



“MAPping the Future” column in the *INQUIRER*

“How can business owners deal with loan default and debt collection harassment?”

October 3, 2022

Mr. **BENEDICT S. CARANDANG**

Business owners should avoid defaulting on a loan as much as possible, especially since one must have a realistic payment plan in mind when getting financing. However, extraordinary circumstances such as the pandemic can derail even the most prepared SMEs. In these cases, you may not have any choice but delay repayment or go into loan default.

Since the pandemic, the government has received - and continues to receive - an increased

number of complaints for debt collection harassment. From 485 complaints in May 2019, the National Privacy Commission (NPC) handled 1,867 complaints in December 2020, an increase of over 200%.

What to expect if you miss a business loan payment

First, know that no one gets imprisoned for non-payment of a loan, as per the 1987 Philippine Constitution.

(continued on page 2)



“MAP Insights” column in *BUSINESSWORLD*

“EDCOM 2: Lifelong Learning Poverty Crisis”

October 4, 2022

Dr. **FEDERICO “Poch” M. MACARANAS**

(First of two Parts)

The Philippines has a lifelong learning (LLL) poverty crisis - perhaps even worse than the widely-discussed learning poverty gap at the primary school level. Both must be addressed now if we are to remain competitive and provide “socially cohesive, fulfilling, inclusive and sustainable future for all.” (Marrakech Framework for Action for Adult Learning and Education, adopted 17 June 2022 by UNESCO

member states).

The primary school case was documented by an updated cross-country 2022 report of the World Bank on the subject where we ended miserably on the development indicator on reading (the learning poverty indicator indicative of the ability to read a simple text with comprehension by age 10), writing, mathematics, and global citizenship by Grade 5.

(continued on page 4)

“How can business owners deal with loan default and debt collection harassment?” . . .
(from page 1)

If you miss a payment, legitimate lenders will contact you with payment reminders, and impose late payment penalties. If the payment delay goes on for the next three billing cycles, your lender will then declare the loan as “delinquent” or “in default”. It usually means you have to pay the full loan balance immediately – including the total interest amount, penalties, and other charges.

The lender will also report your case to the Credit Information Corporation (CIC), the central registry of borrowers’ credit information and history. The report can damage your credit history and make future loan applications more difficult and expensive.

If your loan is unsecured, the lender will turn over your loan to a debt collection agency. These agencies will contact you more aggressively via call, text, or even mail to get repayments. If your loan is secured, your lender will simply inform you once your loan is in default, and begin the process of seizing your provided collateral.

The worst-case scenario is the lender can file a civil case against you for non-repayment. If the lender wins, the court will demand you pay the full loan balance, interest, and penalties to the lender – plus legal damages.

What counts as debt collection harassment?

The Security and Exchange Commission (SEC) counts the following as unfair debt collection practices punishable by law:

- Use or threat of use of violence or other criminal means to harm a person, their reputation or property;
- Use of threats to take any action that cannot legally be taken;
- Use of obscenities, insults, or profane language to abuse a borrower and/or which amounts to a criminal offense under applicable laws;
- Disclosure or publication of the name and other personal information of a borrower who allegedly refuse to pay a debt (with exceptions);
- Communicating or threatening to communicate loan information which is known or should be known to be false, including failure to communicate that the debt is being disputed (with exceptions);
- Use of false representation or deceptive means to collect or attempt to collect a debt or obtain information concerning a borrower;

- Contacting a borrower at unreasonable times, defined as before 6 AM or after 10 PM, except if the account is past due for >15 days or the borrower has given written, electronic, or recorded consent
- Contacting the persons in the borrower’s contact list, other than those named as guarantors or co-makers.

Take note, however, of the following exceptions that allow disclosure of your information:

- With your written or recorded consent;
- Released, submitted, or exchanged with other financial institutions, credit information bureaus, lenders, their agents or other representatives;
- Required by a court, government office, or agency authorized by law;
- Disclosure to collection agencies, counsels, and agents of the lender to enforce their rights against the borrower;
- Disclosure to a third-party service provider to assist or provide services that help the lender administer its financing/lending operations;
- Disclosure to an insurance company for the purpose of insuring the lender and/or borrower.

What can you do against unfair debt collection practices?

You can file a report with the NBI’s Cybercrime Division, the PNP’s Anti-Cybercrime Group, the NPC, or the SEC. These government agencies will process the complaints and coordinate actions to enforce relevant punishments.

For instance, accessing your contact list without authority is a violation of the Cybercrime Prevention Act, punishable by up to 12 years in jail and fines of at least ₱200,000. Malicious disclosure of your personal information is punishable by up to 5 years’ imprisonment and up to ₱1 million in fines. The SEC also imposes separate fines to lending companies found guilty of unfair debt collection practices.

What can you do if you know you’re unable to pay?

Be proactive by reaching out to your lender and negotiating. Request for loan rescheduling, where the lender extends your loan term to reduce your monthly or quarterly payments; or loan restructuring, where the lender changes the type or structure of your loan. The latter can reduce your current interest payment, prolong your billing cycles, or modify the frequency of your interest payments. Note that you may end up with a higher final loan cost for both options.

Lastly, ask if any of your loan fees can be waived or reduced, and if a grace period is possible. If you are a good payer and show sincerity in fulfilling your obligations, your lender may be more willing to adjust. Legitimate private lenders are also more likely to adjust due to less stringent internal protocols; some even proactively prevent clients from going into default. For instance, First Circle, a fintech firm financing growing SMEs since 2016, freezes their clients' credit line if they are borrowing too often or beyond their means. This protects their clients from putting their businesses at risk. First Circle also assigns a dedicated account manager to each client. In case of repayment issues, the account manager can then recommend tailor-fit, in-depth solutions.

Another option is debt refinancing: taking out another loan to pay off your current loan. However, your new loan must have better rates or terms than your current one. You may also incur early payment charges for paying off your initial loan. For these reasons, debt refinancing isn't for every business.

Loan defaults can happen even to the best entrepreneurs, as there will always be financial circumstances out of your control. It shouldn't define your business – or your skills as a business owner. It is also not a cause for shaming, threats, and other forms of harassment from lenders and debt collectors. So know your rights, understand what behavior is out of bounds, and lodge a complaint once you have adequate documentation of debt collection harassment.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is Member of the MAP. He is the Vice President for External Relations of First Circle, a fintech provider that helps SMEs grow through long-term partnership, flexible financing, and free tools to help them find government opportunities. This article is co-written with Jess Jacutan, First Circle's Content Marketing Lead. Feedback at <map@map.org.ph> and <benedict@firstcircle.ph>).

"EDCOM 2: Lifelong Learning Poverty Crisis" . . .
(from page 1)

WHAT LLL CRISIS? On the other hand, the indicators of LLL poverty situation in the country had been and may continue to be equally dismal:

(1) poor performance of professionals in licensure examinations [latest data: about 56% of first-time takers pass the licensure examinations while 38% of graduates across disciplines pass licensure examinations, which House of Representatives Technology and Higher Education Committee Chairman Mark Go noted in the September 8, 2022 Joint General Membership Meeting (GMM) of the Management Association of the Philippines (MAP) and the People Management Association of the Philippines (PMAP);

(2) relatively low enrollment in adult learning compared to our neighbors in the region which the International Labor Organization (ILO) documented as early as 2007, e.g., participation rates of the population aged 15-64 in vocational education and training: 1.9% in the Philippines, compared to 33.4% in Singapore, 14.6% in Hong Kong, and 5.9% in Korea. These could have been alleviated by lowering structural barriers in the employers and employee training costs; and

(3) many areas for improvement in the major management concerns (skills for critical thinking, communication, collaboration, and creativity; English language proficiency, digital and technical competencies, people skills) where we now have very much appreciated global linkages (BPO, maritime, nursing, tourism) and potential products from a marine archipelagic nation.

EDCOM 2: The review of the national education system through this new education commission was the subject of a recent MAP GMM.

The new Commission may give us a long-term set of concerns and vision beyond AmBisyon 2040. However, in the medium-term, we may socially succumb through a destabilizing confluence of factors. These include geopolitical forces, social technology misuse/abuse, and climate change that damage supply chains, profitability, and investment attractiveness which our much-vaunted people assets may not be able to answer for due to the gravity of the compounded problems.

Traditional monetary and fiscal policies may not be able to mask long-term real factors shaping the structural problems of the economy

intertwined with ESG (environment, social, and governance) principles. Over-reliance on these financial policies triggered balance-sheet recessions in Japan and the US in the past decades, although this time it can be the damaged asset bases of human and natural resources/green capital rather than physical property/ grey capital of the Philippines. In complex adaptive systems, scenario plans should accommodate the possibility of balance-sheet recessions and stagflation. It is better that we be prepared rather than be surprised.

CALL for LLL by ILO: In 2007, the ILO released a study on the Philippines which contained the recommendation that the country must pursue "an integrated action plan (for lifelong learning which is) ... multi-sectoral, multi-period, and go beyond the boundaries of the nation." The context was the magnified archipelagic insularity of Filipino mindsets arising from the first commission that re-shaped the independent Philippines' post-WWII education (EDCOM 1) that unfortunately splintered education policy implementation into three separate bodies.

EDCOM 2 should come into the picture now with the 2007 ILO study recommendation that "LLL in the Philippines must address not only socio-economic considerations but political matters as well since ... welfare enhancements ... are defined, for example, by changing international standards of governance." Many education leaders are calling for the de-politicization of the education system.

"Cradle to grave" lifelong learning was advocated as an education strategy some fifty years ago. National legislations were in place as early as the 1970s in France and the USA, and in the following decades in Japan, Germany, Sweden, Canada, etc. Adult education was integrated into LLL even in developing economies with the 1976 Nairobi Conference commitment for its extension to "all aspects of life and all areas of skills and knowledge."

