



# TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY

## RISK AND OPPORTUNITY REGISTER (for 2023)

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1. Identify and analyse risk/opportunity affecting the intended output of the risk category  
2. Actions on risks include avoiding risks, taking risk to pursue an opportunity, eliminating risk source, changing likelihood or consequence, sharing risk, retaining risk by informed decision.

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Risk Identification				Analysis & Evaluation								Risk Treatment/Action						Effectiveness, Monitoring & Review						
Date	Process	Description of Risk / Opportunity	R/O	Source/ Cause	Effect/ Consequence	Current Control / Existing Situation	Initial RO				R/O Owner	Action	PIC	Due date	Related Process	Residual RO				Further action required? If yes state action, if no state "retain"	Actual Action Completion Date	Result/ Remarks		
							Consequence	Likelihood		Total						Grade	Consequence	Likelihood					Total	Grade
								C	L									CL	C					
7/15/2021	Travel Tax Collection	The travel tax collection may be abolished.	R	Several bills to abolish travel tax are being filed before the Congress	There will be inability to meet performance scorecard targets and fund tourism-related infrastructure projects, rehabilitation of assets, and operational requirements of the Authority (including those of CHED and NCCA)	- Information Campaign on the uses of travel tax collection  - Submitted position paper to Senate	5	3	15	C	TIEZA Management	FOR MONITORING: TIEZA will prepare updated Position Paper and propose Alternative Bill	LEGD; TAXD	10/31/2023	Legal Opinion/ Legislative Liaising/ Lobbying	5	3	15	C	Retain	Position Paper is ready and available for sponsorship			
07/15/2021	Travel Tax Collection	TIEZA may collect a uniform fee from all travelers going out of the country in lieu of travel tax.	O	Bills to be filed with the House of Representatives and/or Senate	Despite the abolition of travel tax, TIEZA will be able to meet its performance scorecard targets and fund tourism-related infrastructure projects, rehabilitation of assets, and operational requirements of the Authority. A Tourism Development Fund may be created out of these collections.	Looking for possible sponsors in the Congress and monitoring the progress of pending bill re: Tourism Development Fund	5	3	15	C	TIEZA Management	FOR MONITORING: TIEZA will prepare updated Position Paper and propose Alternative Bill	LEGD; TAXD	10/31/2023	Legal Opinion/ Legislative Liaising/ Lobbying	5	3	15	C	Retain	Position Paper is ready and available for sponsorship			
10/5/2023	TIEZA Processes	TIEZA's processes may be disrupted due to natural hazards and disasters.	R	Lack or inadequate institutional mechanism to manage crises/emergencies and address the adverse impact	Disruption in TIEZA processes will result to clients' dissatisfaction and/or complaints.	Creation of the Corporate Communications Unit (CCU); Emergency Response Group (ERG); Data Breach Response Team;	5	2	10	D	TIEZA Management	ACTION PLAN: To cascade the Business Continuity Plan upon approval by the Office of the Civil Defense (OCD)	ADSD; COPD	Within 3 months upon approval by OCD	Emergency/Crisis Management; Occupational Safety and Health; Business Continuity Planning	5	2	10	D	Retain	Already submitted to OCD	Awaiting approval by OCD		
05/23/2022	TIEZA Management and Policy Direction	TIEZA's existing directions, policies, programs, activities and projects may be changed by the new leaders or management.	R	Election of new President and subsequent appointment of new DOT Secretary, Board Members and COO. Separation from service of incumbent leaders. During change in administration, new leaders may not share the same directions and priorities with their predecessors.	This will result to discontinuance of existing strategic plans/initiatives, projects, programs and activities. Stakeholders may be dissatisfied and complain.	Strategy Map, Plans, Objectives, initiatives and commitments are approved by the Board and the Governance Commission for GOCCs	3	4	12	C	TIEZA Management	FOR MONITORING: Comprehensive Briefing of new leaders to appreciate current directions, plans and initiatives of the Authority	COPD; OCOS	Within 30 days from appointment of new Board members	Induction/ Orientation; Strategic Planning	3	4	12	C	Retain	Ongoing action of OCOS to conduct briefing for new members of the TIEZA Board			
