



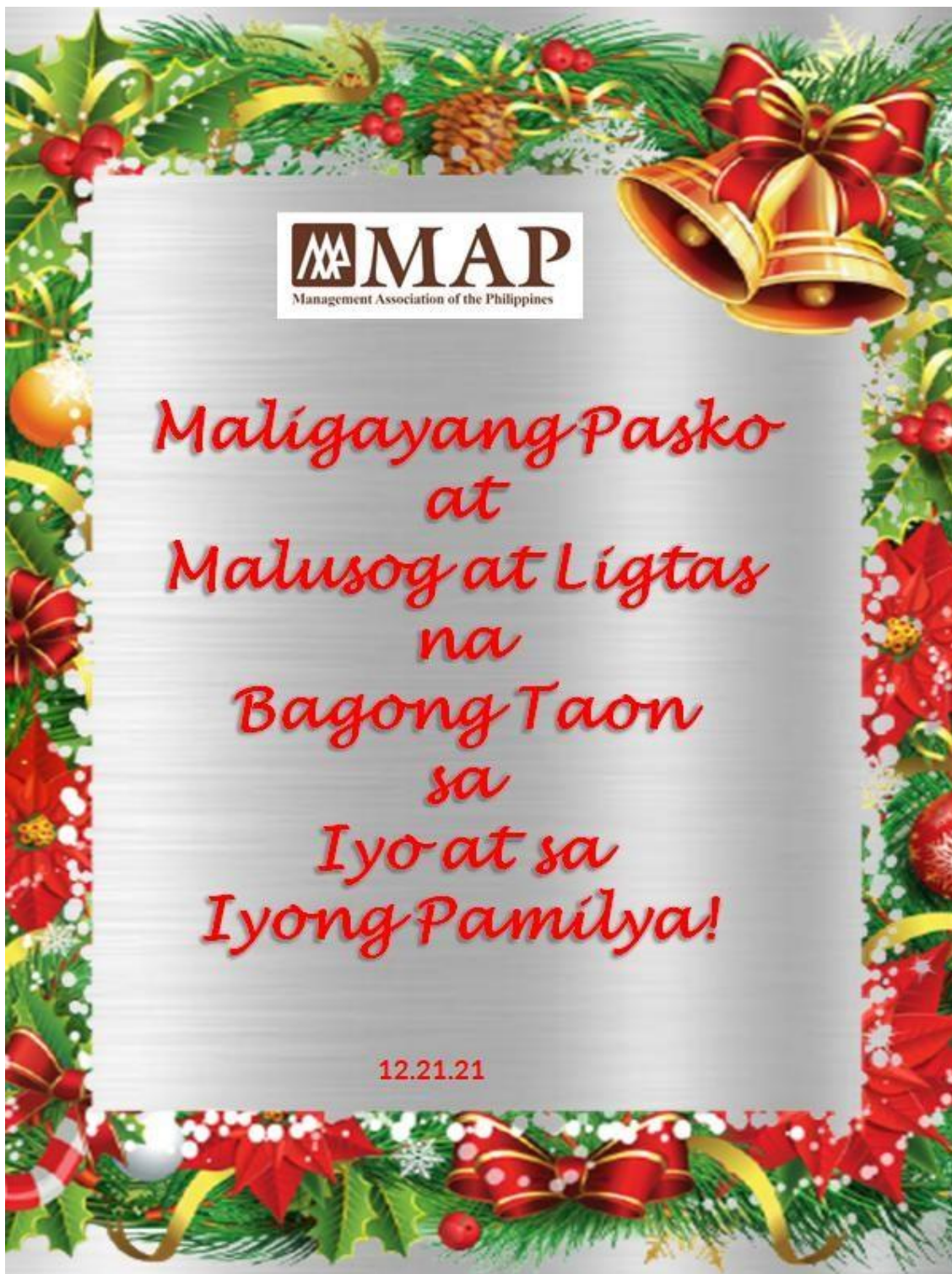
The MAP MEMO

ELECTRONIC WEEKLY NEWSLETTER OF THE MANAGEMENT ASSOCIATION OF THE PHILIPPINES

Volume 7 Issue No. 51

map.org.ph

December 21, 2021





“Mind your language”

December 20, 2021

Ms. MA. AURORA “Boots” D. GEOTINA-GARCIA

For years, women have faced broad, cultural biases and many people still believe that women cannot hold power and ranks. Gender roles and expectations, whether productive, reproductive, community management, or political, are passed down from one generation to another and often deemed as socially acceptable standards. In an earlier article of PBCWE, “Closing the Gender Confidence Gap,” we said that “the disparity in confidence between women and men stems from factors such as gender stereotypes, social perceptions, and societal expectations drilled by institutions, media, and family influence”. In a corporate setting, for example, women are more present in service-oriented and administrative roles while men still dominate the technical and manufacturing industries. In an ideal world, gender roles should not exist; rather equal access to opportunities should be the norm. Unfortunately, the gap still remains.

The Impact of Gender Bias

British writer and social activist Caroline Criado-Perez OBE, the author of “Invisible Women: Data Bias in a World Design for Men”, uncovers how gender bias affects our everyday lives and examines different elements of the modern world that demonstrate the inconvenient consequence when “male” is the default form of humanity. As simple as using “man” to represent all human beings is a hint of silencing women and setting them aside – from policies, research, technology, transportation systems, product developments, and the media.

The author further explains that most of the time, product developers fail to include women’s needs and often create an “unintentional male bias” often masked as “gender-neutral”. For example, the average smartphone size is 5.5 inches, which men comfortably use one-handed, but is too large to fit in the average size of a woman’s hand. The context of “average” here does not accurately reflect society if women, most of the time, are discounted. Intentional or not, silencing the “female” aspect is present almost every day. The book arrives at an inevitable conclusion that the world, built for and by men, ignores half of the population. Admit it or not, we have all encountered a lot of male bias that tend not to factor women simply because of not knowing what women’s needs are.

Gendered and Genderless Language

While there are already proactive efforts to eliminate gender stereotypes, to a certain extent, these are being reinforced by cultural factors such as language and communication. The power of language and communication reveal many truths, ideologies, and perspectives about today's society. Languages are like mirrors – it reflects how people see the world, including the supposedly “roles” that we play.

Around the world, there are a number of gendered languages like Spanish and French which label nouns and pronouns based on gender assignment such as “masculine” and “feminine”. Research suggests that countries where natural or genderless languages are spoken demonstrate greater extent of gender equality. On one hand, English is a natural gendered language (e.g., he or she). However, there are existing male biases such as the use of “man” to a person whose gender is unidentified or the use of pronoun “he” regardless of gender. On the other hand, Filipino is a genderless language where pronouns are not classified according to gender (e.g., siya). This speaks from an egalitarian origin of giving people of all genders access to opportunities available.

