NATIONAL COMPETITIVENESS COUNCIL | PHILIPPINES

STATE OF COMPETITIVENESS

GUILLERMO M. LUZ
Private Sector Co-Chairman

3rd Arangkada Forum
February 26, 2014


FEDERAL RESERVE NOTE
THE UNITED STATES OF AMERICA
THIS NOTE IS LEGAL TENDER FOR ALL DEBTS, PUBLIC AND PRIVATE
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WASHINGTON, D.C.
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GENERAL ROMULO
MANILA


Transfers. More fun in the
Philippines
Donald Tapan

Impact : Inclusive Growth

- Higher FDI (new investments of 3-4% of GDP), from US$1.7 billion in 2010
- Double export growth to US$120 billion by 2016 with new products and services to account for 30% of exports
- GDP Growth of 7-8% per year
- Job Growth / Lower Unemployment
- Lower Poverty Incidence : 26.5% in 2009 to 16.6% by 2015
- Growing C socioeconomic class(currently 8.6%); shrinking DE class (currently 91%)

Sources: NSCB (Breakdown: 2010 Baseline- US$ 51.39 (goods) US$ 12.27(services) , 2016 Target- US$ 91.5 B (goods) & US$ 28.9 B (services), Chapter 3 Phil Development Plan (Competitive Industry Sector), NEDA Targets; Phil. Labor and Employment Plan 2011-2016

NATIONAL COMPETITIVENESS COUNCIL | PHILIPPINES

- Where have we succeeded ?
- Where have we fallen behind ?
- How do we move forward ?
- How do we build a Culture of Competitiveness ?

GLOBAL COMPETITIVENESS REPORT CARD

Report	2014 Rank	2013 Rank	2012 Rank	2011 Rank	Change	ASEAN	Next Report	Source	Target
1. Global Competitiveness Index		59/148	65/144	75/142	Up 6	6 of 10	Sep-14	WEF	49
2. Ease of Doing Business		108/189	138/185	136/183	Up 30	6 of 10	Oct-14	IFC	63
3. World Competitiveness Report		38/60	43/59	41/59	Up 5	4 of 5	May-14	IMD	20
4. Corruption Perception Index		94/177	105/179	129/183	Up 11	4 of 10	Dec-13	Transparency International	60
5. Economic Freedom Index	89/178	97/177	107/179	115/179	Up 8	5 of 7	Jan-14	Heritage Foundation	59
6. Global Information Technology Report		86/144	86/142	86/138	no change	6 of 7	Apr-14	WEF	47
7. Travel and Tourism Report		82/140	n/a	94/139	Up 12	7 of 8	Mar-15	WEF	46
8. Global Innovation Index		90/142	95/141	91/125	Up 5	7 of 9	Jul-14	WIPO	47
9. Logistics Performance Index		--	52/155	44/155	Down 8	4 of 9	Feb-14	World Bank	51
10. Failed States Index		59/178	56/177	51/177	Up 3	7 of 10	Jun-14	Fund for Peace	118

GLOBAL COMPETITIVENESS PERFORMANCE

Report	Change 2013 vs 2012	Change over 3 years
1. World Economic Forum Global Competitiveness Index	+ 6	+ 26
2. IFC/WB Ease of Doing Business Report	+ 30	+ 28
3. IMD World Competitiveness Report	+5	+3
4. Transparency International Corruption Perceptions Index	+11	+35
5. Economic Freedom Index	+10	+18
6. Global IT Report (WEF)	0	0
7. Travel and Tourism Report (WEF)	+12	+12
8. Global Innovation Index	+5	+17

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Global Competitiveness Report

Philippines VS ASEAN

WORLD ECONOMIC FORUM

COUNTRIES	2011 Out of 142	2012 Out of 144	CHANGE 2011-2012	2013 Out of 148	CHANGE 2012-2013
1.SINGAPORE	2	2	0	2	0
2. MALAYSIA	21	25	- 4	24	+1
3. BRUNEI DARUSSALAM	28	28	0	26	+2
4. THAILAND	39	38	+ 1	37	+1
5. INDONESIA	46	50	- 4	38	+12
6. PHILIPPINES	**75**	**65**	**+ 10**	**59**	**+6**
7. VIETNAM	65	75	- 10	70	+5
8. LAOS *	-	-	-	81	-
9. CAMBODIA	97	85	+ 12	88	-3
10. MYANMAR*	-	-	-	139	-

