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Proposed Revisions to the Option Year Work Plan

Investment Enabling Environment (INVEST) Project

Submitted to:

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Office of Economic Development and Governance
U.S. Agency for International Development/Philippines
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LIST OF ACRONYMS

AOC	APEC Organizing Committee
APEC	Asia-Pacific Economic Cooperation
ARTA	Anti-Red Tape Act
ASEAN	Association of Southeast Asian Nations
ASSURE	Alliance for Safe and Sustainable Reconstruction
BOSS	Business One-Stop Shop
BPLS	Business Permits and Licensing System
CDI	Cities Development Initiative
CDO	Cagayan de Oro
COR	Contracting Officer's Representative
CSC	Civil Service Commission
DILG	Department of the Interior and Local Government
DOST	Department of Science and Technology
DTI	Department of Trade and Industry
INVEST	Investment Enabling Environment Project
IT	Information Technology
JMC	Joint Memorandum Circular
LCDC	Livable Cities Design Challenge
LGU	Local Government Unit
LIIC	Local Investment and Incentives Code
M & E	Monitoring and Evaluation
NCC	National Competitiveness Council
OIDCI	Orient Integrated Development Consultants, Inc.
PBR	Philippine Business Registry
PMT	Project Management Team
RCA	Recipient's Contract Audit
RCS	Report Card Survey
SIMM	Scaling Innovations in Mobile Money
SO	Strategic Objective
STTA	Short-Term Technical Assistance
TOR	Terms of Reference
USAID	United States Agency for International Development
WBS	Work Breakdown Structure
WWF	World Wildlife Foundation
ULI	Urban Land Institute

I. INTRODUCTION

The United States Agency for international Development (USAID) awarded the management of the Investment Enabling Environment (INVEST) Project to the Orient Integrated Development Consultants, Inc. (OIDCI) on September 29, 2011, initially as a two-year project that aims to improve the investment climate in the Philippines by providing direct assistance to the three first-class cities of Batangas, Iloilo, and Cagayan de Oro in business registration streamlining and investment planning and promotion. On April 2013, USAID granted OIDCI an option year to continue the implementation of remaining activities of INVEST and the institutionalization of reforms and project gains. The Option Year Work Plan was submitted in compliance with Section F.7 of the contract with USAID and was approved on September 27, 2014.

In a meeting with the Contracting Officer's Representative (COR) on February 26, 2014, the Project was informed of the three-month extension the Project to undertake the following activities: (1) assistance to the National Competitiveness Council (NCC) to mount the Livable Cities Design Challenge; and (b) logistical and administrative support to USAID in the expansion of the Cities Development Initiatives (CDI) Program.

In view of the extension, the Project is submitting an updated work plan that would cover the additional three months from October to December 2014. The new work plan includes adjustment to the Option Year Work Plan as a result of: (a) the additional tasks and activities; and (b) revisions in the approved Option Year work plan in view of the current status of project implementation as of February 2014.

This report contains the introduction and the proposed adjustments in the Option Year Work Plan.

II. PROPOSED ADJUSTMENTS IN THE OPTION WORK PLAN

Based on the approved work plan for the option year, the Project will be implementing activities under three components – streamlining business registration processes and lowering transaction cost (component 1), improving investment planning and promotion in partner cities (component 2) and addressing cross-cutting concerns (component 3). Relative to year 2, the activities under each of component during the option year has been substantially reduced in line with the lower budget approved for the third year of project implementation.

A. Accomplishments (October 2013 – February 2014)

The Project has generally remained on track in relation to the activities identified in the option year work plan. Annex 1 summarizes the accomplishments under each component and the corresponding program areas.

Under component 1, each of the partner cities further streamlined their business permitting processes in time for the 2014 renewal processes. Consistent with the objective of the Project to encourage the cities to make use of technology in business permitting, two of the three cities piloted the online submission of business renewal application forms. Before the Project ends, the three cities are expected to adopt an online or mobile payment system, the latter being jointly pushed with another USAID project, Scaling Innovations for Mobile Money (SIMM) Project. The assessment of the 2014 business permitting reforms is currently being done in-house based on a third party processes tracking and exit interviews of applicants during the renewal period.

Consistent with the automated business permitting process, the Department of Trade and Industry (DTI), together with the three cities, signed a Memorandum of Agreement on December 11, 2013 that will initiate the process of connecting the three cities to the Philippine Business Registry (PBR). The PBR connectivity was set up in two of the three partner cities in January 2014.¹ The Project is still closely coordinating with the DTI on the possibility that the executive order drafted by the Project to strengthen the institutional set-up of the PBR will be signed.

