



**“MAPping the Future” *Column in the INQUIRER***

***Lockdown : What is needed***

***April 6, 2020***

**Mr. ROMEO “Romy” G. DAVID**

Under a Lockdown scenario... While we accept this as a necessary evil, the government need not be arrogant and insensitive to get the job done right. The public health and safety concerns rationale for the lockdown is acknowledged as necessary. However, to make the lockdown objectively successful to break the COVID-19 virus transmission chain, there is need for aggressive public information to appreciate this rationale so as to gain universal support.

Nevertheless, the government should not forget that at the end of the day, we are their Masters and not the other way around.

The sudden and impromptu decision of the Palace to lockdown the whole of Luzon, for public good, had caught the citizenry off-guard and unprepared. The lockdown has seriously disrupted day-to-day life for everyone.

It had left too many people unprepared for the exigency of a lockdown period... leaving the public with a lot of important unfinished commitments (personal, business and official) which has led to unnecessary and lingering stress to individuals, families and the community at-large, not knowing how or when they can be addressed.

Should extension of the lockdown period be necessary, government planners must improve on the thoroughness and quality of their planning.

Inasmuch as, this time, their extension planning activity will no longer be an impromptu event and will carry the experiences encountered in the impromptu lockdown from March 16 to April 15. Therefore, failing the articulated concerns will not be forgivable.

The planners must consider in their plans the needs of all sectors and their linkages / logistics (forward and backwards) to maintain and assure their minimum viability.

Further, time is precious and should not be wasted. Therefore, there is a need for the government to figure out what are the minimum functions and services of government that need to continue to serve day-to-day public needs as well as to take full advantage of the lull in civilian activity to efficiently expedite its Build Build Build Program.

Government must be sensitive to the minimum needs of the constituents... What are the key minimum needs of SMEs to continue their operation so as to avoid bankruptcy as well as to continue to provide positive economic contribution and vital service to their stay-in-place community? How do you address the needs of the day workers and contract workers who will have to stay home without income during the lockdown period? How about our economically challenged poor brothers and sisters who can barely pass a day with only a meal before the lockdown was imposed? We, the people, need answers!

It is reasonable to expect that this time, the necessary government services will have to be identified, manned and mobilized to address the minimum public expectation for the citizenry to continue to function even under a lockdown scenario. Government must consider all the above concerns in their planning and provide solutions to address them, if we, the public, are all expected to go through this extended lockdown period with tolerable stress and maximum public support for government's action.

While it is the government's responsibility to insure public health and safety, they have the equal obligation to keep life tolerable for all. Being unreasonable, arrogant or insensitive would just be courting public defiance.

Tell us...at the end of the day, what should we expect from our government for the lost income, tolerance, sacrifice, hardship, lost time...which cannot be recovered? Just be frank, transparent, upfront and provide good governance that's free from corruption; hold to account public officials who believe themselves to be entitled and above the law. And in return, you can expect full and unqualified public support for the Extended Lockdown and a grateful nation for steering us through the crisis that nobody wants.

*(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or the MAP. The author is member of the MAP National Issues Committee, Chair and President of BNL Management Corporation and former NFA Administrator. Feedback at <map@map.org.ph> and <romeogdavid@gmail.com>. For previous articles, please visit <map.org.ph>)*

## Rules for the “MAP Community for COVID-19” Viber Group

Dear MAP Members:

We are overwhelmed with the enthusiasm of many MAP members to be part of a MAP-wide Viber Group.

A friendly REMINDER please to do FACT CHECKS first before we share any information.

While we all desire to put an end to COVID-19, we might make our fellow MAP members anxious or afraid due to fake news or unverified claims.

It is best to rely on the WHO and the DOH who are the authorities on this pandemic.

Please do not post fake news because you may be held criminally liable for violation of several laws like the Cybercrime Law, the Data Privacy Law, the Revised Penal Code and the “Bayanihan To Heal As One” Law.

Please do not mention people’s names on sensitive issues, unless you have permission from them.

Let us also be more prudent with what we post so our members will not experience an information fatigue.

Please do not post “chain messages” which ask receivers to forward to others or something bad will happen to them. We all should know the Lord Almighty more than that.

Finally, always THINK BEFORE YOU CLICK please.

Thanks and stay well everyone!

Sincerely,

FRANCIS LIM  
MAP President

**Department of Finance Secretary CARLOS P. DOMINGUEZ**  
**Statement to Media**  
**April 6, 2020**

The Bayanihan law grants the President power to use funds of the GOCCs & to realign the budget of 2020 during the period of contagion, to meet the new priorities forced on us by COVID19. These priorities I have outlined to your group. We are implementing a P205B program over 2 months to provide support for those in the informal sector, in addition to fully funding the needs of the health care sector.

We will reallocate funds for: 1) assistance to local governments, 2) assistance to MSMEs by subsidizing the salaries of their employees who are mostly what some would call lower middle class, 3) support the DA/DTI in enhancing food production & availability.

We are aiming to maintain our Build Build Build initiative which will help our economy recover quickly upon the defeat of the virus.

Together with the BSP/SEC/ & others, we have implemented measures such as a moratorium on payment of loan & credit card amortizations, prohibition of charging compounded interest & penalties during the period of contagion. In addition the Monetary Board had provided liquidity for the economy & lowered interest rates. These measures favor all sectors of society specially those some people call middle class.

The President's fiscal policies since the start of his administration, of vastly improving our revenue flows as well as being very judicious with expenditures & investments, have placed us in a good position to meet the financial challenge posed by COVID19. We must realize however that we do not know how long this contagion will last & that our funds are not inexhaustible. We must therefore prudently marshal our resources & prepare for all eventualities.

