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# **Quarterly Performance Report October – December 2012**

## **Investment Enabling Environment (INVEST) Project**

Submitted to:

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## LIST OF ACRONYMS

AWP	Annual Work Plan
BIR	Bureau of Internal Revenue
BOI	Board of Investments
BOSS	Business One-Stop Shop
BPLS	Business Permits and Licensing System
CDI	Cities Development Initiative
CDO	Cagayan de Oro
CDP	Comprehensive Development Plan
CESO	Career Executive Service Officer
CIP-TWG	City INVEST Project – Technical Working Group
CLUP	Comprehensive Land Use Plan
CPDC	City Planning and Development Coordinator
CPU	Central Philippines University
COTR	Contracting Officer’s Technical Representative
CSC	Civil Service Commission
CSO	Civil Society Organization
CY	Calendar Year
DA	Department of Agriculture
DCA	Development Credit Authority
DILG	Department of the Interior and Local Government
DOT	Department of Tourism
DPWH	Department of Public Works and Highways
DTI	Department of Trade and Industry
eBPLS	electronic BPLS
eGov4MD	electronic Governance for Municipal Development
EO	Executive Order
FS	Feasibility Study
GAP	Gender Action Plan
GIC	Growth and Investment Climate (Working Group)
IBC	Iloilo Business Club
ICTIPB	Iloilo City Trade and Investment Promotion Board
ILED	Iloilo Economic Development Foundation
INVEST	Investment Enabling Environment
IT	Information Technology
JICA	Japan International Cooperation Agency
KM	Knowledge Management
LCE	Local Chief Executive
LEIPO	Local Economic Investment Promotion Officer
LGA	Local Government Academy
LIIC	Local Investment Incentives Code
LINC-EG	Local Implementation of National Competitiveness for Economic Growth
LGSP-LED	Local Governance Support Program – Local Economic Development
LGU	Local Government Unit
LRC	Local Revenue Code
MC	Memorandum Circular/Memo Circular

M & E	Monitoring and Evaluation
MOA	Memorandum of Agreement
NEDA	National Economic and Development Authority
NCC	National Computer Center
NERBAC	National Economic Research and Business Assistance Center
NGAs	National Government Agencies
OIDCI	Orient Integrated Development Consultants, Inc.
PBR	Philippine Business Registry
PDF	Philippine Development Forum
PfG	Partnership for Growth
PIRS	Performance Indicators Reference Sheet
PPP	Public-Private Partnership
Q	Quarter
QPR	Quarterly Performance Report
RFP	Request for Proposal
SEC	Securities and Exchange Commission
SME	Small and Medium Enterprises
SOW	Scope of Work
SSS	Social Security System
STTA	Short-term Technical Assistance
SWG-LIR	Sub-Working Group on Local Investment Reforms
TA	Technical Assistance
TCD	Target Completion Date
TWG	Technical Working Group
USAID	United States Agency for International Development
ZO	Zoning Ordinance

## I. INTRODUCTION

The Investment Enabling Environment (INVEST) Project is a two-year (Oct. 2011-Sept. 2013) technical assistance initiative of the United States Agency for International Development (USAID) to help the Philippines attract more private investments, both domestic and foreign, to pursue its goals of progressive, sustainable, and inclusive development. Specifically, it is assisting the first-class cities of Batangas, Iloilo and Cagayan de Oro in: (1) lowering the transaction costs and reducing the cost of doing business in their respective jurisdictions; and (2) increasing their competitiveness as investment destinations.<sup>1</sup> Thus, INVEST is both a governance and a city development effort which seeks to increase efficiencies in government operations, while enhancing the role of cities as development hubs. The management of INVEST was awarded to the Orient Integrated Development Consultants, Inc. (OIDCI) on September 29, 2011.

The fifth quarter of its implementation (October – December 2012) saw INVEST assist its partner cities (a) set in place the final building blocks of the first set of business registration reforms they will implement starting in January 2013 and (b) lay the groundwork for the second set of reforms in the area. More specifically, it conducted a training on customer service skills for the cities' frontline personnel while conducting studies on business inspection fees and conducting workshops on streamlining business inspection systems. At the national level, it facilitated coordination between the Department of the Interior and Local Government (DILG) and the Social Security System (SSS) which led to the issuance of a Joint Memorandum Circular that eliminated the need for business establishments to secure an SSS clearance before they can register. Technical assistance was also provided to the Department of Trade and Industry in the implementation of the Philippine Business Registry.

In the area of investment planning and promotion, the Project continued to strengthen the building blocks it had laid with its partner cities, and then adding new ones, to build the foundation for the holding of Business Forums which will showcase the improved capacity of each partner city to generate investments. It continued providing technical support to the Local Economic Investment Promotion Officers (LEIPOs), conducted training workshops on project development, and assisted the partner cities in revising their respective local investment incentive codes (LIICs). The Project also assisted the cities in identifying and generating development projects that can be funded through public-private partnerships. To support these activities, the Project commissioned consultants to prepare industry profiles and conduct studies on business incubation schemes that can be used by the partner cities in their investment planning and promotion activities. The Project also developed a framework and the corresponding set of indicators for measuring the competitiveness and economic performance at the regional and LGU levels.

Finally, the Project expended resources in providing assistance to USAID in organizing workshops that would formulate five-year action plans for the implementation of the Cities Development Initiative (CDI) in the three cities of INVEST.

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<sup>1</sup> These three cities are also USAID partner cities under the Cities Development Initiative (CDI).

## II. ACCOMPLISHMENTS BY PROJECT COMPONENT

INVEST has two technical components and a cross-cutting third component. Component 1 seeks to enable INVEST partner cities to streamline their business registration and permitting processes and thereby lower the transaction costs of investors that are located, or plan to locate, within their respective areas of jurisdiction. Lower transaction costs will encourage the entry of new business ventures and the retention and expansion of existing ones, all of which will generate employment in, and increase revenues for, the partner cities. Component 2, meanwhile, focuses on improving investment planning and promotion in the Project's partner cities. The third component addresses concerns that improve the support system for LGU competitiveness. There are also cross-cutting concerns that cut across the other components, such as the formulation and implementation of a Performance Management Plan and a Gender Action Plan, as well as the conduct of activities preparatory to the closing out of the Project.

This section of the Quarterly Performance Report (QPR) presents the Project's key accomplishments during the quarter spanning October to December of 2012, and its plans for the next quarter (Jan-March of 2013) by component, program area, deliverable, and output. The accomplishments are based on the Project Work Plan approved on November 7, 2012.

### **A. COMPONENT 1: STREAMLINING BUSINESS REGISTRATION PROCESSES AND REDUCING TRANSACTION COSTS IN PARTNER CITIES**

Component 1 is focused on three program areas: (1) supporting compliance by partner cities with government BPLS standards; (2) strengthening national government support to BPLS reforms; and (3) improving permitting processes in priority economic sectors.

#### **1. Program Area 1.1: Compliance with BPLS Standards in Partner Cities**

In this program area, the Project assists its partner cities to comply with, and even exceed, the standards set by the Up-Scaling BPLS Reform Program of the national government; to increase the efficacy and efficiency of their respective business one-stop shops (BOSS); and to improve their inspection systems. It likewise supports the strengthening of the engagement of all stakeholders in the BPLS reform process. INVEST provides its partner cities with technical assistance in the analysis, design, and implementation of their BPLS reforms.

##### **1.1. Key Accomplishments**

For the period October to December 2012, the Project achieved the following:

- a. Assisted the Cities in the Implementation of the Streamlined BPLS. The Project provided coaching and technical support to the three cities as they implement the BPLS streamlined design formulated during the BPLS workshops in Year 1 of the Project. In anticipation of the business permits renewal period in January, a dry-run of the new renewal process was undertaken by each of the cities in December, i.e. Dec. 11 for CDO, December 14 in Iloilo City, and Dec. 27 in Batangas City. The Project also provided inputs in the conduct of information campaigns on the

streamlined processes of the cities. Specifically in the case of Batangas, for instance, a Forum to Launch the Reforms in Business Registration was held on December 14, 2012. government officials explained the streamlined BPLS.

- b. Conducted Basic Customer Service Skills (BCSS) training. The Project has long recognized that improvements in the BPLS in its partner cities should be supported by parallel efforts to develop customer-oriented implementers on the ground who would facilitate and encourage compliance with the new streamlined processes among applicants. It thus organized a 3-day Basic Customer Service Skills (BCSS) training for city government personnel who would be directly in touch with applicants undergoing the streamlined BPLS processes. The training had two parts: (1) excellence in customer service and (2) creating a service excellence environment. Part 1 consisted of a one-and-a-half day training for participants from all partner cities and was held on December 3-4, 2012 in Cagayan de Oro City. Part 2, which also lasted for one-a-half-days, was conducted separately for the three cities—December 10-11 in Cagayan de Oro City, December 13-14 in Iloilo City, and December 19-20 in Batangas City. Part 1 provided inputs on service excellence and its importance, developing a customer-oriented service culture, understanding the customers, and skill needed in building customer satisfaction. Meanwhile, Part 2 covered an orientation on the streamlined and updated BPLS in the respective project sites, cycles of service (a way of looking at customers total service experience, step-by-step), moments of truth (an event where customers come in contact with the organization and forms an impression), designing feedback instruments, and simulated exercise on the streamlined and updated BPLS or BOSS.
- c. Conducted Business-Friendly Inspection Workshop. Realizing that these account for a substantial portion of the time and finances expended by business registrants, the Project sought to help its partner cities streamline the conduct of business-related inspections such as those for zoning, sanitation and fire safety. It thus conducted an Inspection Workshop in each partner city from end-September to early-October where participants identified which among the different inspection processes need to be streamlined and how the streamlining will be effected. The workshop was a venue to train the participants in setting up a business-friendly inspection system using the guide prepared by the recently-ended USAID project entitled “Local Implementation of National Competitiveness for Economic Growth” (LINC-EG). An action plan for the streamlining of the inspection processes in each partner city was the output of the workshop.

- d. Conduct of Benchmarking Study on Business Permit and Licensing Service Fees and Charges. High and inequitable charges and fees levied on business registrants constitute a disincentive for the inflow of investment into a particular area. LGUs levying such fees and charges become uncompetitive in relation to other, similarly-situated LGUs. Recognizing the impact of business fees and charges on the competitiveness of cities, the Project, in coordination with the DILG, commissioned a study to determine: (1) the fees and business tax charged by cities nationwide and (2) the cost of delivering inspection services at the local government level. The survey showed a wide range of fees across cities which will make clearly apparent the expensive from the competitive cities. The risk for cities in the high range of tax and fees is that investors can easily pick the competitive cities and leave the expensive cities without substantial investments to growth their economies. The survey also showed that first and second class cities strive to be competitive to retain existing investors and attract new ones. Presentation of study to USAID, DTI, DILG and other partners was made on Oct. 22, 2012. The Report was submitted to USAID on December 12, 2012

The Project's specific accomplishments under Program Area 1.1 are contained in Table 1 below.

