



“MAPping the Future” Column in *INQUIRER*

**“ACCOUNTABILITY:
The Core of Public Service and Governance”**

July 4, 2022

Ms. ALMA RITA R. JIMENEZ

ACCOUNTABILITY is a word that should be written in the stones that support the foundation of public service. Many times, those who get elected and those who serve forget that the oil that makes the gears of government run comes from the toils and labors of the people.

Everyone pays taxes, in one form or the other – directly through income earnings and indirectly by paying sales taxes and VAT when buying. To

the marginalized, these taxes are added cost to their already meager purchases that they literally and figuratively snatch food from their mouths. Hence, these taxes should be treated as sacred trust.

The dispensing and the use of government funds must be done prudently, with a sense of moral responsibility in reciprocity of this trust.

Disbursements and utilization of the public funds should address the needs of the citizens - in
continued on page 2



“MAP Insights” Column in *BUSINESSWORLD*

**May Congress Delimit through
Legislation the Constitutional Coverage
of “Public Utilities”?**

July 5, 2022

We In its Article XII on National Economy and Patrimony, the 1987 Constitution provides in no uncertain terms that “No franchise, certificate, or any other form of authorization for the operation of a public utility shall be granted except to citizens of the Philippines or to corporations or associations organized under the laws of the Philippines at

least sixty per centum of whose capital is owned by such citizens nor shall such franchise, certificate, or authorization be exclusive in character or for a longer period than fifty years.” (Sec. 11, Art. XII, 1987 Constitution). In essence, the constitutional provision on public utilities allows foreign equity ownership to be at a maximum of forty percent (40%) of the capital stock of a domestic corporation or association engaged in public utility; it prohibits
continued on page 3

MAPping from page 1

"ACCOUNTABILITY: The Core of Public Service and Governance"

programs and infrastructure that enable development, in providing social services and protection, in access to quality health care and education, in nurturing micro and small enterprises that comprise the backbone of the economy, in sustainable development of natural resources, in disaster preparedness and mitigation, and in ensuring the safety and security of the people.

Accountability means people entrusted with these resources accept the need for transparency and agree to be responsible for the delivery of the expected outputs. The desired outcomes must be properly defined, and the results concretely measured.

Programs and activities that will be undertaken must be viewed from the lens of how well it will support the achievement of these objectives. This is a basic management tenet that should govern not only how the private sector works but also how the public sector will serve. Targets must be concrete, open to public scrutiny with performance evaluation conducted at the end of every budget period, and subject to oversight.

- *Were the infrastructures built?* The harder question is whether they were even needed in the first place. More importantly, were these equitably distributed so that those areas that need development most also got the biggest share?
- *Were the morbidity and mortality rates lowered?* Were the sick able to access the health services they needed, and with adequate funding? Were structural interventions like good sanitation and safe drinking water for instance, which were contributing causes of illnesses like recurrent diarrhea, implemented? Were equal, if not more importance, given to preventive measures along with the curative and rehabilitative services?
- *Were the educational institutions and the educators able to upgrade the quality of instructions and curricula as evidenced by the improvements in standards and rankings?* Or should the question delve more on whether there was enough focus given for the development of the right skills, attitude and values that will prepare the youth for the future before them – because doing so will augur well for the future of our nation.
- Were capital and financing resources

deployed to encourage micro and small businesses to engage, survive, grow, and sustain their operation and profitability? Or were they practically denied those chances from the get-go because the requirements for access were too high that they became barriers rather than gateways to the markets? Were resources allocated to capacitate them and build their capabilities, so that they are adequately prepared to handle entrepreneurship responsibilities? Was the survival rate of these enterprises improved as a result of these interventions?

- Were ample attention and funding given to ensuring that we will manage disasters and crisis better? The pandemic burdened the health system and the effects of climate change continue to challenge but there should be programs in place that will prevent, or at least mitigate via quick response the effects of these disasters. If the same problems persist, with the same coping mechanisms instituted every time, then we are bound in a vicious cycle that will take its toll on human lives and properties over and over again.

In these questions, we can define concrete measurements that will tell the 'real bosses' whether those who begged for their votes in the election delivered on their promises. Unfortunately, no one is ever called among those who obtained their mandates to account for their actions and to report on their accomplishments.

As long as we do not put accountability at the top of our list of expectations from those who serve, and for as long as we do not make them responsible for their use and misuse of the funds, then history will keep repeating itself. How else can we explain the recurring issues that were promised resolution every election? Shouldn't we take them to task for those failures?

Our country begins another six years of journey under new 'management.' There is again the stirring of hope that this time, it might be different. Though the new 'CEO' will come with the biggest majority vote ever, he will also be accompanied by a divisive environment where the battle lines are clearly drawn. It is a rough start.

The global future post-pandemic appears to be a turbulent transition, with COVID infections still on a roller-coaster rise and fall. The problems that were caused by the more than two years of a world stopped on its tracks are already starting to manifest the cracks. The war between Russia and Ukraine has ripples and waves that threaten global peace and security and expected to exacerbate an already severely tested economic system. Rising again will require gargantuan efforts, and people need to work together to provide the push and pull to an economy threatening to stagnate.

It is time to set aside differences because the problems of the collective are bigger than our personal concerns; but they are not mutually exclusive. When the country posts improvements and recovers, we as citizens also benefit. Why should we want it to fail?

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MAP Insights from page 1

“Is there Wisdom in Being Small?”

entirely all foreign individuals from engaging in activities, undertaking, business enterprises, or industries that are classified as “public utilities”.

Fr. Joaquin G. Bernas, S.J. observed that “[t]his Filipinization provision is one of the products of the spirit of nationalism which gripped the Constitutional Convention of 1935. It provides for the Filipinization of public utilities by requiring that any form of authorization for the operation of public utilities should be granted only to ‘citizens of the Philippines or to corporations or associations organized under the laws of the Philippines at least sixty per centum of the capital of which is owned by such citizens.’ The provision is a recognition of the sensitive and vital position of public utilities both in the national economy and for national security.”

Our Supreme Court (SC) in *Gamboa v. Teves*, G.R. No. 176579, 28 June 2011, 652 SCRA 690 (2011), held that the issue of the extent of foreign equity participation in public utilities under “Sec. 11, Art. XII of the Constitution has far-reaching implications to the national economy. In fact, a resolution of this issue will determine whether Filipinos are masters, or second class citizens, in their own country. What is at stake here is whether Filipinos or foreigners will have effective control of the national economy. Indeed, if ever there is a legal issue that has far-reaching implications to the entire nation, and to future generations of Filipinos, it is the threshold legal issue presented in this case.”

May Congress through a legislative enactment, i.e., RA No. 11659, the de-limit or de-classify the coverage of the term “public utilities” to exclude activities, undertakings, business enterprises, or industries which have been pronounced by the SC as within the coverage of Sec. 11, Art. XII of the 1987 Constitution? This is the core question that is addressed in this article.

SC’s Power to Define What Activities, Businesses or Industries Are Covered within the Constitutional Framework of “Public Utilities”

The long-standing principle in Philippine Constitutional Law is that the constitution is what the SC says it is. Fr. Bernas wrote that “Constitutional law, as understood both in American and Philippine law, is not just the text of the constitution itself. It is ‘a body of rules resulting from the interpretation by a high court of cases in which the validity, in relation to the constitutional instrument, of some act of governmental power ... has been challenged. This function, conveniently labeled ‘Judicial Review,’ involves the power and duty on the part of the [Supreme] Court of pronouncing void any such act which does not square with its own reading of the constitutional instrument ...’ ”

The corollary principle in constitutional construction is that unless the constitution itself provides that certain items are within the power of Legislature to define by law, the Constitution is what the SC holds it to be — the SC is the final arbiter of the meaning and coverage of constitutional provisions. When one dissects the text of Sec. 11, Art. XII of the 1987 Constitution, it gives no leeway for Congress to determine the coverage of enterprises that would fall within the coverage of “public utilities.” This may mean that the final determination of whether an activity, undertaking, business enterprise or industry falls within the constitutional coverage of “public utilities” depends on how the SC has defined the meaning and coverage of the term in justiciable controversies brought within its jurisdiction as a constitutional court.

