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Action Plan for Business Permitting Reforms in INVEST Partner Cities: Batangas, Cagayan de Oro and Iloilo

Investment Enabling Environment (INVEST) Project

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LIST OF ACRONYMS

AIP	Annual Investment Plan
ARTA	Anti-Red Tape Act
BFP	Bureau of Fire Protection
BOSS	Business One-Stop Shop
BP	Business Permit
BPLO	Business Permits and Licensing Office
BPLS	Business Permits and Licensing System
CC	Citizen's Charter
CDO	Cagayan de Oro
CENRO	City Environment and Natural Resources Office
CEO	City Engineer's Office
CHO	City Health Office
CIO	City Information Office
CIP-TWG	City INVEST Project – Technical Working Group
CMS	Collection Management System
COA	Commission on Audit
CPDO	City Planning and Development Office
CTO	City Treasurer's Office
DILG	Department of the Interior and Local Government
DTI	Department of Trade and Industry
DOST	Department of Science and Technology
EO	Executive Order
FSEC	Fire Safety Evaluation Clearance
FSIC	Fire Safety Inspection Clearance
ICT	Information and Communications Technology
IEC	Information, Education and Communication
INVEST	Investment Enabling Environment
ISSP	Information Systems Strategic Plan
IT	Information Technology
JIT	Joint Inspection Team
JMC	Joint Memorandum Circular No. 1, series 2010
LEIPO	Local Economic and Investment Promotion Office
LFC	Local Finance Committee
LINC-EG	Local Implementation of National Competitiveness for Economic Growth
LGU	Local Government Unit
MIS	Management Information System
MOA	Memorandum of Agreement
NCC	National Computer Center
NGA	National Government Agency
OR	Official Receipt
PIO	Provincial Information Office
PBR	Philippine Business Registry
SEC	Securities and Exchange Commission
SWC-BPLS	Sub-Working Committee on BPLS
TOP	Tax Order of Payment
USAID	United States Agency for International Development

I. Introduction

The Investment Enabling Environment Project (INVEST) is a United State Agency for International Development (USAID)-supported two-year initiative that aims to assist the Philippine government to: (a) lower the transaction costs in doing business at the local level involving regulations and processes in business permit and licensing systems (BPLS), and (b) increase the flow of private investments and the number of business start-ups in the Philippines.

One of the components of the Project addresses the high cost of doing business in the country by ensuring that partner cities undergo further streamlining of their business permitting processes. There are four areas of reform that the Project is focusing on, namely: (1) compliance with the service standards set in the Joint Memorandum Circular No. 1, Series No. 1 (JMC), signed by the Department of Trade and Industry (DTI) and the Department of the Interior and Local Government (DILG) in August 2010; (2) enhancing the existing Business One-Stop Shops (BOSS) which local governments usually organize during the renewal period in January every year; (3) computerizing the BPLS; and (4) setting-up a business-friendly inspection system.

As indicated in the approved INVEST work plan, the activities related to these four areas of BPLS reform will follow the traditional project phases, from diagnosis to analysis to design and implementation. Hence, as part of this process, the Project has earlier submitted three outputs that corresponded to the first phase, which is the diagnosis of the four areas – the business permitting processes, the state of automation, the BOSS operations and the inspection systems of the partner cities.¹ The assessment was contracted to a third party in order to ensure objectivity of evaluation.

After the diagnostic phase, the Project proceeded with the next two phases - analysis and design - which were undertaken jointly in three self-assessment workshops, one each for three focus areas – BPLS and BOSS together, automation, and inspections. These three workshops, which were conducted separately in the three partner cities, aimed at: (1) conducting a “self-assessment” of the city business permitting processes using as background information two important references, the third-party diagnosis of their BPLS and the learning from the local study tour of model cities on BPLS practises; (2) designing the city’s desired streamlined BPLS process that will conform, at the minimum, with the JMC; and (3) formulating an action plan for implementing the new BPLS processes.

¹These reports which have been submitted to USAID include: (1) the Integrated Assessment Report on the Renewal Process and Business One-Stop Shops: Cities of Batangas, Iloilo and Cagayan de Oro submitted on May 31, 2012; (2) the Assessment Report on the State of Automation of the Business Permits and Licensing Systems (BPLS) in the INVEST Partner Cities submitted on July 16, 2012; and (3) Integrated Assessment Report on the Processing for New Business Permits and Inspections Processes: Cities of Batangas, Iloilo and Cagayan de Oro which was submitted to USAID on August 7, 2012. (2) the Assessment Report on the State of Automation of the Business Permits and Licensing Systems (BPLS) in the INVEST Partner Cities submitted on July 16, 2012; and (3) Integrated Assessment Report on the Processing for New Business Permits and Inspections Processes: Cities of Batangas, Iloilo and Cagayan de Oro which was submitted to USAID on August 7, 2012.

This report documents the action plans on three areas – the new streamlined BPLS, the enhanced BOSS, and the automation reforms – which resulted from the six workshops conducted by the Project (Annex 1). It complies with two outputs in the work plan, i.e. on “Action Plans of Target Cities to Further Enhance their BPLS” (under Deliverable 1 on “Ensuring Compliance with BPLS Standards”) and on “Action Plans of Target Cities on BOSS Reforms” (under Deliverable No. 2 on “Improved BOSS”). A separate report on the action plan for inspection reforms will be submitted later.

II.

National Government Standards for Business Permits Processing

A. The National Government Program and Standards for BPLS Reforms

In 2010, the DILG and DTI launched the Nationwide Streamlining of Business Permits and Licensing System (BPLS) Project during which Joint Memorandum Circular entitled “Guidelines in Implementing Standards in Processing BPLS in All Cities and Municipalities” was issued. These guidelines set the national standards against which business registration processes in the INVEST partner cities were measured, to wit: (1) a maximum of 10 days to register a new business and a maximum of 5 days to renew an existing one; (2) a maximum of 5 signatories; (3) a maximum of 5 steps to register businesses; and (4) the use of a single and unified application form for new registration and renewals. The prescribed number of days and signatories are consistent with the requirements stipulated in the Anti-Red Tape Act (ARTA).

Apart from complying with these standards, the JMC enjoined LGUs to meet best practice indicators from other LGUs that have streamlined. The JMC advocated for 5 days or less for the processing of new business permits and one day or less for the processing of business renewals. The JMC also advocated for only two signatories.

To assist the cities meet the standards, the JMC advocated certain solutions and cited good practices. These are:

1. Prior inspections to be undertaken within the year after the issuance of the new business permit;
2. Given the holding of prior inspections, the non-repetition during the business registration process of inspections undertaken for compliance with zoning and environment ordinances, building and fire safety, health and sanitation regulations already undertaken during the construction stage;
3. The organization of joint inspection teams composed of the different offices with business permitting-related inspections;
4. The execution of a Memorandum of Agreement between an LGU and the Bureau of Fire Protection (BFP) to implement streamlined procedures for assessing and paying fire code fees that will enable the LGUs to meet the standards; and
5. The use of alternate signatories.