Currently, the Philippines is regarded as the most gender-equal country in Asia placing 17th in the global ranking and 2nd in Asia Pacific next to New Zealand, according to the 2021 Global Gender Gap Report published by the World Economic Forum (WEF). Nevertheless, the right for gender equality is still a work in progress.

In 2005, the Civil Service Commission (CSC) issued Memorandum Circular No. 12 which encouraged government officials and employees to use gender-fair language in all official correspondence and to avoid sexist terms. This was reiterated recently by Chief Justice Alexander G. Gesmundo in Supreme Court Memorandum Circular No. 90-202, and quoted the CSC MC, “Language is a very essential tool in communication. It articulates the consciousness, reflects culture, and affects socialization. Hence, the need to recognize the importance of transforming language from traditional usage to a more liberating one, that which is gender-sensitive.”

Unlearn to learn

In the workplace, the way that language is used not only limits the progress we have made in gender equality but also affects the career prospects of female employees reinforced by existing biases. Understanding the relationship between gender and language can help create an inclusive environment where the firm and its employees can prosper.

Since its inception, the Philippine Business Coalition for Women Empowerment (PBCWE) have been working with large companies in pursuing the goal of empowered, thriving, and gender-equal workplaces. In 2019, PBCWE partnered with Engage, a business unit of regional communications consultancy firm EON Group, to create a manual and module on Gender Equality for Corporate Communications. This course offering defines essential gender concepts and explains how these can be applied to communications planning, content development, and external and internal communication campaigns. It also discusses how grammar can reinforce gender inequalities and recommends how corporate or business language can be rewritten to be more inclusive.

In creating this manual and module, PBCWE and EON Engage conducted focus group discussions and one-on-one interviews with business executives and managers specializing in human resource and corporate communications. The respondents from both male- and female-dominated industries gave rounded and holistic perspectives based on the actual needs of the Philippine corporate setting.

This offering is designed for corporate communication and human resource specialists to cascade and operationalize gender-sensitive language and to create more advocates of gender equality within their respective organizations.

Language matters. It's time to view and use it as a powerful tool to influence thoughts, culture, and ultimately create more inclusive workplaces.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is member of the MAP Corporate Governance Committee, and the MAP Diversity & Inclusion Committee. She is Founding Chair and President of Philippine Women's Economic Network (PHILWEN) and Co-Chair of the Philippine Business Coalition for Women Empowerment (PBCWE). Feedback at <map@map.org.ph> and <magg@mageo.net>. For previous articles, please visit <map.org.ph>)

“MAP Insights” Column in BUSINESSWORLD



Dr. ROLANDO “Rolly” T. DY

“Climate Change: Researches and initiatives”

December 21, 2021

Climate Change (CC) is again at the limelight as global leaders and stakeholders from about 200 countries gathered together to tackle the issue of CC for the 26th Conference of the Parties (COP26) in early November in Glasgow, Scotland.

The two-week conference, marked by intense negotiations, saw all countries agreeing to accelerate action against CC and commit to tougher climate pledges. The deals though still fall short of the ambitious target of limiting warming to 1.5°C as set forth in the Paris Agreement in 2015.

While much, much more remains to be done, there has been some progress. Negotiators were able to finally strike an agreement on the common rules on carbon markets. Some 104 countries committed to reduce methane emissions by 30% between 2020 and 2030, while 110 nations pledged \$19 billion to address

deforestation. Countries also committed to accelerate efforts towards the phase-down of unabated coal power and inefficient fossil fuel subsidies. Further, the US and China, which are among the world's biggest emitters, have issued a joint declaration on enhancing climate action in the 2020s. There were calls to return in 2022 with tougher climate pledges to cut GHG emissions and provide a loss and damage facility for countries most vulnerable to CC.

On 13 November 2021, #COP26 concluded with all the countries agreeing to the Glasgow Climate Pact.

The final Glasgow Climate Pact keeps 1.5°C alive and includes:

- ✓ an ask to phase down unabated coal power
- ✓ the first ever COP cover decision to contain Loss and Damage
- ✓ an ask to phase out inefficient fossil subsidies
- ✓ countries agreeing to revisit their 2030 NDCs in 2022.

- [Twitter/COP26](#)

Note: NDCs - Nationally Determined Contributions

CC is indeed a real challenge facing the world right now even as it continues to grapple with the COVID-19 pandemic. As a result of peoples' and countries' unmindful actions and inadequate mitigation efforts, cc has manifested itself through extreme weather conditions, such as severe droughts, strong storms, deadly heat waves, raging forest fires, intense floods, terrible hurricanes and frightening rise in sea water levels.

A new study published in Nature CC in early October provides evidence that human-induced cc is now occurring in 80 percent of the world's land area affecting about 85 percent of the world's population. The comprehensive research, which assembled data from over 100,000 impact studies examining detectable environmental signals of human-induced CC, found that there is growing evidence on how CC is impacting societies and ecosystems.

Conducted by Mercator Research Institute on Global Commons and Climate Change in Berlin, the study noted that the world is getting hotter and hotter in a consistent way.

A crucial element in the fight against CC is the removal of greenhouse gases (GHG), which are responsible for the warming of the earth's atmosphere. These GHGs include water vapor, carbon dioxide, methane, nitrous oxide, ozone and artificial chemicals, such as chlorofluorocarbons (CFCs).

A study by Aalto University revealed that "rapid, out-of-control growth of greenhouse gas emissions may, by the end of the century, lead to more than a third of current global food production falling into conditions in which no food is produced today -- that is, out of safe climatic space," as explained by Matti Kummu, professor of global water and food issues. Published in Science Daily in May 2021, the study defined safe climatic space as "those areas where 95% of crop production currently takes place, thanks to a combination of three climate factors, rainfall, temperature and aridity."

However, if emissions are reduced collectively so that warming is kept within 1.5 to 2°C, “only a fraction of food production would face as-of-yet unseen conditions,” the study cited.

Further, the study showed that food production in South and Southeast Asia as well as the Sahel region of Africa will be threatened by changes in rainfall, aridity and warming climate as these areas “lack the capacity to adapt to changing conditions.”

It also assessed the impact of CC on 27 of the most important food crops and seven different livestock in 177 countries and found that “the entire food production would remain in the safe climatic space in the future” in 52 countries including Finland and most of Europe.

Some “20% of the world's crop production and 18% of livestock production under threat are located in countries with low resilience to adapt to changes.”

