



“MAPping the Future” *column in the INQUIRER*

“Takeaways from the MAP CEO Conference”

October 17, 2022

Mr. JUNIE S. DEL MUNDO

The global industry has faced significant setbacks because of the ongoing pandemic but the most important thing here is that our speakers and guests for the September 13, 2022 MAP International CEO Conference on “THE WINS OF CHANGE: Thriving in a World of In-Betweens” have provided us with insights on how best we can move forward, an overarching theme here is being agile and adaptable.

In our first session, Mr. Mark Koziel of Allinial Global provided us with a purview on how to manage the blurring lines in a hybrid work setup. Pivotal changes in the workplace, in efforts to address widespread employee burnout, has led to a flexible approach towards management, such as listening to employees’ preference for a flexible working model, and how likely organizations are putting talent at risk when full on-site work is implemented.

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“MAP Insights” *column in BUSINESSWORLD*

“Nip cybercrime in the bud through policy reforms”

October 18, 2022

Mr. RAMON “Mon” L. JOCSON

Banking has greatly evolved over the years. Changes in the way that we live, such as mobility restrictions due to COVID-19 and the rise of more advanced technologies, have allowed banks to offer services that no longer require customers to physically go to branches to transact. Through digital platforms, bank clients can now do their transactions on the go and even in the comfort of their own homes.

However, banks are not the only ones that have adapted to the increasing shift towards digital technology. Cybercriminals have also taken advantage of digital banking through social engineering schemes and other types of scams. Now it is in the face of these new challenges that banks are stepping up their efforts to empower customers to guard against scammers and, ultimately, contribute to nation-building.

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“Takeaways from the MAP CEO Conference”

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Mr. Koziel also touched on how technology, automation, and outsourcing can affect organizational changes. As he stated, technology by itself cannot fix all our problems, but it can definitely help if used and managed well; especially if proper guidance and training opportunities are provided to the emerging workforce. His advice in establishing and implementing a responsive hybrid work setup through empowering employees by collaborating on the right strategy and taking note of the best practices that have been raised by those already working under remote setups are a welcome value added to our ongoing conversation on future-facing working environments. Issues on staffing, which has since plagued businesses long before the pandemic, can also benefit from these points raised by Mr. Koziel through technology, automation, and outsourcing.

If we remember to make sure that the culture surrounding a hybrid workforce is healthy, then the Philippine business landscape is on its way to creating a more resilient workforce. We now must also evolve our approach and make the most of our people in the best ways that we can.

While Mr. Koziel touched on managing change through business strategies, the second session led by Mr. Stephen CuUnjieng gave us insight into viewing the changed business landscape with a new lens, one that fits well with the challenges that were posed by the pandemic. He posited that the last time that the economy took a backseat in being the primary driver was in World War 2 and that this is the first induced recession in our lifetime.

So given these items, we are now posed with questions on how you approach an instance such as the pandemic - what separates companies that sink to the bottom versus those that ride the high waves?

Mr. CuUnjieng showed that being proactive, through strategizing, planning, and building, has created increased business resilience in the face of crises. Instead of basic responses to events, those who have put sound strategies in place have brought their companies through exceptionally difficult times such as the pandemic. Proper planning, instead of merely responding to events, has also proven effective not just in the private sector, but also for government processes as demonstrated by his presentation. Lastly, taking the time and effort to build on businesses, instead of having a trading mindset, will maximize opportunities for

improvement in both our individual firms and the national economy.

All in all, we see that to succeed, we cannot just rely on what our strategy is and how successfully it is executed - we must also take into account all other factors that do not stay the same - thus our plans must be nurtured, adapted; or if needed, changed or abandoned. In short, our strategies and implementations will always need continuous improvement no matter how flawless these may seem.

After that inspiring talk of Mr. CuUnjieng, we listened to Atty. James Grandolfo, Partner at Millbank LLP, as he related to us how best to address challenges in the capital markets - how do we “Trawl” and I don’t mean heckle, but trawl, as in search for investments that help deliver a balance of equity, growth, and sustainability.

Challenges faced in the Philippine Capital Markets which has oldest stock exchange but has fewer stocks listed:

- There’s still room for improvement to streamline processes for listings - to improve ease in transactions;
- Policy reforms have already been implemented but there’s more room for policy reform to deepen the Philippine Capital Markets, such as
 - expanding the capital base from abroad to help provide liquidity and improve pricing for investors
 - developing policies to encourage GOCCs to list will also raise needed capital for government
 - sustainable integration with global markets
 - development of independent and accountable regulators and creation of new ones like a mortgage regulator
 - transparent rules and regulations
- Taxation - encourages development of capital markets

Atty. Grandolfo’s session was complemented by Professor TY Sim, a former consultant to the United Nations, who gave an incredibly informative talk on the national implications of long-term structural challenges for tax reforms including three mega trends and policy directions on taxation.

1. The tectonic shift in tax rates

- The period of moderation of tax rates appears to be ending.
- However, the need for higher tax collection has to be met. So the question is - How to fill this gap since corporate tax collection is only a small slice of the total?

come from other tax sources, like personal income taxes, consumption taxes.

2. Shift

FROM north-south divide between well-off, developed economies vs developing countries which favor capital exporters

TO a digital divide - between digital leaders, like US and China, that dominate the internet space vs countries, like France and India, which are not so e-commerce heavy.

The implications of this divide on taxation bring up issues that change the landscape. As no tax without physical presence, data becomes the new factor. Challenge: how do you tax data?

To level the playing field, there's a proliferation of digital services tax laws in an effort to capture part of the global profits that are missed out due to the absence of digital transaction taxation.

3. Hyper transparency: data is the "new oil"

With hyper transparency happening, the likelihood is high that authorities may know more than you about your company. Prof Sim then closed by posing a question for us - Are our Audit Committees and CFOs aware of these issues and are our tax functions prepared?

Dr. Nicolas Pascal, CEO and Executive Director of Blue Finance, expounded on how the future of business should be blue and green where a blue economy revolves around anything to improve marine conservation, working with coastal communities and other stakeholders to make it sustainable for a long-term future.

He shared in particular their experience as a social enterprise in Mindoro where they are piloting a business run in a sustainable, ecological way to show that such an enterprise can produce environmental benefits while remaining sustainable as a business.

He also shared about how they are funding their enterprise through a blended finance facility which involves both grants and debt instruments.

Managed by a multi-disciplinary team of marine scientists, philanthropists, impact investors, and development agency partners and banks, from

their experience, what they have seen is that they are able to raise passion capital. It is available. It is possible.

Our day ended with **Mr. Bhushan Sethi, Joint Global Leader for People and Organization at PwC USA**, speaking on the Global Workforce Hopes & Fears for 2022. It was reflected that "The Great Resignation" is very real and happening right now, with 1 out of 5 employees being likely to switch to a new employer, it was also gleaned that Gen Z workers who are from ages 18-25 lead this movement.

Following this movement is the pressure to increase pay and what factors make up the mind of an employee who is likely to resign. In this in-between world that we currently function in, it is important to factor in pay but also purpose, and authenticity if we want to attract the best talent and retain them.

We also touched on empowerment and skills, political and social issues in the workplace, the demand for transparency, and the future of hybrid work in this in-between world we are in. These points tell us where we can put our focus for the next few years because while the pandemic has slowed down, its effects whether physical, mental, or emotional are here to stay, whether it be on our business, our employees, or the culture in general.

While you'd think that businesses used to be so black and white, where work is within the 4 walls of a tall building in the metro, you'll now find that these lines have been blurred, work no longer exists in one place - the existence of cloud networks and a shift in the mindset of workers have brought us to an in-between world where everyone is flexible, adaptable, and prone to change.

To recap, here are the key takeaways from all the interesting discussions.

Our speakers and guests have all spoken about how best to approach and win in a changing landscape that none of us have explored. I guess all we have to do now is ride that wave of change and hope for the better.

(The author is Vice Chair of the MAP CEO Conference Committee, Chair of the MAP Health Committee, and Chair and CEO of The EON Group. Feedback at <map@map.org.ph> and <junie.delmundo@eon.com.ph>.)

“Nip cybercrime in the bud through policy reforms” . . .

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Industry-wide Response to Financial-Related Cybercrimes

Considering the ingenuity of scammers and other malicious actors, banks continue to strengthen their defenses by setting up cybersecurity measures and by constantly informing clients about ways that they can protect themselves from scams and other similar crimes. To complement these efforts, it has become essential for the banking industry and the government to work together for the enactment of much-needed policies that will help reduce the number of scam incidents in the country. Below are some policy reforms that will ultimately protect the general banking public and prevent the proliferation of financial-related cybercrimes, if implemented.

Financial Consumer Protection Act

Towards the end of his administration, former President Rodrigo R. Duterte signed RA No. 11765 or the Financial Products and Services Consumer Protection Act (FCPA) into law. The said law aims to strengthen consumer protection mechanisms and authorizes regulators, i.e., the Bangko Sentral ng Pilipinas (BSP) and the Securities Exchange Commission (SEC), to enforce the law on banks and financial institutions. For banks, one of the key provisions that shall help customers victimized by cybercrimes is the creation of a Financial Consumer Protection Assistance Mechanism (FCPAM) for each BSP-supervised financial institution (BSFI).

The mechanism provides more efficient and faster avenues to redress issues, especially for matters that involve financial loss from scams. Customers go through a long and difficult process when they decide to pursue a case against cybercriminals. Thus, having a mechanism that will allow banks to offer accessible, affordable, and fair means of resolving complaints can help strengthen bank customers’ trust in the industry’s systems. The BSP has one year from the effectivity of the law to work with BSFIs and other stakeholders in the crafting of the IRR to ensure that there are clear guidelines for its implementation and that its objectives will be met accordingly.

