



“MAPping the Future” Column in *INQUIRER*

“Sustainable Growth Amidst Crisis through the Blue Economy Concept”

August 29, 2022

Dr. CORAZON “Cora” PB. CLAUDIO

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rom Threat to Crisis: Worse than Pandemic?

I started writing about the new blue economy in this column in Nov. 2015, just before the 21st Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change. Top political leaders of UN member countries attended COP21 because the fate of our planet earth was being threatened by climate change. Now, seven years after, that threat has become a “climate crisis,” a phrase that I’d rather refer to as “climate action,”

what we must urgently focus on. At the June 2022 general membership meeting of the Israel Chamber of Commerce of the Philippines, worried business leaders asked: Worse than pandemic?

They were referring to the COVID pandemic. Our country may not have been one of the worst hit by COVID, which we are recovering from now. But for climate change risks, we are one of the top vulnerable countries in the world, due to several factors--what we are as a nation, where we are located in this planet, how we have managed our

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“MAP Insights” Column in *BUSINESSWORLD*

“Judicial Innovations: Driving Citizen Centricity”

August 30, 2022

Dr. RAMON “Mon” B. SEGISMUNDO

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ever let a good crisis go to waste. It’s the universe challenging you to rise to the next level of potential.” This is a quote from Kristen Ulmer, the best female big mountain extreme skier in the world, a status she held for 12 years.

The Covid-19 pandemic of the past 900+ days is one such crisis. As we emerge from this

unprecedented stage in humanity and start to bounce back and recover, the terms and phrases that reflect the best and the latest in management thinking such as disruptive innovation, digital transformation, agility, the new world of work, empowerment and customer centricity have come back to the fore after more than a two-and-a-half-year hiatus. Certain industries- such as Banking, Retail, Telcos and BPOs to name a few- have been

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“Sustainable Growth Amidst Crisis through the Blue Economy Concept” . . .

natural assets, e.g., our coastal areas and water bodies, and others, including how prepared we are in facing climate change that is already causing adverse effects on many local communities of our nation—a Maritime and Archipelagic Nation (MAN).

The low level of public awareness and appreciation, even by many policy and decision makers, of our “MAN-hood” is one reason for our poor preparation in facing climate change risks. It is a challenge to our new political leaders and executives to help our country behave and act like a MAN. We hope that our national plans and priority programs that are being updated and finalized now with the leadership of President Bongbong Marcos (PBBM) will include strategies and urgent actions to make our country become a stronger MAN in overcoming successfully adverse climate changes and remaining on the path to “sustainable growth,” a term that both 2nd-term Socioeconomic Planning Secretary Arsenio Balisacan and new Banko Sentral Governor Philip Medalla used as speakers at our MAP Economic Briefing and General Membership Meeting last week. They are hard-working and brilliant members of PBBM’s Economic Team. But they need a whole-of-nation development strategy and support for our country to achieve sustainable growth.

Asserting our “MAN-hood” to Achieve Sustainable Growth

I hope that this month of September, which former President Rodrigo Duterte declared as MAN Awareness Month (MANA Mo) annually, through Presidential Proclamation No. 316, will remind us again to be aware that we are a MAN of 7,641 islands, with territory composed of 4/5 water (including our Exclusive Economic Zone, of course) and only 1/5 land.

We are a MAN that is so blessed to have the richest part of the center of marine biodiversity in the world! That is our natural asset that we should know better with more research work so that we can protect, conserve, and use it well to achieve sustainable growth. Our rich marine biodiversity is like a bright jewel that can help us attract and develop growth opportunities for the development of a sustainable Blue Economy, which now deserves priority attention in the plans and programs of both the public and private sectors.

Blue Economy –What it is & Its Potential Scope

Gunter Pauli, an economist-businessman from Belgium and a leading proponent of Blue Economy (BE), is widely recognized as the “father of the BE concept” because as a professor at the United Nations University (UNU), he was the first to introduce its economic philosophy in 1994. He defined BE as an economy where producers offer the best products at the lowest prices through innovations that generate multiple benefits from efficient use of available local resources. So his definition applies to all of planet earth’s ecosystems. He calls it “blue” because water, which is more than 70% of the earth’s surface and the marine environment (oceans and seas) is more than 97% of that water, our planet’s largest ecosystem that makes our planet look blue in what is now referred to as multiverse.

At the Rio+20 UN Conference in 2012, Green Economy, defined as a low-carbon, resource-efficient, and socially inclusive economy, was the main theme. The new concept of BE was then seen as an important branch of the Green Economy for the growth opportunities that the marine environment offers.

After that event, the recognition of the current and potentially vast contributions of the marine environment to socio-economic development increased. Awareness of the need for sustainable management and use of the marine ecosystem as well as coastal areas increased also so much so that SDG#14, Life Below Water was added to the Sustainable Development Goals of the United Nations.

But it took several more years before the first Global Conference on Sustainable Blue Economy was held in Nov. 2018 in Nairobi. At that event, BE was defined as “the overall contributions of oceans to economies.” The participants identified it as a growth opportunity to both developed and developing countries. But they also recognized the need to address the ecological sustainability of oceans.

Since then, some governments, groups, and individuals have defined BE somewhat differently. I read somewhere that the Philippine government has defined BE as “a term used to characterize the sustainable management of marine resources and the marine-linked sectors in the economy.” The European Commission defines it as “All economic activities related to oceans, seas and coasts. It covers a wide range of interlinked established and emerging sectors.” Recently, another definition included all ecosystems around seas, lakes, and rivers.

The BE concept will continue to evolve as countries

recognize the value of water in whatever type of body (ocean, sea, lake, river, etc.) it is in and of the life within and below it, as well as their impact on or from global warming, other ecosystems, economic and other human activities, and sustainable development.

BE for Economic Transformation Toward Sustainable Growth and Unity

We heard PBBM's Unity Platform during the past election and recently his socio-economic agenda through Sec. Balisacan's talk before MAP, with recording in MAP's social media platforms. The latter provides more details on how PBBM's Administration will address constraints to economic transformation for a prosperous, inclusive, and resilient society in the near- to-medium term.

Economic transformation is, indeed, an essential key to achieving unity, with more emphasis on it being inclusive as we have many different types of people--indigenous and others --in our 7,641 islands, many of which have marine environments, lakes, rivers, and beautiful coastal areas. But many of these islands, especially the rural or coastal ones, where capture fishery is a common means of livelihood, need much human capital development so that they may have increased business and other economic opportunities, and improved purchasing power -- which are covered by three of the 8-point agenda. If the government will adopt the BE concept and focus on those islands, some of which are still hardly reached by social services, these three points in the agenda can lead also to the achievement of the other points, not only for those islands but, potentially for the rest of our MAN.

A Working Group in our Climate Action and Sustainability Alliance (CASA), which is composed of MAP members and our partners from various organizations, is now developing our contribution to such BE-focused economic transformation through a FEW catalysts. FEW stands for the basic needs in most of these islands--Food, Energy, and Water. You shall hear more from us on these BE catalysts#

(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, a Life Member of MAP, is former Chair of the MAP Sustainable Development (SD) Committee. She is Convenor-Chair of Climate Action & Sustainability Alliance (CASA) and serves as Board Director of organizations on climate change, SD, science and technology, education and communication.)

"Judicial Innovations: Driving Citizen Centricity" . . .

nimble and embarked on pivots to remain successful during the pandemic and it seems that these ground breaking and mind shifting management paradigms have never left them.

Global transformation expert Keith Ferrazi, in his latest book entitled "Competing in the New World of Work", highlights that for organizations to be the best separate from the rest, "radical adaptability" is required. In the Philippines and in all countries, this organizational response to the rapidly changing internal and external environments is an integral part of the New World of Work and it is happening in seemingly the unlikeliest of organizations.

Well, the Philippine judiciary is one fine example. In a lot of other countries, a new field called Government Technology (GovTech) seeks to improve the lives of citizens and establish a more responsive public service. The objective is for the Government to deliver a citizen centric user experience that makes things easier for all.