By the new millennium's second decade, the United Nations Sustainable Development Goal (UN SDG) 2030 indicator #4 was designed to "ensure inclusive and equitable quality education and promote lifelong learning opportunities for all." Indeed, the "right to lifelong learning" was reiterated at the June 2022 5th UNESCO Conference on Adult Learning and Education (ALE) and the ensuing Marrakech Framework noted in the opening paragraph above; however, the global reports on ALE do not capture the essence of individual country challenges because of the paucity of LLL system-wide data, the Philippines included.

URGENT NEED for a LLL NATION: Yet, the ILO 2007 study on the Philippines, antedating the UN SDGs, was based on an extensive review of and data analysis on “the quality of schooling, the high unemployment rate in the face of the skilled human resources that can be made competitive with accompanying investment in science and technology, the mismatch in schooling-employment, general resource misallocation partly due to financial disincentives to parents, school owners, and employers, and the many good practices in lifelong learning in the Philippines that can be scaled up across firms, communities and disadvantaged sectors, not only for domestic but for global markets as well.”

While the 2007 study was initiated by the Department of Labor and Employment, no action was ever taken by the agency, nor any other government body thereafter for a system-wide understanding of what to measure and thus what to manage for a LLL nation.

Part Two of this article discusses some specific approaches for various LLL stakeholders to discuss in depth, while EDCOM2 considers the possible research agenda for the government agencies tasked to assist it in its priority issues.

(This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or MAP. The author is Co-Chair of the Sub-Committee on Lifelong Learning of the MAP Management and Human Development Committee. He is author of the ILO Monograph on Lifelong Learning in the Philippines (2007). Feedback at <map@map.org.ph> and <fm macaranas@gmail.com>.)

PHILIPPINE DAILY INQUIRER

BOARD TALK

Business Features Editor
Doris Dumalac-Abadilla

How to reach your most ambitious goals successfully in as little as 7 steps

Anyone can reach their most ambitious goals if they apply the right principles. I know from personal experience that most of the famous people in the world are no different from most of us—they just do things differently and abide by a certain set of principles.

If you don't apply these principles, you can be as talented as you want but you will neither consistently reach your goals nor attain your full potential.

The heavy stammerer
I was born in Germany. When I was about five years old, I started to become a heavy stammerer. It was so bad that I would sometimes sit in class and not a word came out. How did I solve it?

When I was 16, I got a scholarship to go to a US boarding school called Choate Rosemary Hall. At that boarding school, I had to do sports every afternoon. And that had not been the case in Germany. After about a year or two, I started to notice the stammering had gone away completely. Why was that?

Step 1: Be one with your energy
I found out that I had been hyperactive all my life, but nobody had realized it. Not my parents, not my friends, not the teachers at school.

And I realized that I had to be one with my energy. After that, I got hooked. I wanted to know: If I can solve that, what else can I do? What else can anyone do—no matter who they are, no matter where they are, no matter their race, origin, education, background or talent?

And that led me on to a journey during which I have inter-



PROFIT PUSH
TOM OLIVER

acted with, coached or advised some of the world's greatest performers, self-made billionaire entrepreneurs, Nobel Peace Prize laureates, world-famous artists, best-selling authors, world-champion athletes and heads of state.

I have assembled these principles into a "peak performance system" that has allowed me to gain praise from many of the world's most famous business leaders and billionaire entrepreneurs.

In my work transforming companies and optimizing individual and corporate performance, I have been blessed to advise the presidents of some of the world's largest companies so that Fortune magazine has called me a "consultant of the top Fortune 500 CEOs" and "the mentor of the giants."

I would like to share some of these peak performance principles with you today.

Step 2: Know thyself—and embrace who you are
The first step I have shared already: it's to be one with your energy.

The second step is not to go against who you really are, but to truly embrace your strengths

and your weaknesses. Do not try to change the fundamental nature of your being. Embrace it!

But do most of us really act this way? No, our educational systems tell us to focus on our weaknesses, our mistakes and what we do wrong.

If we focus on improving our weaknesses, at best we get mediocre. But if we play to our strengths, we can go from good to great to extraordinary.

Step 3: Be one with your dreams
Everything starts and ends with purpose: the why.

The top high achievers from around the planet are one with their dreams. They're one with their purpose. They know why they're here.

And for big organizations, it's the same. When I consult for CEOs of big Fortune 500 companies around the world, the first thing I ask them is: what is the purpose of your company and what is your own purpose?

In school and university, we are taught to accumulate skills but not focus on the elephant in the room. And that elephant is the question: what is it that I truly care about? What is it that I really want?

ILLUSTRATION BY RUTH MACAPAGAL



The top high achievers of this world—in whatever industry or profession—clearly define what it is that drives and motivates them, that makes them get up in the morning and surmount seemingly impossible challenges again and again and again because they're one with their dreams.

In order to do that, we have to define what it is that we really want to accomplish. Take 20 minutes to write down: What would my ideal life look like if nothing was impossible in five, 10, or 15 years from now?

Step 4: Be one with your creative flow
The world's high achievers are one with their creative flow. What does that mean? Most of us think that creativity is reserved for special people. But I believe we're all born creative geniuses.

Children still have that natural creative power. However, once we go through education, most of us tend to lose that innate talent and gift we are born with.

Mike Tyson, whom many consider one of the greatest heavyweight boxers of all time, said, "Everyone has a plan until they get punched in the mouth."

The same is true for reality. Companies have to stay flexible and adjust their plans as they go along so they can still reach their objectives. The same is true for each and every one of us if we want to reach our personal goals.

What is the No. 1 mistake that most people and organizations make when it comes to creating breakthrough out of the box solutions and innovative thinking?

They're too rigid. They're hooked on a plan but they don't have flexibility.

This is one of the many reasons why so many great tech startups have come from Silicon Valley: they combine a plan with that Californian playfulness. They stay flexible. They adapt quickly. That is a culture and mindset trait that is fundamental.

Most organizations don't do that. And most individuals get equally derailed from their objectives once their plans do not work out exactly as they hoped. Throw them aside and make new ones!

One thing you should never sacrifice is your goal. But change the plans to get to that goal as often as you need to. Stay flexible and innovate. Use your innate creative capability to innovate to find the best path to your goal.

Step 5: Be one with others
Another truth that the world's highest achievers share is that they recognize that we're not all the same. And my God, that's a biggie. We all want everybody to be the same we are but that's not possible.

The high achievers of this world strive to be one with others. They have learned how to understand and relate to others.

They listen—one of the most common traits of self-made billionaire entrepreneurs.

They stay humble because they realize that they know very little so they have to surround themselves with the best talent they can find. And they have to make the effort to be one with others even if they are wired very differently.

Even just speaking another language, your whole mannerism would change. Italians, for example, speak a lot with their hands while Germans are very stiff. In the same way, individuals are wired differently.

But most companies still pretend that everyone is wired in the same way. As a result, they end up with a lot of silos within the organization and waste valuable energy—and profits—because people do not communicate and collaborate well with each other.

The first five simple steps to reach your most ambitious goals are:

Step 1: Be one with your energy
Step 2: Know thyself—and embrace who you are.

Step 3: Be one with your dreams
Step 4: Be one with your creative flow.

Step 5: Be one with others
See your next week for steps 6 and 7! 📌

1
Tom Oliver, a "global management guru" (Bloomberg), is the chair of The Tom Oliver Group, the trusted advisor and consultant to many of the world's most influential family businesses, medium-sized enterprises, market leaders and global conglomerates. For more information and inquiries, see TomOliverGroup.com or email TomOliver@inquirer.com.ph

How can business owners deal with loan default and debt collection harassment?

Business owners should avoid defaulting on a loan as much as possible, especially since one must have a realistic payment plan in mind when getting financing. However, extraordinary circumstances such as the pandemic can derail even the most prepared small and medium enterprises (SMEs). In these cases, you may not have any choice but delay repayment or go into loan default.

Since the onset of the pandemic, the government has received—and continues to receive—an increased number of complaints about debt collection harassment. From 485 complaints in May 2019, the National Privacy Commission (NPC) handled 1,867 complaints in December 2020, an increase of more than 200 percent.

What to expect if you miss a business loan payment
First, know that no one gets imprisoned for nonpayment of a loan, as per the 1987 Philippine Constitution.

If you miss a payment, legitimate lenders will contact you with payment reminders and impose late payment penalties. If the payment delay goes on for the next three billing cycles, your lender will then declare the loan as "delinquent" or "in default." It usually means you have to pay the full loan balance immediately—including the total interest amount, penalties and other charges.

The lender will also report



MAPPING THE FUTURE
BENEDICT S. CARANDANG

your case to the Credit Information Corp., the central registry of borrowers' credit information and history. The report can damage your credit history and make future loan applications more difficult and expensive.

If your loan is unsecured, the lender will turn over your loan to a debt collection agency. These agencies will contact you more aggressively via call, text, or even mail to get repayments. If your loan is secured, your lender will simply inform you once your loan is in default, and begin the process of seizing collateral.

The worst-case scenario is the lender can file a civil case against you for nonpayment. If the lender wins, the court will demand you pay the full loan balance, interest and penalties to the lender, plus legal damages.

What counts as debt collection harassment?