Corollary to the streamlining of business permitting processes, the cities have also adopted inspection reforms aimed at easing the cost of doing business in their localities. As part of its monitoring work, the Project will be conducting an in-house assessment of the inspection systems of the partner cities to see whether these are business-friendly.

Except for the risk-based fire inspection study, the Project has commenced the studies programmed for the option year, e.g., the review of the Joint Memorandum Circular on Business Permits and Licensing System (BPLS) signed by DTI and the Department of the Interior and Local Government (DILG), the streamlining of construction-related permitting processes, the risk-based sanitation inspection study, the streamlining of permitting processes for hotels and other tourism establishments and the profiling of the business applicants in the three cities.

¹ The PBR connectivity of Iloilo City was delayed due to the discrepancy in the Memorandum of Agreement signed with DTI and the approved version of the *Sanggunian Panlungsod*. Furthermore, the city government does not process new business applications during the January renewal period.

For component 2, two of the three business forums that the Project committed to conduct have been successfully held by the partner cities by end-February 2014.² The forums were models of public-private partnerships where the local business groups jointly coordinated the preparatory activities leading to the forum with the city government. As a follow-thru to the forums, the Project will be conducting workshop and meetings for the setting up of an Investment Promotion Centers in the partner cities.

Under component 3, the Project has drafted the manual for the computation of the competitiveness ranking of cities and municipalities, which will again be undertaken in 2014. In addition, the Project assisted USAID in organizing a monitoring visit to Batangas City during which the progress of the CDI action plan of the city was discussed.

As the Project is nearing its closure, it has started the preparation of camera-ready knowledge products that will be turned over to the government. Three guidebooks/training manuals have been prepared to date and about four others will be drafted in the next three months.

B. Proposed Adjustments in the Option Year Work Plan

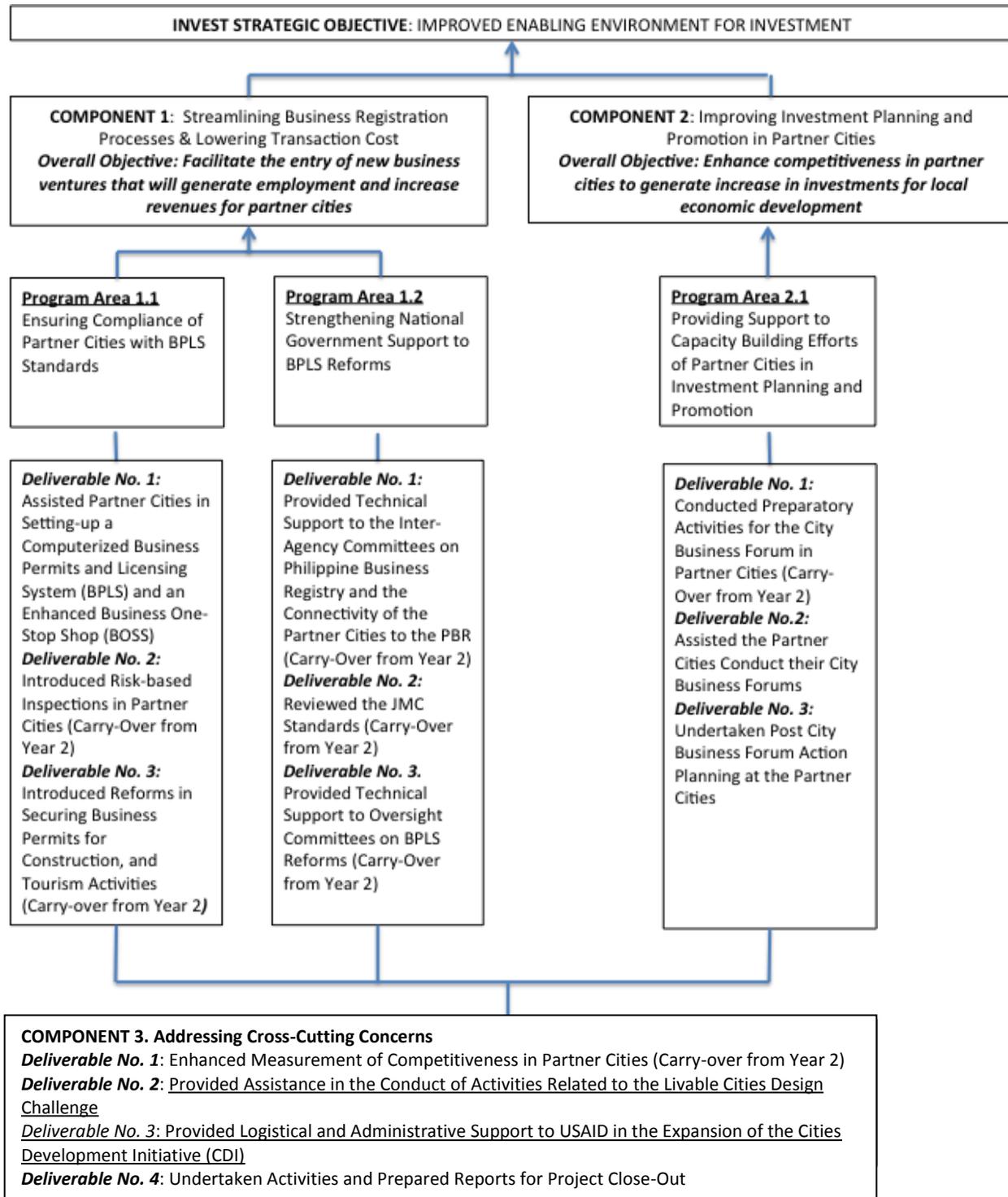
The three-month extension of the Project would necessitate a slight revision in the approved work plan for the option year. The proposed revision took into account: (1) new activities that the Project will be implementing up to December 2014 that will entail additional deliverables; and (2) deletion of some deliverables and the addition of outputs for some deliverables based on a review of the current status of implementation of the project activities; and (3) the need to adjust the timetable for some of the deliverables. These revisions are explained below.

