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ACTION PLANS FOR ENHANCING INVESTMENT PLANNING AND PROMOTION IN INVEST PARTNER CITIES (BATANGAS, ILOILO AND CAGAYAN DE ORO)

Investment Enabling Environment (INVEST) Project

Deliverable 2, Program Area 2.1, Component 2

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INTRODUCTION

1. Background and Rationale

The Investment Enabling Environment (INVEST) Project of the United States Agency for International Development (USAID) seeks to help the Philippines attract more domestic and foreign private investments with which to pursue the country's goals of progressive, sustainable, and inclusive development. It does this by assisting three partner cities, namely, Batangas, Iloilo, and Cagayan de Oro, in: (1) lowering their transaction costs and reducing the cost of doing business in their respective jurisdictions and (2) increasing their competitiveness as investment destinations. INVEST is thus 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.

Increasing the competitiveness of the cities partly entails capacitating the local officials in investment planning and promotion. The Department of the Interior and Local Government issued Memorandum Circular No. 2010-113 on October 13, 2012 enjoining provincial governors and city mayors to create Local Economic and Investment Promotion Officers (LEIPOs). The LEIPOs were the focal persons in cities and capital towns tasked with formulating and implementing investment promotion policies as well as provide basic information on business potentials, among others. To realize its goal of increasing investment inflows into the city, INVEST identified the LEIPO as a strategic champion in creating an investment climate supportive of investment. The project therefore purposely identified activities that would support the institutionalization and strengthening of the newly-created LEIPO in each of the partner cities.

When INVEST first started working with the partner city governments of Batangas, Iloilo and Cagayan de Oro, the LEIPO position was not yet institutionalized, i.e. there was either no LEIPO named or the assigned LEIPO had no appointment papers. One of the first activities of INVEST therefore was to encourage the cities to formally appoint a LEIPO. The responses of the Local Chief Executives (LCEs) in the three cities were positive with Batangas, Iloilo and Cagayan de Oro formally appointing the LEIPOs thru executive orders on April 2, April 12 and August 1, 2012, respectively.

With the creation of the LEIPOs, INVEST conducted a training needs assessment (submitted to USAID on May 31, 2012). The results of the assessment were the basis for designing a training program entitled "**Boosting Investor Confidence in Local Governments: Training on Local Economic and Investment Promotion for the Cities of the INVEST Project**" for the LEIPOs, private sector leaders, city officials and the councilors of the three cities. The training produced action plans for the following investment promotion-related activities: (a) the setting up of a local economic and investment promotion office; (b) enhancing the capacity of the cities to undertake economic and investment planning and promotion; and (c) formulation of the Local Investment Incentives Code. The latter is being submitted to USAID separately.

This report presents two of the three action plans formulated during the said training program: (a) institutionalizing and ensuring the sustainable operation of their respective local economic and investment promotion offices; and (b) instituting reforms necessary to strengthen their capacities to perform investment promotion more effectively and more efficiently with the end in view of accelerating growth by attracting more private

investments from both domestic and foreign sources. These action plans are going to be discussed with the LCEs of partner cities and will be implemented during the remaining months of the INVEST project. This report is one of the outputs required under Deliverable No. 1 (under program area 2.2 of component 2).

2. Organization and Highlights of the Report

The report is divided into two distinct yet related parts. Part I presents the action plans of the three cities in relation to the institutionalization of the local economic and investment promotion office. The plans cover three areas of concerns: (a) start-up activities; (b) operation of the office; and (c) monitoring of the office operations towards sustainability.

Part II of the report presents the action plans of the INVEST partner cities for enhancing their capacities in economic and investment planning and promotion. The common themes of these action plans are the: (a) establishment of an investment promotion office or center; (b) preparation, finalization and packaging of development and investment related documents; (c) preparation of investment promotion materials; (d) virtual investment promotion and marketing; (e) capacity enhancement for planning, investment programming and budgeting; (f) capacity enhancement on local economic development and investment promotion; (g) capacity enhancement on managing risks and responsibilities between government and private sector in joint implementation of public sector projects; and (h) administrative and logistical preparations for the City Business Forum.

