

## MAP 2022 ANNUAL REPORT

As of November 25, 2022

### PRIORITY PROGRAMS FOR 2022

MAP Theme for 2022

## **PUSH FOR CHANGE** Towards a Better Future for All

In line with this theme, MAP will pursue three main thrusts:

### **Policy Reform for Economic Dynamism**



Push for vital policy reforms through executive or legislative action to sustain economic recovery, attract more local and foreign investments, improve the ease of doing business, and create more jobs, particularly in the countryside.

### **Human Development and Well-Being**



Push for programs that develop a productive workforce, encourage innovation and entrepreneurship, focus on STEM (science, technology, engineering and math), ensure public health, and promote responsible citizenship.

### **Shared Prosperity and Sustainability**



Push for actions that will strengthen business commitment to environmental sustainability, social justice, good governance and stakeholders' interests (employees, customers, suppliers, communities, and shareholders) through ESG initiatives and disclosures.

### **POLICY REFORM FOR ECONOMIC DYNAMISM**

#### **MAP Policy Recommendations to President Ferdinand Marcos Jr.**

On the priority program for Policy Reform for Economic Dynamism, we submitted last July 1, 2022 our policy recommendations to President Ferdinand Marcos Jr. covering 8 major issues, namely: (1) education crisis, (2) quality health care, (3) agriculture and agribusiness sector, (4) trade and industry policy, (5) infrastructure adequacy, (6) labor and employment, (7) fiscal and financial policies, and (8) justice and the rule of law.

Annex 1 on pages 60 to 65 contains the MAP Policy Recommendations.

We have widely circulated, especially to the media, the details and specifics of these eight priority and strategic areas, and we hope that all of us in the MAP will continue to advocate for all or any of these areas that we are comfortable with.

Most of the MAP general membership meetings (GMMs) in 2022 covered some of the Policy Recommendations.

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL

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

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

**Governor BENJAMIN "Ben" E. DIKNO**  
BangkoSentral ng Pilipinas (BSP)  
Guest Speaker and Inducting Officer

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

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL

**MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING**  
February 10, 2022, Thursday, 12:30 PM to 2:30 PM via ZOOM

**Speakers**

**Sec. KARL KENDRICK T. CHUA**  
National Economic and Development Authority (NEDA)

**Dr. CIELITO F. HABITO**  
Chair, Brain Trust Inc. (BTI)  
Professor, Ateneo de Manila University

**Dr. RONG QIAN**  
Senior Economist  
World Bank in the Philippines

**Moderator**  
**Mr. ROMEO L. BERNARDO**  
Managing Director  
Lazaro Bernardo Tiu & Associates

**Emcee**  
**Ms. MARILOU C. CRISTOBAL**  
Chair  
Multinational Investment Bancorporation

**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

**Sec. WILLIAM D. DAR**  
Department of Agriculture (DA)

**Sec. RAMON M. LOPEZ**  
Department of Trade and Industry (DTI)

**Dr. RAMONETTE B. SERAFICA**  
Senior Research Fellow, Philippine Institute for Development Studies (PIDS)

**Mr. ARTHUR R. TAN**  
CEO and Vice Chair, Integrated Micro-Electronics, Inc.

**Moderator:**  
**Ms. CHIT U. JUAN**  
President, Philippine Cotton Board, Inc.  
Member, MAP Agribusiness Committee

**PBE** PHILIPPINE BUSINESS EDUCATION  
**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL

**The Education Imperative**  
**Joint Membership Meeting**  
**Keynote Speaker:**  
**Professor Kwame Akyeampong**  
GEEP co-chair and Professor of International Education and Development, The Open University

**April 7, 2022, 4:00 PM | Zoom Video Conferencing**  
This event is by invitation only. Please register at: [bit.ly/PBEeMAPJMM2022](http://bit.ly/PBEeMAPJMM2022)

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL

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

**Mr. ANDREW CHAN**  
Asia-Pacific Leader, ESG  
PwC Malaysia

**Mr. VINCENT KNEEFEL**  
Circular Economy Director  
Plastic Credit Exchange

**Ms. MA. ANTONIA YULOLOYZAGA**  
President  
National Resilience Council

**EMCEE:**  
**Ms. AGNES A. GERVACIO**  
Co-Vice Chair for Environment, MAP ESG Committee  
CEO, MGI Novare

**QA MODERATOR:**  
**Atty. ALEXANDER B. CABRERA**  
Governor-in-Charge, MAP ESG Committee  
Chair, Emerald and ESG leader  
Isla Lipana & Co. / PwC Philippines

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

**MAP** Management Association of the Philippines  
**PUSH FOR CHANGE**  
TOWARDS A BETTER FUTURE FOR ALL

**MAP General Membership Meeting on "ICT LEADERSHIP IN OUR NEW WORLD"**  
JUNE 23, 2022, THURSDAY, 12:30 PM to 2:30 PM via ZOOM  
A Project of MAP/ICT Committee

**Speakers:**

**Dr. DAVID R. HARDOON**  
Managing Director  
Abolito Data Innovation

**Ms. AILEEN JUDAN JIAO**  
President and Country General Manager  
IBM Philippines, Inc.

**Mr. PAUL WHITEN**  
Cloud Advocate  
Red Hat Asia Pacific

**Co-Moderators:**

**Mr. PATRICK D. REIDENBACH**  
Chair, MAP ICT Committee  
President, Ubaido Reidenbach Solutions, Inc. (UR Solutions)

**Mr. EDUARDO "Teddy" G. SUMULONG**  
Co-Vice Chair, MAP ICT Committee  
Managing Director and CEO, Land Registration Systems, Inc. (LARS)



**MAP** Management Association of the Philippines **PUSH FOR CHANGE** TOWARDS A BETTER FUTURE FOR THE PHILIPPINES

## MAP General Membership Meeting on "DTI'S PRIORITY PROGRAMS"

**Speaker:**

**Sec. ALFREDO "Fred" E. PASCUAL**  
Department of Trade and Industry (DTI)

July 14, 2022, Thursday, 12:00 Noon to 2:00 PM  
Grand Ballroom A and B, Level 3, Shangri-La at the Fort

**MAP** Management Association of the Philippines **PUSH FOR CHANGE** TOWARDS A BETTER FUTURE FOR THE PHILIPPINES

## MAP ECONOMIC BRIEFING and GENERAL MEMBERSHIP MEETING

**Speakers**

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

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

August 19, 2022, Friday, 12:00 Noon to 2:00 PM  
Bonifacio Hall, Level 4, Shangri-La at the Fort

**MAP** Management Association of the Philippines **PMAP** Philippine Institute of Management and Professional Association **Joint General Membership Meeting**

## HUMAN CAPITAL: Be Competitive Or Die!

**Speakers**

**Cong. MARK GO**  
Chairman, House Committee on Higher and Technical Education  
House of Representatives

**Dr. ANICETO C. ORBETA, JR.**  
President  
Philippine Institute of Development Studies (PIDS)

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

**MAP** Management Association of the Philippines **General Membership Meeting**

**Awardee for approval of MAP Management Map of the Year 2022\***  
**Awardee for approval of MAP Members and Announcement of Elected MAP Governors for 2023 -2024**

## Tourism Outlook Beyond 2022

**Speaker:**

**Secretary CHRISTINA GARCIA FRASCO**  
Department of Tourism (DOT)

**Reactors:**

**Capt. STANLEY KUAN NG**  
President and COO  
Philippine Airlines (PAL)

**Mr. BRUCE ALEXANDER WINTON**  
General Manager  
Manila Marriott Hotel

October 13, 2022, Thursday, 11:45 PM to 2:00 PM, Grand Ballroom A, Shangri-La at the Fort

The MAP fora/webinars under the MAP CEO Academy also covered some of the Policy recommendations.

### *Privatization of EDSA Busway and Bus Service*

Thanks to Eddie Yap and the Infrastructure Committee for passionately pushing for the privatization of the EDSA Busway and Bus service.

**GMA 7 News**

**GMA NEWS ONLINE**  
YOUR NEWS AUTHORITY

**MONEY**

### Business, advocacy groups call for EDSA Busway privatization

By TED CORDERO, GMA News  
Published October 9, 2022, 5:12pm

More than a dozen business and advocacy groups are calling for the privatization of the EDSA Busway System to improve commuters' experience.

In a joint statement, the groups said they "strongly urge and fully support" the privatization of the EDSA Busway System, "concomitantly with the PPP (public-private partnership) process and tender concessions terms beneficial to all concerned."

The groups used, citing data from the Department of Transportation (DOTr), the EDSA Busway

**BusinessWorld**

**Feasibility study ordered for EDSA busway privatization**

October 14, 2022 | 1:18 pm

PHOTO: JONATHAN CALIXTO

**LATEST NEWS**

Plasma Products, Inc. to conduct annual stockholders' meeting on Nov. 4

Amul press demonstration: Possible cases to 'set back'

PHL, government industry warns of more layoffs, temporary closures

**philstar**

**Business groups urge government to privatize EDSA Busway System**

Catherine Talavera - The Philippine Star  
October 9, 2022 | 12:00am

PHOTO: JONATHAN CALIXTO

**ABS-CBN NEWS**

**Gov't urged privatize EDSA busway system to ease commuters' 'pains'**

**ABS-CBN News**  
Posted at 2:41 PM 2022-10-14

Commuters' quest to ride the bus (carnival) system on Epifanio Delos Santos Avenue (EDSA) - Crossing in Mandaluying city on September 14, 2022. Jonathan Calixto, ABS-CBN News

Commuters queue to ride the bus (carnival) system on Epifanio Delos Santos Avenue (EDSA) - Crossing in Mandaluying city on September 14, 2022. Jonathan Calixto, ABS-CBN News

MANILA - The government should consider the privatization of the EDSA Busway System to hasten its development and ease the burden of the commuting public, several business groups said on Thursday.

Number of MAP Webinars/GMMs in 2022 compared with 2021, 2020 and 2019										
As of November 24, 2022										
Period covered	2019	2020			2021 (January to December)			2022		
GMMs		Co-sponsored by MAP	Organized by MAP	Total	Co- sponsored by MAP	Organized by MAP	Total	Co- sponsored by MAP	Organized by MAP	Total
Jan - Apr	5		3	3	2	3	5	3	3	6
Jan - May	6	1	4	5	2	4	6	3	4	7
Jan - Jun	8	1	5	6	2	5	7	3	5	8
Jan - July	9	1	6	7	2	7	9	3	6	9
Jan - Aug	10	1	7	8	2	9	11	3	7	10
Jan - Sept	12	1	8	9	2	10	12	3	8	11
Jan - Oct	13	1	9	10	2	12	14	3	9	12
Jan - Nov	14	1	10	11	2	13	15	3	10	13
Whole year	14	1	10	11	2	13	15	3	10	13
Webinars/Fora		Co-sponsored by MAP	Webinars organized by MAP	Total	Co- sponsored by MAP	Webinars organized by MAP	Total	Co- sponsored by MAP	Organized by MAP	Total
Jan - Mar								23	3	26
Jan - Apr	2	3	3	6	30	9	39	29	5	34
Jan - May	2	14	4	18	36	14	50	34	7	41
Jan - Jun	3	23	7	30	42	16	58	44	8	52
Jan - July	3	32	7	39	52	17	69	47	9	56
Jan - Aug	4	37	7	44	62	18	82	48	10	58
Jan - Sept	5	40	8	48	81	20	101	49	11	60
Jan - Oct	6	47	8	55	91	23	114	51	12	63
Jan - Nov	7	49	9	58	113	23	136	51	13	64
Whole year	8	50	10	60	113	23	136	51	13	64 <sup>10</sup>

### ***Critical Information Infrastructure Protection***

Thanks to Patrick Reidenbach and the ICT Committee for leading MAP's push for "Critical Information Infrastructure Protection".

### ***Ease of Doing Business***

Thanks to Ruy Moreno and the Ease of Doing Business Committee, and Charlie Villaseñor of the Trade, Investments and Tourism Committee for leading MAP's advocacy to ensure a business environment that fosters level competition, lowers costs of doing business, and encourages productivity-enhancing innovation, to ensure Filipinos' wide access to quality goods and services at lower and stable prices.

Thru our Ease of Doing Business (EODB) Committee, MAP and PwC Philippines conducted an online survey to help identify the areas where improvement is observed or still needed.

The results of the Survey was submitted to the Anti-Red Tape Authority ARTA, the DTI, other relevant authorities, and private sector partners to find possible solutions.

### ***Water Adequacy and Security***

Among our specific recommendations to President Marcos Jr. in relation to water adequacy and security is to adopt Integrated Water Resources Management Principles to ensure water security and access to clean water for all.



We joined the recent Water Summit of water.org to push this recommendation.





# Sustainable Path to Water Security for the Philippines

September 20, 2022  
9:00 AM to 5:00 PM  
Fairmont Hotel, Makati City

**KEYNOTE SPEAKERS**



Hon. Imee R. Marcos  
Senator  
Senate of the Philippines



Dr. Benjamin E. Diokno  
Secretary  
Department of Finance



Hon. Hermilando Mandanas  
Governor  
Batangas Province



Hon. Bernadette Romulo-Puyat  
Deputy Governor  
Bangko Sentral ng Pilipinas

**SPEAKERS**



Hon. Antonia Yulo-Loyzaga  
Secretary, Department of  
Environment and Natural  
Resources



Hon. Jose C. Alvarez  
Representative  
2nd District of Palawan



Hon. Maria Edita Z. Tan  
Undersecretary  
Department of Finance



Hon. Roderick M. Planta  
Assistant Secretary  
National Economic and  
Development Authority



Hon. Aristote Aguirre  
Municipal Mayor  
Mulanay, Quezon



Jonathan Chu  
Investment Officer, International  
Finance Corporation, World  
Bank Group



Sonal Gaurishanker  
Head, Global Operations  
Asset Origination Alliance



Emmanuel G. Herbosa  
President & CEO, Development  
Bank of the Philippines



Albert E. Pascual  
President & CEO  
Philippine Guarantee Corporation



Atty. Eric R. Recalde  
Partner  
ACCRA LAW



Mary Ann Tupasi-Sadul  
President, Rural Bankers Assoc.  
of the Philippines (RBAF)



Rogelio Singson  
President & CEO  
Metro Pacific Water



Kamrul Hasan Tarafder  
President and CEO  
ASA Philippines



Rich Thorsten  
Chief Insight Officer  
Water.org

**MODERATORS**



Ma. Victoria C. Espafio  
Chairperson & CEO  
P&A Grant Thornton



Atty. Yeresita J. Herbosa  
Of Counsel  
ACCRA LAW



Griselda "Gay" Santos  
Regional Director  
Southeast Asia, Water.org

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### *Creation of a PPP Committee*

We partnered with PwC and the PPP Center for the recent Philippine Infrastructure Summit which aimed to discuss the future of the infrastructure sector in the Philippines and the recent developments concerning the Build-Operate-and-Transfer (BOT) Law, among others.

# Signing of

## MAP – PPP Center - PwC

### MOA on the Philippine Infrastructure Summit

October 13, 2022 • Shangri-La The Fort



## Philippine Infrastructure Summit

Breaking barriers, Building dreams

27 October 2022 (Thursday), 1 – 5:30pm  
Registration starts at noon  
Discovery Primea, Makati City

PwC Philippines, the Management Association of the Philippines and the Public Private Partnership Center of the Philippines gather industry regulators, players and experts to discuss the future of the infrastructure sector in the Philippines in this event.

The **Philippine Infrastructure Summit** is a good opportunity to know more about the newly released amendments to the Implementing Rules and Regulations of the Build-Operate-and-Transfer Law.

#### Who should join

- Infrastructure sector investors and players (e.g., engineering, procurement, and construction (EPC) contractors, banks, project sponsors and proponents)
- Government and international financial institutions

Register now and find out the topics, speakers and panelists at

[www.pwc.com/ph/infra-summit](http://www.pwc.com/ph/infra-summit)











As a result of the Summit, your outgoing Board has approved the proposed creation of an MAP Committee to tackle PPP issues and concerns. This Committee might be multi-sectoral which will include the PPP Center, the League of Mayors, the PPP industry players, among others.

### **BIR**

Also, in relation to the MAP Policy Recommendations pertaining to fiscal and financial policies, the MAP Tax Committee chaired by Atty. Dick Du-Baladad and the MAP Board of Governors had a meeting recently with BIR Commissioner Lilia Guillermo.

We discussed the following areas of cooperation between BIR and MAP:

1. Circulate the BIR Survey on PFRS among MAP members
2. Make it easier for MSMEs to comply with tax laws
3. Suggest new creative ways of improving tax administration
4. Recommend strategies in tapping the knowledge of the private sector for BIR to engage in long-term PPP programs
5. Push for further taxpayer segmentation, particularly for agribusinesses small enterprises
6. Help push for the National ID system



### ***“KAPATID ANGAT LAHAT” Alliance***

MAP signed the Pledge of Commitment to the *“Pilipinas Angat Lahat”* program. The signing of the Pledge is in line with MAP’s advocacy for shared prosperity and its continuing support for small and micro enterprises.

With MSMEs contributing the biggest share of employment in the country, *“Kapatid Angat Lahat”* aims to scale up support to nation-building by providing a platform to communicate immediate opportunities for entrepreneurs in accelerating generation of jobs, increasing productivity and growing sustainable enterprises through partnerships of big business with MSMEs.

The *“Kapatid Angat Lahat”* initiative is under the *“Pilipinas Angat Lahat”* program led by former Presidential Adviser for Entrepreneurship and Go Negosyo Founder Joey Concepcion.



# PILIPINAS ANGAT LAHAT!



## PLEDGE OF COMMITMENT

We, the members of the Kapatid Angat Lahat Program, organized by the Philippine Center for Entrepreneurship, pledge to commit ourselves to the overall goal of shared prosperity and achieving inclusive economic growth for the Philippines. We shall endeavor to harness public-private partnership to help micro, small and medium enterprises (MSME) development by building linkages, pooling business opportunities, and supporting government policies and programs that help create an enabling and sustainable business environment for MSMEs. We commit ourselves to the development of programs anchored on the 3Ms – Mentorship, Money, and Market – to realize for our country and the Filipino people the goal of achieving prosperity for all.

This is the pledge by the Kapatid Angat Lahat Program to the Filipino people.

Signed on this 26th day of August 2022 in the City of Manila.

 Jose Ma. A. Concepcion III Founder, Philippine Center for Entrepreneurship (CPE)	 George Barcelon President/Co-Chair, Philippine Chamber of Commerce and Industry	 Henry Lim Bon Liong President, Federation of Philippine Chinese Chamber of Commerce and Industry	 Rosemarie Ong President, Philippine Retailers Association	 Sheril Quintana Chairman, Philippine Franchise Association
 Rex Darayanani President, Philippine Franchise Association of Commerce (PFAA)	 Edgar Chua Chairman, Retail Business Club	 Rogelio Singson President, Management Association of the Philippines	 Antonio Moncupa, Jr. President, Restaurant Owners of the Philippines	 Ellen Fullido President, Philippine Franchise Association of Commerce (PFAA)
 Danilo Lachica President, Association of Banks and Finance Institutions in the Philippines (AFBFI)	 Michael Guarin President, Philippine Chamber of Commerce and Industry	 Arthur Lopez President, Philippine Retailers Association, Inc.	 Eric Teng President, Restaurant Owners of the Philippines	 Mylene Abiva Chairman, Women Business Council Philippines
 Jeremiah Paul Morales President, Association of Filipino Franchisees, Inc.	 Lark Wittig President, American Chamber of Commerce of the Philippines	 Ebb Hinchliffe Executive Director, The American Chamber of Commerce of the Philippines, Inc.	 Chris Nelson Executive Director, Retail Franchise Association of the Philippines	 Atty. Mary Ann E.M. Tupasi-Saddul President, Retail Franchise Association of the Philippines
 Wilfredo Dacena President, Philippine Franchise Association	 Rhoda Calwara President, Philippine Association of Legitimate Service Contractors	 Allan Sicat Chairman, Microfinance Council of the Philippines	 Enrique Pablo Caeg President, International Council for Small Business	 Hyun Chong Um President, Korean Chamber of Commerce of the Philippines
 Pierre Carlo Curay President, Retail Franchise Association of the Philippines	 Josefine Sarmiento Chairman, Street Selling Association of the Philippines	 Jack Madrid President and CEO PFAA Business Process Association of the Philippines	 Maria Esperanza Cadungog President, Philippine Marketing Association	 Ma Aurora D. Gootina Garcia President, Philippine Franchise Association
 Robert Gantuaogco Managing Director, Digital Commerce Association of the Philippines	 Maria Teresita Jocsan-Agoncillo Executive Director, Confederation of Philippine Exporters of the Philippines	 Felix Tiukinhoy, Jr. President, Philippine Association of Retail Franchisees, Inc.	 Kenneth Dee President, Retail Franchise Association	 Cecilio San Pedro President, Chamber of Retail Banks
 Emma Imperial Chair and Co-Chair, Program Consortium of the Philippines	 Charmaine Bauzon President, Climate Exhibitions Association of the Philippines			

## Series of Dialogues/Meetings with the Cabinet Secretaries

The MAP conducted the following series of Dialogues/Meetings with the Cabinet Secretaries:

1. June 29, 2022 Meeting with DOTr Sec. JAIME “Jimmy” J. BAUTISTA organized by the MAP Infrastructure Committee
2. July 14, 2022 MAP GMM with DTI Sec. ALFREDO “Fred” E. PASCUAL

3. August 9, 2022 (Tuesday, 10:30 AM to 12:00 Noon) Meeting of the MAP Tax Committee and the MAP Board of Governors with BIR Comm. LILIA C. GUILLERMO
4. August 19, 2022 MAP Economic Briefing and GMM with NEDA Sec. ARSENIO “Arsi” M. BALISACAN and BSP Gov. FELIPE “Philip” M. MEDALLA
5. September 9, 2022 (Friday, 3:00 PM to 5:00 PM) MAP Infrastructure Committee’s Initial Roundtable Meeting with PPP Experts and Stakeholders
6. October 13, 2022 (Thursday, 11:45 AM to 2:00 PM) MAP GMM on “Tourism Outlook Beyond 2022” with DOT Secretary MARIA ESPERANZA CHRISTINA GARCIA FRASCO as speaker, and Capt. STANLEY KUA NG, President and COO of Philippine Airlines (PAL), and Mr. BRUCE ALEXANDER WINTON, General Manager of Manila Marriott, as reactors.
7. October 27, 2022 (Thursday, 1:00 PM to 5:30 PM) Philippine Infrastructure Summit on “Breaking Barriers, Building Dreams”
8. November 14, 2022 (Monday, 9:00 AM to 10:00 AM) MAP Energy Committee Courtesy Call on DOE Secretary RAPHAEL LOTILLA

### ***Statements Signed and Co-signed in 2022***

Through our National Issues Committee, co-chaired by Francis Lim and Gigi Montinola, MAP signed or co-signed 31 statements, many of which covered our key MAP policy themes.