How has the SC interpreted the meaning and coverage of the term “public utilities” under what is now Sec. 11, Art. XII of the 1987 Constitution? In addressing the question, it must be kept in mind that the statutory regulation of public utilities in general which formally began under Act No. 2307 on 19 December 1913 — which created the Board of Public Utility Commission, later changed to Public Service Commission under Act No. 3316 — pre-dated the constitutional nationalization of public utilities, when it first appeared under Sec. 8, Art. XIV of the 1935 Constitution. Consequently, when the Public Service Act was promulgated as Commonwealth Act No. 1169 on 07 November 1936 to provide for a more comprehensive code on the regulation of public utilities, it was construed to be also the statutory implementation of Sec. 8, Art. XIV of the 1935 Constitution. In other words, our SC had already evolved a doctrinal meaning and coverage of the term “public utilities” before the advent of the constitutional nationalization of public utilities under Sec. 8, Art. XIV of the 1935 Constitution.

In *United States v. Tan Piaco*, 40 Phil. 853, 856 (1920), the earliest decision rendered under Act

No. 2307 to determine if the accused had operated vehicles as common carriers without authority from the Public Utility Commission as to render them criminally liable under said Act, the SC relied upon the statutory definition of public utilities under Sec. 14 of Act No. 2307, which in part read that "... The term 'public utility' is hereby defined to include every individual, copartnership, association, corporation or joint stock company, that now or hereafter may own, operate, manage, or control any common carrier, railroad, street railway, ... engaged in the transportation of passengers, cargo, for public use."

The SC in *Tan Piaco* used the enumeration under Sec. 14 of Act No. 2307 to determine what constitutes "public utility" and in addition required the showing of "public use" in ruling that "Under the provisions of said section, two things are necessary: (a) The individual, copartnership ... must be a public utility; and (b) the business in which such individual copartnership ... is engaged must be for public use. So long as the individual or copartnership ... is engaged in a purely private enterprise, without attempting to render service to all who may apply, he can in no sense be considered a public utility for public use." In effect, *Tan Piaco* provided that under statutory law on public utilities as being subject to the jurisdiction of public utility commission, there are two essential elements: first, the activity, undertaking, business enterprise or industry must be fixed by law as a public utility; and second, such activity, undertaking, business enterprise or industry is for public use. The Court held that "If the use is merely optional with the owner, or the public benefit is merely accidental, it is not a public use, authorizing the exercise of the jurisdiction of the public utility commission. The true criterion by which to judge the character of the use is whether the public may enjoy it by right or only by permission."

In *Iloilo Ice and Cold Storage Company v. Public Utility Board*, 44 Phil. 551, 555-556 (1923), where the issue was whether an ice and cold storage business that catered only to limited clientele and refused its services to others, could be classified as a "public utility" within the supervision of the Public Utility Board. The SC noted that the "original public utility law, Act No. 2307, in its sec. 14, in speaking of the jurisdiction of the Board of Public Utility Commissioners, and in defining the term 'public utility,' failed to include ice, refrigeration, and cold storage plants ... [which] deficiency was, however, remedied by Act No. 2694, enacted in 1917, which amended sec. 14 of Act No. 2307..." The Court then concluded that because of such amendment "the term 'public utility,' in this jurisdiction, [covers] corporation, or joint stock company that now or

hereafter may own, operate, manage, or control, within the Philippine Islands, any ice, refrigeration, cold storage system, plant, or equipment, for public use." The Court then held that the respondent could not be subject to the jurisdiction of the Public Utility Board because the second essential element of "public use" was not present.

In his concurring opinion in *Iloilo Ice and Cold Storage Company*, Justice Ostrand referred to a distinction between a "common law" (i.e., judge-made law or doctrine) from statutory provision of what constitutes a public utility, thus: "I concur in the result on the ground that an ice plant is not a public utility by common law, but is only made so by statute; that in the present case the [ice] plant existed in approximately its present form and as, in a then legal sense, a private enterprise, before the statute making such plants public utilities was enacted ..."

The implication of the *Tan Piaco* and *Iloilo Ice and Cold Storage Company* rulings was that the classification of activities, undertakings, business enterprises, or industries as "public utilities" to be under the supervision and control of public utility boards would essentially be an exercise of legislative prerogative, since regulatory agencies can only exercise such powers and functions within the parameters of the laws creating them. As one scholar has observed: "The legislature is vested with police power so that it may pass laws that would effect a well-ordered society and promote the general welfare. And in the area of business concerns and enterprises engaged in public utilities, which usually affect the lives of many, the legislature has created franchising and regulatory bodies to limit, oversee and rationalize their operations. ..." In other words, prior to the constitutional nationalization provisions on public utilities, the SC had determined the coverage of the term "public utilities" based on how the Legislature, in the exercise of its police power over the regulation of business affected with public interests, has determined them to be covered thereby.

We now address the next issue: When the constitutional writers incorporated Sec. 8, Art. XIV into the 1935 Constitution limiting the operation of public utilities to Filipinos and to domestic corporations with at least 60% Filipino equity, did they intend the term "public utilities" have the same coverage under Sec. 14 of Act No. 2307, as vetted by the SC?

(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 of the MAP ESG Committee, 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. map@map.org.ph; cvillanueva@vgslaw.com

**Mr. PETER WALLACE will finish the unserved term of
Sec. ALFREDO E. PASCUAL as MAP Governor
from July 1 to December 31, 2022**



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July 4, 2022

Circular No. 043 – 2022

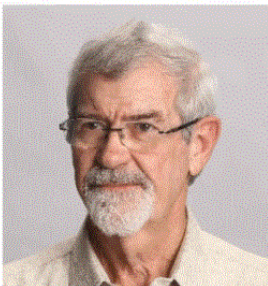
**Subject: Mr. PETER WALLACE will finish the unserved term of
Sec. ALFREDO E. PASCUAL as MAP Governor
from July 1 to December 31, 2022**

Dear Fellow MAP Member:

The resignation of MAP President ALFREDO “Fred” E. PASCUAL, due to his appointment as Secretary of the Department of Trade and Industry (DTI), created a vacancy in the MAP 2022 Board of Governors.

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 Mr. PETER WALLACE placed sixth in the recent election of MAP Governors for 2022 - 2023, he will serve on the 2022 MAP Board for Mr. Pascual’s unserved term (July 1 to December 31, 2022).

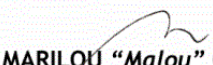


Mr. PETER WALLACE
Chair
The Wallace Business Forum

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

MAP Policy Recommendations for Economic Dynamism for the Marcos Jr. Administration



MAP Policy Recommendations for Economic Dynamism for the Marcos Jr. Administration

June 29, 2022

The Management Association of the Philippines (MAP) humbly submits the following recommendations for the consideration of the administration of incoming President Ferdinand Romualdez Marcos Jr., with the objective of achieving and sustaining a dynamic economy with widest participation of and benefits for Filipinos spanning all socio-economic classes, economic sectors, geographic areas and ethnic affiliations.

As the country emerges from the COVID-19 pandemic and the deep contraction it brought to our economy, policy and program support and public investments must prioritize the country's two most important but also most challenged assets: its **people** and its **lands**. **Health, nutrition and education**, especially of the young, are in crisis, and are interrelated problems that need to be urgently addressed because of their long-term consequences. The **productivity of our agricultural lands and coastal and inland waters** likewise urgently need a substantial boost, especially in the face of a looming food crisis now widely anticipated as a consequence of recent world events emphasizing the need to ensure food security.

1. EDUCATION CRISIS

To address the country's urgent **Education Crisis**:

1.1 Education Commission

Immediately mobilize the Second Education Commission created by the new Second Congressional Commission on Education (EDCOM II) Act and its multi-sectoral Advisory Council, to develop a clear roadmap out of the learning crisis that will pursue foundational reforms, ensure public-private complementarity, institutionalize lifelong learning/upskilling, and draw on international best practices and new knowledge in the neurosciences.

1.2 Face-to-Face Classes

Return to full face-to-face in all schools that are in non-high-risk areas, while adhering to the highest levels of health and safety guidelines by the start of SY 2022-2023.

1.3 Connectivity and Teacher Upskilling

Prioritize budgetary support for connectivity in all schools in the 2023 budget, and teachers' upskilling as learning facilitators, tapping on partnerships with business and civil society organizations domestically and internationally.

1.4 Cooperation among Academic Institutions

- Establish a program of cooperation among educational institutions to uplift quality of education;
- Adopt international best practices, especially towards improving quality of learning in English, Mathematics and Science.

1.5 Industry Participation in K-12 Senior Tracks

Harness industry associations, large companies or agencies to provide inputs and supervision in the curriculum and method of instructions in K-12 tracks (e.g., TESDA for Technical track, PICPA for Accountancy, Business and Management track, etc.)

