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“MAPping the Future” *Column in INQUIRER*

*“Boldest of actions needed to curb global warming
(The Economic Imperative to act on Climate Change)”*

February 7 and 14, 2022

Atty. FREDIERIC “Eric” B. LANDICHO

When COP26, the annual two-week conference of global leaders and stakeholders focused on addressing climate change, closed in Glasgow, Scotland in November last year, it was met with mixed reactions. Some believed meaningful progress was made to limit global warming, while others expressed concern that the commitments made during the conference are not enough to avert disaster, especially for the most at-risk nations.

The Philippines, in particular, has a lot riding on the concrete results of COP26, having been identified as one of nine countries with the highest risk of multiple climate hazards, according to the Global Peace Index 2019 published by the Institute for Economics & Peace. Our very own Department of Finance said that climate-induced hazards cost the country P463 billion in infrastructure alone from 2010 to 2019. In 2020, the damage was pegged at P113.4 billion.

Most everyone is in agreement that we need to take serious action now, but many hesitate over the cost of doing so. Also, given Asia Pacific’s share of the global population and emissions, and its vulnerability to the impact of climate change, we at Deloitte believe the fight against climate change will be won or lost in this region. This is why our economists and specialists have worked to reframe the conversation around climate action – we want to show stakeholders that the cost of taking bold action now is a necessary investment for a better future.

Our team at the Deloitte Economics Institute along with climate and sustainability specialists around the region developed Deloitte’s uniquely calibrated Regional Computable General Equilibrium Climate Integrated Assessment Model, or what we call the D.CLIMATE model. Unlike dominant economic projections that do not account for the consequences of climate change, our model integrates the economic

impacts of physical climate change into a baseline economic trajectory. Using this model, our research team has made projections for various APAC economies such as Japan and India, but I'd like to focus on the projections for Southeast Asia.

If no significant actions are taken to combat climate change and we continue to operate in an emissions-intensive global economy, then by Deloitte's estimates, Southeast Asia will experience climate change-induced economic losses of approximately \$28 trillion in present value terms by 2070. This is in a scenario where global average temperatures increase more than 3°C above pre-industrial levels by the end of the century. At last year's COP26, scientists revealed that the Earth is on track to warm about 2.5°C – a full degree above the world's shared climate goal.

The economic losses projected by the D.CLIMATE model are linked to the following physical damages that will affect productivity and the stock of production factors: heat stress and human health damages to labor productivity; sea level rise damages to land and capital stock; capital damages; agricultural damages from changes in crop yields; and tourism damages to net inflow of foreign currency. The five most affected industries will be services, manufacturing, retail and tourism, construction, and mining and gas. In terms of economic activity, these industries comprise 83 percent of Southeast Asia's current output over the modeled period.

Faced with this grim future, we can only look at any cost we incur now to avert the worst impacts of an altered climate as a necessary investment. And we have to act with urgency even as the changes that need to be made are considerable: throughout Southeast Asia, policy and investment decisions need to be made now to reorient economic structures towards a low-emission future.

On the opposite end of Deloitte's modeling, our researchers found that rapid decarbonization that would limit global average warming to 1.5°C by 2050 could yield economic gains of approximately \$12.5 trillion in present value terms for Southeast Asia's economy by 2070. This would be equivalent to adding double the 2019 value of the Indonesian economy to Southeast Asia in 2070 alone.

What do we need to do to realize this future?

Deloitte drew up a four-phase approach, beginning with bold climate plays from 2021 to 2030. During this period, governments, regulators, businesses, industries, and consumers need to push even harder to create the market conditions that would pave the way for faster, greater decarbonization. We need to see transformations in supply chains and significant investments in sustainable technologies. These would lay the foundation for the bigger shifts that are needed to limit global average warming to 1.5°C, but immediately the region's industries would be better off.

From 2030 to 2040, there should be coordinated change among the stakeholders. This is when we will see the hardest shifts in industrial policy, energy systems, and consumer behavior. At this point, businesses and economies will begin to see the consequences of their actions in the first phase. For the region, ongoing structural changes would deliver modest economic benefits compared to those experienced in the initial phase.

This phase will be followed by the turning point, from 2040 to 2050, which would be the decade when we avoid a “locked in” higher-emission pathway and we realize the economic dividends of technological progress. By this period, the decarbonization of high-emitting industries should be nearly complete, and the cost of new low-emission technologies would be decreasing. The bold actions taken in the first two phases will now be realized as steadily rising economic gains throughout the region, as a result of direct economic benefits of decarbonization and the avoided costs of unchecked climate change.

Finally, after 2050, Southeast Asia should have a low-emission future. The region’s economy would be near net zero emissions and interconnected low-emission systems spanning energy, mobility, manufacturing, and food and land use around the world would be keeping global average warming to around 1.5°C.

Getting to this future state is a formidable endeavor, but there are so many ways to do so, and there is an entire planet to mobilize. As a global network, we at Deloitte have committed to achieving net-zero emissions by 2030, and at Deloitte Philippines, we have strengthened and expanded our climate and sustainability advisory capabilities so that we can better support other organizations in their efforts to be a part of the climate solution. The biggest challenge we face requires the boldest of actions now. Let’s start working.