When Chief Justice Alexander Gesmundo, together with the Supreme Court en banc, crafted the 2022-2027 Strategic Plan for Judicial Innovations (SPJI), this citizen centric user experience as an end state is at the top of his mind. This SPJI is anchored on four guiding principles, namely: timely and fair delivery of justice; transparency and accountability; equality and inclusion; and adaptability to technology. From these principles emanate three target outcomes: efficiency, innovation and access.

Quoting a recent article from Rappler: "Before he was appointed Chief Justice, Gesmundo had taken on lead roles in several committees on reforms. As an example among other many reforms, the incremental transition to digital processes.....enhanced Gesmundo's name recall among the court's users: the lawyers, litigants and even employees." The same article confirmed that out of the three branches of government, people are least aware of what the Judiciary does. The ultimate customers are the end users of the first and second level courts with the judges serving as the faces of the judiciary. Everyone else in the judiciary organization exists to serve the judges, who are the internal customers. Awareness lies with the ultimate customers.

This SPJI has bolted out of the starting line and, this early, there are clear signs that the Chief Justice's bold and ambitious plans will be realized.

Here are some live examples from certain locations that must be scaled up and replicated nationwide over the long term:

1. There are amazing exemplars of first level (municipal trial courts; metropolitan trial courts; municipal trial courts in cities; and municipal circuit trial courts.) and second level (regional trial courts) courts that are getting ready for the New World of Work. (NWOW) The NWOW is expressed in terms of three dimensions: Work, Workplace and Worker.

These courts did not “waste the crisis” by embarking on digitally driven e-courts, an automated case management information system that included e-raffling of the courts and e-payment of the legal dues. This system increased court efficiency and transparency by reducing court administrative workload and providing lawyers and litigants easier access to case information. Replication of these “courts of the future” that define the new world of work in the judiciary is scheduled for rollout over time and an e-court version 2.0 is planned

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Replication of these “courts of the future” that define the new world of work in the judiciary is scheduled for rollout over time and an e-court version 2.0 is planned for release. The workplace of these courts consists of a variety of interconnected digital devices including laptops, cellphones, desktops, selfie rings, wireless goose neck microphones and smart videoconferencing TVs. The judges and court personnel, on the other hand, will have to be digitally savvy (a good number are already) in addition to the usual high competence and deep commitment that is required of judiciary personnel.

2. The effectiveness of the judiciary frontliners-judges and executive judges- is measured based on ensuring that both the case deadlines are met, and justice is fairly dispensed to all. This refers to adjudication, the legal process of resolving a dispute or resolving a case- which is one side of the coin of the role of judges and the executive judges. The other side of the coin is the tricky part.

This is the administration side such as procurement of supplies and equipment within their authority, the requests for hiring, posting vacancies, approving Maintenance and Other

Operating Expenses (MOOE) within limits, preparation of reports required by the Office of the Court Administrator-Central Management Office, etc. Time devoted to administration consumes the time available time for adjudication which ultimately affects the delivery of services to the public. The Executive Judges and Judges must be saluted for balancing their primary adjudication work expected of them and the administrative work.

For the judges to be truly effective, they need to focus on adjudication work. Correspondingly, on the administrative side, this will involve supporting and strengthening the Office of the Court Administrator.

3. The judiciary is replete with Judicial Excellence awardees as recognized by a Society for Judicial Excellence within the Supreme Court. One common thread of these judge/executive judge/clerk of court awardees is the reduced number of case dockets during their stints in a court. Their effectiveness is multiplied severalfold if they are supported by competent and able judiciary personnel such as the Clerks of Courts, Legal Researchers, Stenographers, Sheriffs and other members of the team.

I strongly believe that transformation and innovation could thrive in any context. In the judiciary, the ingredients for success are there: leadership with the political will; a strategic plan that promotes innovation; processes that will be driven by the internal and external customers; and a great sense of purpose to serve the people. It is just a matter of time before the judiciary becomes a prime example of what Government Technology (GovTech) could deliver in the Philippines. It may be a long road ahead but hopefully the judiciary will provide the spark that will spread like wildfire.

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PHILIPPINE DAILY INQUIRER

BOARD TALK

Business Features Editor
Doris Duriaño-Abadilla

Which one of these top leadership mistakes will you make?

The smallest and largest companies in the world can make the same leadership mistakes that keep them from growing to their full potential. If you don't know how to avoid them, you and your business may lose countless time, energy, money and resources. Have you ever had the feeling that you or your business could do much more, achieve more and be more if you only knew how?



PROFIT PUSH

TOM OLIVER

The science of fulfillment versus the science of achievement

Recently, I had dinner with the patriarch of one of the wealthiest families in the world. He wanted to ensure an enduring family and an enduring business. After our long conversation, it became clear to me that he lacked the leadership skill to delegate properly, thereby burdening himself unnecessarily with micromanaging their business conglomerate. Sundays were no exception for him.

We need to distinguish between the science of fulfillment and the science of achievement. In my playbook, there is no need to become very successful if you cannot master the science of personal happiness at the same time. And that includes enjoying time off and spending enough high-quality time with friends and the people you love. What I have seen again and again in my work with CEOs and business owners is that the ones who are the most fulfilled are the ones who keep their balance and take good care of themselves. They do not drop the ball on family, friends, their health and their spiritual well-being.

The ones who drop the ball on these usually end up having nothing else to show for outside their professional success.

It leaves them largely unfulfilled, with an undefined sense of incompleteness, a void they cannot fill.

Tunnel vision

A lot of business owners and CEOs do not understand that the life of any highly successful entrepreneur or business leader naturally has different seasons. The truth is that there are times when you have to forget about balance, your friends and other things you hold dear, and go all in to focus 100 percent on your next breakthrough goal.

Many of the most successful business leaders, especially the ones that defy all odds and create billionaire empires, apply the technique of "tunnel vision." What does that mean? They always see the No.1 goal that they want to achieve as a backdrop within their mind, no matter what they do. They focus on it and constantly and attune all their actions to it.

This sustained focus almost becomes like a meditation in itself. I call this the "champion's attitude" because it is the No.1 technique

that separates the winners from the losers, not just in business but also in sports, the arts, and other areas.

In my work as a consultant and advisor to the presidents of some of the world's largest companies, and as a coach to top Fortune 500 CEOs and even world-champion athletes, I have taught this technique to my clients so they can accomplish phenomenal results, whether it is an exponential profit boost or a new world record.

It is, in essence, a full focus on a single-minded goal to achieve extraordinary outcomes.

The magic of the right teams

This is another leadership mistake a lot of business executives or owners make: they do not understand what it takes to build winning teams. Putting the right teams together requires a carefully orchestrated multi-faceted approach.

First, you need to know what kind of people you need and in which positions.

they should play. Even a genius will play badly if put in the wrong position. Or would you want Albert Einstein to play on your basketball team?

Second, you need to have excellent people skills to see through the facade of the beauty content that takes place when people want to get hired or come for an interview. You need to have the skill to see through people with X-ray vision to determine if someone is a good fit for a position or not. This requires many years of experience and a combination of analysis and gut feeling, expertise and natural talent.

If you do not have it, get experts who can do that for you. This is a mistake even some of the most successful businesses make. I remember when a European family asked me to have a closer look at a new CEO they hired for one of their businesses because they had the vague feeling something was off. And they were right. After spending

a couple of hours with him, it became clear to me that he could not successfully run their business with almost 100,000 employees. He was in way over his head. He survived three months, then he was gone.

Albert Einstein on your basketball team?

Third, you need to know people's strengths and weaknesses. Do not force fit someone into a role. It never works out. This includes members of family businesses, of course.

Fourth, team people up so they complement each other's strengths and weaknesses. They need to be like magnets whose opposite sides attract. Too often, business executives give no or too little consideration at all to this thorough understanding of strengths and weaknesses within the team, and to matching people up with their right positions. This is as challenging as putting a great basketball team together that doesn't just play but scores and then wins championships. There is science, craft and art to it that comes from talent, experience and knowing what is most needed in which position.