**April 14, 2020 (Tuesday) First Online MAP General Membership Meeting on  
"Leading through COVID-19" from 12:30 PM to 2:30 PM via ZOOM**



**First Online  
MAP General Membership Meeting  
via ZOOM**

April 14, 2020, Tuesday, 12:30 PM to 2:30 PM

***"Leading through COVID-19"***

*Speaker:*



**Mr. TULLY MOSS**

Management Consultant

Tully Moss is an experienced consultant and executive coach. He brings a rich business perspective developed from over thirty years of management consulting. He has consulted in a broad array of services and manufacturing industries on issues such as business unit strategy, marketing strategy, organizational effectiveness, sales force effectiveness, and mergers and acquisitions. His clients have included major Asian, European, and North American corporations.

Tully has an on-depth understanding of the Philippines, having been a resident of the country for over seven years. He is also the co-author of a Harvard Business School case study on the Philippines, entitled, "The Republic of the Philippines: The Next Asian Tiger?"

*Panelists:*



**Mr. MARIO JORDAN "Magellan" F. FETALINO II**

Co-Founder and CEO, Acudeen Technologies, Inc.



**Mr. IRWIN LEE**

President and CEO, Universal Robina Corporation



**Mr. ARTHUR "Art" R. TAN**

CEO, Integrated Micro-electronics, Inc.



**Mr. NESTOR V. TAN**

President and CEO, BDO Unibank, Inc.

"MAP Management Man of the Year" 2019

*Moderator:*



**Mrs. MARIA NIMFA "Maria" RONSON**

Co-Director, Pertlink Limited (Hong Kong)

Former VP, Associated Press

**Please register  
NOW**

Due to the limitations of the ZOOM Technology, the ZOOM link will be sent to the first 500 MAP members who will register online on "FIRST COME, FIRST SERVE" basis.

This Event is strictly for MAP Members only.

MAP Circular No. 040 - 2020

## Inter-Agency Task Force Virtual Presser with Cabinet Secretary Karlo Nograles April 7, 2020

SEC. NOGRALES: While we are on the issue of discrimination, gusto din po naming ulitin na kailangan po tuluy-tuloy ang daloy ng cargo at pagpasok ng mga manggagawa sa agrikultura at food production. Pursuant to the policy of allowing of the unhampered movement of all cargos, LGUs and local health units are hereby enjoined not to issue orders that run counter to said directive such as but not limited to requiring asymptomatic drivers and crews of cargo or service delivery vehicles to undergo mandatory 14-day quarantine.

Inuulit po ng IATF: Kailangan po tuluy-tuloy ang daloy ng cargo, exempted po ito sa ECQ. Pinapaalala po natin sa LGUs at local health units na hindi po required ang mga driver at pahinante ng cargo at delivery truck na mag-undergo ng 14-day quarantine.

We also reiterate that LGUs are also strongly enjoined to allow the unhampered transit of OFWs that have been issued DOH or LGU certificate of completion of 14-day facility based quarantine or those who may be required by the DOH or LGUs to undergo a mandatory 14-day home quarantine.

Ipinapaalala po namin sa ating mga LGUs na huwag harangin ang ating mga OFW na nabigyan na po ng DOH o ng ibang LGU ng sertipikasyon na natapos na nila ang kanilang 14-day facility based quarantine o ang mga OFW na required mag-mandatory 14-day home quarantine. Please lang po, malaki po ang sakripisyo ng ating mga OFW, hindi po sila papauwiin ng DOH kung wala po silang clearance; at hindi po sila nakakahawa. Gusto lang natin na umuwi sila sa kanilang tahanan. Let them go home.

Now, as we enter the fourth week of the ECQ, isang malaking concern ang tulong pinansyal na ibibigay at ibibigay ngayon ng gobyerno sa 18 milyong mahihirap na pamamahay. Gusto ko lang ipaalam sa ating mga 4Ps beneficiaries na may cash card, last week po na-transfer na ng DSWD ang inyong karagdagan tulong sa inyong mga ATM accounts.

According to DSWD, 4Ps beneficiaries with cash cards in Region I, II, III, IV-A, NCR, Cordillera Administrative Region and the Bangsamoro Autonomous Region in Muslim Mindanao or BARMM received their emergency cash subsidies last Friday pa, April 3.

While the second release was made last Saturday, April 4, para naman iyan sa Regions IV-B, V, VI, VII and IX. And yesterday, Sunday, April 5, para naman sa Regions VIII, X, XI, XII, Caraga and other regions. So kumpleto na po ang lahat ng regions.

Out of the total 4Ps beneficiaries, more than 3.6 million with cash cards nationwide were provided with the subsidy with a total budget allocation of more than 16.3 billion pesos.

Sa mga 4Ps beneficiaries na walang cash card, dinownload na po ang pondo sa mga DSWD regional offices para maibigay na po sa inyo ang inyong cash subsidy. The Department is working on the distribution arrangements with your LGUs together with the city and municipal links who will coordinate with the beneficiaries for the scheduled release of the emergency cash subsidy. Para iyan sa mga 4Ps na walang cash cards. Paki-abangan na lang po ang anunsyo sa inyong mga lugar.

Last week po may mga inatasan ang IATF na i-identify ang mga pasilidad na gagamitin bilang quarantine para pang-isolate ng PUI, PUM o mga kababayan natin na may COVID-19. Isa sa mga lugar na tinukoy ay New Clark City. We would like to report that government buildings in New Clark City

have already been refurbished and have been converted into a 1,000-bed hospital. Aside from this, COVID-19 Chief Implementer Secretary Carlito Galvez Jr. reports that Rizal Stadium will be ready by this week. Actually, very early this week, kung hindi today, tomorrow, with a capacity for 200 beds. While the World Trade Center once completed will be able to house 500 beds and also have living quarters for health workers.

Secretary Galvez also reports that many LGUs have also stepped up their efforts to provide quarantine facilities and areas in their respective localities; and we will report in the same in the days ahead.