Financial Accounts Regulation Act

Apart from protecting customers and preventing them from losing their confidence in financial systems, the banking industry is also advocating for policies that nip cybercrimes in the bud.

During the 18th Congress, the Bankers Association of the Philippines (BAP) pushed for a policy that aims to criminalize money mules and social engineering schemes, as well as to regulate the use of financial accounts and e-wallets (electronic wallets).

Money mules are individuals who help facilitate illegal funds transfer in someone else’s behalf. Their emergence is a perfect example of how criminals have used digitalization to find new ways to operate. The proposed policy aims to deter this new form of crime from further proliferating by imposing the appropriate punishment on individuals who are proven to be money mules.

Moreover, the policy addresses the ever-changing nature of social engineering schemes. Most of us are familiar with phishing (via email), smishing (via SMS), and vishing (via voice calls), but, recently, cybercriminals have also resorted to quishing (via QR code). The latter occurs when victims are tricked into scanning QR codes that direct them to fake websites where they will be asked to provide their personal data. Cybercriminals can then acquire information that can be used to access bank accounts or e-wallets.

The House version of the bill (HB 10689) was approved at the committee level in January 2022, while its Senate counterpart (SB 2380) passed the first reading in September 2021. This 19th Congress, several members of the House of Representatives have already refiled the bill, acknowledging that with the increased use of e-commerce and digital banking, there is a need to update our cybersecurity policies and strengthen law enforcement against the rapidly evolving financial-related cybercrimes. Once passed into law, this legislative measure will protect the public from the unauthorized or illegal use of bank accounts and e-wallets.

SIM Registration Act

One major policy that has the potential to address scams at the root of their operations is the SIM Registration Act. After getting vetoed last Congress over a contentious social media provision, the bill finally saw the light of day when it was signed into law on October 10, 2022, now known as RA No. 11934 or the Subscriber Identity Module (SIM) Registration Act. This law can help eradicate mobile phone or electronic communication-aided criminal activities by making it possible for law enforcement agencies to identify cybercriminals who use prepaid SIM cards for phishing, vishing, and other text scams.

The impact of this landmark legislation is yet to be seen as concerned government agencies craft the law’s IRR in the next sixty (60) days. Of course,

just like in all other policy initiatives, this new law requires a balancing of interests between preventing SIM-aided crimes and protecting the privacy of the public. The IRR must be clear in terms of the registration process and the proper storage of data to safeguard these interests.

Customers at the Core of Banking

One of our core values we have at BPI is customer obsession. We define it as the ability of the bank and all of our employees to anticipate our customers' needs, to innovate and provide them with the best financial advice, and to make it easy for our customers to save and grow their finances. While the primary role of the banking industry is to maintain an efficient and stable financial system that contributes to the country's economic growth, it is equally important for us to protect the core of our operations: the customers.

This is the reason why banks are committed to assisting the government in crafting and implementing policies that will strengthen consumer protection and will contribute to the fight against cybercrimes – not just in responding to specific incidents, but also in preventing future crimes from occurring. The government and the private sector, particularly the banking industry, have a shared goal of protecting banking customers, and providing the best and safest services for them to achieve financial freedom.

We have been in the business for 171 years now. Together with the nation and the Filipino people, we have experienced milestones and have overcome many challenges. It is true that the banking landscape is evolving and will continue to evolve in the coming years, but as we face numerous changes, we remain committed to support necessary measures that aim to protect our customers, by collaborating with the government and the rest of the banking industry to ensure that these policies are implemented.

(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 EVP and COO of BPI. This article is written as part of the bank's initiative to celebrate the 2022 Cybersecurity Awareness Month with the theme: See Yourself in Cyber. Feedback at <map@map.org.ph> and <rljocson@bpi.com.ph>.)

PHILIPPINE DAILY INQUIRER

BOARD TALK

Business Features Editor
Doris Dumalao-Abadilla

Mass control: how to build an army of committed employees who will fight your battles for you

Most companies do not understand the true principles behind personal performance, dedication and commitment. Why then are some companies able to attract top talent, retain them and get the best out of their teams while others seem to fight an endless uphill battle trying to motivate employees?

The postpandemic world has made this worse. In a talk I recently gave to a group of Asian entrepreneurs, a few of them shared that they have encountered completely new challenges with their people as a result of the pandemic. Existing employees and new hires are more demanding than ever before. They want more money for less work. They come up with all sorts of new needs and requirements. A lot of them never want to go back to being full time at the office. And the list goes on and on.

The group of entrepreneurs asked me, "Because you and your teams work with clients and your teams work with clients, is this a problem that just exists in the region, or is this global?" This is a global challenge," I replied. "It is one of the effects of the pandemic that has changed our global and national economic order. Unfortunately, some of these effects will be here to stay, at least for a while."

"Should we give up to these demands?" asked a CEO who is also a member of the family that owns the conglomerate he works for. "Should we tolerate giving people more for less?"

"No," I answered. "Why?" he asked.

What is the one thing you have full control over?

There are several reasons why this is the start of a downhill slope for most businesses. In the world of business, the



PROFIT PUSH

TOM OLIVER

only thing you have 100-percent control over is your productivity: your own, your team's and that of your business. Therefore, your goal should be to constantly increase that productivity. It will put you in a better position to grow and expand your business. It will also empower you to tackle any new challenges that the market will throw at you and to seize new opportunities that will come up.

Productivity is even more important in the "VUCA" world: the world of volatility, uncertainty, complexity and ambiguity that we find ourselves in today.

The secret is: one drop in the productivity of one employee harms the productivity of other surrounding employees. A wrong sense of entitlement, of receiving more for less, can spread like a virus through your entire company. You need to cut it out like cancer before it spreads.

Stop tolerating mediocrity!

Most companies tolerate mediocrity far too much and for too long. The Philippines is no exception. This is aggravated in the local economy by the fact that a lot of companies could easily boost profits by streamlining processes, running oper-

ations more efficiently and not employing so many people.

A lot of Filipino companies could even achieve more output and become more profitable with only two-thirds of their workforce. What does this mean for you?

It means that the odds are that whichever company you are in, people are already not operating at their best and have already regressed into being comfortable and not living up to their full potential.

How to create an environment for top talent

Human beings are happier and more fulfilled the more they are growing. This is even more true for top talent. Top talent is attracted to and thrives in high-performance environments.

The opposite is also true: you repel top talent by tolerating and creating a mediocre and average-performance work culture.

I will share an example of one of our clients in the region, a several decades-old family business. The CEO spent half of his time in meetings, and most of them were unproductive. On top of it, there were far too many people attending each meeting. In one of them, we counted 30 people, of whom only three spoke during the entire meeting. A complete waste of time and productivity!

Death by PowerPoint

When we started our



ILLUSTRATION BY RUTH MACAPAGAL

fact-finding phase, in which we analyzed the root causes of the major challenges the organization was facing, we quickly found out what the CEO was missing: The majority of the board members and key leaders in the company knew that the CEO was easily distracted by beautifully made presentations. The more beautiful they were, the less he was asking the difficult questions, the less he was probing for answers, and the less he was searching for problems.

So a fair amount of teams within the business spent 50 percent of their time producing beautiful PowerPoint presentations to distract the CEO from the real facts and their mistakes. It worked.

The deeper we got into our investigation, the more it became clear to us that most de-

partments had applied a simple formula: the more they had to hide, the more beautiful the presentations became to cover up the real facts.

In your opinion, how much top talent was that company able to attract?

Your goal: get and keep the top 10%

Your ideal goal should be to only attract 10/100 top talent. While this may seem like a distant goal for most, it should still be your north star. Do not tolerate a lack of accountability and low performance. Build a culture that holds people ruthlessly accountable. And put your finger on it—spell things out.

If someone says, "Marketing made a mistake," ask, "Who exactly made that mistake in marketing?" Only if you keep individuals accountable for their performance and their mistakes can you build a culture in which people are happy to constantly outperform each other, the competition—and themselves.

Accountability means that you have to have the willingness to lead difficult conversations, and hold others in your business responsible to do the same.

The missing piece

This brings to mind another example of one of our clients in the region. A board member was not only vastly underperforming but also the completely wrong fit for the

role. We found that out during our fact-finding phase after the owners requested our support to boost their profits and expansion, and future-proof their conglomerate. What happened?

All board members talked behind the owner's back about the bad performance of that particular main board member, but no one openly addressed that to the owner.

Why? The good old Asian sugarcaking challenge. No one wanted to be the bad messenger. And no one wanted to openly point out their colleague's flaws and shortcomings, especially not in front of the owner.

Because my company and I have developed a process over many years—by which we get people to talk openly about challenges—when we talked to the board members and the key leaders within the organization, we quickly found out about these challenges and were able to deliver the hard facts to the owner who finally had a real picture of reality.

3 action steps

1. Remind yourself daily that the only thing you have 100 percent control over is your productivity: that of your own, your team's and that of your business.
2. Stop tolerating mediocrity!
3. Build a culture of ruthless accountability.

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

Be agile and adaptable: Takeaways from MAP CEO Conference

The global industry has faced significant setbacks because of the ongoing pandemic but the most important thing here is that our speakers and guests at the Sept. 13 Management Association of the Philippines (MAP) International CEO Conference on "The Wins of Change: Thriving in a World of In-Betweens" have provided us with insights on how best we can move forward. An overarching theme here is being agile and adaptable.

In our first session, Mark Koziel of Allinial Global provided a purview of how to manage the blurring lines in a hybrid work setup. Pivotal changes in the workplace, in an effort to address widespread employee burnout, have led to a flexible management approach, such as listening to employees' preference for flexible model, and how likely organizations are putting talent at risk when full onsite work is implemented.