The mastery of proper communication

A fast-growing company in the retail industry that was already a market leader in many different countries approached us because they have always encountered fundamental challenges when they tried to scale up. The owner had no idea why this was happening. When he talked to his top people, everybody

told him that there were no real challenges in the company that should prevent it from falling before they started the next major growth initiative.

As a result, the business owner invested millions of dollars into the next wave of expansion only to find out that, once more, the expansion failed and they more or less stayed at their current level of size. Of course, he could repeat this easily 100 times because persistence without insight leads to the same results.

He approached us to find the root causes of these challenges. Of course, these root causes are rarely what the CEO or owners think they are because they are too close to the trees to see the forest. There are walls they simply cannot see through. One of the reasons why we have been able to achieve extraordinary net profit increases for our clients is that we know who to put into the right positions.

In his case, he lacked the leadership skills to communicate openly with his employees. He also failed to instill the trust in his top people that they could come to him no matter what mistakes they had made or how bad the news was that they wanted to convey.

As a business leader, make sure you encourage a culture of open-mindedness, transparency and honest communication. It is the best insurance policy for your business. **W**



ILLUSTRATION BY RUTH MACAPAGAL

Sustainable growth amid crisis through the blue economy concept

I started writing about the new blue economy in this column in November 2015, just before the 21st Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change.

Top political leaders of UN member countries attended COP21 because the fate of our planet Earth was being threatened by climate change. Now, seven years after, that threat has become a "climate crisis," a phrase that I'd rather refer to as "climate action," what we must urgently focus on. At the June 2022 general membership meeting of the Israel Chamber of Commerce of the Philippines, worried business leaders asked: (Is this) worse than pandemic?

Our country may not have been one of the worst hit by COVID-19, which we are recovering from now. But for climate change risks, we are one of the most vulnerable countries in the world due to several factors—what we are as a nation, where we are located in this planet, how we have managed our natural assets, e.g., our coastal areas and water bodies, and others, including how prepared we are in facing climate change that is already causing adverse effects on many local communities of our nation—a Maritime and Archipelagic Nation (MAN).

The low level of public awareness and appreciation, even by many policymakers, of our "MAN-hood" is one reason



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for our poor preparation in facing climate change risks. It is a challenge to our new political leaders and executives to help our country act like a MAN. We hope that our national plans and priority programs that are being updated now under the leadership of President Marcos will include strategies and urgent actions to make our country become a stronger MAN in overcoming adverse climate changes and remaining on the path to "sustainable growth," a term that both second-term Socioeconomic Planning Secretary Arsenio Balisacan and New Bangko Sentral Governor Felipe Medalla used as speakers at our MAP economic briefing and general membership meeting last week. They are hard-working and brilliant members of Mr. Marcos' economic team. But they need a whole-of-nation development strategy

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Asserting our "MAN-hood" to achieve sustainable growth

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We are a MAN that is so blessed to have the richest part of the center of marine biodiversity in the world! That is our natural asset that we should know better with more research work so that we can protect, conserve, and use it well. Our rich marine biodiversity is like a rich jewel that can help us attract and develop growth opportunities for the development of a sustainable blue economy, which now deserves priority attention of both the public and private sectors.

BE—what it is and its potential scope

Gunter Paas is an economist-businessman from Belgium and a leading proponent of blue economy (BE), is widely recognized as the "father of the BE concept." As a professor at the United Nations University, he was the first to introduce its economic philosophy in 1994. He defined BE as an economy

where producers offer the best products at the lowest prices through innovations that generate multiple benefits from efficient use of available local resources. His definition applies to all of planet Earth's ecosystems. He calls it "blue" because water—which is more than 70 percent of the Earth's surface and the marine environment (oceans and seas) is more than 97 percent of that—is our planet's largest ecosystem that makes our planet look blue.

At the Rio+20 UN Conference in 2012, green economy, defined as a low-carbon, resource-efficient, and socially inclusive economy, was the main theme. The new concept of BE was then seen as an important branch of the green economy for the growth opportunities that the marine environment offers. After that event, recognition of the current and potentially vast contributions of the marine environment to socioeconomic development increased. Awareness of the need for sustainable management and use of marine ecosystem as well as coastal areas increased so much so that SDG (Sustainable Development Goal) No.14, Life Below Water, was added.

UN goals

But it took several more years before the first Global Conference on Sustainable Blue Economy was held in November 2018 in Nairobi. At that event, BE was defined as "the

overall contributions of oceans to economies." Participants identified it as a growth opportunity to both developed and developing countries. But they also recognized the need to address ecological sustainability.

Since then, some governments, groups, and individuals have defined BE somewhat differently. I read somewhere that the Philippine government has defined BE as "the sustainable management of marine resources and the marine-linked sectors in the economy." The European Commission defines it as "all economic activities related to oceans, seas and coasts. It covers a wide range of interlinked established and emerging sectors." Recently, another definition included all ecosystems around seas, lakes and rivers.

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BE for economic transformation

We heard Mr. Marcos' "unity" platform during the past election and recently his socioeconomic agenda through Secretary Balisacan's talk before MAP, providing more details on how the administration will address constraints to economic transformation for a pro-

perous, inclusive, and resilient society in the near- to medium term.

Economic transformation is, indeed, an essential key to achieving unity, with more emphasis on it being inclusive as we have many different types of people—indigenous and others—in our 7,641 islands, many of which have marine environments: lakes, rivers and beautiful coastal areas. But many of these islands, especially the rural or coastal ones, where capture fishery is a common means of livelihood, need much human capital development so that they may increase business and other economic opportunities, and improve purchasing power.

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MUSINGS
OSCAR P. LAGMAN, JR.

"The gross inefficiencies in our sugar industry have made the cost of production higher than the world market price. Yet we have lived and accepted these inefficiencies because the US sugar quota has enabled us anyway to sell our sugar at double the world market price. The unfortunate thing is that our sugar industry has been hostage to America because we can't sell our sugar anywhere else."

I wrote the above paragraph in September 1991, during the national discourse on the Treaty of Friendship, Cooperation and Security between the Philippines and the United States, or, in blunt terms, the extension of the treaty on the US military bases in the Philippines for 10 more years in exchange for economic aid worth \$200 million every year. There were those who said that the extreme necessity and harsh reality of our national circumstances dictated that we approve the extension of the treaty. They said that the aid would allow us time to get our act together. We could begin to build a modern economy that is robust, one that is not vulnerable to attempts of military takeover in natural disasters such as the Mt. Pinatubo eruption just two months earlier that put the economy in a precarious state.

I argued that back in 1966, when the military bases agreement was amended to remain in force until 1991, we had 25 years to get our act together but we did not. And I cited the sorry state of our sugar industry as evidence of our lack of resourcefulness to rationalize our industries and thus improve the economy. As a sugar planter said then, domestic cost of production was almost 15 cents a pound, the world price was 10 cents and the US sugar market paid 21 cents per pound. That distorted production efficiency. The sugar producers had no incentives to cut costs and to diversify and develop by-products.

The export of Philippine sugar to the United States, independence of the Philippine Islands, and the US military bases first tangled in the late 1940s.

The grant of independence to the Philippines by the United States was seen by past generations as an act of benevolence and nobility in that it recognized the inherent right of a people to be free and that it renounced America's imperial-

Philippine sugar, independence, and US military bases



istic ambitions. In reality the grant of independence to the Philippines was in response to the pressure put to bear on the US Congress by powerful farm groups from agricultural states.

The large amount of Philippine agricultural products entering the United States brought down the prices of the farmers' own produce. At the Philippine Islands were introduced in the US Congress. Among them was a bill providing a 10-year transition period of free trade, imposition of quotas on Philippine products, and allowing the entry of 50 Filipinos a year. In exchange, Amer-

icans would be granted certain rights in the Philippine Islands. The bill was sponsored by Representative Butler B. Hare of South Carolina, Senator Harry B. Hawes of Missouri, and Senator Bronson Cutting of New Mexico.

As farm incomes dropped drastically during the depression of the 1930s, the bill received strong support from members of Congress from agricultural states, leading to its speedy approval into law as the Hare-Hawes-Cutting Act.