Ngayon, may mga nagtatanong kung i-extend ba ang Enhanced Community Quarantine or hindi. We would like to reiterate that the IATF created a Technical Working Group and this is led by DOH and they have been directed to convene and apply the already approved parameters for deciding on the eventual total or partial lifting of the ECQ in Luzon or the possible extension of its duration or expansion to other areas outside the contained area, subject to the approval or amendment of the IATF or its modification but ultimately subject to the approval of the President. Isang IATF TWG na pinamumunuan ng DOH ay inatasan na i-apply na ang mga pamantayan na gagamitin para matukoy kung itutuloy ba natin o hindi ang ECQ sa Luzon o kung may isasama pa tayong mga lugar.

Kasama po sa TWG na ito ang National Economic and Development Authority (NEDA), ang Philippine Institute for Development Studies (PIDS), Department of Science and Technology (DOST) at mga technical experts mula sa academe at sa health, sa economics at sa security sectors.

Ang mga batayan na gagamitin sa pag-decide po nito ay ang mga sumusunod:

1. Trends in the COVID-19 epidemiological curve which include among others doubling time, acceleration or deceleration of new cases.
2. The capacity of our health care system, which includes among others the number and availability quarantine, isolation and treatment facilities; the capability to mount contact tracing; availability of personal protective equipment or PPEs to our frontliners; and the testing capacity of the gantry.
3. Social factors.
4. Economic factors.
5. Security factors.

Hindi ko po masabi ngayon kung kalian ia-announce ang desisyon tungkol sa ECQ pero makakasiguro po kayo na sa desisyong ito, papakinggan po natin, ng IATF at ni Pangulong Duterte ang lahat ng mga eksperto bago makarating sa napakaimportanteng desisyon na ito.

Now, for the duration of the ECQ, we would like to remind everyone – under the ECQ – that wearing of masks outside your home is now mandatory.

Sa mga lugar kung sana pinapatupad ang ECQ, lahat po ng mga kababayan natin na lalabas sa kanilang tahanan para mamili ay required na po gumamit ng face mask.

Pero uulitin ko po: Hindi po tayo kailangang bumili ng face mask. Kung wala po tayong face mask, puwede po ang panyo, indigenous/reusable or do-it-yourself mask or face shield. Kahit improvised po ito, panyo o anuman, basta po may pantakip tayo ng bibig at ilong, puwede po iyong gamitin. Kaya po huwag nating kalimutan ang mga facemask natin tuwing lalabas tayo dahil itse-check po iyan sa mga checkpoint natin. Pero siyempre sisiguraduhin po natin na nag-stock pile din po tayo ng N95 at surgical face mask para sa ating mga health workers at medical frontliners po natin.

Kaya mga kumpaniya at indibidwal, huwag po tayong mag-hoarding ng facemask na N95 at medical mask. Huwag po tayong makikipag-agawan ng stock na ito lalung-lalo na kapag inaagaw natin ito mula sa ating mga health workers at medical frontliners at nangangailangan po nitong N95 at surgical masks na ito.

Speaking of checkpoints, last Friday, the government launched the Rapid Pass System to allow for faster passage through our checkpoints and to ensure better social distancing at our 4,792 quarantine controlled points nationwide.

Para sa mga nabigyan na po ng accreditation pass noon, puwede na po kayong pumunta sa [rapidpass.ph](http://rapidpass.ph) para po mag-apply ng pass na ito; para kapag approve na po kayo sa sistema, a unique and secure QR code and control number will be granted to each authorized person or vehicle. Puwede pong i-print ang QR code at ilagay po doon sa kotse; puwede po rin ninyong ilagay sa lanyard, parang ID para ito ang ipapakita ninyo; puwede rin po na i-download sa smart phone. So sa mga walang smart phone or printer, the authorized person can also present his control number na puwede namang SMS message/text po sa inyong telepono.

Ngayon, dito sa Rapid Pass System, ang ating mga checkpoint enforcers, gagamit po iyan ng QR code scanners sa kanilang mga smart phones na na-issue na rin po natin sa kanila. So i-scan po iyong inyong QR code na ibibigay doon sa mga authorized individuals at vehicles, pag-scan sa QR code, puwede na pong padaanin na ang indibidwal o ang kaniyang sasakyan.

Paalala po, libre po ito at walang bayad po. Hindi rin namin binibenta ito. So hindi rin po ito required. The rapid pass will be available to the accredited personnel but it will not be required for now. In the meantime, puwede pa ring ipakita ang ID or your accreditation pass para makadaan po kayo doon sa checkpoint.

Last week po, in-announce na rin ng DOH na may one million PPEs na available na or in-acquire or binili nila para sa ating mga frontliners 'no. Pero aside po from these newly procured PPEs, the DTI has announced that member companies of the Confederation of Wearable Exporters of the Philippines (CONWEP) will now start the local production of medical-grade PPE cover-alls for health workers.

Prior to the COVID-19 pandemic, our country was not a local producer of medical-grade PPEs. To remedy this, under the stewardship of DTI Secretary Mon Lopez, the government through the BOI linked the private and health sectors in developing a medical-grade prototype that can be used even in high COVID-risk hospital situation such as operating rooms, COVID-19 positive wards and for ICUs. Under this partnership, member companies of CONWEP executed the design prototype of the PPE cover-alls. After several tests by DOH and PGH, CONWEP refitted the design prototypes until these were approved by the Department of Health and PGH. Raw materials for this will be shipped in by this week, and roll out of production at the garment factories will immediately start after the Holy Week. Once operational, these factories will be able to produce 10,000 PPEs per day. Sampung libong PPEs kada araw po kaya maraming, maraming salamat.

Ngayon, alam po namin na marami pa ring mga indibidwal na tumutulong at nagpapadala ng donasyon ng PPEs at ibang kagamitan mula sa ibang bansa. Sa mga gusto pa magpadala ng kagamitan dito, tax and duty free na po ang pag-import ng PPEs at medical emergency supplies.

The Bureau of Customs recently issued Customs Administrative Order (CAO) 07-2020 that provides guidelines for tax and duty exempt importations of personal protective equipment (PPEs) and other

medical emergency supplies under Section 4-O of Republic Act 11469 otherwise known as Bayanihan to Heal as One Act.