1. Additional Deliverables

The Project was accorded an extension of 3 months due to the need to integrate two additional deliverables under component 3 of the project on crosscutting issues. These are the conduct of the LCDC and the assistance to USAID in the assessment of the next cities to be included in the CDI. The implications of the additional deliverables in the Project's work breakdown structure are shown in Figure 1 under component 3 of the Project.

² The Iloilo City Business Forum is scheduled on March 12, 2014.

Figure 1. Adjusted Work Breakdown Structure for the Project's Updated Option Year Work Plan



The new deliverables are as follows:

Deliverable No. 2 (of Component 3): Provided Assistance in the Conduct of Activities Related to the Livable Cities Design Challenge

Under this deliverable, the Project shall assist the NCC in mounting the LCDC. The LCDC is designed as a planning and design competition whose objective is to get city planners across the Philippines to better plan their respective cities and municipalities for a climate-defined future by being more aware and better prepared for disaster-risk reduction. At the same time, city planners will be encouraged to design “livable cities” that offer safety, convenience, livelihood, lifestyle and sustainability that attract people to live, work and play so their cities can be competitive.

As designed, the “challenge” will engage a maximum of 20 cities and municipalities to the competition. Cities will include those hosting the meetings of the Asia-Pacific Economic Cooperation, which will be held in the Philippines in 2015, and others that are vulnerable or have been affected by disasters in the past. Cities or municipalities that accepted the invitation will have to commit to undergo orientation and participate in planned workshops.

Specifically, the Project shall: (a) assist in the conduct of the launch for the competition which is set on March 11, 2013; (b) oversee and supervise coaches and mentors who will assist the competing cities; and (c) mount the final judging and awarding of winner cities. The Project shall coordinate closely with the following institutions: (a) World Wildlife Foundation (WWF); (b) Asia Society; (c) Urban Land Institute (ULI); (d) ASSURE; (e) NCC; and (f) APEC Organizing Committee (AOC)

Output: Report on the Assistance Provided to the National Competitiveness Council on the Livable Cities Design Challenge

Deliverable No. 3 (of Component 3): Provided Logistical and Administrative Support to USAID in the Expansion of the Cities Development Initiative (CDI)

Under this deliverable, the Project will provide logistical and administrative support to USAID for the assessment visits and other meetings with local officials and stakeholders as USAID expands its work to other CDI cities.