2. QUALITY HEALTH CARE

To make **Quality Health Care** accessible to every Filipino:

2.1 Upgrade the Public Health System

- Overhaul PhilHealth's leadership and management, including investment in technology-enabled management systems and private outsourcing of certain functions;
- Substantially increase hospital bed and manpower capacity;
- Guarantee steady supply of vaccines and medicines across the country;
- Upgrade compensation of public doctors and nurses at all levels in the public and private sectors;
- Expand the role of clinics nationwide to give closer medical services to rural folk and take pressure off hospital out-patient care.

2.2 Curbing Malnutrition as a Public Health Priority

Scale up programs nationwide to combat hunger, malnutrition and child stunting, which lead to irreversible and permanent damage on learning, personal health, and economic productivity.

2.3 Institutional Reform

Establish a National Recovery and Resilience Council (NRRRC) and a Health Security Council (HSC), ideally headed by NEDA and supported by a multi-stakeholder Advisory Committee, to effect more balanced and holistic management of job creation, social protection, public health promotion and pandemic control.

3. AGRICULTURE AND AGRIBUSINESS SECTOR

To achieve an **Agriculture and Agribusiness Sector** marked by high productivity and international competitiveness that ensures food security for all Filipinos:

3.1 Farm Consolidation

- Foster scale economies through stronger policies and programs for consolidation of management of smallholder farms (via, e.g., cooperatives, nucleus estate schemes, contract growing, corporate farming);
- Declare the completion of agrarian reform and lift land ownership ceilings on farm lands.

3.2 Strengthen Food Systems for Food Security

Improve food value chains through upgraded transport and logistics facilities (including cold storage and cold chain facilities), increased community-level value-adding, effective local government-enabled market matching, and mechanisms for food waste reduction (e.g., channeling unsold/surplus food to depressed communities).

3.3 Bureaucratic Reform

- Stamp out corruption and massive leakages in the agriculture budget;
- Pursue structural, functional and budgetary reform in the agriculture bureaucracy, including consolidation of all agri and agri-related agencies, whose functions encompass all elements of the agricultural value chain;
- Foster strong DA-provincial LGU collaboration in a province-led devolution of agricultural and fisheries services;
- Reaffirm the primary mandates of the Land Bank of the Philippines and the Development Bank of the Philippines to finance small farms and firms by: (1) phasing out deposits of private depositors to eliminate

the bank's fiduciary responsibility to private depositors, (2) applying appropriate regulatory metrics distinct from those applied to commercial banks, and (3) phasing out all non-agri-agra, LGU, infrastructure loans.

3.4 Productivity of Indigenous Community Land

Supplement the Indigenous Peoples Rights Act by instituting policies and programs to enable them to maximize productive use of their community properties with agricultural or other economic activities.

3.5 Shared Facilities

- Expand DTI's program to provide shared service facilities (e.g., tilling, drying, processing equipment) that can be provided to small producers at a low cost;
- Assist in streamlining supply chains to link producers more directly with their markets and eliminating unnecessary middlemen.

4. TRADE AND INDUSTRY POLICY

Ensure a **Trade and Industry Policy** environment that fosters level competition, lowers costs of doing business, and encourages productivity-enhancing innovation, to ensure Filipinos' wide access to quality goods and services at lower and stable prices:

4.1 Trade Agreements

Immediately ratify and actively participate in the Regional Comprehensive Economic Partnership (RCEP) Agreement and other trade agreements to tap wider market opportunities that will diversify the country's exports in terms of products/services and destinations, and enhance the country's attractiveness to foreign investments.

4.2 Export Thrust

Formulate an aggressive new Philippine Export Development Plan aimed to close the country's wide export gap relative to its ASEAN peers, which will examine and address the entire export ecosystem spanning the macroeconomic policy and governance environment down to sector and commodity-level strategies and programs.

4.3 Industry Roadmaps

Update or craft industry roadmaps in key industries/sectors with the greatest strategic importance and/or potential for massive job generation, including tourism, creative industries, agriculture and agribusiness, forestry, manufacturing, construction, responsible mining, BPO and MSMEs, among others.

4.4 Inclusive Value Chains

- Expand the scope of concern of the Department of Agriculture well beyond farm production to cover the entire agricultural value chains;
- Encourage development of expertise and quality in the various value chains and incentivize inclusive models that widen participation of MSMEs in the chain;
- Develop a high-level government body or a PPP arrangement that will facilitate stronger public-private sector collaboration in setting policies, initiatives, and programs to address constraints and improve supply chain performance of industries;
- Set up a national supply chain "control tower" to monitor demand and supply conditions, gain visibility on supply market analysis as it impacts health, livelihood and economy;
- Encourage businesses to adopt digitalization, and create PPPs to institutionalize supply chain digitalization;
- Promote sustainability knowledge sharing and best practices initiatives across the supply chain.

4.5 Recognition for Excellence and Competitiveness of Philippine-based firms

Promote and expand coverage for the recognition of globally competitive Philippines-based firms (business, education, government) through programs, such as the Philippine Quality Award (managed by DTI per RA 9013 in partnership with the private sector associations, such as MAP).

We need a favorable **enabling environment for investments** if we are to succeed in attracting greater and more diverse job-creating investments for more Filipinos to be gainfully and productively employed, so that overseas employment would merely be a choice for our workers, rather than a necessity. The enabling environment includes **infrastructure adequacy, labor market and employment policies, fiscal and financial sector policies, and justice and the rule of law**.

5. INFRASTRUCTURE ADEQUACY

Sustaining the gains of the Build, Build, Build program will be challenged by much tighter fiscal constraints that have been brought about by the massive costs of managing the pandemic and its impact on jobs and livelihoods. Thus, it will be necessary to **prioritize infrastructure** of greatest strategic importance, and to **resume active pursuit of Public-Private Partnerships (PPPs)** in infrastructure development.

5.1 Energy Development

- Prevent short-term power shortages by causing the immediate connection of stranded power capacity in Bataan, Negros, Panay, Northern Luzon Loop and Mindanao;
- Mandate energy efficiency programs in government and private sectors;
- Pursue nuclear energy as a clean source of reliable energy by establishing the technology, infrastructure, and regulatory framework following the International Atomic Energy Agency (IAEA) milestone approach;
- Vigorously pursue renewable energy (RE) while ensuring fair, orderly, and swift compliance to the Renewable Portfolio Standard, aiming for at least 30% by 2030;
- Support the expansion of baseload RE (geothermal and hydroelectric) by exploring how to de-risk these projects to encourage and enable private investment;
- Enhance the ability of the grid to absorb more intermittent RE by enforcing NGCP's obligations to contract ancillary services (including energy storage systems like batteries and pumped hydro) and build transmission lines/networks with adequate redundancies;
- Develop new indigenous and lower cost sources of natural gas with the necessary enabling infrastructure investments, invoking the Hague ruling to gain access to potential new gas fields in the West Philippine Sea;
- Encourage greater electrification in the transportation sector through effective incentives for public utility and private electric vehicles, including support infrastructure (e.g., charging stations);
- Widen access to energy for off-grid communities through hybrid energy systems - a combination of RE, storage, and conventional power generation technologies.

5.2 Digital Transformation

- Promote digital transformation through establishment of a secure National Broadband Network;
- Require digitalization of services of all agencies with high-volume front-line services, including LGUs;
- Ensure inter-operability of systems across government agencies and units at the national and local levels;
- Fully implement the National ID system as the basic platform for eGov services, such as the Land Registration Agency's E- Title Program;
- Further encourage the use of digital payments and digital documents as acceptable medium for compliance.

5.3 Water Adequacy and Security

- Adopt Integrated Water Resources Management Principles to ensure water security and access to clean water for all;
- Implement quality water impounding/dam projects on major rivers nationwide to optimize water use and avoid flooding;
- Encourage privatization of inefficient water distribution systems due to lack of funds and poor management.

5.4 Attractive PPP Policy Environment

- Revisit the BOT law, involving all stakeholders in drafting new revisions to ensure fair risk allocation that may require legislation to rectify overly stringent Material Adverse Government Action (MAGA) provisions that discourage PPP investments due to unacceptably high regulatory and political risks;
- Declare and commit to the sanctity of contracts through good faith adherence to PPP contract terms and decisions of international arbitration tribunals (e.g., MWSS concession contracts, automatic adjustments in rates in toll roads);
- Expand and extend current PPPs to ensure sustainability of the service and encourage current PPP partners to further invest technical infrastructure for long-term benefits of the general public (e.g., PSA - Birth Certificate, LRA - Land Titling program, LTO – Land Transportation Management System).