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<ul style="list-style-type: none"> ○ <i>Office</i> <u>Output:</u> Executive Order creating the LEIP Office <u>Output:</u> (Institutionalization) Creation of the LEIP Office under the Office of the City Mayor approved by the SP 	End of August 2012 August 2013	Office of the Mayor; LEIPO Office of the Mayor & HR City Legislative Council (plantilla position) DILG (plantilla position)	Endorsement from the City Mayor and letter of request to the SP
<ul style="list-style-type: none"> ● Capacity Building of the LEIPO <ul style="list-style-type: none"> ○ <i>Issuance of a request for a list and schedule of training programs from concerned agencies</i> ○ <i>Attendance to trainings</i> 	Year round	DILG Department of Trade and Industry (DTI) Other concerned agencies (i.e. Philippine Export Zone Authority (PEZA), Board of Investment (BOI)	Approval of the City Mayor Funding support to attend the training
Operations			
<ul style="list-style-type: none"> ● Investment Profiling <ul style="list-style-type: none"> ○ <i>Review and updating of the city's investment profile</i> <ul style="list-style-type: none"> - Determining information/data to be included in the profile - Conceptualizing the profile - Development of the profile - Finalization of the profile - Development of promotional brochures <p><u>Outputs:</u> City Profile Promotional brochures</p>	3 rd to last week of August 2012	LEIPO; Sub-working Committee on Investment Planning and Promotion; Private Sector Groups	Functional Sub-working Committee on Investment Planning and Promotion Logistics (venue & food for participants) Funding for publication
<ul style="list-style-type: none"> ● Investment Planning 	3 rd to last	LEIPO; Sub-	Functional Sub-

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<ul style="list-style-type: none"> ○ <i>Assessment of economic situation of the city</i> <ul style="list-style-type: none"> - SWOT analysis 	week of August 2012	working Committee on Investment Planning and Promotion; Private Sector Groups	working Committee on Investment Planning and Promotion Logistics (venue & food for participants)
<ul style="list-style-type: none"> ● Database Management <ul style="list-style-type: none"> ○ <i>Identification of the applicable database system for investment planning and promotion</i> 	3 rd to last week of August 2012	LEIPO; Sub-working Committee on Investment Planning and Promotion; Private Sector Groups (business groups and academe)	Functional Sub-working Committee on Investment Planning and Promotion IT personnel expert on database development
<ul style="list-style-type: none"> ● Investment Promotion <ul style="list-style-type: none"> ○ <i>Conduct of the City Business Forum</i> <ul style="list-style-type: none"> - Conceptualization and designing - Preparations - Conduct 	3 rd to last week of August 2012 End of August to November 2012 Last week of November 2012	LEIPO; Sub-working Committee on Investment Planning and Promotion; Private Sector Groups	Technical assistance in conducting a business forum Logistics (venue & food for participants) Investment promotional materials (brochure, AVP, etc.)
<ul style="list-style-type: none"> ● Collaborating with the private sector groups <ul style="list-style-type: none"> ○ <i>Conduct of Initial meetings with private sector groups</i> ○ <i>Ensuring of the involvement of private sector groups in succeeding INVEST activities</i> 	August 2012; Year round	LEIPO; CPDC; DILG; SP Private Sector Groups in the city <ul style="list-style-type: none"> ● Business groups 	Openness of the private sector to work with the city government Formal introduction of the

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<ul style="list-style-type: none"> ○ <i>Implementation of an Initiative to federate the business groups in Batangas City/organize a city business body - association, club or council</i> 		<ul style="list-style-type: none"> • Academe • Civil Society Organizations 	<p>LEIPO to the private sector groups in the city</p> <p>Logistics (venue & food for meetings)</p>
Monitoring			
<ul style="list-style-type: none"> • Reporting of CIP-TWG and LEIPO accomplishments <ul style="list-style-type: none"> ○ <i>Development of a monitoring system for economic and investment growth</i> ○ <i>Monitoring of city's economic performance</i> 	<p>3rd to end of August 2012</p> <p>End of August 2012 - onwards</p>	<p>LEIPO; CPDC; DILG; Private Sector Groups</p> <p>LEIPO; CPDC; Private Sector Groups</p>	<p>IT Personnel who can develop a database</p> <p>Willingness of other departments to provide data</p> <p>Functional database system</p>