Koziel also touched on how technology, automation and outsourcing can affect organizational changes. Technology by itself cannot fix all our problems, but it can definitely help, if used and managed well, especially if proper guidance and training opportunities are provided to the emerging workforce. His advice in establishing a responsive hybrid work setup—i.e. empower employees by collaborating on the right strategy and take note of best practices in remote setups—is a welcome value added to our ongoing conversation on fu-



MAPPING THE FUTURE

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ture-facing working environments. Issues on staffing, which have plagued businesses long before the pandemic, can also benefit from points raised on technology, automation and outsourcing.

If we make sure that the culture surrounding a hybrid workforce is healthy, then the Philippine business landscape is on its way to creating a more resilient workforce.

Navigating changes

The second session led by Stephen Cuijiong gave us insight into a changed business landscape that fits well with the challenges posed by the pandemic. What separates companies that sink to the bottom from those that ride the high waves? He showed that being proactive, through strategizing, planning and building, has created increased business resilience. Instead of basic responses to events, those who have put sound strategies in

place can lead their companies through exceptionally difficult times. Proper planning, instead of merely responding to events, has also proven effective. Lastly, taking the time and effort to build businesses, instead of having a trading mindset, will maximize opportunities for individual firms and the national economy.

All in all, we cannot just rely on what our strategy is and how successfully it is executed; we must also take into account all other factors that do not stay the same. Thus, our plans must be nurtured, adapted or if needed, changed or abandoned. In short, our strategies and implementations will always need continuous improvement, no matter how flawless these may seem.

After that inspiring talk, we listened to lawyer James Grandolfo, partner at Millbank LLP, as he related to us how best to address challenges in the capital markets. The challenges faced by the Philippine capital market, which has the oldest stock exchange but fewer stocks listed, include:

- streamlining listing process;
- expanding the foreign capital base to help provide liquidity and improve pricing for investors;
- developing policies to encourage government-owned and -controlled corporations to list;
- working on sustainable integration with global markets;
- developing independent

and accountable regulators and creation of new ones.

- making rules and regulations transparent; and
- ensuring that taxation encourages development of capital markets.

Tax challenges

Prof. Ty Sim, former consultant to the United Nations, then gave an incredibly informative talk on the national implications of long-term structural challenges for tax reforms, including three mega trends and policy directions on taxation. There's a tectonic shift in tax rates and the period of moderation of tax rates appears to be ending. However, the need for higher tax collection has to be met. So the question is, how do we fill this gap, since corporate tax collection is only a small slice of the total? Thus, more of the shortfall will have to be covered by other sources, like personal income and consumption taxes.

There's now a digital divide between digital leaders, like the United States and China that dominate the Internet space, and countries like France and India, which are not so e-commerce-heavy.

As there's no tax without physical presence, data could become the new factor. But the challenge is how do you tax data? To level the playing field, there's a proliferation of digital services tax laws to capture part of global profits in the absence of digital transaction tax.

Hyper transparency:

data is the "new oil"

With hyper transparency happening, the likelihood is high that authorities may know more about your company than you. Sim closed by posing the question: are our audit committees and chief financial officers aware of these issues, and are our tax functions prepared?

Nicolas Pascal, CEO and executive director of Blue Finance, expounded on how the future of business should be blue and green. A blue economy revolves around anything to improve marine conservation, working with coastal communities and other stakeholders to make it sustainable. He shared his experience as a social enterprise in Mindoro, where they are piloting a business that can produce environmental benefits while remaining sustainable. They are funding the enterprise through a blended finance facility, which involves both grants and debt instruments. Managed by a multi-disciplinary team of marine scientists, philanthropists, impact investors and development agency partners and banks, they have been able to raise "passion" capital. It is available. It is possible.

Our day ended with Bhushan Sethi, joint global leader for people and organization at PwC in the United States, tackling global workforce hopes and fears. "The Great Resignation" is seen very real, with one out of five employees likely to switch to a new employer, with Gen Z workers ages 18-25 leading this movement.

In this in-between world, it is important to factor in pay but also purpose and authenticity, if we want to attract the best talent and retain them.

We also touched on empowerment and skills, political and social issues in the workplace, the demand for transparency and the future of hybrid work. These points tell us where we can put our focus in the next few years because while the pandemic has slowed down, its effects, whether physical, mental, or emotional, are here to stay, whether it be on our business, our employees, or culture in general.

While you'd think that businesses used to be so black and white, where work is within the four walls of a tall building in the metro, these lines have now been blurred. Work no longer exists in one place. The existence of cloud networks and a shift in the mindset of workers have brought us to an in-between world where everyone is flexible, adaptable, and prone to change.

Our speakers and guests have all spoken about how best to approach and win in a changing landscape. I guess all we have to do now is ride that wave of change and hope for the better.

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The author is vice chair of MAP CEO Conference Committee, chair of MAP Health Committee and chair CEO of The CON Group. Feedback at map@map.org.ph and jdelmundo@econ.com.ph.

Nip cybercrime in the bud through policy reforms

Banking has greatly evolved over the years. Changes in the way that we live, such as mobility restrictions due to COVID-19 and the rise of more advanced technologies, have allowed banks to offer services that no longer require customers to physically go to branches to transact.

However, banks are not the only ones that have adapted to the increasing shift toward digital technology. Cybercriminals have also taken advantage of digital banking through social engineering schemes and other types of scams. Now it is in the face of these new challenges that banks are stepping up their efforts to empower customers to guard against scammers and, ultimately, contribute to nation-building.

INDUSTRY-WIDE RESPONSE TO FINANCIAL-RELATED CYBERCRIMES

Considering the ingenuity of scammers and other malicious actors, banks continue to strengthen their defenses by setting up cybersecurity measures and by constantly informing clients about ways that they can protect themselves from scams and other similar crimes. To complement these efforts, it has become essential for the banking industry and the government to work together for the enactment of multi-faceted policies that will help reduce the number of scam incidents in the country. Below are some policy reforms that will ultimately protect the general banking public and prevent the proliferation of financial-related cybercrimes, if implemented.

FINANCIAL CONSUMER PROTECTION ACT

Towards the end of his administration, former President Rodrigo Duterte signed RA No.



MAP INSIGHTS RAMON L. JOCCON

In 1976, the Financial Products and Services Consumer Protection Act (FPSA) was signed into law. The said law aims to strengthen consumer protection mechanisms and authorities regulators, i.e., the Bangko Sentral ng Pilipinas (BSP) and the Securities and Exchange Commission (SEC), to enforce the law on banks and financial institutions. For banks, one of the key provisions that shall help customers victimized by cybercrimes is the creation of a Financial Consumer Protection Assistance Mechanism (FCPAM) for each BSP-supervised financial institution (BSFI).

The mechanism provides more efficient and faster avenues to redress issues, especially for matters that involve financial loss from scams. Customers go through a long and difficult process when they decide to pursue a case against cybercriminals. Thus, having a mechanism that will allow banks to offer accessible, affordable, and fair means of resolving complaints can help strengthen bank customers' trust in the industry's systems. The FPSA has one year from the effectivity of the law to work with BSFIs and other stakeholders in the crafting of the implementing rules and regulations (IRR) to ensure that there are clear guidelines for its implementation and that its objectives will be met accordingly.

Financial Accounts Regulation Act Apart from protecting customers and preventing them from losing their confidence in financial systems, the banking industry is also advocating for policies that nip cybercrimes in the bud. During the 16th Congress, the Bankers Association of the Philippines (BAP) pushed for a policy that aims to criminalize money mules and social engineering schemes, as well as to regulate the use of financial accounts and e-wallets (electronic wallets). Money mules are individuals who help facilitate illegal funds transfer for someone else's benefit. Their emergence is a perfect example of how criminals have used digitalization to find new ways to operate. The proposed

policy aims to deter this new form of crime from further proliferating by imposing the appropriate punishment on individuals who are proven to be money mules. Moreover, the policy addresses the ever-changing nature of social engineering schemes. Most of us are familiar with phishing (via e-mail), smishing (via SMS), and vishing (via voice calls), but recently, cybercriminals have also resorted to quishing (via QR code). The latter occurs when victims are tricked into scanning QR codes that direct them to fake websites where they will be asked to provide their personal data. Cybercriminals can then acquire information that can be used to access bank accounts or e-wallets. The House version of the bill (HR 10649) was approved at the

committee level in January 2022, while its Senate counterpart (SB 2380) passed the first reading in September 2021. This 19th Congress, several members of the House of Representatives have already refiled the bill, acknowledging that with the increased use of e-commerce and digital banking, there is a need to update our cybersecurity policies and strengthen law enforcement against the rapidly evolving financial-related cybercrimes. Once passed into law, this legislative measure will protect the public from the unauthorized or illegal use of bank accounts and e-wallets.

SIM REGISTRATION ACT One major policy that has the potential to address scams at the root of the problem is the SIM Registration Act. After getting vetoed last Congress over a contentious social media provision, the bill finally saw the light of day when it was signed into law on Oct. 10, now known as RA No. 11934 or the Subscriber Identity Module (SIM) Registration Act. This law can help eradicate mobile phone or electronic communication-aided criminal activities by making it possible for law enforcement agencies to identify cybercriminals who use prepaid SIM cards for phishing, vishing, and other text scams.

The success of this landmark legislation is yet to be seen as concerned government agencies craft the law's IRR in the next 60 days. Of course, just like in all other policy initiatives, this new law requires a balancing of interests between preventing SIM-aided crimes and protecting the privacy of the public. The IRR must be clear in terms of the registration process and the proper storage of data to safeguard these interests.

CUSTOMERS AT THE CORE OF BANKING One of the core values we have at BPI is customer obsession. We define it as the ability of the bank

and all of our employees to anticipate our customers' needs, to innovate and provide them with the best financial advice, and to make it easy for our customers to save and grow their finances. While the primary role of the banking industry is to maintain an efficient and stable financial system that contributes to the country's economic growth, it is equally important for us to protect the core of our operations: the customers.