05/23/2022	TIEZA Management and Policy Direction	TIEZA's directions, policies, programs, activities and projects may be updated or changed for the better by the new leaders or management.	O	Election of new President and subsequent appointment of new DOT Secretary, Board Members and COO. Separation from service of incumbent leaders. During change in administration, new leaders may not share the same directions and priorities with their predecessors.	TIEZA's policies, projects, programs and activities will be revisited and improved/updated with the support of the new leaders/management.	Strategy Map, Plans, Objectives, initiatives and commitments are approved by the Board and the Governance Commission for GOCCs	4	3	12	C	TIEZA Management	FOR MONITORING: TIEZA to update its Strategic Plan and Corporate Scorecard	COPD	11/30/2023	Strategic Planning	4	3	12	C	Retain	Corporate BSC already updated			
10/5/2023	TIEZA Management and Reorganization	TIEZA personnel may have to multi-task and be overburdened.	R	Limited plantilla positions and outdated organizational structure	This will result to deterioration of TIEZA personnel's well-being and reduced productivity or reduced excellence in service.	Filling-up of vacant positions; Hiring of COS/JOs to augment manpower requirements; Submitted proposed OSSP to GCG; Capacity Building; Health & Wellness Program	5	3	15	C	TIEZA Management	FOR MONITORING: To formulate OSSP for TIEZA reorganization and submission to the TIEZA Board and GCG	ADSD	11/30/2023	Recruitment, Selection & Placement; Reorganization; Wellness Program	5	3	15	C	Retain	Workforce Plan established			
5/10/2023	Recruitment and Hiring Process	There may be some TIEZA personnel who are not competent or does not possess the best qualifications or competencies for their TIEZA positions, specially those technical positions.	R	Plantilla positions available do not have attractive or competitive salary packages; Job mismatch	This will result to reduced service excellence.	Hiring of COS; Outsourcing of personnel from other units	4	4	16	B	TIEZA Management	FOR MONITORING: To formulate OSSP for TIEZA reorganization and submission to the TIEZA Board and GCG	ADSD	11/30/2023	Recruitment, Selection & Placement	4	4	16	B	Retain	Workforce Plan established			
12/1/2021	Succession Planning and Hiring Process	There may be no readily available pool of personnel with required qualifications and competencies to assume critical positions to be vacated by retiring officers.	R	No Succession Plan yet or not updated	There is possible leadership vacuum with no ready successors in place resulting to delays in the attainment of set targets.	Identified next-in-rank personnel are appointed as Officer in Charge; Hiring of external applicants	4	4	16	B	TIEZA Management	ACCEPT: Formulation/finalization of TIEZA Succession Plan	ADSD	11/30/2023	Succession Planning; Recruitment, Selection & Placement	4	4	16	B	Retain	Current State Analysis and Workforce Requirements conducted	Workforce Plan expected to be finished by December 2023		
5/10/2023	Budget Utilization	TIEZA will have low Budget Utilization Rate.	R	Changing circumstances resulting to failure to accurately forecast the budgetary requirements	The organization will not be able to meet performance target on budget utilization. There will be failure to deliver and promptly implement programs, activities and projects of the agency.	Monthly Budget Monitoring Reports provided to Departments; Conduct of Technical Budget Hearing prior to budget approval	5	3	15	C	TIEZA Management	ACTION PLAN: (1) Development of BMMS Phase 2 (2) Quarterly updating of budget utilization	MISD, FISD	11/30/2023	Budget Execution; Budget and Financial Accountability Reports	5	3	15	C	Retain	BMMS Phase 2 is being enhanced for full implementation by Jan 2024			