Deloitte Asia Pacific released a number of reports about the economic impact of climate change on specific territories within the region. (You can find all the reports here: <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/asia-pacific-turning-point.html>)

(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 a Member of the MAP and the Managing Partner and CEO of Deloitte Philippines. Feedback at <map@map.org.ph> and <flandicho@deloitte.com>.



Atty. CESAR L. VILLANUEVA

“MAP Insights” Column in *BUSINESSWORLD*

“SEC’s powers to impose administrative sanctions, and to cite in contempt”

February 15, 2022

Due Process Considerations

The constitutional due process clause — “No person shall be deprived of life, liberty, or property without due process of law” — has application to both natural and juridical

persons, and has been held to apply not only to criminal proceedings, but to administrative proceedings as well.

Based on the foregoing considerations, it is our position that there are fatal defects in language of Sections 157 and 158 of the Revised Corporation Code (RCC) that empower the SEC to cite in contempt offending persons and to impose administrative sanctions, respectively, for violations of the Revised Corporation Code, or the rules and regulations issued thereunder.

SEC's Power to Cite in Contempt

Under Section 157 of the RCC, any person who, without justifiable cause, fails or refuses to comply with any “lawful order, decision or subpoena” issued by the SEC shall, after due notice and hearing, be held in contempt and fined in an amount not exceeding P30,000; and when the refusal amounts to clear and open defiance of the SEC’s order, it may impose a daily fine of P1,000 until the order, decision, or subpoena is complied with.

The authority of SEC to cite in contempt “any person” under Section 157 properly refers to a “lawful order or decision”; in other words, there is no authority to cite a recalcitrant person in contempt against an “unlawful order or decision” of the SEC. What amounts to a “lawful order or decision” is based on whether such order or decision was issued pursuant to the adjudicatory or quasi-judicial powers of the SEC under the RCC, which must mean that it is issued by way of enforcing the provisions of the RCCP or any of its implementing rules or regulations (IRR) issued by the SEC in the exercise of its quasi-legislative power under Section 179(o) of the RCC.

It is our position that when an order or decision is issued by the SEC in the exercise of its purely regulatory functions, it must be issued in accordance with the enforcement power expressly granted by the RCC to SEC, or which have been adopted by the SEC as part of the IRR to the provisions of the Code. Any order or decision that is not grounded on a directive provided for under the RCC, or in the IRR would be an unlawful order or decision in violation of the due process clause that provides a person may only be punished on committing an act that has been declared punishable under the law. Therefore, an order or decision issued by the SEC not based on enabling provisions of the RCCP, or pursuant to the IRR issued by the SEC would be unlawful and may be considered justified failure or refusal to comply with such order or decision.

It is likewise our position that when an order or decision is issued by the SEC in the exercise of its adjudicative or quasi-judicial powers, it means that such order or decision was rendered pursuant to a notice and hearing having been held against a person who is accused of having violated provisions of the RCC, or its IRR. If that be the case, the order or decision is covered under Section 158 on administrative sanctions, and the unjustified failure or refusal to comply with such lawful order or decision should not be covered by the exercise of contempt powers under Section 157 (which requires another process of notice and hearing), but is properly resolved by the exercise by the SEC of its power to enforce its decisions provided under Section 179: “(1) Issue writs of execution and attachment to enforce payment of fees, administrative fines, and other dues collectible under this Code.”

This means that the power of SEC to cite in contempt for unjustified failure or refusal to comply with its order or decision would apply only to orders issued in the exercise of its purely regulatory power; and that unless the RCC provides otherwise, SEC has no authority to use its contempt power in relation to offenses for which the Code provides a specific criminal penalty.

To illustrate, the last paragraph of Section 17 of the RCC goes out of its way to provide expressly that “If the corporation fails to comply with the [SEC’s] order [on the unauthorized use of corporate name], the [SEC] may hold the corporation and its responsible directors or officers in contempt and/or hold them administrative, civilly and/or criminally liable under this Code.”

Another instance is Section 161 of the Code that provides for criminal penalties for violation of the various sections covering duties to maintain corporate records and allow inspection and/or reproduction of corporate records, it last paragraph provides expressly that “The penalties imposed under this section shall be without prejudice to the [SEC’s] exercise of its contempt powers under Section 157 hereof.”

SEC’s Power to Impose Administrative Sanctions

Under Section 158 of the Revised Corporation Code, if the SEC finds, after due notice and hearing, “that any provision of [the Revised Corporation Code], rules or regulations, or any of the Commission’s order has been violated,” it may impose any or all of the following sanctions, taking into consideration the extent of participation, nature, effects, frequency and seriousness of the violation, thus:

- (a) Imposition of a fine ranging from P5,000 to P2 Million, and not more than P1,000 for each day of continuing violation but in no case to exceed P2 Million;
- (b) Issuance of a permanent cease and desist order;
- (c) Suspension or revocation of the certificate of incorporation of the offending corporation; and
- (d) Dissolution of the corporation and forfeiture of its assets under the following conditions:

Since the SEC is not granted omnipotent powers—it is not a god whose every order becomes infallible—it is legally doubtful if it may lawfully impose administrative sanction when “any of its orders has been violated,” as separate and distinct offense from violations of “any provision of this Code, rules or regulations.” In other words, there cannot be an administrative offense for “violation of any order of the SEC” that is apart from violation of the provisions of the RCC, or any rules or regulations issued by the SEC to implement the RCCP. To rule otherwise would be a violation of the due process clause for it would subject an offender liable for an administrative offense that has not yet been classified as an offense by the proper issuance of the rules and regulations.