**Table 1. Comparison of Planned Activities and Accomplishments for October to December 2012 under Program Area 1.1**

<b>Outputs</b>	<b>Planned Activities for the 5<sup>th</sup> Quarter</b>	<b>Accomplishments for the 5<sup>th</sup> Quarter</b>
<b>Program Area 1.1: Enhancing Streamlined Business Permits and Licensing System (BPLS) in Target Cities</b>		
<b>Deliverable 1: Ensured Compliance with BPLS Standards</b>		
<u>Output 1.1.</u> Report on the conduct of the customer relations workshops for the three cities (TCD: February)	<ul style="list-style-type: none"> <li>▪ Conduct Workshop on Customer Relations for the three partner cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted Part 1 of the Basic Customer Service Skills Training (BCSS) on Dec. 3-4 2012; Part 2 for Cagayan de Oro in Dec. 10-11, for Iloilo in Dec. 13-14, and for Batangas City on Dec. 19-20</li> </ul>
<u>Output 1.2.</u> Assessment Report on the Streamlined Processes for new and renewing business applications (TCD: end April)	<ul style="list-style-type: none"> <li>▪ Issue the Request for Proposals (RFP) for the conduct of the assessment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Issued the RFP on November 26, 2012 to 23 academic institutions and research firms, i.e. 8 from Batangas, 9 from Iloilo and 6 from Cagayan de Oro and one invited to cover all cities</li> <li>▪ Awarded subcontracts to three (3) service providers on December 27-28, 2012</li> </ul>
<u>Output 1.3.</u> Report on the conduct of a Client Satisfaction Survey	<ul style="list-style-type: none"> <li>▪ Conduct training on preparing a customer satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted training for the staff of the National Competitiveness Council on preparing a customer</li> </ul>

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
(TCD: end May)		satisfaction survey conducted for INVEST staff on October 15, 2012 <ul style="list-style-type: none"> <li>▪ Discussed and agreed with COR the conduct of a competitiveness cum client satisfaction survey</li> </ul>
<u>Output 1.4.</u> Report on the Profile of Business Applicants in the Three Cities (TCD: May)	<ul style="list-style-type: none"> <li>▪ Gather initial baseline data using the business permits submitted to the cities in 2011 and 2012</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gathered data from the City Treasurer's Offices on 2011 and 2012 business application forms for Batangas and Cagayan de Oro cities</li> </ul>
<u>Output 1.5.</u> Information Strategic System Plan (ISSP) for each of the three cities (TCD: end-June)	<ul style="list-style-type: none"> <li>▪ Prepare for the conduct of training for the formulation of the ISSP in the three cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Started preparation of the ISSP for Batangas City</li> <li>▪ Conducted initial discussion with the Information, Communication &amp; Information Office (ICTO) of the DOST on the conduct of the ISSP training for the three cities of INVEST.</li> </ul>
<b>Deliverable 2: Improved Business One-Stop Shop (BOSS)</b>		
<u>Output 2.1.</u> Assessment report on the reformed BOSS in the three cities (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ Issue RfP for the conduct of the assessment of the BOSS which will be prepared as a package together with the assessment of the business processing for new and business renewals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Issued the Request for Proposals (RFP) on November 26, 2012;</li> <li>▪ Awarded subcontracts to three (3) service providers on December 27-28, 2012 upon securing USAID approval</li> </ul>
<u>Output 2.2.</u> Institutional Study on NERBAC, BOSS & the Philippine Business Registry (PBR) (TCD: end-February)	<ul style="list-style-type: none"> <li>▪ Mobilize STTA for the conduct of the study on NERBAC, BOSS and the Philippine Business Registry (PBR)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mobilized STTA on November 26, 2012</li> <li>▪ Conducted visits to the BOSS and NERBAC offices in the three cities in December 2012;</li> <li>▪ Provided initial recommendations on the BOSS operations in the three cities in time for the renewal period in January 2013.</li> </ul>
<b>Deliverable 3: Improved System of Business Inspection</b>		
<u>Output 3.1.</u> Study on Risk-Based Inspections (TCD: end-February, 2013)	<ul style="list-style-type: none"> <li>▪ Mobilize STTA to conduct the study</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertised position was in the Philippine Daily Inquirer on December 30, 2013</li> </ul>

<b>Outputs</b>	<b>Planned Activities for the 5<sup>th</sup> Quarter</b>	<b>Accomplishments for the 5<sup>th</sup> Quarter</b>
<u>Output 3.2.</u> Report on the Assessment Workshops on the Setting-up of Business Friendly Inspection System in the Three Cities (TCD: end-June)	<ul style="list-style-type: none"> <li>▪ Design and conduct a workshop on setting-up of business-friendly inspection reforms in the cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted Business-friendly Inspection Workshops on Sept. 27-28 in Batangas City, Oct. 8-9 in Iloilo City, and Oct. 18-19 in Cagayan de Oro City</li> </ul>
<u>Output 3.3</u> Report on the Assessment of the Reformed Inspection Systems (TCD: end-June)	<ul style="list-style-type: none"> <li>▪ Issue Request for Proposals (RfP) for the conduct of the assessment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Issued RfP on November 26, 2012 to 23 academic institutions and research firms, i.e. 8 from Batangas, 9 from Iloilo and 6 from Cagayan de Oro and one invited to cover all cities</li> <li>▪ Awarded subcontracts to three (3) service providers on December 27-28, 2012</li> </ul>

### **1.3 Plans for the Next Quarter**

For the next quarter (Jan – March 2013), the Project will:

- a. Continue undertaking initiatives in partner cities to implement BPLS reforms on automation and inspections and prepare the necessary reports on these activities;
- b. Conduct an assessment of the reforms undertaken by the partner cities to determine the extent of implementation;
- c. Undertake the preparations for the conduct of the client satisfaction survey to determine the level of competitiveness of the partner cities; and
- d. Continue coordinating with national government agencies to support the policy reforms at the local level.

The specific activities planned for the period are shown in Table 2.

**Table 2. Planned Major Activities for the Next Quarter under Program Area 1.1**

<b>Outputs</b>	<b>Planned Major Activities for the 6<sup>th</sup> Quarter</b>
<b>Program Area 1.1: Enhancing Streamlined Business Permits and Licensing System (BPLS) in Target Cities</b>	
<b>Deliverable 1: Ensured Compliance with BPLS Standards</b>	
<u>Output 1.1.</u> Report on the conduct of the customer relations workshops for the three cities (TCD: February)	<ul style="list-style-type: none"> <li>▪ Prepare the report on the conduct of the Basic Customer Service Skills (BCSS) Training for the partner cities</li> </ul>

<b>Outputs</b>	<b>Planned Major Activities for the 6<sup>th</sup> Quarter</b>
<u>Output 1.2.</u> Assessment Report on the Streamlined Processes for new and renewing business applications (TCD: end April)	<ul style="list-style-type: none"> <li>▪ Conduct the assessment of the streamlined processes for new and renewing business applications and inspections</li> <li>▪ Prepare the draft report on the Assessment of Streamlined Processes for new and renewing business application</li> </ul>
<u>Output 1.3.</u> Report on the conduct of a Client Satisfaction Survey (TCD: end May)	<ul style="list-style-type: none"> <li>▪ Request USAID for a change in scope of the activity</li> <li>▪ Submit the RFP for the conduct of the survey to USAID</li> </ul>
<u>Output 1.4.</u> Report on the Profile of Business Applicants in the Three Cities (TCD: May)	<ul style="list-style-type: none"> <li>▪ Gather baseline data for 2011 and 2012 for Iloilo city</li> <li>▪ Gather data for 2013 for the three cities</li> <li>▪ Contract an STTA for the conduct of the profiling study</li> </ul>
<u>Output 1.5.</u> Information Strategic System Plan (ISSP) for each of the three cities (TCD: end-June)	<ul style="list-style-type: none"> <li>▪ Organize ISSP Workshops in Iloilo and Cagayan de Oro cities</li> <li>▪ Submit the first draft of the ISSP for Batangas City</li> </ul>
<b>Deliverable 2: Improved Business One-Stop Shop (BOSS)</b>	
<u>Output 2.1.</u> Assessment report on the reformed BOSS in the three cities (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ Conduct the assessment of the reformed BOSS in the partner cities</li> <li>▪ Prepare the draft assessment report of the reformed BOSS in the partner cities</li> </ul>
<u>Output 2.2.</u> Institutional Study on NERBAC, BOSS & the Philippine Business Registry (PBR) (TCD: end-February)	<ul style="list-style-type: none"> <li>▪ Prepare the report on the institutional study on NERBAC, BOSS, and the Philippine Business Registry</li> </ul>
<b>Deliverable 3: Improved System of Business Inspection</b>	
<u>Output 3.1.</u> Study on Risk-Based Inspections (TCD: end-February)	<ul style="list-style-type: none"> <li>▪ Search for STTA to conduct the study and submit the request for USAID approval</li> </ul>
<u>Output 3.2.</u> Report on the Assessment Workshops on the Setting-up of Business Friendly Inspection System in the Three Cities (TCD: end-June)	<ul style="list-style-type: none"> <li>▪ Submit the report on the Assessment Workshops on the Setting-up of Business Friendly Inspection Systems in the partner cities</li> </ul>
<u>Output 3.3</u> Report on the Assessment of the Reformed Inspection Systems (TCD: end-June)	<ul style="list-style-type: none"> <li>▪ Conduct the assessment of the Reformed Inspection System in the three cities</li> </ul>

## 2. Program Area 1.2: Strengthening National Government Support to BPLS Reforms

Policies and program initiatives from national government agencies (NGAs) impact on the nature, speed, and sustainability of the reform processes that would be undertaken in the partner cities. Hence, INVEST devotes resources in assisting concerned NGAs in implementing needed policy directives that would reduce the regulatory burden on businessmen, and to provide capacity-building programs to LGUs on BPLS reforms. Project support to these agencies takes the form of policy studies and knowledge management (KM) materials to be used in BPLS capacity-building programs. This program area is intended to assist five oversight agencies – the DILG, Department of Trade and Industry (DTI), National Computer Center (NCC1), National Competitiveness Council (NCC2), and Local Government Academy (LGA).

### 2.1 Key Accomplishments

- a. Joint-DILG-SSS Memorandum Circular. The Project worked with DILG and SSS for the issuance of a new procedure for securing business permits. The initiative of INVEST resulted to the issuance of a Joint DILG-SSS Memorandum Circular No. 01, s. 2012, dated December 26, 2012.

Under this circular, business establishments renewing their licenses/permits shall no longer be required to submit a Certificate of SSS Coverage and Compliance as requirement in securing/renewing a Mayor's Permit. However, employers that have outstanding delinquencies with SSS shall be issued temporary permits to allow them to settle their outstanding accounts with SSS. The circular likewise prescribes procedures for sharing of information/data base between LGUs and SSS to improve efficiency of their respective system.

- b. *Technical Assistance in Implementing the Needed Changes in the Philippine Business Registry*. In response to the request of the DTI Secretary, the Project deployed a consultant to assist the DTI in (1) preparing a roadmap for PBR, (2) organizing a high-level visioning workshop on the medium-term PBR architecture; (3) streamlining the PBR organization; (3) preparing an advocacy program for PBR. For the quarter, the consultant started the assessment of the PBR leading to the formulation of a roadmap, in coordination with the technical consultants of DTI on the PBR.

**Table 3. Comparison of Planned Activities and Accomplishments for October to December 2012 under Program Area 1.2**

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
<b>Program Area 1.2: Strengthening National Government Support to BPLS Reforms</b>		
Deliverable 1: Enhanced Connectivity of Philippine Business Registry		
<u>Output 1.1</u> . Roadmap for PBR Implementation (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ Hire STTA to assist the DTI in the implementation of the PBR</li> </ul>	<ul style="list-style-type: none"> <li>▪ Submitted the request for USAID approval for contracting Mr. Joey Pengson, which was approved on November 15, 2012</li> <li>▪ Mobilized Mr. Pengson for the task on November 19, 2012.</li> </ul>

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
<u>Output 1.2.</u> Reports on the Assistance provided to DTI (TCD: end-April)	No activity planned for the quarter	<ul style="list-style-type: none"> <li>▪ Mobilized STTA to provide support to DTI in the planning and implementation of the PBR Project</li> <li>▪ Conducted documentary assessment and consultative meetings with DTI and Partner Agencies</li> </ul>
<u>Output 1.3.</u> Connectivity of the Three Partner Cities to the PBR(TCD: end-June)	No activity planned for the quarter	<ul style="list-style-type: none"> <li>▪ Consultant recommended that it was not yet advisable for the INVEST cities to connect to PBR</li> </ul>
<b>Deliverable 2: Enhanced Information/Support to BPLS Computerization</b>		
<u>Output 2.1.</u> Report on the Technical Assistance to the TWG on BPLS Automation (TCD: end-July)	<ul style="list-style-type: none"> <li>▪ Organize the TWG on eBPLS which was created thru the Joint Memorandum Circular signed among DTI, DOST and DILG on July 2012</li> </ul>	<ul style="list-style-type: none"> <li>▪ Held the first meeting of the TWG on eBPLS on November 16, 2013 at the INVEST office where the work plan for the committee was submitted by the ICTO-DOST for comments</li> <li>▪ Held a meeting on December 11 to present the NCC-developed eBPLS software and the initial results of the eReadiness Survey</li> </ul>
<u>Output 2.2.</u> Training Manuals on BPLS Automation (TCD: end-January)	<ul style="list-style-type: none"> <li>▪ Draft the training manuals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Received the report of the consultants on BPLS automation which will be the basis for the preparation of the training manuals</li> </ul>
<b>Deliverable 3: Supported National Government BPLS Guide and Standards for LGUs</b>		
<u>Output 3.1.</u> Assessment of BPLS Standards in the DILG-DTI Joint Memorandum Circular 2010-01 (TCD: end-May)	<ul style="list-style-type: none"> <li>▪ Search for an STTA who will conduct the study</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertised the position in the Inquirer on December 30, 2012.</li> </ul>
<b>Deliverable 4: Strengthened Monitoring of the Anti-Red Tape Act</b>		
<u>Output 4.1.</u> Conduct of CSO Training on the Report Card Survey (TCD: end-June)	<ul style="list-style-type: none"> <li>▪ Determine the need for the activity in coordination with CSC and LGA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secured from CSC Commissioner May Fernandez the support of the Civil Service Commission for the conduct of the training for Civil Society organizations from the three cities who will conduct the survey</li> </ul>

<b>Outputs</b>	<b>Planned Activities for the 5<sup>th</sup> Quarter</b>	<b>Accomplishments for the 5<sup>th</sup> Quarter</b>
<u>Output 4.2.</u> Report on the Revision of Pertinent Provisions of the Citizen's Charter of the Three Cities (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ Revise the flow chart for processing permits for business renewals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drafted the revised flow charts for processing new and renewals of business applications in the three cities</li> </ul>

## **2.2 Plans for the Next Quarter**

The major activities planned for the period January to March 2013 under Program Area 1.2 are shown in Table 4.