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							C	L	CL							C	L	CL				
05/23/2022	Data and Information Management	Sensitive and confidential information may be stolen or disclosed through data security breach.	R	Insufficient data and information keeping and cybersecurity	This will result to violation of the Data Privacy Act. This will also result to damage to the trust in, and reputation of, TIEZA.	Designation of Data Breach Response Team (DBRT); Compliance of Data Privacy Act	4	2	8	D	TIEZA Management	ACCEPT: Presentation of Security Incident Management Policy to TIEZA Officers/Managers	DBRT; Data Privacy Committee	11/30/2023	Data Privacy	4	2	8	D	Retain	Orientation on data security with DMs conducted	Security Incident Plan is being updated for cascading
05/23/2022	Compliance Obligations	TIEZA may fail to comply with statutory and regulatory requirements of the oversight bodies (e.g. COA, CSC, GCG, AO25 IATF) and with QMS.	R	There is a need for a more frequent monitor reporting Lack of commitment from several offices Delay in submission of performance reports (SPMS) by several offices	This will result to low corporate governance scorecard rating or failure to meet performance targets which the agency will not be entitled to grant PBB and other performance incentives. Administrative sanctions will also be filed against the agency and erring officials.	Close monitoring of PBB Task Force, compliance officer and other related committees to ensure compliances.	4	4	16	B	TIEZA Management	ACTION PLAN: Regular Monitoring and reporting to the MANCOM by the PBB TF and Compliance Officer and concerned committees and offices	PBB TF; Compliance Officer; FISD; ADSD	(1) 07/31/2023 (2) 11/30/2023	Compliance Monitoring	4	4	16	B	Retain	OPCRs revised to include compliances	Effect to be determined in 2024
05/23/2022	Registration of Tourism Enterprises	Investors in tourism enterprises may be discouraged to register with TIEZA with the new set of incentives and registration process under CREATE Act	R	The passage of CREATE Act which grants less incentives than what were previously granted in RA No 9593 and changed the approving authority from TIEZA to FIRB.	This will reduce the applicants for registration with TIEZA resulting to less income and jobs generation in the tourism sector and less revenue for TIEZA.	Inclusion of tourism enterprises in the SIPP and roadshow presentation.	4	3	12	C	TIEZA Management	ACTION PLAN: Drafting of CREATE Guidelines vis-a-vis TIEZA Registration of RBEs	ATEZ	11/30/2023	Coordination and identification of evaluation parameters	4	3	12	C	Retain	New TIEZA Guidelines in line with CREATE Act drafted	TIEZA Guidelines subject to Board approval
05/23/2022	Operations and Management of TIEZA Assets	TIEZA may lose ownership and authority to develop some assets.	R	Some TIEZA assets are untitled and being assessed with payment of real estate taxes	This will result to delayed development/enhancement of TIEZA assets or failure to offer them for JV.	Creation of the Titling Committee; Included in the Sectoral and Departmental BSC; Formulation of business plans; Hiring of JO personnel to oversee some assets	4	4	16	B	TIEZA Management	ACTION PLAN: Titling Committee to formulate an Action Plan for the titling of priority assets and resolving issues on real estate taxes	AMGT, BUDD; LEGD	11/30/2023	Titling and Appraisal of Assets; Coordination; Records Management; Legal Services	4	4	16	B	Retain	Titling Committee convened	
5/10/2023	Development of Infrastructure Projects	TIEZA's infrastructure projects may be limited	R	Mandanas Ruling	TIEZA's infrastructure projects will be limited to 5th and 6th class LGUs and will not cover those projects already devolved to LGUs	Discussion in the MANCOM meetings	3	4	12	C	TIEZA Management	ACTION PLAN: Formulate Position Paper for infrastructure projects that TIEZA may undertake vis-a-vis Mandanas Ruling	LEGD; AESS; COPD	11/30/2023	Legal Research; Infrastructure Project Planning	3	4	12	C	Retain	Position Paper ready	
5/23/2022	Procurement	TIEZA procurement may be delayed or violate RA 9184 and its IRR	R	Inadequate records management and lack of WI	This will result to delay in delivery of services by TIEZA or possible administrative sanctions or COA findings	Active monitoring of procurement activities and records keeping	4	3	12	C	TIEZA Management	FOR MONITORING: (1) To cascade the WI to DMs and all concerned units (2) Request additional space to store and keep records	BAC	11/30/2023	Procurement	4	3	12	C	Retain	Work Instruction was revised	For cascading
5/10/2023	Records and Information Control	TIEZA significant files, records, documents or information may be lost due to limited or full official cloud storage	R	Limited or no subscription for cloud storage	This will result to non-compliance with some regulations and customer complaints.	Individual and personal cloud storage	4	2	8	D	TIEZA Management	FOR IMMEDIATE ACTION: (1) To study and request TIEZA official cloud storage of electronic files for each sector and department (2) Provide storage area for archiving physical files	(1) MISD; All Sectors (2) ADSD; Documents and Records Control	11/30/2023	Records and Documents Control	4	2	8	D	Retain	MISD issued memorandum (Sectoral discretion to subscribe or not to cloud storage)	
5/10/2023	Contracts Management	TIEZA Contracts may be lost and all the obligations/rights provided therein may be ineffectual.	R	No clear policy on contract recording, management and safekeeping	This will result to non-compliance and disruption of the processes affected by the contract in issue.	The offices involved tries to get and keep copies for themselves.	5	3	15	C	TIEZA Management	FOR IMMEDIATE ACTION: To come up with a policy direction or office order that will institutionalize and streamline contracts management	LEGD	11/30/2023	TIEZA processes	5	3	15	C	Retain		For issuance of policy by December 2023
5/10/2023	Assets Management	TIEZA may be directed by SOT to privatize its assets and veer away from operating them.	R	New direction of SOT to review TIEZA's non-operating assets and exclude assets operations from TIEZA's mandate.	This will result to process disruption, loss of income by TIEZA, and customers' (plantilla positions/JOS/COS assigned to the entities) complaints.	TIEZA operates some assets and maintains others.	5	3	15	C	TIEZA Management	FOR IMMEDIATE ACTION: To come up with position paper with action plan as regards TIEZA assets	AMS	11/30/2023	Assets Operations	5	3	15	C	Retain	Market sounding conducted for identified entities	For drafting of Action Plan

Prepared by: Atty. Nino Ruperto F. Aquino  
Chairperson, Risk Management Committee  
Date: 26 Nov 2023

Approved by: Mark T. Lapid  
Chief Operating Officer  
Date: 06 Dec 2023