In addition, we believe that the unjustified failure or refusal “to comply with any lawful order ... issued by the Commission” under Section 157, has the same coverage as “any of the Commission’s orders has been violated” under Section 158, since not complying with or acting contrary to a SEC order amounts to the same thing as failure

or refusal to comply. If the order is issued pursuant to a final decision of the SEC in the exercise of its quasi-judicial powers (i.e., finding a violation of the RCC, or its IRR), the proper remedy for the SEC is to exercise its power under Section 179(l) to issue the appropriate writ of execution to enforce its final decision.

Further, if violation or non-compliance with any order issued outside of an adjudication of an offense or violation of the RCC, or its IRR, may be covered separately as an administrative offense, it would amount to subjecting the offending party twice to the imposition of administrative fines provided separately under Section 157 (maximum of P30,000) and Section 158 (maximum of P2.0 Million) for defying the very same order issued by the SEC.

We also take the position that even in the area where an administrative sanction is sought to be imposed by the SEC for violation of “any provision of this Code, rules or regulations” under Section 158, the same must be classified by the RCC or the IRR to be subject to administrative sanction; otherwise, the imposition of administrative sanction would be in violation of the rudiments of due process that require that a person cannot be penalized or sanctioned for an act which has not previously been declared to be an offense subject to administrative penalties.

Defining the Administrative Offense of “Violation of Any Provision of this Code”

If the RCC itself does not provide that a certain act is subject to administrative sanction of the SEC, can the all-encompassing clause under Section 158, i.e., “any provision of this Code ... has been violated,” be invoked to subject the same to administrative sanctions? The answer would clearly be in the negative, since Section 158 provides only a conclusion “has been violated,” but does not define what would constitute the violation of each and such provision of the Code. The rudiments of due process requires that a potential offender must be properly informed of what particular acts constitute an offense for which he stands to lose either his life, liberty or property as a sanction for committing such offense.

When the RCC itself does not say that a violation of a particular provision is subject to administrative sanction, the only manner by which the same may become “administratively sanctionable” under Section 158, and comply with the rudiments of due process, is for the SEC to reiterate and perhaps clarify the provisions in an IRR, and therein declare that violation of the terms of the rule or regulation would be subject to administrative sanction provided under Section 158 of the RCC.

This is precisely what the SEC sought to accomplish when it issued in February 2020, SEC Memorandum Circular No. 3-2020 providing for the following rules on Notice of Regular Meetings of the Stockholders/Members, which merely reiterated the same requirement under Section 49 of the RCC. The most important consideration for SEC’s issuance of the memorandum circular was to subject violation of the provisions thereof to its power to impose administrative sanctions, by providing therein: “If, after due notice and hearing, the Commission finds that any provision of this Memorandum Circular has been violated, the Commission may impose any or all of the sanctions provided under Section 158 of the RCCP.”

(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).

*Atty. Cesar L. Villanueva is Co-Chair for Governance in the MAP Committee on ESG, Chair of Institute of Corporate Directors (ICD), the first Chair of Governance Commission for GOCCs (GCG), former Dean of the Ateneo Law School, and Founding Partner of Villanueva Gabionza & Dy Law Offices.
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FEBRUARY 14, 2022 “MAP Statement in Support of the Government’s ITX Program”



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MAP Statement in Support of the Government’s ITX Program

February 14, 2022

The Management Association of the Philippines (MAP) believes that efficient mass public transportation is critical to ensure mobility of people and goods for economic productivity and quality of life, as well as to enhance and sustain socioeconomic development and the country’s progress toward upper-middle-income status.

Accordingly, MAP supports the government’s Integrated Bus Terminal Exchange (ITX) program. It is a key structural and transformational transportation reform measure in which provincial buses terminate inbound trips at an ITX terminal on the outskirts of the metropolis and passengers transfer to city commuter buses. This bus hub system adheres to best practices in public transportation found worldwide, and the system provides seamless passenger transfers that promote good order and efficiency.

This ITX system could be a win-win situation for everyone involved. It spares provincial buses from getting stuck in urban traffic and enables faster turnaround trips back to provincial destinations. The government can assist the provincial bus operators in extracting value from their idled city terminals, which are sitting on now valuable land. These terminal sites can be devoted to other higher-yield commercial uses or disposed of at much higher prices. The gains earned should more than offset the cost of using the ITX terminal.

To commuters, going through an ITX terminal may disrupt the convenience of a “single ride mode” at present. But DOTR can accelerate the transition to the new orderly ITX system by ensuring timely and adequate city buses at the ITX terminal. With that arrangement, commuters will benefit from efficient transfers, and once on the city bus, from the much-reduced vehicle volume, noise, and traffic congestion on EDSA. Better air quality resulting from less vehicle exhaust is an added benefit for the commuters. Efficient mobility and a healthy populace boost economic productivity and promote social interaction.

The ITX program spans two national administrations, beginning with the previous P-Noy administration and laudably continuing under the current Duterte administration, with the ITX terminals already completed and operational. Private investors participated in the program, committing large investments in the construction and operation of the terminal facilities.

Deviating from the basic concept of the ITX program and allowing provincial buses to bypass ITX terminals will derail this vital government program, jeopardize the viability of the terminals, and undermine the sanctity of contracts with private concessionaires, thus, forgoing the many benefits from the program.