6. LABOR MARKET AND EMPLOYMENT POLICIES

Labor Market and Employment Policies are a critical ingredient in the enabling environment for investments:

6.1 Labor Flexibility

- Institutionalize labor flexibility and welfare through executive action and legislation for quick employment generation, especially in depressed areas, and provide for win-win solutions;
- Establish Special Employment Zones (SEZs) in high unemployment areas; minimum wages and labor security regulations relaxed as warranted, while maintaining social security protections;
- Make work-from-home arrangements available to all enterprises.

6.2 Pension Portability

As a win-win solution to the ENDO issue, allow for flexible employment arrangements, but require companies to fully fund and allow full portability of pensions that the employee had already accumulated to his/her next employer, rather than having it reset to zero when he/she changes jobs.

6.3 Revised Apprenticeship Law

Amend the Apprenticeship Law to provide more realistic conditions for apprenticeship arrangements, as the law is applicable only for technical industries, and the coverage is limited to six months, which is not enough time for an employer to properly train an apprentice and subsequently decide whether to engage the apprentice as full-time employee.

7. FISCAL AND FINANCIAL POLICIES

Fiscal and Financial Policies must be supportive of business enterprises, especially MSMEs, to promote wider job-generation:

7.1 Fiscal Consolidation

- Complete the Comprehensive Tax Reform Program, including taxation of profitable digital transactions still outside the tax net;

- Review the tax regime for micro and small enterprises to help their viability and thereby expand the tax base.

7.2 Improved Tax Administration

Institute measures to improve tax collection efficiency, curb tax evasion, and eliminate unwarranted tax exemptions.

7.3 Adequate Small Farm and Small Business Finance

- Promote financial inclusion via reform of small farm and firm finance institutions and mechanisms toward wider accessibility, including for start-ups and business expansion, drawing from successful models employed in Thailand, South Korea, Taiwan, and applying new financing mechanisms enabled by digital technology;
- Condone long delinquent agrarian loans and reinforce the rural banking system.

8. JUSTICE AND THE RULE OF LAW

Finally, **Justice and the Rule of Law** must always be upheld if business confidence is to be sustained, and the general population is to live in an atmosphere of peace security:

8.1 Government Transparency

- Ensure proper implementation of the intent and letter of Executive Order No. 2, s. 2016, which operationalizes the Constitutional provisions on the Filipino's right to information;
- Restore and strengthen faith in our institutions by upholding the rule of law through increased transparency in government, just and consistent prosecution of erring public servants.

8.2 Zero Tolerance for Corruption

- Aggressively pursue and swiftly decide on cases against officials and associates accused of corrupt practices (e.g., PhilHealth, Pharmally), with utmost adherence to the principles of justice and fairness while on trial or under investigation;
- Commit to a clear policy where erring public officials will not just be merely dismissed from their government posts (and even be simply moved to another agency), but will be disqualified from public office as the law provides, and prosecuted to the law's fullest extent.

8.3 Faith in Institutions

- Restore and subsequently strengthen faith in our institutions, particularly those that directly interface with the public (BIR, LTO, MMDA, NBI, PNP, etc.);
- As a start, reverse negative perceptions against the Philippine National Police (PNP) in the wake of the outgoing administration's drug war and persistent perceptions of corruption, through a genuine cleansing and restoration of honor of the ranks;
- Ensure that the conduct of institutions is rules-based, science-backed, and data-driven.

Call for Nominations for "MAP Management Man of the Year 2022"



PUSH FOR CHANGE
TOWARDS A BETTER FUTURE FOR ALL

Call for Nominations for

MAP Management Man of the Year 2022

Deadline of Submission of Nominations:

August 19, 2022



NOMINATION FORM for
"MAP Management Man of the Year 2022"

I nominate the following:

Name:

Position:

Organization:

Age:

No. of Years in the Organization:

I am submitting the following:

1. Curriculum vitae/profile with picture of my nominee
2. Comprehensive Explanations on how my nominee satisfies the following criteria:
 - 2.1. Integrity, prestige and distinction in the business community
 - 2.2. High qualities as a manager exemplified in his/her leadership, vision, decisiveness, fairness and firmness in dealing with people
 - 2.3. Exceptional ability for performing his/her managerial functions under exceptional conditions, such as creating and managing a new enterprise, reorganizing and re-orienting an existing enterprise, turning around a moribund company considering the difficulties of the times
 - 2.4. Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
 - 2.5. Contribution to reshaping national values and orientation
 - 2.6. Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
 - 2.7. The organization under his/her stewardship must have exhibited consistent exemplary performance and achieved stability under the highest standards of business ethics and practice.
 - 2.8. The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

If my nominee will make it into the shortlist of candidates for further evaluation, I hereby commit to submit additional information which the MMY Judging Committee may require.

Name of MAP Member:

Date:

• JUDGING PROCESS

- 1 The MMY Judging Committee shall serve as the Board of Judges which is tasked to choose the most deserving nominee.
- 2 The evaluation process shall consist of two stages: (a) a preliminary evaluation that will result in the preparation of a shortlist, and (b) a final evaluation of shortlisted candidates from which a final choice is made of one or more nominees, as the MMY Judging Committee may decide.
- 3 The MMY Judging Committee shall review the materials submitted through the nomination process, and other information as may be obtained, on which basis it shall decide who should be on the shortlist of nominees for further and more thorough evaluation.
- 4 The MMY Judging Committee may write to the nominators or the shortlisted nominees to confirm the nominees' willingness to go through the evaluation process, to request additional information as it may need for final evaluation, and to request a personal interview, if necessary, with the nominee, his/her nominator and/or the references specified in the nomination form.
- 5 The MMY Judging Committee may seek information or assistance from the MAP Secretariat or other persons as it may feel necessary for its evaluation work.
- 6 The principal selection criteria for the MMY are integrity, leadership and management qualities, contribution to nation-building and values formation, effective stewardship within the confines of the highest standards of business ethics and management practice.
- 7 Article I Section 3.3.1 of the MAP By-Laws stipulates that the selection of MMY requires the *"review, screening and selection by the MMY Judging Committee."* In the past, the MMY Judging Committees have invariably sought a consensus in their decisions.
- 8 With the exception of the Chair and the Vice Chair, the names of the members of the MMY Judging Committee are not disclosed until the search process has been completed.
- 9 To ensure confidentiality in the discussions of the MMY Judging Committee, no minutes of its meetings are taken.
- 10 The MMY Judging Committee's choice is presented to the MAP Board of Governors for approval.
- 11 As stipulated by Article I Section 3.3.2 of the MAP By-Laws, the election of MMY requires *"approval by the affirmative vote of the majority of the entire Board of Governors."*
- 12 The Awardee approved by the Board of Governors will then be presented to MAP members for approval during a MAP general membership meeting.
- 13 Article I Section 3.3.3 of the MAP By-Laws provides that the election of MMY requires the *"approval by the affirmative vote of the majority of the members of the Association present at a meeting called for the purpose"* of electing the MMY.

• CRITERIA

GENERAL CRITERIA

Any MAP member or any other person who has exceptionally distinguished himself/herself in the practice of management over a significant period of time may be elected as *"MAP Management Man of the Year."*

SPECIFIC CRITERIA

- 1 Integrity, prestige and distinction in the business community
- 2 High qualities as a manager exemplified in his/her leadership, vision, decisiveness, fairness and firmness in dealing with people
- 3 Exceptional ability for performing his/her managerial functions under exceptional conditions, such as creating and managing a new enterprise, reorganizing and re-orienting an existing enterprise, turning around a moribund company considering the difficulties of the times
- 4 Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of the MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
- 5 Contribution to re-shaping national values and orientation
- 6 Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
- 7 The organization under his/her stewardship must have exhibited consistent exemplary performance and achieved stability under the highest standards of business ethics and practice.
- 8 The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

• NOMINATION PROCESS

- 1 Only MAP members are eligible to submit nominations.
- 2 A nominee need not be a MAP member.
- 3 To ensure a wide search of potential awardees, the MMY Search Committee, headed by the immediate past MAP President, is tasked to identify and propose nominees for the Award.
- 4 The nomination form or letter should be accompanied by a curriculum vitae of the nominee, including possible references who can help make clarifications as may be desired by the MMY Judging Committee.
- 5 Nominations shall be submitted to the MAP Secretariat through the prescribed nomination form or in the form of a letter signed by the MAP member.
- 6 The MMY Search Committee may or may not do a shortlisting of the nominees.
- 7 The MMY Search Committee will then endorse its list of nominees to the MMY Judging Committee.