The aim of this CAO is to expedite Customs clearance of tax and duty exempt importations of PPEs and medical goods which are urgently needed by the country's citizens, frontliners and medical supplies manufacturers. Under this CAO, importers of PPEs and medical equipment and supplies for commercial purposes are now exempted from presenting the Certificate of Product Notification (CPN) or the Certificate of Product Registration (CPR) issued by the Food and Drugs Administration (FDA) prior to release from the Bureau provided that they present a copy of their License to Operate (LTO) and proof of application for product notification with the FDA.

Moreover, those importing ventilators, respirators and their respective accessories for commercial purposes only need to present a copy of their LTO. In addition to this, imported health products for donation that are certified by regulatory agencies or accredited third party organizations in the originating countries shall be automatically cleared, while an FDA clearance will not be required prior to the releases of foreign donations of PPEs, ventilators, respirators and their respective accessories which will be used in treating COVID-19 patients.

Imported goods under Section 4-O of RA 11469 which are released under provisional goods declaration are subject to the submission of tax exemption endorsement issued by the Department of Finances Revenue Office after April 12, 2020 or upon lifting of the declaration of ECQ, whatever comes earlier. In connection with this order, the Bureau of Internal Revenue issued Revenue Memorandum Order 10-2020 in which Authority to Release Imported Goods (ATRIG) is also no longer required for importations of PPEs and medical emergency supplies.

Ngayon, kung may mga issues po tayo sa pag-import ng mga PPEs o ng iba pang mga kagamitan, sabi ng Bureau of Customs puwede po tayong tumawag sa 0917-8322925 or 0967-2256871 or 0917-7461168 or 0917-2542258.

So nakikita po natin na nagiging whole of nation na po ang laban na ito. More and more of our countrymen have chosen to step up and work with us in government in efforts to overcome this pandemic. Lahat po ng tulong ay welcome po. Maraming, maraming salamat.

Pero tulad ng lagi naming sinasabi, ang labang ito ay nagsisimula sa inyo pong mga tahanan. Ang pamilya natin, iyan po ang first line of defense. Please stay home. Malaking tulong na po ito para sa ating lahat. Bahay muna, buhay muna.

Together, we can beat COVID-19. Together, we heal as one. Maraming salamat po and God bless and protect each and every one of you.

## Forthcoming Events

 <p style="text-align: center;"><b>APR</b> <b>21</b> TUESDAY</p>	<p style="text-align: center;"><b>POSTPONED</b></p> <p style="text-align: center;"><b>MAP Golf Cup for CSR 2020</b></p> <p style="text-align: center;">11:00 AM to 8:00 PM Wack-Wack Golf and Country Club</p>
 <p style="text-align: center;"><b>MAY</b> <b>20</b> WEDNESDAY</p>	<p style="text-align: center;"><b>MAP GMM on</b> <i>“Ensuring a Level Playing Field For Business”</i></p> <p style="text-align: center;"><b>Philippine Competition Commission (PCC)</b> <b>Chair ARSENIO “Arsi” M. BALISACAN</b></p> <p style="text-align: center;">11:15 AM to 2:00 PM Rizal Ballroom A and B, Makati Shangri-La</p>
 <p style="text-align: center;"><b>JUN</b> <b>09</b> TUESDAY</p>	<p style="text-align: center;"><b>MAP GMM on</b> <i>“Insight from a NEXTGEN Entrepreneur”</i></p> <p style="text-align: center;"><b>DoubleDragon Properties Coporation</b> <b>Chair and CEO EDGAR “Injap” J. SIA III</b></p> <p style="text-align: center;">11:15 AM to 2:00 PM Venue to be announced Later</p>
 <p style="text-align: center;"><b>JULY</b> <b>14</b> TUESDAY</p>	<p style="text-align: center;"><b>MAP GMM on</b> <i>“Climate Change: What it means to Business?”</i></p> <p style="text-align: center;"><b>First Philippine Holdings</b> <b>Chair and CEO FEDERICO “Piki” M. LOPEZ</b></p> <p style="text-align: center;">11:15 AM to 2:00 PM Rizal Ballroom A and B, Makati Shangri-La</p>
 <p style="text-align: center;"><b>SEPT</b> <b>15</b> TUESDAY</p>	<p style="text-align: center;"><b>18th MAP International CEO Conference 2020</b></p> <div style="text-align: center; border: 2px solid red; padding: 5px;"> <p style="margin: 0;"><b>THE DECADE OF FOURS</b></p> <p style="margin: 0;"><b>THE EMERGENCE OF FIVE</b></p> </div> <p style="text-align: center;">8:00 AM to 5:00 PM Rizal Ballroom, Makati Shangri-La</p>

# Articles/Papers from MAP Members

**1. “What lies ahead, what to do?”**  
**from Mr. RAFAEL “Raffy” M. ALUNAN III’s *To Take a Stand Column of BUSINESSWORLD* on April 6, 2020**

We’re going into the 4th week of the Luzon-wide lockdown, or officially known as the Enhanced Community Quarantine (ECQ), in a bid to “flatten the curve” by getting ahead of this lethal coronavirus which causes COVID-19 at the soonest possible time. As of Palm Sunday, the country had 3,246 confirmed cases, 64 recovered, 152 deaths. The ECQ or “Stay Home” strategy aims to deny the virus any chance of infecting us and infecting each other. That way, we ease the burdens of the health sector depleted by death and sidelined frontliners.

Staying home must be complemented by personal low tech interventions to keep our immune systems healthy through proper hygiene, nutrition, vitamins, physical exercise and sufficient sleep; wearing of face masks, gloves, caps and eye protection when outdoors at the grocery store, drug store or bank; washing of hands; following disinfection procedures.

However, it’s difficult to enforce physical distancing especially in densely populated areas that lack basic services. They’re high risk areas where poverty, hygiene and sanitation are real problems that render the people there vulnerable and exposed. LGUs dispatch disinfection teams with high pressure sprays or cannons but, apparently, such items are limited in quantity. We never imagined we’d be in this situation. It caught us flatfooted. That’s a lesson learned for future risk reduction and crisis management readiness.