If carbon dioxide emissions are kept under control, the world's largest climatic zone - the boreal forest, which spans northern North America, Russia and Europe, would contract to only 14.8 million (M) square kilometers (sq. km.) by 2100 from 18.0M sq. km. today. Failure to cut emissions would leave only roughly 8M sq. km. of the vast forest. A dramatic reduction is seen in North America with only a third of the area projected to remain in 2090 from about 6.7M sq. km. in 2000.

A way to tackle CC is to target net zero. This means balancing the amount of GHG produced with the amount removed from the atmosphere. Net zero is achieved when the amount produced is no more than the amount removed.

An article from McKinsey and Co. published on October 27, 2021 tackled the nine requirements to solve the net-zero equation. It noted that while there are extensive commitments from government, private and social sectors towards transitioning to a net-zero world within three decades or sooner, translating commitment to action is constrained by several factors. These include the substantial additional spending required on physical assets (both capital expenditures and consumer spend on durable goods) for the transition, the call for collective and global action which entail hard choices, the need for urgent action now to prevent “unrelenting accumulation and compounding of physical risks in the future” and the need to change long-established business practices and lifestyles.

The article discussed the criticality of an orderly transition considering “the central role of energy in all economic activity and the profound consequences that disruptions to energy markets can entail.” The transition entails reshaping energy- and land-use systems, the most important systems supporting life and well-being. Disturbances to these systems, no matter how small, “could affect daily lives, from raising producer and consumer costs to impairing energy access, and could lead to delays and public backlash.”

The article explained that in order to achieve a net-zero transition, nine key requirements need to be met, which are grouped into three categories:

Physical building blocks, encompassing (1) technological innovation, (2) ability to create at-scale supply chains and support infrastructure, and (3) availability of necessary natural resources;

Economic and societal adjustments, comprising (4) effective capital reallocation and financing structures, (5) management of demand shifts and near-term unit cost increases, and (6) compensating mechanisms to address socioeconomic impacts; and

Governance, institutions, and commitment, consisting of (7) governing standards, tracking and market mechanisms, and effective institutions, (8) commitment by, and collaboration among, public-, private, and social-sector leaders globally; and (9) support from citizens and consumers. These requirements are “interdependent” and need to be addressed with “singular resolve, unity and ingenuity.”

In the Philippines, a study entitled “Climate Change and Food Security Analysis (CCFSA) in the Philippines” analyzed the interconnectedness of CC and food security in the country, with emphasis on the threats and opportunities in relation to food, nutrition, and livelihood in the rural and urban areas. Conducted by the Alliance of Bioversity International and CIAT & World Food Programme, it showed that agriculture, bore the brunt of past CC damages, accounting for over 60 percent of total damages. Agriculture provides employment to some 10M people. Coastal communities dependent on fisheries and aquaculture, especially in the Visayas and Mindanao, inland rice production areas in Mindanao, and pasture and livestock livelihoods are particularly vulnerable to CC.

The study also came up with: a) the first-ever Philippine livelihood zone map; b) crop suitability models; c) multi-hazard risk maps; and d) CC impact scenarios for 2030, 2050, 2070 and 2090, also a first for the country. The study was launched in early November, coinciding with the last day of COP26.

The Philippines ranked 2nd among 135 countries in the world as most affected by CC based on the 2020 Global Climate Risk Index. An average of 20 tropical cyclones enter the Philippine Area of Responsibility, with some eight to nine crossing the country.

In early November, the Department of Agriculture (DA) - Philippine Council for Agriculture and Fisheries organized the Committee on Climate Change, Environment, and Natural Resources in support of the One DA Agenda and as part of its role to promote and facilitate broad-based participatory development mechanisms and processes. Through the initiative, it hopes to be able to foster discussions and actions towards CC adaptation and mitigation among various stakeholders.

The researches and initiatives that have been cited do not even scratch the surface of the numerous others that have been done or are being done not just in the country but all over the world. The results are mostly meant to provide inputs for planning and decision making, and to spur multi-sectoral and even individual actions to mitigate the effects of CC.

The sad reality is that developed nations are the main contributors to CC but developing countries are the ones most affected by its consequences. Admittedly, the

major work lies in the hands of various governments worldwide. Country commitments have been made in COP26. Hopefully, those commitments will be followed through.

But as individuals, people can also do their fair share through the way they live – use of more energy efficient appliances/gadgets, eating less meat, reducing food and water wastages, green commuting through walking, biking, car sharing, etc., and many more.

Addressing CC is daunting. It is not the job of just one individual, one community, one government, one country. Everyone has a stake. Collectively, as countries and as peoples, what we do and do not do now will spell the difference, especially in the lives of the future generations.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is Co-Vice Chair of the MAP Agribusiness Committee and the Executive Director of the Center for Food and Agri Business of the University of Asia and the Pacific (UA&P) Feedback at <map@map.org.ph> and <rdyster@gmail.com>.

News Release on December 1, 2021 entitled “FRED PASCUAL is MAP President for 2022”

NEWS RELEASE

December 1, 2021

FRED PASCUAL is MAP President for 2022

Mr. ALFREDO “Fred” ESPINOSA PASCUAL is the President of the Management Association of the Philippines (MAP) for 2022. Mr. Pascual is the 73rd President of the MAP since its inception in 1950.



A governance advocate, Mr. Pascual currently serves as the Lead Independent Director (ID) at SM Investments Corp. He is also an ID at other publicly-listed companies, including Megawide Construction and Concepcion Industrial. His board seats include nonprofits and other organizations, such as Institute of Corporate Directors (ICD), Institute for Solidarity in Asia (ISA), FINEX Academy, University of the Philippines (UP) Foundation, Philippine Council for Foreign Relations, and US-Philippines Society. He led ICD as President and CEO in 2018-2019.

From 2011-2017, he served as President and Co-Chair of UP, a system comprised of 8 constituent universities with 17 campuses across the country. He spearheaded ambitious reforms and innovative programs to transform UP into a research-intensive university, raise its international standing, and strengthen its public service capabilities. He enabled UP to generate significant increases in financial resources from government budget allocations, private donations, and income-generating projects. Extensive modernization and expansion of the campuses' physical facilities, research laboratories, cyber-infrastructure, and information systems became possible under his leadership.

Before becoming UP President, he was Alumni Regent on the UP Board. He also served as Trustee at International Rice Research Institute and Philippine Institute for Development Studies.

Prior to becoming an academic leader, he worked at Asian Development Bank (ADB) for 19 years (1989-2008) in various positions, including Director for Private Sector Operations, Director for Project Finance, Advisor for Public-Private Partnership, and Senior Investment Officer. He authored a strategy that provided the framework for ADB's efforts to promote the private sector as the engine of economic growth. He oversaw various infrastructure and financial sector projects in several Asian countries, such as China, India, Vietnam, Pakistan, Philippines, Indonesia, and Afghanistan.