“MAP Management Man of the Year” Awardees



Jose M. Soriano
(1979)



Cesar E.A. Virata
(1981)



Jaime V. Ongpin
(1982)



Washington Z. SyCip
(1967)



Geronimo Z. Velasco
(1977)



Henry A. Brimo
(1978)



Vicente T. Paterno
(1982)



Dante G. Santos
(1983)



Cesar A. Buenaventura
(1985)



Roberto T. Villanueva
(1985)



Jaime Zobel de Ayala
(1987)



Ramon V. del Rosario, Sr.
(1988)



Jose B. Fernandez, Jr.
(1989)



Raul T. Concepcion
(1990)



Oscar J. Hilado
(1991)



Alfonso T. Yuchengco
(1992)



Juan B. Santos
(1994)



David M. Consunji
(1996)



Rizalino S. Navarro
(1996)



Gabriel C. Singson
(1998)



Delfin L. Lazaro
(1999)



Henry Sy, Sr.
(1999)



Oscar M. Lopez
(2000)



Tony Tan Caktiong
(2002)



Jesus P. Tambunting
(2003)



Rafael B. Buenaventura
(2004)



Manuel V. Pangilinan
(2005)



George S. K. Ty
(2006)



Jaime Augusto Zobel de Ayala II
(2006)



Jose L. Cuisia, Jr.
(2007)



Antonino T. Aquino
(2009)



Jesus P. Estanislao
(2009)



Lilia B. de Lima
(2010)



Ramon R. del Rosario, Jr.
(2010)



Erramon I. Aboitiz
(2011)



Aurelio R. Montinola III
(2012)



Edgar O. Chua
(2013)



Albert F. del Rosario
(2014)



Amando M. Tetangco, Jr.
(2015)



Teresita Sy-Cason
(2016)



John Gokongwei, Jr.
(2017)



Fernando Zobel de Ayala
(2018)



Nestor V. Tan
(2019)



Federico R. Lopez
(2020)



Carlos Chan
(2021)



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, Philippines

Tel: (632) 7751-1150 to 52
e-Mail: map.map@map.org.ph;
map.philippines@map.org.ph
Website: map.net.ph



NOMINATION FORM
for
“MAP Management Man of the Year 2022”

I nominate the following:

Name:

Position:

Organization:

Age:

No. of Years in the Organization:

I am submitting the following:

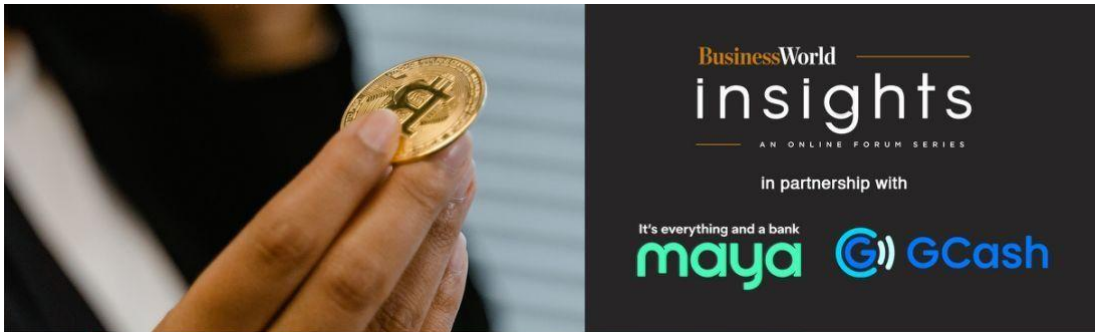
1. Curriculum vitae/profile with picture of my nominee
2. Comprehensive Explanations on how my nominee satisfies the following criteria:
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 - 2.4 Active and continuous management at top level of a private business or industrial enterprise, or a government institution for a significant length of time, and in a manner highly deserving of the recognition and commendation of MAP by reason of his/her contribution to the advancement of management as a career in the Philippines
 - 2.5 Contribution to reshaping national values and orientation
 - 2.6 Effective service and tangible contribution to nationwide professional, social, civic or charitable undertakings through personal initiative
 - 2.7 The organization under his/her stewardship must have exhibited consistent exemplary performance and achieved stability under the highest standards of business ethics and practice.
 - 2.8 The organization must be an entity operating in the Philippines and the business must have contributed substantially to the growth and development of the Philippine economy.

If my nominee will make it into the shortlist of candidates for further evaluation, I hereby commit to submit additional information which the MMY Judging Committee may require.

Name of MAP Member:

Date:

FORTHCOMING EVENTS



A two-part online series
Fintech PH: Making Financial Services More Accessible and Inclusive

MATCHING INNOVATIONS to Filipinos' Financial Needs

July 6, 2022 | Wednesday | 11:00 a.m.



-Speaker-
KARL LYNDON B. PACOLOR
Division Chief – Innovation and
Collaboration Division
Department of Trade and Industry



-Speaker-
TONY ISIDRO
CEO of FUSE Lending, Inc.
GCash



-Speaker-
CARLO EDMUND C. CALIMON
Co-Founder / President
StartUp Village



-Moderator-
DANIE LAUREL
Columnist
BusinessWorld

Catch it **LIVE** and **FREE** on BusinessWorld's
and The Philippine STAR's Facebook pages.



Partner Organizations



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MAP General Membership Meeting

July 14, 2022

Thursday

12:00 Noon to 2:00 PM

Bonifacio Hall, Level 4

SHANGRI-LA AT THE FORT

1st
FACE-TO-FACE
GMM



Speaker:

Sec. ALFREDO “Fred” E. PASCUAL

Department of Trade and Industry (DTI)

Topic:

DTI’s Priority Programs

Registration Fees:

MAP Member	FREE
Guest	P2,000 each

PUSH FOR CHANGE
TOWARDS A BETTER FUTURE FOR ALL

MAP Circular No. 040 - 2022



MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING



AUGUST 19, 2022, FRIDAY, 12:00 Noon to 2:00 PM
Venue to be announced later

Speakers



Sec. ARSENIO "Arsi" M. BALISACAN
National Economic and Development Authority (NEDA)



Gov. FELIPE "Philip" M. MEDALLA
Bangko Sentral ng Pilipinas (BSP)

Co-Moderators



Mr. ROMEO L. BERNARDO
MAP Governor and Assistant Treasurer
Managing Director
Lazaro Bernardo Tiu & Associates



Mr. PETER WALLACE
MAP Governor
Chair
The Wallace Business Forum, Inc.

MAP Circular No. 042 - 2022

Registration Fees:

MAP Member	FREE
Guest	P2,000 each



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20TH MAP INTERNATIONAL CEO HYBRID CONFERENCE 2022

September 13, 2022, Tuesday, 8:30 AM to 5:00 PM

Theme: "The WINS of CHANGE: Thriving in a World of In-Betweens"

After a bruising two-year pandemic, the world is eager to start living again albeit in a changed environment. We are in the midst of transition from epidemic to endemic, in the lengthy process of crossing over to a more stable recovery path and regaining the balance we seem to have lost in the crisis.

That is not to say that the pandemic was all bad because there are WINS. Changes that we thought we can gradually implement have been accelerated – the digital shift, putting health care as a critical component of global development, intensified buy-in for addressing climate change, the rise of corporate activism, the importance of trust in securing a stable market and the government finding ways to uplift the poor.

And if there are wins, there are big winners.

As much as there are also swings and misses.

Living in the world of in-betweens. Today, we are at a crossroad – forging pathways that can redefine what was to what can be and what will be.

This is the backdrop against which we will pick up the threads and weave a new fabric for the future. We were slowed down by the pandemic, but it is time to move forward. Our directions will be enriched by the lessons that were taught to us by our collective experience. We need all these wisdoms to initiate, manage and complete the transition process for our organizations. The road ahead will not be easy because though this pandemic period affords a chance for a do-over, it is not also possible to wipe the slate completely clean. We have to build upon the wins that were posted, even as we examine what lessons are taught by those that did not come up to expectations or failed.

There are developments that crept so silently and stealthily that we are even unaware we have come to accept these as normal – much in the same way that we are now learning to live with COVID.

Managing the transition process requires patience and discipline.

Transition is not about making changes for the sake of change; it requires foresight and planning.