However, the Act had to be approved by the Philippine legislature. Senate

President Manuel L. Quezon opposed the Act because of the quota provisions, the limit on the number of Filipinos allowed to enter the United States, the establishment of permanent US military and naval bases, and the indefinite power given the High Commissioner (the personal representative of the president of the United States) to the Commonwealth of the Philippines during the transition period 1935-1946, more like an ambassador, in replacement of the Governor-General.

When Franklin D. Roosevelt became president in 1933, he recommended to Congress the revision of the Hare-Hawes-Cutting Law, specifying the removal of the provision on permanent bases, except naval stations. A new bill was introduced in Congress by Senator Millard Tydings of Maryland and Representative John Schuffe of Alabama. The bill provided the extension of free trade from 1935 to 1940 but no more than 850,000 long tons of sugar, 200,000 tons of coconut oil, and 3 million pounds of copra each year could enter the United States duty-free. A graduated tariff on Philippine exports to America was to be applied beginning with the 6th year of the transition period.

The bill also laid out the steps toward true independence — the framing of a constitution and the surrender by the United States of sovereignty over the islands and recognition of the Philippines as an independent state on July 4, 1946. Full United States tariffs were to be paid after that date.

The new bill went through the Congressional mill smoothly, becoming law in 1934 as the Tydings-McDuffie Act. It was readily approved by the Filipino legislators because they considered it the best they could get from the colonial power at the time, and because there was provision of review in the future.

The United States quota system on sugar remained in force until early 1970s. In 1965, the quota system was amended to a total basic quota of 1,126,000 short tons for the Philippines. Exports of Philippine sugar to the US enjoyed preferential treatment until 1970. As foreseen in the 1990s, the domestic sugar industry is now in shambles. ■

OSCAR P. LAGMAN, JR. is a retired corporate executive, business consultant, and management professor. He has been a published writer since his college days in the late 1950s.



mandated again via relief when fuel prices are high. Since SMC is a very influential conglomerate in the country, the ERC or the courts may likely grant their petition. If so, there are two possible compromises.

One, any change in existing contract rates must be based on marginal cost, not full recovery, and keep the relief to bare a minimum, just enough to continue operations and not close down.

Two, the genres that are granted relief in contract amendment may be disqualified from participating in future competitive selection processes (CSP) as they have a track record of refusing to change rules midway.

BUDGET 2023 AND HIGH INTEREST PAYMENT

The proposed budget for 2023 is huge — P5.7 trillion — but the good thing is that it is just a 4.9% increase over this year's budget, which is 5.2% higher than 2021's budget. Interest expenses remain high — from P300+ billion a year few years ago to P500+ billion a year in 2022 and 2023. It comprises 10-11% of the total budget.

Salaries, allowances, and bonuses for government personnel kept rising in 2020 and 2021 even when many workers and professionals lost their jobs and businesses during the two-year COVID-19 lockdowns. Personnel services including pensions will reach P1.6 trillion in 2023.

There is high inequality in the pensions of military and uniformed personnel (MUP) vs. civilian personnel. In 2004, the MUP pensions were 10 times larger than the pensions of civilians. This further rose to 22 times in 2006 and 2021, 41 times in 2022, and are projected to decline to 17 times in 2023 (see Table J).

The Department of Budget and Management's digitizing program for the various agencies will be important. Government size must taper down, giving relief to taxpayers. It is good that many of President Ferdinand Marcos, Jr.'s campaign pronouncements of many other subsidies are not being pushed through by the economic team. ■

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Judicial innovations: Driving citizen centricity

"Never let a good crisis go to waste. It's the universe challenging you to rise to the next level of potential." This is a quote from Kristen Ulmer, the best female big mountain extreme skier in the world, a status she held for 12 years.

The COVID-19 pandemic of the past 900+ days is one such crisis. As we emerge from this unprecedented stage in humanity and start to bounce back and recover, the terms and phrases that reflect the best and the latest in management thinking such as disruptive innovation, digital transformation, agility, the new world of work, empowerment, and customer centricity have come back to the fore after more than a two-and-a-half-year hiatus. Certain industries — such as banking, retail, telcos, and BPOs to name a few — have been nimble and embarked on pivots to remain successful during the pandemic and it seems that these ground breaking and mind shifting management paradigms have never left them.

Global transformation expert Keith Ferrai, in his latest book entitled *Competing in the New World of Work*, highlights that for organizations to be the best separate from the rest, "radical adaptability" is required. In the Philippines and in all countries, this organizational response to rapidly changing internal and external environments is an integral part of the New World of Work and it is happening in seemingly the unlikely of organizations.

The Philippine judiciary is one fine example. In a lot of other countries, a new field called Government Technology (GovTech) seeks to improve the lives of citizens and establish a more responsive public services. The objective is for the Government to deliver a citizen-centric user experience that makes things easier for all.

When Chief Justice Alexander Gesmundo, together with the Supreme Court en banc, crafted the 2022-2027 Strategic Plan for Judicial Innovations

MAP INSIGHTS
RAMON B. SEGISMUNDO

(SPJI), this citizen-centric user experience as an end state was at the top of his mind. This SPJI is anchored on four guiding principles, namely: timely and fair delivery of justice; transparency and accountability; equality and inclusion; and adaptability to technology. From these principles emanate three target outcomes: efficiency, innovation, and access.

Quoting a recent article from Rappeler, "Before he was appointed Chief Justice, Gesmundo had taken on a role in several committees on reforms. As an example among other many reforms, the incremental transition to digital processes, enhanced Gesmundo's name recall among the court's users, the lawyers, litigants and even employees." The same article confirmed that out of the three branches of government, people are least aware of what the Judiciary does. The ultimate customers are the end users of the first and second level courts with the judges serving as the faces of the judiciary. Everyone else in the judiciary organization exists to serve the judges, who are the internal customers. Awareness lies with the ultimate customers.

This SPJI has bolted out of the starting line and, this early, there are clear signs that the Chief Justice's bold and ambitious plans will be realized. Here are some live examples from certain locations that must be scaled up and replicated nationwide over the long term.

1. There are amazing exemplars of first level (municipal trial courts, metropolitan trial courts, and municipal circuit trial courts) and second level (regional trial courts) courts that are getting ready for the New World of Work (NWW). The NWW is expressed

in terms of three dimensions: Work, Workplace and Worker.

These courts did not "waste the crisis" by embarking on digitally driven e-courts, an automated case management information system that included e-filing of the courts and e-payment of the legal dues. This system increased court efficiency and transparency by reducing court administrative workload and providing lawyers and litigants with easier access to case information.

2. The effectiveness of the judiciary frontliners — judges and executive judges — is measured based on ensuring that both the case deadlines are met, and justice is fairly dispensed to all. This refers to adjudication, the legal process of resolving a dispute or resolving a case — which is one side of the coin of the role of judges and the executive judges. The other side of the coin is the tricky part.

This is the administration side such as procurement of supplies and equipment within their authority, the requests for hiring, posting vacancies, approving Maintenance and Other Operating Expenses (MOOE) within limits, preparation of reports required by the Office of the Court Administrator-Central Management Office, etc. Time devoted to administration consumes the available time for adjudication which ultimately affects the delivery

of services to the public. The executive judges and judges must be saluted for balancing their primary adjudication work expected of them and the administrative work.

For the judges to be truly effective, they need to focus on adjudication work. Correspondingly, on the administrative side, this will involve supporting and strengthening the Office of the Court Administrator.

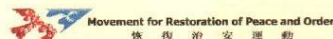
3. The judiciary is replete with Judicial Excellence awardees as recognized by a Society for Judicial Excellence within the Supreme Court. One common thread of these judge/executive judge/clerk of court awardees is the reduced number of case dockets during their stints in a court. Their effectiveness is multiplied severalfold if they are supported by competent and able judiciary personnel such as the Clerks of Courts, Legal Researchers, Stenographers, Sheriffs and other members of the team.