- a. Conduct Visioning Workshop for the PBR and preparation of the PBR Roadmap
- b. Conduct the CSO training on the Report Card Survey

**Table 4. Planned Major Activities for the Next Quarter under Program Area 1.2**

<b>Outputs</b>	<b>Planned Major Activities for the 6<sup>th</sup> Quarter</b>
<b>Program Area 1.2: Strengthening National Government Support to BPLS Reforms</b>	
<b>Deliverable 1: Enhanced Connectivity of Philippine Business Registry</b>	
<u>Output 1.1.</u> Roadmap for PBR Implementation (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ Conduct a High-Level Visioning Workshop on the Architecture of PBR</li> <li>▪ Draft an Executive Order re-defining the institutional responsibilities for the implementation of the PBR</li> <li>▪ Draft the PBR Roadmap</li> </ul>
<u>Output 1.2.</u> Reports on the Assistance provided to DTI (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ The reports will depend on the activities related to the implementation of the PBR</li> </ul>
<u>Output 1.3.</u> Connectivity of the Three Partner Cities to the PBR (TCD: end June)	No activity planned for the quarter
<b>Deliverable 2: Enhanced Information/Support to BPLS Computerization</b>	
<u>Output 2.1.</u> Report on the Technical Assistance to the TWG on BPLS Automation (TCD: end July)	<ul style="list-style-type: none"> <li>▪ Finalize the work plan for the TWG on eBPLS</li> </ul>
<u>Output 2.2.</u> Training Manuals on BPLS Automation (TCD: end-January)	<ul style="list-style-type: none"> <li>▪ Draft the training manual on BPLS automation</li> </ul>
<b>Deliverable 3: Supported National Government BPLS Guide and Standards for LGUs</b>	
<u>Output 3.1.</u> Assessment of BPLS Standards in the DILG-DTI Joint Memorandum Circular 2010-01 (TCD: end-May)	<ul style="list-style-type: none"> <li>▪ Search for STTA to conduct the assessment of BPLS standards in the DILG-DTI Joint Memorandum Circular 2010-01</li> </ul>

<b>Outputs</b>	<b>Planned Major Activities for the 6<sup>th</sup> Quarter</b>
<b>Deliverable 4: Strengthened Monitoring of the Anti-Red Tape Act</b>	
<u>Output 4.1.</u> Conduct of CSO Training on the Report Card Survey (TCD: end-June)	<ul style="list-style-type: none"> <li>▪ Conduct the CSO training in coordination with the CSC.</li> </ul>
<u>Output 4.2.</u> Report on the Revision of Pertinent Provisions of the Citizen's Charter of the Three Cities (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ Draft initial revision of pertinent provisions of their respective Citizens Charters</li> </ul>

### **3. Program Area 1.3: Improving Permitting Processes in Priority Economic Sectors**

INVEST sought to undertake two studies that will be useful in supporting the business registration reform process in the partner cities. These are on the streamlining of: (1) the construction permitting process; and (2) the permitting process in operating hotel establishments.

#### **3.1 Key Accomplishments**

The activities originally scheduled for this program area were moved to the first and second quarters of 2013. Nevertheless, the Project has already prepared and published the SOW for the STTAs for both activities.

The matrix below summarizes the activities and results accomplished under Program Area 1.3, organized as usual in accordance with each of the two deliverables under this program area, and the corresponding outputs per deliverable.

**Table 5. Comparison of Planned Activities and Accomplishments for October to December 2012 under Program Area 1.3**

<b>Outputs</b>	<b>Planned Activities for the 5<sup>th</sup> Quarter</b>	<b>Accomplishments for the 5<sup>th</sup> Quarter</b>
<b>Program Area 1.3: Supporting Regulatory Reforms in the Priority Sectors and Areas of Government</b>		
<b>Deliverable 1: Streamlined Construction Permitting System</b>		
<u>Output 1.1.</u> Recommendations on Construction Permit Reforms (TCD: end-May)	<ul style="list-style-type: none"> <li>▪ Search for STTA to conduct the study</li> </ul>	<ul style="list-style-type: none"> <li>▪ Submitted a request for the contracting of a consultant to conduct the study was submitted to USAID on September 26, 2012 but was later withdrawn since the proposed consultant was recommended as the Project M &amp; E Specialist/ Investment Strategist</li> </ul>
<b>Deliverable 2: Streamlined Special Permits in Tourism</b>		
<u>Output 2.1.</u> Recommendations on the	<ul style="list-style-type: none"> <li>▪ Search for STTA to conduct the study</li> </ul>	<ul style="list-style-type: none"> <li>▪ Held a meeting with TIEZA officials (Atty. Joy) on November</li> </ul>

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
Streamlining of the Permitting Processes in operating hotel establishments (TCD: June)		29, 2012 to engage the Department of Tourism for the conduct of the Study

### 3.2 Plans for the Next Quarter

Major activities planned for the next quarter are:

- a. Search for a consultant to assess the construction permitting system
- b. Prepare a request to USAID to provide technical assistance to the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) to design the permitting process for TIEZA enterprises.<sup>2</sup>

Detailed activities leading to the conduct of the three related studies for the period January to March 2013 under Program Area 1.3 are shown in the table below.

**Table 6. Planned Major Activities for the Next Quarter under Program Area 1.3**

Outputs	Planned Major Activities for the 6 <sup>th</sup> Quarter
<b>Program Area 1.3: Supporting Regulatory Reforms in the Priority Sectors and Areas of Government</b>	
<b>Deliverable 1: Streamlined Construction Permitting System</b>	
<u>Output 1.1.</u> Recommendations on Construction Permit Reforms (TCD: end-May)	<ul style="list-style-type: none"> <li>▪ Hire a consultant to conduct of the assessment of the construction permitting system</li> </ul>
<b>Deliverable 2: Streamlined Special Permits in Tourism</b>	
<u>Output 2.1.</u> Recommendations on policy, organizational, and procedural reforms in TIEZA  (TCD: June)	<ul style="list-style-type: none"> <li>▪ Request USAID for a modification of the output from the original output of assessing the permitting process for establishing hotel enterprises</li> <li>▪ Draft the SOW for the hiring of consultant for the provision of technical assistance to TIEZA</li> <li>▪ Conduct discussions on the draft SOW with TIEZA and USAID</li> <li>▪ Submit to USAID the request for the hiring of a consultant</li> </ul>

<sup>2</sup> The original Deliverable 2 under this Program Area was streamlined tourism permits, which would have been initiated through an STTA to study the streamlining of permitting processes in operating hotel establishments.

## **B. COMPONENT 2: IMPROVING INVESTMENT PLANNING AND PROMOTION IN TARGET CITIES**

If the INVEST partner cities were to attract more and better investments, they must create an enabling environment for such investments. Under this component, the Project is assisting the three cities to: (1) strengthen the linkages between and among planning, investment programming, and budgeting in their respective operations; (2) build up their capacity in investment planning and promotion; and (3) improve their competitiveness. In all these efforts, the participation of the private sector, business and civil society, is being mobilized as critical partners of the city governments in creating an environment conducive for investment growth.

### **1. Program Area 2.1: Strengthening Planning and Investment Programming and Budgeting in Partner Cities**

The presence and quality of city plans are important in attracting investments as these plans are the bases of many local regulations, including those on investment. The Project is thus assisting its partner cities to: (1) revisit and enhance their vision for business and investment growth, update their local investment incentives codes (LIIC) using information on incentives provided in national laws, and ensure consistency between their respective local investment incentives codes and local revenue codes; (2) ensure that the cities follow a participatory process in plan formulation, investment programming and prioritization as well as in plan implementation; and (3) deepen understanding of the roles, responsibilities and accountabilities of both local governments and private sector so that they can better manage relationships in investment programming and joint implementation of priority development projects.

#### **1.1 Key Accomplishments**

The major accomplishments for the period Oct – Dec 2012 are as follows:

- a. Started Preparations for the International Study Tour. The Project recognizes the importance of exposing local policy-makers and implementors to business permits and licensing systems of cities in other countries, particularly those that have successful experiences in creating a dynamic business environment and generating investments.

The groundwork for the international study tour was started during the period October – December 2012, consisting of the conduct of preliminary studies on potential sites, coordination with Malaysian and Singapore embassies, preparation of budget estimates, and preparation of the concept design for the study tour.

- b. Finalized Compendium of Incentives. To guide the partner cities in revising their local investment incentives codes, the Project prepared a compendium of incentives provided by national laws. The initial results of this study was presented to USAID officials and key officials of the partner cities during the training on local economic and investment promotion held in Cebu City on July 24-27, 2012. Thereafter, the Project obtained additional inputs from private sector groups to get their insights on the applicability of investment incentives in their respective cities.

The report was used as one of the inputs of the partner cities in preparing recommendations to revise their respective LIICs.

- c. Conducted Training on Public-Private Partnership (PPP). The Project conducted training that will (1) familiarize the partner cities with the different modalities and approaches of involving the private sector in the implementation of development projects and (2) assist the partner cities in preparing project documents which could be funded under PPP arrangements. The training was held in Pasig City on October 9-12, 2012.

The matrix below summarizes the activities and results accomplished under Program Area 2.1, organized in accordance with each of the three deliverables under this program area, and the corresponding outputs per deliverable.