This is the reason why banks are committed to assisting the government in crafting and implementing policies that will strengthen consumer protection and will contribute to the fight against cybercrimes — not just in responding to specific incidents, but also in preventing future crimes from occurring. The government and the private sector, particularly the banking industry, have a shared goal of protecting banking customers, and providing the best and safest services for them to achieve financial freedom.

We have been in the business for 171 years now. Together with the nation and the Filipino people, we have experienced milestones and have overcome many challenges. It is true that the banking landscape is evolving and will continue to evolve in the coming years, but as we face numerous changes, we remain committed to support necessary measures that aim to protect our customers, by collaborating with the government and the rest of the banking industry to ensure that these policies are implemented. ■

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.

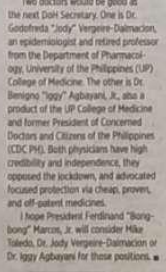


the departments and agencies with Acting Office in Charge (OC) leaders only (think a Press Secretary/Presidential Spokesperson) is someone with at least four characteristics. One, they are savvy in the law because many Presidential appointments have legal implications. Two, they have past or current media and public relations experience, preferably both in broadcast/TV and print media. Three, they have a deep corporate background (to augment and better appreciate the corporate team's) by each to attract more investments into the country. And, four, they must have good looks, and a mature and charismatic personality.

I can think of one person who fits this show — Michael "Mike" Toledo. For Health Secretary, I think that the previous and current leadership of the DoH and their consultants were responsible for the very strict lockdown policies in 2020 — leading to the Philippines having the world's economic contraction in 2020. Also, the worst contraction in Philippine history since post-World War 2. They seem to plan for an endless health emergency situation, and they do not seem to mind if public borrowings remain at P2+ trillion yearly for many years to long as their yearly budget and vaccine procurement remain high.

Two doctors would be good as the next DoH Secretary. One is Dr. Godofredo "Jody" Vergara-Dalmanan, an epidemiologist and retired professor from the Department of Pharmacology, University of the Philippines (UP) College of Medicine. The other is Dr. Benigno "Iggy" Agbayani, Jr., also a product of the UP College of Medicine and former President of Concerned Doctors and Citizens of the Philippines (CDCP) DO. Both physicians have high credibility and independence, they opposed the lockdown, and advocated focused protection via cheap, proven, and off-patent medicines.

I hope President Ferdinand "Bongbong" Marcos, Jr. will consider Mike Toledo, Dr. Jody Vergara-Dalmanan or Dr. Iggy Agbayani for these positions. ■



BENVENUTO L. OPLAL, JR. is the president of National Government Therapists. benvenuto@nigt.com

Today's topics: Economic briefing in Washington DC, PPP Center, Tariff Commission, and agencies with no secretaries

On Oct. 7, I was interviewed on the BusinessWorld Live program of One News, Capital TV which is hosted by my critic/brother-in-law, Dan Laurel and his co-host, Santos. The topic was about the impact of the OPEC+ decision to cut their combined oil production by 2 million barrels per day (mbpd), from 43.8 mbpd until this October to 41.8 mbpd by November. Projected global oil demand is 100 mbpd. Towards the end, they asked me for my assessment of President Ferdinand Marcos, Jr.'s first 100 days. I said that on a scale of one to 10, if being the highest, I would give him a seven overall. I would add now that if he focus on economic policies, I would give him an 8.5. For three reasons:

One, the quick formation of the administrator's economic team — Bangko Sentral ng Pilipinas (BSP) Governor Felipe Medalla, Finance Secretary Benjamin Diokno, Economic Planning Secretary Armin Bataillon, Budget Secretary Armin Pangasinan — high caliber economic minds and public officials, as early as May 30 or just three weeks after the May 9 elections. The President wanted to send a clear signal to investors and the public that his economic team are mostly technocrats and the choice was not based on political patronage.

Two, the prudent management of inflation, the main concern of many people. The 5.9% inflation rate in September was indeed high but it was only a four-year high, at the same level as in 2018. Compare that with Germany's 7.0% which is a 25-year high (the highest since 1923), the Netherlands' 6.5% high, the US, UK, and Canada's 6.5% high, and so on. The disinflation of geographical locations by the pandemic and the decision to stop the world production and transportation of goods that severely disrupted supply chain inflation.

Three, the three Philippine Economic Briefing (PEB) events abroad, a series

MY CUP OF LIBERTY BENVENIDO S. OPLAL, JR.

of investment promotion campaigns, telling global investors that the country is ready and prepared to welcome them. The President, the economic team, and infrastructure team, about new Cabinet Secretaries plus the BSP Governor, telling investors that face to face to come to the country. The PEB in Jakarta and Singapore on Sept. 6-7 resulted in about \$14.4 billion in investment pledges, and the PEB in New York on Sept. 22 saw about \$4 billion investment plans. I cannot say the economic policies are near perfect (a score of nine to 10) because of my long history in the continued huge borrowings and high interest payments yearly are a big problem. The government's outstanding public debt rose from P9.22 trillion (actual + guaranteed) in 2007 to P17.25 trillion in 2020 and P14 trillion as of August 2022. It is projected to reach P14.0 trillion by the end of this year. The net financing (gross borrowings minus principal amortizations) rose from P0.88 trillion in 2009 to P2.27 trillion a year average for 2020-2021. These numbers explained today during an interview by veteran host Bob Barron for program Agenda on One News, Capital TV. Thanks for the opportunity to discuss these economic numbers and their implications. Cite

PEB IN WASHINGTON DC Last Saturday, Oct. 15, another PEB was held in Washington DC. BSP Governor Medalla, Secretary Diokno and Pangasinan, and National Economic Development Authority (NEDA) Assistant Secretary Sarah's presentation-Ducan tasks to be allocated by investors and some US based officials, and reiterated the optimistic condition in the country — that we have institutionalized

GDP size and GDP growth, selected countries

Table with columns: Country, rank in 2021, GDP size, \$ billion (2011, 2021, 2019, 2020, 2021, 2022*, H1 2022), GDP growth, % (2021, 2022*, H1 2022). Rows include US, China, Japan, Germany, UK, India, France, Italy, Canada, South Korea, Russia, Australia, Indonesia, Taiwan, Thailand, Bangladesh, Singapore, Philippines, Malaysia, Hong Kong, Vietnam, etc.

and legislated a conducive regulatory and investment environment. Also last week, the International Monetary Fund (IMF) released the October update of the World Economic Outlook (WEO). The Philippines is the 39th largest economy in the world, falling behind Singapore by just \$3 billion. The latest projections of the three multilateral — the Asian Development Bank or ADB, the World Bank or WB, and the IMF — put the Philippines' 2022 GDP growth at 5.2%. It took that would be the 47th fastest growth in the world's top 50 largest economies, trailing Bangladesh's 7.2%, Vietnam's 7%, and India's 6.8% (see table).

the Hernandez identified the emerging PPP sectors — health, water and sanitation, transportation, solid waste management, and recreation, among others — as sectors for development on top of traditional PPP sectors like toll roads, airports, and power.

Given the huge annual budget deficit and net borrowings that started in 2020, many projects should be taken out of an "all taxpayers pay" scheme and to be put under "only users pay" scheme. The PPP projects extend this principle and Mr. Hernandez — an engineer, economist, and financial advisor, a three-in-one brain — has the will and expertise to make this pivot of unbundling taxpayers while having big infrastructure projects.

Also last week, the Tariff Commission (TC) ruled on two different cases: cement tariffs. First, that the safeguard measure against cement imports cannot be extended beyond October 2022 because the requirements of the law (RA 8800) were not met. And second, the imposition of anti-dumping (AD) duties against imports of cement from Vietnam — that there will be no AD duties for exporters with de minimis or negative dumping margins (DMG), and have AD duties on exporters who have non-de minimis positive DMG.

A legal technicality for me, but as I understand it that the TC would have ruled in favor of free trade in cement. Congratulations to the commission, headed by Chairperson Marissa Hernandez. My free trade mind actually supports dumping. If Vietnam will burden its taxpayers to subsidize cheap cement exports to the Philippines, let it be. The largest protection against strong storms, floods, and earthquakes is not more public. It is strong houses and buildings. People should use more cement and steel to live and work in strong structures.

DEPARTMENTS WITH NO SECRETARIES YET The Office of Press Secretary (OPS) and Department of Health (DOH) are among

October 17, 2022 Joint Statement of Support for ARTA



Joint Statement of Support for ARTA

October 17, 2022

The difficulty of doing business with the government has always been a problem for businessmen, and a disincentive to invest in the Philippines. So it was welcomed when Congress passed RA 11032 creating the Anti-Red Tape Authority (ARTA).

While much improvement is still desired in the area of ease of doing business, ARTA, in the 3 short years of its creation, has done its share and delivered through hard work of its people. Approvals for permits, licenses, etc. have been simplified and greatly speeded up. The 3, 7, 20 requirement, detailing the number of days within which approval must be granted, has seen many provincial government agencies and local governments introduce procedures to attain this swift attainment of approval.

We were concerned when the Ombudsman called for ARTA's abolition. We agree that the Ombudsman, within the wide scope of its authorities, has a role to play in improving government services, but ARTA's primary role is to improve government services. The Ombudsman and ARTA complement each other's functions, hence, both should be working together.

A case was brought before the Court of Appeals as to the role of ARTA. The Court confirmed that ARTA was operating legally, even added that it was doing a much-needed job.

Senate President Juan Miguel Zubiri thanked the Court for supporting the role of ARTA, and congratulated ARTA, under the leadership of its Director-General Jeremiah Belgica, for a job well done.

We would like to appeal to the Ombudsman to work with ARTA, so they may together give us the improvement in government services we need, and continue the upgrading that has been started so effectively.