(*) – New Economies added for 2013 report

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Global Competitiveness Report
Philippines

WORLD ECONOMIC FORUM

12 PILLARS	2012-2013 CHANGE	CHANGE OVER 3 YEARS
1st pillar: Institutions	**+15**	**+38**
2nd pillar: Infrastructure	**+2**	**+9**
3rd pillar: Macroeconomic environment	**-4**	**+14**
4th pillar: Health and primary education	**+2**	**-4**
5th pillar: Higher education and training	**-3**	**+4**
6th pillar: Goods market efficiency	**+4**	**+6**
7th pillar: Labor market efficiency	**+3**	**+ 13**
8th pillar: Financial market development	**+10**	**+23**
9th pillar: Technological readiness	**+2**	**+ 6**
10th pillar: Market size	**+2**	**+ 3**
11th pillar: Business sophistication	**-**	**+ 8**
12th pillar: Innovation	**+25**	**+ 39**

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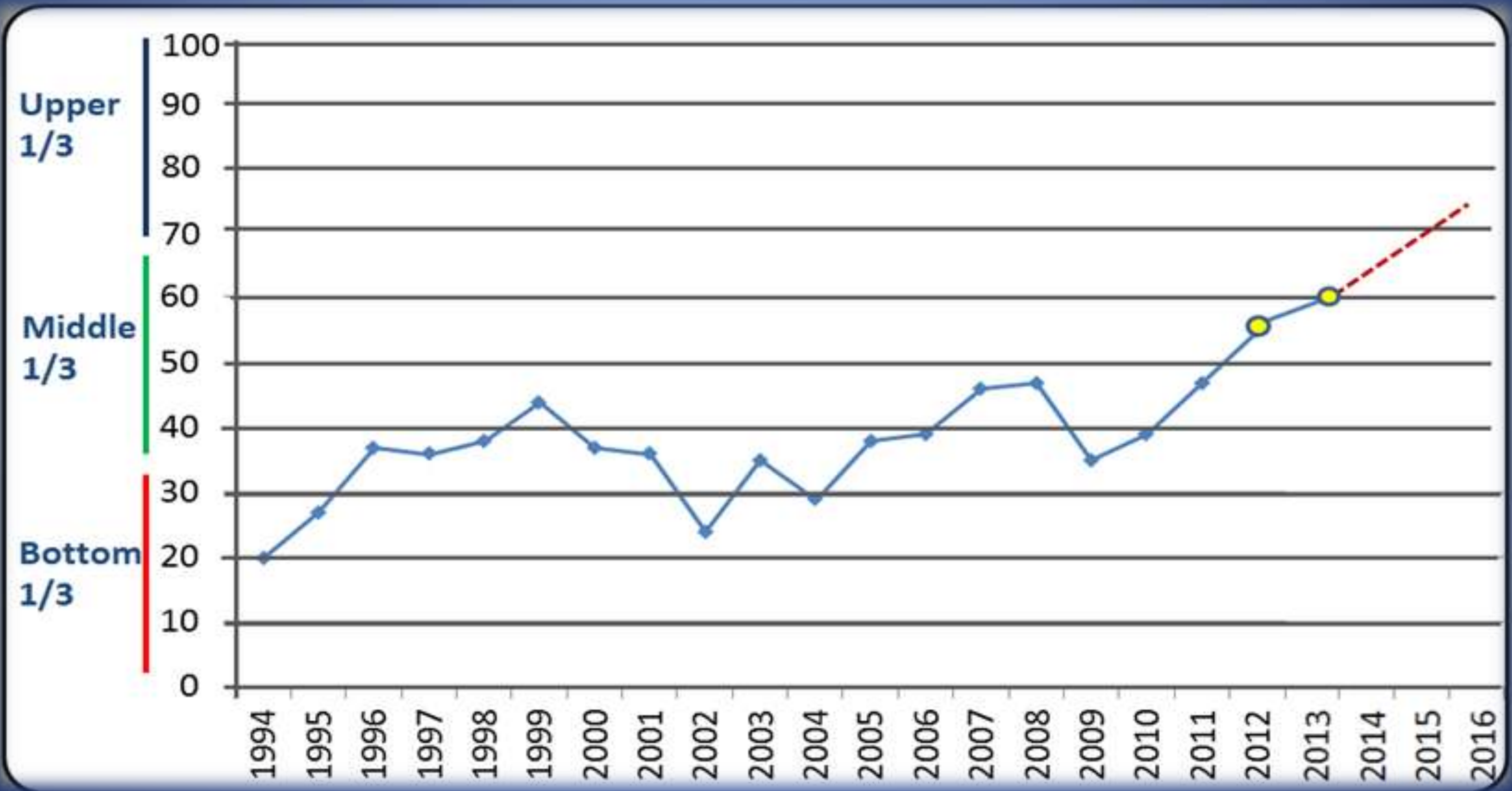
Global Competitiveness Report 1994-2013