Based on the Inter-Agency Task Force’s or IATF’s daily reports, I surmise that we have yet to peak. We don’t know what the real condition of the country is given the limited supply of reliable testing kits, laboratories, and technical experts. Instincts point to a continuing rise compounded by inadequate border controls in our southern backdoor; the risk of infection posed by asymptomatic carriers; lack of imported Personal Protective Equipment (PPEs) and life-saving equipment, i.e., ventilators and respirators, since we don’t manufacture them here. I can see a case being made for a Strategic Procurement and National Stockpile.

I concur with Fareed Zakaria’s scholarly estimate of the situation summarized by the title of his April 3 commentary in the Washington Post: “This is just the first in a series of cascading crises.” In summary he says:

- We’re in the early stages of a series of cascading crises reverberating worldwide.
- The 1st phase is the current health-care crisis. If I may add, caused by a virus that’s expected to attack in waves.
- The 2nd phase is a severe global economic recession.
- The 3rd phase will be an agonizing financial crisis.
- Oil demand has consequently dropped. Prices are forecasted to drop to \$10 ppb, way below break-even of P60 ppb.
- Political turmoil, unemployment, refugees, revolutions, terrorism will surge.
- The world’s awash in debt, approximately \$260 trillion, compared to global GDP of around \$90-trillion.
- America has abdicated its global leadership and uniting role.

I see a stark parallel here with the flu pandemic about a hundred years ago. The Spanish flu lasted two years (January 1918 to December 1920) where over 500 million people were infected, of which 10%, or 50 million, died worldwide. The Great Depression followed suit. The League of Nations proved inutile. Civil wars erupted. Dictatorships emerged. All that led to World War II. So, it looks like we're on track for another apocalyptic period. I fret for our OFWs scattered worldwide. They have no survival lifelines, nowhere to go. What to do?

Over here, the government has pretty much been on the ball after a slow start caused by the World Health Organization's (WHO) prolonged hesitation. But from the time it declared a global health emergency, Mr. Duterte, through the IATF, has been making timely decisions although implementation needs to rise to the occasion. Sloppy so far. The silver lining is that the government, business, and civil society are collaborating to address the gaps in human resources, supplies, and quarantine facilities.

The 30-day ECQ will end on April 14. I read somewhere that to flatten the curve, a 49-day period may be needed provided there's total cooperation. Other models indicate up to 90-days before the all-clear is given. I believe the IATF will recommend the extension of the ECQ by at least two more weeks. I support the move. While mankind has the smarts to revive businesses and economies, it has yet to find a way to bring the dead back to life. A partial lifting based on false hopes will only lower our guard. Bear in mind that the longer it takes us to "flatten the curve," the more will die, and the longer the ECQ period will be.

China is now saying it's expecting a second wave, a surge of cases from "imported" human transmission amidst suspicions that it has been fudging its data that cost the world precious time to act early against the virus. Singapore and Japan are reporting signs of resurgence. The world's anticipating the possibility of a 2nd, 3rd, or 4th wave. The world needs a coordinated global lockdown because there are many asymptomatic carriers out there who pose a clear and present danger to human life. Lifting it prematurely will only worsen matters for everyone.

As the ECQ is extended, there is much to do. We need to quickly shift our attention to an equally pressing imperative: save the people impacted by the business shutdowns. We need to get cash and credit pushed to big business, SMEs, and micro-businesses to sustain them and their payrolls; and ensure food security especially for poor communities. We must avert hunger from turning to anger; prevent the business sector, now down on its knees, from totally shutting down; and assure the continuous flow of life-saving goods and services. We need to replenish our depleted frontliners with fresh recruits and volunteers with compensation and benefits.

I end with prayers for those felled by the virus and their families; for our doctors and health workers; our men and women in uniform; other frontliners who keep our supply lines flowing; our national and local officials who are striving to keep our country from collapsing. I pray for our redemption and emergence as a transformed nation. So help us God.

**2. "Rent in the time of COVID-19"  
from MAP Tax Committee Chair ALEXANDER B. CABRERA's  
"As easy as ABC" Column in THE PHILIPPINE STAR on April 6, 2020**

Had we known that clients would be accepting, and our people could cooperate to stay productive in a work-from-home environment, we would be leasing half of the office space that we have today.

Lessors immediately showed their good side in this crisis and waived rentals for retail stalls. But they had, in fact, only started. With their lessees' businesses hugely affected, the lessors' solidarity with them shall be stress-tested.

No one expects people to be back in their offices like it used to be once the home quarantine is lifted. Without the certainty of a cure, that's plain reckless, and expect the government to still mandate work from home, generally. (I am, however, one of those who have faith that this lethal virus will cease before a man-made cure becomes a certainty.)

The Department of Trade and Industry's suggestions of discounted rent or deferment of payment, although understandable, are not comforting enough for lessees. Lease contracts would have required advance payment of lease for several months, and would have a standard clause that force majeure does not excuse non-payment of rent. So are lessees simply legally impoverished and just dependent on the generosity of the lessors?

Not quite. Why or how, is what my article will try to help on, this Sunday. So read on.

What I have found in our civil law on leases, and jurisprudence on the matter, is that lessees are not easily exonerated from payment of lease. In fact, even if the lessee is deprived of their physical enjoyment of the leased premises, that is no excuse for not paying rent. This is because the lessor does not warrant that nothing will stop the lessee from physically enjoying the lease.

To illustrate: if there is a storm, earthquake or any natural disaster that prevents the lessee's people from going to the office, the lessee is still obligated to pay the lease. That is why force majeure will not normally excuse the lessee from paying the lease. If there is a legitimate bomb threat that made the lessee unable to use the office until it's totally cleared of danger, the lease should still be paid in full and on time. This act of man posing harm that prevents the use of the property is no excuse for paying the lease.