For the reasons above, MAP strongly urges the Department of Transportation (DOTr) to maintain and support the ITX program as originally conceived and implemented. And to further enhance people’s mobility in the National Capital Region, MAP also urges DOTr to optimize the operations of such primary modes of transportation as the LRTs, MRTs, and PNR Commuter Line.

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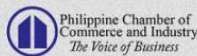
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FEATURING



Piyush Gupta has been Chief Executive Officer and Director of DBS Group since 2009.

Piyush was named one of the world's top 100 best-performing chief executives in Harvard Business Review - 2019 edition of "The CEO 100". In 2020, he was awarded the Public Service Star by the President of Singapore for his meritorious services to the nation. He was named Global Indian of the Year by the Economic Times in 2021, Singapore Business Awards' Outstanding Chief Executive of the Year in 2016, and Singapore Business Leader of the Year by CNBC in 2014. In his personal capacity, he takes a keen interest in nature, and is a Co-Chairman of the BirdLife International Advisory Group.



RANJAY GULATI is a global authority on leadership in turbulent times, having studied and written about the topic for the past twenty-five years. The former head of the organizational behavior unit at Harvard Business School, Gulati served for almost a decade as chair of the Advanced Management Program, HBS's premier leadership development program.

Known as a masterful interviewer, he has taught senior leaders around the world via a socratic, case-study method and interviewed over 150 CEOs in classroom settings. He is the author of Deep Purpose: The Heart and Soul of High-Performance Companies (Harper Collins, 2022)

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FILIPINO CULTURE(S)

Exploring Positive Changes Toward a New Normal



NANETTE G. DUNGO

Professor of Sociology
University of Asia and the Pacific

*Interrogating Philippine Culture and
its Vulnerabilities*



MICHAEL L. TAN

Professor Emeritus of Anthropology
University of the Philippines Diliman

*Recalibrating Filipino Cultures
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QUINTIN JOSE PASTRANA

President, WEnergy Power Pilipinas
Fellow, Philippine Council for Foreign Relations

Moderator

March 3, 2022
Thursday
10:00 AM – 12:00 NN

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News articles about the February 14, 2022 “MAP Statement in Support of the Government’s ITX Program”

1. **“MAP to government: Ensure efficient implementation of ITX system”
by Tyrone Jasper C. Piad
BusinessMirror
February 14, 2022**

The government needs to ensure the efficient transfer for commuters going to Metro Manila from the provinces under the Integrated Bus Terminal Exchange (ITX) program, the Management Association of the Philippines (MAP) said.

In a news statement issued on Monday, the business group expressed its support for the ITX program, which seeks to improve the mass public transportation system and ease vehicular traffic in the metropolis.

But the program requires passengers coming from the provinces to transfer to a city bus at an ITX terminal as provincial buses are not allowed to have direct inbound trips to the National Capital Region.

“To commuters, going through an ITX terminal may disrupt the convenience of a ‘single ride mode’ at present. But DOTr [Department of Transportation] can accelerate the transition to the new orderly ITX system by ensuring timely and adequate city buses at the ITX terminal,” MAP said.

“With that arrangement, commuters will benefit from efficient transfers, and once on the city bus, from the much-reduced vehicle volume, noise, and traffic congestion on Edsa,” it added.

MAP said that commuters would also benefit from “better air quality resulting from less vehicle exhaust.”

Meanwhile, MAP said that the ITX program is also beneficial for provincial buses as this will spare them from “getting stuck in urban traffic and enables faster turnaround trips back to provincial destinations.”

“The government can assist the provincial bus operators in extracting value from their idled city terminals, which are sitting on now valuable land,” it added.

Said terminal sites can be repurposed as other higher-yield commercial uses or sell them for higher prices.

Overall, MAP said that “this bus hub system adheres to best practices in public transportation found worldwide, and the system provides seamless passenger transfers that promote good order and efficiency.”

The business group also urged the transportation department to optimize the operations of primary modes of transportation, including the Manila Metro Rail Transit, Manila Light Rail Transit and the Philippine National Railway Commuter Line.

In its inaugural meeting last month, MAP pushed for more policy reforms for economic recovery, human development and well-being and shared prosperity and sustainability this year.

“We will put together an agenda of policy imperatives and push for their adoption for sustained recovery and continuing progress, whether through executive or legislative action. In addition, we will advocate for good governance and the rule of law in the operation of and policy implementation by relevant public offices,” MAP President Alfredo Pascual said earlier.

He stressed the need for an enabling business environment to attract more investments, raising the importance of addressing energy security, resolving foreign ownership restrictions and enhancing ease of doing business in the country, among others.

**2. “Traffic congestion eases in Metro Manila in 2021”
by Arjay L. Balinbin, Senior Reporter
BusinessWorld
February 15, 2022**

TRAFFIC CONGESTION in the Philippine capital further eased last year, pushing Metro Manila out of the top five most congested cities in the world.

The TomTom Traffic Index 2021 showed Metro Manila is the 18th most congested city in the world, from 4th spot in 2020.

With strict lockdowns and mobility curbs in place during the second year of the coronavirus pandemic, Metro Manila saw its average congestion level decline to 43% in 2021, from 53% in 2020.