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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 leadership and corporate boards to large company off-sites. He has worked with companies in a range of industries and spoken with groups across of functional areas. His clients range from large well-established corporations to high-growth entrepreneurial ventures.

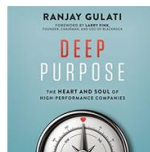
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*Ranjay will be available to sign your copies of the book at the venue.

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Articles/Papers from MAP Members

1. "Let youth create wealth" from MAP Governor CIELITO "Ciel" F. HABITO's "No Free Lunch" Column in the PHILIPPINE DAILY INQUIRER on October 18, 2022

I used to tell my students not to aspire to get a job after finishing their studies, but to aspire to create jobs. That is, aspire not to be employees but to be employers, as entrepreneurs. Could lack of this be why unemployment in the Philippines is always higher than in its neighbors?

Consider the numbers: our unemployment rate in 2021 was 7.8 percent, vs. Malaysia's 4.7, Indonesia's 6.5, Thailand's 2.0, Singapore's 2.7, and Vietnam's 3.1 percent. Ours has always been markedly higher for as long as I can remember, since at least the 1990s, when I began regularly examining comparative Asean economic data. Our Labor Force Surveys (LFS) also show college graduates making up 20-30 percent of the jobless. As of last August, it was 30.3 percent, or nearly a third! Are Filipinos less entrepreneurial than their Asean counterparts? Do too many of our young simply aim to find a job (and often end up unable to), rather than aspire to become job-creating entrepreneurs?

In August 2015, Congress passed Republic Act No. 10679, or the Youth Entrepreneurship Act, declaring it state policy to "establish, maintain, and support a complete, adequate, and integrated system of education and training to encourage the entrepreneurial spirit among our youth as well as support and promote the growth of young entrepreneurs nationwide." According to LFS data, the country's labor force grew by 5.2 million in the six years hence. But the "self-employed with employees" category in the LFS data across all age groups grew by a mere 50,000—less than one percent of new labor force entrants. Even less of these would be young new entrepreneurs. It would seem, then, that the law has failed to make a dent in the overall picture. What happened?

For one thing, it took two years for the law's implementing rules and regulations to be approved. It took another two years for the Department of Education (DepEd) as lead agency to conduct a consultative meeting with education partners and stakeholders on how to implement the law. The interagency Entrepreneurship Education Committee that the law created to craft a national youth entrepreneurship action plan does not appear to be functioning. It's not clear from past direct inquiries made with DepEd officials if the body has met at all. If the government itself sees little value, let alone urgency, in implementing a law crucial to our

successor generation, what can be in store for them?

It is welcome that private sector groups have been pushing various high-profile initiatives to support young entrepreneurs via mentoring and financing, but in truth, their reach and coverage have been rather limited relative to the actual need. These mostly appear to involve tech start-ups or ventures pitched by college students, usually from prominent universities. But what about our rural youth, including those who have dropped out of school? It's incumbent on the government to have a clear and coherent plan for them, too. Fostering entrepreneurship spans all walks of life in all levels of schooling, but also goes beyond schools. It's best done via partnerships with schools, businesses, civil society, and churches. Global think tank ODI lists five lessons for strengthening youth entrepreneurship, and foremost is getting families and communities on board, stressing that "finding ways to engage and gain support from families and communities is vital."

"Entrepreneurship" should not only be seen in the narrow context of a business enterprise as most understand it, but in its broader meaning as defined by Harvard Business School professor Howard Stevenson: the pursuit of opportunity beyond resources controlled. An entrepreneur is thus a creator, leverager, and innovator—one who expands the realm of possibilities from a limited set of initial circumstances. Our young should be able to create jobs and as they do, create wealth well beyond its material and economic meaning, but also measured in human welfare, natural and ecological integrity, and uplifting social relationships.

Done right, fostering youth entrepreneurship would be our key to a future untrammelled by the crisis in health and education dragging us down today.

cielito.habito@gmail.com

**2. "A tax won't work (1)"
from MAP Governor PETER WALLACE's
"Like it is" Column in the
PHILIPPINE DAILY INQUIRER on
October 17, 2022**

President Marcos Jr. said in his State of the Nation Address that he would support the revival of mining. Despite what the activists proclaim, this is the right move to make. We have the minerals the world needs in ever increasing amounts.

The demand for nickel needed for stainless steel, and now the rapidly growing demand for it in lithium-ion batteries for electric vehicles and renewable energy (RE) storage batteries, and much else, is seeing growth according to a forecast by Fitch Solutions of global lithium production to nearly quadruple between 2022 and 2031. Meanwhile, demand for copper will rise by over 40 percent. Exporting these minerals, which we have, to a world in need, provides dollars for a government much in need of all the funds it can get its hands on. It also helps develop local communities with much of the infrastructure and facilities they need, and provides jobs where they are most needed.

So there's a huge demand, but there's equally a huge potential supply. We are in competition to be one of those suppliers, so we need to provide a competitive environment in how we treat the industry. In recent years, it's gone from an accepted industry to one where there's been a moratorium on mining permits and then an open pit ban, (a mining method used all over the world). While these have now been reversed, this flip-flopping puts into question the stability of our policies, and stability is critical to attracting foreign investments to such a highly capital intensive industry.

Now comes a move by Congress to increase taxes to include a 10 percent tax on export of unprocessed minerals in the hope it will force local processing to add more value locally. This would be on top of taxes that are already high, particularly on the FTAA mining permit applicable to foreign mining companies. That would certainly deter investment in the mines we need. I'd normally be much in favour of adding value locally. But then I looked at the details and realized it wouldn't work.

Take nickel. Indonesia already produces one-third of the world's supply of ferronickel required to make stainless steel. Its ore reserves are about four times higher than ours, and of higher average ore grade suitable for producing 300 series stainless steel. Ours, mostly, is only suitable for low grade (200 series) stainless and production of various types of ordinary steel.

Without going into too much detail, there are two types of nickel ore: Limonite and Saprolite. Limonite is found in the upper layers of a deposit, Saprolite below that. Saprolite has a higher nickel content, so processing produces more metal at less cost.

For Saprolite, we have no processing plant, and it's doubtful there's enough mineral reserves of sufficient ore grade to justify a plant. Processing would be by smelters which require more power than the hydrometallurgical process for limonite—power we don't have enough of and which is expensive. A smelter also requires coking coal that we also don't have. Burning coal, particularly low grade coking coal, is polluting, so you can expect activists to oppose it.

We already have two processing plants for limonite. And, yes, we would like to see more of these plants, but how do we make that happen? They are hugely expensive to build. The Taganito plant cost \$1.7 billion. It would need a very large mine nearby, and an assuredness of constant supply for many decades to recoup the investment. The history of politics in this country does not give that assuredness. Who knows what the next president six years from now will decide is his/her stance on mining. Making it even less attractive to invest the incentives that would help attract such risky capital have been removed. To entice more plants of this type requires stability, and continuity of mining policies, a competitive tax structure and a decent level of incentives to attract foreign investments for such a capital-intensive project. We don't yet have that. Once we do, then maybe we can see real growth in mining.

A 10 percent tax on exports won't overcome these discouragements, it will just send investment elsewhere.

The BSP has a gold refinery, so there is no need for a surcharge tax on gold.

Next week I'll discuss copper.

Email: wallace_likeitis@wbf.ph

News articles on Summary of Articles about the October 17, 2022 Joint Statement of Support for ARTA

1. "ARTA made great strides in improving business climate" by Andrea E. San Juan BusinessMirror October 18, 2022

Over 30 private and business groups are appealing to the Office of the Ombudsman to work with the Anti-Red Tape Authority (ARTA) to improve government services.

In a joint statement released by the Management Association of the Philippines (MAP) on Monday, 32 private and business organizations expressed concern over the Ombudsman's call to abolish the anti-red tape watchdog.

"We agree that the Ombudsman, within the wide scope of its authorities, has a role to play in improving government services, but ARTA's primary role is to improve government services," the business groups said.

With this, the group said the Ombudsman and ARTA "complement each other's functions, hence, both should be working together."

The groups noted that the difficulty of doing business with the government has always been a problem for businessmen, noting that it is a "disincentive" to invest in the Philippines. That's why, the groups added, "it was welcomed when Congress passed Republic Act 11032 creating the Anti-Red Tape Authority (ARTA)."

The business groups said that while much improvement is still desired in the area of ease of doing business, the anti-red tape watchdog, in the three "short" years of its creation, has made "great strides."

For instance, it said, approvals for permits and licenses have been simplified and fast-tracked.

"The 3,7,20 requirement, detailing the number of days within which approval must be granted, has seen many provincial government agencies and local governments introduce procedures to attain its swift attainment of approval," the business groups said.

At a recent Senate hearing on ARTA's proposed P266-million budget for next year, Senate President Juan Miguel F. Zubiri said, "It pains me to see that there are still agencies that are giving

this law a difficult time."

The Senate leader recalled that the Office of the Ombudsman had asked for the repeal of the law and the abolition of ARTA.

Zubiri stressed, "I think we need to dialogue with these agencies all the way to the very top to show them this is the best practice being done all over the world."

The senate leader added, "if we want foreign direct investment to come here to the country, level local direct investments, we need this law in place."

The ARTA is mandated under RA 11032 or the Ease of Doing Business and Efficient Delivery of Government Services Act to implement the national policy on anti-red tape.

The 32 business groups include the Alyansa Agrikultura, American Chamber of Commerce of the Philippines, Cebu Business Club, Employers Confederation of the Philippines, European Chamber of Commerce of the Philippines, Financial Executives Institute of the Philippines, Investment House Association of the Philippines and IT and Business Process Association of the Philippines.

2. "Business groups back ARTA against calls for abolition" by Kevin Mikhael D. Ochave BusinessWorld October 17, 2022

BUSINESS organizations said they do not support the Ombudsman's proposal to abolish the Anti-Red Tape Authority (ARTA), saying that the agency is needed to help improve government services.