	<i>Date of Issue</i>	<i>Title</i>
1	January 6, 2022	Business and Civic Groups Laud the Edsa Greening Project of MERALCO
2	January 10, 2022	MAP Statement regarding the sharp increase in COVID-19 cases
3	January 19, 2022	Joint Letter to COMELEC in pursuing contingency measures for holding elections under extreme health emergency conditions
4	January 21, 2022	Joint Statement on the Ratification of the RCEP
5	January 24, 2022	Business Groups Call for Congress to Ratify Public Service Act Amendments
6	February 14, 2022	MAP Statement in Support of the Government’s ITX Program
7	February 22, 2022	Academe and Civil Society Coalition for Voters Empowerment
8	February 28, 2022	MAP Statement on Alert Level 1
9	March 4, 2022	MAP Statement on the Amended Foreign Investments Act
10	March 21, 2022	An Appeal from Multi-Sectoral Industries Encouraging Employees to Return to the Work Place
11	March 22, 2022	MAP Statement on the New Law which Amended the Public Service Act
12	March 22, 2022	Comments on the government’s plan to make safety seal certification a requirement for securing or renewing business license/permit
13	March 25, 2022	Joint Letter to COMELEC for electoral support via IEC
14	April 21, 2022	MAP Statement on the Thin Power Reserves Margin
15	May 15, 2022	Approved Salary Wage Hike



16	May 18, 2022	PBG-JFC letter to Senate President Sotto on remaining priority measures for the last 2 weeks of session
17	May 18, 2022	PBG-JFC letter to Speaker Velasco on remaining priority measures for the last 2 weeks of session
18	June 1, 2022	Reiteration of Call for the Ratification of Philippine Membership in the Regional Comprehensive Economic Partnership (RCEP)
19	June 29	MAP Policy Recommendations for Economic Dynamism for the Marcos Jr. Administration
20	July 13, 2022	Joint Statement on Shared Prosperity Through a People-Centered Agenda for Nutrition and Education
21	August 1, 2022	MAP Statement on the Passing of Pres. FIDEL V. RAMOS
22	August 12, 2022	Joint Letter to PBBM on the IRR of the BOT Law
23	August 22, 2022	MAP Statement entitled "MAP urges total system upgrade and privatization of EDSA Busway and Bus Service"
24	August 29, 2022	Joint Letter to President Ferdinand Marcos Jr. on Freedom of Speech and Press Freedom
25	September 15, 2022	MAP welcomes the Appointments of Sec. Lotilla and ERC Chairperson Dimalanta
26	September 27, 2022	Joint Letter on Revised Rules on Banks' Large Exposures
27	October 6, 2022	28 Private Groups Urge EDSA Busway System Privatization to Ease Commuters' Daily Grind
28	October 10, 2022	30 Private Groups Urge EDSA Busway System Privatization to Ease Commuters' Daily Grind
29	October 11, 2022	MAP - MBC Letter to Justice Secretary Jesus Crispin Remulla
30	October 17, 2022	Joint Statement of Support for ARTA
31	October 25, 2022	Joint Statement Supporting the Phaseout of Philippine Offshore Gaming Operators (POGOs)
32	November 15, 2022	MAP Statement entitled "The Senate Must Ratify RCEP Now"

Annex 2 on pages 66 to 116 contains the copies of the Statements.

## HUMAN DEVELOPMENT AND WELL-BEING

### **MAP CEO Academy**

In relation to the priority program for human development and well-being, the MAP CEO Academy continued to be the umbrella brand for MAP activities that address the continuing education of MAP members and other management practitioners, and the sharing of latest technologies and information on management and leadership.

Thanks to the following for organizing webinars and fora for the MAP CEO Academy, and for continuously enlightening MAP members on various topics of interest to CEOs:

1. Rico de Guzman and the Human and Management Development Committee
2. Dick Du Baladad and the Tax Committee
3. Junie del Mundo and the Health Committee
4. Carol Dominguez and the Diversity and Inclusion Committee

## 5. Eddie Yap and the Arts & Culture Committee

AS CLIMATES CHANGE, PANDEMICS ARRIVE, INEQUALITIES RISE AND MOBILITY/MIGRATION FURTHER INTENSIFIES...

### THE FUTURE OF LEADERSHIP IS CULTURAL AGILITY

COMPLIMENTARY THOUGHT LEADERSHIP WEBINAR FOR LEADERS



**Dr. PAULA CALIGIURI**  
Distinguished Professor  
of International Business and Strategy  
D'Amore-McKim School of Business,  
Northeastern University



**Mr. STEPHEN KREMPL**  
CEO, Krempel Communications International  
Corporate Communications Coach  
Global Trainer / Bestselling Author

Welcome Remarks  
**ALFREDO E. PASCUAL**  
President, Management Association  
of the Philippines (MAP)

FRIDAY · JANUARY 28, 2022 · 9AM TO 11AM SG/PH TIME  
REGISTER VIA ZOOM: [bit.ly/culturalagility2022](https://bit.ly/culturalagility2022)

hosted by  
**Dr. RAMON B. SEGISMUNDO**  
CEO, IHIX Singapore  
Strategy/Global Management Faculty  
Leadership Coach

Sponsored by:    Organized by:  Event Manager: 

AS CLIMATES CHANGE, PANDEMICS ARRIVE, INEQUALITIES RISE AND MOBILITY/MIGRATION FURTHER INTENSIFIES...

### THE FUTURE OF LEADERSHIP IS ARTFULLY MANAGING ACROSS CULTURES

COMPLIMENTARY THOUGHT LEADERSHIP WEBINAR FOR LEADERS



**Mr. KYLE HEGARTY**  
Author of  
The Accidental Business Nomad



**Professor PHILIP C. ZERILLO, PhD**  
Thammasat University  
Renowned Author, Entrepreneur, Corporate Director


to answer  
the question:  
"Is India the  
Next China?"

Welcome Remarks  
**ALFREDO E. PASCUAL**  
President, Management Association  
of the Philippines (MAP)

FRIDAY · MARCH 04, 2022 · 9AM TO 11AM SG/PH TIME  
REGISTER VIA ZOOM: [bit.ly/artfullymanaging2022](https://bit.ly/artfullymanaging2022)

hosted by  
**Dr. RAMON B. SEGISMUNDO**  
CEO, IHIX Singapore  
Strategy/Global Management Faculty  
Leadership Coach

Sponsored by:    Organized by:  Event Manager: 


 MAP Arts & Culture Lecture

### The Art of Kaiseki Cuisine

A Project of MAP Arts and Culture Committee


FEBRUARY 2, 2022, WEDNESDAY  
6:00 PM to 7:30 PM via ZOOM

Each dish is meticulously prepared down to every detail,  
freshly by Dusit Thani Manila's Japanese  
Chef HIROYUKI FUKATA




Thanks to UMU of Dusit Thani Manila


Food and wine pairing specially curated by:



**Mr. JAY LABRADOR, JR.**  
President  
International Wine and Food Society



**Mr. EDUARDO "Eddie" H. YAP**  
Chair, MAP Arts and Culture Committee  
President and CEO, Clairmont Group  
(Moderator)


 **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, Clairmont Group

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


April 20, 2022, Wednesday, 9:00 AM to 11:00 AM via ZOOM

A Joint Project of MAP Human and Management Development Committee  
and MAP ICT Committee

MAP CEO Academy Webinar

### THE HUMACHINE APPROACH:

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



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



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



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

MAP CEO Academy Webinar

### STRATEGIC HUMAN RESOURCES:

#### HOW TO THRIVE AND PROSPER IN THE TALENT ECONOMY

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

A Project of  
MAP Human and Management  
Development Committee



**Mr. SANDEEP CHAUGHARY**  
CEO  
Prestige Group



**Ms. CAROL DOMINGUEZ**  
President and CEO  
J&B Chemicals Company



**Ms. GINA EALA**  
Chief HR Officer  
Bank of Philippine Islands



**Mr. JP ORBETA**  
Chief HR Officer  
AC Energy



**Mr. RON SEGISMUNDO**  
CEO  
IHIX Singapore and  
DLSU Business Faculty

**Moderator:**  
**Sec. SONNY COLOMA**  
Assistant Secretary, National Business  
Development Council  
President, MAP Human and  
Management Development  
Committee



**MAP** Management Association of the Philippines

MAP Arts & Culture FIRESIDE CHAT

Art + Cryptocurrency  
**THE RISE OF DIGITAL ART**

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

**Speakers:**

**Mr. HENRY RHOEL R. AGUDA**  
Chair, UPLP Philippines

**Mr. LUIS BUENAVENTURA**  
Country Manager, Yield Capital Europe

**Mr. MIGUEL CUNETA**  
Co-Founder and Chief Community Officer, Society, Creative Industries

**Moderator:**

**Ms. MA. AURORA "BOBBY" O. GEOTINA-GARCIA**  
Member and Project Manager, MAP Arts & Culture Committee  
President, MAGEO Communications, Inc.

**GREEN EDSA MOVEMENT**

**MAP** Management Association of the Philippines

APRIL 28, 2022, 6-10pm, via ZOOM

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

**Speakers:**

**Sec. JIM O. SAMPULNA**  
Secretary, Department of Environment and Natural Resources (DENR)

**Atty. ANGELA CONSUELO "Gla" S. IBAY**  
Head of Climate Change and Energy Program, World Wildlife Fund for Nature (WWF)

**Ms. ANA MARGARITA "Ginggay" N. HONTIVEROS**  
Chief Regulatory & Sustainability Officer, Amstar Group

**Moderators:**

**Atty. SANTIAGO "Sambo" F. DUMLAO, JR.**  
Convenor, GEM, Secretary General, Association of Credit Rating Agencies in Asia (ACRAA)

**Ms. RACQUEL "Rac" B. CAGURANGAN**  
Co-Chair for E, MAP Arts & Culture Committee  
VP for Operations, Aventus Medical Care, Inc.

**MAP** Management Association of the Philippines

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

April 28, 2022, Friday, 1:00 PM to 3:00 PM via ZOOM

A Joint Project of MAP Agribusiness 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, DVP Dairy Farm, Inc.

**Moderators:**

**Mr. OSCAR A. TORRALBA**  
Chair, MAP Agribusiness Committee  
Chair and CEO, Town Holdings Corporation

**Mr. CHARLIE P. VILLASENOR**  
Chair, MAP Trade, Investments & Tourism Committee  
Chair and CEO, PABIA, TransPressure and PABIA Shared Services

**MAP** Management Association of the Philippines

MAP CEO Academy Webinar

**SENTIMENT ANALYSIS**  
AI and Big Data for Reading Collective Minds

MAY 2, 2022, MONDAY, 10:30 AM to 12:00 Noon via ZOOM

A Project of  
MAP Human and Management Development Committee (HMDCC)

**Speakers:**

**Mr. WILSON I. CHUA**  
Managing Director and Founder, Future Gen InternationalPte Ltd. (Singapore)

**Mr. ROGER DO**  
CEO, AutoPolitic (Singapore)

**Moderator:**

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

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May 18, 2022, Wednesday, 5:00 PM to 6:30 PM, via ZOOM

A Project of MAP Arts & Culture Committee

**MAP Arts & Culture Lecture**

**MODERN PHILIPPINE ARCHITECTURE AND DESIGN**

**Speaker:**

**Ar. ROYAL PINEDA**  
Chair, BUDJHROYAL Architecture+Design

**Moderator:**

**Ms. MARIFE B. ZAMORA**  
Member & Project Manager, MAP Arts & Culture Committee  
Board Director, PLDT

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June 22, 2022, Wednesday, 5:00 PM to 6:30 PM via ZOOM

A Project of MAP Arts & Culture Committee

**MAP Arts & Culture Lecture**

**THE MUSICAL GENIUS OF THE FILIPINO YOUTH**

**Speaker:**

**Dr. RENATO B. LUCAS**  
President, National Music Competitions for Young Artists Foundation (NAMCYA)

**Co-Moderators:**

**Ms. EVELYN R. SINGSON**  
Vice Chair, MAP Arts & Culture Committee  
Vice Chair and President, Dual Thrust Philippines

**Atty. EUSEBIO V. TAN**  
Member, MAP Arts & Culture Committee  
Senior Partner, ACCRALAW

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TOWARDS A BETTER FUTURE FOR ALL

MAP CEO Academy Panel Discussion

**A NEW AGE OF CAPITALISM IN THE PHILIPPINES – Part 2**

July 1, 2022, Friday, 10:00 AM to 12:00 Noon via ZOOM

A Joint Project of MAP Human and Management Development Committee (HMDCC) and MAP CEO Committee

**Speaker:**

**Dr. NICK POBLADOR**  
A Management and Economics Thought Leader  
Retired UPL Professor of Economics and Management

**Panelists:**

**Mr. JOEY BERMUDEZ**  
Chair, Maybridge Finance and Leasing, Inc.

**Mr. CLIFFEALA**  
President, Synerbyte Limited

**Co-Moderators:**

**Mr. VIC MAGDARAOG**  
Co-Chair for MAP CEO Academy, MAP HMDCC  
Senior Business Adviser, Advisory & Insights (ABSI)

**Dr. BEN TEENANKKEE**  
Co-Vice Chair for Social Justice, MAP ESG Committee  
Professor, DLSU

**Ms. ALMA JIMENEZ**  
President and CEO, Health Solutions Corporation

**Prof. DINDO MANHIT**  
CEO and Managing Director, Strathbase Group

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

**MAKING QUALITY HEALTH CARE ACCESSIBLE**  
*Picking up the tabs for the Filipinos*

August 24, 2022, 11:45 AM to 2:00 PM, Wednesday, Bonifacio Hall A, Level 4, Shangri-La at The Fort

A Project of MAP Health Committee

**SPEAKER:**

**Dr. SHIRLEY DONINGO**  
VP for Corporate Affairs and Spokesperson, PHILHEALTH

**PANEL OF REACTORS:**

**Dr. JOSE RENE DE GRANO**  
President, Private Hospitals Association of the Philippines (PHAP)

**Ms. ELLEN FULIADO**  
President, People Management Association of the Philippines (PMAAP)

**Moderators:**

**Mr. JUNIE DEL MUNDO**  
Chair, MAP Health Committee  
Chief Executive, The EDI Group

**Ms. ALMA JIMENEZ**  
Vice Chair, MAP Health Committee  
President and CEO, Health Solutions Corporation

**MAP** Management Association of the Philippines

MAP Arts & Culture Lecture

**THE KOREAN PHENOMENAL INFLUENCE**  
Success Factors of Korean Cultural Industry

**Speaker:**

**Dir. IM YOUNG A**  
Korean Cultural Center in the Philippines

**Reactor:**

**Dr. JOFFREY M. CALIMAG**  
Assistant Professor, School of Global Studies, Kyungshung University

**Moderator:**

**Ms. MARIVIC ESPARDO**  
Member, MAP Arts & Culture Committee  
Chair and CEO, P&A Grant Thornton

September 26, 2022, Wednesday, 5:00 PM to 6:30 PM via ZOOM

A Project of MAP Arts & Culture Committee

This MAP Tax Bulletin for November 2022 was contributed by  
Salvador Llanillo & Bernardo, Attorneys-at-Law.

### REVENUE REGULATIONS (Rev. Regs.)

Rev. Regs. No. 13-2022 dated October 7, 2022

Prescribes the guidelines for the proper Income Tax treatment of equity-based compensation of any kind.

The equity grants under the applicable equity schemes of the grantor will give rise to a realized benefit on the part of the grantee-employees. The equity grants to be awarded to the employees are for the services being rendered by the said employees. Consequently, the equity grants under the equity plans, once exercised or availed of by the grantee-employees, are considered compensation to be taxed as such under Section 32 of the NIRC of 1997, as amended, and implemented by RR No. 2-98, as amended. This rule will be applied regardless of the employment status of the grantee-employee who could either be rank-and-file or occupying a supervisory or managerial position considering that Section 32 of the NIRC of 1997, as amended and all applicable issuances do not make a distinction for purposes of applying the tax implication on all forms of compensation, including equity-based compensation.

As to the value of the taxable benefit of the employees receiving the equity-based compensation, the fair market value of the thing taken is the payment to be included as compensation subject to withholding. If the services are rendered at a stipulated price, in the absence of evidence to the contrary, such price will be presumed to be the fair market value of the remuneration received. If the corporation transfers to its employees its own stock as remuneration for services rendered by the employee, the amount of such remuneration is the fair market value of the stock at the time the services were rendered.

### Revenue Memorandum Circulars (RMC)

RMC No. 136-2022 dated October 6, 2022

**Publishing Fiscal Incentives Review Board (FIRB) Resolution No. 026-2022 - Extending the 70:30 Work-From-Home (WFH) Arrangement for Registered Business Enterprises (RBEs) in the Information Technology - Business Process Management (IT-BPM) Sector and Allowing the Transfer of Registration of Existing Business Enterprises in the IT-BPM to the Board of Investments (BOI)**

**DISCLAIMER:** The contents of this bulletin are summaries of selected issuances from various government agencies and Court decisions. They are intended for guidance only and as such should not be regarded as a substitute for professional advice.

## ***Agri - Aqua Innovation Challenge”***

MAP partnered with the Asian Institute of Management and the Department of Science and Technology - Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development or DOST-PCAARRD for the “Agri-Aqua Innovation Challenge”.

The “Agri-Aqua Innovation Challenge” is a government-academe-industry partnership which aims to help startups and students turn their technological ideas into actual products and services that will benefit farmers, fisherfolks, and the rest of our population.





Congratulations to the Microalgae Biomass Project of the Kamino Algae Tech for emerging as the winner of the “Agri-Aqua Innovation Challenge” which received the grand prize of One Million Pesos.



Winning P800,000 as Runner-up is Agri-Tips for making information readily available to equip farmers with the knowledge to make accurate decisions.



Thanks to Oscar Torralba, Matthew Escobido and the Agribusiness Committee for leading MAP's participation in the "Agri-Aqua Innovation Challenge".

### ***SGV - MAP NextGen CEO Transformative Leadership Program***

We just concluded the second "SGV - MAP NextGen CEO Transformative Leadership Program" which is an 8-month interactive program geared towards helping high-performing young and future CEOs reframe the future of their companies. Many thanks to SGV and Wilson Tan.

**SGV Transformative Leaders Batch 2022!**

 <b>Mr. DOM FREDRICK "Dom" S. ANDAYA</b> Senior Director and Head of Tenant Representation Colliers Philippines	 <b>Mr. CARL LESTER "Carl" S. ANG</b> EVP Multi-Rich Home Decors, Inc.	 <b>Ms. MICHELLE "Michelle" CHAN</b> COO Mega Fishing Corporation
 <b>Atty. MARIAN JOANNE "Joanne" K. CO-PUA</b> Owner/Name Counsel Co-Pua Law Office	 <b>Mr. CHRISTOPHER THOMAS "Chris" CONSUNJI GOTIANUN</b> Executive Assistant to the President Sem-Calaca Power Corporation	 <b>Ms. REZA DADUFALZA-GOYENECHÉ</b> Senior Commercial Officer Royal Danish Embassy, Manila

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**SGV Transformative Leaders Batch 2022!**

 <b>Mr. LAWRENCE "Law" Y. FERRER</b> President and CEO CIS Bayad Center	 <b>Mr. RENE "RJ" ALETA LEDESMA, JR.</b> Executive Chief Innovation Officer Mercato Centrale Philippines, Inc.	 <b>Mr. ALBERT PEREZ TORRES</b> Regional Director Michael Page Int'l Recruitment, Phils. Inc.
 <b>Ms. MICHELLE M. UNGCO</b> SVP Unicapital Inc.	 <b>Mr. ARTEMIO "Jason" B. VITANGCOL</b> President and CEO St. Peter Chapels	

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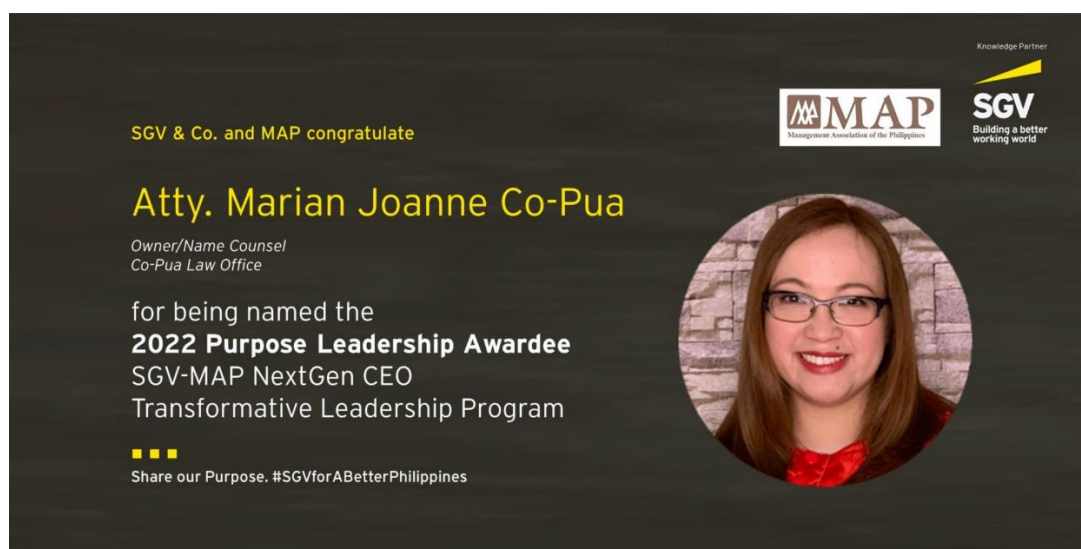
 



Congratulations to RJ Ledesma for being named the 2022 Outstanding Transformative Leader of the second “SGV - MAP NextGen CEO Transformative Leadership Program”.



Congratulations also to Atty. Joanne Co-Pua for being named the 2022 Purpose Leadership Awardee.



### ***MAP Hunger Fund***

We have converted the “MAP CSR Fund” into “MAP Hunger Fund” and increased its P700,000 balance to P2.0 Million. This MAP Hunger Fund will be used to finance MAP activities that will help solve the hunger problem in the country.