I strongly believe that transformation and innovation could thrive in any context. In the judiciary, the ingredients for success are there: leadership with political will, a strategic plan that promotes innovation, processes that will be driven by the internal and external customers, and a great sense of purpose to serve the people. It is just a matter of time before the judiciary becomes a prime example of what Government Technology could deliver in the Philippines. It may be a long road ahead but hopefully the judiciary will provide the spark that will spread like wildfire. ■

RAMON B. SEGISMUNDO is co-Chair for Strategic HR Management of the MAP Human and Management Development Committee. He is founder and CEO of HR2 (Pty) Ltd, Singapore, and a member of the Faculty of De La Salle University's Graduate School of Business. map@map.org.ph ramonsegismundo.com



August 29, 2022 Joint Letter to His Excellency FERDINAND R. MARCOS, JR.



29 August 2022

**His Excellency
FERDINAND ROMUALDEZ MARCOS, JR.**
President
Republic of the Philippines
Malacañang Palace
Manila



Dear **Mr. President**,

We would like to congratulate you on an extremely well-thought-out SONA that clearly and specifically elucidated what your government expects to achieve throughout its six-year term. We fully support the actions you propose and stand ready to support you where we can.

We noted that the SONA did not touch upon plans and programs to strengthen the legal system, and preserve the rights and freedoms enshrined in the Constitution. We would thus welcome the opportunity to hear from you on these subjects and what actions you may take to correct some of the weaknesses that exist today.

Foremost among these are freedom of speech and press freedom which are a necessary requisite in a democracy to help ensure that all government services operate honestly and properly, and Filipinos can flourish in a free, open society. These fundamental freedoms, together with the just enforcement of laws, are also essential considerations that go into investment and business decisions.

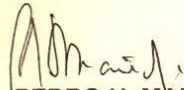
We believe a policy statement from you on these subjects could further boost confidence across all sectors at home and abroad, as we pursue the goals you have laid out. A statement that would be strengthened by a meeting with business group leaders to hear from you on these subjects, or to help share your views with them. We offer our assistance to help organize such a meeting.

We are a group of business and civil society organizations dedicated to assisting both the Executive and the Judicial branches in achieving a legal system and an open society within which business can confidently operate to create jobs and opportunities for economic development; and which will attract the local and foreign investments that can help propel our country forward.

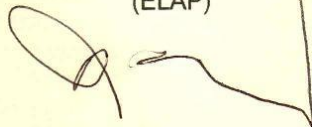
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Thank you for hearing us and we wish you great success as you move forward.

Respectfully yours,



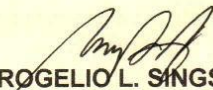
Atty. PEDRO H. MANIEGO JR.
Chairman
Energy Lawyers Association of the Philippines
(ELAP)



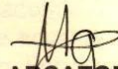
Mr. FRANCISCO F. DEL ROSARIO, JR.
Chairman
Institute for Solidarity in Asia
(ISA)



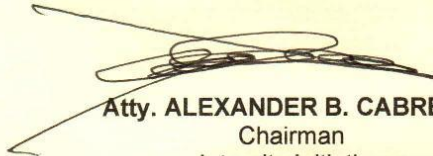
Ms. SHERISA P. NUESA
Vice Chairperson
Justice Reform Initiatives
(JRI)



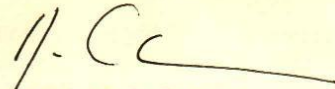
Mr. ROGELIO L. SINGSON
President
Management Association of the Philippines
(MAP)



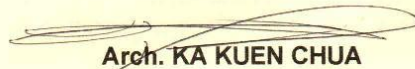
Mr. MICHAEL ARCATOMY H. GUARIN
President
Financial Executives Institute of the Philippines
(FINEX)



Atty. ALEXANDER B. CABRERA
Chairman
Integrity Initiative
(II)



Mr. EDGAR O. CHUA
Chairman
Makati Business Club
(MBC)



Arch. KA KUEN CHUA
Chairman
Movement for the Restoration of Peace & Order
(MRPO)

The **Energy Lawyers Association of the Philippines (ELAP)** is a group of legal practitioners advocating for a fair, transparent, sustainable, and world-class energy sector and shall be recognized as the thought leader in energy policy innovation and equitable governance practices in the country.

The **Financial Executives Institute of the Philippines (FINEX)** is the country's premier organization of finance professionals. Established in 1968, its membership now numbers more than 700 C-level and senior executives, including the CEOs and CFOs of top corporations, academic institutions, SMEs, and officers of government agencies. Its primary purpose is to promote the advancement of the Finance profession to support professional, organizational, and national growth. For more information, email admin@finex.org.ph.

The **Justice Reform Initiative (formerly Judicial Reform Initiative)** was established in 2015 to serve as the principal voice of business and civil society in pushing for reforms in the administration of justice. It is composed of the leading business organizations in the Philippines, judicial advocacy groups and foreign chambers of commerce, who work for the advancement of the rule of law, economic rights, and justice in the pursuit of sustainable economic growth, global competitiveness, and the promotion of socio-economic justice. For more information, email info@jri.org.ph.

The **Integrity Initiative** was organized in 2009 by five leading business organizations to promote integrity in the private sector via education, certification and other programs covering businesses, professionals, government, and youth. For more information, email makatibusinessclub@mbc.com.ph.

The **Institute for Solidarity in Asia (ISA)** is a non-profit organization committed to transforming the public sector. It aims to build shared vision of a Dream Philippines, where every government institution delivers, and every citizen participates and prospers. ISA works closely with national government agencies, local government units, and hospitals to spur growth in the country. For more information, email gluistro@isacenter.org.

The **Makati Business Club (MBC)** is a private non-profit business association in the Philippines founded in 1981 to promote the role of the business sector in national development efforts. Its objective is to provide the business sector constructive ideas and a global outlook, and a vehicle for them to help build a competitive, job creating economy, and a democratic, inclusive, sustainable society. For more information, email makatibusinessclub@mbc.com.ph.

The **Management Association of the Philippines (MAP)** is a 72-year-old management organization which aims to promote management excellence for nation-building. Its about 1,100 members represent a cross-section of CEOs, COOs and other top management practitioners from the largest local and multinational companies operating in the Philippines. For more information, email map@map.org.ph.

The **Movement for Restoration of Peace and Order (MRPO)** is an ad hoc group organized in 2003 to aid families that were victimized and traumatized by kidnap-for-ransom groups.



MAP – PMAP Joint General Membership Meeting

HUMAN CAPITAL: *Be Competitive Or Die*

September 8, 2022, Thursday, 11:45 AM to 2:00 PM
Grand Ballroom A&B, Level 3, Shangri-La at The Fort

Speakers



**Cong. MARK
GO**

Chairman, House Committee on
Higher and Technical Education
House of Representatives



**Dr. ANICETO C.
ORBETA, JR.**

President
Philippine Institute of
Development Studies (PIDS)

Moderator



Atty. EMERICO "Rico" O. DE GUZMAN

Overall Chair, MAP Human & Management
Development Committee
Of Counsel, ACCRALAW

MAP Circular No. 056 - 2022

Registration Fees:

| | |
|-------------|-------------|
| MAP Member | FREE |
| PMAP Member | P2,000 each |
| Guest | P2,000 each |

PRESENTS 20TH MAP INTERNATIONAL CEO CONFERENCE 2022

**The Wins of Change:
Thriving In a World of
In-Betweens**

IN PARTNERSHIP WITH

20TH MAP INTERNATIONAL CEO HYBRID CONFERENCE 2022
September 13, 2022, Tuesday, 8:30 AM to 5:00 PM, Grand Ballroom, Shangri-La at The Fort

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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 | | | |
| August | FREE | P16,000 | \$200 |
| September | FREE | P18,000 | \$250 |
| Get 1 FREE seat for every 5 seats paid. | | | |
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Please register thru the following link: <https://forms.gle/Sn5EwcFodTY6ncmeA>

Articles/Papers from MAP Members

1. **"Our most neglected capital"** from MAP Governor CIELITO "Ciel" F. HABITO's **"No Free Lunch"** Column in the PHILIPPINE DAILY INQUIRER on August 30, 2022

My Ateneo economics faculty colleagues and I are putting together a white paper that we hope to contribute toward the crafting of the new Philippine Development Plan, which the President, in one of his earliest official edicts, has already directed the National Economic and Development Authority to formulate. In it, we take a "capital-based approach" to identifying our current challenges and defining corresponding imperatives for the short, medium, and long term. What this means is that we are approaching our development challenge by taking stock of the five forms of capital any economy and society possesses, and building our analysis on the basis of bolstering those capitals.

