

**RISK MANAGEMENT PLAN
TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY (TIEZA)**

PERSPECTIVE / MEASURE		Risk Definition	Risk Category	Likelihood	Impact	Mitigation Plan	Responsible Unit	Target Date Mitigation Completed
Social Impact / Customer								
SM 1: Contribute to Country's Competitiveness thru the development of Sustainable Tourism Zones and Support Infrastructures								
	SM 1a 100% Completion of the 2020 deliverables in the Contract for the Masterplanning of the Manila Cruise Port	Inability to pursue and fund master planning of Manila Cruise Port due to lack of funds in accordance with TIEZA's compliance with the Bayanihan to Heal as One Act (RA 11469) and related-applicable circulars of GCG ¹ , DOF and DBM ² . RA 11469 directed	Budget Risk	High	High	Deletion of SM 1a in the modified TIEZA 2020 Scorecard pending availability of funds from appropriate authorities such as the proposed Bayanihan 2 (which is yet to be passed into Law), among others.	Tourism Enterprise Zone Management Sector	TIEZA will await GCG's guidance relative to proposed deletion of SM 1a as non-implementation of such is beyond its control as cited in the risk definition.

¹ GCG Memo No: 2020-04 dated 13 April 2020 re: Contribution of the GOCC Sector to the Bayanihan To Heal As One Act (RA 11469)

² DBM-GCG Joint MC No 1, 30 March 2020, re: Guidelines and procedures in the collection and utilization of the pooled resources to fund social amelioration measures under RA 11469

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		<p>the discontinuance of appropriate programs, projects, activities agency of the Executive Department, including the GOCCs, in order to collect savings to be remitted to the National Government for its COVID-19 response & Social Amelioration measures.</p> <p>In its special meeting on 29 March 2020, the TIEZA Board approved the suspension of all Board-Approved Projects that are not yet awarded subject to proper communication and coordination of the same with LGUs concerned.</p>						
	<p>SM 1b 100% Completion of the 2020 deliverables in the Contract</p>	<p>Inability to timely accomplish deliverables due to lockdown initiated either by the IATF</p>	<p>Human Resources Risk; Safety and Security Risk; &</p>	<p>High</p>	<p>Medium</p>	<p>Proper scheduling of deliverables by consultant with provision of</p>	<p>Tourism Enterprise Zone Management Sector</p>	<p>Already agreed on an adjusted schedule with the consultant.</p>

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	for the Masterplanning of the Clark Property as Possible TEZ	or LGUs posing difficulty in sourcing needed data from concerned agencies; imposed travel restrictions / mobility of consultants; COVID-19 virus infection of concerned personnel	Schedule Risk			contingencies; Conduct of online meetings; strict implementation of minimum health and safety protocols.		TIEZA approved in the 2 nd quarter policies on health and safety protocols in the workplace.
	SM 1c Completion of Boracay Water Drainage Program Phase II	Inability to timely accomplish deliverables due to lockdown initiated either by the IATF or LGUs posing difficulty in sourcing and transporting needed materials to Boracay; imposed travel restrictions / mobility of workers; COVID-19 virus infection of concerned workers or personnel	Human Resources Risk; Safety and Security Risk; & Schedule Risk	High	Medium	TIEZA in closely working with the Boracay IATF and the Boracay Inter-Agency Rehabilitation Management Group (BIARMG). Conduct of online meetings Strict implementation of minimum health and safety protocols.	Architectural and Engineering Services Sector	4 th Quarter
SM 2: Preserve historical, cultural, religious & heritage sites and develop								