What the lessor however promises, based on the law, and as explained by the Supreme Court, is the legal possession of the leased office space. The lessor promises that the legal possession of the lease premises will not be disturbed during the existence of the lease. That legal disturbance happened today, via the Bayanihan Act of 2020, a legislation of Congress, an act of man. It states that violating Presidential instructions is criminal, or subject to huge penalties. Part of those instructions is to work from home and to close offices except for named essential industries.

In the case at hand, there is not only a disturbance coming from force majeure, but also from an act of man – the legislation that makes it illegal for the meantime to use the leased premises. Granted that without such law, we will be unsafe. What should be part of this discussion, however, is that there are different approaches to COVID-19, and the likes of the Hong Kong, Singapore and Japanese governments allow people to go to their offices because they have other measures to prevent the spread.

What happened in the Philippines is a legitimate exercise of the police power of the state that prevailed over the rule against non-impairment of contracts (i.e. Government can overcome the lessee's rights under the lease contract to enjoy the leased premises). We can say it is now legally impossible (albeit temporarily) to take possession of the leased premises as intended in the contract. Without such exercise of police power, lessees can use the office for operations despite the risks. While it is not advisable to do so as people may get sick, they can legally use the premises if not for the legal impediment.

So am I saying that lessees should pay zero rent? Of course not. And the case is not cut and dry. There are lessees allowed to partially operate in their offices under the law, and those who are not so allowed still maintain their equipment, furniture and records in the office. There are legal arguments available to the lessor, there is always that. But the point of this public service article is that lessees are not legally helpless.

Having said that, I would encourage you to cast aside the rest of the legal remedies. This is not the time for positions, but for helpful conversations. Besides, lessors have already shown their good side and are receptive to being agile. At the very least, the cost and penance to the parties to this totally unforeseen pandemic should be equitably shared, and long-term relationships should be preserved.

Besides, now we know that working in the office is the real luxury, and work from home is a far second.

\* \* \*

*Alexander B. Cabrera is the chairman and senior partner of Isla Lipana & Co./PwC Philippines. He is the chairman of Integrity Initiative Inc. (II Inc.), a non-profit organization that promotes common ethical and acceptable integrity standards. Email your comments and questions to aseasyasABC@ph.pwc.com. This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors.*

**3. “A nightmare (1)”  
from former MAP Governor PETER WALLACE’s “Like it is” Column in the  
PHILIPPINE DAILY INQUIRER on April 2, 2020**

I fear the worst has yet to come. Country after country is registering COVID-19 intrusion: 171 to date, and growing. The rise in infections is exponential and a recession in much of the world now seems inevitable. Governments are scrambling to do something about it, anything. But they don’t know what is best to do, and are reacting, not pro-acting. Days matter, yet it’s too many days till governments impose lockdowns. A lockdown is the only seeming solution. You can’t catch COVID-19 if you aren’t close to anybody. Forget the one-meter space, you can’t control it. In the Philippines, a stop signal is just a suggestion for pedestrians. They won’t keep a one-meter spacing where closeness is a given — you can’t expect people to recognize this and act responsibly. Look at Bondi beach in Sydney before the government closed it down. A beach never shut down before, not even during two world wars. For our poor there’s no choice, they’re crammed together where they live. They’re at risk through no fault of theirs, although the fact that they’re isolated may be saving them. If you read The Economist, you’ll get scared. The economies of the top countries are falling more rapidly than was forecast even a couple of weeks ago. Economists’ forecasts are being thrown out the window. And this is the disturbing trend: Declines are happening ever quicker. French President Emmanuel Macron said this is a war. But people could get together and work together in a war. COVID-19 has split people and societies apart. Humans are social animals. This is devastating that society.

As the Economist said, “One country after another is demanding that its citizens shun society.”

## “PLANET EARTH IS SHUTTING DOWN.”

Italy, Spain, Iran, South Korea have economies in serious jeopardy. Japan is already in recession. In the US, the escalation is frightening and President Donald Trump is completely misunderstanding the problem (not unusual for him), putting economic revival ahead of health, although reality may be slowly sinking in and others are following. Economists can't keep up. China was forecast to fall by 3 percent as soon ago as February. It fell 13.5 percent. Fixed-asset investment declined by 24 percent, six times more than predicted. The world is faced with a brutal recession. Suppression is all that offers hope, but that comes at huge economic cost. Country after country, including the Philippines, is facing debt levels unheard of a few weeks ago.

The Economist again: “In just two months the world economy has been turned upside down. Stock markets have collapsed by a third (as of March 24, the PSE was down 32 percent from its peak at the start of the year) and in many countries factories, airports, offices, schools and shops have been closed to try to contain the virus. Workers are worried about their jobs and investors fear companies will default on their debts. All this points to one of the sharpest economic contractions in modern times.” That sounds like a recession on a world scale is inevitable, unless massive government intervention happens at speeds unheard of, and at levels undreamed of before, to stop it.

Central banks are in a bind, though; interest rates are close to zero. So, you can't go lower to stimulate demand (a usual action to reverse a downturn).

On top of that, people are trapped at home, so can't spend. And where would they spend when everything is closed? Companies certainly aren't in any rush to borrow to grow. The Philippine Central Bank, BSP, does have room to move. With a policy rate of 3.75 percent, it can reduce it. On March 18 it did, by 50 basis points. But how does that help? It may ease the burden on those seeking new loans, but they will be few. For some existing borrowers with flexible loan terms, they will pay lower interest rates. But its more essential purpose is to send the signal that credit is now cheaper for those who need to grow their business.

I see the biggest problem for the Philippines is the government's historic inability to move fast—just ask the people of Marawi who've been waiting two years now just for a simple house. Congress has, for once, moved with alacrity (I guess they're scared like all of us) in passing a law so that the President can bypass systems and reallocate funds.

More next week.