WORLD ECONOMIC FORUM

Percentile Rank



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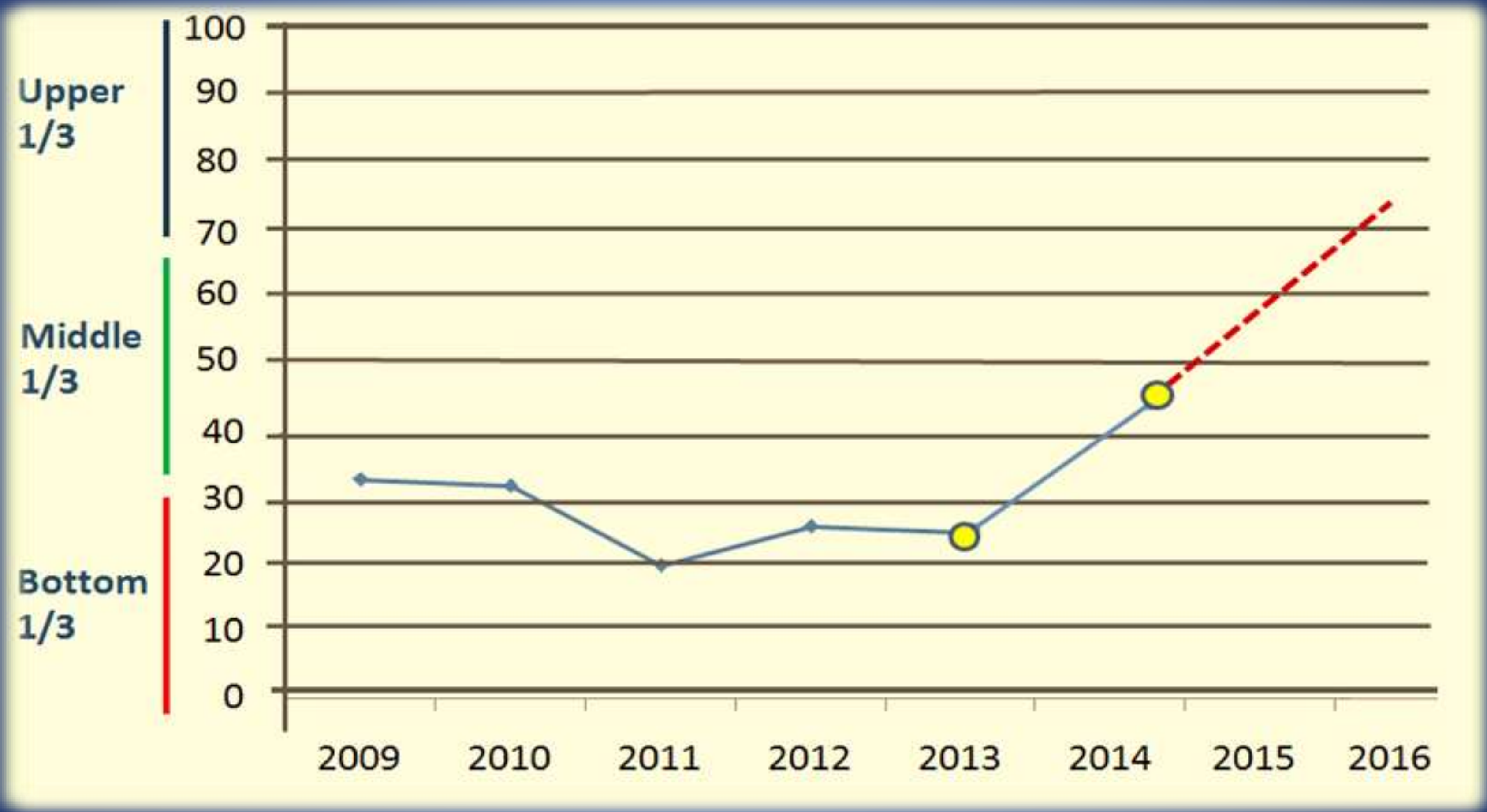
GAMEPLAN 1.0

