



MAP Statement on the Pax Silica Initiative

July 30, 2026

The Management Association of the Philippines (MAP) recognizes that the proposed Pax Silica Initiative represents one of the most consequential economic development opportunities presented to the Philippines in recent decades. Conceived as a technology- and innovation-driven hub focused on semiconductors, artificial intelligence (AI), advanced manufacturing, and critical-mineral value chains, Pax Silica has the potential to accelerate industrial development, generate high-quality employment, attract substantial investments, and strengthen the Philippines' integration into global technology supply chains.

At the same time, MAP recognizes the legitimate concerns raised by various sectors regarding environmental sustainability, resource utilization, community impact, economic sovereignty, and the long-term strategic interests of the Philippines.

As the country's leading organization of management professionals, MAP believes that the discussion should not be framed as whether the Philippines should categorically embrace or reject Pax Silica. Rather, the critical issue is whether the agreements, governance structures, and implementation mechanisms can be designed in a manner that maximizes value to the Filipino people while effectively managing economic, social, environmental, and geopolitical risks.

MAP therefore adopts the position that the Philippines should pursue Pax Silica, if it is anchored on a clear framework of national interest, shared prosperity, sustainability, and accountability.

A National Development Opportunity

The Philippines has long sought to move beyond a development model primarily reliant on labor exports, consumption-led growth, and the export of raw or minimally processed resources. To achieve sustained and inclusive prosperity, the country must participate more meaningfully in higher-value economic activities, including advanced manufacturing, research and development, digital infrastructure, and technology innovation.

Pax Silica presents an opportunity to support this strategic transition. Government and project proponents have cited the potential to create significant employment opportunities, attract large-scale investments, strengthen semiconductor and AI-related capabilities, and position the Philippines as an important node within emerging global supply chains.

MAP therefore supports the pursuit of investments that can raise national productivity, create quality jobs, develop Filipino talent, and expand the country's technological capabilities. However, these outcomes cannot be assumed. They must be deliberately negotiated, contractually protected, and institutionally monitored.

The Essential National Guardrails

1. **Industrialization and value addition must be a core objective.** The Philippines should ensure that Pax Silica contributes to domestic industrial capabilities rather than merely serving as a location for extraction, assembly, or low-value activity. The agreements should encourage progressive value addition in mineral processing, component manufacturing, technology development, advanced manufacturing, and research activities.

2. **Technology transfer and capability building must be measurable.** Long-term success should be measured not only by investment inflows but also by capabilities developed among Filipinos. MAP advocates commitments on local R&D, university and research partnerships, workforce development, scholarships, internships, technical training, and pathways for Filipino technical and managerial leadership.
3. **Filipino employment and leadership participation must be prioritized.** Employment targets should focus on quality jobs and career progression. Foreign expertise may be necessary at the outset, but there should be clear localization plans to increase Filipino participation in technical, professional, supervisory, and leadership roles over time.
4. **Strong environmental stewardship must be non-negotiable.** Economic progress and environmental responsibility must advance together. Given concerns on water use, power demand, emissions, biodiversity, and resource utilization, MAP supports rigorous safeguards, transparency measures, independent monitoring, and compliance with Philippine laws and international best practices.
5. **Community protection and inclusive growth must be guaranteed.** The benefits of Pax Silica should extend beyond investors and large corporations. Implementation should promote local hiring, SME participation in supply chains, skills development programs, community infrastructure investments, and transparent stakeholder engagement.
6. **National sovereignty and Philippine jurisdiction must be preserved.** All activities within Pax Silica should remain fully subject to Philippine laws, regulations, taxation rules, labor standards, environmental requirements, and judicial processes. Economic partnerships should strengthen—not diminish—the Philippines’ policy autonomy.

Governance, Transparency, and Accountability

MAP recommends the establishment of an independent multi-stakeholder oversight structure composed of representatives from government, business, academia, labor, civil society, and relevant technical experts. This body should regularly monitor progress against commitments relating to investments delivered, jobs created, Filipino workforce participation, technology transfer, environmental performance, community impact, and economic value generated for the Philippines.

Public disclosure of key performance indicators will help build trust, strengthen accountability, and foster informed public dialogue.

MAP’s Position

The Philippines should neither approach Pax Silica with blind optimism nor reflexive opposition. The country should approach it as a strategic negotiation.

MAP supports the pursuit of the Pax Silica Initiative because it presents a potentially transformative opportunity to accelerate industrial development, create quality jobs, develop Filipino talent, and strengthen the nation’s position in the global economy. However, support for the initiative must be accompanied by clear safeguards that ensure technology transfer, environmental sustainability, inclusive growth, Filipino capability building, and the protection of national interests.

If structured properly, Pax Silica can become more than a foreign investment project. It can become a platform for national development—one that helps the Philippines move up the value chain, strengthen its economic resilience, and create lasting prosperity for future generations of Filipinos.

MAP therefore supports a “Proceed, but Protected” approach: actively pursue the opportunity, negotiate from a position of national interest, and establish the guardrails necessary to ensure that the benefits are broad-based, sustainable, and unmistakably Filipino.