



**CONTEXT REGISTRY**

Updated by: ATTY. NIÑO RUFERTO F. AQUINO  
(Printed Name and Signature)

12/12/2024  
Date

Approved by: MARK T. LAPID  
(Printed Name and Signature) \_\_\_\_\_  
Date

Establish the Context & Objectives

Sector / Division / Department:

**TIEZA**

**Process objectives:**

Identify objectives, e.g. objectives relating to:

- Quality (e.g. conformity with requirements)
- Stakeholder perspective (incl. customer satisfaction)
- Service levels (level of operations, business continuity)
- Environment and sustainability
- Health and safety
- Compliance obligations
- Financial
- Others

- To be able to perform its mandate under RA 9593 as regards travel tax, assets, TEZs, and infrastructure projects.
- To be able to provide excellent service to TIEZA stakeholders.
- To be able to ensure continuous provision of service despite the risks and natural hazards.
- To be able to ensure environmental sustainability in all its projects.
- To be able to ensure safety to TIEZA personnel and stakeholders in all its projects and activities.
- To be able to comply with all applicable laws, rules and regulations, and government issuances.
- To be able to utilize efficiently the funding/budget of the agency.

**The Context:**

Establish the context which might impact achieving objectives, e.g. factors relating to:

**Internal Context**

- Manpower (Human Resource)
- Money (Financial)
- Machines (Facilities and Equipment)
- Materials (Supplies)
- Method (Process Flows)
- Values
- Culture
- Knowledge
- Performance Management

**STRENGTHS**

- Young, dynamic and competent
- Have own source of income
- Updated equipment facilities
- Updated supplies
- All processes have undergone QMS
- Service Excellence, Integrity, Innovation
- Dynamic and resilient
- Competent
- Supportive and committed Top Management

**WEAKNESSES**

- Lack of plantilla for technical staff
- No subsidies from the government
- Multi-faceted and vulnerable to natural hazards

**External Context**

- Political
- Economic
- Social / Cultural
- Technological
- Legal
- Environmental

**OPPORTUNITIES**

- Administration is supportive of the tourism sector
- Travel revenge due to COVID
- Tourism-focused projects
- Updated technology on hand
- Relaxed investment laws

**THREATS**

- Change in leadership, 2025 elections
- Investors not yet fully recovered
- CREATE Law; CREATE MORE; Mandanas Ruling, abolition of travel taxes bills
- Possible environmental effect of TIEZA projects; climate change; natural hazards

**Interested Parties**

Interested Parties	Needs	Expectations	Frequency of Interaction	Means of Getting Feedback
<b>Internal</b>				
TIEZA personnel	Human resources facilities	Timely compensation and opportunity to improve	Daily	TIEZA feedback form
TIEZA Board	Information/Supporting Documents	Complete and timely reporting	Monthly	CorSec/Bd Reso/Sec.Certs
<b>External</b>				
LGUs	Tourism infrastructure - Tourism Development Plans	Timely implementation - Responsive & effective planning	Monthly	TIEZA feedback form
GCG, Inter-Agency AO 45, DBM, COA, ARTA, CSC, FIRB, GPPB	Data, Information and Statistics relevant to their regulatory and monitoring functions	Timely submissions/compliances	Monthly, quarterly or annually as prescribed by their rules and regulations	Certificate or Validation of Compliances
Investors	Investment opportunities in TEZs and TIEZA assets - Registration and Fiscal and Non-Fiscal Incentives	Investment/business friendly TIEZA - Timely and convenient registration/administration of incentives	Monthly	TIEZA feedback form
Travel Tax Payers	Payment of travel tax	Efficient travel tax collection	Daily	Satisfaction Survey
Airlines and Travel Agencies	Travel tax remittance	Efficient travel tax processes	Monthly	Satisfaction Survey
Guests	Facilities in hotels, golf course, beach park, Tourist Rest Areas	Quality of service	Daily	Satisfaction Survey

Note: Additional rows per section may be added, if needed.



## TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY

### TIEZA RISK AND OPPORTUNITY REGISTER (2024)

<b>Sector / Division / Department:</b> TIEZA	<b>Prepared by:</b>  ATTY. NIÑO RUPERTO F. AQUINO	<b>Date updated:</b> 12/12/2024	<b>Reviewed &amp; approved by:</b>  MARK T. LAPID	<b>Date approved:</b>
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<b>Leader</b>	Atty. Niño Ruperto F. Aquino
<b>Team Members</b>	Ma. Zenaida Quiñahan, Eva Yu, Ermina Palomique, Guillan Castillo, Emma Valdez, Isabel Martinez, Beulah Pacis, Nhea Si, Jane Andres, Ma. Lina Melanio, Leo Malcolm Mendoza, Paula Casabuena, Bernadette David, Mark Linsag, Kristina Salon, and Sector TAs

Risk Identification						Risk Treatment/Action						Effectiveness, Monitoring & Review									
Date	Process	Description of Risk / Opportunity	R/O	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					L
7/15/2021	Legal Compliance/Financial Management/Human Resources Management	There is a possibility that Travel Tax will be abolished by virtue of a law.	R	Non achievement of quality objectives	• Information Campaign on the uses of travel tax collection • Submitted position paper to Senate	6	2	12	C	TIEZA Management	ACCEPT : TIEZA will monitor the filing of bill related to abolition of travel tax and to update the position paper	LEGD; TAXD	2024-10-31	Legal Opinion/ Legislative Liaising/ Lobbying	6	2	12	C	Retain	2024-09-30	Updated the Position Paper and no pending bill abolishing travel tax filed
7/15/2021	Legal Compliance/Financial Management/Human Resources Management	There is an opportunity for TIEZA to reconstitute a new collection scheme.	O	Increased process efficiency	Looking for possible sponsors in the Congress and monitoring the progress of pending bill re: Tourism Development Fund	5	3	15	C	TIEZA Management	ENHANCE: TIEZA will present the Position Paper and ask for sponsorship of the propose Alternative Bill	LEGD; TAXD	2024-10-31	Legal Opinion/ Legislative Liaising/ Lobbying	5	3	15	C	Retain	2024-09-30	The Position Paper are still the same and no pending bill abolishing travel tax filed
5/23/2022	Legal Compliance/Financial Management	There is a possibility that investors in tourism enterprises will be discouraged to register with TIEZA with the new set of incentives and registration process under CREATE Act	R	Non achievement of quality objectives	Inclusion of tourism enterprises in the SIPP and roadshow presentation.	4	3	12	C	TIEZA Management	MITIGATE: Present the New TIEZA Guidelines to the TIEZA Board	ATEZ	2024-11-15	Coordination and identification of evaluation parameters	4	2	8	D	Present final version to the TIEZA Board	2024-10-11	Final draft submitted to ACOO subject to review
5/10/2023	Legal Compliance/Development of Infrastructure	There is a possibility that TIEZA's infrastructure projects will be limited due to Mandanas ruling.	R	Non achievement of quality objectives	Discussion in the MANCOM meetings	3	4	12	C	TIEZA Management	MITIGATE: TIEZA will prepare and update Position Paper for infrastructure projects that TIEZA may undertake vis-a-vis Mandanas Ruling	LEGD; AESS; COPD	2024-10-30	Legal Research; Infrastructure Project Planning	3	3	9	D	Retain		No significant updates yet after implementation was deferred; position paper was reviewed and maintained
5/23/2022	Property/Financial Management	There is a possibility that TIEZA will lose ownership and authority to develop some of its assets due to legal ownership issue or claims thereon.	R	Effect on organization's image/integrity	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	MITIGATE: Titling Committee to formulate an Action Plan for the titling of priority assets and resolving issues on real estate taxes	AMGT; BUDD; LEGD	2024-10-30	Titling and Appraisal of Assets; Coordination; Records Management; Legal Services	4	3	12	C	Check and pay real estate taxes due	2024-10-30	JVSC to prime some identified entities for offering to private operators  Identified the properties with legal conflicts and which are due for real estate tax
10/5/2023	Business Continuity	There is a possibility that TIEZA's processes will be disrupted due to natural hazards and disasters.	R	Delay on activities	Creation of the Corporate Communications Unit (CCU); Emergency Response Group (ERG); Data Breach Response Team;	5	2	10	D	TIEZA Management	MITIGATE: To cascade the Business Continuity Plan upon approval by the MANCOM & TIEZA Board	ADSD; COPD	Within 3 months upon approval by TIEZA Board	Emergency/ Crisis Management; Occupational Safety and Health; Business Continuity Planning	5	2	10	D	Finalization of BCP vis-à-vis Public Service Continuity Plan		Carry over to 2025