**Table 7. Comparison of Planned Activities and Accomplishments for October to December 2012 under Program Area 2.1.**

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
<b>Program Area 2.1: Strengthened Planning and Investment Programming and Budgeting in Partner Cities</b>		
<b>Deliverable 1: Enhanced Required Local Planning Documents</b>		
<u>Output 1.1.</u> Conduct of international study tour (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ Conduct preliminary studies on possible sites for the study tour</li> <li>▪ Prepare draft concept design for the study tour</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted preliminary studies on possible sites for the study tour</li> <li>▪ Coordinated with the Singapore and Malaysian embassies in the Philippines for the confirmation of meetings with the agencies and organizations to be visited</li> <li>▪ Requested assistance from pertinent embassies in firming up the itinerary of the study tour</li> <li>▪ Prepared the activity design including budget/cost estimates for the study tour</li> </ul>
<u>Output 1.2.</u> List of Programs, Projects and Activities for 2014 (TCD: end-August)	No activity planned for the quarter	
<b>Deliverable 2: Enhanced and Updated Local Investment Incentive Codes (LIIC) and Local Revenue Codes (LRC)</b>		
<u>Output 2.1</u> Study on the inconsistency of incentives provided in national laws and local applications including a compendium of incentives provided in	<ul style="list-style-type: none"> <li>▪ Finalize the compendium of incentives as provided by relevant provisions of related national laws</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finalized the said compendium, which was presented to the Meeting of the Sub-Working Group on Local Investment Reforms on October 22, 2012.</li> <li>▪ Reviewed the guidebook on the</li> </ul>

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
national laws (TCD: January)		preparation of local investment incentives code and drew up recommendations for the enhancement of the said guidebook <ul style="list-style-type: none"> <li>▪ Submitted the report on the study on November 22, 2012</li> <li>▪ Extended the level of effort of the STTA to assist the DILG in revising the guidebook for formulating the LIIC</li> </ul>
<u>Output 2.2</u> Updated LIICs and pertinent provisions of the LRC (TCD: June)	<ul style="list-style-type: none"> <li>▪ Review local investment incentives code of the 3 cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reviewed the existing local investment incentives codes of the 3 cities and presented the findings on October 8 in Iloilo and October 18 in Cagayan de Oro City.</li> <li>▪ Initiated the preparation of an LIIC template based on the existing guidebook and the recommendations raised for its enhancement</li> </ul>
<b>Deliverable 3: Increased Investments of the Private Sector in Public Sector Projects</b>		
<u>Output 3.1</u> Report on the Training on Managing Risks and responsibilities in joint Implementation of Development Projects between the city government and the private sector including the project concept documents (TCD: February)	<ul style="list-style-type: none"> <li>▪ Conduct training on public-private partnership cum project development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted training on October 9-12, 2012 which was attended by 34 representatives from the city governments, the local chambers, and the academe.</li> </ul>
<u>Output 3.2.</u> List of Programs, Projects and Activities (for PPP) (TCD: February)	<ul style="list-style-type: none"> <li>▪ Generate and select PPP-able projects for the 3 cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Generated and selected PPP-able projects for the 3 cities</li> </ul>
<u>Output 3.3.</u> Project Documents for PPP (TCD: February)	<ul style="list-style-type: none"> <li>▪ Prepare project documents for the PPP projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare initial draft of the project documents for the PPP projects of the 3 cities.</li> </ul>
<u>Output 3.4.</u> Report on fund-sourcing of Public-Private Arrangement forged	No activity planned for the quarter	

## 1.2 Plans for the Next Quarter

In the next quarter, the Project seeks to undertake the following:

- a. Conduct of the international study tour
- b. Technical assistance to cities for the revision of LIICs
- c. Conduct of coaching and mentoring cum writeshop sessions for the preparation of PPP documents
- d. Assistance to partner cities in the preparation of project documents

Table 8 below contains the planned major activities, including target completion dates, for the period January to March 2013 under Program Area 2.1.

**Table 8. Planned Major Activities for the Next Quarter under Program Area 2.1**

Outputs	Planned Major Activities for the 6 <sup>th</sup> Quarter
<b>Program Area 2.1: Strengthened Planning and Investment Programming and Budgeting in Partner Cities</b>	
Deliverable 1: Enhanced Required Local Planning Documents	
<u>Output 1.1.</u> Conduct of international study tour (TCD: end-April)	<ul style="list-style-type: none"> <li>▪ Conduct the international study tour</li> <li>▪ Prepare the report on the international study tour (post activity report with set of follow-through activities)</li> </ul>
<u>Output 1.2.</u> List of Programs, Projects and Activities for 2014 (TCD: end-August)	No activity planned for the quarter
Deliverable 2: Enhanced and Updated Local Investment Incentive Codes (LIIC) and Local Revenue Codes (LRC)	
<u>Output 2.1</u> Study on the inconsistency of incentives provided in national laws and local applications including a compendium of incentives provided in national laws (TCD: January)	<ul style="list-style-type: none"> <li>▪ Assist the DILG in revising the LIIC Guidebook to include the preparation of an LIIC template and the compendium of incentives provided in national laws</li> </ul>
<u>Output 2.2</u> Updated LIICs and pertinent provisions of the LRC (TCD: June)	<ul style="list-style-type: none"> <li>▪ Finalize the LIIC template</li> <li>▪ Conduct meetings and forums for the revision and updating of LIICs of the 3 cities</li> </ul>
Deliverable 3: Increased Investments of the Private Sector in Public Sector Projects	
<u>Output 3.1</u> Report on the Training on Managing Risks and responsibilities in joint Implementation of Development Projects between the city government and the	<ul style="list-style-type: none"> <li>▪ Prepare the report</li> </ul>

Outputs	Planned Major Activities for the 6 <sup>th</sup> Quarter
private sector including the project concept documents (TCD: February)	
<u>Output 3.2.</u> List of Programs, Projects and Activities (for PPP) (TCD: February)	<ul style="list-style-type: none"> <li>▪ Conduct coaching and mentoring cum write-shop sessions for the preparation of project documents of PPP project documents</li> </ul>
<u>Output 3.3.</u> Project Documents for PPP (TCD: February)	<ul style="list-style-type: none"> <li>▪ Prepare project documents</li> </ul>
<u>Output 3.4.</u> Report on fund-sourcing of Public-Private Arrangement forged (TCD: July)	No activity planned for the quarter

## 2. Program Area 2.2: Enhancing Capacity Building Support in Investment Planning and Promotion

Investment planning and promotion at the local level has been enhanced by the recent creation of the position of Local Economic and Investment Promotion Officer (LEIPO) and a corresponding Office. The activities in this program area will strengthen the capacity of LEIPOs in the partner cities to plan activities that will promote investments; use existing programs and mechanisms available at the national and regional government agencies (DTI, DILG, BOI, and NEDA) in the pursuit of the cities' investment goals; and harness support from stakeholders for the cities' investment-related activities.

### 2.1 Key Accomplishments

- a. Prepared and Integrated LEIPO Action Plans. The Project assisted the LEIPOs of the partner cities in preparing their respective action plans to institutionalize their offices, establish investment promotion centers, and conduct city business conferences to generate local investments and encourage partnerships with external investors.
- b. Commissioned a Study on the Links Between NERBAC and Local Systems. The Project assisted the partner cities in developing stronger links with the NERBACs so that the local government units can easily access the databases in these centers, particularly those needed for business matching and business location purposes. Towards this end, the Project commissioned a study to analyze the organizational set-up at both the NERBAC and the city, to identify procedural and operational links between the two entities, and to determine compatibility and consistency of information and data access systems and protocols at both levels.

The matrix below summarizes the activities and results accomplished under Program Area 2.2, organized in accordance with each of the three deliverables under this program area, and the corresponding outputs per deliverable.

**Table 9. Comparison of Planned Activities and Accomplishments  
for October to December 2012 under Program Area 2.2**

<b>Outputs</b>	<b>Planned Activities for the 5<sup>th</sup> Quarter</b>	<b>Accomplishments for the 5<sup>th</sup> Quarter</b>
<b>Program Area 2.2: Enhancing Capacity-Building Support in Investment Planning and Promotion</b>		
Deliverable 1: Enhanced Capacity of the Local Economic and Investment Promotion Officers in the Partner Cities		
<u>Output 1.1.</u> Report on the Implementation of the Action Plan on LEIPOs (TCD: September)	<ul style="list-style-type: none"> <li>▪ Finalize and integrate LEIPO action plans of the 3 cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitored the implementation of the action plans of the LEIPOs which were submitted to USAID on August 10, 2012.</li> </ul>
<u>Output 1.2.</u> Partnership arrangements with relevant national agencies, local chambers and business groups (TCD: September)	No activity planned for the quarter	No activity undertaken
Deliverable 2: City Business Forums Organized		
<u>Output 2.1.</u> Report on the conduct of the city business forum	<ul style="list-style-type: none"> <li>▪ Prepare draft concept design for the city business forums</li> </ul>	<ul style="list-style-type: none"> <li>▪ Held initial discussions with local chambers on the city business forums</li> </ul>
<u>Output 2.2.</u> Report on the commitments for additional investments in the partner cities	No activity planned for the quarter	No activity undertaken
Deliverable 3: Strengthened NERBAC Support to Target Cities		
<u>Output 3.1.</u> Recommendations for strengthening the links between NERBAC and local systems (TCD: April)	<ul style="list-style-type: none"> <li>▪ Conduct study on the links between NERBAC and local systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contracted out the conduct of study on the links between NERBAC and local systems</li> </ul>

## **2.2 Plans for the Next Quarter**

In the next quarter, the Project will complete the study on the links between NERBAC and local systems. Thereafter, coordination with the partner cities will commence to implement the results of the study.

Table 10 below summarizes the planned activities for January to March 2013 under Program Area 2.2.

**Table 10. Planned Major Activities for the Next Quarter for Program Area 2.2**

Outputs	Planned Major Activities for the 6 <sup>th</sup> Quarter
<b>Program Area 2.2: Enhancing Capacity-Building Support in Investment Planning and Promotion</b>	
Deliverable 1: Enhanced Capacity of the Local Economic and Investment Promotion Officers in the Partner Cities	
<u>Output 1.1.</u> Report on the Implementation of the Action Plan on LEIPOs (TCD: September)	<ul style="list-style-type: none"> <li>▪ Continue to monitor the Action Plans for the LEIPO; start discussions on the setting-up of the office</li> </ul>
<u>Output 1.2.</u> Partnership arrangements with relevant national agencies, local chambers and business groups (TCD: September)	<ul style="list-style-type: none"> <li>▪ Explore possible partnerships with concerned agencies</li> </ul>
Deliverable 2: City Business Forums Organized	
<u>Output 2.1.</u> Report on the conduct of the city business forum	<ul style="list-style-type: none"> <li>▪ Start the engagement of local chambers for the conduct of the business forum</li> </ul>
<u>Output 2.2.</u> Report on the commitments for additional investments in the partner cities (TCD: June)	<ul style="list-style-type: none"> <li>▪ No activity planned for the quarter</li> </ul>
Deliverable 3: Strengthened NERBAC Support to Target Cities	
<u>Output 3.1.</u> Recommendations for strengthening the links between NERBAC and local systems (TCD: April)	<ul style="list-style-type: none"> <li>▪ Conduct the study; interview concerned government agencies</li> </ul>

### 3. Program Area 2.3: Enhancing the Performance of the Target Cities towards Competitiveness.

Studies have shown that the future growth of cities will partly be driven by good governance and a culture of innovation. This program area thus aims to support efforts to provide incentives for good governance and to establish a culture of excellence and innovation in the target cities through the activities described below.

#### 3.1 Key Accomplishments

- a. Conducted Business Incubation Study. The Project commissioned a study on possible ideas and other related innovations for development and incubation in Batangas City. The study is currently being finalized.
- b. Conducted Industry Studies. The Project also commissioned studies on industry potentials in the partner cities. The studies are expected to help potential investors by showing and defining the industry sectors that are highly feasible for additional investments. Likewise, existing and available credit facilities can be opened up for these industries or sectors and their downstream or upstream economic activities.

Table 11 below summarizes the activities and results accomplished under Program Area 2.3, organized in accordance with each of the four deliverables under this program area, and the corresponding outputs per deliverable.

**Table 11. Comparison of Planned Activities and Accomplishments for October to December 2012 under Program Area 2.3**

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
<b>Program Area 2.3: Assisting SMEs become more developed and competitive</b>		
<b>Deliverable 1: Enhanced Mechanisms in Promoting Innovation in the Partner Cities</b>		
<u>Output 1.1.</u> Study to develop concepts on business incubation relevant in Batangas City (TCD: April)	<ul style="list-style-type: none"> <li>▪ Conduct study on possible business ideas and other related innovations for development and incubation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted study; draft submitted on December 28, 2012 which is being reviewed by the Project.</li> </ul>
<b>Deliverable 2: Enhanced Positioning of Industries in Partner Cities</b>		
<u>Output 2.1.</u> Recommendations to enhance industry growth (TCD: February)	<ul style="list-style-type: none"> <li>▪ Conduct industry studies in the 3 cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted said industry studies</li> </ul>
<b>Deliverable 3: Enhanced Credit Availment in the Partner Cities</b>		
<u>Output 3.1.</u> Report on the project assistance in promoting the BPI credit facility in the partner cities (TCD: June)	No activity planned for the quarter	No activity undertaken

### 3.2 Plans for the Next Quarter

For the next quarter, the Project will finalize the reports of the two STTAs. The reports will be discussed with partner cities. The Project will also consult with BPI on possible arrangements to promote credit availment of MSMEs in the partner cities.