B. Perspective of the Action Plans

The diagnostics done by the Project took the perspective of the applicants who are going through the process without complete information and without full knowledge of the requirements. This is different from the perspective of the JMC which considered the processing time of the LGU. The end-to-end process begins with the first requirement

that the applicant has to secure to be able to renew registration, whether it is by a city office or outside of it, like the *barangay's* or a national agency. The process ends with receipt of the business permit.

Operationally, this kind of analysis will give the CIP-TWG members a broad scope of process indicator results with which to analyze and streamline. It will give them feedback about their information and education campaigns and other activities prior to the renewal period.

C. Definition of Terms

A set of standard definitions of indicators is necessary to ensure that the reform processes that would be identified and implemented as a result of this study would be relevant in addressing the efficiency gaps in the business registration processes in the partner cities. The following definitions were used in the analysis.

1. **Step** – action/s that applicants undertake as part of the process of applying for and/or processing business permits and licenses.
2. **Action** – written acknowledgement of receipt, approval or disapproval made by a government agency on the application or request submitted by the client for processing.
3. **Form** – any piece of paper (physical or virtual) that the applicant fills up to undertake the steps.
4. **Cost** – monetary cost (official fees and out-of-pocket expenses; excludes economic cost).
5. **Office** – the public authority and private establishments that the applicant transacts with.
6. **Signatories** – the persons who sign and initials any document given to the applicant.
7. **Total Length of Time Elapsed** – the sum of travel time, waiting time, and processing time from the time the applicant undertakes the first step within the site to the time s/he receives the business permit.
8. **No. of Visits (per step)** – interface between the applicant and public official.
9. **Required Document** – any document asked of the applicant.

III. The INVEST BPLS Workshops

As stated in the introduction, the formulation of the action plans was done in two workshops conducted in each of the cities. This chapter provides a summary of these workshops.

A. The Self-Assessment Workshops on BPLS Streamlining of New and Renewing Business Applications

As part of the process of analysis and design, the Project organized a Self-Assessment Workshop in each of the cities (Table 1). These workshops were held on June 13-14 for Cagayan de Oro, June 18-19 for Iloilo, and June 20-21 for Batangas and were attended by 28 participants from CDO, 31 in Iloilo and 26 in Batangas. The facilitation was done by Ms. Hilda Gonzales, former INVEST BPLS Strategist, for CDO and Batangas, and Ms. Jovie Importante for Iloilo (Annex 1).

The objectives of the workshops were to make participants:

1. **Appreciate the use of the applicant's perspective.** In BPLS streamlining, it is vital that the process be viewed and analyzed through the applicant's point of view. This way, even the concealed sub-steps in LGU processing will be shortened. Further, the applicant's perspective would also highlight the need to harmonize NGA and LGU requirements to reduce repetitive information requests.
2. **Envision their desired BPLS process.** Making the participants identify their own "dream" BPLS promotes their sense of ownership of the initiative, thus making possible the harnessing of deeper support and commitment from them for ensuring the success and sustainability of the reforms they would be implementing.
3. **Identify the issues and gaps that would need to be addressed if the BPLS processes in their respective cities were to be streamlined.** With their "dream" BPLS as a benchmark, and using the results of the third-party assessments and the insights they gathered from the study tours, the participants were to identify issues and gaps that need to be addressed to be able to achieve the envisioned streamlined BPLS, which also include the needed resources for BPLS automation.
4. **Identify solutions to address issues and gaps in their BPLS process.** Having identified the key gaps and issues that need to be addressed, the participants were then asked to put together an action plan to effect the changes needed to streamline the BPLS in their respective cities. The reform agenda were confined to four (4) key areas: Processing of Applicants for New Business Registrations, Processing of Applications for the Renewal of Business Permits, BPLS Automation Plans, and Plans for establishing/renovating their respective BOSS.

A template program of the two-day workshop is attached in Annex 2 as reference.

B. BPLS Automation Workshops

The BPLS Automation Workshops that were conducted in the three cities aimed at: (1) training the critical or concerned city officials in planning and implementing an automated BPLS using the knowledge products developed by LINC-EG; (2) validating the ideal process that the city would be adopting in processing business applications; (3) presenting to the cities automation options that will lead to the streamlined BPLS, including the implied backroom operations and the cost; (4) assisting the cities in deciding the desired option, given the automation readiness of the city; (5) coaching the cities in planning the setting-up of the chosen system solution and identifying the considerations in implementing and sustaining the system; and (6) assisting the cities in drawing up an action plan for the setting up of the system.

A total of 23 participants attended the workshop from Batangas, 31 in Cagayan de Oro and 32 in Iloilo. Ms. Fe Ferriols, Mr. Frederick Amores and Mr. Levi Leoro assisted in facilitating the workshops. The program for the workshop is attached in Annex 3.

IV. The BPLS Reform Agenda

A. Batangas City

1. BPLS Process Streamlining

a. New Business Registration

In June 2012, INVEST assessed the business registration process of Batangas City for new applicants. The assessment revealed that an applicant to a new business permit has to fill-up two (2) application forms, prepare five (5) documents, undertake 28 steps, including securing six (6) signatories, and take from three (3) to five (5) days doing so (Table 1). Clearly, this process needs to be enhanced to comply with the JMC.

The streamlined business registration process for new applications the city government would like to establish consists of four steps (secure form-file-pay-claim), uses a unified form, two signatories and no documentary requirements, and significantly reduces the time to secure business permit from three (3) to five (5) days to 1 hour only.

**Table 1. Current and Proposed Streamlined BPLS Process
for New Business Applications, Batangas City**

BPLS Processes	Current System	Target for January 2013
Steps	28	4 (File-Pay-Claim)
Forms	2 forms	Unified Form
Time	3-5 days	1 hour
Signatories	6	2
Documents Required	5	1

The prerequisites for this streamlined business registration process are as follows:

- **Steps:** Reducing the number of steps will entail backroom operations for business registration that would entail file-sharing among concerned departments/offices, i.e. Business Permit and Licensing Office (BPLO), City Treasurer's Office (CTO), City Environment and Natural Resources Office (CENRO), City Health Office (CHO), Zoning Division of the City Planning and Development Office, and the Bureau of Fire Protection (BFP). The file-sharing among the concerned departments/offices will enable the city government to immediately release the business permit after submission of the filled-up unified form.
- **Forms:** The applicants will only be requested to fill up a unified application form that already incorporates all the information requirements needed by all the departments/offices of the city government concerned with business registration.
- **Time:** The city government considers necessary the adoption of the pre- or post-application inspection process to realize the significant reduction of time in processing business registrations. Furthermore, there must be a file-sharing system among concerned departments/offices.

- **Signatories:** The BPLO head and City Mayor will affix their e-signatures after the applicant has complied with the requirements and secured clearance from concerned departments/offices as indicated in the file-sharing system.
- **Documentary requirements:** There will only be one documentary requirement, a barangay clearance for new business applicants because all other documents that may be required will have to be secured during the pre- or post-inspection activities. Compliance of business establishments with the requirements of the BFP will also be submitted to the BPLO.

b. Renewal of Business Registration

The assessment of the business renewal process in Batangas City revealed that the city is not compliant with the standards set in the JMC, particularly in the prescribed number of steps and signatories (Table 2). Furthermore, Batangas City requires several documentary requirements prior to the renewal of business permits.