Transitions bridge the present and that future where we want to be. Having a transition plan can establish a roadmap we can follow that will lead to that future. Our experiences these past two years underscore the importance of building into the organizational DNA out-of-the-box thinking and innovation. The future we are preparing for will depend on how well we can question and disrupt our own familiar structures that served us for a long time and initiate the steps to build capacities and capabilities that are imperatives of the times. Retooling, upskilling, and reskilling the present and future workforce mean putting a premium on human resource as a means for dynamic and continuing development.

REGISTRATION FEES			
Payment by	MAP Member	Non-MAP Member	Foreign Delegates
FACE-TO-FACE			
June	P10,000	P12,000	\$100
July	P12,000	P14,000	\$150
August	P14,000	P16,000	\$200
September	P16,000	P18,000	\$250
ONLINE			
June	P1,000	P2,000	\$25
July	P2,000	P3,000	\$50
August	P3,000	P4,000	\$75
September	P4,000	P5,000	\$100
Get 1 FREE seat for every 5 seats paid.			

Special FACE-TO-FACE Rate for Full-Time Academic and Government Officials		
Payment by	MAP Member	Non-MAP Member
June to September	P4,000	P6,000

Please register thru the following link: <https://forms.gle/Sn5EwcFodTY6ncmeA>

Articles/Papers from MAP Members

**"Meeting inflation head-on"
from MAP Governor CIELITO "Ciel" F.
HABITO's "No Free Lunch" Column in the
PHILIPPINE DAILY INQUIRER on
July 5, 2022**

In my childhood days in the 1960s, we would watch on our dark Radiowealth TV screen "Da' Best Show," a daily early evening variety show that featured comedy skits with veterans Sylvia La Torre, Oscar Obligacion, Ading Fernando, and more. A recurrent skit scene was the family meal where members took turns sniffing on a small piece of meat hanging by a string, before taking a spoonful of rice—their supposed way of coping with not being able to afford "ulam" for everyone. It was funny to most of us then, but perhaps not for the poorest among us for whom even rice is too expensive to buy in sufficient quantity. And the bad news is, its price is set to go up further.

Worldwide, a rapid rise in food and fuel prices has been the unwanted fallout from the Russia-Ukraine war, on top of general inflation that had already resulted from massive COVID-19-related spending by countries—much of it financed with unprecedented printing of money even by erstwhile fiscally disciplined governments. The galloping inflation large economies are now reeling under forces them to rein it in with drastic moves to reduce money supply, with central banks raising interest rates and upsetting financial markets worldwide, including our own. Here at home, escalating food and fuel prices, not so much excessive money supply, shapes our inflation outlook. And reduced fertilizer application due to tripled prices of the petroleum-based product will further tighten domestic food supplies.

How bad could the price hikes get? What can we do to cope with heightened inflation still to come? One projection from a knowledgeable source has our annualized inflation rate steadily rising and breaching 8 percent by December, for a full-year average exceeding 6 percent. While plausible, it can also still be dampened if we are able to manage the forces pushing our prices up. As I wrote last week, our inflation is not quite the same as the prominently money-supply-induced inflation the big economies are now fighting, and are better dealt with by addressing supply-side problems. These include overcoming African swine fever that has drastically cut domestic

pork supplies, improving fisheries output via aggressive aquaculture, reducing post-harvest losses and food wastage, improving rice milling recovery by turning more to healthier unpolished rice, ramping up production and application of nonchemical fertilizer substitutes, and more.

On the last, the University of the Philippines Los Baños is already working with the Department of Agriculture to quickly scale up production of its promising fertilizer substitute called Bio-N. This is a microbial-based fertilizer composed of good bacteria that can convert nitrogen from the atmosphere into a form plants can absorb. This is just one example showing that we have the scientific knowledge needed to cope with difficulties like what we now face, but had traditionally fallen short of making it widely accessible to our farmers. Crisis now pushes us to do it right. On unpolished rice, I've written before about how we could gain around 10 percent more rice volume by simply consuming more rice in unpolished or "brown" form ("Win-win with brown rice," 7/17/12)—and actually become healthier in the process.

At the household level, there are various ways we could cope with rising food and fuel prices. Many of us turned to grow our own food, especially vegetables, in our backyards or even in hanging receptacles during the pandemic lockdowns; that continues to make much sense. We can plan our errands and trips more efficiently to reduce our transport costs. We can forego or cut down on nonessentials, especially the harmful "sin products" of tobacco and alcohol, and make a conscious effort to conserve energy and water in our homes—and there are many little ways of doing that, which could add up to much savings. And we could take extra effort to keep healthy and fit, through more exercise and avoiding infection risks, thus saving on avoidable medical costs.

Inflation expectations can be self-fulfilling, so the more we all do to cope with it, the less likely it will be as bad as we fear.

cielito.habito@gmail.com

MAP Talks on Youtube

Video Recording of June 23, 2022
MAP GMM

MAP General Membership Meeting "BETTER LEADERSHIP IN OUR NEW WORLD"
A Project of MAP ICT Committee

Speakers:

- Dr. DAVID R. HARDOON**
Managing Director, Akzois, Data Innovation
- Ms. AILEEN JUDAN JIAO**
President and Quality General Manager, IMA Philippines, Inc.
- Mr. PAUL WHITEN**
Chief Advocate, Red Hat Asia Pacific

Co-Moderators:

- Mr. PATRICK D. REIDENBACH**
Chair, MAP ICT Committee, President, UnifieldWaterTechSolutions, Inc. (UW Solutions)
- Mr. EDUARDO "Teddy" G. SUMULONG**
Convener Chair, MAP ICT Committee, Managing Director and CEO, Land Registration System, Inc. (LARS)

Video Recording of May 19, 2022
MAP GMM

MAP General Membership Meeting "INTEGRATING ESG IN THE WAY WE DO BUSINESS"
A Project of MAP ESG Committee

Speakers:

- Mr. ANDREW CHAN**
Asia Pacific Leader in ESG, PwC Malaysia
- Mr. VINCENT KNEEFL**
Climate Economy Director, Public Credit Exchange
- Ms. MA. ANTONIA YULO LOYZAGA**
President, National Excellence Council

EMCE:

- Ms. AGNES A. GERVACIO**
Co-Vice Chair for Environment, MAP ESG Committee, CSR, MAP Review

Q&A MODERATOR:

- Atty. ALEXANDER B. CABRERA**
Governor-in-Charge, MAP ESG Committee, Chair, Banking and ESG leader, IMA (Lawen & Co.) PwC Philippines

Video Recording of May 2, 2022
MAP Webinar

MAP Webinar "SENTIMENT ANALYSIS AI and Big Data for Reading Collective Minds"
A Project of MAP Human and Management Development Committee (HMDC)

Speakers:

- Mr. WILSON I. CHUA**
Managing Director and Founder, Future Gen International Pte Ltd. (Singapore)
- Mr. ROGER DO**
CEO, Antipublic (Singapore)

Moderator:

- Dr. BENITO L. TEEHANKEE**
Co-Vice Chair for MAP CEO Academy, MAP HMDC, Professor and Head of the Business for Human Development Network, DLSU

Video Recording of April 29, 2022
MAP Webinar

MAP Webinar "PROTECTING THE EARTH. PRESERVING OURSELVES."
Doing what we need to do in celebration of Earth Month

Speakers:

- Sec. JIM O. SAMPULNA**
Secretary, Department of Environment and Natural Resources (DENR)
- Atty. ANGELA CONSUELO S. IBAY**
Head of Climate Change and Energy Program, World Wide Fund for Nature (WWF)
- Ms. ANA MARGARITA MONTIVEROS**
SVP, Vice President and Chief Reputation & Sustainability Officer, Sanofi Philippines, Inc.
- Atty. TONY LA VIÑA**
Dean, Ateneo School of Government, Assistant Director, Manila Observatory

Moderator:

- Mr. SANTIAGO F. DUMLAO, JR.**
Convener, DENR, Secretary General, Association of Great Estates, Philippines for Good Land Use
- Ms. RAQUEL B. CAGURANGAN**
Co-Chair, DENR, IMA (IG) Committee, VP for Operations, Adventum Medical Care, Inc.

Video Recording of April 29, 2022
MAP Webinar

MAP Webinar "PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT"
A Project of MAP Agri-Business Committee and MAP Trade, Investments & Tourism Committee

Speakers:

- Dir. RAQUEL B. ECHAGUE**
Director for Resource Based Industries Service, Board of Investments (BOI)
- Mr. DANILO V. FAUSTO**
President, DVP Dairy Farms, Inc.