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ecotourism sites in depressed Provinces with strong Tourism Potential								
	<p>SM 2a Conservation of World Heritage Sites based on NCCA MOA</p> <p>100% Completion of the 2020 Deliverables in the Contract for the Restoration and Rehabilitation of the Banaue Rice Terraces Project</p>	Inability to timely accomplish deliverables due to lockdown initiated either by the IATF & LGUs posing difficulty in sourcing and transporting needed materials; imposed travel restrictions / mobility to concerned stakeholder; bad weather condition exacerbating difficulties in handling materials in the steep mountainous and rugged terrain.	<p>Hydro-Meteorological Risk</p> <p>Human Resources Risk;</p> <p>Safety and Security Risk; &</p> <p>Schedule Risk</p>	High	Medium	Instead of 100% completion by year-end, TIEZA requests an adjustment for a 70% completion instead due to the delays in construction as cited in the Risk definition and suspension of construction work brought about by previous, and possible lockdowns in the in the Second Semester.	Architectural and Engineering Services Sector	<p>4th Quarter</p> <p>TIEZA health and safety protocols are already in place.</p>
	<p>SM 2b³ Conservation of Historical, Cultural, Religious and Heritage Sites Preserved</p>	Inability to fund new infrastructure projects for lack of funds in accordance with TIEZA's compliance with the Bayanihan	Budget Risk	High	High	Deletion of 2b SM in the TIEZA 2020 Scorecard pending availability of funding from appropriate	Architectural and Engineering Services Sector	TIEZA will await GCG's guidance relative to the proposed deletion of SM 2b as non-implementation

³ Formula: Number of Projects with NOA issued during the year / Total Number of Board-approved Projects in 2019 with complete Detailed Engineering Design (DED)

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	Target: 100%	to Heal as One Act (RA 11469) and related-applicable circulars of GCG, DOF and DBM. RA 11469 directed the discontinuance of appropriate programs, projects, activities agency of the Executive Department, including the GOCCs, in order to collect savings to be remitted to the National Government for its COVID-19 response & Social Amelioration measures.				authorities such as the proposed Bayanihan 2 (which is yet to be passed into Law), among others.		of such is beyond its control as cited in the risk definition.
SM 3: Development of Eco-tourism Sites in Depressed Provinces	Target : 100% Formula: Number of Projects with NOA issued during the year / Total Number of Board-approved Projects in 2019 with complete Detailed Engineering Design (DED)	Inability to fund eco-tourism projects in accordance with TIEZA's compliance with the Bayanihan to Heal as One Act (RA 11469) and related-applicable circulars of GCG, DOF and DBM. RA 11469 directed	Budget Risk	High	High	Deletion of SM 3 in the TIEZA 2020 Scorecard pending availability of funding from appropriate authorities such as the proposed Bayanihan 2 (which is yet to be passed into	Architectural and Engineering Services Sector	TIEZA will await GCG's guidance relative to proposed deletion of SM 3 as non-implementation of such is beyond its control as cited in the risk definition.

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		the discontinuance of appropriate programs, projects, activities agency of the Executive Department, including the GOCCs, in order to collect savings to be remitted to the National Government for its COVID-19 response & Social Amelioration measures.				Law), among others. In its special meeting on 29 March 2020, the TIEZA Board approved the suspension of all Board-Approved Projects that are not yet awarded subject to proper communication and coordination of the same with LGUs concerned.		
SM 4: Percentage of Satisfied Customers	Target : 90% Formula: Number of Respondents who rated at least Satisfactory / Total Number of Survey Respondents	With the continuing imposition of community quarantine all over the country, TIEZA is limited in its capacity to comply with GCG's Enhanced Standard Methodology for the conduct of Customer Satisfaction Survey	Human Resources Risk; Safety and Security Risk; & Schedule Risk	High	Low	Request for modified guidelines in the conduct of CSS in consideration of the National Health Emergency and austerity measures being implemented by the government to fund essential projects and	Corporate Planning Department	3 rd & 4 th quarters

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		(CSS) relative to sampling size, sampling procedure (Intercept Interview of travel tax payers/applicants); face to face/telephone interview for LGUs, Business Organization, Customers of Operating entities). The lockdowns and travel restrictions imposed adversely affected the travel tax transactions and reservations in TIEZA's operating entities				activities (such as the provision of shuttle services to employees, as required by IATF guidelines, which is not included in the 2020 COB). Hiring of a Third Party to conduct CSS assessments may be reconsidered considering the substantial decline in the number of customers. TIEZA commits to provide the stakeholders with quality service even in the midst of this challenging pandemic.		
FINANCE								
SM 5: Improve Net Income	Target : PhP : 2.67 Billion Total Revenues less Total Expenses	The lockdowns and travel restrictions implemented since March 16 to date grounded Filipino outbound travelers adversely affecting	Financial Risk	High	High	Deletion of SM5 in the TIEZA 2020 Scorecard due to 94% drop in collection since March 2020 as well as closure /	Administration and Finance Sector	By year-end 2020 TIEZA will await GCG's guidance on the proposed target.