### ***MAP Agri Initiatives Fund***

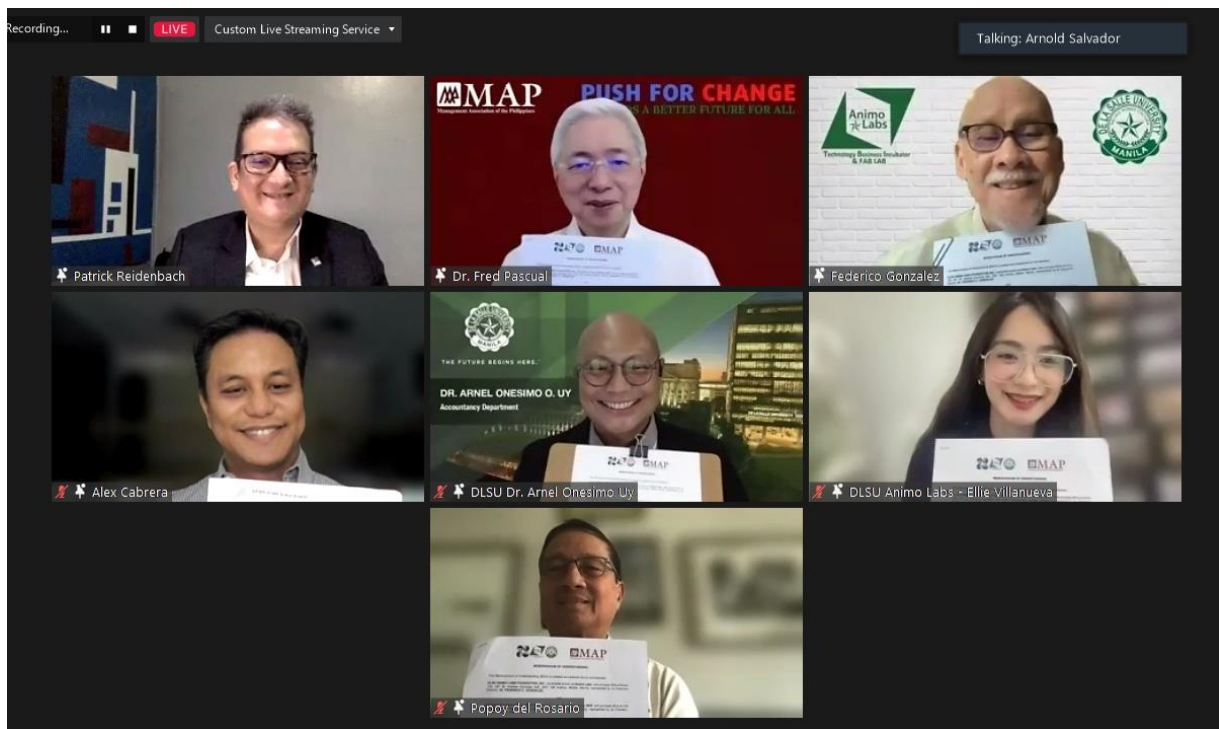
We also converted the “MAP EMERGE Fund” into “MAP Agri Initiatives Fund” and increased its balance from P1.7 Million to P2.0 Million. This MAP Agri Initiatives Fund will be used to finance activities that will help encourage MAP members and other businessmen to invest in agribusiness.

## SHARED PROSPERITY AND SUSTAINABILITY

### Partnership with De La Salle University - Ramon V. del Rosario College of Business

In line with our third main thrust on Shared Prosperity and Sustainability, we partnered with De La Salle University - Ramon V. del Rosario College of Business for its participation as MAP's Academic Partner for the Covenant for Shared Prosperity. DLSU agreed to teach the Covenant to all the business students and participants of its professional development courses.

If you recall, on November 5, 2020, MAP led a group of 26 business organizations in signing the Covenant for Shared Prosperity. The Covenant covers business commitments to environmental sustainability, social justice, good governance and stakeholders' interests, particularly employees, customers, suppliers, communities, and shareholders.



### THE PHILIPPINE BUSINESS COMMUNITY'S COVENANT FOR SHARED PROSPERITY November 5, 2020

The COVID-19 pandemic has shaken the very foundations of our society and economy. It has already claimed hundreds of Filipino lives and threatens so many more. The resulting government-imposed quarantines and lockdowns have shut down businesses providing services and products needed by citizens. This, in turn, has led to devastating loss of income for the many whom we depend on for our businesses and organizations to function but who are also the most vulnerable in our communities. Many of these people are now fearful for their lives not just from the virus but from hunger and starvation. Hence, the current national health crisis, while terrible and disruptive for all of us, also leads us to look with compassionate eyes at poverty and inequality as core problems plaguing Philippine society that demand attention from us as the country's business leaders -- during the pandemic and after.

We, in the Philippine Business Community, support the vision of the government, articulated in *Ambisyon Natin 2040*, which states that "the Philippines shall be a country where all citizens are free from hunger and poverty, have equal opportunities, enabled by a fair and just society that is governed with order and unity. A nation where families live together, thriving in vibrant, culturally diverse and resilient communities." We have 20 years to make this happen.

## THE PHILIPPINE BUSINESS COMMUNITY'S COVENANT FOR SHARED PROSPERITY

November 5, 2020

We realize that our country, like many other countries around the world, is suffering from gross inequality not only in economic and financial terms but also in the social, environmental and political aspects of our national life. This gross inequality in our society has been with us for generations fueled by greed; illegal and unethical practices; callousness to the needs of our communities, especially those at the bottom of the pyramid; and indifference to Mother Earth by some among us. We seek to end these practices.

We believe that a way to address inequality in all its forms in our society and to enhance the dignity of human beings and, thus, achieve inclusive development is for our members and member-companies to collectively mobilize their human, technical, economic and financial resources to ensure ethical wealth creation and the sharing of prosperity with all their stakeholders.

We also encourage all the colleges and universities offering business and business-related courses to inculcate and emphasize among their students -- current and next generation of managers -- the principles and practices of sharing prosperity.

## THE PHILIPPINE BUSINESS COMMUNITY'S COVENANT FOR SHARED PROSPERITY

November 5, 2020

We therefore pledge and commit to:

1. Recruit, train and develop our employees and managers to be the best that they can be irrespective of gender, alma mater, age, ethnicity and religion; provide just compensation and benefits; promote meritocracy and encourage work-life harmony;
2. Provide only quality products and services that are of continuing value to our customers;
3. Treat our goods, service and funds providers fairly, ethically and with respect as we expect them to treat their own workers in their supply chain the same way;
4. Be actively involved in the communities where we operate in with particular attention to the needs of the disadvantaged in those communities;
5. Protect and preserve the environment for the benefit of current and future generations by employing environment friendly technologies in all aspects of business operations; and
6. Deliver reasonable and just returns to and fair treatment of our controlling and non-controlling shareholders.

We pledge to do all these and sign this Covenant for Shared Prosperity on this 5th day of November, 2020.



## Participating Organizations:



## Partnership with DLSU Animo Labs

We also partnered with the DLSU Animo Labs for a Research Program that aims to establish the baseline data of the metrics on Shared Prosperity, in line with the Philippine Business Community's Covenant for Shared Prosperity. The DLSU Animo Labs will help us look into how Environmental, Social, and Governance or ESG metrics can support the Covenant's operationalization.

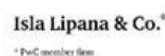


**Signing of MOU between  
DLSU Animo Labs Foundation and MAP  
on Shared Prosperity Research**



### ***DTI, FoxMont, MAP, PwC and QBO Partnership on helping Scale Up Tech Start-Ups***

We have partnered also with DTI, FoxMont, PwC and QBO in organizing activities and events for the tech scaleups and MAP members, such as business matching and networking, investor meetups, pitch sessions, among others.





Thanks to Popoy del Rosario and the ESG Committee for these three partnerships.

### ***MAP Infographics/Videos on Energy***

Thanks to Ernie Pantangco and the Energy Committee for developing the two-part infographics/videos on “RCOA AND GEOP: Power of Choice in the Hands of Business Consumer” and “ENERGY EFFICIENCY: The First Fuel”.





## MEMBERSHIP

### Total Membership

We have sustained MAP's total membership at 1,084, inclusive of 60 new members inducted so far, and net of 47 resigned members and 9 who unfortunately passed away. Thanks to Gigi Montinola and the Membership Committee.

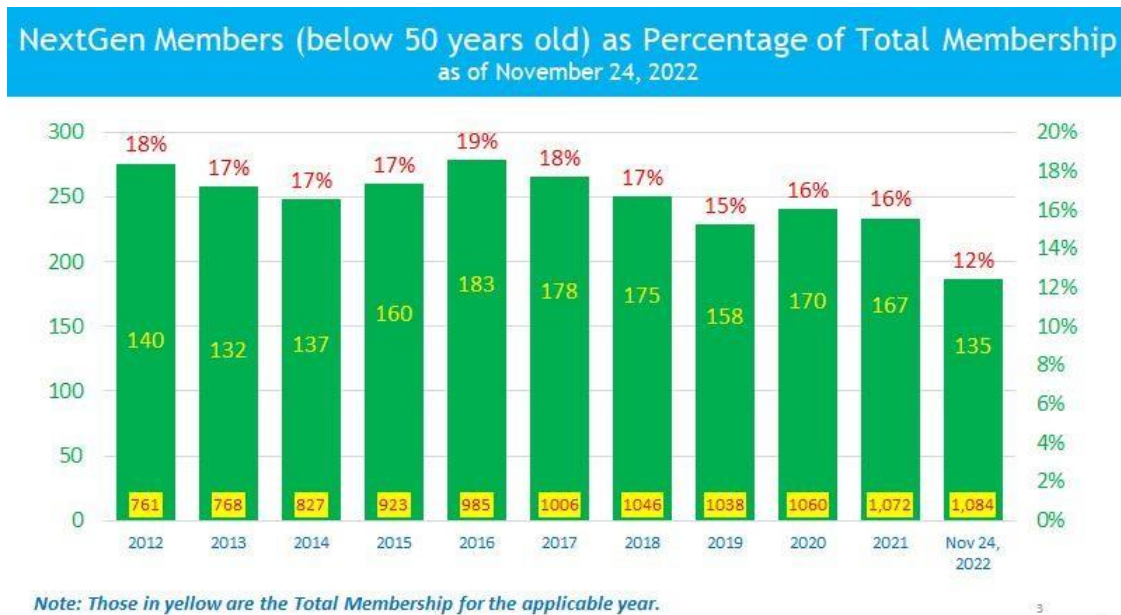


Women members slightly increased from 240 to 250, representing 23% of total membership.



Note: Those in yellow are the Total Membership for the applicable year.

MAP NextGen members who are below 50 decreased from 167 to 135, representing 13% of total membership.



Average age of Regular Members this year is around 57 and average age of Total Membership is 62.

### ***New Members inducted in 2022***

1. Mr. DANIEL ABOITIZ, Chief Commercial and Stakeholder Engagement Officer of Aboitiz Power Corporation
2. Mr. JUAN ALEJANDRO “Sandro” A. ABOITIZ, SVP for Commercial Business Unit of Aboitiz Power Corporation
3. Dr. SHIRLEY CASTAÑEDA AGRUPIS, President of Mariano Marcos State University (MMSU)
4. Mr. JUAN “Ping” F. ALFONSO, President and CEO of Light Rail Manila Corporation (LRMC)
5. Mr. ROBERT LESTER “Robert” F. ARANTON, President of Warehouse Management and Trade Development Services, Inc.
6. Sec. ARSENIO “Arsi” M. BALISACAN, Socioeconomic Planning Secretary and Director-General of National Economic and Development Authority (NEDA)
7. Mr. HANS VOLTAIRE “Hans” R. BAYABORDA, President and CEO of Asia Select, Inc.
8. Amb. LAURE BEAUFILS, British Ambassador to the Philippines
9. Mr. IBRAHIM “Ibba” R. BERNARDO, Co-Founder of Packworks
10. Usec. MARIA CATALINA “Cathy” ESTAMO CABRAL, Undersecretary of Department of Public Works and Highways (DPWH)
11. Mr. LUIS GUILLERMO FRANCO “Luis” CARRILLO, President and CEO of CEMEX Holdings Philippines, Inc.
12. Ms. CHERYL JANE P. CHAN, COO of University of Pangasinan
13. Dr. GRACE H. AGUILING-DALISAY, President and CEO of Center for Educational Measurement

14. Ms. ELIZABETH “Liz” DE GUZMAN-DANTES, President and CEO of Delos Santos Medical Center
15. Mr. FRANCISCO “Pancho” M. DEL MUNDO, CFO of Universal Robina Corporation
16. Dr. RAUL V. DESTURA, Founder and CEO of Manila HealthTek, Inc.
17. Atty. JOHN PETER FERDINAND “Ferdie” S. ECHIVERRI, Head of Stakeholder Relations and Global Communications of PMFTC, Inc.
18. Dr. DIANA M. EDRALIN, General Manager of Roche Philippines, Inc.
19. Mr. MICHAEL L. ESCALER, President and CEO of All Asian Countertrade, Inc.
20. Mr. RAPHAEL “Pete” B. FELIX, President and CEO of PHINMA Property Holdings Corporation
21. Ms. JACQUELINE “Jackie” S. FERNANDEZ, President of EastWest Bank
22. Mr. MANUEL LOUIE “Louie” B. FERRER, Vice Chair of Megawide Construction Corporation
23. Mr. MICHAEL “Mhycke” C. GALLEGO, Partner, Advisory Practices Leader and Knowledge Management Head of Punongbayan & Araullo/Grant Thornton Philippines
24. Mr. IMMANUEL “Maui” GARCIA, SVP of Trinity Insurance Brokers
25. Atty. CHRISTER JAMES RAY “Christer” A. GAUDIANO, Director for Enterprise Risk Management, Corporate Communications, and Public Affairs of CEMEX Holdings Philippines, Inc.
26. Mr. EDMUND ALAN “EJ” AGUAS QUA HIANSEN, VP and Investor Relations Officer of PHINMA Corporation
27. Mr. JUAN MANUEL HOYOS, President of Nissan Philippines
28. Mr. SAMUEL ALASTAIR “Sam” RAMOS-JONES, COO/Director of Operations of Philippine Strategic Associates
29. Mr. TRISTANEIL “Tristan” D. LAS MARIAS, President of Filinvest Land
30. Ms. MA. MINA LUZ M. LIM, Country Managing Director of Oracle Philippines
31. Mr. MICHAEL “Mike” P. LIWANAG, Senior Vice President of JG Summit Holdings, Inc.
32. Mr. EDUARDO LUIS “Ed” TAN LUY, President and COO of Macroasia Corporation
33. Mr. JONATHAN JACK R. MADRID, President and CEO of IT & Business Process Association of the Philippines, Inc. (IBPAP)
34. Ms. DANNAH MAJAROCON, Managing Director of Lalamove PH
35. Prof. VICTOR ANDRES “Dindo” C. MANHIT, Founder and Managing Director of Philippine Stratbase Consultancy, Inc.
36. Gov. FELIPE “Philip” M. MEDALLA, Governor of Bangko Sentral ng Pilipinas (BSP)
37. Ms. THERESA ANN M. MENARDO, Chief Strategy Officer of PHINMA Education Holdings, Inc.
38. Ms. ELIZABETH TIU MENDOZA, Managing Director of Monocrete Construction Philippines, Inc.
39. Ms. MALYN RITA “Malyn” B. MOLINA, President and COO of The EON Group
40. Ms. BERNADETTE “Dette” L. NACARIO, Country Director of Google Philippines
41. Capt. STANLEY “Stan” KUA NG, President and COO of Philippine Airlines (PAL)
42. Mr. AMIT KUMAR OBEROI, General Manager of Shangri-La at The Fort
43. Mr. AVIN CO ONG, Founder, Chair and CEO of Fredley Group of Companies
44. Ms. LORELIE QUIAMBAO OSIAL, President and CEO of Pilipinas Shell Petroleum Corporation
45. Atty. JOSE MIGUEL “Miko” C. PALARCA, Managing Partner of Palarca and Baluyut Law Offices



46. Mr. PATRICK VINCENT “Ricky” G. PEÑA, General Manager for Fixed Broadband of The New PT&T
47. Ms. OLGA GRACE PEREZ, VP for Global Solutions of Newcore Industries International, Inc.
48. Atty. PATRICIA-ANN “Trina” T. PRODIGALIDAD, Managing Partner of ACCRALAW
49. Atty. CAROLINA FRANCISCA “Carol” A. RACELIS, General Counsel, Tax Partner and EY Asean Tax Quality Leader of SGV & Co.
50. Ms. LOTIS C. RAMIN, Country President of AstraZeneca Pharmaceutical Philippines
51. Engr. SERGIO “Serge” OÑATE RAMOS III, President and Co-Founder, PCI Innovations Tech Center, Inc.
52. Mr. DAVID ROOS, Managing Director of Perfetti van Melle Philippines, Inc.
53. Ms. YASMIN ANNE “Yas” CRUZ SANTOS, Business Development Head of Victory Liner, Inc.
54. Mr. ARLO A.G. SARMIENTO, President of Vivant Energy Corporation
55. Mr. JOSE PAULO “Jaypee” R. SOLIMAN, SVP - SME and Micropreneurs Segment Head of UnionBank of the Philippines
56. Ms. YIN NYEIN THU (Rachel Thu), Managing Director of Jardine Schindler Philippines
57. Mr. SHIJU VARGHESE, President and Country Head of Tata Consultancy Services Philippines
58. Mr. RAMAMURTHY “Venkat” VENKATESH, Managing Director of Moog Controls Corporation (Philippine Branch)
59. Amb. LUC VERON, Ambassador of the European Union to the Philippines
60. Mr. AL DOUGLAS “A.D.” VILLAOS, President and CEO of COREnergy, Inc.

#### ***MAP Members who Passed Away in 2022***

1. Mr. CARLOS “Charlie” AQUINO AGATEP, Chair, Grupo Agatep, Inc.
2. Mr. BALTAZAR “Bal” N. ENDRIGA, President and Founder, Meridian International Business, Arts and Technology (MINT) College
3. Mr. ANTONIO “Tony” T. HERNANDEZ, Former Consultant, Management and Development Finance; Former SVP, Land Bank of the Philippines
4. Mr. REYNALDO “Rene” R. HUERGAS, President and CEO, Bee Information Technology PH Inc.
5. H.E. FIDEL V. RAMOS, Former President, Republic of the Philippines
6. Mr. VICTOR “Vic” H. RODRIGUEZ, Former Chair Emeritus, Marinducare Foundation, Inc.
7. Atty. ENRIQUE “Ike” A. SOBREPEÑA JR., President and CEO, College Assurance Plan Philippines, Inc.
8. Mr. JOJO ULIGAN, Former Division Vice President for Operations, Alorica
9. Dr. PATERNO “Pat” V. VILORIA, President, Small Enterprises Research and Development Foundation

## ***Life Membership Awardees for 2022***

The awarding of Life Membership Certificates for the following was held during the MAP General Membership Meeting on March 24, 2022:

1. MAP Immediate Past President AURELIO “Gigi” R. MONTINOLA III, Chair, Far Eastern University (FEU)
2. Mr. JAVIER “JJ” J. CALERO, Chair, Full Circle Communications
3. Ms. MELESA “Elsie” D. CHUA, President and CEO, CDC Quadrillion
4. Mr. ALFREDO “Jun” V. LAGMAN JR., President and CEO, Alen Group of Companies, Inc.
5. Mr. VICTOR “Vic” L. MAGDARAOG, Senior Business Adviser, Advisory & Insights (A&I)
6. Mr. GEORGE T. SIY, President, Face & Body Rejuvenation Center, Inc.
7. Mr. ARTHUR “Art” R. TAN, CEO, Integrated Micro-Electronics, Inc.

### ***MAP Website***

We are now working on Phase 2 of the MAP website.

Phase 2 will enable MAP members to edit or update their individual information thru the website and access the contact details of their fellow members online.

## **“MAP MANAGEMENT MAN OF THE YEAR 2022”**

The ***“MAP Management Man of the Year”*** is an award that the MAP confers on individuals in business or government, whether a member of the MAP or not, who have attained unquestioned distinction in the practice of management, and have made valuable contributions to the progress of the country and in re-shaping national values. It is bestowed on exceptional persons who have posted a record of achievement and distinction as leaders and managers of organizations, and who are exemplary models who deserve to be emulated by their peers and by the younger leaders and managers.

The conferment of the award follows a thorough, stringent selection process. The distinction of ***“MAP Management Man of the Year”*** has only been conferred 46 times in the five-decade history of the award.





The criteria for the award include integrity, leadership, and management qualities; contribution to nation-building and values formation; effective stewardship within the confines of the highest standard of business and management practice; among others.

## RENAMING OF "MAP MANAGEMENT MAN OF THE YEAR" INTO "MAP MANAGEMENT PERSON OF THE YEAR"

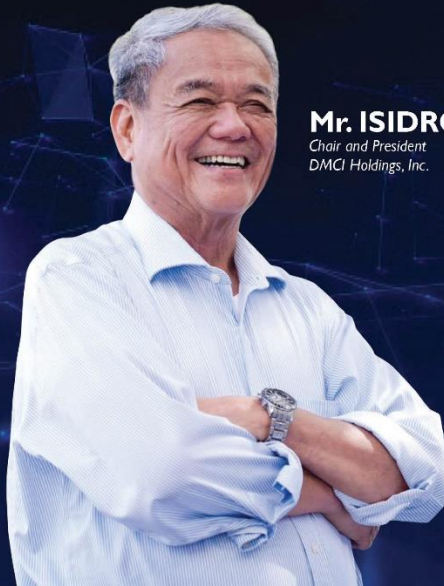
Your outgoing Board has also approved the proposal to rename the **"MAP Management Man of the Year"** into **"MAP Management Person of the Year"**.

However, this renaming will require an amendment to the MAP by-laws before we can actually implement it.

Let me take this opportunity to thank Ed Chua and the MMY Judging Committee, and Gigi Montinola and the MMY Search Committee for producing the 46<sup>th</sup> **"MAP Management Man of the Year"** awardee.