To comply with the JMC standards, the streamlined business renewal process being contemplated by Batangas City looks at four (4) steps, i.e., secure the application form, file, pay and then claim; a unified application form; two (2) signatories; one (1) documentary requirement. It will significantly reduce the elapsed time from one day, five hours and 30 minutes to 1 hour (Table 2).

Table 2. Current and Proposed Streamlined BPLS Process for Renewal of Business Permits, Batangas City

BPLS Processes	Assessment Findings	Target for January 2013
Steps	17 steps	4 steps (Secure- File-Pay-Claim)
Forms	3 forms	Unified form
Time	1 day, 5 hrs and 30 mins	1 hour
Signatories	14	2
Documents Required	9	1

The same prerequisite as those for the registration process for new business permits prevail for the process for the renewal of business permits in Batangas City.

c. City BPLS Reform Action Plan

The overall action plan of the city government for its business registration streamlining initiatives is detailed in Table 3 below. It defines the reform areas, e.g., the unified form, required documents, steps, signatories, elapsed time, revision of the citizens charter on business registration, and the conduct of an information, education & communication (IEC) campaign as well as the corresponding specific activities and tasks, time frame of implementation and the responsible department or office.

Table 3. BPLS Reform Action Plan, Batangas City

Reform Areas/Activity	Tasks	Time Frame	Implementing Office
<u>Unified Form (new and renewal)</u> <ul style="list-style-type: none"> Revision of the Unified Form 	Request concerned departments/offices to provide list of requirements in securing clearances	September to October 2012	BPLO; CENRO; CHO; CPDO; OCVAS
	Finalize the new unified form based on requirements of concerned departments/offices	October to November 2012	BPLO
	Print the new unified form	November to December 2012	BPLO
<u>Required documents</u> <ul style="list-style-type: none"> Barangay clearance (renewal) 	Check local legislations/policies supporting barangay clearance for business renewal	September 2012	BPLO; CTO; Legal; Office of the Mayor; DILG
	Conduct consultations & orientations with barangay officials to discuss business-friendly registration	October to November 2012	BPLO; Legal; CTO; DILG
	Amend the Local Revenue Code	September 2013	BPLO; Legal; CTO; DILG
<ul style="list-style-type: none"> Removal of unnecessary documents (i.e., those that are not supported by policies & legislations) (new & renewal) 	Remove the RPT clearance as a requirement for business permit processing	July 2012	CTO
	Undertake inventory of	September 2012	BPLO

Reform Areas/Activity	Tasks	Time Frame	Implementing Office
	documents required by city departments/offices		
	Consult with city departments for the removal of unnecessary requirements	October 2012	BPLO
<ul style="list-style-type: none"> Removal of other NGA requirements for business permit processing (new) 	Conduct an inventory of NGA documents presently required in the business permit processing	September 2012	BPLO; CTO
	Review the MOA & legal basis for the NGA documents	September 2012	BPLO; CTO
	Discuss options to remove NGA requirements	October 2012	BPLO; CTO; Office of the Mayor
<u>Steps</u> <ul style="list-style-type: none"> Connectivity to the Philippine Business Registry (PBR) (new) 	Prepare Letter of Commitment of City Mayor for DTI	July 2012	Office of the Mayor
	Connect or link the BPLS with the PBR	September to November 2012	DTI; BPLO
	Conduct training of BPLO personnel who will handle the PBR	October to December 2012	DTI; BPLO
<ul style="list-style-type: none"> Utilizing the SEC iView Card (new) 	Avail of the SEC iView card	September to November 2012	BPLO; CTO; LEIPO
<u>Signatories</u> <ul style="list-style-type: none"> Enhancing the signature process in business registration 	Use the eSignature for BPLO (BPLO Head and Mayor's signature)	September to end of October 2012	BPLO
<u>Elapsed Time</u> <ul style="list-style-type: none"> Decentralization of the Cashier functions (new & renewal) 	Assign additional agents from CTO, Zoning, CEO, CHO, CENRO and BFP in the BPLO/BOSS	November 2012 onwards	CTO, Zoning, CEO, CHO, CENRO and BFP
	Decentralize cashier in the	November 2012	BPLO; CTO

Reform Areas/Activity	Tasks	Time Frame	Implementing Office
	BOSS/BPLO	onwards	
<ul style="list-style-type: none"> Pre-identification of specific business use and integration with the zoning certification procedure (new & renewal) 	Prepare the listing of all businesses	September to 2nd week of November 2012 (new & renewal)	CTO / BPLD
	Identify businesses that will be allowed in zones	September to 2nd week of November 2012 (new & renewal)	CPDO
	Stop the issuance of new Temporary Use Permits (TUP)	November 2012	CPDO
<ul style="list-style-type: none"> Conduct of pre-inspection visit to validate the health card and sanitary permits, CZC, Occupancy Permit, CEPO, and FSIC before business permit processing (new & renewal) 	Discuss inspection system given legal basis; EO No. 25, s. 2011 (Joint Inspection Team)	End of September 2012	BPLO; CHO; Zoning; CEO; CENRO and BFP
	Prepare an updated master list of all business establishments	End of September 2012	BPLO; CHO; Zoning; CEO; CENRO and BFP
	Send the schedule of inspections to business establishments	1 st to 2 nd week of October 2012	Legal; BPLO
	Conduct monitoring and actual visits among the different establishments	October to December 15, 2012	CHO; Zoning; CEO; CENRO and BFP
	Provide updates on status of inspections	3rd week of December 2012	BPLO; CHO; Zoning; CEO; CENRO and BFP
<ul style="list-style-type: none"> Conduct of Fire Inspection Prior to (new) Business Permit Processing 	Identify businesses	October to December 15, 2012	BFP Inspection Team
	Conduct inspection for renewal process		
	Submit report to BPLO		
<u>Others:</u> <ul style="list-style-type: none"> Strengthening relations with the <i>barangays</i> to ensure compliance with city standards/ clearances 	Conduct meetings with <i>Barangay</i> Officials	November 2012	CIP-TWG

Reform Areas/Activity	Tasks	Time Frame	Implementing Office
<ul style="list-style-type: none"> Conduct of Advocacy Activities to inform businesses of the reforms in BPLS 	Prepare communication plan and identify IEC materials needed	Middle to end of September 2012	SWC BPLS with PIO
	Conduct inventory of advocacy materials (brochures, etc.)	Middle to end of September 2012	PIO & BPLO
	Present proposed communication plan and advocacy materials to the City Mayor and Department Heads for approval	1 st week of October 2012	PIO, BPLO & LEIPO
	Develop BPLO brochures	1st week to end of October 2012	PIO (inputs from BPLO)
	Survey number and types of business operating within the city	September to December 2012	BPLO & LEIPO
	Conduct IEC Campaign on streamlined business registration process	Middle of October 2012 to January 2013	PIO & BPLO
	Undertake continuous rollout of IEC campaigns	February to December 2013	PIO & BPLO
	Formulate of BPLS literature for its streamlining	3rd week of October 2012	BPLD, CIP-TWG, SWG
	Conduct IEC	October 2012 to February 2013	BPLD, PIO, Tri-Media, Barangay Officials
	Conduct dry-run for BPLS streamlined process	2 nd week of November 2012	
<ul style="list-style-type: none"> Revisiting the citizen's charter (CC) and the service standards relevant to BPLS (new & renewal) 	Conduct of assessment and review of the CC (particularly on business registration)	February to March 2013	LEIPO; Department Heads; PIO