The Security and Exchange Commission (SEC) counts the following as unfair debt collection practices punishable by law:

- Use or threat of use of violence or other criminal means to harm a person, one's reputation or property;
- Use of threats to take any action that cannot legally be taken;
- Use of obscenities, insults, or profane language to abuse a borrower and/or which amounts to a criminal offense under applicable laws;
- Disclosure or publication of the name and other personal information of a borrower who allegedly refused to pay a debt (with exceptions);
- Communicating or threatening to communicate loan information, which is known or should be known to be false, including failure to communicate that the debt is being disputed (with exceptions);
- Use of false representation or deceptive means to collect or attempt to collect a debt or obtain information concerning a borrower;
- Contacting a borrower at unreasonable times, defined as before 8 a.m. or after 10 p.m., except if the account is past due for more than 15 days or the borrower has given written, electronic, or recorded consent;
- Contacting the persons in the borrower's contact list, other than those named as guarantors

or co-makers.

Take note, however, of the following exceptions that allow disclosure of your information:

- Your written or recorded consent;
- Data released, submitted, or exchanged with other financial institutions, credit information bureaus, lenders, their agents or other representatives;
- Required by a court, government office, or agency authorized by law;
- Disclosure to collection agencies, counsels and agents of the lender to enforce their rights against the borrower;
- Disclosure to a third-party service provider to assist or provide services that help the lender administer its financing/lending operations;
- Disclosure to an insurance company for the purpose of insuring the lender and/or borrower.

What can you do against unfair debt collection practices?

You can file a report with the NBI's Cybercrime Division, the NPC's Anti-Cybercrime Group, the National Privacy Commission, or the SEC. These government agencies will process the complaints and coordinate actions to enforce relevant punishments.

For instance, accessing your contact list without authority is a violation of the Cybercrime Prevention Act, punishable by up to 12 years in jail and fines of at least P200,000. Malicious

disclosure of your personal information is punishable by up to five years' imprisonment and up to P1 million in fines. The SEC also imposes separate fines to lending companies found guilty of unfair debt collection practices.

What can you do if you know you're unable to pay?

Be proactive by reaching out to your lender and negotiating. Request for loan restructuring, whereby the lender extends your loan term to reduce your monthly or quarterly payments.

Seek loan restructuring, whereby the lender changes the type or structure of your loan, which can reduce your current interest payment, prolong billing cycles, or modify the frequency of interest payments. Note that you may end up with a higher final loan cost for both options.

Lastly, ask if any of your loan fees can be waived or reduced, and if a grace period is possible. If you are a good payer and show sincerity in fulfilling your obligations, your lender may be more willing to adjust. Legitimate private lenders are also more likely to adjust due to less stringent internal protocols; some even proactively prevent clients from going into default. For instance, First Circle, a fintech firm which has been financing growing SMEs since 2016, freezes clients' credit line if they are borrowing too often or beyond their means. This protects their clients from putting their businesses at risk.

Another option is debt refinancing: taking out another loan to pay off your current loan. However, your new loan must have better rates or terms than your current one. You may also incur early payment charges for paying off your initial loan. For these reasons, debt refinancing isn't for every business.

Loan defaults can happen even to the best entrepreneurs, as there will always be different circumstances out of your control. It shouldn't define your business—your skills as a business owner. It is also not a cause for shaming, threats and other forms of harassment from lenders and debt collectors. So know your rights, understand what behavior is out of bounds, and lodge a complaint once you have adequate documentation of debt collection harassment. 📌

1
This article reflects the personal opinion of the author and not the official stand of the Management Association of the Philippines or MAP. The author is a member of MAP. He is a vice president for external relations at SME focused First Circle. This was co-written with Ana Jacinto, First Circle's content marketing lead. Feedback at map.org.ph and benedict@firstcircleph.com

EDCOM 2: Lifelong learning poverty crisis

(First of two parts)

The Philippines has a lifelong learning (LLL) poverty crisis—perhaps even worse than the widely discussed learning poverty gap at the primary school level. Both must be addressed now if we are to remain competitive and provide a “socially cohesive, fulfilling, inclusive and sustainable future for all” as the Marrakech Framework for Action for Adult Learning and Education (adopted on June 17 by UNESCO members) states.

The primary school case was documented by an updated cross-country 2022 report of the World Bank on the subject, where we ended miserably on reading, the development indicator on reading (the learning poverty indicator indicative of the ability to read a simple text with comprehension by age 10), writing, mathematics, and global citizenship by Grade 5.

WHAT LLL CRISIS?
On the other hand, the indicators of a LLL poverty situation in the country had been and may continue to be equally dismal:

1.) Poor performance of professionals in licensure examinations. The latest data about 56% of first-time takers pass the licensure examinations while 38% of graduates across disciplines pass licensure examinations, which include: Representatives Technology and Higher Education Committee Chairman Mark Go noted in the Sept. 8 Joint General Membership Meeting (GMM) of the Management Association of the Philippines (MAP) and the People Management Association of the Philippines (PMAP).

2.) Relatively low enrollment in adult learning compared to our neighbors in the region which the International Labor Organization (ILO) documented as early as 2007, e.g.,



MAP INSIGHTS
FEDERICO M. MACARANAS

The new commission may give us a long-term set of concerns and vision beyond Amblyon 2040. However, in the medium term, we may succeed socially through a destabilizing confluence of factors. These include geopolitical forces, social technology misuse/abuse, and climate change that damage supply-chains, profitability, and investment attractiveness which our much-vaunted people assets may not be able to answer for due to the gravity of the encumbrance problems.

Traditional monetary and fiscal policies may not be able to mask long-term real factors shaping the structural problems of the economy intertwined with ESG (environment, social, and governance) principles. Over-reliance on these financial policies triggered balance-sheet recessions in Japan and the US in the past decades, although this time it can be the damaged asset bases of human and natural resources/green capital rather than physical property (grey capital) of the Philippines. In complex adaptive systems, scenario plans should accommodate the possibility of balance-sheet recessions and stagflation. It is better that

we be prepared rather than be surprised.

CALL FOR LLL BY ILO

In 2007, the ILO released a study on the Philippines which contained the recommendation that the country must pursue “an integrated action plan for lifelong learning which is multi-sectoral, multi-period, and go-beyond-the-boundaries-of-the-nation.” The context was the magnified archipelago insularity of Filipino mindsets arising from the first commission that re-shaped the independent Philippines’ post-WWII education (EDCOM I) that unfortunately splintered education policy implementation into three separate bodies.

EDCOM 2 should come into the picture now with the 2007 ILO study recommendation that “LLL in the Philippines must address not only socio-economic considerations but political matters as well since... welfare enhancements... are defined, for example, by changing international standards of governance.” Many education leaders are calling for the de-politicization of the education system.

“Cradle to grave” lifelong learning was advocated as an

education strategy some 50 years ago. National laws were in place as early as the 1970s in France and the USA, and in the following decades in Japan, Germany, Sweden, Canada, etc. Adult education was integrated into LLL even in developing economies, with the 1976 Naitaba Conference commitment for its extension to “all aspects of life and all areas of skills and knowledge.”

By the new millennium’s second decade, the United Nations Sustainable Development Goal (UN SDG) 2020 indicator No. 4 was designed to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.”

Indeed, the “right to lifelong learning” was reiterated at the June 2022 9th UNESCO Conference on Adult Learning and Education (ALTE) and the ongoing Marrakech Framework noted in the opening paragraph above. However, the global reports on LLL do not capture the essence of individual country challenges because of the paucity of LLL system-wide data, the Philippines included.

Philippines, including the UN SDG, was based on an extensive review of and data analysis on “the quality of schooling, the high unemployment rate in the face of the skilled human resources that can be made competitive with accompanying investments in science and technology, the mismatch in schooling-employment, general resource misallocation partly due to financial dimensions to parents, school owners, and employers, and the many good practices in lifelong learning in the Philippines that can be scaled up across firms, communities and disadvantaged sectors, not only for domestic but for global markets as well.”

While the 2007 study was initiated by the Department of Labor and Employment, no action was ever taken by the agency, nor any other government body thereafter for a system-wide understanding of what to measure and thus what to manage for a LLL nation.

Part Two of this article discusses some specific approaches for various LLL stakeholders to discuss in depth, while EDCOME considers the possible research agenda for the government agencies tasked to assist it in its priority areas.

(To be continued.)

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.

FEDERICO “POCH” MACARANAS is a member of the Sub-Committee on Lifelong Learning of the MAP Management and Human Development Committee in a state of the LLL Marathon on lifelong learning in the Philippines (2021).
map@map.org.ph
fmacaranas@gmail.com



Economic freedom, power reserves, and declining births

The Asia Liberty Forum 2022 was successfully held last week Sept. 1-29-30 at Shangri-la The Fort, sponsored by the Asian Network and Foundation for Economic Freedom (ANEF). Among my old friends from the US who came were Simon Lee, formerly with the Lion Rock Institute-HK, Philip Thompson of the Trócaire Foundation, Joe Lahrman of the Mackinac Center, Kiki Maurer of the Acton Institute, Fred McElroy of the Fraser Institute in Canada, and Beatrix Adhikari of Bikalpa in Nepal.

The day before, Sept. 28, there was an Economic Freedom Audit of the Philippines, presenting the results from the Economic Freedom of the World (EFW) Index which is done annually by the Fraser Institute. EFW 2022 showed the Philippines’ global rank was No. 66 out of 186 countries and territories covered. It is higher than Thailand, India, Laos, Vietnam, and China.

But the impact of the COVID-19 lockdown is not included in the report. The two years of lockdown were a triumph of Big Government and law the retreat of economic freedom. Many free market leaders themselves did not oppose the mandatory shutdown of many businesses and shops, mandatory stay-home orders, mandatory distancing, and mandatory vaccination. Mandatory means choice and individual freedom are zero or near zero.

MY CUP OF LIBERTY BIENVENIDO S. OPLAS, JR.

ECONOMIC FREEDOM DETERIORATION INDEX
I will attempt to measure and quantify the impact of mandatory shutdowns of many businesses (lockdown) and mandatory vaccination by introducing the concept of an Economic Freedom Deterioration Index (EFDI).