Output: Report on the Support Provided to USAID in the Expansion of the CDI

2. Additional Outputs

a. BPLS Automation Forum. Under Program Area 1.2 on *Strengthening National Government Support to BPLS Reforms*, the Project is proposing to support a forum that would showcase the initiatives of the partner cities in promoting the automation of business permits and licensing system. The Forum, which is going to be held as part of the Information Technology (IT) Month in June 2014, is a project under the Technical Working Group on eBPLS and will be spearheaded by the Department of Science and Technology (DOST), DTI and DILG, in partnership with private sector corporations. The Forum will also be an opportunity for the government to present its capacity building

program on automation, which will also promote the BPLS Automation Guide and Baseline Design, prepared by USAID under the Local Implementation of National Competitiveness for Economic Growth Project.

In view of the above, the Project will be submitting an additional output (Output 3.2) under Deliverable 3 of Program Area 1.2 on the report on the BPLS Automation Forum.

b. Report on the Report Card Survey

In year 2, the Project, in partnership with the Civil Service Commission (CSC) conducted a training program for six members of civil society organizations (July 9-12, 2013) to conduct of the Report Card Survey (RCS) in the partner cities. The conduct of the survey, however, had to be cleared with the DILG, which has been tasked to coordinate activities related to the Anti-Red Tape Act at the local level. As agreed with the DILG, the RCS was conducted in Iloilo and Cagayan de Oro cities in January 2014. Hence, the Project is proposing to submit the results of the survey as an additional output (Output 3.3) under Deliverable No. 3 re: *Provided Technical Support to Oversight Agencies/Committees on BPLS Reforms*.

3. Deletion of the Output re: Conduct of a Survey on Competitiveness and Local Economic Development in Partner Cities

Part of the Project's output for Year 2 is a perception survey to determine the client's satisfaction on the LGUs processing of business permits and licenses and the businessmen's opinion on the extent of competitiveness of LGUs. The survey was intended to provide useful information for the business forum in each of the cities. The results can also be combined with the data generated from the competitiveness ranking of NCC to form a single competitiveness index similar to that used in global competitiveness surveys.

However, there was a delay in sub-contracting the survey in Year 2; hence the activity was proposed to be implemented in the Option Year. A Request for Proposal was issued by the Project but no firm submitted a proposal; hence, a failure of bid was declared on November 18, 2013. Since then, the Project has been exploring other modalities for the conduct of the survey, e.g. hiring of a consultant. However, since the survey will no longer be useful for the business forums, which have already been conducted, the Project is proposing that the survey be deleted from the option year work plan outputs.

4. Adjustments in the Schedule of Deliverables for the Project

The introduction of two new and additional deliverables to the Project affects the schedule and milestones of some deliverables. For instance, close-out activities have to be deferred up to the last 2 – 3 months of the Project, i.e., October – December 2014. Annex 2 presents a Gantt Chart of deliverables and outputs indicating new schedule of submission for the Project's deliverables.

ANNEX 1.
ACCOMPLISHMENTS, OCTOBER 2013-FEBRUARY 2014

Program Area, Deliverables & Outputs	Accomplishments	Remarks/Further Work till December 2014
COMPONENT 1: STREAMLINING BUSINESS REGISTRATION PROCESS AND LOWERING BUSINESS TRANSACTION COSTS		
Program Area 1.1: Ensuring Compliance of Partner Cities with BPLS Standards		
Deliverable 1: Assisted Partner Cities in Setting-up a Computerized Business Permits and Licensing System (BPLS) and an Enhanced Business One-Stop Shop (BOSS)		
Output 1.1. Assessment Report on the Reforms Implemented for BPLS, BOSS and Inspection Systems in 2014	<ul style="list-style-type: none"> • Assisted partner cities in drawing up action plans for further streamlining of business permitting processes aimed at: (1) further reducing steps and processing time; (2) greater use of computerization/automation (e.g. introduction of online submission of business application forms; and (3) piloting online payment systems; • Assisted partner cities in further improving the lay-out of the Business One-Stop Shops that would enable the cities to achieve their targeted streamlined steps; • Conducted study tours for the Mayors of Cagayan de Oro and set up meetings with service providers (e.g. Development Bank of the Philippines) for • All partner cities' were able to set up business permits and licensing systems (BPLS) that achieved results that were improvements over the standards set in the DTI-DILG Joint Memorandum Circular No. 1, series of 2010, e.g. (1) less steps – 2 to 4 compared to the standard of 5; (2) online submission of application forms; (3) a much simplified application form; (4) introduction of e-signatures; (5) reduced documentary requirements; • Assessed the 2014 BPLS of cities and conducted exit interviews of applicants renewing their businesses 	<ul style="list-style-type: none"> • Mobile payment system thru SIMM to be launched on March 31, 2014; institutional set-up for the setting up of mobile payment system has been set up in Iloilo City; exploratory discussions in Cagayan de Oro to be started in March 2014 • Assessment of the reformed inspection systems in the partner cities will be conducted mid-April 2014 • Final report is targeted to be completed by end-May 2014
Deliverable 2: Introduced Risk-Based Inspections in Partner Cities (Carry-over from Year 2)		
Output 2.1. Recommendations on the Adoption and Implementation of a Risk-Based System for Sanitation Inspection	<ul style="list-style-type: none"> • Inception report and schedule of activities on the conduct of the study submitted on February 21 • Conducted initial key informants interview in the CALABARZON area including Batangas City last week of February 2014. • Submitted interim report on March 16, 2014 	<ul style="list-style-type: none"> • Workshops/FGDs will be conducted on March 26 in CDO, April 4 in Batangas City and April 10 in Iloilo City • Submission of report on the conduct of the

