- ☒ b) partnership duly organized under the laws of the Philippines and of which at least sixty percent (60%) of the interest belongs to citizens of the Philippines;
- ☐ c) corporations duly organized under the laws of the Philippines and of which at least sixty percent (60%) of the outstanding capital stock belongs to citizens of the Philippines;
- ☐ d) cooperatives duly organized under the laws of the Philippines; or
- ☐ e) persons/entities forming themselves into a joint venture, i.e., a group of two (2) or more persons/entities that intends to be jointly and severally responsible or liable for a particular contract: Provided, however, That Filipino ownership or interest thereof shall be at least sixty percent (60%). For this purpose, Filipino ownership or interest shall be based on the contributions of each of the members of the joint venture as specified in their NA.

2. That the undersigned is/are the authorized representative/s for this public bidding as evidenced by herewith attached notarized authority.

Very truly yours,

Signature:

Name and Title of Authorized Signatory: Christian G. Lauron, Partner

Name of Consultant/Company: Sycip, Gorres, Velayo & Co.

Address: 6760 Ayala Ave., Makati City Contact No/s.: (02) 891-0307

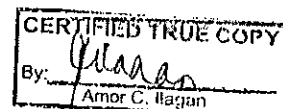
(Note: Please attach the notarized authority of the consultant's representative for the public bidding for this project)

SGV & CO.

FINANCIAL STATEMENTS
December 31, 2016 and 2015

PHILIPPINE CURRENCY

Caguiat, Abad & Co., CPAs
Quezon City



CAGUIAT, ABAD & CO., CPAs

TIN-000-911-354-000

Anita Building (Circle)
1300 Quezon Avenue, Quezon
City
Tel. Nos. (02) 225-5331

INDEPENDENT AUDITOR'S REPORT

The Partners
SyCip Gorres Velayo & Co
6760 Ayala Avenue
Makati City

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of SyCip Gorres Velayo & Co (a general professional partnership; the Partnership), which comprise the statements of assets, liabilities, and partners' equity as at December 31, 2016 and 2015, and the statements of revenue and expenses for the years then ended, and a summary of significant accounting policies and other explanatory notes.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of SyCip Gorres Velayo & Co as at December 31, 2016 and 2015, and its financial performance for the years then ended in accordance with modified cash basis of accounting.

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the Partnership in accordance with the Code of Ethics for Professional Accountants in the Philippines (Code of Ethics) together with the ethical requirements that are relevant to our audit of financial statements in the Philippines, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with modified cash basis of accounting, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Partnership's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Partnership or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Partnership's financial reporting process.



CAGUIAT, ABAD & CO., CPAs

TIN-000-911-354-000

Anita Building (Circle)
1300 Quezon Avenue, Quezon
City
Tel. Nos. (02) 225-5331


Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Partnership's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Partnership's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Partnership to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.


CERTIFIED TRUE COPY
By: 
Amor C. Ilagan

CAGUIAT, ABAD & CO., CPAs
TIN-000-911-354-000

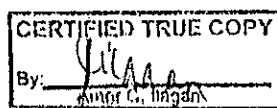
Anita Building (Circle)
1300 Quezon Avenue, Quezon
City
Tel. Nos. (02) 225-5331

Report on the Supplementary Information Required Under Revenue Regulations 15-2010

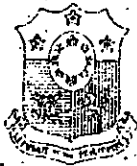
Our audits were conducted for the purpose of forming an opinion on the financial statements taken as a whole. The supplementary information required under Revenue Regulations 15-2010 in Note 7 to the financial statements is presented for purposes of filing with the Bureau of Internal Revenue and is not a required part of the basic financial statements. Such information is the responsibility of the management of SyCip Gorres Velayo & Co. The information has been subjected to the auditing procedures applied in our audit of the basic financial statements. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.


NORBERTO E. ROBEL
PARTNER
CPA Certificate No. 0097934
BOA / PRC Reg. No. 4667
Valid until December 31, 2018
Tax Identification No. 102-989-239-000
BIR Accreditation No. 08-005100-1-2014
Valid until March 31, 2017
P.T.R. No. A-3314252, January 27, 2017, Taguig City

March 27, 2017



OFFICIAL RECEIPT
OF THE REPUBLIC OF THE PHILIPPINES



Nº 5911279 Q

BUREAU, OFFICE, PROVINCE, CITY/MUNICIPALITY

DBM

DATE OF RECEIPT

Aug. 30, 2017

Payer

Syeip Gomes Velazco & Co.

NATURE OF COLLECTION	FUND AND ACCOUNT CODE	AMOUNT
Payment of Performance bond for the Project "Change Management Consulting Services"		P 746,190.15
TOTAL		P 746,190.15

Amount In Words

Seven Hundred Forty Six Thousand One Hundred
Ninety Pesos and 15/100

Received {
☐ Cash
☐ Treasury Warrant
☒ Check
☐ Money Order

RECEIVED the amount stated
Above

Treasury Warrant, Check, Money
Order Number

016242

Date of Treasury Warrant,
Check, Money Order

Aug. 30, 2017

Domènec J. A.
COLLECTING OFFICER

NOTE: Write the number and date of this receipt on the back
of treasury warrant, check or money order received.

"Ipakita sa mundo, umaasenso na tayo"



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF BUDGET AND MANAGEMENT
GENERAL SOLANO ST., SAN MIGUEL, MANILA

NOTICE OF AWARD

August 11, 2017

MR. CHRISTIAN G. LAURON

SyCip, Gorres, Velayo & Co.
6760 Ayala Ave.
Makati City, Metro Manila 1226

Dear **Mr. Lauron**:

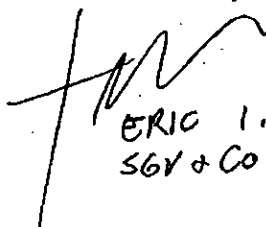
We are pleased to inform you that the contract for the Project, "Change Management Consulting Services," is hereby awarded to your company in the amount of P14,923,803.00.

In this regard, you are hereby required to post a performance security in the amount and form stated in Section 39 of the 2016 Revised Implementing Rules and Regulations of Republic Act No. 9184 prior to the signing of the contract.

Very truly yours,


BENJAMIN E. DIOKNO
Secretary




ERIC I. MEVRA
SGV & Co



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF BUDGET AND MANAGEMENT
GENERAL SOLANO ST., SAN MIGUEL, MANILA

BIDS AND AWARDS COMMITTEE

NOTICE TO PROCEED

MR. CHRISTIAN G. LAURON

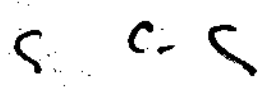

Partner

Sycip Gorres Velayo & Co.
6760 Ayala Avenue
Makati City, Metro Manila

Dear **Mr. Lauron:**

This is to inform your company that performance of the obligations specified in the attached Contract for the Project, "Change Management Consulting Services," shall commence upon receipt of this Notice to Proceed.

Very truly yours,


BENJAMIN E. DIOKNO
Secretary 



I acknowledge receipt and acceptance of this Notice on: Sept. 18, 2017

Name of Consultant and/or Representative: ELMIRA O. CORNEJO

Authorized Signature: _____