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						Consequence	Likelihood	Total	Grade						Consequence	Likelihood	Total	Grade			
						C	L	CL							C	L	CL				
5/23/2022	Policy Making	There is a possibility that TIEZA's existing directions, policies, programs, activities and projects will be changed by the new leaders or management.	R	Delay on activities	Strategy Map, Plans, Objectives, initiatives and commitments are approved by the Board and the Governance Commission for GOCCs	3	4	12	C	TIEZA Management	MITIGATE: 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 or leaders	Induction/Orientation; Strategic Planning	3	3	9	D	Retain	04/18/2024 07/01/2024	Briefing conducted to new members of the Board (DOT Usec Tamano & Engr. Jimenez of DPWH) Carry over with the same action plan
5/23/2022	Policy Making	There is an opportunity for TIEZA's directions, policies, programs, activities and projects to be updated or changed for the better by the new leaders or management.	O	Increased productivity/process output	Strategy Map, Plans, Objectives, initiatives and commitments are approved by the Board and the Governance Commission for GOCCs	4	3	12	C	TIEZA Management	ENHANCE: TIEZA to update its Strategic Plan and Corporate Scorecard for any changes and update on directives	COPD	Within 60 days from appointment of new Board members of leaders	Strategic Planning	4	2	8	D	Retain	2024-09-30	Corporate Scorecard is updated Carry over with the same action plan
5/10/2023	Property Management	There is a possibility that TIEZA will be directed by SOT to privatize its assets and veer away from operating them.	R	Effect on organization's image/integrity	TIEZA operates some assets and maintains others.	5	3	15	C	TIEZA Management	AVOID: To prepare an action plan as regards TIEZA assets as an alternative to selling them	AMS	2024-11-30	Assets Operations	5	2	10	D	Prepare roadmap for the utilization of non-operating assets	2024-11-30	JVSC to prime some identified entities for offering to private operators Identified priority entities and had them surveyed and fenced
10/5/2023	Human Resources Management	There is a possibility that TIEZA personnel will have to multi-task and be overburdened due to lack of plantilla positions.	R	Poor employee morale	TIEZA personnel undertakes multi-tasking	5	3	15	C	TIEZA Management	MITIGATE: Present the TIEZA Workforce Plan for approval of GCG	ADSD	2024-11-30	Recruitment, Selection & Placement; Reorganization; Wellness Program	5	2	10	D	Retain		Ongoing review and finalization of the Design Framework Carry over to 2025
5/10/2023	Human Resources Management	There is a possibility that some TIEZA plantilla positions have personnel who are not competent or does not possess the best qualifications or competencies for their TIEZA positions, specially those technical positions.	R	Poor quality of service	Hiring of COS; Outsourcing of personnel from other units	4	4	16	B	TIEZA Management	MITIGATE: Present the TIEZA Workforce Plan for approval of GCG	ADSD	2024-11-30	Recruitment, Selection & Placement	4	4	16	B	Retain		Ongoing review and finalization of the Design Framework Carry over to 2025
12/1/2021	Human Resources Management	There is a possibility that 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	Delay on activities	Identified next-in-rank personnel are appointed as Officer in Charge; Hiring of external applicants	4	4	16	B	TIEZA Management	MITIGATE: Updating and cascading of Succession Plan	ADSD	2024-11-30	Succession Planning; Recruitment, Selection & Placement	4	4	16	B	Retain	2024-11-18	Competency Reassessment Carry over to 2025
5/10/2023	Financial Management	There is a possibility that TIEZA will have low Budget Utilization Rate.	R	Non achievement of quality objectives	Monthly Budget Monitoring Reports provided to Departments; Conduct of Technical Budget Hearing prior to budget approval	5	3	15	C	TIEZA Management	MITIGATE: (1) Implementation of BMMS Phase 2 (2) Monthly updating of budget utilization	MISD; FISD	2024-09-30	Budget Execution; Budget and Financial Accountability Reports	4	3	12	C	Full implementation of BMMS		BMMS Phase 2 is being enhanced by MISD Carry over to 2025
5/23/2022	Information Management	There is a possibility that sensitive and confidential information will be stolen or disclosed through data security breach.	R	Effect on organization's image/integrity	Designation of Data Breach Response Team (DBRT); Compliance of Data Privacy Act	4	2	8	D	TIEZA Management	ACCEPT: Cascade the Security Incident Management Policy to all employees.	DBRT; Data Privacy Committee	2024-09-30	Data Privacy	4	2	8	D	Retain		Orientation on the Data Privacy Act conducted on 16 December 2024 Ongoing completion of the Data Privacy Manual