A more direct term would be Economic Freedom Reversed by Lockdown Index but EFDI is the more pragmatic term.

This is a rough measurement with limited components and countries covered. For this exercise, I use only four components: percent changes in mobility from the baseline period January to Feb. 4, 2020 of Google COVID-19 Community Mobility Reports; 1) Transit Stations (TS), and 2) Retail and Recreation (RR); 3) GDP growth percentage points increase from 2019-2020, and 4) Gross debt/GDP ratio percentage points increase from 2019-2021 (Table 1).

Assigned scores of 1 to 5. The higher, the score, the bigger the deterioration in economic freedom. For the four components, here are their respective scores: TS: below 10 to 1; 11-20, 2, 21-30, 3; 31-40, 4; larger than 40 is 5.

EFDI 2022

Economy	TS avc. (7)	RR avc. (7)	GDP pts increase (1)	Debt/GDP pts incr. (4)	Score	Index 2022	Overall
	1	2	3	4	5	1	2
Philippines	-51	-59	15.7	20.6	5	4	4
Malaysia	-46.5	-36	101	19.9	5	4	4
Thailand	-39	-42	8.3	17.0	4	3	5
Indonesia	-35	-45	71	12.1	4	3	4
Japan	-26	-41	4.3	27	3	2	5
Singapore	-31	-25	5.7	4.6	4	3	2
Vietnam	-26	-25.5	4.2	-11	3	3	2
Taiwan	-49.5	-34.5	-0.3	-4.3	2	2	1

RR: below 10 to 1; 11-20, 2; 21-30, 3; 31-40, 4; larger than 40 is 5.
GDP points increase below 1 is 1; 1.1-2, 2; 2.1-3, 3; 3.1-4, 4; larger than 4 is 5.
Debt/GDP points increase below 4 is 1; 4.1-8, 2; 8.1-12, 3; 12.1-16, 4; larger than 16 is 5.

Then the respective weights: assigned TS with 25%, RR also 25%, GDP points decline is 40%, and Debt/GDP points increase 20%. The score multiplied by respective weights gives the respective index, shown in Table 2. The Philippines under the previous Duterte administration has the worst EFDI among eight economies covered.

Other researchers can expand on this and introduce more components and factors, assign different scores and

weights, and cover more countries. I hope to do that someday.

POWER RESERVES AND TRANSMISSION ISSUES

Consider these columns and reports in BusinessWorld:

1. “The way forward for the power industry” by Romeo Bernardo (Jan. 26, 2024), ensuring that the five systems operate National Grid Corporation of the Philippines (NGCP) fully contracts what the system requires. The establish-

ment of a reserve market has been long delayed.”

2. “Send Alert and EPRA” also by Romeo Bernardo (June 13, 2022), the transmission line operator has not fully contracted firm power reserves. Where the system operator’s role is to procure reserves, much like procuring a guest for your home, to call on in a time of power crisis. NGCP over the past 10 years has been non-compliant with the rules... in the form of a lack of transmission lines, a lack of redundancies in our

network, a lack of power reserves, and not meeting the IPO requirements under the law.”

3. “NGCP power reserve compliance inadequate, key legislator claims” by Angelica Yang (June 9, 2023). She quoted Senator Sherwin Galabohan: “The NGCP is not contracting the right amount of reserves. Clearly, they are violating that policy... ERC (Energy Regulatory Commission) should now implement the policy. The foundation has been laid down by the Supreme Court that Dept. (Department of Energy) produces the policy and ERC enforces the policy. In this case, since NGCP is not contracting, ERC should punish them.”

4. “DoD’s Cash urges NGCP to meet reserve contract requirement instead of seeking PRA intervention” by Manile Luanno (Feb. 11, 2022). “The DoE requires the grid to have reserve power, known as ancillary services (AS) to tap contracted under firm contracts. The NGCP’s position is that full compliance with the firm-contract requirement will ultimately raise power prices because of the expense involved in procuring reserves. It said it instead proposes to tap a network of AS providers under firm and non-firm contracts.”

Lockdown mobility changes, GDP growth and Gross debt/GDP ratio

Economy	TS %	RR %	GDP growth %	Debt/GDP %
	2020	2021	2020	2021
Philippines	-60	-42	-53	-25
Malaysia	-43	-50	-38	-34
Thailand	-35	-45	-15	-9
Indonesia	-39	-28	-22	-8
Singapore	-39	-27	-31	-19
Japan	-27	-25	-14	-12
Vietnam	-19	-39	-19	-32
Taiwan	-15	-26	-8	-21

Economy	2019	2020	2021	2022
Philippines	6.1	-6.6	37	52.5
Malaysia	4.4	-5.8	57	69.0
Thailand	2.2	-6.2	41.1	58.0
Indonesia	5.0	-2.1	30.6	42.8
Singapore	1.1	-4.1	108.2	132.8
Japan	-0.2	-4.5	236.1	263.1
Vietnam	2.9	41.3	40.2	
Taiwan	3.1	3.4	32.7	28.5

PLEASE VOTE for the Election of MAP Governors for 2023-2024



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.org.ph; map.philippines@map.org.ph
MAP Website: map.org.ph

September 1, 2022

Circular No. 057 – 2022

Subject: **Election of MAP Governors for 2023-2024**

Dear Fellow MAP Member:

The election of MAP Governors for 2023-2024 starts today, and **will end at 4:00 PM on October 10, 2022.**

Voting shall be via **GOOGLE FORM** through the following link. If you encounter any problem in this regard, please consult the MAP Secretariat via map@map.org.ph.

<https://docs.google.com/forms/d/e/1FAIpOLSeEqByaHF59JrvoimbJOcdiaJcGiUZGRvaatS6qCVEdnUcZw/viewform>

The **FIVE** candidates who will receive the highest number of votes shall be proclaimed MAP Governors who will serve for two years (from January 1, 2023 to December 31, 2024) on the MAP Board, and concurrently as Trustees of the MAP Research and Development Foundation. Should there be a tie among those elected, this shall be resolved by the drawing of lots.

The following rules will govern the election:

1. **CAMPAIGNING FOR OR BY A CANDIDATE IS NOT ALLOWED AND WILL RESULT IN THE DISQUALIFICATION OF THE CANDIDATE.**
2. **All members are required to vote for FIVE (5) candidates.** Votes with less than or more than FIVE (5) names of candidates will be invalidated.
3. A MAP Member can only vote once. If a member votes more than once, the subsequent vote/s will be automatically invalidated.
4. The NOMELEC Chair will announce the elected MAP Governors before adjournment of the October 13, 2022 MAP Face-to-Face General Membership Meeting. The announcement will include the following:
 - 4.1 alphabetical list of the Governors-elect without specifying the votes they received.
 - 4.2 the total number of members who voted to satisfy the MAP By-Laws requirement for 20% quorum.

For your information, the FIVE Governors to be elected will join the following on the MAP 2023 Board of Governors:

1. Dr. DONALD P. LIM, COO, DITO CME Holdings Inc.
Years of MAP Membership: 16
Age: 44
Gender: Male
Industry: Energy, property development, shipping, logistics, education, food and beverage, communications, media and entertainment
2. Atty. ALEXANDER "Alex" B. CABRERA, Chair Emeritus and ESG Leader, PwC Philippines/ Isla Lipana & Co.
Years of MAP Membership: 12
Age: 55
Gender: Male
Industry: Auditing, accounting and business advisory services
3. Dr. CIELITO "Ciel" F. HABITO, Chair, Brain Trust Inc. (BTI)
Years of MAP Membership: 10
Age: 69
Gender: Male
Industry: Development consultancy services

Page 1 of 3

4. Dr. CHITO B. SALAZAR, President and CEO, PHINMA Education Holdings Inc.
Years of MAP Membership: 15
Age: 56
Gender: Male
Industry: Education

Below for your reference is the alphabetical list of the TEN candidates for MAP Governors for 2023-2024:

1. **Atty. BENEDICTA "Dick" DU- BALADAD**, Founding Partner and CEO, Du-Baladad and Associates (BDB Law)
MAP Governor in 2019-2020
MAP Governor in 2014-2015
MAP Treasurer in 2019-2020
MAP Asst. Treasurer in 2015
MAP Secretary in 2014
Chair of MAP Tax Committee in 2021 and 2022
Vice Chair of MAP Tax Committee in 2018
Years of MAP Membership: 18
Age: 60
Gender: Female
Industry: Legal, tax and consulting services
2. **Ms. KAREN V. BATUNGBACAL**, Senior Advisor to the Board, IT & Business Process Association of the Philippines (IBPAP)
Years of MAP Membership: 8
Age: 61
Gender: Female
Industry: BPO
3. **Mr. JUNIE S. DEL MUNDO**, Founder and CEO, The EON Group
MAP Governor in 2014-2015
Chair of MAP Health Committee in 2021 and 2022
Chair of MAP CEO Conference Committee in 2018 and 2019
Vice Chair of MAP CEO Conference Committee in 2020, 2021 and 2022
Years of MAP Membership: 15
Age: 64
Gender: Male
Industry: PR, reputation management and public affairs, digital marketing and creative technology, and experiential marketing
4. **Ms. SUSAN "Sue" L. DIMACALI**, Owner/Director, Auracle Wellness Corporation
Co-Chair of MAP Communications Committee in 2021 and 2022
Years of MAP Membership: 4
Age: 66
Gender: Female
Industry: Health & wellness
5. **Mr. ANTONIO "Tony" S. LOPEZ**, Founder, Chair, President, Publisher and CEO, BizNewsAsia
Years of MAP Membership: 11
Age: 73
Gender: Male
Industry: Media and publishing
6. **Mr. BENJAMIN "Ben" R. PUNONGBAYAN**, Founder, P&A Grant Thornton
MAP Governor in 2003-2004
MAP Treasurer in 2003
Years of MAP Membership: 40
Age: 84
Gender: Male
Industry: Audit, advisory, tax and outsourcing services