Reform Areas/Activity	Tasks	Time Frame	Implementing Office
	Conduct workshops for the updating of the CC		
	Revise the CC, particularly that on business registration		
<ul style="list-style-type: none"> Updating the Citizen's Charter 	Set-up flow charts for business registration	February to March 2013	BPLO; CTO; CENRO; BFP; Office of the Mayor

2. BPLS Automation

According to the e-readiness assessment conducted by the Project, Batangas City has a computerized BPLS under the BPLO and a Collection Management System (CMS) under the CTO, but these systems do not interface with each other. Other concerned regulatory departments and offices like the CENRO, CHO, and the Zoning Division of the CPDO have no computerized systems. The present business registration system of the City is a combination of computerized and manual processes.

a. Proposed BPLS Automation Solution

To pursue further reforms in streamlining business registration procedures, the city government opted to have a stop-gap solution for January 2013 renewal period while it is in the process of establishing its long-term solution. The city government decided on the stop-gap solution because of the absence of an Information, Communication and Technology (ICT) department in the City and the lack of organic ICT expert/s.

The stop-gap measure essentially focuses on file sharing among regulatory departments/offices on business registration and automating the computation and payment of fees, including the inspection fee of the BFP. This set-up facilitates the issuance of permits by the BPLO.

The permanent solution for streamlining business registration will be formulated by the city government as part of its Information Systems Strategic Plan (ISSP), which is being prepared with the assistance of an IT expert. An important element in automating the BPLS streamlined processes is the creation of an ICT department or office in the city government.

b. City BPLS Automation Action Plan

Since the city has no in-house IT department, the first action to be undertaken by the City is the hiring of an IT specialist who will assist the city government in finding a suitable solution that will ensure its compliance with the BPLS standards. Hence the action plan that was drawn up during the workshop (refer to Table 4) focuses on activities leading to

the hiring of the IT specialist, who will then draw up the specific action plan on BPLS automation for the city government. A very general timetable was also drawn up.

Table 4. BPLS Automation Action Plan, Batangas City

Activity	Tasks	Time Frame	Implementing Office
Automating the business registration process (new & renewal)	Draw up the Scope of Work for automation	August 2012	BPLO; CTO
	Contract an ICT expert for project in-house*	August 2012	Office of the Mayor
	Implement the stop-gap solution	September - end of November 2012	BPLO; CTO; CHO; CEO; CENRO BFP; ICT Experts
	Simulate of the stop-gap solution	November to December 2012	BPLO; CTO; CHO; CEO; CENRO; BFP; ICT Experts

* The project in-house ICT expert will be requested to submit an action plan or work program illustrating the attainment of the stop-gap solution which will also be simulated by November and December 2012 in time for the business renewal registration on January 2013.

3. Business-One-Stop Shop (BOSS)

The BOSS of Batangas City is set-up every January during the renewal period only. Notably, the assessment of the BOSS indicated that Batangas City has not complied with the JMC standards. Moreover, the BOSS process flow is not well-organized mainly because the procedures are not clear to the applicants.²

a. Proposed Reforms

Recognizing the need to improve the operations of its BOSS, the Batangas City officials agreed to establish a permanent BOSS area in 2013. The new BOSS is targeted to be constructed by March 2013. It integrates the business registration process and redesigns the operations of the CTO for real property tax payments. In the meantime, the city government will design and set-up a temporary BOSS for January 2013.

b. City BOSS Action Plan

The action plan for the BOSS considers two major points – identifying specific activities leading to the establishment of the temporary BOSS for the January 2013 renewal of business registration, and the permanent BOSS in September 2013. The details of the activities are shown in Table 5.

² INVEST Project, Integrated Assessment Report on the Renewal Process and the Business One-Stop Shops: Cities of Batangas, Iloilo and Cagayan de Oro, May 31, 2012

Table 5. Action Plan for the Establishment of the BOSS, Batanga City

Activity	Tasks	Time Frame	Implementing Office
A. BOSS for January 2013			
Setting-up the temporary BOSS	Conduct planning for the BOSS	November 2012	BPLO; CTO; ICT Expert; BFP; DTI
	Set-up the BOSS at the quadrangle using the new streamlined BPLS as basis	December 2012	BPLO; CTO; ICT Expert; BFP; DTI
	Simulate BOSS operations	Middle of December 2012	BPLO; CTO; ICT Expert; BFP; DTI
IEC campaign on the BOSS	Disseminate information to business groups & investors	Middle of October 2012 to January 2013	PIO; BPLO; Office of the Mayor; LEIPO; Business groups
B. Permanent BOSS			
Preparing the BOSS Design	Conduct meetings to determine BOSS requirements	August 16, 2012	BPLO; CTO; CEO
	Design the BOSS	August 17 – 22, 2012	CEO
Presentation of the BOSS Design to the CIP-TWG	Present the proposed BOSS design for comment and approval	August 23, 2012	CEO
Revision of the BOSS Design	Integrate comments on the BOSS design	September 20, 2012	CEO
Presentation of revised design to the City Mayor	Present the revised BOSS design to the City Mayor	September 21, 2012	CEO
Budgeting for the BOSS	Seek approval for the proposed BOSS budget	September to October 2012	CEO; CPDO; Budgeting Office
Relocation of affected departments/offices	Inform affected departments/offices of their relocation	October 2012	CEO; Office of the Mayor
	Renovate the proposed new locations of affected departments/offices	January to end of February 2013	CEO
	Transfer affected departments/offices	January to end of February 2013	CEO
Construction of the permanent BOSS	Construct the BOSS according to specifications & design	March to July 2013	CEO
Setting-up of the new BOSS	Integrate concerned departments/offices in the new BOSS	August 2013	BPLO; CTO
Operationalization of	Launch the new BOSS to	September 2013	BPLO; CTO;

the BOSS	the general public		DTI;
Assessment of processes	Identify areas for improvement in the new BOSS	August 2013 to January 2014	BPLO; CTO; LEIPO
IEC campaign on the new BOSS	Disseminate information to business groups & investors	July to December 2013	PIO; BPLO; Office of the Mayor; LEIPO; Business groups

B. Cagayan de Oro City

1. BPLS Process Streamlining

a. New Business Registration

According to the assessment undertaken by INVEST, applicants for business registration were required to undergo 17 steps, accomplish 10 forms, secure 14 documentary requirements, and obtain 27 initials and/or signatures (Table 6). The whole process took 19 days and 20 minutes to complete.

The streamlined process of Cagayan de Oro is envisioned to apply the secure form-file-pay-claim scheme which would only entail 3 steps, the use of a single unified application form with only the signature of the City Treasurer and only 1 document required.