Amsterdam-based TomTom International B.V. said a 43% average congestion level means that on average, travel times were 43% longer than during the baseline non-congested conditions. For instance, a 30-minute trip driven in free-flow condition will take 13 minutes longer in 43% congestion.

TomTom, a geolocation technology specialist, computes the baseline per city by analyzing free-flow journey times of all vehicles on the entire road network — recorded 24/7, 365 days a year. It covered 404 cities in 58 countries.

The most congested city is Turkey’s Istanbul, with an average congestion level of 62%, followed by Moscow, Russia (61%); Kyiv, Ukraine (56%); Bogota, Colombia (55%); and Mumbai, India (53%).

Aside from Metro Manila, other cities with an average congestion level of 43% last year were Yekaterinburg, Russia; Tel Aviv, Israel; and Tokyo, Japan.

Metro Manila was the sixth most congested in Asia. India’s Mumbai, Bengaluru, and New Delhi were the region’s top three most congested cities.

In 2021, Metro Manila experienced the worst day in terms of traffic congestion on Aug. 5 with 90%. This was the day before the capital region was placed under an enhanced community quarantine due to the Delta-driven surge in coronavirus cases.

The report showed Friday had the worst rush hour, from 5 p.m. to 6 p.m. in Metro Manila. This was earlier than the 6-7 p.m. Friday rush hour in 2020 and 2019.

Congestion in Metro Manila averaged 53% during morning rush last year, a decrease of 42 percentage points since 2019, or before the pandemic, while it averaged 81% during evening rush, a decrease of 47 percentage points since 2019.

Time lost by motorists during rush hours last year reached 157 hours or equivalent to six days and 13 hours. This was four days and five hours less than in 2019.

Sought for comment, Transport expert Rene S. Santiago said the results for Metro Manila were not surprising because of the strict lockdowns.

“No face-to-face schooling means about four million trips a day disappeared. Work from home still dominated in 2021,” he said in a Viber chat.

“It is not a cause for joy, ironically, because economic activities [are] humming below pre-pandemic [levels]. What we should be planning for: how to retain some hybrids of remote working and remote schooling post-COVID,” he added.

Acting Socioeconomic Planning Secretary Karl Kendrick T. Chua said last year the community quarantines and physical distancing regulations intended to help protect lives had inadvertently “reduced transport supply and resulted in public transport shortages.”

In response to the public transport shortages, the government started creating protected bike lanes around the National Capital Region (NCR). The government had built 296 kilometers of bike lanes as of April last year, complete with pavement markings, bollards, curbs and solar studs.

TRAFFIC JAMS

Now that the NCR is under the more relaxed alert level status, the congestion level in Metro Manila as of Feb. 14 at 4:02 p.m., according to TomTom’s live traffic update, was 89%, significantly higher than the average last year.

“The economy is more open this year than last year. December last year, infection level was low and people underwent a lockdown revenge,” Mr. Santiago said, adding that face-to-face classes may resume soon.

Even if all restrictions on public transportation are lifted, Mr. Santiago expressed concern that there would be a shortage in drivers.

“Jeepney drivers will lose money if they go out because revenues won’t cover boundary fee plus cost of fuel,” he added.

For his part, Robert Y. Siy, a development economist and city and regional planner, said there is a need to make the “Build, Build, Build” infrastructure program of the current administration “less car-centric.”

“Ang laki ng share ng infrastructure for roads and bridges that are primarily for cars,” he said during an online forum on Monday.

He also said that the government should replicate the EDSA Busway in other areas of Metro Manila. “We need to have dedicated lanes for public transport. Majority of our citizens use public transport, and public transport is our best weapon against traffic, climate change, and pollution,” he added, noting that this will eventually convince car users to shift to public transport.

Meanwhile, the Management Association of the Philippines (MAP) expressed its support for the government’s Integrated Bus Terminal Exchange (ITX) program.

“It is a key structural and transformational transportation reform measure in which provincial buses terminate inbound trips at an ITX terminal on the outskirts of the metropolis and passengers transfer to city commuter buses,” it said in an e-mailed statement.

MAP noted the ITX system spares provincial buses from getting stuck in urban traffic and enables faster turnaround trips back to provincial destinations.

“The government can assist the provincial bus operators in extracting value from their idled city terminals, which are sitting on now valuable land. These terminal sites can be devoted to other higher-yield commercial uses or disposed of at much higher prices. The gains earned should more than offset the cost of using the ITX terminal,” it added.

3. “Biz group backs ITX, seeks smooth shift”

by Irma Isip
Malaya Business Insight
February 15, 2022

The Management Association of the Philippines (MAP) expressed support to the government’s Integrated Bus Terminal Exchange (ITX) program despite opposition due to the inconvenience it would cause to ordinary Filipinos.

Under the program, provincial buses terminate inbound trips at an ITX terminal on the outskirts of the metropolis and passengers transfer to city commuter buses.

MAP said in a statement this bus hub system adheres to best practices in public transportation found worldwide, providing seamless passenger transfers that promote good order and efficiency.

“This ITX system could be a win-win situation for everyone involved. It spares provincial buses from getting stuck in urban traffic and enables faster turnaround trips back to provincial destinations,” MAP said.

MAP said as the ITX terminal will disrupt the convenience of a “single-ride mode” enjoyed by consumers present, the Department of Transportation (DOTr) should accelerate the transition by ensuring timely and adequate city buses at the ITX terminal.