# MAP Management Man of the Year 2022



**Mr. ISIDRO "Sid" A. CONSUNJI**

*Chair and President  
DMCI Holdings, Inc.*



**November 28, 2022, Monday  
11:45 AM to 2:00 PM  
Grand Ballroom A and B  
Shangri-La The Fort**

## “MAP Management Man of the Year” Awardees



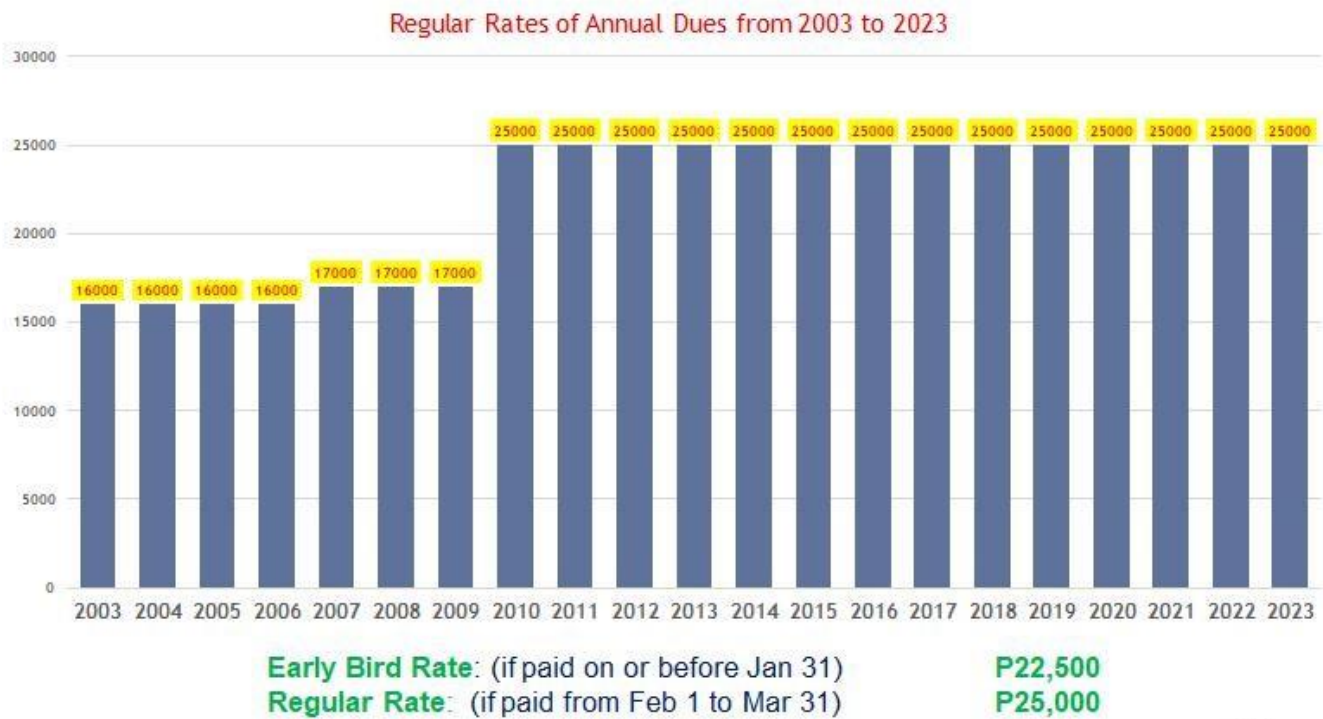
## FINANCE

### *No Increase in Annual Dues for 2023*

On Finance, your outgoing Board approved the retention of this year’s Annual Dues for next year. The Early Bird Rate which should be paid in January will still be P22,500.



The Regular Rate will still be P25,000. Please note that the MAP has not increased the annual dues of Regular Members for 14 years already since 2010.



26

Financial Position

We have sustained the strong financial position of our Association. We will end the year with Total Assets of at least P75 Million, Total Cash of at least P65 Million and at least P2 Million Net Income for the year.



Many thanks to Treasurer WILSON TAN.

The Net Income would have been higher if not due to contributions we made during the year.

### ***LENTE***

We contributed FIVE HUNDRED THOUSAND PESOS (P500,000.00) to LENTE or the Legal Network for Truthful Elections to support LENTE's program of organizing and training young lawyers and law students to safeguard the counting, canvassing and random manual audit of about 750 precincts nationwide in relation to the May 2022 national elections.

### ***NAMFREL***

We also contributed FIVE HUNDRED THOUSAND PESOS (P500,000.00) to NAMFREL to help it mobilize volunteers to guard our votes for the May 2022 elections.

### ***MAP's Posthumous Award on FVR and MAP's Participation in the FVR Leadership Program***

The Board approved the conferment of MAP's Posthumous Award on Nation-Building on FVR and the MAP's participation in the FVR Leadership Program.

We have set aside ONE MILLION PESOS (P1 Million) for the FVR Leadership Program.

### ***MAP Operations Sustainability Fund***

We increased this year the MAP Operations Sustainability Fund from P24 Million to P35 Million. This Fund serves as a Restricted Fund that can be used for the basic operating expenses of the MAP Secretariat, particularly in times when the Association may be operating in a deficit when the collected dues are insufficient to finance a particular year's budget.

### ***MAP NextGen Conference***

Thanks to Cliff Eala and the NextGen Committee for the successful 3rd MAP NextGen Conference.

## THE GENERATIONAL SHIFT:

# INDSETS MOTIVATIONS MANAGEMENT

HYBRID CONFERENCE | SPEED NETWORKING | RECIPROCITY WALL



**11 NOVEMBER 2022**  
FRIDAY | 02:00 PM - 9:00 PM



**SHERATON MANILA**  
COLLAB, 2ND FLOOR, PASAY CITY

### KEYNOTE SPEAKERS



**ALEX EALA**  
US Open 2022  
Junior Tennis Champion



**CHITO S. MANIAGO**  
Country Head for Government Affairs  
Communications & Sustainability  
Zuellig Pharma Corporation



**NADIA WOODHOUSE**  
Associate Director  
EY Global Center for  
Board Matters, EYGS LLP

### PANELISTS



**MICAH DEL CARMEN**  
President  
NOAHSYS Corporation



**ER ROLLAN**  
Co-Founder and CEO  
Growsari



**ZAHRA ZANJANI**  
Co-Founder and COO  
CUBO Modular



**CHEZA GONZALES-GARRIDO**  
Airbus A320-Pilot  
President, Philippine Blockchain  
Technologies Inc.



**GINA ROMERO**  
Founder and Head of Special  
Projects, Connected Women



**DAVID LEECHIU**  
CEO, Leechiu Property  
Consultants, Inc.



**STEVE SY**  
Founder and CEO  
Great Deals E-Commerce Corp.

### SPONSORS

#### KNOWLEDGE PARTNER



#### DIAMOND SPONSOR



#### SILVER SPONSOR



#### DIGITAL MEDIA PARTNER



#### MEDIA PARTNERS



#### BRONZE SPONSORS











## “The MAP NextGen Leader Manifesto

1. I am a NextGen Leader, good beyond pretension.
2. I put people first and pursue profit with integrity.
3. I am a steward of resources for the upliftment of those who have none.
4. I fight for social equity through fair compensation, poverty alleviation, education, and healthcare.
5. I push for meritocracy so that the able can rise and build inclusive organizations for all.
6. I work hard but remind myself that life is more than just my work.
7. I see value beyond price because some things are priceless.

8. I harness people's social and altruistic nature to balance out individualistic and utilitarian behavior.
9. I foster collaboration because some life-changing problems aren't solved anywhere unless we solve them everywhere.
10. I promote peace as a precondition for prosperity.
11. I uphold ecological integrity as I pursue progress.
12. I face the problems that come my way and will not pass them on to my kids' generation.

## MAP CEO Conference



**MAP**  
Management Association of the Philippines

**PRESENTS** 20<sup>TH</sup> MAP INTERNATIONAL  
CEO CONFERENCE 2022

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

**IN PARTNERSHIP WITH**





**SPEAKERS**



**MR. STEPHEN CUUNJIENG**  
(PHILIPPINES)  
Adviser  
OpenSpace Ventures +



**ATTY. JAMES F. GRANDOLFO, JR.**  
(HONG KONG)  
Partner  
Milbank LLP



**MR. MARK KOZIEL**  
(USA)  
President and CEO  
Allinial Global



**DR. NICOLAS PASCAL**  
(FRANCE)  
CEO and Executive Director  
Blue Finance



**MR. BHUSHAN SETHI**  
(USA)  
Joint Global Leader  
People & Organization  
PwC USA



**ADJ. PROFESSOR TY SIM**  
(SINGAPORE)  
(Former Consultant to the  
United Nations)

**SEPTEMBER 13, 2022, TUESDAY**  
8:30 AM to 5:00 PM Manila Time

Grand Ballroom, Shangri-La at The Fort  
with Live Streaming via  
Facebook and YouTube

**KNOWLEDGE PARTNER**



**PREMIUM PARTNERS**





**PRIVILEGE PARTNER**



**PREFERRED PARTNERS**





**PARTNERS**








**HOTEL PARTNER**



**MEDIA PARTNERS**






**BENEFICIARY SCHOOLS**
















**COLLABORATING ORGANIZATIONS**






















Thanks to Alma Jimenez and the CEO Conference Committee for the successful hybrid 20th MAP International CEO Conference which generated a net income of P1.9 Million.

Annex 3 on pages 117 to 119 contains the report of CEO Conference Committee Chair Alma Jimenez on the Conference.

### ***MAP Golf Cup for CSR 2022***

Thanks to Peng Perez de Tagle and the Sports, Fellowship and Wellness Committee, for this year's MAP Golf Cup for CSR which generated a net income of P1.4 Million.

# **MAP Golf Cup** for Corporate Social Responsibility

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

**Shotgun Tee Off will be at 8:00 AM.**

*presented by*



*in partnership with*



## **GOLD SPONSOR**



## **SILVER SPONSORS**



## **BRONZE SPONSOR**



## **HOLE SPONSORS**

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





Member Division Overall Champion (L-R): MAP Sports, Fellowship and Wellness (SFW) Committee Chair PENG PEREZ DE TAGLE, MAP SFW Committee Vice Chair EBOT TAN, Overall Champion BOBOY ROMERO, MAP President BABES SINGSON, and MAP SFW Committee Governor-in-Charge MAAN HONTIVEROS.



(L-R): MAP SFW Committee Chair PENG PEREZ DE TAGLE, Lowest Gross Winner ANTONIO PAYUMO, and MAP President BABES SINGSON.



Member Division Class-A (L-R): Chair PENG PEREZ DE TAGLE, Vice Chair EBOT TAN, Class Champion MIKE OZAETA, 2<sup>ND</sup> Runner-Up EULS AUSTIN, 1<sup>ST</sup> Runner-Up CRIS ACOSTA, President BABES SINGSON, and Governor-in-Charge MAAN HONTIVEROS.



Member Division Class-B (L-R): Chair PENG PEREZ DE TAGLE, Vice Chair EBOT TAN, Class Champion AJ ADIVISO, 1<sup>ST</sup> Runner-Up CESAR VILLANUEVA (not in photo), 2<sup>ND</sup> CARLO BANIQUED, President BABES SINGSON, and Governor-in-Charge MAAN HONTIVEROS.



Member Division Class-C (L-R): Chair PENG PEREZ DE TAGLE, Vice Chair EBOT TAN, 2<sup>ND</sup> Runner-Up KLINK ANG, Class Champion JEFF LIM, 1<sup>ST</sup> Runner-Up PJ



Guest Division Class-A (L-R): Chair PENG PEREZ DE TAGLE, Vice Chair EBOT TAN, Class Champion FRANCIS TALION, 1<sup>ST</sup> Runner-Up BODIE ZAMORA, 2<sup>ND</sup> Runner-Up



GARCIA, President BABES SINGSON, and Governor-in-Charge MAAN HONTIVEROS.



Ladies Division (L-R): Chair PENG PEREZ DE TAGLE, Vice Chair EBOT TAN, 2<sup>ND</sup> Runner-Up JOVINA GRECIA, Class Champion MARY ROSE ARCENAS, 1<sup>ST</sup> Runner-Up KATRINA FUNA, President BABES SINGSON, and Governor-in-Charge MAAN HONTIVEROS.

RENZO TORRES, President BABES SINGSON, and Governor-in-Charge MAAN HONTIVEROS.



Guest Division Class-C (L-R): Chair PENG PEREZ DE TAGLE, Vice Chair EBOT TAN, 2<sup>ND</sup> Runner-Up DERRICK DEGAY, Class Champion STEPHEN CUASAY, 1<sup>ST</sup> Runner-Up PAUL ANGELO TIONSON, President BABES SINGSON, and Governor-in-Charge MAAN HONTIVEROS.



Guest Division Class-C (L-R): Chair PENG PEREZ DE TAGLE, Vice Chair EBOT TAN, 2<sup>ND</sup> Runner-Up DERRICK DEGAY, Class Champion STEPHEN CUASAY, 1<sup>ST</sup> Runner-Up PAUL ANGELO TIONSON, President BABES SINGSON, and Governor-in-Charge MAAN HONTIVEROS.

### ***Re-appointment of DELOITTE as Auditor for MAP and MAP Research and Development Foundation***

Your outgoing Board has approved the re-appointment of DELOITTE as the Auditor for the MAP and the MAP Research & Development Foundation.

## ***Recommendations to the Incoming Board***

The 2022 Board submitted the following recommendations to the 2023 Board:

1. Retain the following 2022 rates for the 2023 Annual Dues:
  - 1.1. Early Bird Rate: (if paid within January) P22,500
  - 1.2. Regular Rate: (if paid within February and March) P25,000
2. Continue to push the MAP AgriBusiness and Countryside Development (ABCD) Foundation to stop using “Management Association of the Philippines” at its Bank Account Name.
3. Review the objectives for the MAP Research & Development Foundation (MAP R&D Foundation)
  - 3.1. There was an issue on whether to continue or not the MAP Research & Development Foundation (MAP R&D Foundation) which was discussed at the April 7, 2022 Board meeting.
  - 3.2. The questions raised then were the following:
    - 3.2.1. What should MAP’s role be in R&D?
    - 3.2.2. Does MAP need the MAP R&D Foundation to pursue that role or can it be done thru MAP?
  - 3.3. The Board agreed to convene the REVIEW GROUP to assess the rationale of the MAP R&D Foundation.
  - 3.4. The composition of the REVIEW GROUP will include the following MAP Governors: Governor ALEX CABRERA (lead), Governor CIEL HABITO and Governor CHITO SALAZAR.
4. Rename “*MAP Management Man of the Year*” into “*MAP Management Person of the Year*” by amending the MAP By-Laws
5. Push for the implementation by the Marcos Jr. Administration of the MAP Policy Recommendations for Economic Dynamism pertaining to the following:
  - 5.1. EDUCATION - Address the country’s urgent Education Crisis
  - 5.2. HEALTH - Make Quality Health Care accessible to every Filipino

- 5.3. AGRICULTURE AND AGRIBUSINESS - Achieve an Agriculture and Agribusiness Sector marked by high productivity and international competitiveness that ensures food security for all Filipinos
- 5.4. TRADE AND INDUSTRY - Ensure that the Trade and Industry Policy environment is one that fosters level competition, improved ease and lower costs of doing business, and productivity-enhancing innovation, to ensure that Filipinos have wide access to quality goods and services at lower and stable prices.
- 5.5. INFRASTRUCTURE - Prioritize infrastructure of greatest strategic importance, and resume active pursuit of Public-Private Partnerships in infrastructure development.
- 5.6. LABOR AND EMPLOYMENT - Institutionalize labor flexibility and welfare through executive action and legislation for quick employment generation
- 5.7. FISCAL AND FINANCIAL POLICIES - Ensure that Fiscal and Financial Policies are supportive of business enterprises, especially MSMEs, to promote wider job generation
- 5.8. JUSTICE - Upheld Justice and the Rule of Law if business confidence is to be sustained, and the general population is to live in an atmosphere of peace security.
6. Continue the Dialogues/Meetings with the Cabinet Secretaries
  - 6.1. June 29, 2022 Meeting with DOTr Sec. JAIME “Jimmy” J. BAUTISTA organized by the MAP Infrastructure Committee
  - 6.2. July 14, 2022 MAP General Membership Meeting with DTI Sec. ALFREDO “Fred” E. PASCUAL
  - 6.3. August 9, 2022 (Tuesday, 10:30 AM to 12:00 Noon) Meeting of the MAP Tax Committee and the MAP Board of Governors with BIR Comm. LILIA C. GUILLERMO
  - 6.4. August 19, 2022 MAP Economic Briefing and GMM with NEDA Sec. ARSENIO “Arsi” M. BALISACAN and BSP Gov. FELIPE “Philip” M. MEDALLA
  - 6.5. August 30, 2022 (Tuesday, 10:00 AM to 12:00 Noon) DOTr - MAP Maritime Workshop - This has also been postponed to a later date.
  - 6.6. September 9, 2022 (Friday, 3:00 PM to 5:00 PM) MAP Infrastructure Committee’s Initial Roundtable Meeting with PPP Experts and Stakeholders
  - 6.7. October 13, 2022 (Thursday, 11:45 AM to 2:00 PM) MAP GMM on “Tourism Outlook Beyond 2022” with DOT Secretary MARIA ESPERANZA CHRISTINA GARCIA FRASCO



- 6.8. November 14, 2022 (Monday, 9:00 AM to 10:00 AM) MAP Energy Committee Courtesy Call on DOE Secretary RAPHAEL LOTILLA
7. Implement the conferment of MAP Posthumous Award on FVR on Nation-Building and pursue MAP's Participation in the FVR Leadership Program
8. Pursue the MOA (signed on October 13, 2022) among DTI, FoxMont, MAP, PwC and QBO on helping Scale Up Tech Start-Ups where the MAP agreed to cooperate in the following activities:
  - 8.1. Organize activities and events for the tech scaleups and MAP members such as business matching and networking across the regions, investor meetups, pitch sessions, and mixers, among others;
  - 8.2. Provide speakers for the planned activities;
  - 8.3. Have an exchange of knowledge and expertise for the mutual development of their people and other stakeholders that are relevant for this partnership. Examples would include physical events and webinars, provided that resource persons will be coming from other entities apart from the Parties; and
  - 8.4. Develop and promote joint press releases and other communication materials about activities and participation in specific programs
9. Continue the Partnership with DLSU Animo Labs (the MOA was signed on June 23, 2022) on the Findings and Recommendations from the Comparison Review of the Proposed Shared Prosperity Metrics against Existing ESG Reporting Guidelines and Frameworks
  - 9.1. Following are the responsibilities of MAP:
    - 9.1.1. Organize the counterpart MAP team to collaborate with and assist the Animo Labs team
    - 9.1.2. Review and provide feedback on Animo Labs' recommended SP metrics, the rubrics for respondents' self-scoring, the survey form, criteria/categorization for respondents' selection for the survey, and respondents' number/word label
    - 9.1.3. Study and provide feedback and acceptance of Animo Labs' recommended baseline data
    - 9.1.4. Promote these activities to and arrange meetings / workshops with test run respondents and the target 200 members for the survey proper
    - 9.1.5. Consider the next level in members' ESG reporting development for further research by Animo Labs

9.2. Following are the responsibilities of DLSU Animo Labs:

9.2.1. Provide the needed study and research needed for the

9.2.1.1. Review of the 19 metrics, comparison with other standards and modifications thereto

9.2.1.2. Creation of the rubrics and report labelling formula

9.2.1.3. Conduct of the test run of the survey with limited number of MAP members, analysis of feedback and modification of the survey form

9.2.1.4. Recommendation to MAP of criteria / categories of members for the SP baseline survey

9.2.1.5. Analysis of survey results and recommendation of baseline results to MAP.

9.2.2. Conduct the survey proper of 200 MAP members

9.2.3. Handle the workshops for the sharing of survey results and respondents' feedback.

10. Pursue the MOU between MAP and the Benita and Catalino Yap Foundation (BCYF) which was signed on May 19, 2022 on various BCYF CSR-related activities.

10.1. BCYF and MAP have worked for many years on various projects and activities, including co-presenting certain events, such as some of BCYF's CEO Breakfasts and Policy Fora under BCYF's Institute for Policy, and BCYF's CSR Research Institute's "Highlight Month" every September - the Philippine Social Responsibility Month.

10.2. The MOU represents the agreement to continue working together on various social and community development areas, such as, but not limited to, the CEO Breakfast, and various BCYF CSR-related activities. The details of these are to be mutually agreed upon.

11. Continue the 3rd SGV-MAP NextGen CEO Transformative Leadership Program 2023

Objective: The NextGen CEO Transformative Leadership Program is an interactive mentoring and development initiative that aims to encourage high-performing young and future CEOs to cultivate key capabilities and skills that will enable them to become transformative leaders in their respective organizations and sectors. The program includes activities conducted via virtual plenary and physical classroom sessions that are anchored on four main themes: Leading with Purpose, placing humans@center, leveraging technology@speed and enabling innovation@scale to create long-term value.

12. Continue enhancing the new Phase 3 for the MAP website (map.org.ph) to make it more interesting to members

13. Continue the ongoing “Life-Long Learning” Program through the one-year Global Academic Leadership Program (GALP) for Presidents of State Universities and Colleges (SUCs), and Directors of CHED with the MAP’s participation in activities for new academe-industry linkages, like the following, among others:
  - 13.1. Discussions on industry needs for functional analysts;
  - 13.2. Matching of industry’s Data Science requirements for functional analysts with learning activities;
  - 13.3. Participation of faculty in the immersion program with industry and having continuous discussion with Data Science experts; and
  - 13.4. Bootcamps for students conducted by industry as part of their OJT requirements.
14. Improve the program flow for the MAP General Membership Meetings (GMMs) to enable MAP members to learn more from the speakers and the exchanges of viewpoints during the Q&A.
15. Create a Committee on PPP to tackle PPP issues and concerns. The said Committee might be multi-sectoral which will include the PPP Center, the League of Mayors, and reps from PPP industry players.

### **INDUCTION OF MAP PRESIDENT FOR JULY TO DECEMBER 2022**

Thanks to Secretary Fred Pascual for accepting again to serve the country, this time as DTI Secretary. And thanks to him for his service to MAP. We know that Secretary Fred will continue to serve our country well for “good men never tire of doing good”.

Thank you as well to the members of the MAP 2022 Board of Governors for their vote of confidence.







## MAP OFFICERS FOR 2023

### *Highest Election Turnout*

Our MAP members have spoken and have elected a new set of MAP Governors for 2023 - 2024.






October 13, 2022

Circular No. 067 – 2022

Subject: Elected MAP Governors for 2023-2024

Dear Fellow MAP Member:

We, in the MAP Nomination and Election Committee (NOMELEC), are pleased to inform you that the following five (5) members (*in alphabetical order*) have been elected MAP Governors for 2023-2024 who will serve concurrently as MAP Research and Development Foundation Trustees for the same period:

1.  Atty. BENEDICTA “Dick” DU-BALADAD  
Founding Partner and CEO, Du-Baladad and Associates (BDB Law)
2.  Ms. KAREN V. BATUNGBACAL  
Senior Advisor to the Board, IT & Business Process Association of the Philippines (IBPAP)
3.  Mr. BENJAMIN “Ben” R. PUNONGBAYAN  
Founder, P&A Grant Thornton
4.  Ms. MARIA CORAZON “Corrie” D. PURISIMA  
Treasurer and Head of Markets and Securities Services  
Member of the Executive Committee, HSBC Philippines
5.  Ms. MARTHA “Marts” MENDOZA SAZON  
President and CEO, Globe Fintech Innovations, Inc. (GCash)

Our five (5) Governors-elect will join our currently serving Governors on the MAP Board for 2023:

1. Atty. ALEXANDER “Alex” B. CABRERA, Chair Emeritus and ESG Leader, PwC Philippines/ Isla Lipana & Co.
2. Dr. CIELITO “Ciel” F. HABITO, Chair, Brain Trust Inc. (BTI)
3. Dr. DONALD P. LIM, COO, DITO CME Holdings Inc.
4. Dr. CHITO B. SALAZAR, President and CEO, PHINMA Education Holdings Inc

You shall be receiving another circular soon on the new MAP officers for 2023.