Program Area, Deliverables & Outputs	Accomplishments	Remarks/Further Work till December 2014
		workshops on April 21, 2014 • Submission of final report on May 10, 2014
Output 2.2. Recommendations on the Adoption and Implementation of a Risk-Based System for Fire Safety Inspection	<ul style="list-style-type: none"> • Advertised (4 times) the search for STTA since Dec. 23, 2012 <ul style="list-style-type: none"> ✓ Dec. 23, 2012 ✓ Feb. 24, 2013 ✓ Sept. 22, 2013 ✓ Feb. 16, 2014 	<ul style="list-style-type: none"> • If no STTA will be hired by end-March, the Project will recommend that the study be removed from the work plan
Deliverable 3. Introduced Reforms in Securing Permits for Construction and Tourism Activities (Carry-over from Year 2)		
Output 3.1. Recommendations on the Adoption and Implementation of the Proposed Streamlined Processes for Securing Construction-related Permits	<ul style="list-style-type: none"> • Contracted the construction STTA on October 4, 2104 • Inception Report has been submitted and five focused group discussions have been organized covering about 34 LGUs and private sector contractors associations) • Draft report has been submitted on February 27, 2014 but is currently being revised. 	<ul style="list-style-type: none"> • Report is being revised and recommendations will be presented DILG and USAID (due in May 2014)
Output 3.2. Recommendation on the Adoption and Implementation of the Proposed Streamlined Processes for Securing Permits for Hotels and Similar Establishments	<ul style="list-style-type: none"> • Contracted the STTA (Paul So) on October 4, 2014 • Inception Report was submitted on October 10, but disengaged from the project on November 4, 2013 • Contracted the new STTA on January 21, 2014 • Inception Report submitted on February 17, 2014 	<ul style="list-style-type: none"> • Data gathering thru Focused Group Discussions • Report writing
Program Area 1.2: Strengthening National Government Support to BPLS Reforms		
Deliverable 1: Provided Technical Support to the Inter-Agency Committees on Philippine Business Registry and the Connectivity of the Partner Cities to the PBR		
Output 1.1. PBR Connectivity of the Partner Cities (Carry-over from Year 2)	<ul style="list-style-type: none"> • Memorandum of Agreements between DTI and the partner cities have been signed on December 11, 2014 • Batangas and Cagayan de Oro cities were connected to the PBR in January 2014 	<ul style="list-style-type: none"> • Preparing the report on the connectivity (due end-March 2014)
Output 1.2. Signed Executive Orders of Partner Cities on the PBR	<ul style="list-style-type: none"> • The draft executive order has been submitted to DTI on February 2013 and has been revised by DTI (on June 3, 2013). However, there is internal discussion within DTI on the necessity of the Executive Order given the issuance of 	<ul style="list-style-type: none"> • Decision on the Executive Order is still pending with the DTI