2. Iloilo City

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
Start-up			
<ul style="list-style-type: none"> • Creation of the LEIPO (Office/Body) <ul style="list-style-type: none"> ○ <i>Creation of the LEIPO and consideration of the membership of ICTIPB, SP Chair Committee on Trade and Investments, LEIPO, CPDC, CTO, DTI, DILG, UPV CM, support staff</i> ○ <i>Orientation on roles and functions, incorporation of concerns on the establishment of the office, designation of staff, allocation of funds and sourcing of funds (Supplemental Budget for 2012 & Executive Budget henceforth)</i> 	August	University of the Visayas College of Management (CMO), ICTIPB	<p>Prior consultation with city mayor, ICTIPB</p> <p>Draft EO</p> <p>To incorporate concerns on establishment of the office, designation of staff, allocation of funds and sourcing of funds (Supplemental Budget for 2012 & Executive Budget henceforth)</p>
<ul style="list-style-type: none"> • Setting-up the LEIPO's Physical Office <ul style="list-style-type: none"> ○ <i>Setting-up of the LEIPO Physical Office at the 5th floor, Iloilo City Hall Building to house the staff, office equipment and furniture, supplies</i> 	August	LEIPO, CPDO, CMO	<p>Interior design, cost estimation</p> <p>Request/acquisition of desktop/laptop computers and peripherals, software, LCD projector, camera, photo-copier, office furniture from USAID</p> <p>Budget for the counterpart office space, personnel, electricity, internet, telephone, office supplies from the city government</p>
Conduct City INVEST Program – Technical Working Group (CIP-TWG) Regular Meetings and Workshops	August onwards	LEIPO, CPDO, ICTIPB	<p>Meals/snacks</p> <p>Honoraria for facilitators, resource persons</p>

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<ul style="list-style-type: none"> ○ <i>Conduct of a series of Workshops for the CIP-TWG to firm up detailed action plans, facilitate implementation and formulate an operations manual, budgeting, etc.</i> 			<p>Office supplies</p> <p>Audio-visual equipment</p> <p>Training kit</p>
<p>Establish the Iloilo Investment Promotion Center (2-stage development)</p> <ul style="list-style-type: none"> ○ <i>Establishment of the Iloilo Investment Promotion Center through a 2-stage development program</i> <ul style="list-style-type: none"> - 1st Stage (to optimize on current hosting by the city government at the 3rd floor of the Iloilo City Hall building) - 2nd Stage (Private sector-hosted and run; may be located at Megaworld, Ayala Techno Hub in Mandurriao, Iloilo City) 	<p>September October</p>	<p>CTIPB LEIPO Council</p> <p>ICTIPB LEIPO Council</p>	<p>Hosting at 3rd floor/1st floor city hall within 3-4 years</p> <p>Signing of an Executive Order designating a space assignment for the center</p>
<ul style="list-style-type: none"> ● Organizational and Staff (LEIPO, ICTIPB, IPC) Development <ul style="list-style-type: none"> ○ <i>Conduct of Organizational Development and Staff Development Workshop for the following:</i> <ul style="list-style-type: none"> - <i>Iloilo City Investment Promotion Center staff (includes assessment of past IPC experiences, organizational composition, roles and functions, budget, office, staff)</i> 	<p>September -October</p>	<p>ICTIPB LEIPO INVEST</p>	<p>Meals/snacks</p> <p>Honoraria for facilitators, resource persons</p> <p>Office supplies</p> <p>Audio-visual equipment</p> <p>Training kit</p>

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<ul style="list-style-type: none"> - the Local Economic Investment Promotion Office - ICTIPB and other partner 			
Operations			
<ul style="list-style-type: none"> • Establishment of an economic/business database at the LEIPO; generation of pertinent data and information from concerned city line departments; uploading data to the city's website 		City IT LEIPO CTO CAO CPDO others	Memorandum Order on database build-up and info generation from departments Memorandum Order on additional duties of the city's Information and Technology Office
<ul style="list-style-type: none"> • Investment Profiling <ul style="list-style-type: none"> ○ Conduct of investment profiling workshop that shall identify needed investments for Iloilo City and analyze the available economic and business data ○ Conduct of local business/enterprises mapping by the UPV CM ○ Conduct of investors mapping by the UPV CM ○ Conduct of donors mapping by the LEIPO, CODO ○ Designing and production of an Investment Portfolio that shall define Iloilo's priority investment needs (i.e. ICT, Tourism, Retirement Village and Real Estate Development) 	September -October	LEIPO CPDO TIPB DTI NEDA DILG Academe	Data Budget Memorandum Order for participants
<ul style="list-style-type: none"> • Investment Planning <ul style="list-style-type: none"> ○ Commissioning of a consultant to do industry studies for the city's top three industry priorities 	September - October	LEIPO CPDO TIPB DTI NEDA	Workshop Memorandum Order for the participants of the workshop