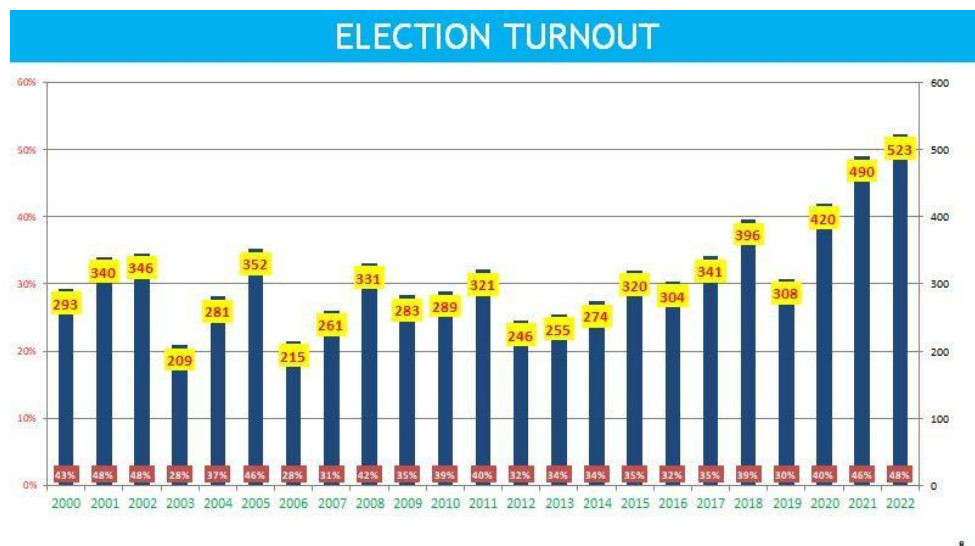
Let us all extend our warm congratulations and best wishes to our MAP Governors for 2023-2024.

Sincerely,

  
MARILOU C. CRISTOBAL  
Chair, MAP NOMELEC



We achieved this year the highest election turnout of 48%. Meaning, 523 members participated in this year's elections.



Thanks to Malou Cristobal and the Nomination and Election Committee.

### MAP Officers for 2023

We are happy to announce our new Board of Governors for 2023 for both the MAP and the MAP Research and Development Foundation:

#### **Board of Governors for 2023**

 <b>President:</b> <b>Atty. BENEDICTA "Dick" DU-BALADAD</b> Founding Partner and CEO Du-Baladad and Associates (BDB Law)	 <b>Governor:</b> <b>Dr. CIELITO "Ciel" F. HABITO</b> Chair Brain Trust, Inc.
 <b>Vice President:</b> <b>Atty. ALEXANDER "Alex" B. CABRERA</b> Chair Emeritus and ESG Leader Isla Lipana & Co. / PwC Philippines	 <b>Governor:</b> <b>Mr. BENJAMIN "Ben" R. PUNONGBAYAN</b> Founder P&A Grant Thornton
 <b>Treasurer:</b> <b>Dr. DONALD L. LIM</b> Chief Operating Officer DITO CME Holdings, Inc	 <b>Governor:</b> <b>Dr. CHITO B. SALAZAR</b> President and COO PHINMA Corporation
 <b>Assistant Treasurer:</b> <b>Ms. MARIA CORAZON "Corrie" D. PURISIMA</b> Treasurer, Head of Markets and Securities Services, and Member of ExCom HSBC Philippines	 <b>Governor:</b> <b>Ms. MARTHA "Marts" MENDOZA SAZON</b> President and CEO Globe Fintech Innovations, Inc. (GCash)
 <b>Secretary:</b> <b>Ms. KAREN V. BATUNGBACAL</b> Senior Advisor to the Board IT & Business Process Association of the Philippines (IBPAP)	

# THANKS

## Thanks to 2022 Board



### 2022 Board of Governors – January 1 to June 30



**President:**

**Mr. ALFREDO "Fred" E. PASCUAL**  
Lead Independent Director  
SM Investments Corporation



**Vice President:**

**Dr. DONALD P. LIM**  
COO  
DITO CME Holdings, Inc.



**Treasurer:**

**Mr. WILSON P. TAN**  
Chair and Country Managing Partner  
SGV & Co.



**Assistant Treasurer:**

**Mr. ROMEO "Romy" L. BERNARDO**  
Managing Director  
Lazaro Bernardo Tiu & Associates



**Secretary:**

**Ms. MARIANNE "Maan" B. HONTIVEROS**  
Managing Director  
CEO Advisors, Inc.



**Assistant Secretary:**

**Atty. ALEXANDER "Alex" B. CABRERA**  
Chair Emeritus and ESG Leader  
Isla Lipana & Co./PwC Philippines



**Governor:**

**Dr. CIELITO "Ciel" F. HABITO**  
Chair  
Brain Trust, Inc.



**Governor:**

**Dr. CHITO B. SALAZAR**  
President and COO  
PHINMA Corporation



**Governor:**

**Sec. ROGELIO "Babes" L. SINGSON**  
President and CEO  
Metro Pacific Water

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### 2022 Board of Governors – July 1 to December 31



**President:**

**Sec. ROGELIO "Babes" L. SINGSON**  
President and CEO  
Metro Pacific Water



**Vice President:**

**Dr. DONALD P. LIM**  
COO  
DITO CME Holdings, Inc.



**Treasurer:**

**Mr. WILSON P. TAN**  
Chair and Country Managing Partner  
SGV & Co.



**Assistant Treasurer:**

**Mr. ROMEO "Romy" L. BERNARDO**  
Managing Director  
Lazaro Bernardo Tiu & Associates



**Secretary:**

**Ms. MARIANNE "Maan" B. HONTIVEROS**  
Managing Director  
CEO Advisors, Inc.



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**Dr. CHITO B. SALAZAR**  
President and COO  
PHINMA Corporation



**Governor:**

**Mr. PETER WALLACE**  
Chair  
Wallace Business Forum

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## Thanks to 2022 Committee Chairs

We would like to extend special appreciation and gratitude to our 2022 Committee Chairs and Vice Chairs who unselfishly devoted time and energy in driving most of MAP's programs and activities.

MAP Committee Governors-in-Charge, Chairs and Vice Chairs for 2022 - as of February 10, 2022					
	Committees	Governors-in-Charge	Chairs	Vice Chairs	Government Agencies Covered
	<b>POLICY REFORM FOR ECONOMIC DYNAMISM</b>				
1	NATIONAL ISSUES	Alfredo E. Pascual	Francisco ED. Lim Aurelio R. Montinola III	Rizalina G. Mantaring	BSP, CHR, COA, COMELEC, DBM, DFA (BI), DILG, DND, DOF, DOJ, PEZA, SC
2	AGRIBUSINESS	Cielito F. Habito	Oscar A. Torralba	Senen C. Bacani Ernesto M. Ordoñez	DA, DAR
3	DIVERSITY AND INCLUSION	Marianne B. Hontiveros	Maria Carolina V. Dominguez	Lynette Ortiz	DOLE
4	EASE OF DOING BUSINESS	Romeo L. Bernardo	Ruy Y. Moreno	Mary Jade T. Roxas-Divinagracia	ARTA, DTI, NEDA
5	ENERGY	Romeo L. Bernardo	Ernesto B. Pantangco	Ruth Y. Owen Sebastian C. Quiniones Jr.	DOE
6	HEALTH	Donald Patrick Lim	Junie S. del Mundo	Alma Rita R. Jimenez	DOH
7	ICT	Wilson P. Tan	Patrick D. Reidenbach	Helen P. Macasaet Eduardo G. Sumulong	DICT
8	INFRASTRUCTURE (will cover Transportation and Water Security)	Rogelio L. Singson	Eduardo H. Yap	Glicerio V. Sicat (VC for Water Security)	DENR, LLDA, MWSS DOTr, DPWH, MMDA
9	TAX	Alexander B. Cabrera	Benedicta Du-Baladad	Serafin U. Salvador Jr.	BIR, BOC, DOF
10	TRADE, INVESTMENTS AND TOURISM	Cielito F. Habito	Charlie P. Villaseñor	Sheila G. Lobien	DTI, DOT
11	URBAN DEVELOPMENT	Rogelio L. Singson	Felino A. Palafox, Jr.		DENR, LLDA, MWSS DOTr, DPWH, MMDA
	<b>SHARED PROSPERITY AND SUSTAINABILITY</b>				
12	ESG - Environmental, Social and Governance (will cover Corporate Governance, Climate Crisis and Social Justice)	Alexander B. Cabrera	Francisco F. del Rosario, Jr. (Overall Chair) Racquel R. Cagurangan (Co-Chair for E) Rex C. Drilon II (Co-Chair for S) Cesar L. Villanueva (Co-Chair for G)	Agnes A. Gervacio (Co-VC for E) Benito L. Teehankee (Co-VC for S) Imelda Ceniza Tiongson (Co-VC for G)	CCC, DENR, NEDA (PCSD) DSWD, NAPC ARTA, GCG, SEC
	<b>HUMAN DEVELOPMENT AND WELL-BEING</b>				
13	HUMAN AND MANAGEMENT DEVELOPMENT	Meliton B. Salazar, Jr.	Emérico O. de Guzman (Overall Chair) Matthew G.O. Escobido (Co-Chair for Higher Education) Federico M. Macaranas (Co-Chair for Life-Long Learning) Victor L. Magdaraog (Co-Chair for MAP CEO Academy) Ramon B. Segismundo (Co-Chair for Strategic HR Management)	Sister Merceditas O. Ang, SPC (Co-VC for Higher Education) Ramon B. Segismundo (Co-VC for Life-Long Learning) Benito L. Teehankee (Co-VC for MAP CEO Academy) John Philip P. Orbeta (Co-VC for Strategic HR Management)	DepEd, DOST CHED CSC, DOLE, NEDA, TESDA
	<b>INTERNAL PROGRAMS</b>				
14	ARTS & CULTURE *	Marianne B. Hontiveros	Eduardo H. Yap	Evelyn R. Singson	
15	CEO CONFERENCE *	Donald Patrick Lim	Alma Rita R. Jimenez	Junie S. del Mundo	
16	MANAGEMENT MAN OF THE YEAR SEARCH *	Alfredo E. Pascual	Aurelio R. Montinola III	Francisco ED. Lim	
17	MANAGEMENT MAN OF THE YEAR JUDGING **	Alfredo E. Pascual	Edgar O. Chua	Lilia B. de Lima	
18	NEXTGEN	Wilson P. Tan	John Clifford M. Eala	Donna May Lina Deliza G. Ridoloso	
19	SPORTS, FELLOWSHIP AND WELLNESS	Marianne B. Hontiveros	Rafael R. Perez de Tagle, Jr.	Eusebio V. Tan	
	<b>MAP GOVERNANCE</b>				
20	COMMUNICATIONS	Marianne B. Hontiveros	Gil G. Chua Susan L. Dimacali		
21	MEMBERSHIP	Alfredo E. Pascual	Aurelio R. Montinola III	Francisco ED. Lim	
22	NOMINATION AND ELECTION *	Alfredo E. Pascual	Marilou C. Cristobal	Medel T. Nera	
<b>MAP POLICIES CONCERNING MAP COMMITTEES</b>					
1	* Membership in these committees is "by-invitation-only".				
2	** The MANAGEMENT MAN OF THE YEAR JUDGING COMMITTEE will continue to be composed of past presidents and past awardees in accordance with the MAP by-laws.				
3	In 2008, the MAP Board of Governors limited the tenure of Committee Chairs and Vice Chairs to a maximum of three years to give everyone an opportunity to chair a committee and to inject new perspectives. MAP now has the following policy on the term of MAP Officers and Committee Chairs/Vice Chairs:  President 1 year Governor 2 years Committee Chairs/ Vice Chairs 3 years				
4	Also in 2008, the MAP Board agreed that the MAP President should serve as National Issues Committee (NIC) Chair immediately after his/her term, and the MAP President of the preceding year will serve as NIC Vice Chair. In 2017, the same policy was adopted for the MAP Membership Committee and the MMY Search Committee.				



### ***Request for all Members***

We would like to request all MAP members to continue supporting the incoming Board in pursuing MAP's mission of promoting management excellence.

### ***Final Thank You***

MAP President Rogelio L. Singson would like to thank the membership for the opportunity to steer the MAP as its 74th President.



Maraming salamat at Mabuhay ang MAP!



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

June 29, 2022

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

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

### 1. EDUCATION CRISIS

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

#### 1.1 Education Commission

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

#### 1.2 Face-to-Face Classes

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

#### 1.3 Connectivity and Teacher Upskilling

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

#### 1.4 Cooperation among Academic Institutions

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

#### 1.5 Industry Participation in K-12 Senior Tracks

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

## 2. QUALITY HEALTH CARE

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

### 2.1 Upgrade the Public Health System

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

### 2.2 Curbing Malnutrition as a Public Health Priority

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

### 2.3 Institutional Reform

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

## 3. AGRICULTURE AND AGRIBUSINESS SECTOR

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

### 3.1 Farm Consolidation

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

### 3.2 Strengthen Food Systems for Food Security

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

### 3.3 Bureaucratic Reform

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



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

### **3.4 Productivity of Indigenous Community Land**

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

### **3.5 Shared Facilities**

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

## **4. TRADE AND INDUSTRY POLICY**

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

### **4.1 Trade Agreements**

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

### **4.2 Export Thrust**

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

### **4.3 Industry Roadmaps**

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

### **4.4 Inclusive Value Chains**

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

#### 4.5 Recognition for Excellence and Competitiveness of Philippine-based firms

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

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

### 5. INFRASTRUCTURE ADEQUACY

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

#### 5.1 Energy Development

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

#### 5.2 Digital Transformation

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

### 5.3 Water Adequacy and Security

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

### 5.4 Attractive PPP Policy Environment

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

## 6. LABOR MARKET AND EMPLOYMENT POLICIES

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

### 6.1 Labor Flexibility

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

### 6.2 Pension Portability

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

### 6.3 Revised Apprenticeship Law

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

## 7. FISCAL AND FINANCIAL POLICIES

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

### 7.1 Fiscal Consolidation

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



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

## 7.2 **Improved Tax Administration**

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

## 7.3 **Adequate Small Farm and Small Business Finance**

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

# 8. **JUSTICE AND THE RULE OF LAW**

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

## 8.1 **Government Transparency**

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

## 8.2 **Zero Tolerance for Corruption**

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

## 8.3 **Faith in Institutions**

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



### BUSINESS AND CIVIC GROUPS LAUD THE EDSA GREENING PROJECT OF MERALCO

The Green EDSA Movement (GEM), together with its undersigned supporting convenor-organizations, hails the One MERALCO Foundation, the corporate social responsibility arm of Manila Electric Company (MERALCO), for answering the call of the Green EDSA Movement to transform EDSA into a people-friendly green thoroughfare to create a better environment,

This climate change mitigation project includes intensive planting of trees, installation of energy-saving higher efficiency LED street lights, electrification of MERALCO's vehicle fleet across its sector offices and business centers and providing green transport options for its institutional customers and riding public through its subsidiary eSakay.

This MERALCO greening project will help realize the vision of Manileños for an iconic tree-lined EDSA, aligned with the green initiatives of progressively managed cities abroad: a calmer, shaded landscaped sidewalks conducive for pedestrians to walk, promenade and even bike. This greener EDSA will foster active people mobility, develop a vibrant and dynamic streetside atmosphere conducive for commerce, recreational activities and social interaction amidst a gentler, greener and cleaner social milieu.

MERALCO's shift to electric vehicles will support and promote the country's transition to non-polluting green vehicles. Trees and vegetation along the 24-kilometer-long EDSA will not only soften the cityscape, it will also absorb harmful carbon dioxide from vehicle exhaust emissions and reduce greenhouse gasses to mitigate the effects of climate change, while creating a healthier atmosphere for the people especially in time of pandemics.

This greening project is consistent with GEM's Manifesto that is supported by the largest business, civic and green groups in our country, as well as bolster MERALCO's sustainability agenda anchored on promoting the well-being of

communities, creating better lives for stakeholders, and powering the good life for all, particularly in the face of the continuing threat of pandemics. MERALCO has taken the initiative to start the greening of one of our major thoroughfares, we hope that all environment-conscious business organizations can do the same.

**T**ransforming EDSA requires a holistic plan with public and private participation. Hopefully, the government will do its part to realize this aspiration shared by most people for iconic clean, green and efficient traffic thoroughfares.

Issued in Manila this 6th day of January 2022 by:

**Green EDSA Movement**

Supported by business organizations, corporations, civic and non-government organizations, including among many others the following in alphabetical order:

1. Bankers Association of the Philippines (BAP)
2. Employers Confederation of the Philippines (ECOP)
3. Federation of Filipino Chinese Chambers of Commerce & Industry, Inc. (FFCCCII)
4. Financial Executives Institute of the Philippines (FINEX)
5. GoNegosyo
6. Guild of Real Estate Entrepreneurs and Professionals (GREENPRO)
7. Makati Business Club (MBC)
8. Management Association of the Philippines (MAP)
9. Move as One Coalition
10. Philippine Chamber of Commerce of Industry (PCCI)
11. Philippine Exporters Confederation (PhilExport)
12. Philippine Retailers Association (PRA)
13. Subdivision and Housing Developers Association (SHDA)
14. Women's Business Council Philippines (WomenBizPh)

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MAP Statement regarding the sharp increase in COVID-19 cases

January 10, 2022

The exponential increase in COVID-19 cases is unfortunate. Should mobility restrictions increase once more, it will set back our country's economic recovery, and cause undue hardship for the business sector and the workers who could lose their jobs.

We note that despite the large number of cases, we have not reached the threshold for moving to higher alert levels, particularly healthcare utilization.

Further, in general, businesses have become accustomed to the precautions required for safe operation in a pandemic; and perhaps, it is time for us to learn to live with the virus as what other countries are doing.

To assist this, the government should ensure that the vaccination campaign continues at a rapid pace and continue to build up our healthcare capacity.

All of us should also do our part by adhering strictly to health protocols.

ALFREDO "Fred" E. PASCUAL  
MAP President



19 January 2022

The Honorable Chairman and Commissioners  
Commission on Elections (COMELEC) Manila

Dear Honorable Commissioners:

On behalf of our respective members representing various business and citizens' sectors, we wish to express certain concerns pertaining to the forthcoming national and local elections, particularly in light of the continuing health crisis brought about by the COVID-19 pandemic and the imperatives of implementing a credible and orderly process in order to have clean and honest elections.

Four months before the holding of the elections on May 9, 2022, various areas of country are still on heightened alert and classified as being at high risk in view of the record-high number of coronavirus infections. We are concerned that the massive wave and surge of Covid-19 infections in the three most populous regions of the country could eventually spread throughout the country, if such are not contained effectively through a combination of stricter quarantine and enforcement of health protocols.

Considering the above, there is a huge cloud of uncertainty over the likely health scenario during the period immediately preceding Election Day. No national election in recent memory has been held during a national health emergency.

While the plebiscite held in Palawan in March 2021 was held under pandemic conditions, and by all accounts, was conducted in an orderly manner, the national elections, because of its sheer scale, necessarily requires a more comprehensive preparation. The mock elections conducted by this Honorable Commission in several

pilot sites nationwide last December 29, 2021 were also held in an orderly manner, but these happened before the sudden and swift upsurge that has escalated health risk levels.

In view of the foregoing, we undersigned business and citizens' groups earnestly request for a dialogue with this Honorable Commission, mainly to discuss with you the contingency measures for holding elections under more severe conditions. In general, we would like to know (a) the contingency measures that will be implemented for the holding of the national and local elections under extreme health emergency conditions similar to the current situation in NCR-Plus will be introduced; and (b) the provision of vital processes to ensure fair and honest elections.

In particular, we would like to know the following:

1. Will there be special voting arrangements, such as extending voting hours, considering that the voting may take more time because of the observance of health protocols, such as the observance of social distancing and limitation of number of people inside the polling areas?
2. Is there a possibility of holding the elections beyond one day?
3. Will there be special arrangements for some nine million senior citizens (who are at heightened risk) comprising about 14 percent of all voters?

Another vital concern that has been raised in the past is the delivery of election equipment and supplies to the polling centers which, according to this Honorable Commission, will be witnessed and monitored closely by stakeholders of the logistics process. We trust that, as in the printing of ballots and all other salient election processes, this Honorable Commission shall ensure that adequate safeguards and provisions for verification in the spirit of transparency and public accountability are put in place.

We understand that the complexity of the health situation in light of the ongoing COVID-19 health crisis, as well as the impact of the success of this political exercise on the economic and business stability of our country, has given this Honorable Commission the gargantuan task of ensuring not only a clean and honest elections, but also an efficient one. In this regard, we would like to assist and support this Honorable Commission, in whatever way we can, to achieve these objectives.

We believe that this Honorable Commission's continued transparency on arrangements and engagement with pollwatch groups in addressing election-related contingencies and risks will reinforce public confidence in the integrity of our elections.

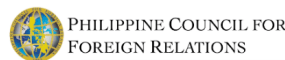


In view of the above, please let us know of the convenient time and date during which we can meet with you and your colleagues to discuss the foregoing. Considering that time is of the essence, we would request that we can have this meeting with you before the campaign period begins.

Thank you so much for your kind attention.