Table 6. Current and Proposed Streamlined BPLS Process for New Business Applications, CDO

Process Indicator	Assessment Findings	Target for January 2013
Steps	17	4
Forms	10	1
Time	19 days and 20 mins	1 hr.
Signatories	27	1
Documents Required	14	1

To achieve the streamlined process, the city government has agreed to undertake the following:

- **Steps:** BPLS streamlining would require the city government to decide whether the tedious inspections embedded in their business registration process will be done prior or after, the issuance of the business permit. The city would also need to analyze which steps can be done in the backroom to reduce client interface. In this regard, the city deemed it necessary that the cashier of the BFP be co-located beside the CTO cashiers to assess and collect fees.

Furthermore, some of the steps in their current BPLS needs to be removed. For instance, the notarization of business permits was deemed unnecessary considering that the BP application form is a public document which is binding by itself.

- **Forms:** CDO already requires the submission of the unified application form. However, during the third-party assessment, it was noted that the city government still requires applicants to fill up separate application forms to secure regulatory certificates and clearances. The envisioned process would also require that the unified BP application form be accessed and filled up online.
- **Time:** The city government notes that the implementation of the reforms would be accompanied by significant reduction in the time elapsed for business registration. An applicant would then expect to complete the whole process in a matter of 1 hour, which would heavily depend on the co-location of the BFP fire collector beside the CTO's cashier in the BOSS. Further, information sharing among city regulatory offices and the BFP in the BPLS automated system would ensure the reduction in the time elapsed for business registration.
- **Signatories:** The envisioned process builds on the use of the electronic signature of the City Mayor. The City Treasurer would thus be the only signatory of the permit to attest completeness of requirements and payment of fees and taxes.
- **Required Documents:** the city government would no longer require any supporting document but this would have to be supported by BPLS automation.

b. Renewal of Business Registration

In the case of renewal of business registration, applicants were required to undergo 8 steps, accomplish 2 forms, secure 1 documentary requirement and obtain 13 initials and/or signatures (Table 7) . Further, the result of the assessment indicated that it takes 2 days and 2 hours to complete the renewal of business registration.

Table 7. Current and Proposed Streamlined BPLS Process for the Renewal of Business Permits, CDO

Process Indicator	Number per assessment dated May 31, 2012	Target for January 2013
Steps	8	4
Forms	2	1
Time	2 days and 2 hrs.	1 hour
Signatories	13	1
Documents required	1	1

In the streamlined system, renewal of business registration would also go through the following process: secure form, file, pay, then claim. It would also use the unified application form with only one signatory, elapsed time of about an hour and no required

document. The envisioned renewal process relies heavily on BPLS automation to facilitate file sharing and speed up assessment or verification of document/s done by regulatory offices.

The achievement of the success indicators would depend on the following assumptions:

- **Steps:** For renewal, the CIP-TWG will have to decide which of the BPLS process steps can be done without interfacing with the applicant or as a backroom activity. Business stickers will also be issued right after payment of business fees and taxes. Compliance inspections will also be done post-registration, to give leeway for business establishments to prepare and comply with the regulations set by the city government.

Further, notarization of the BP application form will also be removed to lessen the steps required to renew a business permit. Some of the reforms would also require renovation of the BOSS to accommodate the co-location of the cashier of the BFP and the *barangay* representatives beside the CTO cashiers.

- **Forms:** CDO city already requires the submission of the unified form for business renewals which contains an oath of undertaking.
- **Time:** The adoption of the envisioned reforms is expected to translate to a reduction in the period/time in renewing business permits. The utilization of the towers, which were provided by the LINC-EG project, would also assist the city in handling the high volume of applicants during the renewal period. Currently, the other “functioning” towers are being used to create satellite business processing centers in malls and other public places. Rehabilitation and reconnection of the other tower would allow the city government to create satellite offices in marketplaces the renewal period in January.
- **Signatories:** The envisioned process will utilize electronic signatures, so that permits may be issued even without the authorized signatory. However, the use of digital signatures and the delegation of authority by the Mayor might also require the need to issue an executive order or an ordinance.
- **Required Documents:** The city government would no longer require any supporting document but this would have to be supported by BPLS automation.

c. City BPLS Reform Action Plan

The results of the assessment of the renewal and the new business registration processes and the BOSS served as clear guides in the formulation of the BPLS action plan. The activities correspond to every process indicator in the JMC.

Table 8. BPLS Reform Action Plan, Cagayan de Oro City

Reform Areas	Activities	Timeframe	Responsible Office
Co-locating the BFP and the CTO at the BOSS	Renovate of the BOSS	December 2012	CEO and CTO
	Prepare and sign MOU between CTO and BFP	July-December 2012	CTO and BFP
	Include expenses for renovation in the 2013 Executive Budget	August 2012	ICOM division
	Conduct user training for the new BPLS software	September 2012	ICOM division
	Request for computer units for the BFP	November 2012	BFP and CTO
Automation of the issuance of FSIC and OR	Request computer units for BFP at the BOSS	August 2012	BFP and CTO
Use of digital signature of the Local Chief Executive	Draft Executive Order authorizing the use of e-signatures	July 2012	
	Secure office order to assign a personnel to attach the digital signature	July 2012	
Issuance of Business Plates and Stickers upon payment of business taxes and fees	Renovate the BOSS area to provide storage for license plates	October 2012	CTO and CEO
	Provide budget for the bulk procurement of plates and stickers	November 2012	CTO
Elimination of the BP application form notary requirement	Conduct legal research if the notarization of forms is explicitly provided in any national statute		City Legal Office
Explore other distribution channels of BP Application forms	Request budget for website development and/or enhancement	September 2012	City Budget Office
	Request website administrator to	August 2012	Web Administrator

Reform Areas	Activities	Timeframe	Responsible Office
	include downloadable form and BPLS information in the website		
	Coordinate with <i>barangays</i> , malls, business associations for the placement of kiosks for BPLS brochures and application forms	November 15	City Information Office
Management of the volume of applicants during the renewal period	Device scheduling scheme to manage volume of applicants especially during the January renewal period.	December 2012	BOSS Head
Customer Relations Training	Coordinate with the INVEST team for the training of BPLS front line employees	October 2012	BPLO
BPLO MIS Creation	Lobby for the creation of the BPL and MIS Offices	November 2012	Mancom
Conduct of IEC campaigns to inform applicants of the BPLS reforms	Request budget for promotional materials	September 2012	CTO
	Involve CIO in the TWG	December 2012	CPDO/LEIPO
	Designate Information Officer for BPLS reforms	September 2012	CTO/CIO
	Conduct communications training	October 2012	INVEST
Activate Joint Inspection Team Office	Activate the Joint Inspection Team	August 2012	CIP-TWG
	Conduct workshop on establishing business friendly inspection systems	October 2012	INVEST

2. BPLS Automation

a. BPLS Automation Solution

The City already has an automated BPLS developed and managed by an IT Team at the City Treasurer's Office. The system was started in 1995, as such, the software utilizes a BP Application form different from the JMC-prescribed form. During the automation assessment workshop the city formulated a stop-gap measure to extend the existing system to accommodate online payment. At the same time, the INVEST automation team recommended a redesign and redevelopment of the system to be included in the preparation of an ISSP. The BPLS Automation Guide produced by USAID's LINC-EG Project will be used as reference.

b. BPLS Automation Action Plan

The preparation of the BPLS automation action plan focused on the system modification and the feasibility of online payment. The details are contained in Table 9 below.