He had postings at ADB's resident offices in India and Indonesia. He represented ADB on the corporate boards of over a dozen investee companies (e.g., banks, funds, financial institutions, and manufacturing firms) in China, India, and the Philippines.

Earlier on, Mr. Pascual took a management educator role in the 1980s as finance professor at the Asian Institute of Management (AIM). His duties at AIM included the directorship of the Advanced Bank Management Program.

At present, his other affiliations include being a member and Past President of Rotary Club of Makati, honorary member of Philippine-American Association of Scientists and Engineers (PAASE), and President of the global Association of Former Employees of ADB.

He graduated from UP with an MBA and a BS Chemistry (*cum laude*). UP and four other universities have conferred honorary doctorates on him. His other recent honors include the Philippine Presidential *Lingkod Bayan* Award, CEO Excel Award from IABC PH, Asia Circle of Excellence for Global Filipino Executives, UP Alumni Association Lifetime Distinguished Achievement Award, and Rotary Golden Wheel Award for Higher Education.

The other MAP officers for 2022 are Dr. DONALD LIM, COO, DITO CME Holdings, Inc., as VP; Mr. WILSON TAN, Chair and Country Managing Partner, SGV & Co., as Treasurer; Mr. ROMY BERNARDO, Managing Director, Lazaro Bernardo Tiu & Associates, as Asst. Treasurer; Ms. MAAN HONTIVEROS, Managing Director, CEO Advisors, Inc., as Secretary; and Atty. ALEX CABRERA, Chair Emeritus and ESG Leader, Isla Lipana & Co./PwC Philippines, as Asst. Secretary.

The other MAP Governors are Dr. CIEL HABITO, Chair, Brain Trust, Inc.; Dr. CHITO SALAZAR, President and CEO, PHINMA Education Holdings Inc.; and Sec. BABES SINGSON, President and CEO, Metro Pacific Water.

**Dr. CHITO SALAZAR will replace
Mrs. VICKY GARCHITORENA - ARPON
as MAP Governor for 2022 - 2023**



*Ramon V. Del Rosario Sr. Center for Management Excellence
Unit 608, Ayala Tower One
Ayala Triangle, Ayala Avenue
1226 Makati City, Philippines
Tel: (632) 7751-1150 to 52
E-Mail: map.map@map.org.ph
MAP Website: map.net.ph*

December 2, 2021

Circular No. 131 – 2021

**Subject: Dr. CHITO SALAZAR will replace
Mrs. VICKY GARCHITORENA - ARPON
as MAP Governor for 2022 - 2023**

Dear Fellow MAP Member:

Mrs. VICTORIA “Vicky” P. GARCHITORENA - ARPON has resigned as MAP Governor for 2022 - 2023 due to health reasons.

Article III Section 8 of the MAP by-laws provides that “*Vacancies in the Board of Governors shall be filled by the candidate(s) receiving the next highest number of votes among the candidates for the Board in the latest election; such appointee(s) shall serve only for the duration of the unexpired term of the individual(s) being replaced or until the next regular election.*”

Since Dr. MELITON “Chito” B. SALAZAR, JR. placed fifth in the recent election of MAP Governors for 2022 - 2023, he will serve on the 2022 MAP Board for Mrs. Garchitorena - Arpon’s term (January 1, 2022 to December 31, 2023).

In this regard, we hereby formally announce the election of the following as MAP Governor for 2022 - 2023:



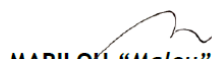
Dr. MELITON “Chito” B. SALAZAR, JR.


Chief Operating Officer, PHINMA
President and CEO, PHINMA Education Holdings Inc.

Let us all continue to work together in pursuing the MAP’s mission of promoting management excellence for nation-building.

Thank you. Stay safe and healthy!

Sincerely,


MARILOU “Malou” C. CRISTOBAL
Chair, MAP Nomination and Election
Committee (NOMELEC)


MEDEL “Ding” T. NERA
Vice Chair, MAP NOMELEC

CALL FOR DONATIONS for Victims of Super Typhoon “ODETTE”

CARITAS MANILA *church of the poor*



Photos from YSLEP Scholars in Diocese of San Carlos



Photos from YSLEP Scholars in Diocese of San Carlos

CALL FOR DONATIONS: SUPER TYPHOON #OdettePH VICTIMS



Courtesy to Bro. Rey Barnido of Duyog Marawi



Courtesy to Bro. Rey Barnido of Duyog Marawi

Help in the ways you can.

 <p>Savings Account 0000-5600-45905</p>	 <p>Savings Account 3063-5357-01</p>	 <p>Debit or Credit Cards https://www.caritasmanila.org.ph/caritasmanila/</p>	 <p>Savings Account 3000902216</p>	 <p>Savings Account 175-3-17506954-3</p>		
 <p>Overseas Donation http://bit.ly/Give2CaritasManila</p>	 <p>https://www.caritasmanila.org.ph/reliefoperations/landing-original.html</p>	 <p>https://www.lazada.com.ph/shop/caritas-manila/</p>				

Donate at www.caritasmanila.org.ph/donate-1/   @OfficialCaritasManila

**CHRISTMAS BREAK of MAP Secretariat
from Dec. 20, 2021 to Jan. 2, 2022**



Dec. 14, 2021

Circular No. 132 - 2021

**Subject: CHRISTMAS BREAK of MAP Secretariat
from Dec. 20, 2021 to Jan. 2, 2022**

Dear MAP Member:

**In the observance of the Season, we in the
MAP Secretariat will be taking our annual
CHRISTMAS BREAK starting Dec. 20, Monday.**

**The MAP Office will therefore be closed from
Dec. 20, 2021 to Jan. 2, 2022.**

We will be back on Jan. 3, 2022, Monday.

**Wishing you and your family
a HAPPY Christmas and
a HEALTHY AND SAFE 2022!**

Sincerely,


**ARNOLD P. SALVADOR
MAP Executive Director**

PPCRV's Request for MAP Members to Support its "Adopt A Province, Adopt 1,000 Volunteers" Program



*Ramon V. Del Rosario Sr. Center for Management Excellence
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MAP Website: map.net.ph*

November 22, 2021

Circular No. 121 - 2021

Subject: **PPCRV's Request for MAP Members to Support its
"Adopt A Province, Adopt 1,000 Volunteers" Program**

Dear MAP Member:

On behalf of the MAP Board of Governors, I would like to encourage you to accommodate the request of the Parish Pastoral Council for Responsible Voting (PPCRV) for MAP members, like you, to support its **"Adopt A Province, Adopt 1,000 Volunteers"** Program.