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		<p>travel tax collections, TIEZA's major source of funds. Further, its operating assets were also closed and became non-income generating due to lockdowns.</p> <p>There is a high risk therefore that TIEZA will not improve its net income this year.</p>				<p>conversion of operating entities to quarantine facilities.</p> <p>Implement Austerity Measures to mitigate the projected decrease in net income.</p> <p>Implementation of applicable Guidelines⁴/ protocols relative to its operating entities to attract and ensure safety of guests /clients.</p>		
SM 6: Efficient Budget Utilization	<p>Target : 90%</p> <p>Total amount of obligated funds based on NOAs Issued for Infrastructure Projects in the DBM-approved COB</p>	Inability to fund new infrastructure projects for lack of funds in accordance with TIEZA's compliance with the Bayanihan to Heal as One Act (RA 11469) and related-applicable circulars of GCG, DOF and DBM.	Budget Risk	High	High	Deletion of SM 6 in the TIEZA 2020 Scorecard pending availability of funds from appropriate authorities such as the proposed Bayanihan 2 (which is yet to be passed into	<p>Architectural and Engineering Services Sector</p> <p>Bids and Awards Committee</p> <p>Administration and Finance Sector</p>	TIEZA will await GCG's guidance relative to proposed deletion of SM 6 as non-implementation of such is beyond its control as cited in the risk definition.

⁴ Health and Safety Guidelines Governing the Operations of Accommodation Establishment under the New Normal dated 22 May 2020

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		RA 11469 directed the discontinuance of appropriate programs, projects, activities agency of the Executive Department, including the GOCCs, in order to collect savings to be remitted to the National Government for its COVID-19 response & Social Amelioration measures.				Law), among others.		
SM 7: Develop and Implement a New Integrated Automated Information System	Target : 100% completion of the Development Stage for the ERP-Human Resource Information System-Phase 1	Inability to timely install office 364 to all identified units due to lockdown initiated either by the IATF, LGUs or the Authority; imposed travel restrictions to concerned personnel; in addition to getting infected by the COVID -19 virus	Human Resources Risk; Safety and Security Risk; & Schedule Risk	High	Low	Strict implementation of Health and Safety protocol for employees; Provision of personnel Shuttle Services; Conduct of online meetings.	MIS Department	Policies are already in place, including the usage of MS Teams for online meetings
	Target : 100% Implementation and Roll Out of the online Travel	Inability to timely roll-out the online travel tax system for Group/Multiple	Regulatory and compliance risk	High	Medium	The COVID-19 pandemic situation requires us to adapt to the	MIS Department	2 nd Quarter

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	Tax System (Group/Multiple Payments)	<p>payments due to reprioritization of IT resources in developing online versions of other travel tax transactions such as application for Travel Tax Exemption Certificates which currently require clients to physically apply for in travel counters. Furthermore, due to ongoing lockdowns and imposition of outbound travel restrictions, the targeted clients for this feature, i.e families or groups or delegations or teams are currently not travelling yet or foreseen to do so anytime soon.</p> <p>Thereby, the complete use-acceptance and roll-out of this online service may not be possible due</p>	Schedule Risk			<p>more pressing needs of travelers who are permitted to travel, i.e OFWs who are allowed for inbound and outbound travels at these times, including the Foreign diplomatic and Consular Officials and Members of their Staff, Officials, Consultants, Experts, and Employees of the United Nations (UN) Organization and agencies; Filipino permanent residents abroad whose stay in the Philippines is less than one (1) year; Officials and Employees of the Philippine Government travelling on official business (excluding GOCCs); or those</p>		