Summary

EASE OF DOING BUSINESS REPORT PHILIPPINES (2009-2014)

Based on Percentile Rank



2013 EASE OF DOING BUSINESS PHILIPPINES

IFC International Finance Corporation World Bank Group

Indicators	2014 (189)	Variance 2013-2014	2013 (185)	2012 (183)
Over-all ranking	108	+30	138	136
1. Starting a business	170	-9	161	158
2. Dealing w/ construction permits	99	+1	100	101
3. Getting electricity	33	+24	57	53
4. Registering Property	121	+1	122	120
5. Getting Credit	86	+43	129	127
6. Protecting Investors	128	--	128	124
7. Paying Taxes	131	+12	143	136
8. Trading across borders	42	+11	53	56
9. Enforcing contracts	114	-3	111	109
10. Resolving Insolvency	100	+65	165	166

WORLD RANKING OF ASEAN COUNTRIES 2012-2014

ASEAN	2014 (out of 189)	2013 (out of 185)	CHANGE	2012 (out of 183)	CHANGE
1. Singapore	1	1	0	1	0
2. Malaysia	6	12	6	14	2
3. Thailand	18	18	0	17	-1
4. Brunei Darussalam	59	79	20	83	4
5. Vietnam	99	99	0	99	0
6. **Philippines**	108	138	30	136	-2
7. Indonesia	120	128	8	130	2
8. Cambodia	137	133	-4	141	8
9. Lao PDR	159	163	4	166	3
10. Myanmar*	182	NDA	0	NDA	0

*Myanmar is one of the four new economies measured in the report together with Libya, San Marino and South Sudan.

2014 TOP TEN MOST IMPROVED IN TERMS OF RANKING

International Finance Corporation
World Bank Group

Economy		2013	2014	CHANGE
1	**Philippines**	138	108	30
2	Ukraine	137	112	25
3	Rwanda	52	32	20
4	Brunei Darussalam	79	59	20
5	Russian Federation	112	92	20
6	Burundi	159	140	19
7	Guatemala	93	79	14
8	Brazil	130	116	14
9	Iraq	165	151	14
10	Kosovo	98	86	12

National Competitiveness Council - Philippines

JULY 2012
NCC crafts Gameplan for Competitive-ness
1

DECEMBER 2012
Videoconferences with IFC Washington
3

JANUARY 2013
Meeting with PH Embassy in Washington
5

MARCH 2013
Target validation workshops
6

MAY 2013
President Aquino signs Administrative Order No. 38 creating an inter-agency Ease of Doing Business Task Force
8

JULY 2013 OCTOBER 2013
Task Force convenes
10

PhilHealth
cibi
CREDIT INFORMATION CORPORATION
dti
CCAP
PBR
ACCRALAW

SEPTEMBER 2012
Economic Development Cluster approves Gameplan
2

APPROVED

DECEMBER 2012 FEBRUARY 2013
Public-Private Dialogues
4

MAY 2013
Work teams commit to implement targets at Ease of Doing Business Summit
7

JUNE 2013
Submitted reform inventory to IFC
9

OCTOBER 2013
Release of 2014 Doing Business Report
11

TIMELINE

Indicator: Starting a Business

START

1. Verify and reserve company name with SEC.
2. Deposit paid-up capital and obtain bank certificate.
3. Notarize articles of incorporation and treasurer's affidavit.
4. Register the company with SEC and receive pre-registered TIN.
5. Obtain barangay clearance.
6. Pay annual community tax and obtain community tax certificate.
7. Obtain business permit from BPLO.
8. Buy special books of account at bookstore.
9. Apply and pay for Certificate of Registration and obtain TIN at BIR.
10. Pay registration fee and documentary stamp taxes
11. Obtain authority to print receipts and invoices from BIR.
12. Print receipts and invoices.
13. Have books of accounts and Printer's Certificate of Delivery stamped by BIR.
14. Register with SSS.
15. Register with PhilHealth.
16. Register with Pag-IBIG.