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						C	L	CL						C	L	CL					
5/23/2022	Statutory and Governance Compliances	There is a possibility that TIEZA will fail to comply with statutory and regulatory requirements of the oversight bodies (e.g. COA, CSC, GCG, AO25 IATF) and with QMS due to delayed in submission or non-submission of some TIEZA offices.	R	Non achievement of quality objectives	Close monitoring of PBB Task Force, compliance officer and other related committees to ensure compliances.	4	4	16	B	TIEZA Management	<b>AVOID:</b> 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	2024-11-30	Compliance Monitoring	4	3	12	C	Retain		Ongoing revision of 2024 OPCR and preparation of 2025 OPCR to include these compliances
5/23/2022	Procurement	There is a possibility that TIEZA procurement may be delayed or violate RA 9184 and its IRR.	R	Delay on activities	Active monitoring of procurement activities and records keeping	4	3	12	C	TIEZA Management	<b>MITIGATE :</b> Request additional space to store and keep records	BAC	2024-11-30	Procurement	3	1	3	E	Preparation of Risk Information Sheet	2024-11-11	Additional cabinets were procured Risk item for closure
5/10/2023	Contracts Management	There is a possibility that TIEZA Contracts may be lost and all the obligations/rights provided therein may be ineffectual.	R	Delay on activities	The offices involved tries to get and keep copies for themselves	5	3	15	C	TIEZA Management	<b>MITIGATE :</b> To come up with a policy direction or office order that will institutionalize and streamline contracts management	LEGD	2024-11-30	TIEZA processes	5	2	10	D	Retain		Policy Direction still in effect. Legal is now being copy furnished of the contracts entered into by TIEZA
90/05/2023	Records and Information Control	There is a possibility that TIEZA significant files, records, documents or information may be lost due to non-conversion to digital copies with limited or lacking official cloud storage.	R	Effect on organization's image/integrity	Individual and personal cloud storage	4	2	8	D	TIEZA Management	<b>MITIGATE</b> (1) To subscribe TIEZA official cloud storage for the electronic files for each sector and department upon their request.	(1) MISD; All Sectors	2024-11-30	Records Control	3	1	3	E	Preparation of Risk Information Sheet		The personal Cloud Storage (Microsoft OneDrive) was utilized for electronic files of each employees Risk item for closure
9/5/2024	Legal Compliance/Financial Management	There is a possibility that projects to be offered for private investment under PPP be not implemented with the new PPP Law and procedures.	R	Non achievement of quality objectives	Coordination with PPP Center	3	3	9	D	TIEZA Management	<b>MITIGATE</b> Issue Office Order to utilize the new PPP Law	OCCO	2024-11-30	Assets Management	3	2	6	D	Retain	2024-07-15	Office Order re: new PPP Law was issued Previous office orders were revised
9/5/2024	Legal Compliance/Financial Management	There is a possibility that projects to be offered for private investment under PPP be implemented more expeditious with the new PPP Law and procedures.	O	Maximized resources	Coordination with PPP Center	3	3	9	D	TIEZA Management	<b>EXPEDITE</b> (1) Issue Office Order to utilize the new PPP Law	OCCO	2024-11-30	Assets Management	3	3	9	D	Retain	2024-07-15	Office Order re: new PPP Law was issued Previous office orders were revised
9/5/2024	Legal Management	There is a possibility that TIEZA Directors and Officers will face liabilities in the discharge of their official duties.	R	Effect on organization's image/integrity	The Authority answers the litigation expenses incurred	3	2	6	D	TIEZA Management	<b>ACCEPT:</b> Monitoring and maintenance of DOLI	OCCO; LEGD	2024-11-30	GSIS Insurance	3	3	9	D	Retain	2024-10-01	DOLI was renegotiated for better terms to TIEZA Ongoing negotiation with Landbank is undertaken for DOLF