In a joint statement on Monday, 32 business groups said the abolition proposal was a matter of concern, adding that "the Ombudsman and the ARTA complement each other's functions; both should be working together."

In September, Ombudsman Samuel R. Martires urged Senators to abolish ARTA and repeal the law that created the agency.

According to Mr. Martires, Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act, which created the ARTA, "encroaches" upon the powers of the Ombudsman.

The business groups said ARTA has delivered on its mandate to make transactions with government more seamless.

"Approvals for permits, licenses, etc. have been simplified and greatly speeded up. The 3, 7, 20 requirement, detailing the number of days within which approval must be granted, has seen many provincial government agencies and local governments introduce procedures to attain this swift attainment of approval," they said.

"We would like to appeal to the Ombudsman to work with the ARTA, so they may together give us the improvement in government services we need, and continue the upgrading that has been started so effectively," they added.

ARTA Officer-in-Charge and Undersecretary Ernesto V. Perez said that the agency has no intention of encroaching on the Ombudsman's jurisdiction.

Mr. Perez added that the ARTA has contacted the Office of the Ombudsman (OMB) for clarification.

"While we continue to advocate for the efficiency of government service delivery, we welcome the collaboration with the OMB to strengthen and better implement the Ease of Doing Business Law for the greater benefit of the Filipino people," Mr. Perez said.

Signatories to the joint statement were Alyansa Agrikultura, American Chamber of Commerce of the Philippines, Anvil Business Club, Australian-New Zealand Chamber of Commerce Philippines, Canadian Chamber of Commerce of the Philippines, Cebu Business Club, Cebu Leads Foundation;

Connected Women, Employers Confederation of the Philippines, European Chamber of Commerce of the Philippines, Federation of Indian Chambers of Commerce (Phil) Inc., Filipina CEO Circle, Financial Executives Institute of the Philippines, Fintech Alliance Philippines, Green EDSA Movement;

Institute Of Corporate Directors, Investment House Association of the Philippines, IT & Business Process Association of the Philippines, Inc., Justice Reform Initiative, Makati Business Club, Malaysia Chamber of Commerce and Industries Philippines;

Management Association of the Philippines, Microfinance Council of the Philippines, People Management Association of the Philippines, Philippine Center for Entrepreneurship Foundation – Go Negosyo, Philippine Chamber of Commerce & Industry;

Philippine Council of Associations and Association Executives, Philippine Exporters Confederation, Inc., Philippine Franchise Association, Philippine Retailers Association, Procurement and Supply Institute of Asia, and Semiconductor and Electronics Industries in the Philippines Foundation, Inc. — Revin Mikhael D. Ochave

3. "Over 30 business groups oppose call to abolish ARTA"

by JON VIKTOR D. CABUENAS

GMA News

October 17, 2022

Over 30 groups — including local business associations and foreign chambers — on Monday objected to the call of the Ombudsman to abolish the Anti-Red Tape Authority (ARTA).

In a joint statement, the business groups expressed their concern over the possible abolition of the office, which is mandated to improve the ease of doing business in the country.

"We were concerned when the Ombudsman called for ARTA's abolition," the statement read.

"We agree that the Ombudsman within the wide scope of its authorities, has a role to play in improving government services, but ARTA's primary role is to improve government services," it added.

The statement was released a month after the Office of the Ombudsman said it will ask Congress to abolish ARTA, saying it is unconstitutional as it "usurps or encroaches" upon the powers of the Ombudsman.

The creation of the ARTA is provided for under Section 17 of Republic Act 11032 or the Ease of Doing Business and Efficient Government Service Delivery signed in May 2018 by then-President Rodrigo Duterte.

The law mandates ARTA to ensure that simple transactions with government agencies should only take three days, complex transactions seven days, and highly technical transactions 20 days.

"We would like to appeal to the Ombudsman to work with ARTA, so they may together give us the improvement in government services we need, and continue the upgrading that has been started so effectively," the business groups said.

Among the signatories of the joint statement are Alyansa Agrikultura, the American Chamber of Commerce of the Philippines, the Anvil Business Club, the Australian-New Zealand Chamber of Commerce Philippines, and the Canadian Chamber of Commerce of the Philippines.

Also signatories are the Cebu Business Club, the Cebu Leads Foundation, Connected Women, the Employers Confederation of the Philippines, the European Chamber of Commerce of the Philippines, the Federation of Indian Chambers of Commerce Inc., the Filipina CEO Circle, and the Financial Executives Institute of the Philippines.

Others were the Fintech Alliance Philippines, Green EDSA Movement, the Institute of Corporate Directors, the Investment House Association of the Philippines, the IT & Business Process Association of the Philippines Inc., the Justice Reform Initiative, and the Makati Business Club.

Completing the list of signatories were the Malaysia Chamber of Commerce and Industries Philippines, the Management Association of the Philippines, the Microfinance Council of the Philippines, the People Management Association of the Philippines, the Philippine Chamber for Entrepreneurship Foundation-Go Negosyo, the Philippine Chamber of Commerce & Industry, the Philippine Council of Association and Association Executives, the Philippine Exporters Confederation Inc., the Philippine Franchise Association, the Philippine Retailers Association, the Procurement and Supply Institute of Asia, and the Semiconductor and Electronics Industries in the Philippines Inc.

Sought for comment on the issue last month, ARTA declined to provide an official response but said it respects the opinion of the Office of the Ombudsman. —KBK, GMA News

4. "Don't shutter anti-red tape body, gov't urged" **by Alden M. Monzon** **Philippine Daily Inquirer** **October 18, 2022**

More than 30 organizations, including several trade associations and foreign business chambers, have voiced support for the Anti-Red Tape Authority (Arta) following the call from the Office of the Ombudsman to abolish the government agency mandated to monitor and ensure compliance with the government's policy on anti-red tape and ease of doing business.

A joint statement of these organizations, which was released on Monday by the Management Association of the Philippines (MAP) said they were "concerned" with the call of Ombudsman Samuel Martires to abolish the law, which created Arta, which would also mean the dissolution of the government agency.

"We were concerned when the Ombudsman called for Arta's abolition. We agree that the Ombudsman, within the wide scope of its authorities, has a role to play in improving government services, but Arta's primary role is to improve government services. The Ombudsman and Arta complement each other's functions, hence, both should be working together," read the joint open letter.

"We would like to appeal to the Ombudsman to work with Arta, so they may together give us the improvement in government services we need and continue the upgrading that has been started so effectively," it added.

Among the signatories of the joint letter are Alyansa Agrikultura, American Chamber of Commerce of the Philippines, Anvil Business Club, Australian-New Zealand Chamber of Commerce Philippines, Canadian Chamber of Commerce of the Philippines, Cebu Business Club, Employers Confederation of the Philippines and the European Chamber of Commerce of the Philippines. INQ

5. "Groups oppose ARTA abolition" **by Alden M. Monzon** **Philippine Daily Inquirer** **October 18, 2022**

Thirty-two business and civic organizations have cited the important role of the Anti-Red Tape Authority (ARTA) in facilitating business transactions, a major factor in attracting investments into the country.

A joint statement of support for ARTA was released yesterday by the 32 groups following a proposal by the Office of the Ombudsman to abolish ARTA.

"We were concerned when the Ombudsman called for ARTA's abolition. We agree that the Ombudsman, within the wide scope of its authorities, has a role to play in improving government services, but ARTA's primary role is to improve government services," the groups said.

They said the Ombudsman and ARTA complement each other's functions and therefore should be working together.

"The difficulty of doing business with the government has always been a problem for businessmen, and a disincentive to invest in the Philippines. So it was welcomed when Congress passed Republic Act 11032 creating the ARTA," the groups added.

They said while much still needs to be done to ease doing business in the country, ARTA in just three years "has done its share" in simplifying and in speeding up approval of permits and licenses.

The groups added the 3, 7, 20 requirement, detailing the number of days within which approval must be granted, has seen many provincial government agencies and local governments introduce procedures to attain this swift attainment of approval.

"We would like to appeal to the Ombudsman to work with ARTA, so they may together give us the improvement in government services we need, and continue the upgrading that has been started so effectively," the groups added.

**6. "Business groups object Ombudsman's call for ARTA abolition"
by Bernie Cahiles-Magkilat
Manila Bulletin
October 17, 2022**

A large number of major business organizations, which are pushing for government transparency and ease of doing business in the country, have expressed concern over calls by the Ombudsman to abolish the Anti-Red Tape Authority (ARTA), which is mandated under a law to facilitate ease of doing business and implement anti-red tape or anti-corruption measures in government transactions.

"We were concerned when the Ombudsman called for ARTA's abolition. We agree that the Ombudsman, within the wide scope of its authorities, has a role to play in improving government services, but ARTA's primary role is to improve government services," said the statement signed by 32 business organizations in the country.

Earlier, Ombudsman Samuel Martires appealed to senators to abolish the Anti-Red Tape Authority (ARTA) saying there are more effective measures that will repel corruption.

Instead of abolishing ARTA, the business groups said the Ombudsman and ARTA complement each other's functions, hence, "both should be working together."

Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 is an act that aims to streamline the current systems and procedures of government services. It is the landmark law of the Duterte administration that addresses priority number 3 of its 0+10 Point Socio-economic Agenda. This particular agenda pertains to improving the competitiveness of and ease of doing business in the Philippines. Signed into law on 28 May 2018, the law effectively amends Republic Act 9485 or the Anti-Red Tape Act of 2007.

"The difficulty of doing business with the government has always been a problem for businessmen, and a disincentive to invest in the Philippines. So, it was welcomed when Congress passed RA 11032 creating the Anti-Red Tape Authority (ARTA).