END

Indicator: Starting a Business

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Indicator: Starting a Business

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- Buy special books of account and have books of accounts and Printer's Certificate of Delivery stamped by BIR.
- Register with SSS.
- Register with PhilHealth.
- Register with SSS, PhilHealth, and Pag-IBIG.

EN

Indicator: Starting a Business

START

Verify and reserve company name with SEC.

Notarize articles of incorporation and treasurer's affidavit.

Register the company with SEC and receive pre-registered TIN.

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Buy special books of account and have books of accounts and Printer's Certificate of Delivery stamped by BIR.

END

NATIONAL COMPETITIVENESS COUNCIL | PHILIPPINES

GAMEPLAN 2.0

Reforms vs Benchmarks

Base: 2014 Report

2014 WORLD RANKING OF ASEAN COUNTRIES PER INDICATOR

International Finance Corporation
World Bank Group

Country		Starting a Business	Dealing w/ Construction Permits	Getting Electricity	Registering Property	Getting Credit	Protecting Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts	Resolving Insolvency
Singapore	1 --	3 ↑	3 ↓	6 ↓	28 ↑	3 ↑	2 --	5 --	1 --	12 --	4 ↓
Malaysia	6 ↑	16 ↑	43 ↑	21 ↑	35 ↓	1 --	4 --	36 ↓	5 ↑	30 ↑	42 ↑
Thailand	18 --	91 ↓	14 ↑	12 ↓	29 ↓	73 ↓	12 ↑	70 ↑	24 ↓	22 ↑	58 --
Brunei	59 ↑	137 ↓	46 ↓	29 --	116 ↓	55 ↑	115 ↑	20 ↑	39 ↑	161 ↓	48 ↓
Vietnam	99 --	109 ↓	29 ↓	156 ↓	51 ↓	42 ↓	157 ↑	149 ↓	65 ↑	46 ↓	149 --
Philippines	108 ↑	170 ↓	99 ↑	33 ↑	121 ↑	86 ↑	128 --	131 ↑	42 ↑	114 ↓	100 ↑
Indonesia	120 ↑	175 ↓	88 ↓	121 ↑	101 ↓	86 ↑	52 ↓	137 ↓	54 ↓	147 ↓	144 ↑
Cambodia	137 ↓	184 ↓	161 ↓	134 ↓	118 ↓	42 ↑	80 ↑	65 ↑	114 ↑	162 ↓	163 ↓
Laos	159 ↑	85 ↓	96 ↓	140 ↓	76 ↓	159 ↑	187 ↓	119 ↑	161 ↓	104 ↑	189 ↓
Myanmar	182 --	189 --	150 --	126 --	154 --	170 --	182 --	107 --	113 --	188 --	155 --

STARTING A BUSINESS BENCHMARK: MALAYSIA

Economy		Procedures (number)	Time (days)	Cost (% of income per capita)	Paid-in Min. Capital (% of income per capita)	RANK
1	Singapore	3	3	0.6	-	3
** 2*	*Malaysia*	*3*	*6*	*7.6*	*-*	*16*
3	Lao PDR	6	92	6.7	-	85
4	Thailand	4	28	6.7	0.0	91
5	Vietnam	10	34	7.7	-	109
6	Brunei Darussalam	15	101	9.9	-	137
7	*Philippines*	*15*	*35*	*18.7*	*4.6*	*170*
8	Indonesia	10	48	20.5	38.5	175
9	Cambodia	11	104	150.6	27.5	184
10	Myanmar	11	72	176.7	7,016.0	189