Program Area, Deliverables & Outputs	Accomplishments	Remarks/Further Work till December 2014
	<p>Administrative Order 38 signed by the President on May 7, 2013 creating the Task Force that will initiate, implement and monitor ease of doing business reforms</p> <ul style="list-style-type: none"> On December 23, 2014, DTI Undersecretary Terrado expressed the view that DTI will be pushing for the passage of the Executive Order but the PBR matters will be presented at the Economic Cluster meeting on February 2014 which may determine the need for the issuance of an Executive Order 	
Output 1.3. Meetings of the Steering Committee and the PBR Technical Working Group Organized	<ul style="list-style-type: none"> The conduct of the meetings were initially derailed by Yolanda-related activities; awaiting decision by DTI on the issuance of the EO 	<ul style="list-style-type: none"> Decision on when the meetings will be held will depend on DTI
Deliverable 2: Reviewed JMC Standards		
Output 2.1. Draft DILG-DTI Memorandum Circular on the Revised JMC on BPLS Standards	<ul style="list-style-type: none"> Focused group discussions were conducted on Sept. 27, Oct. 3 and 8, 2013. Key informant interview (KII) was also from September to December 2014 STTA submitted a draft report on the findings and recommendations of the JMC review on February 4 which was discussed with the PMO on February 7 	<ul style="list-style-type: none"> Output was due on December 2013 but due to delays, the project will be requesting a new deadline (June 2014)
Deliverable 3: Provided Technical Support to Oversight Committees on BPLS Support		
Output 3.1. Report on the Assistance Provided to the Oversight Committees on BPLS	<p><u>BPLS Oversight Committee</u></p> <ul style="list-style-type: none"> Draft MOA between DILG and Philhealth signed on February 14 the JMC among DILG, DTI, SSS, PhilHealth, HDMF, the League of Cities and the League of Municipalities re: new procedures for business renewals signed on February 14 DILG Memorandum Circular on the conduct of the e-readiness survey signed on February 7 Organized the meeting between DTI (Usec. Terrado) and DILG (Usec. Panadero) re: convening of the BPLS Oversight Committee on February 14 Assisted the DILG in planning and managing the Workshop on Streamlining the Procedures for Securing Fire Safety Inspection Certificates (meetings of February 3 & 18) <p><u>Technical Working Group on eBPLS</u></p>	<ul style="list-style-type: none"> Meeting of the BPLS Oversight Committee is scheduled on March 31, 2014 and a subsequent meeting will be conducted in the second quarter The project will continue to provide technical support that TWG on eBPLS until project ending.

Program Area, Deliverables & Outputs	Accomplishments	Remarks/Further Work till December 2014
	<ul style="list-style-type: none"> The TWG met once on Jan. 15, 2014 since October 2013. One of the major output of the TWG is the conduct of the e-readiness survey by DILG and DOST from February-March 2014 covering all cities and municipalities, which will be the basis of the training program for LGUs to be organized by government 	
COMPONENT 2: IMPROVING INVESTMENT PLANNING AND PROMOTION IN PARTNER CITIES		
Program Area 2.1: Supporting Capacity Building Efforts of Partner Cities in Investment Planning and Promotion		
Deliverable 1: Conducted Preparatory Activities for the City Business Forum in Partner Cities		
Output 1.1. Investment Plan for Each Partner City	<ul style="list-style-type: none"> Priority investment areas identified in the investment planning sessions were used in the Business Forums 	<ul style="list-style-type: none"> Preparation of final report on priority investment areas generated in partner cities (due May 2014)
Output 1.2. Revised Local Investment and Incentives Code (LIIC) for Each Partner City (Carry-over from Year 2)	<ul style="list-style-type: none"> The LIICs of the partner cities were earlier reviewed by the INVEST consultant. Since then, two cities have decided to review their LIIC – Batangas and CDO. Since Iloilo City already passed their LIIC, it was not necessary to have this revised. 	<ul style="list-style-type: none"> Batangas to revise LIIC based on template and submit the same to Sanggunian; CDO to submit draft (updated) LIIC to Sanggunian; No change in LIIC for Iloilo Preparation of final report on revision of the LIICs in partner cities (due May 2014)
Output 1.3. Project Briefs and Updated City Profile for Each Partner City	<ul style="list-style-type: none"> City and sector profiles and project briefs were used in the Business Forums 	<ul style="list-style-type: none"> Preparation of final report on city and sector profiles and project briefs generated in partner cities (due May 2014)
Deliverable 2: Assisted the Partner Cities Conduct their City Business Forum		
Output 2.1. Report on the Conduct of the Business Forums in Each Partner Cities, including Memorandums of Agreement Concluded and/or	<ul style="list-style-type: none"> Draft report for Batangas City Business Forum was submitted by MEET on January 17, 2014; Reports on the CDO and Iloilo Forums are still being prepared 	<ul style="list-style-type: none"> Preparation of final report on the Business Forums (due June 2014) Preparation of manuals or guides for organizing