Very truly yours,

ACI PHILIPPINES  
CEBU BUSINESS CLUB (CBC)  
CEBU LEADS FOUNDATION (CLF)  
CHAMBER OF THRIFT BANKS  
CIBI FOUNDATION, INC.  
FEDERATION OF INDIAN CHAMBERS OF COMMERCE INC.  
FINANCIAL EXECUTIVES INSTITUTE OF THE PHILIPPINES (FINEX)  
FINEX CEBU  
FINTECH ALLIANCE PH  
GUILD OF REAL ESTATE ENTREPRENEURS AND PROFESSIONALS, INC. (GREENPRO)  
INSTITUTE FOR SOLIDARITY IN ASIA, INC. (ISA)  
INSTITUTE OF INTERNAL AUDITORS PHILIPPINES  
INTEGRITY INITIATIVE, INC.  
INTELLECTUAL PROPERTY ASSOCIATION OF THE PHILIPPINES (IPAP)  
JUDICIAL REFORM INITIATIVE  
MAKATI BUSINESS CLUB (MBC)  
MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP)  
MONEY MARKET ASSOCIATION OF THE PHILIPPINES (MART)  
MOVEMENT FOR RESTORATION OF PEACE AND ORDER (MRPO)  
PHILIPPINE FINANCE ASSOCIATION  
PHILIPPINE FRANCHISE ASSOCIATION (PFA)  
SHAREHOLDERS' ASSOCIATION OF THE PHILIPPINES (SHAREPHIL)  
TAX MANAGEMENT ASSOCIATION OF THE PHILIPPINES (TMAP)



## **JOINT STATEMENT ON THE RATIFICATION OF THE REGIONAL COMPREHENSIVE ECONOMIC PARTNERSHIP (RCEP) AGREEMENT**

January 21, 2022

We urge the Senate to ratify Philippine membership in the Regional Comprehensive Economic Partnership (RCEP), the largest economic bloc in the world's history. Its 15 member economies, consisting of the ten ASEAN members plus Australia, New Zealand, China, Japan and South Korea, together account for 30 percent of the world's population and of global GDP. As such, it is a huge market that Filipino producers would gain preferential access to via membership in RCEP.

RCEP already entered into force on January 1, 2022, having been ratified earlier by 10 signatories, while South Korea comes in as the 11th on February 1, after the prescribed 60 days from its ratification last December 2. The other remaining countries, Indonesia, Malaysia and Myanmar, are reportedly poised to ratify the agreement shortly.

Like any free trade agreement, RCEP provides wide economic opportunities for our country, along with certain threats to uncompetitive industries, and individual producers and their workers. And like in the other free trade agreements the country has joined (of which our country has the least, compared to Indonesia, Malaysia, Thailand and Vietnam), the overall economic gains in terms of net job creation, economic growth and price stabilization will well outweigh the costs. Government has the responsibility to assist those adversely affected meaningfully and effectively, to allow them to achieve competitiveness or adjust to alternative products or livelihoods.

RCEP will help MSMEs expand market access, especially with more liberal rules of origin on traded products to qualify for trade concessions. It will also provide broader and cheaper alternative sources for inputs and reduce costs of doing business through improved trade facilitation, especially customs and trade clearance procedures.

Exclusion from RCEP would be immensely costly to our economy and our people. We can anticipate a significant decline in our exports to RCEP countries, which now account for nearly two-thirds (64 percent) of our total exports, as trade with us will logically be diverted to fellow members. It would also make us even more unattractive to job-creating investments than we already are, as these would best locate in RCEP member countries to take advantage of free access to its vast market. For the same reason, our membership could attract more foreign investments into the country from firms wishing to produce and sell to the large RCEP market.

RCEP skeptics should find comfort in the fact that little will immediately change in the country's trade relations, since RCEP only reaffirms existing trade concessions we already have with all RCEP members via the ASEAN Trade in Goods Agreement (ATIGA) among ASEAN members and the ASEAN-Plus Free Trade Agreements with the rest. Tariff elimination will take up to 20 years, giving ample time for us to shape up and achieve the competitiveness that will allow our producers to take full advantage of the vast market opportunities RCEP offers. Even so, our negotiators had excluded from tariff liberalization "sensitive" farm products including swine and poultry meat, potatoes, onions, garlic, cabbages, sugar, carrots and rice, along with manufactured products like cement and certain steel products.

We see our membership in RCEP as an important challenge to our government to step up genuine and meaningful support for Filipino producers, especially in the agriculture sector, which is the backbone of the Philippine economy. We, therefore, urge the government to provide a substantial increase in the agriculture budget commensurate to that provided in our comparable ASEAN neighbors, as we urge our Senators to ratify the RCEP Agreement without delay.

**FINANCIAL EXECUTIVES INSTITUTE OF THE PHILIPPINES (FINEX)  
MAKATI BUSINESS CLUB (MBC)  
MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP)  
PHILIPPINE COUNCIL FOR FOREIGN RELATIONS (PCFR)**



January 24, 2022

### **Business Groups Call for Congress to Ratify Public Service Act amendments before February 5**

Philippine business groups and foreign chambers continue to strongly encourage Congress to ratify the bill amending the 1936 Public Services Act before beginning its campaign recess on February 5. The Senate approved the prioritized measure on 3<sup>rd</sup> reading on December 15, following House approval in March 2020.

The PSA reform is one of the most important for the Philippine economy in many decades and is essential to restoring and eventually exceeding pre-pandemic rates of economic growth. By encouraging large new capital inflows from abroad into critical infrastructure, the reforms will support and enable faster modernization of a range of vital infrastructure, including telecommunication/broadband and air, ground, and marine transportation services. One estimate made in the Congress is that enactment of the House measure will result in over US\$300 billion in new FDI over the next five years, while adding nearly a half percent to the country's annual GDP growth.

Eventually, consumers will enjoy the benefits of increased competition from more choices of service providers with better technology, pricing, and customer service.

The PSA amendments - along with the enacted Retail Trade Law amendments - should result in a considerable improvement in the ranking of the Philippines by the Organization of Economic Cooperation and Development (OECD) for foreign investment restrictiveness, currently ranked as third most restrictive of 83 countries. This will improve the reputation of the Philippines as an economy that welcomes foreign investment, and annual FDI inflow levels should increase to levels well above Malaysia and Thailand and may even begin to approach Vietnam.



The business groups encourage the bicameral committee to adopt the most liberal provisions between the two versions. In particular, they strongly recommend:

1. Airports and seaports: Operations and maintenance concessions should be allowed for fully foreign-owned companies. The world's best airport and seaport operators could bring world-class standards and technology to serve the Philippine public who travel by air and sea.
2. Tollways/expressways: These vital logistic arteries should be liberalized for foreign investment in the same way as railways and subways. The Senate version classifies tollways as a public utility but not railroad and subways. This is illogical. Indonesia is seeking foreign investors for its 2,818-kilometer Trans-Sumatra Toll Road with 24 segments costing US\$34 billion. The Philippines could do the same.
3. Air carriers – It is essential to lift the foreign ownership restriction to allow an option for our existing air carriers to access foreign capital in case they need it to help them recover from the pandemic and improve or expand their operations. Lifting the restrictions will also lay down an enabling environment for more players, thereby increasing competition in the industry and reducing the cost and improving the quality of air travel for the public, and making our air carriers competitive with international air carriers.
4. Telecommunications must be excluded from the definition of public utility. Likewise, the exclusion of passive infrastructure and value-added services from the definition of “telecommunications” to avoid erecting a new and substantial barrier to the entry of competition in the market for internet services which would stifle the growth of community internet.
5. Public Utility Vehicles (PUVs) should also be excluded from the definition of “public utilities.” In no way are they natural monopolies. This reform will be advantageous to the Philippine economy as it will increase competition in vital domestic land transportation services and result in increased foreign investment helping to modernize the industry. Filipino workers in land transportation businesses would not be displaced as they will remain as drivers and mechanics that service PUVs. Moreover, this reform should allow international carriers to undertake their first and last mile of delivery services to pick up and deliver to customers in the Philippines, as they do in most of the world. Allowing this will encourage these global firms to invest more in international gateways, as they have at Clark, and increase the role of the Philippines as a regional air cargo hub, which in turn will attract new export manufacturing firms to locate in the country. Overall, this reform can result in improvement in the quality and cost of logistics in the country, thereby increasing our economic competitiveness.

6. The reciprocity provision should not prevent important foreign investment from coming to the Philippines, as could the Senate bill provision. When the Philippine economy needs more foreign capital, the law should not require that a Filipino firm be allowed the same in the country of the investor. The reciprocity provision should not be a barrier to needed investment.

Finally, the justified concerns of policy-makers in government for national security should be satisfied by the language in the Senate bill, which restricts state-owned enterprises (SOEs) from owning public services and creates a process for all foreign investments in public services to be reviewed and approved by the president.

This statement is supported by the following organizations:

American Chamber of Commerce of the Philippines  
Australian-New Zealand Commerce of the Philippines  
British Chamber of Commerce of the Philippines  
Canadian Chamber of Commerce of the Philippines  
Dutch Chamber of Commerce in the Philippines  
European Chamber of Commerce of the Philippines  
French Chamber of Commerce and Industry in the Philippines  
Financial Executives Institute of the Philippines  
German-Philippine Chamber of Commerce and Industry  
Japanese Chamber of Commerce & Industry of the Philippines  
Korean Chamber of Commerce of the Philippines  
Management Association of the Philippines  
Makati Business Club  
Nordic Chamber of Commerce of the Philippines  
Philippine Association of Multinational Companies Regional Headquarters, Inc.  
Philippine Cable and Telecommunications Association  
Philippine-Swiss Business Council  
Semiconductor and Electronics Industries in the Philippines Foundation  
Spanish Chamber of Commerce in the Philippines (La Cámara)  
US-ASEAN Business Council  
U.S. Chamber of Commerce  
Women's Business Council Philippines

## **MAP Statement in Support of the Government's ITX Program**

February 14, 2022

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

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

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

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

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

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

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





# Academe and Civil Society Coalition for Voters Empowerment

## *Unity Statement of the Academe and Civil Society Coalition for Voters Empowerment*

On 9 May 2022, over 65 million voters will decide who shall lead the country out of the COVID-19 pandemic-induced crisis and into sustained growth.

It is therefore crucial that this choice be an informed one – that it be based on issues, platforms, and programs, rather than just on personalities and narrow interests. The need for voters to be informed, educated, and enlightened is more critical than ever.

### **Academe and Civil Society United**

We, the undersigned leaders of our Colleges and Universities, have banded together to form this Coalition, along with the undersigned leaders of people's organizations, business associations, and media outfits, hereby pledge to take on this challenge.

### **Issues-based Public Forums and Debates**

Thus, the Coalition, with the invaluable support of its partners, will hold a series of forums, culminating in a debate, to identify and thresh out the issues that affect the Filipino people, as well as elicit from the Presidential candidates what their positions are on these issues, and how they plan to address them.

In this, we stand in solidarity with the Filipino people as we strive to make the best decision possible for the nation's future.



Statement from  
MAP President  
Alfredo “Fred” E. Pascual  
on Alert Level 1

February 28, 2022

“The transition to Alert Level 1 is a welcome development, as it gives our economic recovery a significant boost. The removal of restrictions on the movement of people would assist enterprises in returning to pre-pandemic production and sales operations, particularly those where working from home is not possible or practical. With no more capacity constraints, service businesses, such as restaurants and retail shops, would regain lost patronage.

Of course, the required minimum health and safety protocols (vaccination, ventilation, social distancing, etc.) must be followed. Coordination with relevant sectors, such as transportation, is needed to avoid bottlenecks in mobility.

Allowing people to return to their offices and workplaces will benefit more than just the economy. It will also address mental health issues caused by prolonged isolation and a lack of regular face-to-face interactions. Alert Level 1 also indicates that we are prepared to live with the virus by treating it as endemic.

We note that the guidelines allow businesses to choose the best work arrangement for them, whether working from home, on-site, or a hybrid of the two. We must recognize the undeniable benefits of a hybrid setup in terms of cost savings, reduced need for home-office travel, and improved quality of life for people, such as working mothers. We believe that the hybrid work model is one of the pandemic’s positive lessons.

We hope that schools will follow suit and return to full face-to-face learning as our children’s education has suffered greatly as a result of the pandemic.”



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Website: map.org.ph*

## MAP Statement on the Foreign Investments Act Amendment

March 4, 2022

In the Management Association of the Philippines (MAP), we welcome the Law's approval to amend the Foreign Investments Act (FIA). The FIA amendment had long been our advocacy.

The amended FIA brings the Philippines more in line with being investment-friendly like other developing countries in our region. It should make the country more attractive to foreign direct investments (FDIs) that will help strengthen and diversify the Philippine economy as we recover from the pandemic.

Specifically, the amendment will raise national competitiveness, create more jobs, broaden the manufacturing base, provide higher value-added products from agriculture and natural resources, and benefit local consumers with better products and services.

The Philippines has been lagging behind with its ASEAN neighbors in accumulated FDIs. Catching up is a must through more policies that ease entry and encourage job-creating FDIs. The FIA amendment signals the government's commitment to pursue and welcome more foreign participation in the Philippine economy.

ALFREDO "Fred" E. PASCUAL  
MAP President



**AN APPEAL FROM MULTI-SECTORAL INDUSTRIES ENCOURAGING  
EMPLOYEES TO RETURN TO THE WORK PLACE  
(March 21, 2022)**

We, a multi-sectoral group from various industries, welcome the return to the workplace of major segments of the Philippine economy as a significant step towards the country's journey to post-pandemic normalcy.

Two years of the COVID 19 pandemic have drastically curtailed economic activity in our country's business districts and other commercial centers leading to a -9.6% of GDP contraction in 2020. Consequently, the revival of business activity in general, and key economic centers in particular, are now viewed as a key milestone towards recovery. This position is shared by government and the private sector, especially the micro, small and medium enterprise segment (MSME) which has retained only a fraction of the 5.38 million jobs nationwide it generated in 2019. All the aforementioned have asked their employees to return to their places of work.

We are pleased and relieved that with the vaccination rate in Metro Manila now at 70.4% and nationwide at 57.1% and with new COVID cases at a very low 598 cases nationwide as of March 17, we now enjoy our Current Alert Level 1. This allows free interzonal and intrazonal travel regardless of age and comorbidities. Moreover, all establishments may now operate on site at full capacity provided they comply with minimum public health standards.

We now look forward to heightened business activity which will benefit the entire nation and spur its return to economic wellness. The path to recovery, we aver, begins with the presence in the business and commercial centers of our country's workers.

Following the boost in vaccination rates in November last year, we saw the increase of mall foot traffic to as high as 63% of its pre-Covid figure and fast food traffic count at 78% of its

2019 numbers. MRT ridership today is at 243,845 or 69% of its 2019 figure over the same period. Economic momentum has been established and we are now within easier reach of the prosperity we all enjoyed in 2019. We encourage the public to now venture out of their homes while still maintaining safety protocols.

As employees return to the business centers, it is also hoped that confidence nationwide will improve and help restore industries displaced by the pandemic. At least 1.1 million tourism workers were adversely affected by the pandemic.

Other studies estimate that the year 2020 alone, our first pandemic year, negatively impacted 423,075 construction workers or 10% of the figure employed in 2019; 464,841 accommodation and food service employees or 24% of those employed in 2019; 492,067 transportation and storage workers or 14% of those employed in 2019.

We note that Typhoon Odette last December showed many firms that WFH arrangements are not for all and were meant to be temporary. Without the backup systems in the work place needed for uninterrupted operations, many companies in Cebu and along the path of Typhoon Odette reported significant losses due to power and water outages.

Fully occupied business districts and commercial centers indeed represent a welcome and collective milestone for the country. ###

Signed by:

Name	Designation	Organization
Bobby Dy	President and CEO	Ayala Land Inc.
Henry Lim Bon Liong	President	Federation of Filipino-Chinese Chambers of Commerce and Industry Inc. (FFCCCII)
Mike Guarin	President	Financial Executives Institute of the Philippines (FINEX)
Joey Concepcion	- Presidential Adviser for Entrepreneurship - Founder of Go Negosyo	Go Negosyo
Fred Pascual	President	MAP
Kevin Tan	Chief Strategy Officer	Megaworld
Engr. Will Decena	President	Philippine Constructors Association, Inc. (PHILCONSTRUCT)
Atty. Paul A. Santos	Chairman	Philippine Retailers Association
George Barcelon	President	Philippine Chamber of Commerce
Eric Teng	President	Resto PH
Frederick D. Go	Chief Executive Officer	Robinsons Land Corporation
Jeffrey Lim	President	SM Prime





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Website: map.org.ph*

## **MAP Statement on the New Law which Amended the Public Service Act**

March 22, 2022

We in the Management Association of the Philippines (MAP) applaud the President's signing into law yesterday the bill amending the 85-year old Public Service Act (PSA). MAP has strongly supported the passage of the PSA amendments during the past year in collaboration with other private sector groups.

Along with the recently amended Retail Trade Liberalization Act (RTLA) and the Foreign Investment Act (FIA), the amended PSA provides a legal framework to encourage the inflow of more foreign investments into the country. The entry of foreign investors will foster strong competition that will benefit the consumers, create more jobs, expand our economy, and boost our recovery from the disruptions caused by COVID-19.

A more open Philippine economy will enable us to catch up with our more progressive neighbors in ASEAN.

**ALFREDO "Fred" E. PASCUAL**  
MAP President

March 22, 2022

Comments on the government's plan to make safety seal certification a requirement for securing or renewing business license/permit:

In general, we see this proposed safety seal certification requirement as another regulatory burden on businesses – disproportionately heavy on the small enterprises which are thinly capitalized and do not usually have the extra hands to take care of the regulatory processes for compliance. To encourage enterprises' setting up and operation, we must ensure the ease of doing business. An added layer of regulation runs counter to this imperative, especially if there is an alternative approach to achieving the desired health protection level for the consuming public.

The safety seal certification is a one-time annual action by the concerned LGU, just like the initial application for or renewal of a business license. To ensure compliance throughout the year, monitoring is required. Would the LGU have the personnel with the necessary number and qualifications to conduct a regular inspection? Assuming the required personnel can be mobilized, how much will it cost the LGU? The safety seal certification and inspection will likely not be a permanent function. Can qualified people be recruited as casuals?

With regulation, any discretion that the regulator or inspector can exercise to suspend the operation of an establishment for noncompliance is a potential occasion for corruption.

An alternative to regulation is the discipline of the market. Suppose the minimum health standards are well disseminated to and accepted by the target enterprises and their customers. In that case, it will be the latter who will demand compliance on the former. The cost of noncompliance by the enterprises will be the loss of patronage by the customers. There is no need for regulation to achieve compliance with such a penalty. In one city executive order on safety seal certification, there is a provision that says, "a business that is, in fact, compliant with minimum standards may operate even if it has not yet obtained its Safety Seal." It appears that a business may indeed be expected to comply even if it has no safety seal.

Alfredo E. Pascual  
President  
Management Association of the Philippines



March 25, 2022

The Honorable Chairman and Commissioners  
Commission on Elections (COMELEC) Manila

Dear Honorable Commissioners:

We thank you for your recent assurance that maximum transparency will be followed in the entire election process. We appreciate that the COMELEC has set up the livestreaming of the ballot printing, in addition to observation areas for various stakeholders for certain key activities.

To support you further, and consistent with the message of the business community in our letter to the COMELEC last January 19, 2022 (enclosed, signed by 23 business and advocacy groups), we would like to partner with the COMELEC by offering to help educate the public on the entire process. With your permission, we will be pleased to work with you and other NGOs to help disseminate non-partisan, short and simple instructional videos and/or other materials, that can help poll watchers and voters alike on the activities involved until the final election tally. At the same time, we have been working with PPCRV and others in recruiting poll watchers who will assist in ensuring the smooth flow and outcome of this vital exercise.

We look forward to collaborating further with you on this matter, and we will appreciate if you could designate an office or a person we can work with, in helping enlighten better the general public and our voters, especially first-time voters.

We also respectfully reiterate our request in the said letter and at the dialogue with the COMELEC last February 7, to consider revisiting the election contingency plans in case of heightened/ emergency alert levels, similar to what many organizations are doing in these volatile times.



Thank you and with fervent wishes for our country,

ACI PHILIPPINES  
ASSOCIATION OF CERTIFIED PUBLIC ACCOUNTANTS IN PUBLIC PRACTICE  
CEBU BUSINESS CLUB (CBC)  
CEBU LEADS FOUNDATION (CLF)  
CIBI FOUNDATION, INC.  
FEDERATION OF INDIAN CHAMBERS OF COMMERCE INC. (FICCI)  
FINANCIAL EXECUTIVES INSTITUTE OF THE PHILIPPINES (FINEX)  
FINTECH ALLIANCE PH  
GUILD OF REAL ESTATE ENTREPRENEURS AND PROFESSIONALS, INC. (GREENPRO)  
INSTITUTE OF INTERNAL AUDITORS PHILIPPINES (IIAP)  
INTEGRITY INITIATIVE, INC.  
JUDICIAL REFORM INITIATIVE (JRI)  
MAKATI BUSINESS CLUB (MBC)  
MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP)  
MONEY MARKET ASSOCIATION OF THE PHILIPPINES (MART)  
PHILIPPINE FINANCE ASSOCIATION (PFA)  
SHAREHOLDERS' ASSOCIATION OF THE PHILIPPINES (SHAREPHIL)  
TAX MANAGEMENT ASSOCIATION OF THE PHILIPPINES (TMAP)

## MAP Statement on the Thin Power Reserves Margin

April 21, 2022

The MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP) would like to make the following recommendations to alleviate the projected power shortages, particularly in the next 30 days that may affect the May 9, 2022 elections:

1. Electricity users should adopt Energy Efficiency measures to save energy in their respective households, offices, and businesses. This practice can be done by everybody and reduce the power demand immediately.
2. The distribution utilities and electric cooperatives in major demand areas (greater Metro Manila) should prepare for or initiate their respective Interruptible Load Program (ILP) throughout their franchise areas.
3. The National Grid Corporation of the Philippines (NGCP) should urgently contract additional reserve power and link with power plants that are not yet connected.
4. The Energy Regulatory Commission (ERC) should suspend temporarily the Secondary Price Cap (SPC) at the Wholesale Electricity Spot Market (WESM). The ERC should review the status after two months.
5. The government should treat the protection and sustainability of the country's energy infrastructure as a national security concern and thus increase the priority on longer-term development.

It is imperative to develop an energy transition plan that places the Filipino and the Philippine context at its center, adheres to the key principles of climate equity and energy security, and supports the fulfilment of the country's development goals.

The government and the private sector must craft power generation-specific plans to stimulate the building of new generation capacity and avert possible supply gaps in the next 10 years.

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MAP Response to the Approved Salary Wage Hike

"Given rising prices for basic household necessities, we recognize the need to raise the minimum wage. It should be noted that large, profitable companies already pay more than the minimum wage. The increased minimum wages will put pressure more on small businesses, particularly those still in difficulty recovering from the pandemic. The increased wage burden should not result in business closures and job losses. Similar to the subsidies provided during the peak of the pandemic, the government may need to implement mechanisms to assist struggling small businesses in dealing with the increased personnel costs."



May 18, 2022

HON. VICENTE C. SOTTO III  
Senate President  
Senate of the Philippines  
Pasay City, MM

Dear Senate President Sotto:

We commend the Legislative branch for introducing and moving forward the legislative route to enactment vital measures recommended by the undersigned Philippine business groups and foreign chambers to attract more investment and improve job creation in the Philippine economy.