Attached for your reference is the letter from PPCRV Chair Myla Villanueva.

This program is aligned with MAP's deep involvement in Voter Registration and Voter Education.

For inquiries, please contact PPCRV Volunteer and MDI-Novare Technologies, Inc. Senior Treasury Analyst Dianne Zantua via +63915-261-5677 or <dianne.zantua@mdi.net.ph>.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Aurelio R. Montinola III'.

AURELIO R. MONTINOLA III
President



PARISH PASTORAL COUNCIL FOR RESPONSIBLE VOTING

November 22, 2021

MR. AURELIO R. MONTINOLA III
PRESIDENT
MANAGEMENT ASSOCIATION OF THE PHILIPPINES
Ramon V. del Rosario Sr. Center for Management Excellence
Unit 608, Ayala Tower One, Ayala Triangle,
Ayala Avenue, 1226 Makati City

Dear Gigi,


I hope this letter finds you and the MAP organization staying safe and doing very well.

We would like to extend our sincerest gratitude for the donation that we received from your organization. Our voter's education values formation campaign is warmly received by our volunteers. We conducted a Training of Trainers Summit and three region-specific launch forums for Luzon, Visayas and Mindanao. The volunteers were fully engaged with the materials used. They are looking forward to share the voter's education materials in their own communities. We will be conducting the 2nd part of our voter's education on the technical skills needed to be a volunteer by end of January 2022.

On May 9, 2022, PPCRV will field around 500,000 volunteers from parishes all over the Philippines. Our volunteers will help in guarding the votes of over 61 million Filipinos trooping to some 87,000 precincts in 145 cities nationwide. PPCRV is the accredited Citizen's Arm of the COMELEC that will conduct Poll watching and the Unofficial Parallel Count. Most of our volunteers come from parishes all over the country and donate their time. Let us be one with them in this mission, especially during a pandemic.

We would like to request for your support to encourage your members to help us in this noble cause. Can they please Adopt a Province? Php 100,000 will go to 1,000 volunteers and their logistical needs on Election Day. We will provide ballpens, masks and alcohol supplies, as our volunteers are braving a pandemic the entire Election Day. The more we raise the more we can support their other needs such as transport and food and protection.

We are less than six months away from May 9. Time is short; the mission, urgent. But with your support, we will achieve our goal of Clean, Honest, Accurate, Meaningful, and Peaceful elections. We hope to receive positive feedback from your members with their pledge to help PPCRV. Christmas is near. Why not pool your friends and ADOPT A PROVINCE TOGETHER as a most meaningful exchange and be one that is "Gifted to Give"? It means a lot to our Volunteers.

Sincerely,

Myla Villanueva
Chairperson
PPCRV



BDO Unibank Inc.

Bank Name

BGC Inoza Tower

Branch

Parish Pastoral Council for Responsible Voting

Account Name

012 338002808

Account Number

FORTHCOMING EVENTS



MAP 73rd INAUGURAL MEETING 2022 and INDUCTION OF MAP 2022 BOARD OF GOVERNORS

January 13, 2022, Thursday, 12:30 PM to 2:30 PM via ZOOM

MAP Theme for 2022:

PUSH FOR CHANGE
Towards a Better Future for All



Guest Speaker and Inducting Officer:

Governor BENJAMIN “Ben” E. DIOKNO
Bangko Sentral ng Pilipinas (BSP)

MAP Board of Governors for 2022



President:

Mr. ALFREDO “Fred” E. PASCUAL

Lead Independent Director
SM Investments Corporation



Vice President:

Dr. DONALD PATRICK “Donald” LIM

Chief Operating Officer (COO)
DITO CME Holdings, Inc.



Assistant Secretary:

Atty. ALEXANDER “Alex” B. CABRERA

Chair Emeritus and ESG Leader
Isla Lipana & Co./PwC Philippines



Treasurer:

Mr. WILSON P. TAN

Chair and Country Managing Partner
SGV & Co.



Governor:

Dr. CIELITO “Ciel” F. HABITO

Chair
Brain Trust, Inc.



Assistant Treasurer:

Mr. ROMEO “Romy” L. BERNARDO

Managing Director
Lazaro Bernardo Tiu & Associates



Governor:

Dr. MELITON “Chito” B. SALAZAR, JR.

President and CEO
PHINMA Education Holdings, Inc.



Secretary:

Ms. MARIANNE “Maan” B. HONTIVEROS

Managing Director
CEO Advisors, Inc.



Governor:

Sec. ROGELIO “Babes” L. SINGSON

President and CEO
Metro Pacific Water

This event is FREE for MAP Members and Guests.

Webinar ID : 821 4054 1799
Passcode : MAPGMM113

MAP Circular No. 134 - 2021

February 10, 2022, Thursday, 12:30 PM to 2:30 PM via ZOOM



MAP ECONOMIC BRIEFING
and
GENERAL MEMBERSHIP MEETING

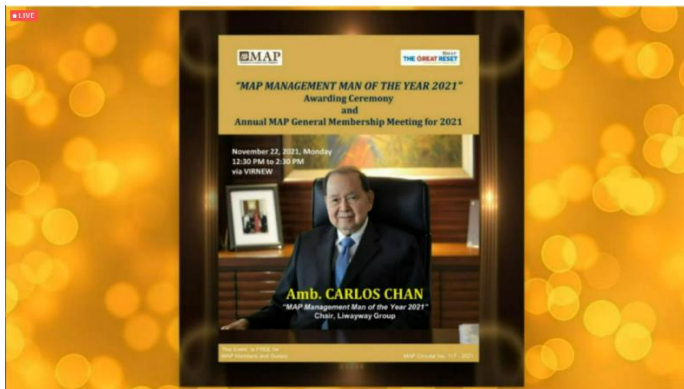
MAP Talks on Youtube

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

<https://web.facebook.com/map.org.ph>

Video Recording of November 22, 2021 “MAP Management Man of the Year 2021” Awarding Ceremony and MAP Annual General Membership Meeting

1. Video recording of November 22, 2021 “MAP Management Man of the Year 2021” Awarding Ceremony and MAP Annual General Membership Meeting