**Table 12. Planned Major Activities for the Next Quarter for Program Area 2.3**

Outputs	Planned Major Activities for the 6 <sup>th</sup> Quarter
<b>Program Area 2.3: Assisting SMEs become more developed and competitive</b>	
<b>Deliverable 1: Enhanced Mechanisms in Promoting Innovation in the Partner Cities</b>	
<u>Output 1.1.</u> Study to develop concepts on business incubation relevant in Batangas City (TCD: April)	<ul style="list-style-type: none"> <li>▪ Finalize the report on the study on business incubation and innovation</li> </ul>
<b>Deliverable 2: Enhanced Positioning of Industries in Partner Cities</b>	
<u>Output 2.1.</u> Recommendations to enhance industry growth (TCD: February)	<ul style="list-style-type: none"> <li>▪ Finalize the reports on the industry studies</li> </ul>
<b>Deliverable 3: Enhanced Credit Availment in the Partner Cities</b>	
<u>Output 3.1.</u> Report on the project assistance in promoting the BPI credit facility in the partner cities (TCD: June)	<ul style="list-style-type: none"> <li>▪ Conduct initial discussions with BPI on possible arrangements and mechanisms for promoting credit availment in the 3 cities</li> </ul>

## C. COMPONENT 3: IMPROVING SUPPORT SYSTEM FOR LGU COMPETITIVENESS

The Project undertakes activities support the reforms and initiatives of the first two components. These activities consist of the development of an indicator system for growth and competitiveness, provision of support to inter-agency committees on investment and business registration, and provision of support for USAID CDI activities.

### 1. Program Area 3.1: Developed Indicator System for Growth and Competitiveness

The Project assisted the National Competitiveness Council in developing a system that will generate indicators of economic performance and competitiveness of local government units. This intervention was considered important because of the limited information available to the NCC in tracking competitiveness and economic performance at the local level.

#### 1.1 Key Accomplishments

The Project commissioned a study to draw up a framework and a set of indicators as well as a system that partner cities can use to measure competitiveness and level of economic performance on a regular basis. The study consisted of the following: development of a framework, determination of indicators, initial data generation and validation of data availability, and design of a competitiveness survey.

**Table 13. Comparison of Planned Activities and Accomplishments for October to December 2012 under Program Area 3.1**

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
<b>Program Area 3.1: Developed Indicator System for Growth and Competitiveness at the National, Regional, and Local Levels</b>		
Deliverable No. 1: Improved Capacity to Measure the Economic Performance of Partner Cities Toward Competitiveness		
<u>Output 1.1.</u> Recommendations for measuring economic performance and competitiveness of cities (TCD: February)	<ul style="list-style-type: none"> <li>▪ Conduct a study on measuring economic performance and competitiveness of cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Started the conduct of the study which involved the following: (a) development of the framework in measuring local economic growth and competitiveness; (b) determination of indicators; (c) initial generation data and validation of the availability of data for the indicators; and (d) design of survey on competitiveness.</li> <li>▪ Presented the framework to the Sub-Working Group on Local Investment Reforms on October 22, to Mr. Guillermo Luz on December 7, 2012.</li> <li>▪ Presented the set of competitive indicators to the INVEST project</li> </ul>

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
		and the consultant on surveys
<u>Output 1.2.</u> Economic and Competitiveness Information System in Target Cities (TCD: February)	<ul style="list-style-type: none"> <li>▪ No activity planned for the quarter</li> </ul>	<ul style="list-style-type: none"> <li>▪ No activity undertaken</li> </ul>

## 1.2 Plans for the Next Quarter

The Project will finalize the study on measuring competitiveness and economic performance of cities. This will include a survey on competitiveness to be conducted in the partner cities. The Project will also finalize the report on setting up an economic and competitiveness information system at the local level. Both reports will be presented to the National Competitiveness Council and to the partner cities.

**Table 14. Planned Major Activities for the Next Quarter under Program Area 3.1**

Outputs	Planned Major Activities for the 6 <sup>th</sup> Quarter
<b>Program Area 3.1: Developed Indicator System for Growth and Competitiveness at the National, Regional, and Local Levels</b>	
Deliverable No. 1: Improved Capacity to Measure the Economic Performance of Partner Cities Toward Competitiveness	
<u>Output 1.1.</u> Recommendations for measuring economic performance and competitiveness of cities (TCD: February)	<ul style="list-style-type: none"> <li>▪ Present the competitiveness framework and the indicators to the national Competitiveness Council and the Regional Competitiveness Councils</li> <li>▪ Finalize the report on the study on measuring economic performance and competitiveness of cities</li> </ul>
<u>Output 1.2.</u> Economic and Competitiveness Information System in Target Cities (TCD: February)	<ul style="list-style-type: none"> <li>▪ Contract the study</li> </ul>

## 2. Program Area 3.2: Supporting Inter-Agency Committees on Investment and Business Registration

Under this program, the Project participated in the meetings and provided technical support to various inter-agency committees created by the Philippine government, namely (1) Working Group on Growth and Investment Climate under the Philippine Development Forum, (2) BPLS Oversight Committee, (3) Sub-Working Group on Local Investment Reforms, (4) DTI Technical Committee on the Philippine Business Registry, and (5) Technical Working Group on BPLS Automation.

## 2.1 Key Accomplishments

**Table 15. Comparison of Planned Activities and Accomplishments for October to December 2012 under Program Area 3.2**

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
<b>Program Area 3.2: Supported Government Inter-agency Committees on Investment and Business Registration</b>		
Deliverable No. 1: Supported Government Inter-Agency Committees on Investment and Business Registration		
<u>Output 1.1</u> Supported Government Inter-Agency Committees on Investment and Business Registration	<ul style="list-style-type: none"> <li>▪ Provide technical assistance to the Secretariats of the committees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attended meetings and provided assistance to the DTI in organizing the meetings of the BPLS Ovefrsight Committee and the Sub-Working Group on Local Investment Reforms, which were both held on October 22, 2013 and the second meeting of the Growth and Investment Climate on Decemver 7, 2013.</li> </ul>

## 2.2 Plans for the Next Quarter

The Project will continue to participate in the meetings of the five inter-agency committees and provide technical assistance as needed.

**Table 16. Planned Major Activities for the Next Quarter for Program Area 3.2**

Outputs	Planned Major Activities for the 6 <sup>th</sup> Quarter
<b>Program Area 3.2: Supported Government Inter-agency Committees on Investment and Business Registration</b>	
Deliverable No. 1: Supported Government Inter-Agency Committees on Investment and Business Registration	
<u>Output 1.1</u> Supported Government Inter-Agency Committees on Investment and Business Registration	<ul style="list-style-type: none"> <li>▪ Assist the GIC in the preparations for the 2013 Philippine Development Forum</li> </ul>

## 3. Program Area 3.3: Supporting USAID CDI Activities

The Project assisted USAID in launching the Cities Development Initiative in the three partner cities. During the period Oct –Dec 2012, the Project continued to provide assistance in various CDI-related activities.

### 3.1 Key Accomplishments

Among the key accomplishments for the period are as follows:

- a. Assisted USAID in organizing the Action Planning Workshops for the CDI in Partner Cities. The Project prepared the design for the CDI action planning workshops in the partner cities, coordinated and managed the actual workshops, and prepared the integrated report on the results of the workshops.
- b. Conducted Initial Research Assisted in the Selection of Second Wave of Cities for the CDI. The Project identified the initial parameters and indicators that can be used to select the second wave of CDI cities.

**Table 17. Comparison of Planned Activities and Accomplishments for October to December 2012 under Program Area 3.3**

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
<b>Program Area 3.3: Supported USAID Activities</b>		
Deliverable 1: Assisted USAID in the preparation of action plans in cities assisted by the Cities Development Initiative		
<u>Output 1.1.</u> Report on the CDI Planning Workshops (TCD: January)	<ul style="list-style-type: none"> <li>▪ Conduct CDI Action Planning Workshops in the 3 cities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepared the design for the conduct of CDI action planning workshops in the 3 cities</li> <li>▪ Conducted preliminary activities for the CDI action planning workshops in the 3 cities</li> <li>▪ Conducted of the CDI action planning in the 3 cities in October 2012</li> <li>▪ Submitted the integrated report on the CDI action planning workshops on December 5, 2012</li> </ul>
<u>Output 1.2.</u> Selection criteria and a shortlist of cities for the CDI (TCD: July)	<ul style="list-style-type: none"> <li>▪ Conduct initial studies for the selection of second wave cities for the CDI</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identified initial indicators and parameters for the selection of second wave cities for the CDI</li> </ul>

### 3.2 Plans for the Next Quarter

In the next quarter, the Project will prepare the concept design for the selection of the second wave of cities for CDI. The Project will also continue to assist the USAID in other CDI-related activities in the partner cities.

**Table 18. Planned Major Activities for the Next Quarter under Program Area 3.3**

Outputs	Planned Major Activities for the 6 <sup>th</sup> Quarter
<b>Program Area 3.3: Supported USAID Activities</b>	
Deliverable 1: Assisted USAID in the preparation of action plans in cities assisted by the Cities Development Initiative	
<u>Output 1.1.</u> Report on the CDI Planning Workshops (TCD: January)	<ul style="list-style-type: none"> <li>▪ Assist USAID in conducting meetings for the refinements of the CDI Action Plans</li> </ul>
<u>Output 1.2.</u> Selection criteria and a shortlist of cities for the CDI (TCD: July)	<ul style="list-style-type: none"> <li>▪ Formulate an Initial concept design for the selection of second wave cities for CDI</li> </ul>

## D. CROSS-CUTTING CONCERNS

The Project undertakes activities that cut across the three components. These activities cover project monitoring and evaluation, formulation and implementation of a Gender Action Plan, and preparations for closing-out activities.

### 1. Key Accomplishments

The project updated the Gender and Development Plan which included gender indicators in the Monitoring and Evaluation Plan. The M&E plan was also reviewed (for submission to USAID on January 2013).