What are these forms of capital? These are our financial, human, natural, physical, and social capital, which neatly sum up the various dimensions of development that every economy and society pursues.

Financial capital is the most familiar form of capital to all and includes financial assets, instruments, and resources (including loans, bonds, stock, expenses, assets, equity, and cash flows). It can also be more broadly defined to cover the enterprises and economic activities that produce goods and services and provide jobs that generate incomes for everybody.

Human capital has to do with our people's health, knowledge and wisdom, skills, and motivation. All these are needed for productive work, but more than that, are essential to the attainment of human happiness and well-being. I've heard people object to economists' use of the terms "human capital" and "human capital development," on the argument that it dehumanizes people as mere factors of production needed to produce economic goods and services. They assert that human development (without "capital" in between) via improved health, education, and housing is an end in itself, denoting a happier and more fulfilling life, rather than just a means to raise economic output. Higher gross domestic product or GDP, after all, does not necessarily lead to greater happiness (which has led to advocacies for the assessment of "gross national happiness" instead).

Natural capital refers to our stock of natural assets, which include our land with its soils and minerals, our coastal and inland waters, our air, and all living things growing and thriving within them. It is important to both grow and sustain our natural capital if human needs and wants are to be adequately met for the present and all future generations yet to come.

Physical capital consists of our built assets in various forms of infrastructure, including energy and power; transport facilities; water supply, sanitation, and irrigation; communications hardware and software; and all other buildings, equipment, vehicles, and physical assets needed to produce the economy's goods and services, and service human needs.

Lastly, social capital consists of society's shared values, norms, trust, belonging, and participation that create social cohesion and harmony. It is about relationships, networks, community, civic engagement, information flows, and institutions that foster cooperation and collective actions in pursuit of shared goals. This form of capital is perhaps the least understood and appreciated of all, and often neglected in the government's pursuit of development. Underlying it is trust, and research has shown that the level of trust in society highly correlates with economic growth—and here, our country rates low. On the question "Can most people be trusted?" in the 2017-2022 World Values Survey, only 5.3 percent of the Philippines said yes, against Thailand's 28.9, Singapore's 34.4, and China's 63.5 percent. My colleague Dr. Nandy Aldaba traces our history of social division and fragmentation to persistent economic inequality; social injustices; differential access to good education and its outcomes; corruption, political dynasties, and bad governance; and anti-elite and anti-oligarchy messaging in social media compounded by disinformation.

I've long maintained that nationalism defined as "oneness as a nation" has been the long-elusive ingredient in our quest for true development. President Ramos called it UST: unity, solidarity, and teamwork.

cielito.habito@gmail.com

2. **"Who has the President's ear?"** from MAP Assistant Treasurer ROMEO "Romy" L. BERNARDO's **"Introspective"** Column in the BUSINESSWORLD on August 29, 2022

I am pleased to share with readers the political section of our quarterly economic report to Globalsource Partners (globalsourcepartners.com) subscribers titled "So far, so good (Aug. 25). Globalsource Partners is a New York-based network of independent analysts in emerging markets. Christine Tang and I are their Philippine advisers.

Ferdinand "Bongbong" Marcos, Jr. (BBM) has comported himself well in the first month and half of his presidency. First, he chose good men, based on competence and integrity rather than personal ties, to lead key cabinet posts. Then, he lent credibility to his economic team, opening his first policy speech to congress with their growth and development goals and, importantly for credit markets, the medium-term fiscal consolidation program, and then said all the right things in the rest of the speech.

Likewise, perhaps to signal that he is neither populist nor beholden to anyone, he exercised the presidential veto and sent back to congress three notable bills, two of which benefited business groups that were reputedly major sponsors in his campaign and another favoring the teachers serving in elections through the grant of impractical tax exemptions. His continuing silence on the popular policies he espoused on the campaign trail, notably P20 rice and an oil price stabilization fund, as well as his and the economic managers' active engagement with the business sector further bolstered beliefs that the economic team has his ear.

So far so good.

Not quite. His administration's recent flipflopping on whether to import sugar, where prices rose 36% year on year and 13% month on month in July, is testing the President's leadership mettle. To recall, the President appointed himself agriculture secretary in June, which we said was either a bold move or an ill-advised one.

The issue of sugar imports, a source of largesse for the politically well-connected, is not new. Volumes are decided by a government-owned corporation, the Sugar Regulatory Administration (SRA), which is administered by a board chaired by the agriculture secretary with members representing politically powerful planters and millers. The SRA not only controls domestic supply through imports but decides how much of local production will be allocated to meeting US quotas and how much for domestic consumption. This central planning system, coupled with the sector's relatively poorer productivity, has translated into comparatively high domestic

sugar prices, as much as twice the world market price in the past 10 years.

The latest controversy involves an order to import 300,000 metric tons of sugar signed by members of the SRA Board earlier this month. An agriculture undersecretary, who was designated ex-officio chair representing the President, signed the order on behalf of the President. Many thought that what transpired soon after was tantamount to the President and his Palace team throwing a highly regarded technocrat under the bus.

First, through his spokesperson, the President disavowed knowledge of the importation order, calling it "illegal." Then, his executive secretary, who issued the memorandum that gave the undersecretary authorization to sign, told a senate hearing that while he had the importation order drafted, he had expected the undersecretary to get the President's approval first before signing. In the meantime, inspection teams have been sent to warehouses to show the public that there is no shortage of sugar locally.

What happened behind the scenes is the subject of plentiful speculations. Whatever the inside story, the President has since agreed to importing sugar but at half the original volume and at a later date. The question is, is this decision based on sound economics or political accommodations? So far retail prices of sugar are unchanged despite reports of large supermarkets having been persuaded to sell the product at a discount. Another worrying sign is the suspension of operation in some plants of a large multinational beverage manufacturer reportedly due to lack of sugar.

We are not quite sure what this seeming first major misstep means, but it is being closely watched as a possible canary in the coal mine.

Throughout our Presidential history, including the Marcos Sr. administration, there have been tugs of war between economic technocrats and the more politically oriented advisers, driven by short term popularity, power consolidation, or fund-raising agenda. How this administration, and thus our economy, fares over its entire term, amidst all the daunting economic challenges, may well depend on who the President listens to.

Romeo L. Bernardo was finance undersecretary from 1990-96. He is a trustee/director of the Foundation for Economic Freedom, Management Association of the Philippines, and FINEX Foundation. He is Philippines principal adviser to Globalsource Partners