<https://www.facebook.com/map.org.ph/videos/326360865554281>

<https://www.youtube.com/watch?v=wlwo8hGMTpo>

Video Recording of 2nd MAP NextGen Conference

2. November 12, 2021 MAP NextGen CEO Conference on “The Good NextGen CEO: Steward of the Future”



<https://www.youtube.com/watch?v=zMd6j1EqXgA>

Video Recordings of MAP GMMs

2. **October 25, 2021** MAP Special General Membership Meeting on “Ensuring Clean, Honest, Accurate, Meaningful and Peaceful Elections” with COMELEC Commissioner MA. ROWENA AMELIA V. GUANZON and Parish Pastoral Council for Responsible Voting (PPCRV) Chair MYLA C. VILLANUEVA as speakers and Mr. AUGUSTO “Gus” C. LAGMAN, National Chair of National Citizens' Movement for Free Elections (NAMFREL), Atty. CHRISTIAN “Chris” S. MONSOD, Chair of Eleksyon 2022 Koalisyon, and Dr. RONALD “Ron” U. MENDOZA, Dean of Ateneo de Manila University - School of Government (ASOG)
3. **October 12, 2021** MAP General Membership Meeting on "Addressing the Learning (Education) Crisis” with Secretary LEONOR M. BRIONES of the Department of Education (DepEd), Ms. RINA LOPEZ BAUTISTA, Co-Founder and President of Knowledge Channel Foundation, and Mr. RAMON R. DEL ROSARIO, JR., Chair of Philippine Business for Education (PBE)
4. **September 7, 2021** MAP-PMAP Annual Joint General Membership Meeting (GMM) on “Leap-frogging Digital Talent Development” with Ms. JO ANN ROSARY ASETRE, APAC Customer Success Manager of Lee Hecht Harrison, Usec. EMMANUEL REY R. CAINTIC, Undersecretary for Digital Philippines of the Department of Information and Communications Technology (DICT), Sec. FORTUNATO T. DE LA PEÑA of the Department of Science and Technology (DOST), Mr. REX WALLEN TAN, General Manager of Hopkins International Partners, Inc., and EurIng. HENRY K. H. WANG, International Advisor and Author, President of Gate International and Member of G20/B20 Global Taskforce, as speakers
5. **August 25, 2021** MAP Special GMM on “ADDRESSING THE COUNTRY’S HUNGER PROBLEM” with Cabinet Secretary KARLO A.B. NOGRALES, Philippine Business for Social Progress (PBSP) President REYNALDO ANTONIO D. LAGUDA, and Ms. MARGOT TORRES, Private Sector Lead of *Pilipinas Kontra Gutom!* As speakers; and *Tanging Yaman* Foundation Chair, Fr. MANUEL V. FRANCISCO, S.J.!, Brain Trust, Inc. Chair, Dr. CIELITO F. HABITO, and Maginhawa Community Pantry Founder ANA PATRICIA NON as Reactors
6. **August 18, 2021** MAP Arts & Culture Lecture and Virtual Tour of “*HERITAGE AND ANCESTRAL HOMES*” featuring Ms. JOVY ACUZAR, Corporate Marketing Director of *Las Casas Filipinas de Acuzar*, and Mr. DEXTER MANANSALA, Arts & Culture Director of *Las Casas Filipinas de Acuzar*
7. **August 10, 2021** MAP General Membership Meeting on “ENSURING THE COUNTRY’S ENERGY SECURITY” with Sen. SHERWIN T. GATCHALIAN, Chair of Senate Committee on Energy, as the main speaker and Atty. RAY C. ESPINOSA, President and CEO of MERALCO, Atty. JOSE M. LAYUG, JR., President of Developers of Renewable Energy for AdvanceMent, Inc. (DREAM), and Atty. ANNE E. MONTELIBANO, President of Philippine Independent Power Producers Association (PIPPA), as Reactors

7. **July 13 2021** MAP General Membership Meeting on “Governance Champions: HOW INDEPENDENT DIRECTORS CREATE VALUE?” with Atty. ANGELICA “Nenet” LAVARES, Director of Metrobank and Prulife UK; Mr. ALFREDO “Fred” E. PASCUAL, Lead Independent Director of SM Investments Corporation, Ms. FLORENCIA “Flor” G. TARRIELA, Former Independent Director and Board Chairwoman of the Philippine National Bank (PNB) and the first and only Independent Director Chairwoman in the Commercial Banking Industry; and Mr. ROMAN ZYLA, Senior Corporate Governance Officer and currently the Regional Corporate Governance Lead for East Asia Pacific of the International Finance Corporation; as Panelists; and Mr. JONATHAN JUAN “JJ” DC. MORENO, Co-Vice Chair of the MAP Corporate Governance Committee and Chief Strategy and Governance Officer of Metro Retail Stores Group, Inc. (MRSGI), as Emcee/Moderator.

8. **June 8, 2021** MAP General Membership Meeting on "ADDRESSING THE CLIMATE CRISIS" with Deputy Speaker LOREN LEGARDA, Representative of Lone District of Antique of House of Representatives, Mayor ANDRES “Andy” D. DANGEROS, Mayor of Municipality of Sablayan, Occidental Mindoro, and Mr. ILLAC ANGELO “Illac” A. DIAZ, Founder and Executive Director, Liter of Light and MyShelter Foundation

Video Recording of the September 14, 2021 MAP International CEO Conference



FACEBOOK - <https://www.facebook.com/map.org.ph/videos/914003119213053>
YOUTUBE – www.youtube.com/TheMAPph
Speakers’ presentations <https://mapceoconference.ph>

Article/Paper from MAP Members

“Pyrrhic victory”
 from MAP 1994 President ROBERTO “Bobby” F. DE OCAMPO’s
 “Business Matters” Column in the PHILIPPINE DAILY INQUIRER on
 December 11, 2021

There are only a little over 12 days of countdown to Christmas Day when one would hope to receive from one’s true love(s) more than a partridge in a pear tree. This prelude to the presidential election year, however, brings another anxious countdown toward the official start of the campaign season, which would be Feb. 8 for candidates for president, vice president, senator, and party list groups; and March 25 for congressmen and regional, provincial, city, and municipal posts. After months of speculation and political maneuvering, including the President’s bizarre thrashing about, it would seem

that the presidential tandems are more or less firmed up and the political battle lines drawn.

Expect a tsunami of campaign slogans and social media blogs, as well as promises of salvation from whatever as candidates vie for the title of People's Santa Claus. But the prize of victory appears particularly daunting this time, as any next administration must contend with the challenge of economic recovery made more unnerving by the continuing havoc wrought by COVID-19.

Already, Finance Secretary Carlos Dominguez III has warned that any next administration will have to address the problems of looming massive debt and the specter of high inflation. The accumulation of debt has been the result of a seemingly no-choice option of providing hefty fiscal resources to prop up a pandemic-struck economy rendered moribund by mandated inactivity resulting in low income, high unemployment, and a shrunken tax base. This increase in borrowings has brought the Philippines' debt to GDP ratio (our economy's ability to pay its obligations) from a record low 40 percent in 2019 to a 16-year high of 63 percent this year, thus somewhat above the 60 percent threshold beyond which the debt service capacity of the Philippines becomes increasingly iffy.