While much improvement is still desired in the area of ease of doing business, the business groups cited ARTA's accomplishments, having done its share and delivered through hard work of its people in the three short years of its creation.

Foremost, the statement gave kudos to ARTA for easing approvals for permits, licenses, etc., which have been simplified and greatly speeded up. "The 3, 7, 20 requirement, detailing the number of days within which approval must be granted, has seen many provincial government agencies and local governments introduce procedures to attain this swift attainment of approval," business groups said.

Businessmen cited a case was brought before the Court of Appeals as to the role of ARTA, but which the court confirmed that ARTA was operating legally, even added that it was doing a much-needed job.

Senate President Juan Miguel Zubiri thanked the Court for supporting the role of ARTA, and congratulated ARTA, under the leadership of its Director General Jeremiah Belgica, for a job well done. Deputy-Director Ernesto Perez is now ARTA officer in charge.

"We would like to appeal to the Ombudsman to work with ARTA, so they may together give us the improvement in government services we need, and continue the upgrading that has been started so effectively," the statement added.

Signing the petition are Alyansa Agricultura, American Chamber of Commerce of the Philippines, Anvil Business Club, Australian-New Zealand Chamber of Commerce Philippines, Canadian Chamber of Commerce of the Philippines, Cebu Business Club, Cebu Leads Foundation (CLF), Connected Women, Employers Confederation of the Philippines, European Chamber of Commerce of the Philippines, Federation of Indian Chambers of Commerce Inc., Filipina CEO Circle, Financial Executives Institute of the Philippines, Fintech Alliance Philippines, Green Edsa Movement, Institute of Corporate Directors, Investment House Association of the Philippines, IT & Business Process Association of the Philippines, Inc., Justice Reform Initiative, Makati Business Club, Malaysia Chamber of Commerce and Industries Philippines, Management Association of the Philippines, Microfinance Council of the Philippines, People Management Association

of the Philippines, Philippine Center for Entrepreneurship Foundation, Philippine Chamber of Commerce and Industry, Philippine Council of Associations and Association Executives, Philippine Exporters Confederation Inc., Philippine Franchise Association, Philippine Retailers Association, Procurement and Supply Institute of Asia, Semiconductor and Electronics Industries in the Philippines Inc.

7. "Business groups urge Ombudsman to work with ARTA"
by Othel V. Campos
Manila Standard
October 17, 2022

Business groups on Monday called on the Office of the Ombudsman to closely work with the Anti-Red Tape Authority (ARTA) to continuously improve public services and correct misaligned practices of government offices.

The 32 business groups said they recognize the role of a public vanguard like ARTA and its importance in cutting cumbersome procedures and transactions in government.

"We would like to appeal to the Ombudsman to work with ARTA, so they may together give us the improvement in government services we need, and continue the upgrading that has been started so effectively," the groups said in a joint statement.

The groups said they were concerned when the Ombudsman called for ARTA's abolition, after a group of disgruntled people filed for its dissolution.

The case was brought before the Court of Appeals as to the role of ARTA and the Court confirmed that ARTA was operating legally, even adding that it was doing a much-needed job.

ADVERTISEMENT

"We agree that the Ombudsman, within the wide scope of its authorities, has a role to play in improving government services, but ARTA's primary role is to improve government services," the groups said.

They likewise recognize the difficulty of doing business with the government which is a perennial problem for businessmen, and a disincentive to invest in the Philippines.

While much improvement is still needed to strengthen the ease of doing business, the business groups noted that ARTA delivered and continues to deliver the services expected of it in almost 3 years since it was conceived.

Businesses benefitted from faster approvals for permits, licenses, etc. which have been simplified and greatly speeded up.

The 3, 7, and 20 requirements, detailing the number of days within which approval must be granted, have revolutionized many procedures and processes from the national down to the local government units.

The 32 groups that support ARTA include Alyansa Agrikultura (AA), American Chamber of Commerce of the Philippines, Anvil Business Club, Australian-New Zealand Chamber of Commerce of the Philippines, Canadian Chamber of Commerce of the Philippines, Cebu Business Club, Cebu Leads Foundation, Connected Women, Employers Confederation of the Philippines, European Chamber of Commerce of the Philippines, Federation of Indian Chambers of Commerce (Phils.), Filipino CEO Circle, Financial Executives Institute of the Philippines, Fintech Alliance, Green EDSA Movement, Institute of Corporate Directors, Investment House Association of the Philippines, IT & Business Process Management Association of the Philippines, Inc.,

Justice Reform Initiative, Makati Business Club, Malaysia Chamber of Commerce and Industries Philippines, Management Association of the Philippines, Microfinance Council of the Philippines, People Management Association of the Philippines, Philippine Center for Entrepreneurship Foundation – Go Negosyo, Philippine Chamber of Commerce and Industry,

Philippine Council of Associations and Association of Executives, Philippine Exporters Confederation, Inc., Philippine Retailers Association, Procurement and Supply Institute of Asia and the Semiconductor and Electronics Industries in the Philippines, Inc.

8. "Business groups buck call to abolish ARTA"
by Eireene Jairee Gomez
The Manila Times
October 17, 2022

A NUMBER of major business organizations opposed the Ombudsman's proposal to abolish the Anti-Red Tape Authority (ARTA).

In a joint statement on Monday, 32 business groups defended the creation of Republic Act 11032, or the "Ease of Doing Business and Efficient Government Service Delivery Act" which created the ARTA in 2018.

"We were concerned when the Ombudsman called for ARTA's abolition. We agree that the Ombudsman, within the wide scope of its

authorities, has a role to play in improving government services, but ARTA's primary role is to improve government services. The Ombudsman and ARTA complement each other's functions, hence, both should be working together," the business organizations said.

Last month, Ombudsman Samuel Martires urged senators to abolish the ARTA, saying there are more effective measures to curb corruption and that the law has overlapped with the functions of other agencies in determining the causes of inefficiency.

In May, Martires ordered the suspension of ARTA Director General Jeremiah Belgica and four other officials in connection with the alleged irregular issuance of frequencies to NOW Telecom Co. Inc. as the country's third telecom provider.

The business organizations called on the Ombudsman to work with ARTA "so they may together give us the improvement in government services we need, and continue the upgrading that has been started so effectively."

Signatories to the petition are the Makati Business Club, Malaysia Chamber of Commerce and Industries Philippines, Management Association of the Philippines, Microfinance Council of the Philippines, People Management Association of the Philippines, Philippine Center for Entrepreneurship Foundation, Philippine Chamber of Commerce and Industry, Philippine Council of Associations and Association Executives, Philippine Exporters Confederation Inc., Philippine Franchise Association, Philippine Retailers Association, Procurement and Supply Institute of Asia, and Semiconductor and Electronics Industries in the Philippines Inc.

Alyansa Agricultura, American Chamber of Commerce of the Philippines, Anvil Business Club, Australian-New Zealand Chamber of Commerce Philippines, Canadian Chamber of Commerce of the Philippines, Cebu Business Club, Cebu Leads Foundation, Connected Women, Employers Confederation of the Philippines, European Chamber of Commerce of the Philippines, Federation of Indian Chambers of Commerce Inc., Filipina CEO Circle, Financial Executives Institute of the Philippines, Fintech Alliance Philippines, Green Edsa Movement, Institute of Corporate Directors, Investment House Association of the Philippines, IT & Business Process Association of the Philippines Inc., and Justice Reform Initiative also signed the petition.

9. "30 business groups back ARTA"
by Catherine Talavera
The Philippine Star
October 18, 2022

MANILA, Philippines — Over 30 business groups have expressed support for the Anti-Red Tape Authority amid calls from the Office of the Ombudsman for ARTA's abolition.

The business organizations urged the two bodies to instead work together to improve government services.

"The difficulty of doing business with the government has always been a problem for businessmen, and a disincentive to invest in the Philippines. So it was welcomed when Congress passed Republic Act 11032, which created the ARTA," the business groups said in a joint statement yesterday.

"While much improvement is still needed in the area of ease of doing business, ARTA, in the three short years of its creation, has done its share and delivered through the hard work of its people," the groups added.

They pointed out that approvals of business permits and licenses have been simplified by ARTA.

Under RA 11032, all services in government should be acted upon within the prescribed period of three days for simple transactions, seven for complex and 20 days for highly technical.

The groups said they were concerned when the ombudsman called for the abolition of ARTA.

"We agree that the ombudsman has a big role in improving government services, but ARTA's primary task is to improve services to the public," the groups said.

They said the Office of the Ombudsman and ARTA complement each other's functions.

Among the signatories of the joint statement are the Alyansa Agrikultura, American Chamber of Commerce of the Philippines, Anvil Business Club, Australian-New Zealand Chamber of Commerce Philippines, Canadian Chamber of Commerce of the Philippines, Cebu Business Club, Cebu Leads Foundation, Connected Women, Employers Confederation of the Philippines and the European Chamber of Commerce of the Philippines.

Other signatories are the Management Association of the Philippines, Microfinance Council of the Philippines, People Management Association of the Philippines, Philippine Center for Entrepreneurship Foundation - Go Negosyo, Philippine Chamber of Commerce and Industry, Philippine Council of Associations and Association Executives and Philippine Exporters Confederation Inc.