“With that arrangement, commuters will benefit from efficient transfers, and once on the city bus, from the much-reduced vehicle volume, noise, and traffic congestion on EDSA,” MAP said.

The group also urged government to assist the provincial bus operators to transform idled city terminals to other higher-yield commercial uses or disposed them at much

higher prices. The gains earned should more than offset the cost of using the ITX terminal.

The group said the program should be implemented as originally conceived.

“Deviating from the basic concept of the ITX program and allowing provincial buses to bypass ITX terminals will derail this vital government program, jeopardize the viability of the terminals, and undermine the sanctity of contracts with private concessionaires, thus, forgoing the many benefits from the program,” MAP said, reacting to appeals of some bus operators to let them keep their city-based terminals.

Meanwhile, at the Pandesal Forum yesterday, transport economist Robert Siy, Pasada commuter group advocate Dom Hernandez and former senator Nikki Coseteng called on government to ease restrictions on provincial buses and pushed other urgent public transport reforms.

Coseteng lamented the fact that only 10 percent of provincial buses are allowed to service commuters and thousands of buses are parked in Bocaue when the commuters need more public transport options. These operate at only 50 percent capacity under Alert Level 2.

Coseteng also urged government to build modern bus and transport terminals to make commuting more efficient.

Hernandez called on the need to address the worsening problem of “colorum” or unregistered, no-franchise public transport vehicles

The forum panelists also urged additional support for the distressed public transport firms, drivers and workers, especially after they’ve suffered two years of pandemic disruptions. – Irma Isip

4. “MAP bucks provincial buses' return to EDSA”
by Anna Leah E. Gonzales
The Manila Times
February 15, 2022

THE Management Association of the Philippines (MAP) on Monday urged the Department of Transportation (DOTr) to turn down provincial bus operators' request to bypass the Integrated Bus Terminal Exchange (ITX).

"Deviating from the basic concept of the ITX program and allowing provincial buses to bypass ITX terminals will derail this vital government program, jeopardize the viability of the terminals, and undermine the sanctity of contracts with private concessionaires, thus, forgoing the many benefits from the program," MAP said in a statement.

"For the reasons above, MAP strongly urges the Department of Transportation (DOTr) to maintain and support the ITX program as originally conceived and implemented," it added.

The Nagkakaisang Samahan ng mga Nangangasiwa ng Panlalawigang Bus ng Pilipinas earlier urged the government to use their old terminals in Metro Manila.

In 2019, the Land Transportation Franchise and Regulatory Board (LTFRB) issued a memorandum circular mandating that provincial buses from the north with terminals residing along EDSA would have its interim terminal in Valenzuela.
poster

Provincial buses coming from South Luzon, Visayas and Mindanao with terminals along EDSA in Cubao, Quezon City and Pasay City, would have its interim terminals in Sta. Rosa, Laguna and Paranaque.

At present, the bus ban is still in effect despite a Quezon City regional trial court decision to halt the said order.

MAP for its part believes that the ITX provides seamless passenger transfers "that promote good order and efficiency."

The group noted that the ITX spares provincial buses from getting stuck in urban traffic and enables faster turnaround trips back to provincial destinations.

MAP added that while the ITX disrupts commuters' single ride mode, the DOTR can accelerate the transition to the new orderly ITX system by ensuring timely and adequate city buses at the ITX terminal.

The efficient transfer, according to MAP, benefits commuters and also improves air quality due to the reduction of vehicle volume.

"The ITX program spans two national administrations, beginning with the previous P-Noy administration and laudably continuing under the current Duterte administration, with the ITX terminals already completed and operational. Private investors participated in the program, committing large investments in the construction and operation of the terminal facilities," said MAP.

To further enhance people's mobility in the National Capital Region, MAP urged the DOTr to optimize the operations of primary modes of transportation such as the railway lines.

Screenshots from the February 10, 2022 MAP Economic Briefing and General Membership Meeting



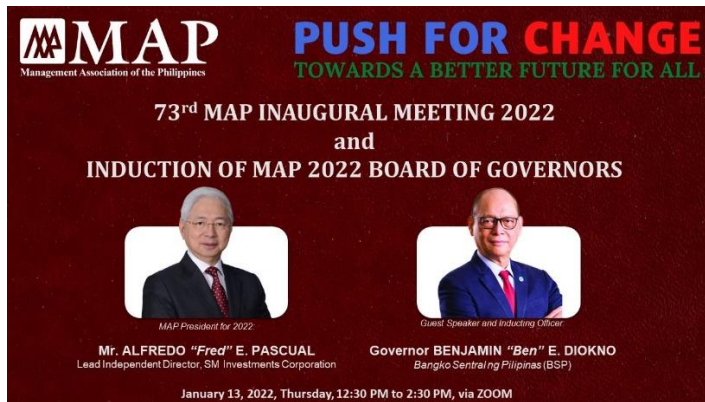


MAP Talks on Youtube

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

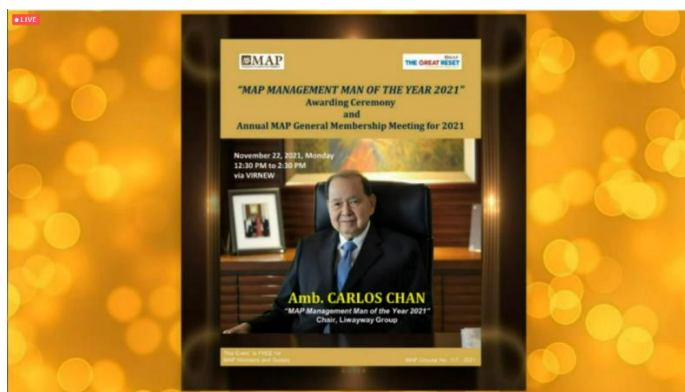
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Video Recording of January 13, 2022 MAP Inaugural Meeting and Induction of MAP 2022 Board of Governors