Table 9. BPLS Automation Action Plan, CDO

Activity	Tasks	Timeframe	Responsible Office
System Modification	Verify needed enhancements to be done	September 2012	CTO
	Reformat BP application form to a writeable format	September 2012	CTO
	Request for a policy on electronic approval of regulatory offices	April 2013	City Mayor's Office
	Include notification system in the BPLS software	April 2013	IT
	Procure additional computers	October 2012	CTO
	Users Training on the new software	October-November 2012	CTO/INVEST/IT Officers
Online Payment of Business Taxes and Fees	Inquire on the policy and procedures to adopt the eBayad System of NCC	February 2013	CTO
Creation of the MIS Office	Draft EO to create the MIS Office and an ad hoc IT Team for support	November 2012	City Mayor's Office and CTO
Customer Relations Training	Conduct Customer Relations Training in coordination with INVEST	December 2012	INVEST
Dry Run of the New BPLS Process	Coordinate with INVEST project to include this as part of the aforementioned training	December 2012	INVEST

3. Business One Stop Shop (BOSS)

The establishment of the BOSS in 2010 has increased the comfort level of the applicants and their general satisfaction with the BPLS processes. The remaining inefficiencies has been addressed by the use of one signature at the BOSS, the elimination of notary requirement and the co-location of the BFP cashier with the CTO cashier (as indicated in the action plan). More space is still needed at the BOSS especially with the plan to release the business plates for new registrants at the same time as the business permit. The renovation budget has been approved by the Local Finance Committee (LFP) and expected to be approved in the 2013 Annual Investment Program (AIP).

C. Iloilo City

1. BPLS Process Streamlining

a. New Business Registration

The current registration process for new businesses requires an applicant to undergo 21 steps, accomplish 3 forms, obtain 9 signatures, and secure 3 required documents (Table 10). The average elapsed time from the filing of the application form to the release of the business permit amounts to 4 days, 14 hours and 25 minutes.

The streamlined process envisioned by the city consists of only 5 steps, a unified form, 3 signatures and 3 required documents. Elapsed time will be reduced to 1 day and 4 hours if inspections are included. It will take 39 minutes without inspections.

Table 10. Current and Proposed Streamlined BPLS Process for New Business Applications, Iloilo City

Process Indicators	Current System	Target for January 2013
Steps	21	5
Forms	3	1
Signatories	9	3
Required Documents	3	3
Elapsed Time	4 days, 14 hours & 25mins	1 day, 4 hours (w/ inspection) & 39 mins (w/o inspection)

The requirements for this streamlined business registration process are as follows:

- **Steps:** The city government is looking at streamlining the process from 21 steps to 5 steps, namely: (1) securing and filling out the application form; (2) submitting the application form for verification and assessment; (3) paying business taxes and fees; (4) securing the Fire Safety Inspection Certification (FSIC); and (5) claiming the business permit. It will no longer require the notarization of the application form. Furthermore, the city government will require applicants to sign oaths of undertaking (in the BP Application Form) that they will comply with the mandatory inspections after the issuance of the business permit.

The BFP is also looking at utilizing the „FSIC for occupancy permit’ as basis for the FSIC for the business permit, to further streamline the process.

- **Forms:** Prior to the streamlining workshop, applicants were required to accomplish 3 forms, namely: BP Application form, Zoning Application form and the FSIC Application form. Under the streamlined process, the city government would only require applicants to secure and fill-out the Unified Form. To create how the form the city government required city offices to submit the various forms that they require applicants to fill out and/or the details that they need from the applicant. Further, the city would also provide a writeable format of the BP application form and the list of requirements in the Iloilo website.
- **Signatures:** Some of the signatures previously required to secure will be done in the backroom. Signatures for the sworn statement of income, as well as the initials and/or signatures for the assessment of regulatory fees, will no longer be required. For the streamlined process, there will only be 3 signatories: (1) Mayor or his authorized representative; (2) City Treasurer; and (3) City Fire Marshall.
- **Required Documents:** Three (3) documents will still be required: zoning clearance, *barangay* clearance, and the locational sketch.
- **Time:** The time elapsed for registering new businesses will be cut down from 4 days, 14 hours and 25 minutes to 1 day and 4 hours. Processing time at the city hall will only be for 39 minutes, the remaining time being spent for inspections conducted by the BFP and the City Treasurer, if necessary.

b. Renewal of Business Registration

The current process of renewing business registrations requires an applicant to undergo 13 steps, accomplish 4 forms, obtain 13 signatures, and secure 6 required documents (Table 11). The total elapsed from the filing of the application form to the release of business permit is 3 days and 4 hours.

The city’s envisioned streamlined process consists of: 3 steps, a unified form, 2 signatures and 3 required documents. The elapsed time will be reduced to 25 minutes.

Table 11. Current and Proposed Streamlined BPLS Process for the Renewal of Business Permits, Iloilo City

Process Indicators	Current System	Target for January 2013
Steps	13	3
Forms	4	1
Signatories	13	2
Required Documents	6	3
Elapsed Time	3 days, 4 hours	25 minutes

- **Steps:** the Business Permit Renewal is expected to undergo only 3 procedures, considering that all regulatory inspections are done as part of the annual/regular inspection process of the city government. An oath of undertaking will be required from the applicant to the effect that he/she will comply with all the regulatory requirements after securing the business permit.
- **Forms:** The City already adopted the use of the unified form for renewing business permits.
- **Signatorie:** The application form would only have two signatories under the renewal process – the Mayor or his representative and the City Treasurer. Considering the annual validity of the FSIC, BFP would no longer require an applicant to secure the FSIC during business renewal. Fire inspections will be conducted either pre- (for high risk businesses) or post- (for low risk) business registration.
- **Required Documents:** Similar to the requirements for new businesses, the renewal process would also require an applicant to submit 3 documents: Barangay clearance, Zoning clearance and a Locational sketch.

c. City BPLS Reform Action Plan

The CIP-TWG is committed to streamline the city's BPLS not just to meet the standards set by the DILG but also to surpass them. The action plan crafted during the self-assessment workshop conducted in June 18-19 and enhanced in June 29, 2012 included the following reforms:

- Removal of unnecessary steps, signatures and requirements

The Sub-committee on streamlining headed by the CTO will issue the Tax Order of Payment (TOP) together with the locational clearance. This will remove one step, the payment of the locational clearance fee as pre-requisite for locational clearance, in the permitting process. The TOP form will be revised to indicate the amount to be paid. The notarization and signature of the Asst. City Treasurer in the Sworn Statement of Income will also be removed to decrease the number of signatories, which now is limited to two: the City Treasurer and the Mayor. Furthermore, the "Get clearance for No Real Property" as a sub-step for payment of business permits will be converted into a backroom activity. The Bureau of Fire will be provided with a seat in the CTO office to enable it to collect its fees. The sub-committee aims to forge a MOA among the BFP, LGU and COA for a one-time payment scheme. The occupancy permit as a requirement for new businesses and photocopying of documents will also be removed.