globalsourcepartners.com
romeo.lopez.bernard@gmail.com

MAP Talks on Youtube

Video Recording of August 19, 2022
MAP GMM

Video Recording of July 1, 2022
MAP Webinar

Video Recording of May 19, 2022
MAP GMM

Video Recording of April 29, 2022
MAP Webinar

Video Recording of July 14, 2022
MAP GMM

Video Recording of June 23, 2022
MAP GMM

Video Recording of May 2, 2022
MAP Webinar

Video Recording of April 29, 2022
MAP Webinar

Video Recording of April 27, 2022
MAP Lecture



Video Recording of April 22, 2022
MAP Webinar



Video Recording of March 24, 2022
MAP General Membership Meeting

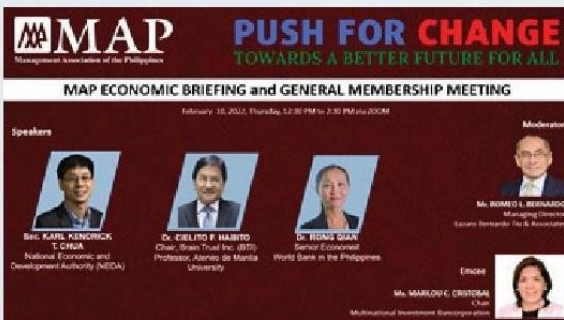


Video Recording of March 9, 2022
MAP Lecture

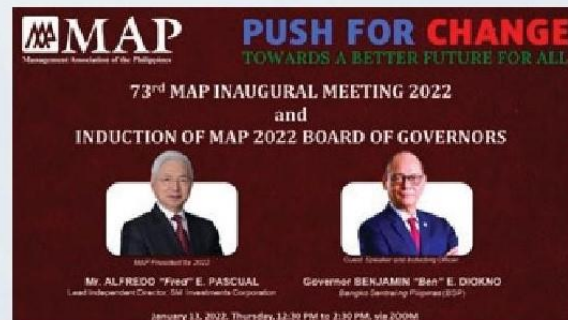


<https://www.youtube.com/user/TheMAPph>
<https://web.facebook.com/map.org.ph>

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

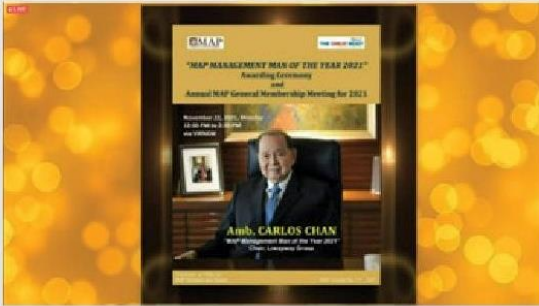


Video Recording of January 13, 2022
MAP Inaugural Meeting and Induction of MAP 2022 Board of Governors



<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/326360865554281>
<https://www.youtube.com/watch?v=wIwo8hGMTpo>

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 August 1 to September 30, 2022

AUGUST 1

1. **Mr. RODERICK "Rick" M. DANA O**
Chair and Senior Partner, Isla Lipana & Co./ PwC Philippines
2. **Mr. DANIEL RIVAS "Dan" FRANCISCO**
Director, 1Infinity Traders Securities Corporation
3. **Mr. LARS BOGVAD "Lars" JEPPESEN**
CEO, Tech One Global Philippines
4. **Dr. CONCHITA "Chit" L. MANABAT**
President, Development Center for Finance

AUGUST 2

5. **Mr. ROBIN R. BERNABE**
President, Multimedia Exponents, Inc.
6. **Mr. GERARD "Gerry" M. LANE**
President, Lane Archive Technologies August 2
7. **Mr. MICHAEL SHERWIN "Mike" M. MACATANGAY**
Founder, President and CEO, One A-TEAMS Consultants Pte. Ltd.
8. **Mr. NOEL M. TEMPONGKO JR.**
VP and General Manager, Century Pacific Agricultural Ventures, Inc.

AUGUST 4

9. **Mr. PHILIP CEA**
Chair, F1 Hotels & Resorts
10. **Dr. ANDREW "Andy" I. LIUSON**
Co-Founder and Vice Chair, Cityland Group of Companies
11. **Dr. RAMON "Mon" B. SEGISMUNDO**
Founder and CEO, 1-HR.X Pte. Ltd. (Singapore)

AUGUST 5

12. **Ms. RUBY BAIRAN**
President, EstateMart Dev't. Inc.
13. **Mr. VICTOR S. CHIONGBIAN**
Chair, Fast Logistics
14. **Dr. RAYMOND "Ray" NELSON DAVIS**
Chair, Mabuhay Capital Corporation
15. **Ms. CRISTINA "Tina" A. LEE**
GM and Managing Partner, Cornerstone Performance International Inc.
16. **Mr. FEDERICO "Piki" R. LOPEZ**
Chair and CEO, First Philippine Holdings Corporation
17. **Mr. JOHNSON "Jong" ONGKING**
VP, Pacific Paint (Boysen) Philippines, Inc.
18. **Atty. JOSE MIGUEL "Miko" C. PALARCA**
Managing Partner, Palarca and Baluyut Law Offices

AUGUST 6

19. **Atty. LILIA B. DE LIMA**
20. **Mr. JUAN VICTOR "Jovy" I. HERNANDEZ**
SVP and Head of PLDT and Smart Enterprise Business Groups, PLDT

AUGUST 7

21. **Mr. EDWIN H. HERNANDEZ**
President, Jardine Distribution, Inc.
22. **Mr. VICENTE "Bimbo" T. MILLS JR.**
Chair, Hino Motors Philippines Corporation

AUGUST 9

23. **Atty. ANTONIO "Bing" A. PICAZO**
Senior Partner, Picazo Buyco Tan Fider & Santos Law Offices
24. **Mr. FLORIDO "Doy" P. CASUELA**
OIC, Philippine National Bank (PNB)
25. **Mr. PETER G. COYIUTO**
President and CEO, First Guarantee Life Assurance Company, Inc.
26. **Engr. RODOLFO "Rod" N. FERRER**, Chair, RN Ferrer and Associates, Inc.

AUGUST 10

27. **Ms. CLARISSA ROWENA "Butch" C. BON SOL**
President and Managing Director, Expat Communications, Inc.
28. **Mr. ARTURO "Art" N. DALUPAN**
Consultant, Professional Payroll Specialists Inc. (PPSI)
29. **Mr. LORENZO V. TAN**
President and CEO, House of Investments, Inc. (a YGC Member)
30. **Ms. SHARON T. TAN**
President, Universal Rich Property and Management Corporation
31. **Mr. ARTEMIO "Jason" B. VITANGCOL**
President and CEO, St. Peter Chapels

AUGUST 11

32. **Mr. RUEL T. MARANAN**
President, Ayala Foundation, Inc.
33. **Dr. JUSTO "Tito" A. ORTIZ**
Vice Chair, UnionBank of the Philippines
34. **Mr. CESAR G. "Cesar" ROMERO**
Country Chairman, Shell Companies in the Philippines
35. **Dr. ANTONIO "Tony" S. YAP**
President, Benita & Catalino Yap Foundation

AUGUST 12

36. **Mr. MICHAEL "Mhycke" C. GALLEGO**
Partner and Advisory Practices Leader and Head, Knowledge Management, Punongbayan & Araullo/Grant Thornton Philippines
37. **Mr. FRANCIS AUGUSTUS "Francis" L. WEE**
CEO, W Group, Inc.

AUGUST 13

38. **Ms. PIA SANDRA "Pia" N. ACEVEDO**
Founder, President and CEO, The OneCORE and Creative Human Resource Group
39. **Mr. MICHAEL ARCATOMY "Mike" H. GUARIN**,
Partner, Advisory, KPMG R. G. Manabat & Co.
40. **Mr. JUAN "Johnny" B. SANTOS**
41. **Ms. MICHELLE "Michelle" M. UNGCO**
SVP, Unicapital Inc.
42. **Atty. JOSE LUIS "Bobet" L. VERA**
President, Quest Broadcasting, Inc.
43. **Mr. MARLO R. CRUZ**

AUGUST 14

44. President and CEO, CIBI Information, Inc.

- 45. **Ms. ANGIE G. FLAMINIANO**
President and COO, NutriAsia, Inc.
- 46. **Mr. ALVIN D. LAO**
President and CEO, D & L Industries, Inc.
- 47. **Mr. BENJAMIN PHILIP "Philip" G. ROMUALDEZ**,
Trustee/VP, Doña Remedios Trinidad Romualdez
Medical Foundation, Inc.
- 48. **Mr. GERARDO "Ral" A. ROSARIO**
President and General Manager, RMG Hospital
Supply, Inc.

AUGUST 15

- 49. **Ms. MARION "Marcy" C. KOHCHECH CHUA**
Managing Director and Head of ATRAM Wealth,
ATRAM
- 50. **Ms. MARY JADE T. ROXAS- "Jade" DIVINAGRACIA**
Managing Partner for Deals and Corporate Finance,
Isla Lipana & Co./ PwC Philippines
- 51. **Mr. WILLIAM "Bill" B. GO**
Vice Chair, CTBC Bank
- 52. **Mr. JALLAIN MARCEL S. "Jallain" MANRIQUE**
Partner, KPMG R. G. Manabat & Co.