Assuming reliance on sweeping lockdowns and severe economic restrictions as the default response to COVID-19 and its variants and assuming attempts to assuage that to be via further huge fiscal prop-up measures, the debt could balloon to worrisome levels as additional fiscal resources can only be squeezed from a combination of more borrowings, printing of currency, and higher taxes from an already severely strained tax base. This is a recipe for bringing the economy to an abyss of stagflation (stagnation plus inflation) and the population to deeper levels of poverty—a picture definitely not prettier than the pandemic itself.

To avert such a crisis, Socioeconomic Planning Secretary Karl Chua recently unveiled a 10-point policy agenda based on the realities that while COVID-19, like flu, is here to stay, a combination of an accelerated vaccination program and continued strengthening of our health care infrastructure, among others, should provide the necessary space for a wider and more rapid resurgence of economic activity. As of today, 80 million doses of vaccines have been administered and nearly 50 percent of the population have received the full dose. This has allowed for the easing of restrictions, resulting in a robust GDP growth of 7.1 percent last quarter, an increase in mall capacity to 63 percent, fast food capacity to 78 percent, and public transport capacity to 85 percent, among others. One is almost tempted to greet the revival of Edsa traffic gridlock with ironic jubilation!

A key component of Chua's proposal is a change of the metrics used to track COVID-19 from the current system of tracking total cases to total severe/critical cases, from just total fatalities to severe cases to fatality ratio, and total vaccinated. This would allow for a clearer ongoing situationer upon which a more focused and targeted decision-making process can proceed, and minimize the possibility of unwittingly cultivating a "living in fear" mindset among the general public. Chua's 10-point agenda is too extensive to completely print here but is readily accessible. It is thorough and well thought out, and would avoid the dreadful combination of runaway borrowings and anemic GDP. One would hope that it is adopted in toto by the IATF if even just to

conclude its spotty pandemic management on a positive note. Competing presidential tandems would be well advised to embrace this nonpartisan paper across party lines, lest winners find themselves with a pyrrhic victory.

Roberto F. De Ocampo, OBE, is a former finance secretary and was Finance Minister of the Year, 1995, 1996, and 1997.

Happy Birthday to the following MAP Members who are celebrating their birthdays within December 1 to 31, 2021

December 1

1. Mr. WINSTON *"Winnie"* A. CHAN
2. Mr. VENJOSEF *"Ven"* M. SIO, President, Sanitary Care Products Asia, Inc. (SCPA)

December 2

3. Atty. ENGELBERT *"Jojo"* C. CARONAN JR., President and CEO, Development Academy of the Philippines (DAP)
4. Dr. MELITON *"Chito"* B. SALAZAR JR., President, PHINMA Education Network

December 3

5. Mr. NOEL E. BONGAT, President & CEO, Corinthians Integrated Security, Inc.
6. Mr. RONALD FRANCIS *"Ron"* M. DOMPOR, CEO, Fast Distribution Corporation
7. Ms. EMMA IMPERIAL, President and CEO, Imperial Homes Corporation

December 4

8. Ms. PAMELA *"Pam"* M. DONATO, Vice President for HR-PHANZ, Sitel Philippines Corporation
9. Mr. BENJAMIN *"Ben"* V. RAMOS, President and CEO, Eternal Gardens Memorial Park Corporation

December 5

10. Ms. MARIA CORAZON *"Corrie"* D. PURISIMA, Treasurer and Head of Global Markets, HSBC Philippines

December 6

11. Mr. EDMUNDO *"Ed"* S. ISIDRO, President, EI Operations Management Group, Inc.
12. Mr. ROBERT *"Bob"* C. MEILY LEHMANN, President and CEO, Amalgamated Investment Bancorporation
13. Ms. MARIA AZALEA *"Lea"* S. PACIS, Marketing Communications Director, Sanitary Care Products Asia, Inc. (SCPA)
14. Mr. DANIEL RODRIGO *"Danny"* D. REYES, VP for Business Development, University of Asia and the Pacific (UA&P)
15. Mr. ANTHONY JOSE *"Anthony"* M. TAMAYO, President, University of Perpetual Help System DALTA

December 7

16. Mr. ERIC NG MENDOZA, President and CEO, Mastercraft Philippines, Inc.

December 8

17. Mr. JOEY A. BERMUDEZ, Chair, Maybridge Finance and Leasing, Inc.
18. Mr. LAWRENCE *"Law"* Y. FERRER, President and CEO, CIS Bayad Center, Inc.
19. Atty. FELIPE *"Henry"* L. GOZON, Chair and CEO, GMA Network, Inc.

December 9

20. Mr. TOMAS *"Tim"* S. CHUIDIAN, SVP and Head of BPI Private Banking, Bank of the Philippine Islands (BPI)
21. Mr. RICHARD ANTONIO *"Richard"* MORAN TAMAYO, President, University of Perpetual Help System DALTA Medical Center
22. Atty. EDGAR S. TORDESILLAS, Corporate Counsel, Sun Life of Canada (Philippines), Inc.

December 10

23. Ms. NINA DATU AGUAS, Executive Chair of the Board of Trustees, InLife
24. Ms. LEAH Z. CARINGAL, President and CEO, Green Bulb Public Relations, Inc.
25. Ms. MHARICAR "*Cai*" CASTILLO REYES, President and CEO, Asticom Technology Inc.

December 11

26. Cong. JANETTE LORETO GARIN, Representative, 1st District of Iloilo, House of Representatives
27. Ms. MARIA CRISTINA "*Cristy*" C. GOTIANUN, President and COO, Semirara Mining and Power Corporation
28. Mr. RICHARD S. LIM, President, Sun Life Grepa Financial, Inc.
29. Mr. ALEXANDER "*Alex*" S. NARCISO, President, Sun Life of Canada (Philippines), Inc.