- Adoption of post-audit and undertaking arrangements

The CTO, zoning department and BFP inspections will be post-audit activities. An undertaking arrangement is incorporated in the unified form stating the immediate revocation of the business permit should the applicant fail to comply with the inspection requirements.

- Improvement of BPLS taxpayers' lounge, process flow and layout

The BPLO and the CTO will place directional signages and flow charts in all its frontline offices. It will also provide a digital queuing facility as part of the application and payment system and set up a more business friendly taxpayers' lounge.

- Capability building training of frontline personnel

The City requested INVEST to conduct a training of its frontline personnel to make them more customer friendly. This requires the conduct of a training needs assessment, formulation of the training design and the implementation of the training.

- Information, Education, and Communication Campaign

An information, education and communication campaign will be conducted to inform the taxpayers of the new process. A strategic communication planning workshop will be conducted by INVEST to assist the CTO in conducting a City Tax Forum in November.

Table 12. BPLS Reform Action Plan, Iloilo City

BPLS Reform Areas	Activities	Timeframe / Target Period	Responsible Unit/Person
Removal of unnecessary steps, signatures and other requirements	Meeting with CTO, BPLO, BFP and Zoning for the removal of unnecessary steps, signatories, and other requirements and for the adoption of the unified form	End of July 2012	CTO/BPLO/BF/ Zoning
Adoption of post-audit and undertaking arrangements	Prepare an improved TOP form and unified form Adoption for both new and renewal	End of September	CTO/BPLO/BF/ Zoning
	Drafting and negotiating a BFP-LGU-COA MOA on one- time payment scheme and its execution	November	CTO/LGU-BFP-COA
Capability building training of frontline personnel	Training on Customer Relations	November	INVEST
Improvement of BPLS taxpayers' lounge, process flow and layout	Design, preparation and posting of uniform signage and flow chart	End of September	CTO/BPLO
	Purchase of digital queuing machine	TBD	CTO/BPLO
IEC Campaign	Conduct a strategic communication planning workshop	TBD	ICTIPB/INVEST

2. BPLS Automation

a. Automation-related Reforms

Participants to the BPLS automation workshop held on September 6-7, 2012 identified the following automation-related reforms:

- Online Submission of the BP Application

The application form is downloadable through the City website and can be submitted via email. A personnel will be assigned to add the new file to the website and handle the processing of the emailed BP application. This requires computer equipment and the drafting of a policy that allows for on-line submission.

- Automation of One Time Assessment and Payment

This involves linking the BFP, Zoning, BPLO and CTO in the assessment and payment system. This requires a MOA between the BFP-LGU and COA.

- Payment through Collection Partners

This involves determining the legality of partnership arrangements with collecting agents, the identification of collection partners, and drafting and execution of MOA with the collection agents.

- Online Approval

This involves the use of electronic signatures in the approval of BPLS. It requires the conduct of a policy study, advocacy and issuance of an executive order prior to adoption.

b. City BPLS Automation Action Plan

The activities to implement the identified reforms are as follows:

Table 13. BPLS Automation Action Plan, Iloilo City

Reform	Activity	Schedule	Responsible Unit/Person
Online BP Application System	Assign personnel to post downloadable application form in the city website and handle the processing of emailed BP Application	Oct-12	IT
	Conduct meetings to draft and propose policy/EO for the adoption of online submission	Oct-12	IT
	Procure the computer hardware equipment needed to	Oct-12	IT

Reform	Activity	Schedule	Responsible Unit/Person
	make this functionality possible		
Payment Thru Collection Partners	Conduct meetings to explore legal concerns regarding partnership with collection agents/agencies	Q1-Q2 2013	CTO, City Legal, IT
	Conduct study to identify of possible collection partners	Q1-Q2 2013	CTO, City Legal, IT
	Conduct meetings to negotiate and forge MOA with identified collection partners	Q3 2013	CTO, City Legal, IT, CMO
Online Approval	Conduct meetings to explore legal concerns regarding electronic signature and online approval.	Q1 2013	IT, City Legal
	Conduct meetings to draft and propose policy/Executive Order to formalize the adoption of electronic signature and online approval.	Oct-12	IT
	Assign personnel to incorporate the features into the existing system.	Q1 2013	IT
ISSP development	Conduct ISSP Training, Crafting, Approval and Implementation	Q2 2013	INVEST/IT/NC C

3. Business One-Stop Shop (BOSS)

A BOSS will be set up in the ground floor of the new City Hall in January 2013. The Sub-Committee on Streamlining under the CIP-TWG will design the layout and process flow before the renewal period. It will conduct dialogues and meetings with involved agencies to ensure that the BOSS will be more efficient than previous years. A dry-run of the BOSS will be conducted. An appropriate IEC campaign will be conducted to enable the taxpayers to understand the new system and bring the required documents to facilitate the processing of permits.

V. Next Steps

After the formulation of the action plans, it is important to have the action plans endorsed to, and approved by, the Local Chief Executives. The next steps per city are summarized below. The Project will be regularly monitoring the implementation of the action plans as part of its M & E Program.

1. Batangas City
 - a. Ensure that all identified activities on the streamlining of the city's BPLS are funded for the last quarter of CY2012 and the whole of CY 2013;
 - b. Conduct an IEC campaign on business registration reform initiatives;
 - c. Conduct a Self-Assessment Workshop on Business-Friendly Inspection systems (c/o the INVEST Project);
 - d. Conduct pre- and post-inspection activities for new applications for new business permits and business permit renewals;
 - e. Train frontline service personnel of concerned departments/offices on BPLS reforms;
 - f. Pilot the BPLS stop-gap measure from the last week of November to the end of December 2012;
 - g. Finalize of the Batangas City Government ISSP (including the permanent solution for business registration);
 - h. Plan the setting-up of the BOSS for January 2013;
 - i. Implement the BOSS action plan leading to the establishment of the permanent BOSS; and
 - j. Assess the implementation of the streamlined BPLS.
2. Iloilo City
 - a. Form a technical working group to review the forms being required of an applicant and strategize how these can be integrated in a single data capture form;
 - b. Conduct a workshop on the establishment of business-friendly inspection systems;
 - c. Conduct fire inspections before the business renewal period;
 - d. Pilot-test the new BPLS process for January 2013;
 - e. Conduct IEC activities to disseminate information to inform applicants of the new BPLS process;
 - f. Conduct a Strategic Communication Planning Workshop to strategize IEC campaigns;
 - g. Conduct an ISSP training for the formulation of the stop-gap as well as the long-term plan for BPLS automation; and
 - h. Conduct customer relations training for frontline employees.
3. Cagayan De Oro City
 - a. Request NCC for the conduct of ISSP workshop in the last week of November to start the redesigning of the BPLS computerized system and meet other information needs of the city;
 - b. Request DTI for connectivity to PBR prior to the January renewal period;
 - c. Negotiate for subscription to SEC iView;
 - d. Closely monitor the implementation of short term action plans, i.e., plans to be executed during the January 2013 renewal period, with the dry run to be conducted in November 2012;

- e. Conduct the workshop on „Business-Friendly Inspection System’ in October 2012;
- f. Conduct a customer relations seminar in December 2012;
- g. Undertake intensified information campaign on the new BPLS in December 2012; and
- h. Conduct another round of assessment in January 2013 and further improvements in the system.