Moderators:

- Dr. OSCAR A. TORRALBA**
Chair, MAP Agri-Business Committee, Chair and CEO, Twin Holdings Corporation
- Dr. CHARLES P. VILLASOR**
Chair, MAP Trade, Investments & Tourism Committee, Chair and CEO, PAMA, TransProduce and PAMA Shared Services

Video Recording of April 27, 2022
MAP Lecture

MAP Arts & Culture FIRESIDE CHAT "Art + Cryptocurrency THE RISE OF DIGITAL ART"
APRIL 27, 2022, WEDNESDAY, 5:00 PM to 6:30 PM via ZOOM

Speakers:

- Mr. HENRY RHOEL R. AGUDA**
Chair, IMA Philippines
- Mr. LUIS BUENAVENTURA**
Country Manager, World Bank Group
- Mr. MIGUEL CUNETTA**
IG Founder and Chief Community Officer, Genesys, Credit Reliance

Moderator:

- Ms. MA. AURORA "BOIS" D. GEOTINA-GARCIA**
Member and Project Manager, MAP Arts & Culture Committee, President, MAGEO Digital, Inc.

Video Recording of April 22, 2022
MAP Webinar

MAP Webinar "STRATEGIC HUMAN RESOURCES: HOW TO THRIVE AND PROSPER IN THE TALENT ECONOMY"
A Project of MAP Human and Management Development Committee

Speakers:

- Mr. SANDILIP CHAUDHARY**
President, Hingon
- Ms. CAROL DOMINGUEZ**
Asia Client Executive, IBM
- Ms. RINA SALA**
Chief HR Officer, Bank of Philippine Islands
- Mr. JP ORBETA**
Chief HR Officer, JCI PHILIPPINES
- Dr. RON SEGISHUNDO**
Vice President and HR Business Partner, DLSU Business Priority

Moderator:

- Sec. SONNY COLOMA**
Executive Director, Human Resources and Development Committee

Video Recording of April 20, 2022
MAP Webinar

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

April 20, 2022, Wednesday, 5:00 AM to 11:00 AM via ZOOM

THE HUMACHINE APPROACH
A Human-Centered Upskilling Strategy for Philippine Businesses in the 4th Industrial Revolution

Speaker:
Dr. NADA R. SANDERS
Co-Author of the BOOK entitled "THE HUMACHINE"
Distinguished Professor of Supply Chain Mgt.
D'Amore-McKim School of Business
Northeastern University (Boston)

Moderator:
Mr. VICTOR "Vic" L. MAGDARAOG
Co-Chair for MAP CEO Academy
MAP Human and Management Development Committee
Senior Business Adviser, Advisory & Insights (A&I)

THE HUMACHINE
Nada R. Sanders, Ph.D.
John D. Wood, Eng.

Video Recording of March 24, 2022
MAP General Membership Meeting

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

MAP General Membership Meeting

RCEP: Should we get in now?

March 24, 2022, Thursday, 10:00 AM to 12:00 Noon via ZOOM

Speakers:
Sec. **WILLIAM D. DAR** (Department of Agriculture DA)
Sec. **RAMON M. LOPEZ** (Department of Trade and Industry DTI)
Dr. **RAMONETTE B. SERAFICA** (Senior Research Fellow, Philippine Institute for Development Studies, PIDS)
Mr. **ARTHUR R. TAN** (CEO and the Head, Singapore Trade Centre Philippines)

Moderator:
Mr. **GIFT D. QUAP** (President, Philippine Culture Board, Inc. Member, MAP Agribusiness Committee)

<https://www.youtube.com/user/TheMAPph>
<https://web.facebook.com/map.org.ph>

Video Recording of February 10, 2022
MAP Economic Briefing and General Membership Meeting

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

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

Speakers:
Sec. **KARL KENORICK** (National Economic and Development Authority (NEDA))
Dr. **CIBLITO F. MAMBO** (Chair, Brain Trust Inc. (BTI) Professor, Ateneo de Manila University)
Dr. **BEING SIAN** (Senior Economist World Bank in the Philippines)

Moderator:
Mr. **ROMEO I. BERNARDO** (Managing Director, Bureau of Economic, Trade & Resources)

EMERGE
Ms. **MARLOU C. CRISTINA** (Chair, Multinational Investment Corporation)

Video Recording of April 7, 2022
MAP-PBE Joint General Membership Meeting

PBE **PHILIPPINE EDUCATION** **MAP**

The Education Imperative
Joint Membership Meeting

Keynote Speaker:
Professor Kwame Akyeampong
GEAP co-chair and Professor of International Education and Development, The Open University

April 7, 2022, 4:00 PM | Zoom Video Conferencing
This event is by invitation only. Please register at: bit.ly/PBEandMAPJMM2022

Video Recording of March 9, 2022
MAP Lecture

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

MAP Arts & Culture Lecture

APPRECIATING THE TASTE AND BOUQUET OF WINE
Beyond Sipping, Swishing, and Drinking

March 9, 2022, Wednesday, 5:00 PM to 6:30 PM via ZOOM

Speaker:
Mr. **JAY LABRADOR**
President, International Wine and Food Society (Philippines)

Moderator:
Mr. **EDUARDO "Eddio" H. YAP**
Chair, MAP Arts & Culture Committee
President and CEO, Claimont Group

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

MAP **PUSH FOR CHANGE**
TOWARDS A BETTER FUTURE FOR ALL

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

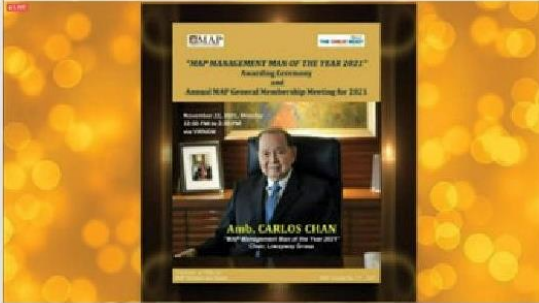
January 13, 2022, Thursday, 12:30 PM to 2:30 PM, via ZOOM

Mr. ALFREDO "Fred" E. PASCUAL
Lead Independent Director, Old Investment Corporation
RIP President-Elect 2022

Governor BENJAMIN "Ben" E. DIOKNO
Bangkok Generating Program (BGP)
Lead Speaker and Inducting Governor

<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/326360865554281>
<https://www.youtube.com/watch?v=wlwo8hGMTpo>

Video Recording of 2nd MAP NextGen Conference



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

Happy Birthday to the following MAP Members who are celebrating their birthdays within July 1 to 31, 2022

JULY 1

1. **Atty. ELAINE MARIE "Elaine" M. COLLADO**
Country Director (Philippines) and Executive Committee (Singapore), Vriens & Partners Pte Ltd
2. **Mr. JOSE ENRIQUE "Joan" DELAS PEÑAS**
President and CEO, Manila Bankers Life Insurance Corporation

JULY 2

3. **Ms. FE SUSAN "Susan" Z. PRADO**
EVP, Development Bank of the Philippines (DBP)

JULY 3

4. **Mr. RICHARD ALLAN "Richard" BATES**
President and CEO, Manulife Philippines
5. **Mr. DONN D. GAMBOA**
President and CEO, White Cloak Technologies, Inc.
6. **Mr. SANJIV VOHRA**
President and CEO, Security Bank Corporation

JULY 4

7. **Mr. JOHN PATRICK "Patrick" Y. CHAN**
General Manager, The Bellevue Manila
8. **Mr. TEODORO "Junie" S. DEL MUNDO JR.**
Chief Executive, The EON Group
9. **Mr. JOSELITO "Lito" G. DIGA**
SVP and CFO, UNILAB, Inc.
10. **Mr. ELMER "Jojo" M. MALOLOS**
President and CEO, JG Digital Equity Ventures Inc.