<https://www.youtube.com/watch?v=gzfmOPOZ0k>

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/32636086554281>

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

Video Recording of 2nd MAP NextGen Conference



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

Video Recordings of MAP GMMs

1. **February 10, 2022** MAP Economic Briefing and General Membership Meeting with the Socioeconomic Planning Secretary and the Director-General of the National Economic and Development Authority (NEDA) **KARL KENDRICK CHUA**, Brain Trust, Inc. Chair and Ateneo de Manila University Professor **CIELITO F. HABITO**, and World Bank in the Philippines Senior Economist, **Dr. RONG QIAN**
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 (PBEd)
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
8. **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. DANGEROUS, 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>

Happy Birthday to the following MAP Members who are celebrating their birthdays within February 1 to 28, 2022

February 1

1. Mr. WILSON LIM, President, Abenson, Inc.
2. Ms. CATHERINE “Cathy” L. YAP YANG, First Vice President and Group Head, Corporate Communications, PLDT and Smart

February 2

3. Mr. RAMON “Mon” B. ARNAIZ, Chair, Raco Group of Companies
4. Mr. JOSE PATRICIO “Pat” A. DURLAO, President, First Metro Investment Corporation

February 3

5. Mr. ROMEO THADDEUS “Thad” LIAMZON, President, Artel Land Corporation
6. Mr. WILFREDO “Willy” G. REYES, Editor-in-Chief, BusinessWorld Publishing Corporation

February 4

7. Mr. JOSE “Joe” R. SIMEON, Chair, Consolidated Matrix, Inc.

February 5

8. Ms. ESTER R. PUNONGBAYAN, President and CEO, E. Punongbayan Global Outsourcing, Inc.

February 6

9. Dr. MILAGROS “Mila” O. HOW, EVP, Universal Harvester, Inc.
10. Mr. DELFIN “Del” L. LAZARO, Board Member, Ayala Corporation
11. Atty. WILLIAM “Bill” S. PAMINTUAN, SVP and Chief Legal Counsel, MERALCO
12. Mr. BENEDICTO “Benedict” C. SISON, CEO and Country Head, Sun Life of Canada (Phils) Inc.
13. Mr. JOSE M. SORIANO
14. Atty. EUSEBIO “Ebot” V. TAN, Senior Partner, ACCRALAW
15. Mr. MARCO SERGIO VAZZOLER, General Manager, EDSA Shangri-La

February 7

16. Mr. CESAR V. CAMPOS, Chair Emeritus, Cenel Development Corporation
17. Dr. JOSE PAULO “Chichoy” E. CAMPOS, President, Emilio Aguinaldo College (EAC)
18. Atty. DANILO “Danicon” L. CONCEPCION, President, University of the Philippines (UP)
19. Mr. EDWIN R. G. REYES, EVP and Group Head, BDO Unibank, Inc.

February 8

20. Mr. JOVENCIO “Jovy” F. CINCO, President, Penta Capital Investment Corporation
21. Mr. DANILO SEBASTIAN “Dan” L. REYES, Country Manager, Genpact

February 9

22. Dr. CRISPINIANO “Cris” G. ACOSTA, President, FILMINERA Resources Corporation
23. Consul BERNARDO “Dong Dong” T. BENEDICTO III, Chair, Alpha One A1 Grand Industrial Sales Inc.
24. Ms. IMELDA “Imee” H. CENTENO, SVP - Human Resources and Organization Development, UNILAB, Inc.
25. Atty. FRANCISCO “Francis” ED. LIM, Senior Legal Counsel, ACCRALAW
26. Ms. BERNADINE “Bern” T. SIY, President, Interworld Properties Corporation

February 10

27. Ms. KAREN V. BATUNGBACAL, Board Member, Virlanie Foundation Inc.
28. Prof. MATTHEW GEORGE “Matthew” O. ESCOBIDO, CEO, conceptblocks
29. Ms. MA. LOURDES “Marides” C. FERNANDO, President, Bright Future Realty, Inc.

30. Mr. BRIAN GREGORY "*Brian*" T. LIU, Director and CFO, Cirtek Holdings
31. Mr. SIMON "*Mon*" R. PATERNO, Founder and CEO, ZQR Corporation
32. Mr. STEPHEN JAMES "*Steve*" REILLY, COO, Resorts World Manila
33. Ms. MARIA NIMFA "*Maria*" RONSON, Co-Director, Pertlink Limited (Hong Kong)
34. Mr. RAJAN "*Raj*" UTTAMCHANDANI, Chair and CEO, Esquire Financing Inc.