December 12

30. Mr. HERBERT "*Herby*" M. CONSUNJI, Chief Finance Officer, DMCI Holdings, Inc.
31. Dr. ARTURO "*Art*" S. DE LA PEÑA, President and CEO, St. Luke's Medical Center
32. Mr. FERDINAND "*Perry*" A. FERRER, Chair and CEO, EMS Components Assembly, Inc.
33. Dr. ANDREAS "*Andi*" KLIPPE, President and CEO, FLOOD CONTROL Asia RS Corporation
34. Cong. ROMERO "*Miro*" F.S. QUIMBO, Representative - 2nd District of Marikina City, House of Representatives
35. Ms. CHRISTINA "*Tina*" CHUA TAN, President, Suy Sing Commercial Corporation
36. Mr. CESAR E.A. VIRATA, Corporate Vice Chair, Rizal Commercial Banking Corporation (RCBC)

December 13

37. Mr. CARLOS "*Charlie*" A. AGATEP, Chair, Grupo Agatep Inc.
38. Sen. MANUEL "*Manny*" B. VILLAR JR., Chair, Vista Land and Lifescapes, Inc.
39. Mr. ROBERT L. YUPANGCO, President, Zoomanity Group

December 14

40. Mr. FRANCISCO "*Frank*" R. BILLANO, CEO, President and General Manager, Interphil Laboratories, Inc.
41. Ms. VICTORIA "*Viksi*" Z. EGAN
42. Dr. JESUS "*Jess*" P. ESTANISLAO, Chair Emeritus, Institute of Corporate Directors (ICD)
43. Mr. EUSEBIO "*Bimbo*" M. GARCIA JR., Director, Chemphil Group of Companies
44. Mr. ZDENEK "*Z*" JANKOVSKY, Executive Director and Corporate Treasurer, HC Consumer Finance Philippines, Inc. – Home Credit
45. Dr. PHILIP "*Popoy*" E. JUICO, Chair, Kennedy Energy and Development Corporation

December 15

46. Mr. RAMON "*Mon*" F. GARCIA, Managing Partner, Ramon F. Garcia and Company, CPAs
47. Mr. GIL B. GENIO, Chief Technology and Information Officer, Globe Telecom, Inc.
48. Mr. WILSON P. NG, President and CEO, Ng Khai Development Corporation
49. Mr. ELFREN ANTONIO "*Boyie*" S. SARTE, President and CEO, Robinsons Bank Corporation

December 16

50. Mr. VINCE LAWRENCE "*Vince*" L. ABEJO, Chief Sales and Marketing Officer, Filinvest Land, Inc.
51. Mr. JAMES PATRICK "*James*" A. ALBA, CEO, Vendo Corporation
52. Mr. PHILLIP "*Phil*" L. ONG, Chair, Santeh Feeds Corporation
53. Ms. SUSAN GRACE "*Susan*" C. RIVERA, Managing Consultant, Talent, Leadership and Change (TLC)

December 17

54. Mr. CHRISTIAN DANIEL "*Chris*" S. FERRERAS, COO, Manila Uni Capital Group of Companies
55. Mr. RAUL L. IGNACIO, President and General Manager, MPTC / MPT Mobility
56. Atty. MARIA PURISIMA "*Mimi*" Q. SISON, Board Director, Caleb Motor Corporation

December 18

57. Mr. CESAR A. BUENAVENTURA, Senior Partner, Buenaventura, Echaz and Partners
58. Ms. MA. RHODORA "*Ayhee*" L. CAMPOS, Country Head, Infosys BPO Limited

December 19

59. Ms. GINA MARIE "*Gina*" G. ANGANGCO, Deputy CEO, Armscor Global Defense, Inc.
60. Dr. ELFREN S. CRUZ, Chair, Lockton Philippines Insurance and Reinsurance Brokers, Inc.

December 20

61. Engr. LIBERITO "Levy" V. ESPIRITU, President, Datem, Inc.
62. Mr. GENARO "Genju" VISARRA LAPEZ, Independent Director, China Banking Corporation (Chinabank)
63. Ms. ROWENA LIZA "Rowena" D. SAQUIN, VP and General Manager, Fisher Rosemount Systems Inc. - Philippine Branch (FRSI-PB)

December 21

64. Ms. OLIVIA "Olive" LIMPE AW, President and CEO, Destileria Limtuaco and Company, Inc.
65. Mr. LEONARDO "Jun" D. CUARESMA JR., Managing Partner and COO, P&A Grant Thornton
66. Mr. BALTAZAR "Bal" N. ENDRIGA, President, Meridian International Business, Arts and Technology College (MINT College)
67. Ms. TOMASA "Tammy" H. LIPANA, Independent Director, SM Investments Corporation
68. Mr. GERARDO "Gerry" A. PLANA, President and CEO, Investors in People Philippines
69. Mr. GLICERIO "Glicer" V. SICAT, Consultant, Inter Pacific Capital Corp.
70. Amb. JESUS "Chuching" P. TAMBUNTING, Chair and President, Capital Shares Investment Corporation

December 22

71. Atty. JOSE "Joey" D. LINA JR., President, Manila Hotel
72. Ms. SYLVIA STOLK, VP - Operations, Maxicare

December 23

73. Mr. VICTORIO "Vic" M. AMANTE
74. Ms. MARIA VICTORIA "Marivic" E. AÑONUEVO, Chair and President, Mejora Ferro Corporation
75. Mr. EMMANUEL "Noel" A. RAPADAS, SVP and CFO, Torre Lorenzo Development Corporation
76. Mr. CESAR N. SARINO

December 24

77. Prof. EMMANUEL "Noel" A. LEYCO, President, Pamantasan ng Lungsod ng Maynila (PLM)

December 25

78. Mr. EMMANUEL "Sonny" V. HALILI, CEO and Founder, Intellection Corp. Philippines / Singapore
79. Mr. ERNESTO "Esto" E. LICHAUCO, VP, Resins Incorporated

December 26

80. Mr. ANTOLIN "Len" M. ORETA JR., Director, Intra Strata Assurance Corporation
81. Mr. JOLLY L. TING, Chair, Jolliville Holdings Corporation

December 27

82. Mr. JUSTINO JUAN "Justin" R. OCAMPO, Managing Director and Head - Macquarie Capital Philippines, Macquarie Group of Companies (Manila Office)

December 28

83. Ms. ELIZABETH "Liz" S.P. LIETZ, CEO, Rudolf Lietz, Inc.

December 29

84. Mr. RAUL "Ronnie" T. CONCEPCION, Chair and CEO, Concepcion Industries, Inc.
85. Mr. JOSE "Joe" S. CONCEPCION JR., Chair, RFM Corporation
86. Mr. REYNALDO "Rene" R. HUERGAS, President and CEO, Bee Information Technology PH Inc.
87. Ms. ROSSANA "Rossan" LLENADO, President, AHEAD Education Group
88. Mr. RICARDO "Ric" S. PASCUA, Chair, Caelum Developers Inc.
89. Mr. REMY "Rem" T. TIGULO, Chair, Chemitron Enterprises, Inc.
90. Ms. IMELDA "Ida" C. TIONGSON, President and CEO, OPAL Portfolio Investments (SPV-AMC) Inc.

December 30

91. Mr. EXEQUIEL "Jun" P. VILLACORTA JR., Chair and President, Financial Advisers and Strategic Thinkers, Inc.

December 31

92. Mr. TIMOTHY PAUL "Tim" ALDROW, Managing Director, MOOG Controls Corporation (Phil. Branch)

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