As we approach the remaining session days of the 18<sup>th</sup> Congress, we are optimistic that even more important reforms and measures can still be accomplished. We thus write your office to strongly encourage ratification by the Senate of the Regional Comprehensive Economic Partnership (RCEP) Agreement as well as to encourage passage of the following:

1. Ease of Paying Taxes bill
2. Open Access in Data Transmission
3. Philippine Creative Industries
4. Promotion of Digital Payments
5. Tax Reform Package 3: Property Valuation and Assessment Reform
6. Tax Reform Package 4: Passive Income and Financial Intermediary Taxation

All of these bills have passed the House and just require counterpart action in the Senate.

We also look forward to the ratification of the reconciled version of the following bills that are currently under the Bicameral Conference Committee:

1. Philippine Transportation Safety Board creation
2. Rural Agricultural and Fisheries Development Financing System Act

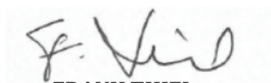
The 18<sup>th</sup> Congress has achieved an impressive record with the enactment of landmark legislation such as the Electric Vehicles and Charging Stations Act, and the amendments to the Foreign Investments Act, Public Service Act, and Retail Trade Liberalization Act. Also, with others, these will surely result in more increases in foreign and domestic



investment in the country in future years. While there are only two weeks of session remaining in the current Congress, the legislation above are achievable reforms that will certainly add to the legacy of the 18<sup>th</sup> Congress.

We look forward to working with you towards the enactment of these bills.

With best regards,



**FRANK THIEL**  
President  
American Chamber of  
Commerce of the Philippines



**DANIEL ALEXANDER**  
President  
Australian-New Zealand Chamber  
of Commerce of the Philippines



**ANTONIO C. MONCUPA, JR.**  
President  
Bankers Association of the  
Philippines



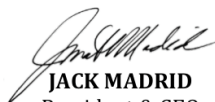
**JULIAN PAYNE**  
President  
Canadian Chamber of  
Commerce of the Philippines



**LARS WITTIG**  
President  
European Chamber of  
Commerce of the Philippines



**MICHAEL ARCATOMY H. GUARIN**  
President  
Financial Executives Institute of  
the Philippines



**JACK MADRID**  
President & CEO  
IT and Business Process  
Association of the Philippines



**SHINICHIRO SHIMADA**  
President  
Japanese Chamber of  
Commerce and Industry of the  
Philippines, Inc.



**HYUN CHONG UM**  
President  
Korean Chamber of Commerce  
of the Philippines, Inc.



**EDGAR O. CHUA**  
Chairman  
Makati Business Club



**ALFREDO E. PASCUAL**  
President  
Management Association  
of the Philippines



**EVELYN NG**  
President  
Philippine Association of  
Multinational Companies  
Regional Headquarters, Inc.



**DANILO C. LACHICA**  
President  
Semiconductor and Electronics  
Industries in the Philippines  
Foundation, Inc.

cc:

Majority Leader Juan Miguel Zubiri  
Minority Leader Franklin Drilon  
Sen. Sonny Angara, Chairperson, Committee on Finance

Sen. Nancy Binay, Chairperson, Committee on Science and Technology  
Sen. Pia Cayetano, Chairperson, Committee on Ways and Means  
Sen. Aquilino Pimentel III, Chairperson, Committee on Trade, Commerce, and  
Entrepreneurship  
Sen. Grace Poe, Chairperson, Committee on Public Services  
Sen. Cynthia Villar, Chairperson, Committee on Agriculture, Food, and Agrarian Reform



May 18, 2022

HON. LORD ALLAN VELASCO  
Speaker  
House of Representatives  
Quezon City, MM

Dear Speaker Velasco:

We commend the Legislative branch for introducing and moving forward the legislative route to enactment vital measures recommended by the undersigned Philippine business groups and foreign chambers to attract more investment and improve job creation in the Philippine economy.

As we approach the remaining session days of the 18<sup>th</sup> Congress, we are optimistic that even more important reforms and measures can still be accomplished. These include:

1. Ease of Paying Taxes bill
2. Open Access in Data Transmission
3. Philippine Creative Industries
4. Promotion of Digital Payments
5. Tax Reform Package 3: Property Valuation and Assessment Reform
6. Tax Reform Package 4: Passive Income and Financial Intermediary Taxation

All of these bills have passed the House and just require action in the Senate. We hope you can join us in encouraging the Senate to approve the counterpart bills pending in their chamber so that these important reforms can still be enacted before the end of the 18<sup>th</sup> Congress.

We also look forward to the ratification of the reconciled version of the following bills that are currently under the Bicameral Conference Committee:

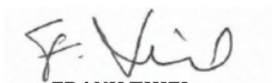
1. Philippine Transportation Safety Board creation
2. Rural Agricultural and Fisheries Development Financing System Act

The 18<sup>th</sup> Congress has achieved an impressive record with the enactment of landmark legislation such as the Electric Vehicles and Charging Stations Act, and the amendments to the Foreign Investments Act, Public Service Act, and Retail Trade Liberalization Act. Also, with others, these will surely result in more increases in foreign and domestic

investment in the country in future years. While there are only two weeks of session remaining in the current Congress, the legislation above are achievable reforms that will certainly add to the legacy of the 18<sup>th</sup> Congress.

We look forward to working with you towards the enactment of these bills.

With best regards,



**FRANK THIEL**  
President  
American Chamber of  
Commerce of the Philippines



**DANIEL ALEXANDER**  
President  
Australian-New Zealand Chamber  
of Commerce of the Philippines



**ANTONIO C. MONCUPA, JR.**  
President  
Bankers Association of the  
Philippines



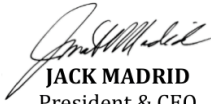
**JULIAN PAYNE**  
President  
Canadian Chamber of  
Commerce of the Philippines



**LARS WITTIG**  
President  
European Chamber of  
Commerce of the Philippines




**MICHAEL ARCATOMY H. GUARIN**  
President  
Financial Executives Institute of  
the Philippines



**JACK MADRID**  
President & CEO  
IT and Business Process  
Association of the Philippines



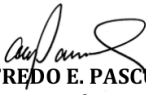
**SHINICHIRO SHIMADA**  
President  
Japanese Chamber of  
Commerce and Industry of the  
Philippines, Inc.



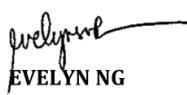
**HYUN CHONG UM**  
President  
Korean Chamber of Commerce  
of the Philippines, Inc.



**EDGAR O. CHUA**  
Chairman  
Makati Business Club



**ALFREDO E. PASCUAL**  
President  
Management Association  
of the Philippines



**EVELYN NG**  
President  
Philippine Association of  
Multinational Companies  
Regional Headquarters, Inc.



**DANILO C. LACHICA**  
President  
Semiconductor and Electronics  
Industries in the Philippines  
Foundation, Inc.

cc:

Majority Leader Martin Romualdez

Rep. Junie Cua, Chairperson, Committee on Banks and Financial Intermediaries



Rep. Christopher De Venecia, Chairperson, Special Committee on Creative Industry and  
Performing Arts  
Rep. Sharon Garin, Chairperson, Committee on Economic Affairs  
Rep. Eric Olivarez, Chairperson, Committee on Government Enterprises and  
Privatization  
Rep. Joey Salceda, Chairperson, Committee on Ways and Means  
Rep. Edgar Mary Sarmiento, Chairperson, Committee on Transportation  
Rep. Victor Yap, Chairperson, Committee on Information and Communications  
Technology



## **REITERATION OF CALL FOR THE RATIFICATION OF PHILIPPINE MEMBERSHIP IN THE REGIONAL COMPREHENSIVE ECONOMIC PARTNERSHIP (RCEP)**

June 1, 2022

The Financial Executives Institute of the Philippines (FINEX), the Makati Business Club (MBC), and the Management Association of the Philippines (MAP) would like to reiterate our call for the Senate to ratify the Philippine membership in the Regional Comprehensive Economic Partnership (RCEP), the largest economic bloc in the world's history.

As we stressed in our earlier Joint Statement dated January 21, 2022, RCEP's 15 member economies, consisting of the ten ASEAN members plus Australia, New Zealand, China, Japan and South Korea, together account for 30 percent of the world's population and of global GDP. As such, it is a huge market that Filipino producers would gain preferential access to via membership in RCEP.

Like any free trade agreement, RCEP provides wide economic opportunities for our country, along with certain threats to uncompetitive industries, and individual producers and their workers. And like in the other free trade agreements the country has joined (of which our country has the least, compared to Indonesia, Malaysia, Thailand and Vietnam), the overall economic gains in terms of net job creation, economic growth and price stabilization will well outweigh the costs. Government has the responsibility to assist those adversely affected meaningfully and effectively, to allow them to achieve competitiveness or adjust to alternative products or livelihoods.

RCEP will help MSMEs expand market access, especially with more liberal rules of origin on traded products to qualify for trade concessions. It will also provide broader and cheaper alternative sources for inputs and reduce costs of doing business through improved trade facilitation, especially customs and trade clearance procedures.

Exclusion from RCEP would be immensely costly to our economy and our people. We can anticipate a significant decline in our exports to RCEP countries, which now account for nearly two-thirds (64 percent) of our total exports, as trade with us will logically be diverted to fellow members. It would also make us even more unattractive to job-creating investments than we already are, as these would best locate in RCEP member countries to take advantage of free access to its vast market. For the same reason, our membership could attract more foreign investments into the country from firms wishing to produce and sell to the large RCEP market.

RCEP skeptics should find comfort in the fact that little will immediately change in the country's trade relations, since RCEP only reaffirms existing trade concessions we already have with all RCEP members via the ASEAN Trade in Goods Agreement (ATIGA) among ASEAN members and the ASEAN-Plus Free Trade Agreements with the rest. Tariff elimination will take up to 20 years, giving ample time for us to shape up and achieve the competitiveness that will allow our producers to take full advantage of the vast market opportunities RCEP offers. Even so, our negotiators had excluded from tariff liberalization "sensitive" farm products including swine and poultry meat, potatoes, onions, garlic, cabbages, sugar, carrots and rice, along with manufactured products like cement and certain steel products.

We see our membership in RCEP as an important challenge to our government to step up genuine and meaningful support for Filipino producers, especially in the agriculture sector, which is the backbone of the Philippine economy. We, therefore, urge the government to provide a substantial increase in the agriculture budget commensurate to that provided in our comparable ASEAN neighbors, as we urge our Senators to ratify the RCEP Agreement without delay.

# JOINT STATEMENT

## SHARED PROSPERITY THROUGH A PEOPLE-CENTERED AGENDA FOR NUTRITION AND EDUCATION

### JULY 13, 2022

We, leaders of business and private sector, share with the Filipino people a vision of prosperity that is equitable and sustainable. We envision a prosperous nation that benefits all.

For decades, our human capital has been neglected. One in every three children aged five and below are stunted. Nine out of ten learners are not able to meet minimum reading skills. Focusing on Nutrition and Education will increase human capital. It will drive economic growth and development, and will allow Filipinos to lead comfortable and productive lives.

Together, we propose the following plan of action to achieve shared prosperity through the prioritization of nutrition and education in our national policies.

For nutrition, we propose:

1. Develop nutrition-specific solutions for at-risk mothers and children in the First 1,000 Days that are accessible and free.
2. Support Public-Private Partnerships for nutrition-centric governance at the provincial, city, and municipal levels to ensure the effective and sustained implementation of the Philippine Plan of Action for Nutrition (PPAN).
3. Strengthen inclusive safety nets for the most vulnerable households through continued access to safe, affordable, and nutritious food, and expansion of economic opportunities for them.
4. Empower farmers with climate-smart resources, technology, and services towards improved yield, efficiency, and resilience.

For education, we propose:

1. Bring all children to quality pre-Kindergarten to Grade 3 education and developmental programs.
2. Improve the quality of instruction and teachers with the target that all learners meet basic skills based on international standards.
3. Use the lens of lifelong learning in workforce development.
4. Fully leverage private education to better complement delivery of services.
5. Strengthen autonomy, coupled with accountability, of school leaders and local governments.

We commit to pursue these strategies both in the public policy sphere and in the programs of our organizations.

We believe that the current and succeeding generations of Filipino children deserve prosperous lives. We can and must deliver.

## **MAP Statement on the Passing of President FIDEL V. RAMOS**

**August 1, 2022**

The Management Association of the Philippines (MAP) condoles with the Ramos Family and joins the country in mourning the passing of His Excellency, former President FIDEL V. RAMOS.

His administration was distinguished by impressive reforms on energy, economic liberalization, infrastructure and social reform, among others, which fuelled an engine for national progress built on his twin themes of people empowerment and global competitiveness.

FVR was an epitome of management excellence for nation-building. His good governance program is unparalleled. He has undoubtedly served the country with the highest standards of professionalism, integrity and transparency. His unifying leadership and passion for CSW (complete staff work) has become and should continue to be the benchmark for national and local governance.

FVR will forever be remembered for his genuine love of country, overwhelming dedication to public service and excellent stewardship of the Philippine economy in the midst of formidable challenges.

We indeed lost a great Filipino leader, statesman, peacemaker and stabilizer.





August 12, 2022

**His Excellency, Ferdinand R. Marcos Jr.,**  
**President, Republic of the Philippines**  
Malacañang Palace, Manila

Dear **President Marcos,**

On March 31, 2022, a few weeks before stepping down from office, the outgoing Administration approved the “2022 Revised Implementing Rules of Republic Act 6957, as amended by Republic Act 7718, otherwise known as the BOT Law” (“2022 BOT IRR” hereafter). The 2022 BOT IRR took effect on April 26, 2022. In the days before its approval, the private sector flagged provisions of the IRR which are arguably anti-market and unfair to the private sector. In particular, the private sector questioned the provisions which absolve the government of any project delays and increased costs. It also questioned why, against generally-accepted international business practices, the government could not be taken to an impartial arbitration forum. In particular, Section 12.22 of the 2022 BOT IRR, or the Resolution of Disputes between the Contracting Parties, provides that “Acts and decisions of Regulators shall not be subject to arbitration.”

The private sector also questioned the wording of the material adverse government action (MAGA) clause. It defines MAGA as “any act of the executive branch, which the Project Proponent had no knowledge of, or could not reasonably be expected to have had knowledge of, prior to the effectivity of the contract; and that occurs after the effectivity of the contract, that 1) specifically discriminates against the project proponent, and 2) has a material adverse effect on the ability of the project proponent to comply with any of its obligations under the contract.” This definition creates higher risks for business from a regulatory and political standpoint.


We respectfully request your good Office, using its power under the Administrative Code of 1987 to

- repeal the previous Administration’s 2022 BOT IRR, restoring the status quo ante, and

- order the concerned agencies to reconvene to update the old IRR, where hopefully risk-sharing between government and private sector can be discussed in an atmosphere of balance and partnership.

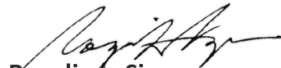
With a national debt of Php 12.8 Trillion as of end of April 2022, the participation of the private sector in infrastructure development is crucial. The private sector is willing to do this role in nation-building, with the potential of pump-priming the economy and employing millions. But leaving the 2022 BOT IRR as it is may lessen private sector interest in infrastructure, make bids less competitive, and ultimately make infrastructure more expensive for citizens.

Respectfully yours,



**Calixto V. Chikiamco**  
President

Foundation for Economic Freedom, Inc., (FEF)



**Rogelio L. Singson**  
President

Management Association of the Philippines (MAP)



**Edgar O. Chua**  
Chairman  
Makati Business Club (MBC)

cc: Sec. Arsenio Balisacan, NEDA  
Sec. Benjamin Diokno, DOF  
Sec. Alfredo Pascual, DTI  
Gov. Felipe Medalla, BSP

## **MAP urges total system upgrade and privatization of EDSA Busway and Bus Service**

August 22, 2022

The Management Association of the Philippines (MAP), in a letter jointly signed by MAP President Rogelio L. Singson and MAP Infrastructure Committee Chair Eduardo H. Yap, has submitted to Department of Transportation (DOTr) Secretary Jaime J. Bautista its recommendation for the DOTr to prioritize the total system upgrade of the EDSA busway and bus service on the “Carousel Line”.

The upgrade will complete the EDSA busway, a work-in-progress, scale up its capacity and raise it to the level of global standards to optimize the system to achieve its full potential as a cost-effective, efficient, high-capacity urban mass public transport system commensurate to the high-commuter density of EDSA, and, as well, to ensure long-term sustainability to ably serve its role as the complementary mass transport to the MRT3.

To improve commuter convenience and comfort, MAP urged the augmentation of vehicles in the EDSA Carousel, MRT3, LRT2, LRT1 and PNR Commuter lines when conditions in their respective stations allow. These lines should have the shortest waiting time (and therefore the shortest queues) for commuters during rush hours.

Among the busway upgrade measures recommended by MAP are: increase the capacity of station platforms to accommodate larger number of commuters and enable simultaneous docking of buses; construct more stations to close the gap between stations and footbridges with concourse dedicated for the busway; expedite the construction of donated busway station footbridges; resolve chokepoints along the carousel line; replicate the busway in other major commuter corridors in the National Capital Region (NCR); provide ease of bus-to-train connectivity; provide bus exchange stations for trunk-to-feeder line transfer; decongest the Ayala stations and McKinley Road by providing an alternate route from Bonifacio Global City to Buendia stations; and introduce modern high-capacity bi-articulated electric commuter busses to optimize the full potential of the busway.

One essential recommendation that deserves special mention is the issuance of an Executive Order by President Marcos, Jr. to enjoin all relevant agencies to comply with the National Transport Plan (NTP) of 2017, particularly to prioritize people mobility through public transportation and active mobility, such as walking and biking, by prioritizing the allocation of road space for such purposes. Currently, busway station platforms and sidewalks are very narrow and grossly inadequate as the space required for them were allocated instead to augment private vehicle lanes pursuant to misguided car-oriented road management policy.

MAP also urged the DOTr to consider the privatization of the EDSA busway and bus service, and urban commuter rail systems, consisting of the MRT3, LRT2 and PNR Commuter lines, under the so-called hybrid mode wherein the government provides the infrastructure and its improvements, while a private concessionaire will operate the service and maintain the facilities under an operate and maintenance (O&M) concession.

MAP has offered to work with the DOTr and other private sector stakeholders in preparing the terms of reference (TOR) for the bidding and award of the concessions to ensure a level playing field for all.

MAP assured Secretary Bautista of its support in assisting the DOTr fulfill its mandate and commitment to provide efficient mass public transportation that is up to global standards.



29 August 2022

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

**Office of the President**

REPUBLIC OF THE PHILIPPINES

Sender's Copy



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Dear **Mr. President**,

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

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

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

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

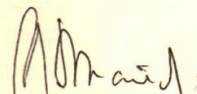
We are a group of business and civil society organizations dedicated to assisting both the Executive and the Judicial branches in achieving a legal system and an open society within which business can confidently operate to create jobs and opportunities for economic development; and which will attract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

.I..

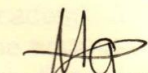


Thank you for hearing us and we wish you great success as you move forward.


Respectfully yours,



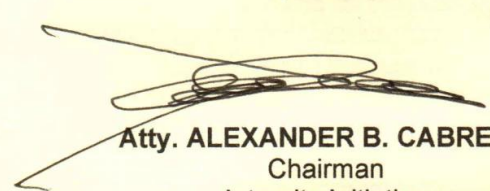
**Atty. PEDRO H. MANIEGO JR.**  
Chairman  
Energy Lawyers Association of the Philippines  
(ELAP)



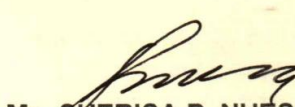
**Mr. MICHAEL ARCATOMY H. GUARIN**  
President  
Financial Executives Institute of the Philippines  
(FINEX)



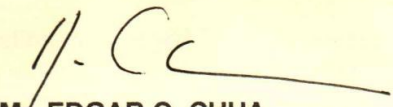
**Mr. FRANCISCO F. DEL ROSARIO, JR.**  
Chairman  
Institute for Solidarity in Asia  
(ISA)



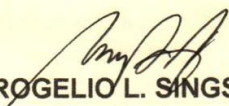
**Atty. ALEXANDER B. CABRERA**  
Chairman  
Integrity Initiative  
(II)



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



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



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



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

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

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

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

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

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

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

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

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



## **MAP welcomes the Appointments of Sec. Lotilla and ERC Chairperson Dimalanta**

*September 15, 2022*

The Management Association of the Philippines (MAP) welcomes, and fully and wholeheartedly supports the appointments of Sec. RAPHAEL PERPETUO LOTILLA as the Energy Secretary and Atty. MONALISA DIMALANTA as Energy Regulatory Commission (ERC) Chairperson.

Atty. Lotilla has had a distinguished career as a public servant for 22 years in various capacities - ranging from a professor of law in UP to Undersecretary for Socioeconomic Planning at NEDA under three Presidents, President of PSALM and then Secretary of Energy. In the International arena, he had served as Regional Programme Director of the Partnerships in Environmental Management for the Seas of East Asia under the United Nations and as Philippine consultant on UNCLOS issues, a key nationally strategic concern.

In the private sector, he has been independent director in several publicly-listed conglomerates with diverse interests in power, banking and financial services, food manufacturing and distribution, real estate and infrastructure. More recently, he served as independent director in a power company, representing the interest of minority shareholders and external stakeholders.

In his long career in public service, it is a matter of record that his performance has been exemplary, and without blemish, marked by objective professionalism, integrity, competence and dedication.

Atty. Dimalanta had an outstanding career in law practice, primarily in the area of energy and power regulation, culminating in her chairing the National Renewal Energy Board, an institution created by law (Renewable Energy Law) from 2019 to 2021. For three months, until her appointment, she was affiliated with a power company, as head of legal and compliance where her role was primarily to ensure that that company is in full conformity with all laws. She has likewise served with utmost distinction in all her work.

Both Sec. Lotilla and Chairperson Dimalanta graduated from UP for their BA and Law degrees, and from the Michigan University for their Masters degrees.

In the less than two months that both Sec. Lotilla and Chairperson Dimalanta have been in office, they have demonstrated clear vision and resolute action.

September 27, 2022

DR. FELIPE MEDALLA  
Governor  
Bangko Sentral ng Pilipinas

Dear Governor Medalla,

Makati Business Club, Management Association of the Philippines, Investment Houses Association of the Philippines would like to thank you again for allowing us to discuss and share insights with you on key banking and economic issues in separate meetings since you took over at BSP.

As you may remember, one of the subjects discussed in at least one of these meetings was promoting borrowing by such measures as improving credit-rating information. We agreed this was critical not just to recovery and job creation but also empowering MSMEs to help take the economy to the next level.

We are grateful that the BSP has taken steps over many years that kept our banks prudent and enabled the system to weather global shocks better than others. We realize there is concern about another global recession.