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		to the likelihood of very few users.				authorized by the President of the Republic of the Philippines for reasons of national interest; among others. Hence, TIEZA deemed it necessary to prioritize the provision of a contactless online application of Travel Tax Exemption Certificate (TEC), TIEZA deemed to prioritize such online services over the online travel tax system for group/multiple payments which is less likely to be availed of by other clients due to the travel restrictions as well as lack of confidence and capacity to travel.		
	Target : 100% Implementation and Roll Out of	Inability to timely roll-out of the online document	ICT Risk;	High	Low	Cascade and conduct online DMS training to	MIS Department	3 rd & 4 th quarters

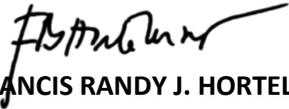
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	the online Document Management System	management system due to lockdown initiated either by the IATF, LGUs or the Authority; imposed travel restrictions to concerned personnel; in addition to getting infected by the COVID-19 virus	Information Management Risk; Information Security Risk Human Resources Risk;			all concerned personnel and required info security protocols; Strict implementation of Health and Safety protocol for employees; Provision of personnel Shuttle Services; Conduct of online meetings with consultants and personnel.		Personnel-related Policies to combat COVID-19 in the workplace are already in place, including the usage of MS Teams for online meetings
	Target : 100% Installation of office 365 to all identified Units	Inability to timely install office 364 to all identified units due to lockdown initiated either by the IATF, LGUs or the Authority; imposed travel restrictions to concerned personnel; in addition to getting infected by the COVID-19 virus	Human Resources Risk; Safety and Security Risk; & Schedule Risk	High	Low	Strict implementation of Health and Safety protocol for employees; Provision of personnel Shuttle Services; Conduct of online meetings.	MIS Department	Policies are already in place, including the usage of MS Teams for online meetings
	Target : 100% completion of all identified Modules for	Inability to timely deliver publication of website due to lockdown initiated	ICT Risk;	High	Low	Revision of Information Systems Strategic Plan as required	MIS Department	Personnel-related Policies to combat COVID-19 in the

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	Enhancement and Publication of Website	either by the IATF, LGUs or the Authority; imposed travel restrictions to concerned personnel; in addition to getting infected by the COVID-19 virus	Information Management Risk; Information Security Risk Human Resources Risk;			by DICT that contains the agency's overall strategy which involves medium term (3 year plan) planning for its information and communications technology (ICT) thrusts, strategies and programs for development. Strict implementation of Health and Safety protocol for employees; Provision of personnel Shuttle Services; Conduct of online meetings with consultants and personnel.		workplace are already in place, including the usage of MS Teams for online meetings
SM 8: Attain ISO Certification	Target Surveillance Audit Passed	Inability to pursue Core Values on <i>Innovation &</i> failure to pass the surveillance audit.	Regulatory and Compliance Risk Human Resources Risk	High	High	Schedule and provision of contingencies for the conduct of surveillance audit;	Corporate Planning Department	3 rd & 4 th Quarters

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		Target will not be met with the current restrictions on working arrangement or scheme due to the COVID-19 pandemic. With the limitation of allowable work force in the office, usual auditing practices may not be extensively conducted such as spot checking and evaluation of actual and real-time documents.	Safety and Security Risk Schedule Risk			Strict implementation of Health and Safety protocol for employees; Provision of personnel Shuttle Services; Conduct of online meetings between consultants and concerned personnel.		
SM 9: Improvement on the Competency Level of the Organization	Target : Board-approved Competency Framework ⁵ composed of the following: Competency (Catalogue; Framework; Tables; Matrix), & Position Profiles	Inability to timely deliver competency framework due to lockdown initiated either by the IATF, LGUs or the Authority; imposed travel restrictions to concerned personnel or consultants; or getting infected by the COVID-19 virus	Human Resources Risk; Safety and Security Risk; & Schedule Risk	High	Medium	Strict implementation of Health and Safety protocol for employees; Conduct job analysis survey, interviews, meetings with consultants and personnel through the use of online solutions.	Administration and Finance Sector	Policies are already in place, including the usage of MS Teams for online meetings

⁵ Deliverables should comply with the minimum requirement under the Frequently Ask Questions on Competency Frameworks/Models as uploaded in the GCG Website

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