7. **Ms. MARIA CORAZON "Corrie" D. PURISIMA**, Treasurer and Head of Markets and Securities Services, Member of the Executive Committee, HSBC Philippines
 Years of MAP Membership: 3
 Age: 46
 Gender: Female
 Industry: Banking and finance

8. **Ms. MARTHA "Marts" MENDOZA SAZON**, President and CEO, Globe Fintech Innovations, Inc. (GCash)
 Year of MAP Membership: 1
 Age: 48
 Gender: Female
 Industry: Financial services

9. **Dr. RAMON "Mon" B. SEGISMUNDO**, Founder and CEO, 1-HR.X Pte. Ltd. (Singapore)
 Co-Chair for Strategic HR Management of MAP Human and Management Development Committee in 2022
 Vice Chair of MAP Human Capital Committee in 2019
 Vice Chair of MAP Management Development and Human Capital Committee in 2020
 Years of MAP Membership: 12
 Age: 65
 Gender: Male
 Industry: General management, business transformation, organizational innovation and strategic HR management advisory services

10. **Mr. PETER WALLACE**, Chair, The Wallace Business Forum
 MAP Governor from July to December 2022
 MAP Vice President in 2010
 MAP Governor in 2017-2018
 MAP Governor in 2013-2014
 MAP Governor in 2009-2010
 MAP Governor in 2005-2006
 Years of MAP Membership: 34
 Age: 83
 Gender: Male
 Industry: Development and business consultancy services

Please note that Article III Section 8 of the MAP By-Laws stipulates 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.*"

Please participate in this year's election so that the MAP Governors elected will truly represent the collective decision of the membership.

Thank you.

Sincerely,


MARILOU C. CRISTOBAL
 Chair, MAP NOMELEC



Product Pitch of the Top 20 Teams

5 October (Wednesday)
5:00 PM (GMT+08)

Zoom link to be sent separately.



The Top 20 teams of the Agri-Aqua innovation Challenge will be having their Product Pitch on 5 October 2022, Wednesday, at 5:00 PM. Each team will pitch their product or service live via ZOOM. Join us as we assess their product creativity, market relevance, and business viability.

Register via this link and share your feedback at the first ever Agri-Aqua Innovation Challenge!

Zoom Link: <https://aimedu.zoom.us/j/96188892230?pwd=V252c0dsN2krcnBSNGtPbEZYd1c1Zz09>
Meeting ID: 961 8889 2230
Passcode: 491785



MAP General Membership Meeting

Presentation of "MAP Management Man of the Year 2022" Awardee for approval of MAP Members and Announcement of Elected MAP Governors for 2023-2024

October 13, 2022, Thursday, 11:45 PM to 2:00 PM Grand Ballroom A, Level 3, Shangri-La The Fort

Tourism Outlook Beyond 2022

A Project of MAP Trade, Investments and Tourism (TI&T) Committee

Speaker:



Secretary MARIA ESPERANZA CHRISTINA GARCIA FRASCO Department of Tourism (DOT)



Reactors:



Capt. STANLEY KUANG President and COO, Philippine Airlines (PAL)



Mr. BRUCE ALEXANDER WINTON General Manager, Manila Marriott Hotel

Co-Moderators:



Mr. CHARLIE P. VILLASEÑOR Chair, MAP TI&T Committee Chair and CEO PASIA, TransProcure and PASIA Shared Services



Ms. SHEILA G. LOBIEN Vice Chair MAP TI&T Committee CEO, Lobien Realty Group

Registration Fees for Face-to-Face:

MAP Member	FREE
Guest	P2,000 each

Registration Fees for ZOOM:

MAP Member	FREE
Guest	FREE

Meeting ID : 852 8249 4207 Passcode : MAPGMM1013

MAP Circular No. 066 - 2022



Businessmen's Cup Golf Tournament

21st Businessmen's Cup Golf Tournament

17 OCTOBER 2022 • EASTRIDGE GOLF CLUB BINANGONAN RIZAL

It's one event that you don't want to miss!

We are pleased to announce that the Philippine Chamber of Commerce and Industry (PCCI) will convene the annual Businessmen's Cup Golf Tournament on **October 17, 2022 (Monday) at the Eastridge Golf Club, Binangonan, Rizal.**

Expected to join this shotgun tournament are golf enthusiasts including delegates from PBC&E, foreign delegates, diplomatic corps, foreign chambers and affiliates, top-level executives from PCCI members, local chambers, industry associations, and business councils. It will also serve as a venue to link business with pleasure and an excellent opportunity for your company to interact with the players, meet potential partners and explore other opportunities for investment and business outside the workplace.

(2) WAYS TO PARTICIPATE

BE A SPONSOR

- o Presenting Sponsor Php 500,000.00
- o Luncheon Sponsor Php 300,000.00
- o Hole-in-One Sponsor Php 200,000.00
- o Golf Cart Sponsor Php 150,000.00
- o Trophy Sponsor Php 150,000.00
- o Hole Sponsor Php 50,000.00
- o Major Raffle Sponsor 20,000.00
- o Minor Raffle Sponsor 10,000.00
- o Giveaways Sponsor (relevant goods)

FOR INQUIRIES, PLEASE CALL:



(02) 8846-8196
Fax no: 8846-8621
Mobile No: 0995-1692856

Look for MS. SARAH CACULITAN
or MS. YENG GARCIA
sarah.caculitan@philippinechamber.com
yeng.garcia@philippinechamber.com
www.philippinechamber.com

BE A PLAYER

(Limited to 144 players only)

Registration Fee: P 5,600.00 VAT Inclusive

The registration deadline is on
September 30, 2022

"First come, first Serve"

Scan the QR code below
or Click link to register: [PCCIGolfReg2022](https://pccigolfreg2022.com)



Yes, I am Interested to join the 21st Businessmen's Cup Golf Tournament as:

SPONSOR PLAYER

Name: _____ Designation: _____

Company / Organization: _____

Mobile Number: _____ Landline: _____

Email address: _____

Organized by:



Philippine Chamber of
Commerce and Industry

The Manila Times 124th ANNIVERSARY

in cooperation with



presents

NEXT ERA BEGINS: PH POISED FOR GROWTH



CHRISTINA GARCIA FRASCO
Secretary
Department of Tourism
SPEAKER



ALFREDO PASCUAL
Secretary
Department of Trade and Industry
SPEAKER

GOLD SPONSORS:



SILVER SPONSORS:



BRONZE SPONSORS:



SPECIAL PARTNERS:



ORGANIZATION PARTNERS:



MEDIA PARTNER:



MAP Golf Cup

for Corporate Social Responsibility

NOVEMBER 3, 2022, THURSDAY, 6:30 AM to 2:30 PM
WACK WACK Golf & Country Club

Shotgun Tee Off will be at 8:00 AM.

presented by



in partnership with



GOLD PARTNER



SILVER PARTNERS



BRONZE PARTNER

MEDIA PARTNERS



HOLE SPONSORS

- Aboitiz Infracapital • Aboitiz Power Corp. • ACCRALAW • BPI • Camp John Hay Manor
- Changan Motor Philippines • Continent 8 • Corinthians Integrated Security • DDB Group Philippines
- E.I. Construction • Emmanuel C Alcantara & Associates Law Office • Gardenia
- John Clements Consultants • Leechiu Property Consultants • Macroasia Corporation
- Mendoza and Pangan Law Office • Metro Retail Stores Group • MIS Maritime Corporation
- One Document Corp. • One MERALCO • PayMaya • Romulo Law Office • SA Technologies Philippines • Suarez Narvasa Law Firm • UnionBank • Webcast Technologies

Registration Fees:	Wack Wack Member	Non-Wack Wack Member
MAP Member or Guest	P2,000	P7,500

Reminder:

For venue guarantee purposes, it is IMPORTANT that you make your reservation with the MAP Secretariat via map@map.org.ph. Just type "ATTENDING" if you will join the event; "REGRETS" if not.

MAP Circular No. 065 - 2022

Please register thru the following link: <https://forms.gle/2Px49nhTUGdqaFYT9>



About the Discussion Leader

Ranjay Gulati

Former head of the organizational behavior unit at Harvard Business School, Ranjay Gulati served for almost a decade as chair of the Advanced Management Program, HBS's premier leadership development program.



Ranjay regularly speaks to executive audiences around the world. The groups he speaks to range in size from small senior leader groups and corporate boards to large company off-sites. He has worked with companies in a range of industries and spoken with groups across a range of functional areas. His clients range from large well-established companies to high-growth entrepreneurial ventures.

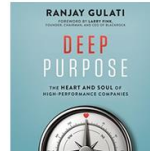
November 7 (Monday) to November 8, 2022 (Tuesday)
8:00 a.m. to 5:00 p.m.
Dusit Thani Manila Hotel, Makati City

Scan to register



Participation Fee
US\$1,100 per participant
US\$10,000 for a group of 10

RSVP
Cris Mercado
Number: 0917 830 3031
E-mail: cris.mercado@johnclements.com



Drawing upon his recent book, Ranjay Gulati will offer a compelling reassessment of purpose as a management ethos, documenting the gains and social benefits that become possible when firms get it right. Based on extensive field research, he will show how deep purpose energizes their enterprise by inspiring employees and fostering trust and trust with customers and partners. Purpose is also a compass that helps these firms effectively navigate the inevitable tradeoffs across sectors and balance their short- and long-term goals. Ultimately, a deep commitment to purpose holds the key not merely to the well-being of individuals but also to humanity's future.