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<ul style="list-style-type: none"> ○ <i>Conduct of an Investment Planning workshop that shall define Iloilo City's Economic Development Thrusts and Business Priorities</i> ○ <i>Identification of issues, goals and objectives, strategies, programs, projects, activities and policy recommendations</i> 		DILG UPV CM	
<ul style="list-style-type: none"> ● Review and Amendment of the Local Investment Incentives Code <ul style="list-style-type: none"> ○ <i>Conduct of workshops for the review and amendment of the existing city investment incentives code</i> ○ <i>Expansion of investment priority areas, board membership, integration of LEIPO and IIPC services in the non-fiscal incentives package, etc.</i> 	September	LEIPO CPDO TIPB CTO	Workshop expenses
<ul style="list-style-type: none"> ● Training/Seminar on Local Revenue Code Amendment and Consultative planning workshop for the amendment of the existing Local Revenue Code 	September -October	LEIPO CPDO TIPB CTO CAO	Workshop expenses
<ul style="list-style-type: none"> ● International Study Visit <ul style="list-style-type: none"> ○ <i>Conduct of an International Study Visit (Korea or Malaysia) to learn effective and efficient investment promotion strategies and identify innovative and doable initiatives that can be replicated</i> ○ <i>Building on the city's existing sister city program</i> ○ <i>Exploring of investment</i> 	October	Mayor CIP-TWG	<hr/> Budget Mayor's involvement

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<p><i>possibilities to respond to existing Korean population in Iloilo City</i></p> <ul style="list-style-type: none"> ○ <i>Following through of initial talks with Korea on economic cooperation</i> 			
<ul style="list-style-type: none"> ● 2013-2016 Local Development Investment Program Preparation ○ <i>Preparation of the 2013-2016 Local Development Investment Program (defining investments for the 2013-2016 Comprehensive Development Plan of Iloilo City)</i> ○ <i>Approval by the LDC and SP</i> 	August 2013	LDC CPDO LFC LEIPO	<hr/>
<ul style="list-style-type: none"> ○ 2013-2016 Comprehensive Development Plan Preparation of the 2013-2016 Comprehensive Development Plan (defining strategies on economic development and business retention and investment promotion) ○ <i>Approval by the LDC and SP</i> 	August 2013	LDC CPDO LFC LEIPO	<hr/>
<ul style="list-style-type: none"> ● 2013-2016 Executive–Legislative Agenda (ELA) ○ <i>Preparation of the 2013-2016 Executive – Legislative Agenda (defining programs, projects, activities and legislations for economic development and business retention and investment promotion)</i> 	September 2013	LDC CPDO LFC LEIPO	<hr/>

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<ul style="list-style-type: none"> ○ <i>Approval by the LDC and SP</i> 			
<ul style="list-style-type: none"> ● Annual Development Plan and Investment Program ○ <i>Preparation of the annual development plan and investment programs (defining programs, projects, activities and budgets for economic development and business retention and investment promotion)</i> ○ <i>Approval by the LDC and SP</i> 	2013 - 2019	LDC CPDO LFC LEIPO	
<ul style="list-style-type: none"> ● Investment Promotion Webpage ○ <i>Designing of an investment promotion webpage that shall be linked to the city's website</i> ○ <i>Commissioning of a webpage designer</i> 	September	IT / LEIPO	Funds for web designer Computers & software Data from various departments Supplies
<ul style="list-style-type: none"> ● Investment Promotion and Marketing ○ <i>Conduct of a workshop on effective communication/ advocacies</i> ○ <i>Outsourcing of the design/ production of promotion collaterals</i> ○ <i>Distribution of promotion collaterals</i> 	September October November	<hr style="width: 100px; margin-left: 0;"/>	Promo materials completed & ready for distribution LIIC amended Investment profile/portfolio printed LEIPO Office provided with logistics & resources Ratification with some addendums of the MOA between the city and provincial government of the Iloilo Investment Promotion Center
<ul style="list-style-type: none"> ● Investor Awardees in the City's Tax Payers' Awardees (during the Iloilo City Charter Day 	August 23	CTO	Prior selection of awardees by City Treasurer's Office and CMO