**Table 19. Comparison of Planned Activities and Accomplishments for October to December 2012 for Cross Cutting Concerns**

Outputs	Planned Activities for the 5 <sup>th</sup> Quarter	Accomplishments for the 5 <sup>th</sup> Quarter
<b>Cross-Cutting Concerns</b>		
<b>Deliverable No. 1: Formulation and Implementation of the Project Management Plan</b>		
<u>Output 1.1.</u> Monitoring and Evaluation Plan (TCD: January)	<ul style="list-style-type: none"> <li>▪ Update the PMP/M&amp;E Plan (including the PIRS), based on the revised project work plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drafted the updated M &amp; E Plan which was submitted on January 7, 2013. The Plan included an updated Gender Action Plan following the USAID format.</li> </ul>
<u>Output 1.2.</u> Quarterly Performance Monitoring and Evaluation Report (TCD: end January)	<ul style="list-style-type: none"> <li>▪ Prepare inputs to the fifth quarterly report of the project</li> <li>▪ Prepare monthly reports of project performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepared monthly reports for the Project</li> </ul>
<b>Deliverable No. 2: Formulation and Implementation of a Gender Action Plan</b>		
<u>Output 2.1.</u> Gender Plan (TCD: January)	<ul style="list-style-type: none"> <li>▪ Conduct of Gender Orientation for INVEST Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted a gender briefing for the INVEST Staff with Ms. Lucy Lazo as moderator on November 15, 2012 in compliance with USAID requirements</li> </ul>
<u>Output 2.2.</u> Inclusion of gender indicators in the M and E regular reports (TCD: January)	<ul style="list-style-type: none"> <li>▪ Involve women in the activities of INVEST and the integrate gender inputs into training modules and other knowledge materials of the project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Included gender indicators in the Monitoring and Evaluation plan of the Project</li> <li>▪ Prepared an initial assessment of the gender responsiveness of city programs projects and activities using the template prescribed in the Harmonized Gender and Development Guidelines of NEDA</li> </ul>

<b>Outputs</b>	<b>Planned Activities for the 5<sup>th</sup> Quarter</b>	<b>Accomplishments for the 5<sup>th</sup> Quarter</b>
<u>Output 2.3.</u> Quarterly Report on Gender Activities	<ul style="list-style-type: none"> <li>▪ Disaggregate baseline statistics by gender</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disaggregated data on participation of men and women in workshops organized by the Project</li> </ul>
<u>Output 2.4.</u> Report on the Gender Perspective in the Business Permitting Process (TCD: end May)	<ul style="list-style-type: none"> <li>▪ Gather initial baseline information from the 2011 and 2012 business application forms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gathered data from the City Treasurer's Offices on 2011 and 2012 business application forms for Batangas and Cagayan de Oro cities</li> </ul>
<b>Deliverable No. 3: Closing-out Activities of the Project</b>		
<u>Output 3.1.</u> Final Report on INVEST (TCD: end September)	No activity planned for the quarter	No activity undertaken
<u>Output 3.2.</u> Documentation of INVEST Experience in the target cities (TCD: end September)	No activity planned for the quarter	No activity undertaken
<u>Output 3.3.</u> Demobilization Plan (TCD: July)	No activity planned for the quarter	No activity undertaken

## **2. Plans for the Next Quarter**

In the next quarter, the Project will undertake the following:

- 2.1 Finalize the M&E Plan (note: submitted to USAID on 7 January 2013)
- 2.2 Formulate a template for setting M&E targets at the city level
- 2.3 Prepare regular monthly and quarterly reports
- 2.4 Implement the Gender Plan
- 2.5 Start preparations for closing-out activities

**Table 20. Planned Major Activities for the Next Quarter for Cross Cutting Concerns**

<b>Outputs</b>	<b>Planned Major Activities for the 6<sup>th</sup> Quarter</b>
<b>Cross-Cutting Concerns</b>	
<b>Deliverable No. 1: Formulation and Implementation of the Project Management Plan</b>	
<u>Output 1.1.</u> Monitoring and Evaluation Plan (TCD: January)	<ul style="list-style-type: none"> <li>▪ Submit an updated PMP/M&amp;E Plan (including the PIRS), based on the revised project work plan</li> <li>▪ Review and consolidation of baseline data of cities</li> <li>▪ Formulate a template for setting M &amp; E targets at the city level</li> </ul>
<u>Output 1.2.</u> Quarterly Performance Monitoring and Evaluation Report (TCD: end January)	<ul style="list-style-type: none"> <li>▪ Prepare inputs to the fifth quarterly report of the project</li> <li>▪ Prepare monthly reports of project performance</li> </ul>
<b>Deliverable No. 2: Formulation and Implementation of a Gender Action Plan</b>	
<u>Output 2.1.</u> Gender Plan (TCD: January)	<ul style="list-style-type: none"> <li>▪ Update the gender action plan</li> </ul>
<u>Output 2.2.</u> Inclusion of gender indicators in the M and E regular reports (TCD: January)	<ul style="list-style-type: none"> <li>▪ Continue to include gender indicators in the regular reports of the Project</li> </ul>
<u>Output 2.3.</u> Quarterly Report on Gender Activities	<ul style="list-style-type: none"> <li>▪ Continue to include gender indicators in the regular reports of the Project</li> </ul>
<u>Output 2.4.</u> Report on the Gender Perspective in the Business Permitting Process (TCD: end May)	<ul style="list-style-type: none"> <li>▪ Continue data gathering for the gender profiling of business establishments operating in the partner cities</li> </ul>
<b>Deliverable No. 3: Closing-out Activities of the Project</b>	
<u>Output 3.1.</u> Final Report on INVEST (TCD: end September)	No activity planned for the quarter
<u>Output 3.2.</u> Documentation of INVEST Experience in the target cities (TCD: end September)	No activity planned for the quarter
<u>Output 3.3.</u> Demobilization Plan (TCD: July 2013)	<ul style="list-style-type: none"> <li>▪ Submit the demobilization plan to USAID</li> </ul>

### III. ACCOMPLISHMENTS BY CITY

This section presents city-specific Project accomplishments during the quarter. It highlights the partner cities' contribution to component-level accomplishments and implementation progress, as well as their implementation concerns, if any. It includes the broader implications of city-level accomplishments vis-à-vis the overall Project objectives. Upcoming activities and related information that are unique to a particular city are also covered.

#### A. Batangas City

##### a. *Streamlining of BPLS*

###### a. *Accomplishments*

During the quarter, INVEST in Batangas City focused on finalizing the preparations for the implementation of the streamlined BPLS in the next quarter, particularly during the period for the renewal of business permits in January 2013. It conducted the two-part Basic Customer Service Relations Skills Training in December 19-20. On December 11 and 12, all city government officials and personnel involved were oriented on the new business registration process, with the new Batangas City BPLS Operations Manual being the main tool for instruction. During this seminar, they were also briefed on the file-sharing system that would be in place within the BPLS in the meantime that automation has yet to be completed. Finally, effective customer relations, particularly during the running of the new BPLS, were discussed extensively.

The new BPLS was then introduced to the business community on December 14, with around 350 businessmen, representing 290 business establishments, attending after a massive mobilization drive undertaken by the Batangas Province Chamber of Commerce and Industry. The USAID SIMM Project, which co-sponsored the activity, also discussed with the participants the use of mobile money in financial transactions. USAID/Philippines OEDG Chief Mr. Daniel Miller observed the proceedings as the seminar's guest of honor.

The city also produced several information materials and used these in an intensive information and advocacy campaign that focused on informing the general public of the streamlined registration process and encouraging existing and potential businessmen to register or renew registrations through this system. These information materials included flyers, pamphlets, tarpaulins, and published press reports.

Recognizing that the city needs to have a more organized facility for business registration, the city constructed a new BOSS with encouragement and technical advice from INVEST. On December 27, a dry-run of the operations of the BOSS was conducted and gaps and bottlenecks in the system were addressed.

During the quarter, the city also focused on the next set of BPLS reforms. On November 27, the INVEST Project conducted another round of workshop for Batangas City officials and personnel to fine tune its inspection processes in business registration. Mr. Noel Macalalad facilitated the activity. An outcome of the workshop depicted the process of the city starting from the Building Permit Phase leading to the application of business permits.

The city's specific accomplishments are detailed in the following table.

**Table 21. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 1, Batangas City**

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
BPLS Reforms		
Improving Customer Relations	<ul style="list-style-type: none"> <li>• Conduct of the workshop on Customer Relations for Batangas City</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Relations Workshop for INVEST Partner Cities (December 3-5, 2012)</li> <li>• Continuation of Customer Relations Workshop for Batangas City (December 19, 2012)</li> <li>• Batangas City Re-echoing Training on Customer Relations (December 11-12, 2012)</li> </ul>
Making BPLS Inspections Business-Friendly	<ul style="list-style-type: none"> <li>• Conduct of Workshops on Business Friendly Inspection</li> <li>• Presentation of findings on Inspection Fees</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop to refine the Inspection Process conducted (November 27, 2012)</li> <li>• Presentation of the study on Business Inspection Fees and Charges in Batangas City (November 27, 2012)</li> </ul>
Promoting BPLS Automation	<ul style="list-style-type: none"> <li>• Drafting the Information Strategic System Plan for each of the three Cities</li> </ul>	<ul style="list-style-type: none"> <li>• Stop-Gap System developed by ICT Expert (December 2012)</li> <li>• ISSP Briefing in Batangas City by ICT Expert (October 2012)</li> <li>• System Needs Assessment in Batangas City (November 2012)</li> <li>• ISSP Draft of Batangas City circulated to various departments and/or offices</li> </ul>
Connecting to the Philippine Business Registry		<ul style="list-style-type: none"> <li>• Assessment of Batangas City's system's readiness for connecting to the PBR (December 2012)</li> </ul>
Communicating the BPLS Reforms		<ul style="list-style-type: none"> <li>• Business Forum conducted to inform the business sector of the streamlined</li> </ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
		BPLS process (December 2012) <ul style="list-style-type: none"> <li>• Batangas City BPLS process flow revised (December 2012)</li> <li>• Development of Audio Visual Presentations to inform public of the streamlined BPLS process and the required documents (December 2012)</li> <li>• BPLS Feedback Form and System Enhanced (December 2012)</li> </ul>
<b>BOSS Reforms</b>		
Establishing the Business One Stop Shop	<ul style="list-style-type: none"> <li>• Conduct of the Dry-run of the BPLS Process</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of the BOSS in Batangas City (November to December 2012)</li> <li>• Procurement of BOSS furnishings and equipment (November to December 2012)</li> <li>• Setting up of the BOSS (December 2012)</li> <li>• Simulation of BOSS Operations in Batangas City (December 8-9, 2012)</li> </ul>

*b. Planned Activities for the Next Quarter*

In the next quarter, the city will focus its attention on assessing the streamlined BPLS as implemented during the renewal period in January, 2013 and on continuing efforts to promote the next set of reforms in the BPLS – automation and the streamlining of inspection processes. The specific activities it will undertake are listed in the table below.

**Table 22. Planned Major Activities for the Next Quarter under Component 1, Batangas City**

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER
<b>BPLS Reforms</b>	
Compliance to BPLS Standards	<ul style="list-style-type: none"> <li>• Conduct of Assessment of the streamlined BPLS Process of Batangas City (January 2013)</li> <li>• Assist the INVEST Subcontractor in the conduct of the assessment (January-March 2013)</li> </ul>
Promoting BPLS Automation	<ul style="list-style-type: none"> <li>• Finalize the ISSP of Batangas City (February 2013)</li> </ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER
Strengthening the monitoring of the Anti-Red Tape Act	<ul style="list-style-type: none"> <li>• Monitor surveyors on Report Card Survey (February 2013)</li> </ul>
Making Business Inspections Business Friendly	<ul style="list-style-type: none"> <li>• Utilize findings on Business Inspection Fees and Charges in the revision of the City's Local Revenue Code (February 2013)</li> <li>• Enhance the inspection system of various departments/offices in line with business registration (February 2013)</li> </ul>
<b>BOSS Reforms</b>	
Assessment of the reformed BOSS	<ul style="list-style-type: none"> <li>• Conduct of Assessment on the reformed BOSS (January to March 2013)</li> <li>• Assist Subcontractor in the conduct of the assessment (January-March 2013)</li> <li>• Assist enumerators in the conduct of the client satisfaction survey (January 2013)</li> </ul>

## **2. Enhancing Investment Planning and Promotion**

### *a. Accomplishments*

In the area of enhancing investment planning and promotion, the city focused its efforts on the strengthening of the Local Economic and Investment Promotion Office and on promoting PPP as a funding scheme for development projects. The activities it undertook are detailed in the following table.

**Table 23. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 2, Batangas City**

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
<b>Investment Planning and Promotion</b>		
Enhancing capacities of local officials in Investment Planning and Promotions	<ul style="list-style-type: none"> <li>• Conduct of the International Study Tour</li> </ul>	<ul style="list-style-type: none"> <li>• Defined the final list of participants from Batangas City (December 2012)</li> </ul>
Establishing the Local Economic and Investment Promotion Office		<ul style="list-style-type: none"> <li>• Batangas City Business Forum on the Launching of the LEIPO conducted (December 14, 2012)</li> <li>• Conceptualized the creation of the Batangas City Business Club with the Batangas Province Chamber of Commerce and Industry and Batangas Filipino-Chinese Chamber of Commerce and Industry (December 2012)</li> </ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
Promoting Partnerships		
Promoting Public-Private Partnership	<ul style="list-style-type: none"> <li>• Generation and selection of PPP-able projects for the three cities</li> </ul>	<ul style="list-style-type: none"> <li>• Presented PPP Proposed Project to the City Mayor (End of November 2012)</li> </ul>

*b. Planned Activities for the Next Quarter*

For the period January – March 2013, the Project will conduct the International Study Tour and continue preparations for the conduct of the Business Forum. It will also continue its efforts to support the institutionalization of the LEIPO Office to promote PPP.