**Pictures from the October 13, 2022
MAP General Membership Meeting on "Tourism Outlook Beyond 2022"**







Isla Lipana & Co.*

* PwC member firm

Signing of MAP – PPP Center - PwC MOA on the Philippine Infrastructure Summit

October 13, 2022 • Shangri-La The Fort





Isla Lipana & Co.*
* PwC member firm



Signing of DTI - Foxmont - MAP - PwC - QBO MOA on Tech Scale-ups



October 13, 2022 • Shangri-La The Fort







MAP Talks on Youtube

October 13, 2022
MAP GMM

September 13, 2022
MAP International CEO Hybrid Conference

August 19, 2022
MAP GMM

July 1, 2022
MAP Webinar

September 8, 2022
MAP – PMAP Joint GMM

July 14, 2022
MAP GMM

June 23, 2022
MAP GMM

May 19, 2022
MAP GMM

MAP Management Association of the Philippines
PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL
A Project of MAP ESG Committee

MAP General Membership Meeting

INTEGRATING ESG IN THE WAY WE DO BUSINESS

SPEAKERS:

- Mr. ANDREW CHAN**
Risk-Policy Leader in ESG
F&C Malaysia
- Mr. VINCENT KNEFFEL**
Climate Economy Director
Plastic Credit Exchange
- Ms. MA. ANTONIA YULO LOYTAGA**
President
National Resilience Council

EMCEE:

- Ms. AGNES A. GERVACIO**
Co-Vice Chair for Government, MAP ESG Committee
CEO, MDI Newera

Q&A MODERATOR:

- Atty. ALEXANDER S. CABRERA**
Government-Chair, MAP ESG Committee
Chair Emeritus and ED Leader
M&A Spines & Co., PwC Philippines

MAY 19, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM

May 2, 2022
MAP Webinar

MAP Management Association of the Philippines
PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL
A Project of MAP Human and Management Development Committee (HMDC)

SENTIMENT ANALYSIS
AI and Big Data for Reading Collective Minds

Speakers:

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

Moderator:

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

May 2, 2022, Monday, via ZOOM

April 29, 2022
MAP Webinar

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

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

Speakers:

- Sec. JIM O. SAMPULNA**
Secretary
Department of Environment and Natural Resources (DENR)
- Ms. ANA MARGARITA MONTIVEROS**
Risk Vice President and Chair Reputation & Sustainability Officer
North Korea Energy Services, Inc.
- Ms. SANTIAGO F. DUMLAO, JR.**
Executive, DENR
Secretary General, Association of Credit Rating Agencies in Asia (ACRAA)
- Atty. ANGELA CONSUELO S. IBAY**
Head of Climate Change and Policy Program,
World Wildlife Fund for Nature (WWF)
- Atty. TONY LA VINA**
Dean, Ateneo School of Government
Associate Director, Manila Observatory
- Ms. RAQUEL B. CAGURANGAN**
Co-Chair, PwC E. MAP ESG Committee
PwC Singapore, Assistant National Lead, PwC

Moderator:

- Ms. SANTIAGO F. DUMLAO, JR.**

April 29, 2022, Friday, via ZOOM

April 29, 2022
MAP Webinar

MAP Management Association of the Philippines
PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL
A Joint Project of MAP Agriculture Committee and MAP Trade, Investments & Tourism Committee

MAP CEO Academy Webinar

PUSHING FOR LIVESTOCK INDUSTRY DEVELOPMENT

Speakers:

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

Moderators:

- Mr. OSCAR A. TORRALBA**
Chair, MAP Agriculture Committee
Chair and CEO, Tenth Holdings Corporation
- Mr. CHARLES P. VILLASEÑOR**
Co-Chair, Trade, Investments & Tourism Committee
Chair and CEO, P&A, TransPacure and P&A Shared Services

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

April 27, 2022
MAP Lecture

MAP Management Association of the Philippines
MAP Arts & Culture FIRESIDE CHAT

Art + Cryptocurrency
THE RISE OF DIGITAL ART

Speakers:

- Mr. HENRY RHODEL R. AGUDA**
Chair
M&A Philippines
- Mr. LUIS BUENAVENTURA**
Co-Vice Manager
Food Brand Center
- Mr. MIGUEL CUNETA**
Co-Founder and
Chief Community Officer
Creative Credit Investors

Moderator:

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

APRIL 27, 2022, WEDNESDAY, 5:00 PM to 6:30 PM via ZOOM

April 22, 2022
MAP Webinar

MAP Management Association of the Philippines
PUSH FOR CHANGE TOWARDS A BETTER FUTURE FOR ALL
A Project of MAP Human and Management Development Committee

MAP CEO Academy

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

Speakers:

- Mr. SANDEEP CHAUDHARY**
Psychologist
Mind Foundation, Philippines
- Ms. CAROL DOMINGUEZ**
President
Mind Foundation, Philippines
- Ms. GINA EALA**
Chair and Co-CEO
AC Energy
- Mr. JP ORBETA**
Chairman Group
AC Energy
- Mr. RON SEGISMUNDO**
CEO
M&A Regional and
ES&S Business Group

Moderator:

- Sec. SONNY COLOMA**
Secretary, Trade, Investments & Tourism Committee
Secretary, MAP Human and Management Development Committee

APRIL 22, 2022, FRIDAY
9:00 AM to 11:00 AM
via ZOOM

Webinar ID: 846 8024 5054
Passcode: 84680245054
MAP Circular No. 016-2022

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

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 Trade and Industry (DTI)
- Sec. RAMON M. LOPEZ**
Department of Trade and Industry (DTI)
- Dr. RAMONETTE B. SERAFICA**
National Research Fellow, Philippine Institute for Development Studies (PIDS)
- Mr. ARTHUR R. TAN**
CEO and 1st Deputy President
MicroBusinessPH
- Ms. CHIT U. JUAN**
President, Philippine Culture Board, Inc.
Member, MAP AgriBusiness Committee

Moderator:

- Ms. CHIT U. JUAN**

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

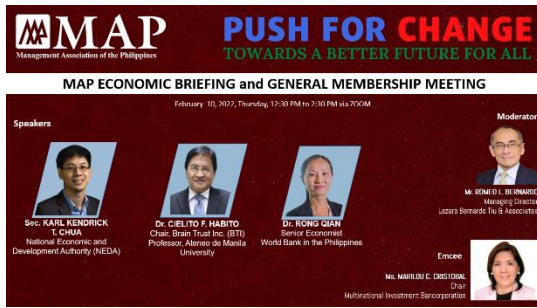
Speaker:

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

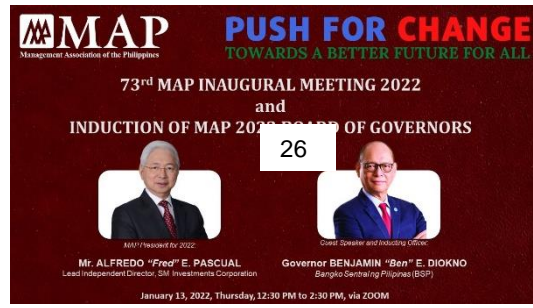
Moderator:

- Mr. EDUARDO "EDDIE" H. YAP**
Chair, MAP Arts & Culture Committee
President and CEO, Claimont Group

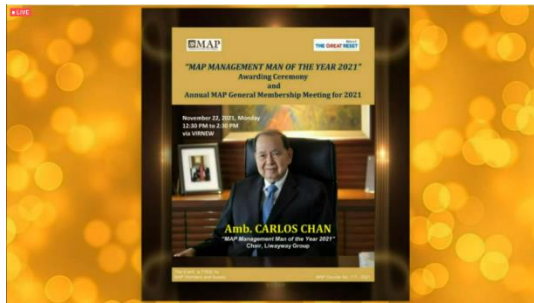
February 10, 2022
 MAP Economic Briefing and
 General Membership Meeting



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



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
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President and General Manager, Nikka Trading

OCTOBER 10

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President, Citicorp Capital Philippines, Inc.
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Country Head, Asset Services, CBRE GWS IFM PHILS. CORP.
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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" BAIWAN

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

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CEO and Vice Chair, Integrated Micro-Electronics, Inc.

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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.

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President and Co-Founder, Thames International School

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Managing Director, Golden Arches Development Corporation (McDonald's Philippines)

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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.
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President, Mamamia Foods, Inc.
- 47. **Mr. BRYAN SPENCER "Bryan" U. YAP**
President and COO, Lepanto Consolidated Mining Company

OCTOBER 19

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Vice Chairperson, SM Investments Corporation
- 49. **Ms. NIKKI TANG**
CEO, DMARK Corporation

OCTOBER 20

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President, Enterprise Information Technology Corporation (EITC)
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Managing Partner, Del Rosario & Del Rosario Law Offices
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President, Ubaldo Reidenbach Solutions, Inc. (UR Solutions)

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President, A. Brown Company, Inc.

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President and Dean, Asian Institute of Management (AIM)
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Managing Director, Carmelray Industrial Corporation
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Managing Partner, Mata-Perez, Tamayo and Francisco Attorneys-at-Law
- 60. **Mr. OSCAR ALESON TORRALBA**
Chair and CEO, Town Holdings Corporation

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EVP and COO, Philippine British Assurance Co., Inc.
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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

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Co-Founder and Managing Director, Alpha Primus Advisory, Inc.
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Chair, Vision Exponents, Inc.
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President and CEO, Professional Payroll Specialists Inc. (PPSI)

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President, SM Prime Holdings, Inc.
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President, AS Realty Corporation

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Head, Internal Communications, Marsman Drysdale Group
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CEO, Global CoMRCI
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Of Counsel, ACCRALAW

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President and CEO, Nickel Asia Corporation (NAC)
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President and CEO, PHINMA, Inc.
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President and CEO, Hungry Workhorse Consultancy, Inc.
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Board Director, Sun Life Grepa Financial Inc.
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President, First Philec

OCTOBER 30

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Head of Energy Utilization Management Bureau, Department of Energy (DOE)
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Senior Litigation Partner, Castillo Laman Tan Pantaleon & San Jose
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President, Kickstart Ventures, Inc.

OCTOBER 31

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President and CEO, Selegna Holdings Corporation
- 87. **Mr. ARSENIO "Toto" G. BARCELONA**
President, Harbest Agribusiness Corporation
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Chief Brand Strategist, MKS Marketing Consulting and Training Corporation
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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.

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