STARTING A BUSINESS SCORE SIMULATION

Indicator	2014 Report	2015 Report	Movement/ Change in rank
Number of Days	35	6	-29 days
Number of Steps	15	3	-12 steps
Cost (% income/per capita)	18.7	18.7	--
Min Paid In Capital	4.6	0	-4.6
Effect in indicator ranking	170	30	↑ 140
Effect in world ranking	108	85	↑ 23

Recommendation	Agency
• Reduce number of days • Reduce number of steps • Reduce cost	SEC, QC, SSS, PBR, BIR, Philhealth, Pag-ibig
• Implement Online Business Registration • Consider removing Min. Paid in Capital	SEC/Congress

PAYING TAXES BENCHMARK: MALAYSIA

	Economy	Payments (number)	Time (hours)	Total tax rate (% profit)	Ease of Taxes RANK
1	Singapore	5	82	27.1	5
2	Brunei Darussalam	27	96	16.1	20
***3**	***Malaysia***	***13***	***133***	***36.3***	***36***
4	Cambodia	40	173	21.4	65
5	Thailand	22	264	29.8	70
6	Myanmar	31	155	48.9	107
7	Lao PDR	34	362	26.8	119
8	Philippines	36	193	44.5	131
9	Indonesia	52	259	32.2	137
10	Vietnam	32	872	35.2	149

PAYING TAXES SCORE SIMULATION

Indicator	2014 Report	2015 Report	Movement/ Change in rank
Number of Payments	36	13	23
Number of Hours	193	193	--
Total Tax Rate	44.5	44.5	--
Effect in indicator ranking	131	80	↑ 51
Effect in world ranking	108	103	↑ 5

Recommendation	Agency
• Reduce number of payments • Reduce number of Hours • Consider reducing tax rate	PAG-IBIG, PHILHEALTH, BIR

SCENARIOS

- **Low Hanging Fruit** - Impact of FULL implementation of Doing Business 2013 reform inventory.
- **Big Impact Indicators** – Implement reforms on 4 identified Gameplan 2.0 big impact indicators (Starting a Business, Registering Property, Getting Credit, Protecting Investors).
- **Stretch targets** – Implement suggested reforms for all indicators.

"LOW HANGING FRUIT" SCENARIO

2014 RANK	2015 RANK	EFFECT ON RANK
108	39	↑ 69

Low Hanging Fruit - Impact of FULL implementation of Doing Business 2013 reform inventory on 8 indicators : Starting a business, Dealing with Construction Permits, Registering Property, Getting Electricity, Getting Credit, Protecting Investors, Paying Taxes and Trading Across Borders are fully implemented and measured)

"LOW HANGING FRUIT" SCENARIO
Effect on ASEAN rankings

	Economy	2014 Report	Rank as of Current Data and Simulation
1	Singapore	1	1
2	Malaysia	6	6
3	Thailand	18	18
*4	Philippines	108	39
5	Brunei Darussalam	59	59
6	Vietnam	99	99
7	Indonesia	120	120
8	Cambodia	137	137
9	Lao PDR	159	159
10	Myanmar	182	182

move from 6 to 4

"BIG IMPACT INDICATORS" SCENARIO

2014 RANK	2015 RANK	EFFECT ON RANK
108	29	↑ 79

- **Big Impact Indicators** – Implement reforms on 4 identified Gameplan 2.0 big impact indicators (Starting a Business, <u>Registering Property</u>, Getting Credit, Protecting Investors).

"BIG IMPACT INDICATORS" SCENARIO
Effect on ASEAN rankings

	Economy	2014 Report	Rank as of Current Data and Simulation
1	Singapore	1	1
2	Malaysia	6	6
3	Thailand	18	18
*4	Philippines	108	29
5	Brunei Darussalam	59	59
6	Vietnam	99	99
7	Indonesia	120	120
8	Cambodia	137	137
9	Lao PDR	159	159
10	Myanmar	182	182

move from 6 to 4

“STRETCH TARGET” SCENARIO

2014 RANK	20XX RANK	EFFECT ON RANK
108	7	↑ 101

- **Stretch targets** – Implement suggested reforms on ALL indicators based on the new benchmarks.