JULY 5

11. **Mr. CARLO F. MATA**
Director of Philippine Operations, White & Case LLP

JULY 6

12. **Mr. BENEL D. LAGUA**
EVP and Chief Development Officer, Development Bank of the Philippines
13. **Atty. GIOVANNI "Vanni" H. MELGAR**
Chair and CEO, Melgar Brothers Holding Corporation
14. **Mr. ERNESTO "Ato" TANMANTIONG**
CEO, Jollibee Foods Corporation
15. **Dr. BENITO "Ben" L. TEEHANKEE**
Full Professor and Head of the Business for Human Development Network, De La Salle University (DLSU)

JULY 7

16. **Mr. ANTONIO "Jim-Jim" N. CHIU**
President, Coastal Highpoint Ventures, Inc.
17. **Mr. ALFREDO "Fred" E. PASCUAL**
Lead Independent Director, SM Investments Corp.
18. **Mr. HANS BRINKER "Hans" M. SICAT**
Managing Director and Country Manager, ING Bank N.V. Manila
19. **Mr. JOAQUIN "Jack" M. TEOTICO**
Managing Director, The Galerie Joaquin Group

JULY 8

20. **Mr. VICTOR "Vic" L. MAGDARAOG**
Senior Business Adviser, Advisory & Insights (A&I)
21. **Ms. JOLI CO WU, CUO**
Paramount Life & General

JULY 9

22. **Mr. JOSE ANTONIO "Tony" U. GONZALEZ**

23. **Mr. RICARDO "Ricky" P. ISLA**
CEO, Philippines AirAsia Inc.
24. **Mr. CESAR MARIO "Mario" O. MAMON**
Chair and President, Enchanted Kingdom, Inc.

JULY 10

25. **Ms. ROSANDREA "Rhea" GADDI**
26. **Mr. RAFAEL "Raffy" C. HECHANOVA JR.**
VP for Sales and Marketing, Concepcion-Carrier Air Conditioning Company
27. **Ms. ELAINE KUNKLE**
President and General Manager, Henkel Asia Pacific Service Center, Inc.
28. **Mr. PONCIANO "Chito" C. MANALO JR.**
President and CEO, SM Retail, Inc.
29. **Mr. ROMAN FELIPE "Manny" S. REYES**
Chair, Reyes Tacandong & Co. (RT&Co.)
30. **Ms. PATRICIA "Trixie" L. WHYTE**
Founder/Chair and President, Q2 HR Solutions, Inc.

JULY 11

31. **Engr. EULALIO "Euls" B. AUSTIN JR.**
President and CEO, Philex Mining Corporation

JULY 12

32. **Dr. JOSE RENE "Rene" C. GAYO**
Executive Director, Agro-Industrial Technology and Enterprise Center
33. **Mr. FELIPE U. YAP**
Chair and CEO, Lepanto Consolidated Mining Company

JULY 13

34. **Mr. MIGUEL ANTONIO "Miguel" C. GARCIA**
President and CEO, DTSI Group

JULY 14

35. **Mr. CHITO S. MANIAGO**
36. **Mr. MANUEL "Manny" V. PANGILINAN**
Chair, PLDT Group

JULY 15

36. **Ms. ELVIRA "Rina" L. BAUTISTA**
President, Knowledge Channel Foundation Inc.
37. **Mr. ALEJANDRO G. COGOLLOS**
Strategic Planning VP, Cemex Holdings Philippines
38. **Mr. DANILO "Danny" R. DEEN**
Senior Partner, ACCRALAW
39. **Ms. CAMILA "Camil" G. KITANE**
President, CGKformaprint, Inc.

JULY 16

40. **Amb. JOSE "Joey" L. CUISIA JR.**
Chair, The Covenant Car Company Inc.
41. **Cong. JUAN "Jack" C. PONCE ENRILE JR.**
Vice Chair, JAKA Investments Corporation
42. **Atty. CHRISTIAN "Chris" S. MONSOD**
Founding Chair, Legal Network for Truthful Elections, Inc. (LENTE)
43. **Atty. JOSE RONALD "JR/VV" V. VALLES**
VP and Head for Regulatory Management, MERALCO

JULY 17

44. **Ms. CELINA SALDANA BAUTISTA**
President, CNM Properties & Holdings, Inc.

- 45. **Dr. JESUS “Jess” G. GALLEGOS JR.**
Emeritus Professor, Asian Institute of Management
- 46. **Ms. AURORA “Baby” C. IGNACIO**
President and CEO, Social Security System (SSS)
- 47. **Ms. RUTH YU OWEN**
President and CEO, Upgrade Energy Philippines, Inc.
- 48. **Mr. CESAR L. SISON**
- 49. **Mr. RAMON “Mon” L. ZANDUETA**
President and CEO, Marsh Philippines, Inc. (MPI)

JULY 18

- 50. **Mr. LUCIEN “Luc / Lucien” C. DY TIOCO**
EVP, Philstar Media Group
- 51. **Dr. LYDIA B. ECHAUZ**
- 52. **Don JAIME ZOBEL DE AYALA**
Chair Emeritus, Ayala Corporation

JULY 19

- 53. **Mr. RAMON “Mon” D. DEL ROSARIO**
Business Development Director - APAC, Amber Kinetics
- 54. **Mr. BERNARD VINCENT “Bobby” O. DY**
President and CEO, Ayala Land, Inc.
- 55. **Mr. JOSE ARTURO “Jay-Art” M. TUGADE**
President - Products and Services, Perry's Fuel Distribution Inc.

JULY 21

- 56. **Mr. REUBEN “Beng” S.J. PANGAN**
President, Air21 Global Inc.

JULY 22

- 57. **Arch. CARMELO “Meloy” T. CASAS**
President and CEO, Casas+Architects, Inc.

JULY 23

- 58. **Atty. EMILIO “Emil” B. AQUINO**
Chairperson, Securities and Exchange Commission
- 59. **Mr. VIRGILIO BRIGIDO “Nonoy” G. ESPELETA**
President, Famcor Franchise Management and Executive Development Corporation
- 60. **Mr. MEDEL “Ding” T. NERA**
Director, House of Investments, Inc. (a YGC Member)

JULY 25

- 61. **Mr. REYNALDO “Ronnie/Rey” A. DE DIOS**
Risk Management Consultant, R. A. de Dios & Co.
- 62. **Mr. ANTONIO JAIME JOSE “JJ” V. FERNANDEZ**
COO, Menarco Development Corporation
- 63. **Mr. RAMON “Raymond” D. RUFINO**
President and CEO, NEO

JULY 26

- 64. **Mr. DONALD MORRIS**
Country Manager Philippines, Cathay Pacific Airways Limited
- 65. **Dr. MARY ANN P. SAYOC**
Lead Public Affairs, East-West Seed Group
- 66. **Mr. ENRIQUE MIGUEL “Rikks” C. VALLÉS**
President and COO, Mida Food Distributors, Inc.
- 67. **Mr. JAY YUVALLOS**
President, YZ Global Resources, Inc.

JULY 27

- 68. **Dr. FIORELLO “Toto” R. ESTUAR**
Chair and President, FR Estuar and Associates
- 69. **Mr. MANUEL “Manny” D. RECTO**
Nominee, MDR Securities, Inc.
- 70. **Mr. ROLAND U. YOUNG**
Chair, RUY Corporation

JULY 28

- 71. **Mr. EDWIN LL. UMALI**
President and COO, Mabuhay Vinyl Corporation
- 72. **Mr. WINSTON P. UY**
President, Universal Leaf Philippines, Inc.
- 73. **Mr. VICTOR “Vic” B. VALDEPEÑAS**

JULY 29

- 74. **Mr. LAWRENCE “Larry” L. CHENG**
Managing Director, Majestic Press Inc. / Majestic Packaging Products Corp.
- 75. **Mr. JOSE “Nono” C. IBAZETA**
Consultant, A. Soriano Corporation
- 76. **Mr. EMILIANO “Third” LIBREA III**
Business Executive Officer, PalawanPay

JULY 30

- 77. **Mr. SENEN C. BACANI**
President, ULTREX Management and Investments Corporation
- 78. **Mr. BENEDICT S. CARANDANG**
VP for External Relations, First Circle
- 79. **Mr. PHILIP “PG” A. GIOCA**
Country Manager, Jobstreet.com Philippines Inc.
- 80. **Mr. HIGINIO “Joey” O. MACADAEG JR.**
President, United Coconut Planters Bank (UCPB)
- 81. **Mr. SENEN “Bing” L. MATOTO**
Independent Director, Yuanta Savings Bank
- 82. **Mr. ANTHONY “Tony” K. QUIAMBAO**
President and CEO, STRADCOM Corporation

JULY 31

- 83. **Ms. MICHELLE CHAN**
COO, Mega Fishing Corporation
- 84. **Mr. LORENZO “Larry” T. OCAMPO**
President and CEO, City Savings Bank, Inc.
- 85. **Mr. ISMAEL “Mike” R. SANDIG**
Director, AIMS Realty Development and Leasing Corp.

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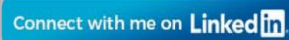
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