Email: [wallace\\_likeitis@wbf.ph](mailto:wallace_likeitis@wbf.ph)

## “MAP Talks” on YouTube

The following videos are available under “MAP Talks” via the following link:

<https://www.youtube.com/user/TheMAPph>

1. MAP Legacy Series 2019 on ANC featuring “MAP Management man of the Year 1992” **ALFONSO T. YUCHENCO**
2. MAP Legacy Series 2019 on ANC featuring “MAP Management man of the Year 1996” **DAVID M. CONSUNJI**
3. MAP Legacy Series 2019 on ANC featuring **Mr. WASHINGTON Z. SYCIP** as “MAP Management man of the Year 1967”
4. MAP Legacy Series 2019 on ANC featuring **Dr. GEORGE S.K. TY** as “MAP Management Man of the Year 2006”
5. MAP Legacy Series 2019 on ANC featuring **Mr. HENRY SY, SR.** as “MAP Management Man of the Year 1999”
6. The MAP Lifestyle Masters on Living Well and Aging Well

## Happy Birthday to the following MAP Members who are celebrating their birthdays within April 1 to 30, 2020

### April 1

1. Ms. MARIA AILEEN “Mylene” ABIVA, President and CEO, FELTA Multi-Media, Inc.
2. Atty. LORNA PATAJO KAPUNAN, Senior Partner, Kapunan & Castillo Law Offices

### April 2

3. Gen. JAIME “Jimmy” S. DE LOS SANTOS AFP (Ret), Trustee, University of the Philippines (UP) Foundation
4. Mr. ANTONIO “Tony” V. DEL ROSARIO SR.
5. Ms. MARIA LUZ “Yayu” E. JAVIER, President and COO, Avanza, Inc.
6. Mr. ANTONIO “Tony” R. SAMSON, Chair and CEO, Touch XDA

### April 3

7. Mr. JAMES GERARD “James” OSMEÑA DE JESUS, President, Jaric Marketing, Inc.
8. Mr. APOLLO “Cocoy” S. ENRIQUEZ, President and General Manager, A S Enriquez Engineering Consultancy
9. Sec. CESAR “Cesar” V. PURISIMA, Asia Fellow, Avisez Asia Inc.
10. Mr. KAUSHAL SURESH “Kaushal” SHETTY, Country Manager, ECU Worldwide Philippines

**April 4**

11. Mr. RICARDO "*Ricky*" S. GUEVARA, President and CEO, Guevent Investments Development Corporation
12. Ms. JUDITH "*Judy*" DUAVIT VAZQUEZ, CEO, PHCOLO Inc.

**April 5**

13. Atty. CARLOS "*Carlo*" G. BANIQUED, Managing Partner, Baniqued Layug and Bello

**April 6**

14. Mr. JIMMY D. GO, President, MSI-ECS Phils., Inc.
15. Ms. CECILIA "*Chechi*" A. SANCHEZ, Chair and CEO, Leverage International (Consultants), Inc.

**April 8**

16. Mr. FELIX R. ANG, President, Auto Nation Group, Inc.
17. Mr. ROBERTO "*Bobby*" F. BATUNGBACAL, Country Director, Dow Chemical Pacific Limited
18. Mr. NICK GITSIS, President, Integrated Airline Group, Inc.
19. Mr. JOSE TEODORO "*TG*" K. LIMCAOCO, Managing Director and CFO, Ayala Corporation
20. Mr. MARIANO "*Nonong*" M. MARTIN, FICD
21. Ms. MA. CARMEN "*Nena*" ALCUAZ REYES, President and CEO - Philippines, FranklinCovey
22. Mr. ERNESTO "*Ernest*" B. RUFINO JR., Chair and CEO, Health Maintenance, Inc. (HMI)

**April 9**

23. Mr. SIXTO "*Noy*" T. BENEDICTO, Chair and President, Benedicto Steel Corporation
24. Mr. KARLO G. MAGPAYO, President and COO, Mother Teresa Crematorium and Columbarium (MTCC)
25. Dr. MA. CRISTINA "*Tina*" DAMASCO PADOLINA, President, Centro Escolar University (CEU)
26. Ms. BETTINA "*Tina*" T. SALMO, Managing Director Mortgage Banking, JP Morgan Chase & Co.

**April 10**

27. Mr. RUBEN "*Rubby*" Y. LUGTU JR., President, Asia Link Finance Corporation

**April 11**

28. Mr. FILEMON "*Jun*" T. BERBA JR., President, Philippine Foundation for Science Technology
29. Mr. MIGUEL ANTONIO "*Mike*" L. OZAETA, Executive Director, Nomura Securities Philippines, Inc.
30. Mr. REUBEN M. VALERIO, Chair and CEO, AC Corporation

**April 12**

31. Ms. MILDRED R. RAMOS, Managing Partner, Advisory Services, Reyes Tacandong & Co.

**April 13**

32. Mr. CHRISTIAN R. GONZALEZ, Head, Asia Pacific & the Subcontinent, ICTSI (International Container Terminal Services, Inc.)

**April 14**

33. Engr. VERGIL "*Verg*" J. BARGOLA, President and CEO, Cargo Padala Express Forwarding Services Corporation (CaPEX)
34. Arch. NESTOR "*Nes*" S. MANGIO, President and CEO, Central Country Estate, Inc.