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
culmination program) <ul style="list-style-type: none"> ○ <i>Conduct of an annual search for Iloilo City's Top Tax Payers through a multi-partite selection process</i> ○ <i>Awarding of the Annual Search for the city's Tax Payers' during the Iloilo City Charter Day culmination program</i> 			USAID-INVEST tokens/plaques
<ul style="list-style-type: none"> • Business Forum 	January	LEIPO Council	Commitment of the private sector to participate.
<ul style="list-style-type: none"> • Business Agenda in the MIGEDC-GSP-LED's Tourism Summit <ul style="list-style-type: none"> ○ <i>Inclusion of investment promotion in the MIGEDC-GSP-LED's Tourism Summit</i> 	November	CTO MIGEDC LEIPO Council	<hr/>
<ul style="list-style-type: none"> • Annual Business/Tax Forum 	<hr/>	CTO	<hr/>
Monitoring	<hr/>	<hr/>	<hr/>
<ul style="list-style-type: none"> • M&E System <ul style="list-style-type: none"> ○ <i>Establishment of a monitoring and evaluation system that shall be able to identify issues and gaps in program implementation and policy enforcement</i> ○ <i>Commissioning of the UPV CM to facilitate the planning workshop for the establishment of an M & E</i> 	Monthly	LEIPO Staff CIP-TWG UPV CM	Monthly meetings M & E templates
<ul style="list-style-type: none"> • Conduct of regular meetings of the ICTIPB, INVEST-TWG, Advisory Board 	<hr/>	<hr/>	<hr/>

3. Cagayan de Oro City

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
Start-up			
1. Creation of the LEIPO	Institutionalization of the Local Economic and Investment Promotion officer Position		
Convene the Economic Evaluation Committee to review/make functional-operational the LIIC thru the concerned entities, like the Investment Review Committee.	2 nd to 4 th Wk August	City Council, LEIPO, Investment Evaluation Committee, DTI, Oro Chamber, Promote CdO	Submission of the LIIC updates and its implementing rules Issuance of the Executive Order Compilation of national laws and local ordinances related to incentives prepared Preparation of the IPO functional structure Legal framework
Approval by the SP	1 st Wk September	LEIPO, City Council	Amended LIIC
Information dissemination of the approved, revised LIIC	2 nd Wk September	LEIPO, City Info Office, DTI, Oro Chamber	Funds for the printing of the revised LIIC Establish the CdO interactive website
2. Creation of the LEIPO Office	Physical establishment of the Local Economic and Investment Promotion Office		
• Painting and Repair of LEIPO office space	2 nd Week August	LEIPO	Funds and manpower available
• Installation of fixtures, furniture, equipment and facilities	3 rd week August	LEIPO, INVEST	Interior design finalized and agreed Funds and manpower available
3. Identification of Support Staff	Hiring and Training of staff of the City Investment Promotion Office		
• Make LEIP office functional structure	3 rd wk August	LEIPO	EO designating LEIPO issued
• Formulation of LEIP operational budget	2 nd wk September	LEIPO	Approved revised LIIC
• Ensure inclusion of the LEIP office budget in the 2013 budget	1 st wk October	LEIPO	Approved revised LIIC
• Hiring of staff for LEIPO	1 st wk December	LEIPO	Staff budget approved and appropriated Job descriptions prepared and

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
			approved
<ul style="list-style-type: none"> Training of LEIP office staff 	1 st Wk February	LEIPO	Training design prepared Funds for training available
Operations			
4. Database Management	Management of economic and business data in the Investment Promotion Office		
<ul style="list-style-type: none"> Identification of data requirements, sources and schedule of updating 	2 nd week August	LEIPO, strategic partners	Meeting with strategic partners Identification of team to assist in compilation Availability of the following data: <ul style="list-style-type: none"> Economic data Cost of doing business City profile Compendium of business permits and licenses
<ul style="list-style-type: none"> Database Systems Design 	3 rd week August	LEIPO, strategic partners	Required data prepared FAQs prepared User friendly Software available(to be taken up during Automation Workshop) Appropriate IT hardware available IT team identified
<ul style="list-style-type: none"> Training on Database Management 	2 nd week October	LEIPO, Database Users	Software established Database system installed and tested Database users identified
<ul style="list-style-type: none"> Institutionalization of Database Updating 	4 th week November	LEIPO, Database users	Database management Plan established
5. Investment Profiling	Selection and preparation of profiles of industries tailor-fit for Cagayan de Oro's competitive advantages		
<ul style="list-style-type: none"> Identification of preferred strategic investment areas 	2 nd week August	LEIPO	Investment landscape scanned Stakeholders and strategic partners consulted