Program Area, Deliverables & Outputs	Accomplishments	Remarks/Further Work till December 2014
Partnerships Formed		business forums
Deliverable 3: Undertaken Post- City Business Forum Action Planning at the Partner Cities		
Output 3.1. Report on the Post-Business Forum Activities of the Partner Cities	<ul style="list-style-type: none"> • Monitored activities in partner cities related to or arising from the Business Forums <ul style="list-style-type: none"> - Batangas City: preparation of success story; conduct of business forum evaluation session with Batangas Business Club; formal organization of the BBC; monitoring of MOAs signed during the business forum; hosting of the investment mission organized by the Turkish Chamber of Commerce of the Philippines; initial discussions on the investment promotion center - CDO City: preparation of success story; conduct of business forum evaluation session with local organizing committee; monitoring of MOAs signed during the business forum; preparations for an agri-business forum - Iloilo City: preparation of success story 	<ul style="list-style-type: none"> • Formal organization of Metro Batangas Business Club in Batangas City • Organization of the investment centers in partner cities • Monitoring of investments generated (leads, closed deals) • Preparation of final report on activities related to or arising from the Business Forums (due July 2014)
COMPONENT 3: ADDRESSING CROSS-CUTTING CONCERNS		
Deliverable 1: Enhanced Measurement of Competitiveness in Partner Cities		
Output 1.1. Manual of Operations for the Computation of the Competitiveness Ranking of LGUs	<ul style="list-style-type: none"> • The consultant submitted the draft manual on January 9, 2014 and the National Competitiveness Council relayed comments on March 1, 2014. The latter did a pre-test of local government units in Ilocos and prepared a data capture form. Collection of data for the second round of competitiveness ranking started in March 2014. Mid-progress meeting of the Regional Competitiveness Councils is scheduled on April 1-3, 2014. 	<ul style="list-style-type: none"> • The manual was scheduled to be submitted to USAID in December 2013 but Project had to wait for the NCC comments which came in 2 months later due to validation that had to be done. • The Project will request that the submission of the final report be given in April 2014.
Output 1.2. Survey on Competitiveness and Local Economic Development	<ul style="list-style-type: none"> • On September 16, 2013, the Project requested for COR approval to release a Request for Proposal (RfP) for the administration of a competitiveness survey in the assisted cities • On September 17, 2013, COR John Avila issued the approval for the RfP 	<ul style="list-style-type: none"> • Given the turn out of the bidding exercise particularly the non-submission of bid by possible contractors, the Project would like

Program Area, Deliverables & Outputs	Accomplishments	Remarks/Further Work till December 2014
	<ul style="list-style-type: none"> • On October 18, 2013, the project issued the RfP for the conduct of a competitiveness survey in the three (3) assisted cities. Seven (7) institutions were invited to submit a proposal, namely: (1) Demographic Research and Development Foundation, Inc.); (2) the Philippine Statistical Association; (3) Philippine Survey and Research Center; (4) Pulse Asia; (5) Statistical Research and Training Center; (6) TNS Philippines; and, (7) Transparency and Accountability Network • On October 21, 2013, the Project received clarification questions from the Pulse Asia. None of the other six (6) invited institutions submitted clarification questions. • On November 13, 2013, the Project responded to the clarification questions submitted by Pulse Asia. • No proposal was received by the Project by close of business of November 18, 2013. • The Project declared a failure of bid on November 19, 2013 	to request the cancellation of this activity from its Work Plan for the Option Year.
Deliverable 2: Undertaken Activities and Prepared Reports for Project Close-Out		
Output 2.1. Report on the Conduct of National and City INVEST Experience Dissemination Forums	<ul style="list-style-type: none"> • The Project has started planning the end of project activities with the preparation of guidebooks and training manuals 	<ul style="list-style-type: none"> • Five manuals and guidebooks are being prepared for turn-over to the government at the end of the project
Output 2.2. Project Terminal/Final Report	<ul style="list-style-type: none"> • No major activity has been done 	<ul style="list-style-type: none"> • The final report will be submitted per the contract but on the date agreed with USAID given the project extension
Output 2.3. Project Demobilization Plan	<ul style="list-style-type: none"> • Transfer of equipment to COMPETE and TRADE 	<ul style="list-style-type: none"> • A disposal plan will be prepared for submission to USAID in April and June 2014

ANNEX 2.