**Table 24. Planned Major Activities for the Next Quarter under Component 2, Batangas City**

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER
Investment Planning and Promotion	
Enhancing capacities of local officials in Investment Planning and Promotions	<ul style="list-style-type: none"> <li>• Documentation of Lessons/Insights of Batangas City delegation (February 2013)</li> <li>• Development of Investment Brochures for Batangas City</li> <li>• Finalization of City Business Forum Design/Concept with the business community (March 2013)</li> </ul>
Strengthening the Local Economic and Investment Promotion Office	<ul style="list-style-type: none"> <li>• Monitor LEIPO Action Plan</li> <li>• Institutionalization of LEIP Office</li> </ul>
Promoting Partnerships	
Promoting Public-Private Partnership	<ul style="list-style-type: none"> <li>• Formulation of Project Concept Documents for PPP</li> </ul>

**3. Other Activities**

*a. Accomplishments*

INVEST continued to support USAID's CDI in Batangas City. It provided management and logistics support to the action planning workshop conducted with stakeholders of the city on October 23, 2012. The workshop resulted in an action plan for CDI which will be implemented by the city government, private sector, academe, and USAID Philippines. The CDI action plan covers areas on investments, health, education, energy, and environment.

**Table 25. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 3, Batangas City**

	<b>PLANNED ACTIONS FOR THE QUARTER</b>	<b>ACCOMPLISHMENTS</b>
Supported the City Development Initiative of USAID	<ul style="list-style-type: none"> <li>• Conduct Workshops to formulate the City's CDI Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Submission of the City Output during the Workshop (December 2013)</li> </ul>

*b. Planned Activities for the Next Quarter*

In the next quarter, INVEST will continue extending support to the CDI. Among the activities it anticipates is the provision of support for the finalization of the CDI Action Plan for Batangas City.

**Table 26. Planned Major Activities for the Next Quarter under Component 3, Batangas City**

	<b>PLANNED ACTIONS FOR THE QUARTER</b>
Supported the City Development Initiative of USAID	<ul style="list-style-type: none"> <li>• Finalization of the City's Action Plan (January 2013)</li> <li>• Presentation of CDI Activities (January 2013)</li> </ul>

## B. Iloilo City

### 1. Streamlining of BPLS

#### a. Accomplishments

There were two major technical assistance provided by INVEST to the city during the quarter. These are the conduct of the inspection workshop (October 7-8, 2012) and the conduct of the Basic Customer Service Skills training (December 3-5 and December 13-14, 2012). The inputs from these activities were incorporated in the BPLS action plan of the city's CIP-TWG.

In order to meet the targets of the city for a streamlined process by January 2013, the CIP-TWG leaders of Component 1 regularly met to strengthen coordination in the implementation of the BPLS action plans.

The streamlined BPLS that will be used in Iloilo City during the renewal period in January 2013 will consist of: the use of a single (unified) form, five (5) processing steps, three (3) documentary requirements, and two (2) signatories. The permitting process is expected to be finished by an applicant within five (5) days after submission of the application. Process flowcharts on this streamlined BPLS will be posted within and outside the city hall premises to guide the applicants.

The accomplishments of the Project in Iloilo City are detailed in the table below.

**Table 27. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 1, Iloilo City**

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
BPLS Reforms		
Streamlining the BPLS Process	<ul style="list-style-type: none"><li>• Validate action plans for BPLS Reforms</li></ul>	<ul style="list-style-type: none"><li>• Firmed-up automation action plan with LEIPO and CTO (October 1) and then with IT group (October 5)</li><li>• Updated the CIP-TWG on the action plan implementation for continuous improvement (October 18)</li><li>• Held a Meeting with CIP-TWG Core Group to finalize action plan and schedule of activities for the BPLS 2013 (Nov 27)</li><li>• Drafted the Executive Order on BPLS on Dec 11 and discussed this with TWG</li><li>• Facilitated the development of the physical layout and</li></ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
		<p>flowchart of the BPLS (Dec 12)</p> <ul style="list-style-type: none"> <li>• Updated TWG heads re: dry run findings and prepare for the CIP TWG Meeting to address concerns and recommendations Dec 19-20</li> <li>• Held a CIP-TWG Meeting on Dec 20 and Dec 26 to firm up implementation of BPLS reforms/concerns and discuss draft EO</li> </ul>
Improving Customer Relations	<ul style="list-style-type: none"> <li>• Conduct of Workshop on Customer Relations in Iloilo City</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitated BCSS selection and preparation of participants Nov 26-29</li> <li>• Attended and assisted the delegates attending the BCSS Phase 1 Training Dec 3-5</li> <li>• Conducted a Meeting with BCSS persons in preparation for reechoing of the BCSS on Dec 10</li> <li>• Arranged the BCSS II at City Hall Dec 13-14</li> <li>• Re echoed the BCSS II Dec 19-21</li> <li>• Prepared and presented the documentation report and recommendations to TWG during its Dec 19-20 meeting</li> <li>• Prepared and submitted the documentation report to consultant Dec 21</li> </ul>
Making BPLS Inspections Business Friendly	<ul style="list-style-type: none"> <li>• Conduct of Workshop on Business Friendly Inspections</li> <li>• Presentation of findings on Business Inspection Fees and Charges</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared the presentation of outputs to key officials (October 9)</li> <li>• Facilitated presentation during inspection workshop and LIIC presentation (October 9)</li> <li>• Presented the outputs to CIP-TWG Core (Oct 18) and to the mayor (Oct 30)</li> <li>• Assisted in the preparation</li> </ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
		of the inspection workshop <ul style="list-style-type: none"> <li>• Facilitated the conduct of inspection workshop October 8-9</li> <li>• Presented the results to the CIP-TWG Component 1 (October 12 and Oct 18, 2012)</li> </ul>
Promoting BPLS Automation	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Submitted request for ISSP Training to NCC (November 2012)</li> </ul>
<b>BOSS Reforms</b>		
Establishing the Business One Stop Shop	<ul style="list-style-type: none"> <li>• Conduct of the Dry-run of the BPLS Process</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Held a Meeting with core leaders of TWG to consider setting up BOSS (October 12, Nov 27, Dec 19)</li> <li>• Conducted of the Dry-Run of the BPLS Process (Dec 14)</li> <li>• Assisted in the identification of potential consultants</li> <li>• Reviewed and evaluated bids (Dec 12)</li> <li>• Discussed with the CIP-TWG the tasks (October 18)</li> <li>• Provided inputs to consultant Dec 21</li> </ul>

*b. Planned Activities for the Next Quarter*

For the next quarter, the city will focus on the implementation of the streamlined BPLS and monitoring the progress of its implementation as applications for new business permits are processed from February until December. As the third party conducts its assessment, the CIP-TWG will conduct its own assessment and, based on the results of both assessments, implement remedial actions when weaknesses are observed. The city will also finalize the draft Executive Order for BPLS Reforms and have it signed by the mayor by the end of January 2013. Under the draft EO, the LEIPO shall oversee and supervise the city's BPLS process.

These planned activities are detailed in the table below.

**Table 28. Planned Major Activities for the Next Quarter under Component 1, Iloilo City**

<b>Areas of Reform</b>	<b>PLANNED ACTIONS FOR THE QUARTER</b>
<b>BPLS Reforms</b>	
Streamlining the BPLS Process	<ul style="list-style-type: none"> <li>• Assessment of the streamlined BPLS Process of Iloilo City (January to March 2013)</li> </ul>
Institutionalizing the reforms	<ul style="list-style-type: none"> <li>• Draft the Executive Order to adopt the BPLS Reforms (January 2013)</li> </ul>
Strengthening the monitoring of the Anti-Red Tape Act	<ul style="list-style-type: none"> <li>• Conduct the training of CSOs for the Report Card Survey (February 2013)</li> <li>• Monitor surveyors on Report Card Survey (February 2013)</li> </ul>
Promoting BPLS Automation	<ul style="list-style-type: none"> <li>• Revisit the Automation Action Plan of Iloilo and firming up the action points in the plan</li> </ul>
<b>BOSS Reforms</b>	
Assessment of the reformed BOSS	<ul style="list-style-type: none"> <li>• Conduct of Assessment on the reformed BOSS (January to March 2013)</li> <li>• Assist enumerators in the conduct of the client satisfaction survey (January 2013)</li> <li>• Improve the physical layout of the BOSS</li> </ul>

**2. Enhancing Investment Planning and Promotion**

*a. Accomplishments*

There were three major activities conducted during the quarter: the presentation of Iloilo City LIIC report to the CIP-TWG and ICTIPB (October 9); the conduct of the training on PPP (October 9-12), and the conduct of the Visioning Exercise (October 30, 2012).

After the activities, the CIP-TWG Component 2 members met several times to discuss and refine the activities they need to do prior to the conduct the Business Forum. The topics of the meetings included the enhancement of the LIIC (October 18, 22 and 24), drafting of the LEIPO concept paper and an accompanying EO, which included the LEIPO's appointment for the mayor to sign (October 23), firming up of the business forum design (October 25), preparation of IEC materials (October 27), and conduct of consultations with the priority industry players (Information Technology - October 5 and November 19; Tourism - October 23, 24, and 26; Education - October 27; and Manufacturing - October 25). All these meetings resulted in a set of recommendations for approval and action of the mayor.

**Table 29. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 2, Iloilo City**

<b>AREAS OF REFORM</b>	<b>PLANNED ACTIONS FOR THE QUARTER</b>	<b>ACCOMPLISHMENTS</b>
<b>Investment Planning and Promotion</b>		
Enhancing the capacities of local officials in Planning and Investment Programming and Budgeting	<ul style="list-style-type: none"> <li>• Conduct of the International Study Tour</li> </ul>	<ul style="list-style-type: none"> <li>• Presented the tour schedule and identified the list of target participants to CIP TWG Oct 18</li> <li>• Prepared the city visioning</li> </ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
		exercise scheduled Oct 29 <ul style="list-style-type: none"> <li>• Facilitated the conduct City visioning exercise (Oct 29)</li> <li>• Prepared and submitted the city report on the shared vision of Iloilo City (Nov 8)</li> </ul>
Updating the LIIC and Relevant Provisions of the LRC	<ul style="list-style-type: none"> <li>• Finalization of the compendium of incentives as provided by relevant provisions of related national laws</li> <li>• Review of local investment incentives code of the 3 cities</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared the presentation of draft report and initial findings LIIC October 4-5</li> <li>• Facilitated Presentation LIIC Technical Review Iloilo City October 9</li> <li>• Followed up plans to create LIIC TWG to enhance LIIC October 18</li> <li>• Conducted the meeting to create LIIC TWG to enhance LIIC October 22</li> <li>• Presented to the CIP-TWG Committee heads the detailed plans Oct 24</li> </ul>
Strengthening the Local Economic and Investment Promotion Office	<ul style="list-style-type: none"> <li>• Finalization and integration of LEIPO action plans of the 3 cities</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted the Meeting with LEIPO to discuss action plan</li> <li>• Drafted EO re: appointment of LEIPO October 23</li> <li>• Drafted concept paper of LEIPO/IPC and institutional arrangements with LIIB, ICTIPB</li> </ul>
<b>Promoting Partnerships</b>		
Promoting Public-Private Partnership	<ul style="list-style-type: none"> <li>• Conduct of training on public-private partnership cum project development</li> <li>• Generation and selection of PPP-able projects for the 3 cities</li> </ul>	<ul style="list-style-type: none"> <li>• Submitted the list of PPAs</li> <li>• Assist ed in the preparations for the conduct of the Training on PPP to be conducted Oct 9-12</li> <li>• Attended Training on PPP Oct 9-12, 2012</li> <li>• Presented updates of the training to CIP TWG Oct 18</li> </ul>
<b>City Business Forum</b>		
Attracting Investments	<ul style="list-style-type: none"> <li>• Prepare draft concept design for the city business forums</li> </ul>	<ul style="list-style-type: none"> <li>• Formulated and presented the concept of the City Business Forum October 25</li> </ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
		<ul style="list-style-type: none"> <li>• Held consultations IT-BPO and Manufacturing sectors key players in preparation for industry consultation workshops Oct 5</li> <li>• Assisted/supported the preparation for consultations academe, tourism and city tour Oct 23, 24, 26</li> <li>• Assisted/supported the conduct of consultations Oct 24</li> <li>• Participated in city tour and meet with Mayor Jed to present findings Oct 26</li> <li>• Consulted with academe, tourism sectors Oct 27</li> <li>• Held a meeting with IT companies with ICTIP and the Mayor Nov 19</li> <li>• Held a meeting with LEIPO/Board to Follow up Consultation meeting with Education Sector and ICTIPB Nov 26</li> </ul>

*b. Planned Activities for the Next Quarter*

For the next quarter, the CIP-TWG Component 2 members under the leadership of the ICTIPB will consolidate the findings from the consultations and present the recommendations to the mayor. ICTIPB will also implement actions based on the recommendations approved by the mayor. The enhancement of the LIIC and the reorganization or improvement of the institutional arrangements among the ICIIB, LEIPO, and ICTIPB will be major areas of enhancement.