"STRETCH TARGET" SCENARIO
Effect on ASEAN rankings

	Economy	2014 Report	Rank as of Current Data and Simulation
1	Singapore	1	1
2	Malaysia	6	6
3	Philippines	108	7
4	Thailand	18	18
5	Brunei Darussalam	59	59
6	Vietnam	99	99
7	Indonesia	120	120
8	Cambodia	137	137
9	Lao PDR	159	159
10	Myanmar	182	182

move from 6 to 3

DOING BUSINESS 2015 REPORT TIMELINE

DATE	ACTION	AGENCY
December 2013	Finalize Gameplan 2.0	NCC/ AO 38 Taskforce
December 9, 2013	AO 38 EODB taskforce meeting	NCC
January 2014	Reconvene task forces	NCC
January	Identify reforms needed to improve EODB performance	AO 38 taskforce
January – February	Submit the legislative amendments and any new EOs, AOs, DOs needed to improve performance in EODB.	AO 38 taskforce
January-February	Video Conferences	IFC / NCC / AO 38 taskforce
March - April	Target Validation Workshops	NCC

DOING BUSINESS 2015 REPORT TIMELINE

DATE	ACTION	AGENCY
February-April	Actual Conduct of Doing Business Survey for 2015 report	IFC
March – April	Submission of agency specific inputs to the DB reform inventory	AO 38 taskforce
April	Contributors return completed surveys	IFC
April / May	2nd EODB Summit	NCC/ AO 38 taskforce
March- May	Doing Business team codes the data from completed surveys, researches underlying laws and regulations, and conducts follow-up calls with contributors to clarify any questions	IFC

DOING BUSINESS 2015 REPORT TIMELINE

DATE	ACTION	AGENCY
Feb-May	Data Analysis and Government Feedback	IFC
May 1-15	Finalize Reform Inventory	NCC/ AO 38
May 30	Submit reform inventory to WB Washington for feedback	NCC
June 1	Close of data collection and the deadline for recording business regulation reforms	IFC
July – August	Receive feedback from IFC Washington	IFC
June-September	Production period for latest edition of Doing Business report	IFC
October	Release of 2015 DB Report	IFC

ISLANDS OF GOOD GOVERNANCE

- Balanced Scorecard for government agencies and local governments

BALANCED SCORECARDS

- Balanced Scorecard method applied <u>to selected</u> **national agencies** and **local governments**
- Multisectoral Governance Councils per agency composed of private sector and non-government representatives to advise head of agency ("independent directors")
- Self-disclosed reports today to externally-audited reports in 2015

DPWH GOVERNANCE SCORECARD

P		STRATEGIC OBJECTIVES		MEASURES	BASELINE 2009	ACTUAL 2010	TARGETS 2011	TARGETS 2013	TARGETS 2016
Social Impact	A	Increased mobility and total connectivity	1	% of National Arterial Road Network paved	86%	91%	94%	98%	100%
			2	% of bridges along national arterial roads made permanent	93%	94%	95%	97%	100%
			3	Km of arterial roads with an International Roughness Index (IRI) of 3	NA	NA	1,400	4,100	6,600
	B	Safe Environment	4	Percentage of flood protected area (identified major and principal river basins)	19%	20%	21%	25%	30%
			5	% of roads and bridges compliant with road safety standards	41%	45%	51%	64%	86%
ES	C	Transparent and accountable organization	6	Bantay Lansangan Road Sector Report Card Rating	C	NA	C+	B	B+
Processes	D	Engage the public and business partners in governance	7	Resolution of valid stakeholders complaints, inquiries and concerns	60%	60%	80%	85%	95%
	E	Institutionalize improved processes	8	Number of ISO Certified Offices	0	0	0	6	11
	F	Simplify and innovate processes	9	Absorptive Capacity	80%	84%	86%	88%	90%
			10	Percentage Compliance to prescribed documents processing timelines	94%	92%	95%	96%	98%
People	G	Nurture a corporate environment with a shared mission	11	Internal Stakeholders Approval Rating	N/A	65%	75%	85%	95%
			12	External Stakeholder Perception Rating	N/A	N/A	75%	80%	90%
	H	Uphold professionalism based on merit and performance	13	Composite Performance Index	60%	60%	65%	75%	85%
			14	Percentage of accredited personnel in selected occupational groups	55%	55%	60%	70%	80%
Resource Stewardship	I	Optimize available resources	15	Percentage of adherence to programming criteria based on existing planning applications	50%	50%	60%	80%	90%
			16	Percentage of projects completed within time and budget	55%	55%	60%	70%	80%
	J	Promote PPP investments	17	Length of (Constructed) Expressway (km)	220	286	326	394	518