*Ranjay will be available to sign your copies of the book at the event.

PARTNERS



Save the Date



3rd MAP NextGen CEO Conference 2022

THE GENERATIONAL SHIFT: Mindsets, Motivations, Management

**November 11, 2022, Friday
2:00 PM to 8:00 PM
Collab, Sheraton Manila**

Save the Date



“MAP MANAGEMENT MAN OF THE YEAR 2022” Awarding Ceremony and Annual MAP General Membership Meeting for 2022

**November 28, 2022, Monday
11:45 PM to 2:00 PM
Shangri-La The Fort**

Articles/Papers from MAP Members

1. "Dollar diarrhea" from MAP Governor CIELITO "Ciel" F. HABITO's "No Free Lunch" Column in the PHILIPPINE DAILY INQUIRER on October 4, 2022

With the peso-dollar exchange rate now seemingly courting P60 to the dollar, our economy appears to be suffering from a case of LDM, or loose dollar movement. Dollars are indeed flowing out of the country for various reasons, foremost being how the US economy is sucking in its own currency with its rising interest rates.

The US Federal Reserve Bank has been deliberately raising its rates to mop up too many dollars in circulation, which has caused inflation rates Americans have not seen in decades. High-interest rates make US financial investments more attractive, unless other countries match the US interest rate hikes point by point. But central banks have various reasons not to match the US Fed's moves, especially because higher interest rates also stifle investments, production, jobs, and incomes.

Such is the predicament our own Bangko Sentral ng Pilipinas (BSP) faces. It saw no need to match US interest rate hikes point by point earlier on, as our own inflation has not been as high and was more due to supply disruptions (especially in meat and fish), not too much money going around. But then Russia invaded Ukraine, which affected supplies and pushed up prices of our vital imports like fossil fuels, fertilizers, and wheat, fueling further domestic inflation. It also led to greater outflow of dollars to pay for the now more expensive imports, adding to the dollar diarrhea, further raising the exchange rate. But a rising exchange rate actually favors a lot of people: workers in export, tourism, and import-competing industries (whose competing imports get more expensive), families of overseas Filipino workers receiving remittances, and workers who get jobs in new or expanding foreign firms that now find investing in the country cheaper. A peso that has lost value is, after all, also a more competitive peso. Thus, the BSP does not fret over a depreciating peso as much as it does with rising inflation.

But things changed by the time the exchange rate had risen by more than the inflation rate because that now meant that the exchange rate rise would worsen inflation itself. And given that

managing inflation is BSP's primary mandate, it must now stem inflation—and depreciation—with tighter money supply, which means raising interest rates, even if it means further dampening the already dampened growth of the economy. That means stifling jobs, if not killing them outright. Many argue that growth is not everything, and that controlling inflation is more important, but it's hard to tell that to those who are unable to find jobs or losing their jobs outright.

There are two important things to note about the current peso depreciation. One, it is almost entirely caused by the rising dollar, and completely external to us. It can be seen in how the peso's movement has closely tracked that of the euro and Japanese yen, two of the most important reference currencies for the dollar. This means that all other currencies closely linked to it have also been drastically losing value, including the mighty British pound which is now almost at parity with the dollar, as Britain braces for great economic troubles ahead.

Two, while it is said that the peso has been the "worst performing" currency in Asean and possibly Asia since the start of the year, we could also describe it as having become the most competitive currency, for reasons already explained. In fact, while major economies are now bracing for recession through next year, the Philippine economy remains positioned for robust growth, albeit slower than earlier projected. And much of that growth will come from how the effect of remittances, which have traditionally driven our consumption growth, will be boosted by the peso depreciation—not to mention its push on tourism, exports, and foreign direct investments. Still, we must expect things to get worse before they get better.

So, what can we do to weather the difficulties ahead? At the individual level, the same simple advice I heard back at the height of the Asian financial crisis in 1998 holds today: produce more, consume less, and share more. That could well be the way to minimize the pain for all of us.

cielito.habito@gmail.com

**2. "The importance of Arta (1)"
from MAP Governor PETER WALLACE's
"Like it is" Column in the
PHILIPPINE DAILY INQUIRER on
October 3, 2022**

As many of you know, I've been involved with the Anti-Red Tape Authority (Arta) since July 2019 as a director on its advisory board, and I've been impressed. It is a small team of fewer than 200 people under the able leadership of Jeremiah Belgica, supported by Ernesto Perez, Carlos Quita, and Eduardo Bringas. In its short three years of operations, it has done a remarkable job of transforming doing business with the government into a relatively painless affair.

Most operations in securing permits, licenses, and approvals are now online and simpler; speedier, too. The mandated 3, 7, 20—three days for simple transactions, seven days for more complex ones, and 20 days for highly technical ones—is being obeyed by most of the agencies we deal with.

Arta has created a business one-stop-shop (e-BOSS) where you go, physically or virtually, to one place to transact business, no longer hopping from one office, or worse, one building to another. There you will find a citizen's charter that details the procedures and requirements you must go through to complete your application. Then the central business portal transports you into a fully online process, all within 3, 7, 20.

Despite this success, the Ombudsman recently called for the closing down of Arta on the grounds that this was the role of the Ombudsman as determined by the Constitution. Indeed, the Constitution does say that the Ombudsman shall "determine the causes of inefficiency, red tape, mismanagement, fraud, and corruption in the government and make recommendations for their elimination and the observance of high standards of ethics and efficiency." The Ombudsman went on to say, "The office of the Ombudsman would appreciate if Congress can amend or repeal the Arta law, which is an unconstitutional law as it usurps or encroaches upon the powers of the Ombudsman."

Yet in that same statement, in a justice committee hearing at the House of Representatives, and again in the Senate, admitted that his office had done nothing to achieve this in the past 30 years. Samuel Martires, the Ombudsman, said, "I must admit that in the past 30 years, the Office of the Ombudsman did not do anything with respect to this function of determining inefficiency and red tape in government. But it does not mean to say also that Congress should enact a law that encroaches on the constitutional powers of the Ombudsman."

Arta, on the other hand, in just three years, has revolutionized doing business with the

government by doing exactly what the Constitution and Republic Act No. 11032 demand it does. The law states: "if a government office or agency fails to approve or disapprove an original application or request for issuance of license, clearance, permit, certification or authorization within the prescribed processing time, said application or request shall be deemed approved: Provided, that all required documents have been submitted and all required fees and charges have been paid. The acknowledgment receipt together with the official receipt for payment of all required fees issued to the applicant or requesting party shall be enough proof or has the same force and effect of a license, clearance, permit, certification or authorization under this automatic approval mechanism."

The Ombudsman, it seems, sees Arta as usurping its role. I, on the other hand, see it as complementary and supporting the Ombudsman in its role, helping it to do its job.

In the three years of Arta's existence, it has received and acted on 11,279 complaints, and referred more than 500 red tape incidents to the Ombudsman in a little more than two years since Arta's implementation. This shows the vital partnership needed by two offices against red tape. It would make no sense to dissolve Arta. The two should be working together, as Arta has no power to force an agency or a government official to perform the rules developed by Arta. Arta is, in effect, an arm of the Ombudsman that he should welcome.

His statement came out of a case that was brought before him. A complaint was filed by NOW Telecom, a telco, before Arta, alleging that the National Telecommunications Commission (NTC) failed to act on its motion, filed in 2015, to extend its provisional authority to operate a mobile telecoms system and to assign the needed frequencies that had been requested. Arta established that, based on NTC's prior approvals, the application was already complete but, despite this, there was no action on the application. Thus, Arta directed NTC to comply with the provision of the ease of doing business law in its directive on the actions to take when an application is complete yet action is delayed.

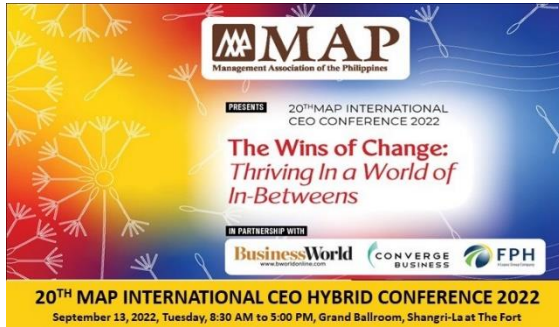
The law says that if action has not been taken within the prescribed time, such applications become automatically approved. However, NTC refused to state that it had already allocated the frequencies applied for other uses.

When the NTC still refused to act, Arta was left with the only option of filing a case with the Ombudsman. But Arta was unable to do that, since NTC had already filed a request with the justice secretary to arbitrate between the parties.