We are however concerned that recent amendments to the Prudential Framework for Large Exposures Monitoring Threshold (BSP Circular No. 1150) may stymie the healthy borrowing needed for recovery and growth.

We support the position of the Bankers Association of the Philippines on the proposed amendments. From industry's point of view, we would like to raise the following issues for consideration:

**1) "Comply with large exposures monitoring threshold" can be erroneously interpreted**

"Covered banks/QB shall comply with large exposures monitoring threshold of twenty five percent (25%) of Tier 1 capital on a solo or consolidated basis" may be erroneously interpreted by banks and examiners as a mandate to limit or cap large exposures, which is contrary to the objectives of the circular, which aims to improve risk management techniques rather than limit lending. An additional reason for banks to interpret the threshold as a cap is that monitoring requirements aren't clear. Therefore, rather than be questioned on monitoring, they may just cap.

*Recommendation: We recommend explicit wording to state that the 25% threshold is not a cap and that covered banks/QBs are not prohibited from exceeding this threshold. We also recommend additional wording to provide clarity on what "monitor" may mean, such as "Covered banks/QB shall monitor large exposures, defined as 25% of Tier 1 capital on a solo or consolidated basis. Monitoring shall consist of [suggested reporting activities or requirements here]"*

**2) Determining "interconnectedness" of companies by the new criteria will be difficult for banks to perform**



For most of the criteria for interconnectedness, the banks would have to rely on the borrowers for information. For example, what companies are customers who make up 50% of their sales (“a”), are guarantors (“b”), or whose financial difficulty or insolvency would put them at risk (“e” and “f”). Then banks would then have to check whether these are their borrowers as well. Criteria “c” (on counterparty financial difficulty) is vague and Criteria “d” (on counterparty insolvency or default) extremely difficult for banks to determine. Even just working out the processes and procedures may be difficult.

The result may be that a broad swath of businesses -- some of whom have never even contemplated single-borrower limits because they are too small -- could suddenly find it much more difficult to borrow for continuing operations, or for expansion and new job creation. While larger companies have other alternatives, including abroad, we are especially concerned for MSMEs.

From our members big and small, we know that credit is as critical as ever at this time, whether for recovery or to take advantage of new opportunities in a changed economy. We believe this proposed change may freeze credit for some of them, especially those who are grappling with their own debt work-outs.

**Recommendation:** *From the borrower side, we recommend maintaining the current language or considering other language that addresses the BSP’s concerns without making it so difficult for the banks to comply that it may curb healthy borrowing.*

**3) Under the BSP’s recent amendments, debt for infrastructure projects is excluded in calculating large exposure. However, debt of companies that supply the infrastructure projects would remain included under the “interconnected” rule. These may be large and cause the project proponent to reach the large exposure threshold under the “interconnected” rule.**

Under the recent amendments, infrastructure projects for public use” are one of several debts that would be excluded in calculating large exposures. This is beneficial for Public-Private Partnerships, which President Ferdinand Marcos Jr. wants to revitalize. This is especially important given the government’s finances and spending requirements post-pandemic.

However, these projects rely on large engineering companies as well as large suppliers of cement, metal, and other construction materials. These companies have their own debt to finance operations and expansion. Being large companies, these debts may be large. Under the “interconnected” rule, these debts may be counted in calculating a bank’s exposure to the proponent, ironically, even if any debt the proponent incurred for the project is excluded.

**Recommendation:** *We would therefore recommend that when calculating a bank’s exposure to a company engaged in public infrastructure projects, aside from not counting debt incurred by the company for such infrastructure projects, debt that interconnected contractors and suppliers incur specifically for the project (e.g., to finance new equipment or raw materials) also not be counted. [Your choice from 3 options]*

As you know, there are, unfortunately, not many local companies with the capacity to participate in projects of this size and complexity. And as you may know, some of them are already at or near the current exposure limit on a solo basis. We believe the amendments would suddenly



prevent some or many of these companies, including their value chains (as item c above), from participating in the PPPs, making the biddings precarious and the bids less beneficial to the government and public.

Businesses have been excited to participate in PPPs since the President and the economic team started saying they are coming back. This month's revisions to the BOT IRR only heighten that. There is a lot of appetite after six years of PPP drought and bashing. We believe PPPs, especially with many bidders, can supercharge recovery and investor sentiment. We also understand how critical PPPs are, given the government's own post-pandemic fiscal situation.

Thank you for this opportunity to share our perspective. As always we trust in your judgment and welcome any opportunity to discuss or assist with this or any other issue or initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Chua".

EDGAR O. CHUA  
Makati Business Club

A handwritten signature in black ink, appearing to read "Rogelio L. Singson".

ROGELIO L. SINGSON  
Management Association of the Philippines

A handwritten signature in black ink, appearing to read "Robert Charles M. Lehman".

ROBERT CHARLES M. LEHMAN  
Investment House Association of the Philippines

AGRIWATCH  
(BANTAY AGRIKULTURA)  
INC.



GUILD OF REAL ESTATE  
ENTREPRENEURS AND  
PRACTITIONERS, INC.



## **28 PRIVATE GROUPS URGE EDSA BUSWAY SYSTEM PRIVATIZATION TO EASE COMMUTERS' DAILY GRIND**

*October 6, 2022*

We, the undersigned organizations, commend the Marcos Administration's policy on encouraging private sector participation through public-private partnerships or PPP.

We welcome the amendments to the implementing rules and regulations (IRR) of the amended Build Operate Transfer (BOT) Law that are investor friendly and are likely to generate bigger private sector involvement in government infrastructure projects.

One low hanging fruit for PPP is the urgently needed EDSA Busway System that was introduced by the government on June 1, 2020 in response to private sector advocacy.

To expeditiously carry this work-in-progress project forward to its completion in accordance with global standards, as laudably committed by Transportation Secretary Jaime Bautista, we strongly urge and fully support its privatization, conformably with PPP process and under concession terms beneficial to all concerned.

According to the Department of Transportation (DOTr), the Busway System carried an average of 325,000 passengers daily in August 2022, even with only 550 buses committed to its operations, compared to the pre-pandemic level of 3,300 units. It has reduced in half the end-to-end travel time on EDSA --- from Monumento in Caloocan City to the Paranaque Integrated Terminal Exchange (PITX) ---from three hours to one-and-a-half hours. These are truly impressive gains that reflect great opportunity for further improvement.

The EDSA Busway System provides an opportunity for the government to upgrade the country's public transportation system, despite the challenges posed by severe fiscal constraints brought about by the pandemic.

It is high time that the government and the private sector join hands to provide the critical components that are needed to complete the Busway System --- and finally put an end to the daily scenario in which thousands of commuters wait in long queues in overcrowded stations while enduring unnecessary pains and hardships.

The busway with rapid bus service has proven to be the most cost-effective urban mass transit system in the world. It is easy to implement and requires significantly less capital expenditures, while it can provide high efficiency and ridership capacity similar to rail trams with the introduction of the latest technology in commuter transport: high capacity, articulated trackless long bus-trains running on rubber wheels.

Our commuters and our country deserve a Busway System that is at par with comparable systems in other countries. We note that the Jakarta Busway has the longest system in the world and the Guangzhou System is recognized as the gold standard.

We urge the government to immediately implement the privatization of the EDSA Busway System.

1. AGRIWATCH (BANTAY AGRIKULTURA) INC.
2. AMERICAN CHAMBER OF COMMERCE OF THE PHILIPPINES (AMCHAM)
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6. CEBU LEADS FOUNDATION (CLF)
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17. ORGANIZATION OF SOCIALIZED HOUSING DEVELOPERS OF THE PHILIPPINES (OSHDP)
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26. SUBDIVISION AND HOUSING DEVELOPERS ASSOCIATION (SHDA)
27. TAX MANAGEMENT ASSOCIATION OF THE PHILIPPINES (TMAP)
28. WOMEN'S BUSINESS COUNCIL PHILIPPINES (WomenBizPH)



AGRIWATCH  
(BANTAY  
AGRIKULTURA)  
INC.



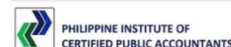
CONNECTED  
WOMEN



FEDERATION OF INDIAN  
CHAMBERS OF COMMERCE  
(PHIL) INC.



GUILD OF REAL ESTATE  
ENTREPRENEURS AND  
PRACTITIONERS, INC.



### **30 PRIVATE GROUPS URGE EDSA BUSWAY SYSTEM PRIVATIZATION TO EASE COMMUTERS' DAILY GRIND**

*October 10, 2022*

We, the undersigned organizations, commend the Marcos Administration's policy on encouraging private sector participation through public-private partnerships or PPP.

We welcome the amendments to the implementing rules and regulations (IRR) of the amended Build Operate Transfer (BOT) Law that are investor friendly and are likely to generate bigger private sector involvement in government infrastructure projects.

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30. WOMEN'S BUSINESS COUNCIL PHILIPPINES (WomenBizPH)



October 10, 2022

Hon. Jesus Crispin Remulla  
Secretary of Justice  
Republic of the Philippines

Dear Sec. Remulla,

In light of yesterday's incident where Sen. Leila de Lima was taken hostage and exposed to serious injury or worse, we respectfully beg the government to take whatever steps needed to consider her petition to be released on bail.

We believe release on bail would be a welcome step, whatever the decision on dropping the cases. We believe it would serve the cause of justice and her safety and would further the government's efforts to unite the country to address a range of social and economic issues.

These efforts may be hurt if Senator De Lima comes to harm while under custody.

To the extent we can be helpful, we offer our assistance in this.

With respect,

A handwritten signature in black ink, appearing to read "Edgar O. Chua".

Edgar O. Chua  
Chairman

A handwritten signature in black ink, appearing to read "Rogelio L. Singson".

Rogelio L. Singson  
President



## 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.

1. ALYANSA AGRIKULTURA (AA)
2. AMERICAN CHAMBER OF COMMERCE OF THE PHILIPPINES (AMCHAM)
3. ANVIL BUSINESS CLUB
4. AUSTRALIAN-NEW ZEALAND CHAMBER OF COMMERCE PHILIPPINES (ANZCHAM)
5. CANADIAN CHAMBER OF COMMERCE OF THE PHILIPPINES (CANCHAM)
6. CEBU BUSINESS CLUB (CBC)
7. CEBU LEADS FOUNDATION (CLF)
8. CONNECTED WOMEN
9. EMPLOYERS CONFEDERATION OF THE PHILIPPINES (ECOP)
10. EUROPEAN CHAMBER OF COMMERCE OF THE PHILIPPINES (ECCP)
11. FEDERATION OF INDIAN CHAMBERS OF COMMERCE (PHIL) INC. (FICCI)
12. FILIPINA CEO CIRCLE (FCC)
13. FINANCIAL EXECUTIVES INSTITUTE OF THE PHILIPPINES (FINEX)
14. FINTECH ALLIANCE PHILIPPINES
15. GREEN EDSA MOVEMENT (GEM)
16. INSTITUTE OF CORPORATE DIRECTORS (ICD)
17. INVESTMENT HOUSE ASSOCIATION OF THE PHILIPPINES (IHAP)
18. IT & BUSINESS PROCESS ASSOCIATION OF THE PHILIPPINES, INC. (IBPAP)
19. JUSTICE REFORM INITIATIVE (JRI)
20. MAKATI BUSINESS CLUB (MBC)
21. MALAYSIA CHAMBER OF COMMERCE AND INDUSTRIES PHILIPPINES (MCCI)
22. MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP)
23. MICROFINANCE COUNCIL OF THE PHILIPPINES (MCPI)
24. PEOPLE MANAGEMENT ASSOCIATION OF THE PHILIPPINES (PMAP)
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27. PHILIPPINE COUNCIL OF ASSOCIATIONS AND ASSOCIATION EXECUTIVES (PCAAE)
28. PHILIPPINE EXPORTERS CONFEDERATION, INC. (PHILEXPORT)
29. PHILIPPINE FRANCHISE ASSOCIATION (PFA)
30. PHILIPPINE RETAILERS ASSOCIATION (PRA)
31. PROCUREMENT AND SUPPLY INSTITUTE OF ASIA (PASIA)
32. SEMICONDUCTOR AND ELECTRONICS INDUSTRIES IN THE PHILIPPINES, INC. (SEIPI)



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## **Joint Statement Supporting the Phaseout of Philippine Offshore Gaming Operators (POGOs)**

October 25, 2022

We express our full support for the complete phaseout of Philippine offshore gaming operators (POGOs).

The social and reputational costs of government sponsorship of operations that are globally frowned upon far outweigh any economic benefits. For the past years, regulatory oversight has been a problem, resulting in monitoring and taxation issues with our licensing agency, the Philippine Amusement and Gaming Corporation (PAGCOR). Conflicting mandates and the lure of corruption have rendered it and other involved government agencies incapable of effectively regulating POGO. Crimes, like money laundering, kidnaping, bribery, prostitution, human and drug trafficking – all associated with the gambling industry – impact on our record of law and order, and our reputation. The taint of money laundering diminishes confidence in our banking system and puts legitimate financial flows, including from OFWs, at risk from sanctions of international oversight bodies. Our connectivity to international banking, and the business and OFW communities who depend on it, must be protected.

Since the COVID-19 pandemic, the POGO industry has significantly declined by 50% to 70%. This suggests that now is the best time to terminate their operations. The total ban will only result in temporary economic strains, as opposed to the enduring socio-economic consequences and heavier disruption if we do not act now. The Chinese government has been quite categorical in its objections to POGO, which they characterized as “harming not only China’s interest and China-Philippines relations but also hurt the interests of the Philippines”.

We fully support the Department of Finance’s (DOF) push to phase out all POGO operations, and urge our legislators and the Executive Department to take all actions necessary to execute in an orderly way.

FOUNDATION FOR ECONOMIC FREEDOM (FEF)  
MAKATI BUSINESS CLUB (MBC)  
MANAGEMENT ASSOCIATION OF THE PHILIPPINES (MAP)

## **THE SENATE MUST RATIFY RCEP NOW**

November 15, 2022

We, in the Management Association of the Philippines (MAP), would like to urge the Senate to ratify without further delay the Regional Comprehensive Economic Partnership (RCEP) Agreement, which had already been signed by President Rodrigo Roa Duterte along with the leaders of the other member economies in the grouping.

We have already lost 10 months of ability to compete on equal footing with our ASEAN and Asian partners already in RCEP in attracting foreign investments as they capitalize on the shift by a number of MNCs to seek alternative locations for their manufacturing sites.

RCEP is a 15-member free trade deal that accounts for 1/3 of the world's economy, 1/3 of the global trade, and a market of 2.3 billion people. It also covers 50% of the global manufacturing output, 50% of the global automotive products, and 70% of electronics products. RCEP member economies also account for 51% of the Philippines' export market, 68% of the country's imports and, most importantly, 58% of the country's foreign direct investment inflows, according to the Department of Trade and Industry (DTI). It will be similar to the European Union, a powerful economic bloc that will benefit enormously from the interchange of business among them, and with the world at large.

The misplaced fears of some agricultural sector critics are unfounded and illusory, as our government negotiators in RCEP have repeatedly explained that sensitive agricultural products remain protected under our commitments to the Agreement. These products include rice, swine meat, poultry meat, potatoes, onions, garlic, cabbages, sugar, and carrots. All will retain the restrictions they currently enjoy. Indeed, both the DTI and the Department of Agriculture (DA) have explained that membership in the Agreement opens up further export opportunities for our agricultural products, without exposing ourselves to an imagined flood of farm imports feared by opponents.

The delay in ratification deprives the country's producers of various exportable products of easier access to the markets of the RCEP countries due to the improved provisions on market access and easier rules of origin. The threat of likely diversion by their buyers of their business to other members already in RCEP is very real. Similarly, foreign investors will favor locating in other RCEP countries, including those already in the country, who are likely to move their business out of the country the longer we delay ratification. All told, we risk not only failing to attract new investments and trade opportunities; we are also likely to lose those we now have to those already in RCEP.

The Philippines cannot afford not to be in RCEP, as part of what promises to be the most important economic grouping in the world. It is time that we got on board and proactively exploit the wealth of opportunities it offers the Filipinos in terms of expanded jobs, increased incomes, and better lives.

We strongly urge our honorable Senators to ratify RCEP now.

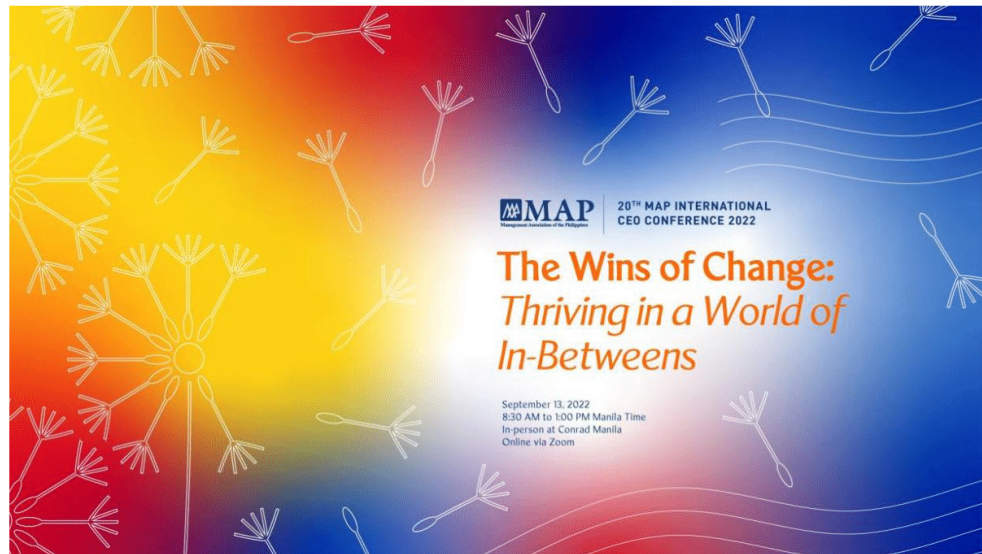
**MANAGEMENT ASSOCIATION OF THE PHILIPPINES**  
**20<sup>TH</sup> INTERNATIONAL CEO CONFERENCE**  
**1<sup>ST</sup> INTERNATIONAL CEO HYBRID CONFERENCE**  
September 13, 2022

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**COMMITTEE REPORT**

MAP CEO Conference Committee

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The 2022 MAP CEO Conference was successfully held with its own milestones:

- It is the first conference conducted in a hybrid platform – with majority of the speakers joining online and interacting with a panel of reactors and discussions managed by moderators. The Core Group worked together to bring this to successful conclusion: Co-chair Junie del Mundo, members Dick Du-Baladad, Charlie Villasenor, Fern Pena, Jade Divinagracia, Poch Macaranas and Governor-in-Charge Donald Lim.
- The blend of virtual and in-person event was a challenge because the conference needed to be curated for the two distinct audiences. The event was successfully carried out with only minor glitches, indeed a learning experience that will serve the Committee in good stead as MAP may need to adapt to this changing requirements in staging future conferences.
- A Conference Fee was still not charged to any member in physical attendance.



- The event continued to be staged in multiple social media platforms, enabling MAP to expand its reach and provide learning and insights to a broader audience.

Categories	2022	2021*	2020*	2019
Members	100	148	191	92
Guests	113	172	393	333
Teachers**		148	26	14
Students**		390	17	0
Speakers	6	6	5	9
Academe	13			
Media	5	4	11	11
Government	4	17	0	5
Others	54	158	17	56
<b>TOTAL FACE-TO-FACE Attendees</b>	<b>289</b>			<b>520</b>
Total ZOOM Attendees	Zoom was not used	1,043	660	
FACEBOOK Attendees	2,300	523	1,640	
YOUTUBE Attendees	1,700	446		
<b>TOTAL</b>	<b>4,289</b>	<b>2,012</b>	<b>2,300</b>	
Government	100	148	191	92

\*Online Platform Only


\*\* Not yet fully accounted for

- In the social media platforms, Facebook attendees increased by 1,777, a 339% jump from 2021 while YouTube registered 1,284 or 281% more than 2021. This year, Zoom was not used as a platform but even aggregating the total from 2021, this year's conference registered 2,277 more audience, a 118% increase over 2021 with Zoom.
- We welcomed again the support and cooperation of collaborating organizations, beneficiary schools and associations that became the bridge to a wider audience.
- The onsite duration was 8 hours with online audience noted to have stayed until the end too.
- The Conference highlighted the challenges of transition from a pandemic to a post-pandemic world. Issues tackled were those expected to have an impact on business and invited speakers shared their insights on how these can be managed moving forward.
- This 2022 Conference veered away from sessions and keynote speeches. Instead, we introduced two categories that will frame the discussions:
  - **Thought Accelerators** that shared inputs to help shape the way forward in post-pandemic times;

- **Flashpoints** that focused on innovations that can potentially disrupt and change the business environment but hopefully will be beneficial in the long-term.  
Speakers included
  - Mr. Mark Koziel
  - Mr. Stephen CuUnjieng
  - Atty. James Grandolfo
  - Mr. Sam Sim
  - Dr. Nicolas Pascal
  - Mr. Bushan Setti
- We maintained a well-received segment on summation and recap that distilled the many big ideas in a cohesive manner. This will inform future webinars or development activities.
- This conference generated higher number of sponsorships compared to 2021 - again reinforcing the observation that the MAP CEO Conference has already achieved a brand that sponsors are confident of supporting.
- The 2022 Conference yielded a net income of PhP 1.9 Million with some of these details worth considering:
  - We registered a revenue of **PhP 5.9 Million – PhP 600 Thousand or 11.3% more than 2021's** PhP 5.3 Million.
  - The net income recorded was at PhP 1.9 Million compared to PhP 4.1 Million in 2021 and PhP8.8 Million in 2020. It should be noted though that both 2020 and 2021 had **NO expenses** for hotel and other conference amenities that staging the hybrid platform for 2022 incurred.
    - Compared to only PhP 1.6 M and PhP 1.2 M in 2020 and 2021, this year's conference expense of PhP 4 Million.
    - Assuming that we incurred an expense of PhP1.5M for 2022, the net income would have been **PhP4.4 Million** or PhP 300T higher than 2021.
- Finally, the feedback the conference received ranging from VERY GOOD to EXCELLENT were 80% overall, 87% for the theme and 72% for the format.

The MAP Secretariat will provide all the concrete details in their report once these are finalized. The recap of the substantive discussions is included in this report.

On behalf of the Committee, we thank the unstinting support of President Rogelio Singson, past President Alfredo Pascual and the Board especially to Governor-in-charge Donald Lim, and the able backstop of the Secretariat through ED Arnold Salvador.

  
**ALMA RITA R. JIMENEZ**  
 Chair  
 /Recap Attached