ANNEXES

Annex 1. List of Workshops on BPLS Reforms (Oct. 2011 - Oct. 2012)

Date	Title of Activity	Number of Participants		
		Male	Female	Total
July 24-25, 2012	BPLS Automation Forum	250	226	476
August 1-2, 2012	BPLS Automation - Batangas	10	13	23
August 22-23, 2012	BPLS Automation - CDO	19	12	31
September 6-7, 2012	BPLS Automation - Iloilo	14	18	32
June 13-14, 2012	Self-Assessment Workshop, CDO	11	17	28
June 19, 2012	Self-Assesement Workshop, Iloilo	18	13	31
June 20, 2012	Self-Assesement Workshop, Batangas	12	14	26
TOTAL		334	313	674

Annex 2. Program of Activities for the BPLS Self-Assessment Workshops

Time	Topic / Activity & Session Objectives	Methodology
DAY 1		
8:00 am – 8:30 am	Registration	
8:30 am – 9:00 am	Session 1: Workshop Opening <ul style="list-style-type: none"> • Welcome Remarks • Introduction of participants & INVEST team • Objectives of workshop • Presentation of workshop program • Expectation setting 	Powerpoint Presentation, Plenary Exercise
9:00 am – 11:00 am	Session 2: From Function to Process <ul style="list-style-type: none"> • Elicit from the participants their perceptions of their functions within the registration business process. • Increase awareness & appreciation of participants on their contribution to the larger process within which they manage their functions. 	Powerpoint presentation, Group Processing & Discussion
11:00 am – 12:30 pm	Session 3: Envisioning the LGU's Ideal BPLS <ul style="list-style-type: none"> • Participants will conceptualize their desired BPLS for new & renewal. • Processing of the “Envisioning” Exercise 	Slide Presentation, Role Playing, Boardwork
12:30 pm – 1:30 pm	LUNCH	
1:30 pm – 2:00 pm	Session 4: Streamlining to Get to the “Envisioned BPLS” <ul style="list-style-type: none"> • Share insights from the study tour • Present some good practices on streamlining business processes 	Participants' Sharing, Trigger Presentation from BPLO of Valenzuela City
2:00 pm – 3:00 pm	Session 4.1: Analysis and Design for Permit Processing of New Business Registrants <ul style="list-style-type: none"> • Present streamlining principles & tools / templates for the session • Identify & explain key gaps in new business registration process • Workshop on streamlining interventions & solutions for new business registration processing (including BOSS if appropriate) 	Workshop
3:00 pm – 3:15pm	BREAK	
3:15 pm – 5:00 pm	Continuation of Session 4.1 <ul style="list-style-type: none"> • Share workshop outputs • Develop a single / common streamlined design for new business processing (including BOSS, if appropriate) • Assess streamlined design against the envisioned BPLS 	Plenary Presentation & discussion, Workshop Evaluation
END OF DAY 1		

Time	Topic / Activity & Session Objectives	Methodology
DAY 2		
8:30 am – 8:45 am	Recap of Day 1 Overview of the day's activities	Presentation
8:45 – 10:15 am	Session 4.2: Analysis and Design for Business Renewal Permitting Process <ul style="list-style-type: none"> • Identify & explain key gaps in business renewal process • Propose streamlining interventions & solutions for business renewal processing (including BOSS if, appropriate) • Identify other issues • Share workshop outputs • Assess streamlined design against the envisioned ideal BPLS 	Plenary Workshop
10:15 am – 10:30 am	BREAK	
10:30 am – 12:00 noon	Session 5: Action Planning to Implement Streamlined BPLS <ul style="list-style-type: none"> • Develop and agree on a common / single phase-in action plan • Evaluate the workshop content, flow, and logistics 	Discussion, Action Planning
12:00 noon – 1:00 pm	LUNCH	
1:00 pm – 2:00 pm	Session 5: Action Planning to Implement Streamlined BPLS <ul style="list-style-type: none"> • Share workshop outputs • Agree on a common/single phase-in action plan 	Discussion, Filing up of Action Plan Template
2:00 pm – 2:30 pm	Next Steps and Workshop Closing	
- END OF WORKSHOP -		

Annex 3. Program of Activities for the BPLS Automation Workshops

DAY 1

08:30-09:00AM	REGISTRATION
09:00-09:30AM	Workshop Design MR. ANTONIO AVILA, JR. BPLS Strategist, INVEST
	WORKSHOP 1: Leveling-off Participants' Expectations
	SESSION 1: SETTING THE STAGE FOR BPLS AUTOMATION
09:30-10:00AM	The E-Business Permits and Licensing System MS.OFELIA M. TEMPLO Chief-of-Party, INVEST
10:00-10:30AM	Philippine Digital Strategy MR. FREDERICK DC. AMORES Head, Visayan Coordination Office, National Computer Center, Department of Science and Technology
	SESSION 2: PLANNING FOR THE LGU's DREAM BPLS
10:30-11:00AM	Assessment of Current BPLS Automation and Automation Options for the Proposed Streamlined BPLS MS. MARIA FE FERRIOLS Information Technology Expert, INVEST
	MR. LEVI LAWRENCE LEORO Business Process Specialist, INVEST
11:00-12:00NN	WORKSHOP 2: Identifying Automation Options for the LGU's eBPLS Process
12:00-01:00PM	LUNCH BREAK
01:00-01:30PM	CDO City's eReadiness for the Proposed Automation Option MR. FREDERICK AMORES Head, Visayan Coordination Office, National Computer Center, Department of Science and Technology
01:30-03:30PM	WORKSHOP 3: Bridging the Gap to Achieve the Dream
03:30-04:30PM	Presentation of Outputs
04:30-05:00PM	Synthesis of Day 1

DAY 2

08:30-09:00AM	Recap of Day 1
09:00-09:30AM	Planning for Automating the Streamlined BPLS MR. LEVI LAWRENCE LEORO Business Process Specialist, INVEST
09:30-11:30AM	WORKSHOP 4: Action Planning for the Automated BPLS
11:30-01:00PM	LUNCH BREAK
01:00-02:00PM	Presentation of Outputs
	SESSION 3: MANAGING BPLS AUTOMATION PROJECT
02:00-02:30PM	Some Tips on Managing and Sustaining eBPLS Automation MS. MARIA FE FERRIOLS IT Expert, INVEST
02:30-03:00PM	Identifying Other Automation Options MR. FREDERICK DC. AMORES Head, Visayan Coordination Office, National Computer Center, Department of Science and Technology
03:00-03:30PM	SYNTHESIS AND NEXT STEPS