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
<ul style="list-style-type: none"> Investment Profiles prepared 	4 th week October	LEIPO, Strategic Partners	Extensive local data gathering conducted Market study prepared Expert assistance on investment profile obtained
6. Investment Planning	Improvement of the Cagayan de Oro investment Plan taking into consideration the needs of the targeted industries / locators		
<ul style="list-style-type: none"> Identification of gaps in the Cagayan de Oro Investment Plan 			Investment Profiles Prepared Projects that need city government investment identified Existing and recent past City Investment plan reviewed
7. Collaboration with the Private Sector Groups			
<ul style="list-style-type: none"> Regular focused meetings with strategic partners. 	To begin 2 nd week August	LEIPO, Strategic Partners in investment Promotion	LEIPO action plan finalized Investment promotion strategic partners identified Action Plan on investment promotion with strategic partners formulated and discussed
8. Investment Promotion			
<ul style="list-style-type: none"> Effective Information dissemination on investment opportunities to include Stakeholder's buy-in 	3 rd week August	LEIPO, City Information Office	Communications Plan prepared Priority areas identified Revised LIIC approved Appropriate communication tools prepared
<ul style="list-style-type: none"> Pro-active investment generation activities 			Priority areas identified Customized incentive packages prepared

Activities	Time Frame	Lead and Other Key Actors/Offices	Preconditions and Resources Needed
			<p>Maintenance of investment leads database</p> <p>LEIPO equipped with facilitation and negotiation skills</p>
<ul style="list-style-type: none"> • Effective online Investment Promotion 	<hr/>	<hr/>	<p>Maintenance of an Interactive Website</p> <p>Review of contract with current website administrator</p> <p>Website re-design and development</p> <p>Manpower Training on website updating</p> <p>Implementation of website updating plan</p>
<p>Rendering of full time investment promotion services</p>	<p>To start 3rd week November</p>	<p>LEIPO, Front liners</p>	<p>Interactive website installed and maintained</p> <p>Online compendium of business permits and licenses installed and maintained</p> <p>Front liners trained on effective investment servicing</p> <p>Institutionalized regular updating of front liners</p> <p>Investment Hotline maintained</p>
Monitoring			
<p>9. Investment Aftercare</p>	<p>Rendering of investment promotion services specifically for existing firms</p>		
<ul style="list-style-type: none"> • Effective investment aftercare services rendered 	<hr/>	<hr/>	<p>Online client monitoring system database maintained</p> <p>Standardized follow-thru steps for major investment promotion activities</p> <p>Regular meeting with locators and strategic partners</p>

PART II

**ACTION PLANS FOR REFORMS: ENHANCING CAPACITIES
OF CITIES IN INVESTMENT PLANNING AND PROMOTION**

1. Batangas City

Major Item	Description/ Component	Specific Activities	Timeframe	Responsible Entity/ Official
Establishment of an investment promotion office or center	A physical space: (a) where prospective investors to the city could go for assistance; (b) where business and investment related inquiries are addressed; (c) where business and investment planning and promotion related activities of the city are undertaken. The investment promotion office or center should be established before the conduct of the City Business Forum.	Preparation of conceptual design for the establishment of an investment promotion office or center for the 3 cities	By end of May 2012	Investment Strategist/INVEST
		Designation of space by the city government; issuance of an Executive Order • Draft EO on the creation of the office	Office space - May 2012 Executive Order – August 2012	City Government, LEIPO, LEIPO Staff, Secretary to the Mayor
		For the interim LEIP Office: renovation, construction, refurbishing, etc. of the space	May to July 2012 October to December 2012	LEIPO (probably in coordination with the city engineering office)
		For the permanent LEIP Office: construction, refurbishing		
		For the interim LEIP Office: installation of fixtures, furniture, equipment and facilities	June to July 2012	LEIPO (probably with the general services unit)
		• Finalization of office layout	November 2012 to 2 nd week of January 2013	
	For the permanent LEIP Office: Installation of fixtures, furniture,			