GANTT CHART OF INVEST OUTPUTS, BY COMPONENT, PROGRAM AREA AND DELIVERABLE

October 2013 – December 2014

Program Area/Deliverable/Output	Implementation Period														
	Year 3 (Option Year)														
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Component 1. Streamlining Business Registration Processes & Lowering Transaction Cost															
Program Area 1.1. Ensuring Compliance of Partner Cities with BPLS Standards															
Deliverable #1. Assisted Partner Cities in Setting-up a Computerized Business Permits and Licensing System (BPLS) and an Enhanced Business One-Stop Shop (BOSS)															
Output 1.1. Assessment Report on the Reforms Implemented for BPLS, BOSS and Inspection Systems															
Deliverable #2. Introduced Risk-based Inspections in Partner Cities (Carry-Over from Year 2)															
Output 2.1. Recommendations on the adoption and implementation of a risk-based inspection system for sanitation inspection															
Deliverable #3. Introduced Reforms in Securing Business Permits for Construction and Tourism Activities (Carry-Over from Year 2)															

Program Area/Deliverable/Output	Implementation Period														
	Year 3 (Option Year)														
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Output 3.1. Recommendations on the adoption and implementation of the proposed streamlined processes for securing construction-related permits															
Output 3.2. Recommendations on the adoption and implementation of the proposed streamlined processes for securing permits for hotels and similar establishments															
Program Area 1.2. Strengthening National Government Support to BPLS Reforms															
Deliverable #1. Provided Technical Support to Inter-agency Committees on the PBR and Connectivity of Partner Cities to the PBR															
Output 1.1. PBR Connectivity of Partner Cities															
Output 1.2. Signed Executive Order															
Output 1.3. Meetings of the Steering Committee and the PBR Technical Working Group Organized															
Deliverable #2. Reviewed the JMC Standards															
Output 2.1. Report on the Assessment of the DTI-DILG JMC 1, s. 2010 and Draft DTI-DILG MC on the Revised JMC on BPLS Standards															
Deliverable #3. Provided Technical Support to Oversight Committees on BPLS Reforms															
Output 3.1. Report on the Assistance Provided to the Oversight Committees on BPLS															
Output 3.2. BPLS Automation Forum															
Output 3.3. Report on the Results of the															

Program Area/Deliverable/Output	Implementation Period														
	Year 3 (Option Year)														
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
ARTA Report Card Survey for the Partner Cities															
Component 2. Improving Investment Planning and Promotion in Partner Cities															
Program Area 2.1. Supporting Capacity Building Efforts of Partner Cities in Investment Planning and Promotion															
Deliverable #1. Conducted Preparatory Activities for the Business Forums in Partner Cities															
Output 1.1. Investment Plan for Each Partner City															
Output 1.2. Revised Local Investment Incentives Code															
Output 1.3. Project Briefs and Updated City Profiles for Each Partner City															
Deliverable #2. Assisted the Partner Cities Conduct their City Business Forums															
Output 2.1. Report on the Conduct of the Business Forums															
Deliverable #3. Undertaken Post City Business Forum Activities in Partner Cities															
Output 3.1. Report on Post-Business Forum Activities															
Component 3. Addressing Cross-Cutting Concerns															
Deliverable #1. Enhanced Measurement of Competitiveness in Partner Cities															

Program Area/Deliverable/Output	Implementation Period														
	Year 3 (Option Year)														
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Output 1.1. Manual of Operations for the Computation of the Competitiveness Ranking of Cities															
<i>Deliverable #2.</i> Provided Assistance in the Conduct of Livable Cities Design Challenges (LCDC)															
Output 2.1. Report on the Assistance Provided to NCC on the Coordination of Activities for the LCDC															
<i>Deliverable #3.</i> Provided Logistical and Administrative Support to USAID in the Expansion of the CDI															
Output 3.1. Report on the Support Provided to USAID in the Expansion of the CDI															
<i>Deliverable #4.</i> Undertaken Activities and Prepared Reports for Project Close-Out															
Output 4.1. Report on the Conduct of National and City INVEST Experience Dissemination Forums															
Output 4.2. Project Terminal/Final Report (including final M&E results and the implementation of the Gender Plan)															
Output 4.3. Project Demobilization Plan															

Note: Additional Deliverables/Outputs are highlighted in red.