**Table 30. Planned Major Activities for the Next Quarter under Component 2, Iloilo City**

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER
Investment Planning and Promotion	
Enhancing capacities of local officials in Investment Planning and Promotions	<ul style="list-style-type: none"> <li>• Documentation of Lessons/Insights of Iloilo City delegation (February 2013)</li> <li>• Participate in the International Study Tour of INVEST</li> <li>• Finalize the design of the City Business Forum</li> </ul>
Updating and Enhancing the LIICs and relevant provisions of the LRC	<ul style="list-style-type: none"> <li>• Consolidate findings from the consultations conducted and present recommendations to the city mayor</li> <li>• Draft the revised LIIC</li> </ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER
Strengthening the Local Economic and Investment Promotion Office	<ul style="list-style-type: none"> <li>Improvement of the institutional arrangements among the ICIIB, LEIPO and the Iloilo City Trade and Investment Promotions Board</li> </ul>

### 3. Other Activities

#### a. Accomplishments

The Project supported the conduct of the CDI action planning workshop in the city on October 31, 2012. More than 70 city government officials and representatives of various private sector groups and the academe attended this event and crafted the action plans for the growth of the economy and human resources, health, and environment sectors in the city. The workshop ended with expressions of commitment of support for CDI from key leaders.

**Table 31. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 3, Iloilo City**

	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
Supported the City Development Initiative of USAID	<ul style="list-style-type: none"> <li>Conduct Workshops to formulate the City's CDI Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Assisted in the Preparation for CDI planning (October 2012)</li> <li>CDI action planning (Oct 30)</li> <li>Submitted revised CDI action plan (Nov 8)</li> <li>Scheduled the CDI Action Planning workshop for January</li> </ul>

#### b. Planned Activities for the Next Quarter

The draft CDI action plans for Iloilo will be firmed up January 2013.

**Table 32. Planned Major Activities for the Next Quarter under Component 3, Iloilo City**

	PLANNED ACTIONS FOR THE NEXT QUARTER
Supported the City Development Initiative of USAID	<ul style="list-style-type: none"> <li>Finalization of the City's Action Plan (January 2013)</li> <li>Presentation of CDI Activities (January 2013)</li> </ul>

## C. Cagayan de Oro

### ***BPLS Streamlining***

#### *a. Accomplishments*

The 5<sup>th</sup> quarter activities of the Project rounded off the training workshops it conducted to enable the city to reform its BPLS: the BPLS self-assessment workshop in June and the automation workshop in August. On October 18-19, the Project conducted the Business Friendly Inspection Workshop. Each of these workshops resulted in action plans intended to streamline the city's BPLS which will take effect starting with the business permit renewal period in January, 2013 when about 17,000 businesses are expected to renew their business permits.

An Executive Order by the City Mayor on October 22 gave official imprimatur to the innovations introduced by Invest for the streamlining of BPLS as reflected in the action plans adopted by the INVEST Management Committee. These are:

- 1) use of an electronic signature to be affixed and issued after validation by a duly authorized person at the BOSS;
- 2) adoption of the unified form prescribed by the DTI and DILG as the Business License Application Form; and,
- 3) implementation of the streamlined BPLS Process Flow.

The implementation of this EO meant the re-programming of the City's system to incorporate the printing of the electronic signature of the City Mayor in the business permit; thus, cutting the processing time from application to releasing of the permit to less than an hour. The EO also directed the adjustment of the physical layout of the BOSS and the provision of a Releasing Counter, a waiting area, and space to accommodate the BFP in the Payment Counter. The budget for BOSS renovation is included in the Annual Investment Plan for 2013.

The system was piloted in December during the Customer Relations Workshop and the subsequent dry run. Many improvements were introduced thereafter, specifically on the physical layout, document flow, and personnel movement in the BOSS. In the last week of December, the Cagayan de Oro Chamber of Commerce and Industry distributed flyers to inform the business sector on the new steps required to secure a permit. This was also posted on their website.

**Table 33. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 1, Cagayan de Oro City**

<b>AREAS OF REFORM</b>	<b>PLANNED ACTIONS FOR THE QUARTER</b>	<b>ACCOMPLISHMENTS</b>
<b>BPLS Reforms</b>		
Improving Customer Relations	<ul style="list-style-type: none"><li>• Conduct of the workshop on Customer Relations for Cagayan de Oro City</li></ul>	<ul style="list-style-type: none"><li>• Conducted workshop on Custer Relations in Cagayan de Oro City (December 3-5)</li></ul>
Institutionalizing the Reforms	<ul style="list-style-type: none"><li>• Submit Executive Order or Ordinance to adopt the</li></ul>	<ul style="list-style-type: none"><li>• Approval of the proposed reforms through an</li></ul>

AREAS OF REFORM	PLANNED ACTIONS FOR THE QUARTER	ACCOMPLISHMENTS
	reforms	executive order which authorized the use of digital signature, use of the unified form and the elimination of the required notarization (October 22)
Making BPLS Inspections Business Friendly	<ul style="list-style-type: none"> <li>• Conduct of Workshops on Business Friendly Inspections</li> <li>• Present findings on Business Inspection Fees and Charges</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop on Business Friendly Inspection conducted (October 18-19)</li> <li>• Study presented to city officials and business leaders during the workshop (October 18)</li> </ul>
Connecting CDO's BPLS to the PBR	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Requested for PBR Connectivity sent to DTI Secretary (October 2012)</li> </ul>
Promoting BPLS Automation	<ul style="list-style-type: none"> <li>• Draft Information System Strategic Plan for CDO City</li> </ul>	<ul style="list-style-type: none"> <li>• Submitted request to National Computer Center for the conduct of the ISSP workshop (October 2012)</li> </ul>
<b>BOSS Reforms</b>		
Renovating the BOSS	<ul style="list-style-type: none"> <li>• Enhancing the system of the boss to incorporate digital signatures</li> <li>• Conduct of the Dry Run of the BPLS Process</li> </ul>	<ul style="list-style-type: none"> <li>• Reprogramming of the system to enable the use of digital signatures completed in time for the dry run</li> <li>• Conducted the Dry run of the BPLS process for 2013 (December 11)</li> <li>• Approved the BOSS renovation budget for 2013 by the City Council</li> </ul>

*b. Planned Activities for the Next Quarter*

The activities of the Project in the next quarter will be focused on assessing the reformed BPLS while it will be implemented in the business permit renewal period in January, 2013, as well as in the period for the processing of applications for new business permits, which will last from February to December of the year. The next phase of BPLS reform -- automation and the streamlining of the inspection system – will also be an area of focus. The specific activities of the Project in Cagayan de Oro are listed in the following

**Table 34. Planned Major Activities for the Next Quarter under Component 1, Cagayan de Oro City**

<b>Areas of Reform</b>	<b>PLANNED ACTIONS FOR THE QUARTER</b>
<b>BPLS Reforms</b>	
Streamlining the BPLS Process	<ul style="list-style-type: none"> <li>Assessment of the streamlined BPLS Process of CDO City (January to March 2013)</li> </ul>
Strengthening the monitoring of the Anti-Red Tape Act	<ul style="list-style-type: none"> <li>Conduct the training of CSOs for the Report Card Survey (February 2013)</li> <li>Monitoring of surveyors during the Report Card Survey (February 2013)</li> </ul>
Promoting BPLS Automation	<ul style="list-style-type: none"> <li>Conduct of a Workshop to draft the ISSP of CDO City</li> </ul>
<b>BOSS Reforms</b>	
Assessment of the reformed BOSS	<ul style="list-style-type: none"> <li>Conduct of Assessment on the reformed BOSS (January to March 2013)</li> <li>Assist enumerators in the conduct of the client satisfaction survey (January 2013)</li> </ul>

***Enhancing Investment Planning and Promotion***

*Accomplishments*

To improve the city's capacity on investment planning and promotion, the Project supported the city's efforts to improve its LIIC.

**Table 35. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 2, Cagayan de Oro City**

<b>AREAS OF REFORM</b>	<b>PLANNED ACTIONS FOR THE QUARTER</b>	<b>ACCOMPLISHMENTS</b>
<b>Investment Planning and Promotion</b>		
Enhancing capacities of local officials	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Coordinated with the City Mayor to determine the proposed participants to the international study tour</li> </ul>
Updating and Enhancing the LIICs and pertinent provisions of the LRC of partner cities	<ul style="list-style-type: none"> <li>Present findings on the inconsistency of incentives in local applications compared to the provisions of national laws</li> <li>Update and Enhance the LIIC and pertinent provisions of the LRC</li> </ul>	<ul style="list-style-type: none"> <li>Presented incentives study to city officials and business leaders (October 18)</li> <li>Prepared draft of proposed revisions to the LIIC of CDO City</li> </ul>
<b>Promoting Partnership</b>		
Strengthening NERBAC Support to Partner Cities		<ul style="list-style-type: none"> <li>Coordinated the operation of a satellite BOSS at NERBAC and connectivity to City Hall for the business applications and renewals</li> </ul>

*Planned Activities for the Next Quarter*

Coaching on the formulation and finalization of PPP project documents, which was scheduled in December but had to be deferred because of preparations for the commemoration of Typhoon Sendong and other yearend activities, will be conducted in January. . The Project will also focus on the conduct of the International Study Tour and preparations for the City Business Forum which is scheduled for July. The preparatory activities for the Business Forum include preparation of industry profiles and stakeholders consultations to identify investment opportunities.

**Table 36. Planned Major Activities for the Next Quarter under Component 2, Cagayan de Oro City**

<b>Areas of Reform</b>	<b>PLANNED ACTIONS FOR THE NEXT QUARTER</b>
Investment Planning and Promotion	
Enhancing capacities of local officials	<ul style="list-style-type: none"> <li>• Conduct of International Study Tour</li> <li>• Conduct of the City Business Forum</li> </ul>
Promoting Partnerships	
Promoting Public Private Partnership	<ul style="list-style-type: none"> <li>• Conduct of the coaching on preparation of PPP project documents</li> </ul>

***Other Activities***

*Accomplishments*

As in the other partner cities, INVEST supported the conduct of the USAID CDI Action Planning Workshop in Cagayan de Oro.

**Table 37. Comparison of Planned Activities and Accomplishments for October to December 2012 under Component 3, Cagayan de Oro City**

	<b>PLANNED ACTIONS FOR THE QUARTER</b>	<b>ACCOMPLISHMENTS</b>
Supported the City Development Initiative of USAID	<ul style="list-style-type: none"> <li>• Conduct Workshops to formulate the City's CDI Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• CDI action planning (Oct 25)</li> <li>• Submitted revised CDI action plan (November 2012)</li> </ul>

*Planned Activities for the Next Quarter*

The Project will support the finalization of the city's CDI action plans. Other support may be required during the quarter.

**Table 38. Planned Major Activities for the Next Quarter under Component 2, Cagayan de Oro City**

	<b>PLANNED ACTIONS FOR THE NEXT QUARTER</b>
Supported the City Development Initiative of USAID	<ul style="list-style-type: none"><li>• Finalization of the City's Action Plan (January 2013)</li><li>• Presentation of CDI Activities (January 2013)</li></ul>