Major Item	Description/ Component	Specific Activities	Timeframe	Responsible Entity/ Official
		equipment and facilities		
		Opening of the interim LEIP Office	2 nd week of September 2012	LEIPO in coordination with the Mayor's Office
		Formal inauguration of the LEIP Office (new location)	January 2013	
Preparation, finalization and packaging of development and investment related documents	These documents should be able to present the development direction of the city and the incentives that one gets when investors opt to invest in the city.	Identification of sections of the CDP and CLUP on economy which need to be enhanced; Preparation of report on findings	1 st to 3 rd week of August 2012	CPDC and LEIPO
		Review of proposed programs, projects and activities (PPAs) in the CDP and identify which impact to promoting investments; identification of PPAs requiring investors' collaboration or may be undertaken thru PPP; identification of new PPAs related to promoting investments	1 st to 2 nd week of August 2012	CPDC and LEIPO
	(a) CDP; (b) CLUP; (c) proposed land use maps (general and urban); (d) local investment incentives code and its IRR; (e) local revenue code and its IRR (f) local development investment program (g) list of priority infrastructure projects (on-going, proposed and pipelined) (h) list of projects for joint implementation of the government and the private sector (including profile, concept design, business	Securing of other necessary materials or documents from concerned departments (e.g. Land Use map from the CPDO, etc.)	July to August 2012	LEIPO and LEIPO staff
		Development of activity design for the Visioning Workshop of Batangas City	June to 3 rd week of July 2012	CPA of Batangas City
		Conduct of the visioning workshop	Last week of July 2012	INVEST Team
		Finalization and adoption of the city's	3 rd week of August 2012	CIP-TWG

Major Item	Description/ Component	Specific Activities	Timeframe	Responsible Entity/ Official
	cases) <hr/>	enhanced vision for economic and investment growth		
	This set of documents shall be displayed at the investment promotion office or center and during the city business forum.			
		Conduct of meeting/workshop for city to enhance CDP, CLUP and investment program	3 rd to 4 th week of August 2012	CPDC and LEIPO
		Assessment of the sufficiency and compliance of the LIIC and LRC based on guidelines; Submission of assessment report on LIIC and LRC	August 2012 – LIIC September 2012 – LRC	STTA on LIIC, City Program Adviser, CIP-TWG,
		Drafting of the Scope of Work for LIIC and LRC Expert	May 2012 – for LIIC October 2012 – for LRC	City Program Adviser
		Presentation of findings of the assessment to the CIP-TWG and propose course of action based on findings <ul style="list-style-type: none"> Briefing on LIIC with city officials (executive and legislative – including the private sector) 	2 nd week of September 2012 – LIIC October 2012 – LRC	Investment Strategist
		Conduct of workshops on LIIC and LRC enhancements (i.e. LIIC and its IRR; LRC and its IRR); Draft enhanced version of the LIIC and LRC	3 rd week of September to 2 nd week of October 2012– LIIC October to December 2012 – LRC	LIIC and LRC expert (STTA); CIP-TWG
	Endorsement of the enhanced versions of the LIIC and LRC to	LIIC – 3 rd week of October to 1 st	CIP-TWG; CPDC	

Major Item	Description/ Component	Specific Activities	Timeframe	Responsible Entity/ Official
		the City Development Council and City Legislative Council (for approval)	week of November 2012 LRC – 1 st Quarter of 2013 (January)	
		Packaging and publication of the LIIC	2 nd week of November 2012	LEIPO; PIO
		Dissemination of the LIIC and LRC to the public <ul style="list-style-type: none"> • Tri-media (newsprint – PIO and other circulation, radio - teleradyo, television – PIO and other major networks) • City Official Website 	LIIC – 3 rd week of November 2012 and year round LRC – 1 st Quarter of 2013	LEIPO; CIP-TWG
Preparation of investment promotion materials	These materials include, but are not limited to, the following: (a) city vision for economic and investment (b) investment profile of the city (“why I should invest in Batangas City” is a good sample; see Iloilo City’s version) – brochure type is suggested (c) a list (plus brief profile) of big ticket projects and investments in Batangas City (see sample from the Luzon Investment Conference, 2011)	Collection of information materials from other cities (e.g. Valenzuela, Quezon City, Taguig City, City of Manila, Iloilo City, and Cagayan de Oro City)	End of May to 2 nd week of August 2012	LEIPO; Sub-Working Committee on Investment Planning and Promotion
		Comparison of the existing investment-related documents of the city with those of other cities to conceptualize an investment portfolio (identify gaps/areas for improvement; draft outline of new investment promotion material)	August 2012	LEIPO; Sub-Working Committee on Investment Planning and Promotion
		Discussion of concept on Investment Brochure with the Sub-Working Committee to	August 2012	LEIPO in coordination with the PIO