Email: wallace_likeitis@wbf.ph

MAP Talks on Youtube

September 13, 2022
MAP International CEO Hybrid Conference



August 19, 2022
MAP GMM



July 1, 2022
MAP Webinar



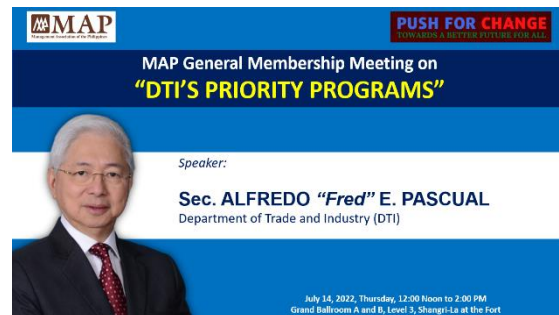
May 19, 2022
MAP GMM



September 8, e2022
MAP - PMAP Joint GMM



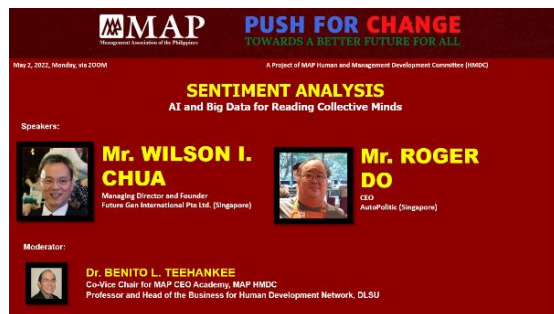
July 14, 2022
MAP GMM



June 23, 2022
MAP GMM



May 2, 2022
MAP Webinar



April 29, 2022
MAP Webinar

GREEN EDGA MOVEMENT | **MAP**
Management Association of the Philippines

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

April 29, 2022, Friday, via ZOOM

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 Wildlife Fund for Nature (WWF)
- Ms. ANA MARGARITA MONTIVEROS**
Vice President and Chief Reputation & Sustainability Officer
of country ventures, Inc.
- Atty. TONY LA VINA**
Dean, Ateneo School of Government;
Associate Director, Manila Cooperation

Moderator:

- Mr. SANTIAGO F. DUMLAO, JR.**
Executive CEO,
Management Association of Green Edga
Spouses of RALPH ABAY
- Mr. RAQUEL B. CASURANGAN**
Co-Chair, B-1 E. MAP 10th Committee
of the GreenEdga, Ateneo Manila Univ. Inc.

April 29, 2022
MAP Webinar

MAP
Management Association of the Philippines

PUSH FOR CHANGE
TOWARDS A BETTER FUTURE FOR ALL

April 29, 2022, Friday, 5:00 PM to 5:30 PM via ZOOM

A Joint Project of MAP Agriculture Committee and MAP Trade, Investment & Tourism Committee

MAP CEO Academy Webinar

PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

Speakers:

- Dir. RAQUEL B. ECHAGUE**
Director for Resource Board Industries Service
Board of Investments (BOI)
- Mr. DANILLO V. FAUSTO**
President
DVF Dairy Farm, Inc.

Moderators:

- Mr. OSCAR A. TORRALBA**
Chair, MAP Agriculture Committee,
Lead and CEO, Team Holdings Corporation
- Mr. CHARLIE P. VILLASOR**
Chair, MAP Trade, Investment & Tourism Committee,
Chair and CEO PASA, TransPine and PASA Shared Services

April 27, 2022
MAP Lecture

MAP
Management Association of the Philippines

MAP Arts & Culture FIRESIDE CHAT

Art + Cryptocurrency
THE RISE OF DIGITAL ART

April 27, 2022, Wednesday, 6:00 PM to 6:30 PM via ZOOM

Speakers:

- Mr. HENRY RHUEL R. AGUDA**
Chair
The Philippines
- Mr. LUIS BUENAVENTURA**
Country Manager
PwC East Europe
- Mr. MIGUEL CUNETA**
Co-Founder and
Chief Community Officer
Globe Creative Institute

Moderator:

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

April 22, 2022
MAP Webinar

MAP
Management Association of the Philippines

PUSH FOR CHANGE
TOWARDS A BETTER FUTURE FOR ALL

April 22, 2022, Friday, 9:00 AM to 11:00 AM via ZOOM

MAP CEO Academy

**STRATEGIC HUMAN RESOURCES:
HOW TO THRIVE AND PROSPER
IN THE TALENT
ECONOMY**

April 22, 2022, Friday
9:00 AM to 11:00 AM
via ZOOM

A Project of
MAP Human and Management Development Committee

Speakers:

- Mr. SANDHEEP CHAUDHARY**
President/CEO
JPM Chase Consultants
- Ms. CAROL DOMINGUEZ**
President/CEO
JPM Chase Consultants
- Ms. GIJIA EALA**
Chief HR Officer
Bank of Philippine Islands
- Mr. JP ORBETA**
Chief HR Officer
JAL Group
- Mr. RON SEGISMUNDO**
CEO
JPM Chase and In-Box Recovery Provider

Moderator:

- Sec. SONNY COLOMA**
Secretary General
MANCOP: MRP (Human and Management Development Committee)

Moderator/Panelist:

- Ms. ROSA ROSA**
MANCOP
- Mr. RANCKOLDE**
MAP Chapter No. 016, 2022

March 24, 2022
MAP General Membership Meeting

MAP
Management Association of the Philippines

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 Co-Head, Singapore
Eurasia Corporation

Moderator:

- Mr. GERT D. QUAN**
President, Philippine Culture House, Inc.
Member, MAP Agribusiness Committee

March 9, 2022
MAP Lecture

MAP
Management Association of the Philippines

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 "Eddie" H. YAP**
Chair, MAP Arts & Culture Committee
President and CEO, Claimant Group

February 10, 2022
MAP Economic Briefing and
General Membership Meeting

MAP
Management Association of the Philippines

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 KENDRICK T. CHUA**
National Economic and Development Authority (NEDA)
- Dr. GIELITO F. HABITO**
Chair, Brain Trust, Inc. (BTI)
Professor, Ateneo de Manila University
- Dr. RONG QIAN**
Senior Economist
World Bank in the Philippines

Moderator:

- Mr. RONALDO E. BINENNETO**
Managing Director
Lazra Edwards Tax & Accountants

Emcee:

- Ms. MARILYN D. CRISTODAL**
CEO
Multinational Investors-Sectorization

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

MAP
Management Association of the Philippines

PUSH FOR CHANGE
TOWARDS A BETTER FUTURE FOR ALL

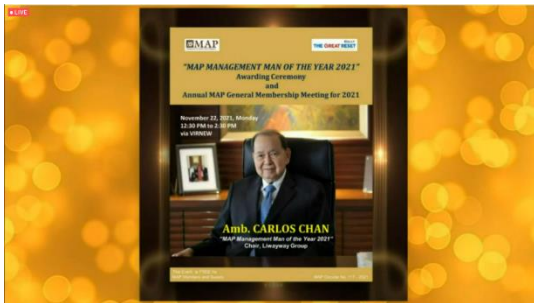
**73rd MAP INAUGURAL MEETING 2022
and
INDUCTION OF MAP 2022 BOARD OF GOVERNORS**

MAP President for 2022: **Mr. ALFREDO "Fred" E. PASCUAL**
Lead Independent Director, SM Investments Corporation

Current Speaker and Incoming Officer: **Governor BENJAMIN "Ben" E. DIOKNO**
Banglo Serv'ing Philippines (BSP)

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

November 22, 2021
"MAP Management Man of the Year 2021"
Awarding Ceremony and
MAP Annual General Membership Meeting



November 12, 2022
2nd MAP NextGen CEO Conference



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

OCTOBER 2

1. **Mr. MICHAEL HARRIS CONLIN**
President and CEO, Henry & Sons Trading and Manufacturing Company, Inc.
2. **Atty. TEODORO "Teddy" A. Y. KALAW IV**
Principal, Kalaw & Associates Law
3. **Ms. JUDITH V. LOPEZ**
Independent Director; Chair, Audit Committee and Risk Compliance Oversight Committee, Philippine Veterans Bank
4. **Mr. JOSE "Tito" FELICIANO SANTOS**
VP for Finance and Treasurer, Ateneo de Manila University
5. **Mr. RICHARD RAYMOND "Ricky" B. TANTOCO**
President and COO, Energy Development Corporation

OCTOBER 3

6. **Mr. RONNIE B. ALCANTARA**
Trustee, CIBI Foundation, Inc.
7. **Ms. MARIA TERESITA "Marites" T. DAGDAG**
President, Clorox International Philippines, Inc.

OCTOBER 4

8. **Mr. FRANCIS C. LAUREL**
President, Toyota Batangas City

OCTOBER 5

9. **Mr. ANTHONY "Tony" T. ROBLES**
President and CEO, Coastside Homes Properties Inc.

OCTOBER 6

10. **Mr. D. ARNOLD A. CABANGON**
President, Fortune Life Insurance Co., Inc.
11. **Mr. JOSE VICTOR "Victor" P. PATERNO**
President and CEO, Philippine Seven Corporation
12. **Ms. MARRIANA "Hannah" H. YULO**
Chief Investment Officer and SVP for Corporate Finance, DoubleDragon Properties Corporation

OCTOBER 7

13. **Mr. SAEED MOHAMMAD AHMAD ALI AHMAD**
General Manager Philippines, Etihad Airways
14. **Mr. JESUS JOEY "Joey" T. MARCELO**
CEO, Sante International Inc.
15. **Ms. OLGA GRACE "Grace" PEREZ**
VP for Global Solutions, Newcore Industries International, Inc. (NCI)
16. **Atty. FELIX "Dodie" T. SY JR.**
Managing Partner, Insights Philippines Legal Advisors

OCTOBER 8

17. **Ms. MARIA CRISTINA "Ginbee" L. GO**
President, BPI Family Savings Bank

OCTOBER 9

18. **Mr. EDGAR "Ed" O. CHUA**
CEO, De La Salle Philippines
19. **Ms. ANDRONICA "Nica" T. ROMA**
President and General Manager, Nikka Trading

OCTOBER 10

20. **Atty. MARIE-ROSE "Tenten" BARRAMEDA LIM**
President, Citicorp Capital Philippines, Inc.
21. **Mr. JOSE MA. ANTONIO "Jam" M. MACALINO**
Country Head, Asset Services, CBRE GWS IFM PHILS. CORP.
22. **Mr. RENATO "Rene" B. PADILLA**
General Manager, Philippine International Convention Center (PICC)

23. **Mr. DAVID ROOS**
Managing Director, Perfetti van Melle Philippines, Inc.
24. **Mr. MAGTANGOL "Doy" A. ROQUE JR.**
President, M2.0 Communications, Inc.
25. **Atty. MARIA GEORGINA "Gina" J. SOBERANO**
Principal, Tax, KPMG R. G. Manabat & Co.