REGIONAL COMPETITIVENESS

- City/Municipality Competitiveness Index

REGIONAL COMPETITIVENESS

Potential benefits of creating many competitive regions:

- diversification of investment and job opportunities
- creation of new wealth
- growing middle class in different parts of the country
- overall attractiveness of the Philippines as an investment site

REGIONAL COMPETITIVENESS

- Very little information about the competitiveness of Philippine regions, cities, and municipalities
- Created **Regional Competitiveness Committees** in 15 regions + National Capital Region (Metro Manila) in 2012

REGIONAL COMPETITIVENESS

- Convened all committees in quarterly meetings in 2012 to construct a **framework for local economic development and competitiveness**

REGIONAL COMPETITIVENESS

Overall Competitiveness – Top 10 Cities

Rank	Region	Province	LGU	Score
1	Northern Mindanao	Misamis Oriental	Cagayan de Oro City	72.09
2	Western Visayas	Iloilo City	Iloilo City	68.23
3	Central Luzon	Pampanga	San Fernando City	67.89
4	CARAGA	Agusan del Norte	Butuan City	63.07
5	Western Visayas	Negros Occ.	Bacolod City	61.62
6	SOCCSKSARGEN	South Cotabato	Koronadal	61.27
7	Ilocos Region	La Union	San Fernando	61.17
8	Central Luzon	Zambales	Olongapo City	60.63
9	Bicol Region	Camarines Sur	Naga	60.53
10	NCR		Marikina	59.73

REGIONAL COMPETITIVENESS

Overall Competitiveness – Top 10 Municipalities

Rank	Region	Province	LGU	Score
1	CARAGA	Agusan del Sur	San Francisco	54.86
2	Central Luzon	Pampanga	Guagua	54.18
3	CALABARZON	Cavite	Carmona	53.18
4	BICOL Region	Camarines Norte	Daet	51.45
5	CALABARZON	Cavite	General Trias	51.22
6	Central Luzon	Nueva Ecija	Guimba	50.46
7	Central Luzon	Pampanga	Mexico	50.18
8	SOCCSKSARGEN	South Cotabato	Surallah	49.82
9	CALABARZON	Rizal	Taytay	49.19
10	CARAGA	Agusan del Sur	Prosperidad	48.92

OTHER PROJECTS

1. *Annual Enterprise Survey on Corruption*
2. *Customer Satisfaction Surveys*
3. *New Working Groups on Agri and Trade Logistics*
4. *New Working Group on Manufacturing*
5. *New Working Group on National Quality Infrastructure*
6. *New Working Group on Services*
7. *Livable City Design Challenge*
8. *APEC 2015*
9. *Operation Deregulation*

LESSONS LEARNED

1. ***Transparency leads to Competitiveness*** : Governance matters
2. ***Work-in-Progress is no longer good enough***
3. Importance of ***Execution and Delivery***
4. ***Teamwork is required*** : No More Silos
5. We must *focus on* ***Multiple Fronts*** (no single variable)
6. ***The Competition never sleeps***
7. ***The bar always rises***. We move up a weight class and meet larger, stronger competition
8. ***Speed-to-Reform*** should be our new mantra
9. ***Maintaining Momentum*** is important (gain speed)
10. ***Embedding and institutionalizing change*** / reform for the long run is important. This has become a key concern.

11TH LESSON LEARNED

Public – Private Collaboration is important and effective. We learn from each other.

- Where have we succeeded ?

GOVERNANCE

- Where have we fallen behind ?

BUREAUCRACY

- How do we move forward ?

ON TIME EXECUTION

- How do we build a Culture of Competitiveness ?

STATE OF MIND

NATIONAL COMPETITIVENESS COUNCIL | PHILIPPINES

www.competitive.org.ph
email: admin@competitive.org.ph
facebook.com/Compete.Philippines
twitter.com/ncc_PH