February 11

35. Atty. PILAR NENUCA "*Nuca*" P. ALMIRA, President and CEO, Makati Medical Center
36. Ms. MA. LOURDES MARGARITA "*Dette*" D. ARUEGO, Managing Director, Assessment Analytics, Inc.
37. Dr. REYNALDO "*Regie*" T. CASAS, President for Solar Projects, ibvogt Philippines
38. Mr. RENATO "*Rene*" M. LIMJOCO, International Consultant
39. Mr. ERMILANDO "*Ermil*" D. NAPA, Chair and CEO, Manila Consulting and Management Co. Inc.
40. Mr. KIRK Q. RAMOS, President and CEO, Stealth Ventures Corporation

February 12

41. Mr. EDUARDO "*Edu*" M. OLBES, EVP, Security Bank Corporation

February 13

42. Mr. RIC GINDAP, Creative + Strategy Director, Design for Tomorrow
43. Ms. VALERIE "*Riena*" N. PAMA, President, Sun Life Asset Management Company, Inc.
44. Dr. LIZA JEANETTE "*Liza*" A. ROBLES, President, Manila Hearing Aid

February 14

45. Ms. CRISTINA AMOR "*Amor*" LIM MACLANG, Co-Founder and Chief Communications Officer, GeiserMaclang Marketing Communications, Inc.
46. Ms. ANGELINE XIWEN "*Angeline*" THAM, CEO and Founder, DBDOYC, INC.

February 15

47. Mr. J. LUIGI "*Luigi*" L. BAUTISTA, President and General Manager, NLEX Corporation
48. Mr. JOHN THOMAS "*Jomi*" GUEVARA DEVERAS, Senior EVP, Rizal Commercial Banking Corporation (RCBC)
49. Mr. DANILO "*Bong*" J. MOJICA II, CEO, Tailwind Digital Solutions Inc.

February 17

50. Atty. ROSARIO "*Cherry*" S. BERNALDO, Managing Partner, R. S. Bernaldo & Associates
51. Mr. J. ERNESTO "*Ernie*" C. VILLALUNA, Director, Philex Mining Corporation

February 18

52. Mr. ROBERTO "*Bobby*" S. CLAUDIO, Chair Emeritus, Quorum Holdings Corporation
53. Ms. SUSAN "*Sue*" L. DIMACALI

February 19

54. Dr. KAREN BELINA "*Karen*" F. DE LEON, President, Misamis University
55. Mr. NOEL C. OÑATE, Chair, La Funeraria Paz Group

February 20

56. Mr. DANILO "*Donnies*" T. ALAS, Chair and CEO, Alas Oplas & Co., CPAs
57. Mr. ELEUTERIO "*Terry*" D. CORONEL, Consultant, Filinvest Development Corporation
58. Atty. NILO T. DIVINA, Managing Partner, Divina Law
59. Mr. EDWARD K. LEE, Chair, Citiseconline.com, Inc.
60. Mr. BENJAMIN "*Jay*" R. LOPEZ, President and Director, INAEC Aviation Corporation

February 21

61. Ms. MARY ANG, CEO and General Manager, Heritage Multi-Office Products, Inc.
62. Ms. MARILOU "*Malou*" C. CRISTOBAL, Chair, Multinational Investment Bancorporation
63. Ms. MARIFE B. ZAMORA, Board Director, PLDT

February 22

64. Atty. DARREN M. DE JESUS, President and CEO, Cocogen Insurance, Inc.
65. Mr. GEORGE T. SIY, President, Face & Body Rejuvenation Center, Inc.
66. Mr. JORGE MIRANDA YULO, President and CEO, 1 Document Corporation

February 23

67. Mr. ROLANDO "Roland" R. AVANTE, Vice Chair, President and CEO, Philippine Business Bank
68. Mr. DANTE M. BRIONES, Chair and CEO, Sasonbi, Inc.
69. Ms. AGNES A. GERVACIO, CEO, MDI Novare
70. Mr. RAFAEL "Peng" R. PEREZ DE TAGLE JR., Board Director, Metro Rail Transit Corporation
71. Ms. LOURDES "Chingling" R. TANCO, Managing Director, Mida Trade Ventures International, Inc.

February 24

72. Mr. EDILBERTO "Bert" B. BRAVO, Chair and CEO, U-Bix Corporation
73. Dr. ROLANDO "Rolly" T. DY, Executive Director, University of Asia and the Pacific
74. Mr. REYNALDO ANTONIO "Rey" D. LAGUDA, President and CEO, Philippine Business for Social Progress, Inc. (PBSP)
75. Mr. LEE C. LONGA, EVP and CFO, Pru Life U.K.
76. Mr. ROLANDO "Don" J. PAULINO JR., Managing Director and Vice President (COG Philippines), Shell Philippines Exploration BV

February 25

77. Mr. EBB HINCHLIFFE, Executive Director, AMCHAM Philippines

February 26

78. Mr. PROTACIO "Ding" C. BANTAYAN JR., Advisor to the Board, ORIX METRO Leasing & Finance Corporation
79. Mr. RENATO "Renan" B. VELONZA, COO, Trends & Technologies, Inc.

February 27

80. Ms. ENUNINA "Nina" V. MANGIO, President, Mawell Chemical Corporation

February 28

81. Mr. JOSE "Jo or Jomag" P. MAGSAYSAY JR., CEO, Cinco Corporation (Potato Corner)
82. Mr. BENJAMIN "Ben" C. ZETA

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