35. Dr. ELTON SEE "*Elton*" TAN, Chair, President and CEO, The E-Hotels Group

**April 15**

36. Mr. EVARISTO "*Jun*" M. NARVAEZ JR., Chair and President, Jackbilt Industries, Inc.

**April 16**

37. Mr. JAIME P. GARCHITORENA, President and CEO, Credit Information Corporation

**April 17**

38. Mr. NIKKOLAI MARI "*Nikko*" Z. ACOSTA, SVP, Product Management and Content Business Group, Globe Telecom, Inc.

39. Ms. GERALDINE "*Gett*" HAMMOND APOSTOL, Partner, Isla Lipana & Co./PwC Philippines

40. Mr. CARLOS "*Charlie*" S. RUFINO, CEO, The NetGroup - Real Estate & Project Management Corporation

41. Ms. JO-ANN Y. TACORDA, Chief Administrative Officer, P J Lhuillier Inc.

42. Dr. RODOLFO "*Rudy*" M. VILLARICA, President, Villarica Specialty Chemical Corporation

**April 18**

43. Mr. JOHNLU G. KOA, Founder and CEO, The French Baker, Inc.

44. Mr. CONRADO "*Conrad*" S. PERRERAS, Chair and CEO, Strategic Partners and Alliances, Inc.

45. Mr. OSCAR S. REYES, Chair, LinkEdge Inc.

**April 19**

46. Mr. RAMONCITO "*Mon*" S. FERNANDEZ, President and CEO, Maynilad Water Services, Inc.

47. Mr. OSCAR "*Oskie*" M. LOPEZ, Chair Emeritus, First Philippine Holdings Corporation

48. Mr. EDGAR C. SEE, President, Halston Garments, Inc.

**April 20**

49. Dr. CIELITO "*Ciel*" F. HABITO, Chair, Brain Trust: Knowledge & Options for Sustainable Development, Inc.

50. Mr. DAVID TAN LEECHIU, President and CEO, Leechiu Property Consultants, Inc.

**April 21**

51. Mr. ERNEST "*Ernie*" K. CUYEGKENG, SVP and CFO, A. Soriano Corporation

52. Ms. SHEILA G. LOBIEN, CEO, Lobien Realty Group

**April 22**

53. Ms. MARIA EDITA "*Duday*" C. ELICAÑO, EVP and Chief Actuary, Head – Administrative Operations Group, Insular Life

**April 23**

54. Ms. MA. FE "*Fe*" PEREZ-AGUDO, President, Hyundai Asia Resources Inc.

55. Mr. EDWIN R. BAUTISTA, President and COO, Union Bank of the Philippines

56. Ms. ELENA MARI GINIA "*Ginia*" ROXAS DOMINGO, Managing Director, Ferrari - Autostrada Motore, Inc.

57. Mr. JERICHO "*Jerry*" P. GO, Former SVP, Megaworld Corporation

58. Mr. DELFIN "*Jun*" T. HALLARE JR., President, Land Registration Systems, Inc. (LARES)

59. Mr. ALBERTO "*Bert*" D. LINA, Chair, Lina Group of Companies

60. Mr. YORK B. VITANGCOL, Treasurer and Director, St. Peter Life Plan, Inc.

61. Ms. JOSEPHINE "*Joji*" GOTIANUN YAP, President and CEO, Filinvest Land, Inc. (FLI)

**April 24**

- 62. Ms. MARIA GEORGIANNA "George" E. CARLOS, Founder and Pack Leader, Fetch! Naturals
- 63. Mr. RAMON K. ILUSORIO, Chair Emeritus, Multinational Investment Bancorporation
- 64. Mr. TEODORO "Ted" B. PADILLA, Executive Director, Pharmaceutical & Healthcare Association of the Philippines (PHAP)
- 65. Mr. DOMINGO "Don" PAREJA PANLILIO, President, D2B Multi-ventures Inc.
- 66. Cong. GUSTAVO "Gus" S. TAMBUNTING, Representative - 2nd District of Parañaque City, House of Representatives

**April 25**

- 67. Mr. ERNESTO "Eric" R. ALBERTO, EVP and Chief Revenue Officer, PLDT and SMART
- 68. Mr. ALDRIN DENNIS "Aldrin" F. DULIG, VP - Finance, ASIAPAC, Concentrix CVG Philippines, Inc.

**April 26**

- 69. Ms. MARCELINA "Ace" TOLENTINO ITCHON, President and CEO, Aspen Philippines, Inc.
- 70. Atty. MARIA CRISTINA "Tina" SAMSON, President, PRIVAATE

**April 27**

- 71. Mr. PETER D. MAQUERA, SVP - Enterprise Group, Globe Telecom, Inc.

**April 28**

- 72. Mr. TIRSO "Jun" D. ANTIPORDA JR., Chair and CEO, Milestone Petroleum Marketing Corporation
- 73. Mr. FRANCISCO "Popoy" F. DEL ROSARIO JR., Independent Director, Metropolitan Bank and Trust Company
- 74. Mr. JAIME "Jimmy" E. YSMAEL, President and CEO, OCLP Holdings, Inc.

**April 29**

- 75. Mr. EMMANUEL "Manny" C. CUASAY, President and CEO, Capital Industries, Inc.
- 76. Mr. JOSE MA. "Joey" K. LIM, President and CEO, Metro Pacific Investments Corporation (MPIC)
- 77. Mr. JOSE MA. "Baby" S. LOPEZ, SVP - Finance, Lopez Sugar Corporation
- 78. Mr. GILBERT F. SANTA MARIA, President and COO, Philippine Airlines (PAL)

**April 30**

- 79. Mr. AMADOR "Ador" P. CRUZ, Chair, ASPAC Advertising
- 80. Mr. LAWRENCE N. LEONIO, CEO, LNL Archipelago Minerals, Inc.
- 81. Ms. SALLY C. MONTEIRO, Trustee, Alliance for Family, Inc.
- 82. Mr. FERDINAND "Randy" A. NAGUE, Managing Partner, Nague Malic Magnawa & Associates Customs Brokers

**Condolences to the bereaved families of the following:**

- 1. Mr. MAYO JOSE “*Mayo*” B. ONGSINGCO MNSA,  
former Adviser to the Board of First Metro Investment Corporation,  
who passed away on April 3 at the age of 68**
- 2. Dr. ALAN T. ORTIZ,  
former MAP Governor and former President and COO of  
SMC Global Power Holdings Corp.,  
who passed away on March 23 at the age of 66**
- 3. Mr. ROLANDO “*Ron*” VALDUEZA,  
former CFO of ABS-CBN Corporation,  
who passed away on March 30 at the age of 60**

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