OCTOBER 11

26. **Prof. PAOLO ANTONIO "Paolo" L. AZURIN**
Head of Investment Banking - Philippines, CLSA Exchange Capital, Inc.
27. **Mr. ROBERTO JOSE "Bobby" L. CASTILLO**
President and CEO, EEI Corporation
28. **Mr. VLADIMIR "VJ" M. MANUEL**
Chief Growth Officer, Nudgyt Pte Ltd

OCTOBER 12

29. **Mr. SHAILESH "SB" BAIDWAN**
President, PayMaya Philippines, Inc.
30. **Cong. MARISSA DEL MAR**
President, Millicent Productions
31. **Mr. RAUL C. PAGDANGANAN**
President and CEO, Cardinal Santos Medical Center
32. **Dr. ENRIQUE "Ricky" Y. YAP JR.**
EVP, Manila Hotel

OCTOBER 13

33. **Mr. FRANK S. GAISANO**
Chair and CEO, Metro Retail Stores Group, Inc. (MRSGI)
34. **Mr. EDUARDO "Eddie" H. YAP**
President and CEO, Clairmont Group

OCTOBER 14

35. **Atty. CARLOS ALFONSO "Caloy" T. OCAMPO**
Founding Partner and Senior Partner, Ocampo and Manalo Law Firm
36. **Mr. ARTHUR "Art" R. TAN**
CEO and Vice Chair, Integrated Micro-Electronics, Inc.

OCTOBER 15

37. **Mr. AURELIO NOEL "Noel" G. DAYRIT**
President and Head of Investment Banking and Advisory, Maybank Kim Eng Capital, Inc.
38. **Atty. GIANNA R. MONTINOLA**
SVP, Far Eastern University (FEU)

OCTOBER 16

39. **Dr. EDWARD "Ed" L. FERREIRA**
Special Envoy of the Duterte Administration to the Republic of Kazakhstan and President and CEO, Ferycor International Management Group, Inc.

OCTOBER 17

40. **Dr. DONALD PATRICK "Donald" L. LIM**
COO, DITO CME Holdings Inc.
41. **Mr. JAIME NOEL "Joel" SANTOS**
President and Co-Founder, Thames International School
42. **Ms. MARIA MARGARITA "Margot" TORRES**
Managing Director, Golden Arches Development Corporation (McDonald's Philippines)

OCTOBER 18

43. **Mr. AURELIO "Rey" O. ANGELES**
President, Filipinas Multi-Line Corporation
44. **USec. ERNESTO "Nesty" G. CAROLINA**
Administrator, Philippine Veterans Affairs Office (PVAO)

45. **Mr. PATRICK C. PARUNGAO**
Center Head, UST Global, Inc.
46. **Mr. DAVID ANDRE "David" P. SISON**
President, Mamamia Foods, Inc.
47. **Mr. BRYAN SPENCER "Bryan" U. YAP**
President and COO, Lepanto Consolidated Mining Company

OCTOBER 19

48. **Ms. TERESITA "Tessie" SY COSON**
Vice Chairperson, SM Investments Corporation
49. **Ms. NIKKI TANG**
CEO, DMARK Corporation

OCTOBER 20

50. **Mr. RODELIO "Dode" C. ARCILLA**
President, Enterprise Information Technology Corporation (EITC)
51. **Mr. LEONARDO "Dong" R. ARGUELLES JR.**
52. **Dr. ALFREDO R "Alran" A. BENGZON**
53. **Mr. CEZAR "Bong" P. CONSING**
President and CEO, Ayala Corporation
54. **Atty. RUBEN T. DEL ROSARIO**
Managing Partner, Del Rosario & Del Rosario Law Offices
55. **Mr. PATRICK RICHARD "Patrick" D. REIDENBACH**
President, Ubaldo Reidenbach Solutions, Inc. (UR Solutions)

OCTOBER 21

56. **Mr. ROBERTINO "Robert" E. PIZARRO**
President, A. Brown Company, Inc.

OCTOBER 22

57. **Dr. JIKYEONG KANG**
President and Dean, Asian Institute of Management (AIM)
58. **Ms. MARIA ROSARIO "Charrie" YULO-NG**
Managing Director, Carmelray Industrial Corporation
59. **Atty. EUNEY MARIE MATA "Euney" J. PEREZ**
Managing Partner, Mata-Perez, Tamayo and Francisco Attorneys-at-Law
60. **Mr. OSCAR ALESON TORRALBA**
Chair and CEO, Town Holdings Corporation

OCTOBER 23

61. **Mr. IAN PHILIPPE "Ian" W. CUYEGKENG**
EVP and COO, Philippine British Assurance Co., Inc.
62. **Mr. JOSE BEN "Joeben" R. LARAYA**
Chair, ULTREX Management and Investments Corporation
63. **Dr. SIEGFRED "Yeye" L. MANAOIS**
Chief, Piers Inspection Division, MICP, Bureau of Customs
64. **Mr. ERICSON "Eric" SUPAN MARANAN**
CFO, Sante International Inc.

OCTOBER 24

65. **Ms. NATIVIDAD "Nabbie" N. ALEJO**
Co-Founder and Managing Director, Alpha Primus Advisory, Inc.
66. **Mr. CESAR R. CONCIO JR.**
Chair, Vision Exponents, Inc.
67. **Ms. MA. CRISTINA "Angel" SANTIAGO ROSALES**
President and CEO, Professional Payroll Specialists Inc. (PPSI)

OCTOBER 25

68. **Dr. ROBERTO "Obet" P. SALVINO**
President and Chair, Salvino Agri-Industrial Machinery
69. **Mr. JAMES G. VELASQUEZ**
President and CEO, PT&T Corporation
70. **Ms. DIANA "Dianne" P. AGUILAR**, Chair, SB Capital and Investments Corp.

OCTOBER 27

71. **Mr. REX C. DRILON II**
Vice Chair, Center for Excellence in Governance
72. **Mr. JEFFREY "Jeff" C. LIM**
President, SM Prime Holdings, Inc.
73. **Mr. BENJAMIN "Ben" S. SANTOS**
President, AS Realty Corporation

OCTOBER 28

74. **Ms. DOROTHY DRYSDALE**
Head, Internal Communications, Marsman Drysdale Group
75. **Mr. PAULINO "Jun" B. FERNANDEZ, JR.**
CEO, Global CoMRCI
76. **Atty. TERESITA "Tess" J. HERBOSA**
Of Counsel, ACCRALAW

OCTOBER 29

77. **Mr. GERARD "Jerry" H. BRIMO**
President and CEO, Nickel Asia Corporation (NAC)
78. **Mr. RAMON R. DEL ROSARIO JR.**
President and CEO, PHINMA, Inc.
79. **Ms. VIRGINIA GARRIDO LANE**
VP and Treasurer, Lane Moving and Storage, Inc.
80. **Mr. REYNALDO "Rey" C. LUGTU JR.**
President and CEO, Hungry Workhorse Consultancy, Inc.
81. **Ms. RIZALINA "Riza" G. MANTARING**
Board Director, Sun Life Grepa Financial Inc.
82. **Mr. ARIEL C. ONG**
President, First Philec

OCTOBER 30

83. **Atty. PATRICK T. AQUINO**
Head of Energy Utilization Management Bureau, Department of Energy (DOE)
84. **Atty. ROBERTO "Boy" N. DIO**
Senior Litigation Partner, Castillo Laman Tan Pantaleon & San Jose
85. **Ms. ANNA IRMINA "Minette" B. NAVARRETE**
President, Kickstart Ventures, Inc.

OCTOBER 31

86. **Mr. EDGARDO "Ed" H. ANGELES**
President and CEO, Selegna Holdings Corporation
87. **Mr. ARSENIO "Toto" G. BARCELONA**
President, Harbest Agribusiness Corporation
88. **Dr. CATHERINE "Karen" V. DE ASIS**
Chief Brand Strategist, MKS Marketing Consulting and Training Corporation
89. **Mr. ANTHONY OUNDJIAN**
Managing Director and Senior Partner, Boston Consulting Group (BCG) Southeast Asia
90. **Mr. LEONCIO "Joey" D. PAZ**
VP - Interbranch Operations and Head of ICT, Simplex Industrial Corporation
91. **Ms. MILAGROS "Mila" F. SERING**
COO and Senior Managing Director, Seven Seven Global Services, Inc.

Subscribe to "MAP Talks" on YOUTUBE:



<https://www.youtube.com/channel/UCeNIKpZ2CZmVkrjh9GNfSoA>



Like MAP on Facebook:

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

Connect with MAP thru LINKEDIN:



<https://www.linkedin.com/in/mapphilippines/>

Visit Our Website

Visit the new MAP Website:

<map.org.ph>

Join the "MAP Bulletin Board" Viber community



<https://invite.viber.com/?g2=AQB96LUTksI4X03UidOSgWDEPCjwdBfZLGFrjkuDpC1j%2FCpAHFFj0kgzkmWL2hvc>

Please subscribe to “MAP Talks” on YOUTUBE:

<https://www.youtube.com/channel/UCeNIKpZ2CZmVkrjh9GNfSoA>

Please follow MAP on FACEBOOK:

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

Please connect with MAP thru LINKEDIN:

<https://www.linkedin.com/in/mapphilippines/>

Please visit the new MAP Website by clicking the following:

<map.org.ph>

Please join the “MAP Bulletin Board” Viber community by clicking the following:

<https://invite.viber.com/?g2=AQB96LUTksl4X03UidOSgWDEPCjwdBfZLGFrjkuDpC1j%2FCpAHFFj0kgzkmWL2hvc>