AUGUST 16

- 53. **Mr. MARCELO "Celo" S. CO**
Managing Director, Marikina Food Corporation
- 54. **Mr. CHRISTOPHER "Chris" M. GOTANCO**
Senior Advisor (former President and COO), Anglo
Philippine Holdings Corporation
- 55. **Mr. ALBERTO "Bertie" ALDABA LIM**
Chair, Culion Foundation, Inc.
- 56. **Atty. PEDRO "Pete" H. MANIEGO JR.**
Chair, Energy Lawyers Association of the Philippines
- 57. **Mr. AURELIO "Gigi" R. MONTINOLA III**
Chair, Far Eastern University (FEU)

AUGUST 18

- 58. **Mr. FRANCISCO JAVIER "Franz" P. BONOAN**
First Vice President, BDO Capital and Investment
Corporation
- 59. **Mr. ROBERTO JOSE "Boj" R. LOCSIN**
Chief Administrative Officer, Manila Water Company,
Inc.
- 60. **Ms. CRISTINA CARANTO "Tina" VIVAS**
Head of Consumer Goods and Retail, Food Service,
Healthcare and Pharmaceuticals Division, ZMG Ward
Howell, Inc.

AUGUST 19

- 61. **Ms. MA. AURORA "Boots" D. GEOTINA GARCIA**
President, MAGEO Consulting, Inc. August 19
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Chair and CEO, Private Infra Dev Corporation
- 63. **Mr. WILLY Q. TEE TEN**
President and Dealer Principal, Autohub Group

AUGUST 21

- 64. **Mr. IMMANUEL "Mau" GARCIA**
SVP - Client Management Group, Trinity Insurance
and Reinsurance Brokers, Inc.
- 65. **Ms. JEAN MARGARET "Jeannie" GOULBOURN**
President, Design Exchange, Inc.
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Gorres Velayo & Company (SGV & Co.)
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General Manager, Marriott Hotel Manila

AUGUST 22

- 68. **Mr. LEONARDO JARDIN "Leo" MATIGNAS JR.**
- 69. **Mr. REY ESCARILLA "Rey" UNTAL**

AUGUST 23

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Chairman Emeritus and ESG Leader, Isla Lipana &
Co./PwC Philippines
- 71. **Ms. AMELIA "Amy" D. MANAS**
Chair, Bruno's Services Corporation

AUGUST 24

- 72. **Ms. MARTHA "Marts" MENDOZA SAZON**
President and CEO, Globe Fintech Innovations, Inc.

AUGUST 25

- 73. **Mr. FRANCIS O. MONERA**
President, SIGN (Sustainable and Inclusive Growth
Network) Asia Foundation
- 74. **Mr. ARTHUR LEACHON "Art" PANGANIBAN JR.**
President and CEO, Gotuaco, del Rosario Insurance
Brokers, Inc.
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President, Bel Mondo Italia Corporation

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Managing Partner and CEO, Xiklab Digital
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President, Sumitomo Corporation of the Philippines
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President, Orix Metro Leasing and Finance
Corporation

AUGUST 27

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Monetary Board Member, Bangko Sentral ng Pilipinas
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International Inc.
- 84. **Mr. KINGSON U. SIAN**
President and CEO, Travellers International Hotel
Group, Inc.

AUGUST 30

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- 86. **Mr. TAKESHI HARA**
President and CEO, Mitsubishi Motors Philippines
Corporation
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CEO, Scheirman & Cruz Property Holdings, Inc.
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Corporate Secretary, I.B. Gimenez Securities, Inc.

AUGUST 31

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Managing Editor, Business+Class Magazine
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Managing Director, Jardine Schindler Philippines

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Head, Corporate Strategy, Ayala Corporation
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Partner and Head of Human Capital, Isla Lipana & Co./PwC Philippines
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Chair and President, Armak Tape Corporation

SEPTEMBER 3

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7. Director and CEO, Philpacific Insurance Brokers and Managers, Inc.

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Country General Manager, Microsoft Philippines, Inc.
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Director, Government Relations and Public Affairs, Metro Pacific Investments Corporation (MPIC)

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Managing Director, Lazaro Bernardo Tiu & Associates
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President and CEO, Accent Micro Technologies, Inc. (AMTI)
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President, Health Information Management Association of the Philippines (HIMAP)

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Managing Director and CEO, Land Registration Systems, Inc. (LARES)

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President and CEO, EI Construction Co. Inc.
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President, Water Security Movement, Inc. (WSM)
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CEO and Founder, Properties ATC (Phils.)
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SVP and COO, St. Peter Life Plan, Inc.

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President and CEO, Climargy Inc.
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SEPTEMBER 10

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SEPTEMBER 11

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Partner, Head of Corporate Tax & Tax Immigration Division, Sapalo Velez Bundang & Bulilan Law Offices

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Chair, President and CEO, Megawide Construction Corporation

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President, Inner Sense Consulting & Research Corporation

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Chair, St. Peter Life Plan, Inc.

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Chair, Converge Pure Fiber Technology
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President and CEO, RCBC Capital Corporation
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CEO, ASEA Metrics HR Solutions, Inc.
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Managing Partner, R. S. Bernaldo & Associates
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President, Mabuhay Capital Corporation

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Founding Chairman and Senior Tax Advisor, Asian Consulting Group
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Country Director, Drake Business Services Asia, Inc.
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President and CEO, Ergo Contracts Philippines Inc.
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COO, Ever Bilena Cosmetics, Inc.
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President and CEO, First Vita Plus Marketing Corporation
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Founder and Managing Partner, Villaruz, Villaruz & Co., CPAs

SEPTEMBER 21

60. **Mr. JOSE "Jovee" V. CRUZ**
Managing Partner, Edtech Corporation

SEPTEMBER 22

61. **Ms. SHARON G. DAYOAN**
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62. **Mr. RAMON "Mon" D. DIZON**
Former Partner and Transaction Advisory Services Head, SyCip Gorres Velayo & Company (SGV & Co.)
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Founder and CEO, Paymaya Philippines, Inc.

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Chair, UBx Philippines
66. **Mr. ERNESTO "Ernie" B. PANTANGCO**
Chair, EBP Holdings Corporation

SEPTEMBER 25

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Managing Director and CEO, AXI LNGAS Inc.
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Treasurer, CL Folloso Group, Inc.
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President and CEO, Health Solutions Corporation

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President and CEO, Cathay Land Inc.

SEPTEMBER 26

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Independent Director
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Adjunct Professor, Asian Institute of Management (AIM)
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Country Head, Willis Towers Watson Asia Pacific Shared Services Center
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President and CEO, Phoenix Petroleum Philippines, Inc.

SEPTEMBER 27

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76. **Mr. RENATO "Rene" E. LIRIO**
Chair, Hillcreek Gardens Tagaytay, Inc.

SEPTEMBER 28

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SEVP and COO, Wilcon Depot, Inc.
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President and CEO, Centre for International-Education (CIE) Global Colleges, Inc.

SEPTEMBER 29

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Chief Representative (Philippines), Rothschild (Singapore) Limited
80. **Ms. PACITA "Chit" U. JUAN**
President, Philippine Coffee Board, Inc.
81. **Mr. ROMMEL L. SYTIN**
President and CEO, United Auctioneers, Inc.

SEPTEMBER 30

82. **Mr. ANTONINO "Tony" T. AQUINO**
Director, Ayala Land, Inc.
83. **Mr. LAZARO JEROME "Jerome" C. GUEVARRA**
SVP, BDO Capital & Investment Corporation
84. **Mr. ALBERT PÉREZ TORRES**
Regional Director, Michael Page International Recruitment (Philippines) Inc.
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Registered Foreign Lawyer (New York), Allen & Overy

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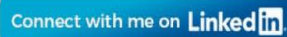
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