Major Item	Description/ Component	Specific Activities	Timeframe	Responsible Entity/ Official
	<p>(d) Other information and promotional campaign materials, e.g., brochures, taupalin, magazines, etc. (to be identified by the City)</p> <hr/> <p>These materials require mass production and should be made available for dissemination to public or to prospective investors.</p> <hr/> <p>They should be displayed at the investment promotion office or center and during the city business forum.</p> <hr/>	<p>the CIP-TWG for enhancement and approval</p> <p>Formulation/development of new investment promotion materials (prototype/blueprint)</p> <p>Publication of investment materials</p> <hr/> <p>Dissemination of the investment materials</p>	<p>August to October 2012</p> <p>End of October to 1st week of November 2012</p> <p>End of November 2012 and year-round</p>	<p>LEIPO, PIO, IEC expert</p> <p>CIP-TWG thru the LEIPO, CPDC, and PIO</p> <p>LEIPO</p>
Virtual Investment Promotion and Marketing	This item requires the enhancement of the city's website to provide additional information related to "facilities" for business and investments.	<p>Benchmarking of the city virtual investment promotion and marketing website with those of other cities (foreign and local)</p> <ul style="list-style-type: none"> • Identification of gaps or areas for enhancement • Preparation of report on assessment with recommendations <p>Presentation of the assessment results to the CIP-TWG, and secure approval of recommendations from</p>	<p>Middle to end of August 2012</p> <p>2nd to last week of August 2012</p>	<p>LEIPO and LEIPO Support Staff</p> <p>LEIPO</p>

Major Item	Description/ Component	Specific Activities	Timeframe	Responsible Entity/ Official
		the body		
		Identification of ICT expert to develop/enhance the city website and integrate investment section	End of August to 2 nd week of September 2012	LEIPO and CPDC
		Presentation of new concept website to the CIP-TWG	3 rd week of September 2012	LEIPO and ICT Expert
		Finalization of the website according to comments of the CIP-TWG	3 rd week of September to end of October 2012	LEIPO and ICT Expert
		Launching of the new website <ul style="list-style-type: none"> Dissemination to the public (constituents) and private sector (business groups, academe, civil society organizations) 	End of November 2012 (in the Business Forum)	LEIPO
Capacity Enhancement for Planning, Investment Programming and Budgeting	This activity will take off from the assessment on planning processes and documents.	Securing of the schedule of the CIP-TWG for the Plan Integration Workshop	Middle to end of June 2012	City Program Adviser
		Provision of inventory of city PPAs for CY 2013	2 nd week of August 2012	LEIPO; CPDC
	The output is a list of programs and projects for various funding sources, as input in the preparation of the annual investment program and annual budget for CY 2013.	Provision of legislative agenda for CY 2012 to CY 2013	2 nd week of August 2012	LEIPO; CPDC
	Integration of new PPAs for CY 2013 funding and for public-private partnership	3 rd week of August to November 2012	CPDC; LEIPO	
Capacity Enhancement on Local Economic Development and Investment Promotion	This activity will take off from the assessment of LEIPO.	Revision of the Action Plan on Economic and Investment Promotion and Planning	1 st to 2 nd week of August 2012	LEIPO
		Submission of the revised/enhanced action plan to INVEST Head Office	2 nd week of August 2012	City Program Adviser
	Outputs of this activity include: (a) refinement of the pertinent portions of this	Presentation of the action plan to the CIP-	3 rd week of August 2012	LEIPO

Major Item	Description/ Component	Specific Activities	Timeframe	Responsible Entity/ Official
	actionable guide; (b) specific recommendations or actions for the improvement of the investment promotion center; (c) specific actions or activities to promote Batangas City as investment destination, and (d) action plan for the mounting of the city business forum, consistent with and supplementary to item (a).	TWG		
		Finalization of the action plan for the LIIC enhancement, development of investment brochure, and city business forum	1 st to 2 nd week of August 2012	LEIPO
		Submission of the revised action plans for the LIIC enhancement, development of an investment brochure, and city business forum to the INVEST Head Office	2 nd week of August 2012	City Program Adviser
		Presentation of the action plan to the CIP-TWG	3 rd week of August 2012	LEIPO
Capacity Enhancement on Managing Risks and Responsibilities between Government and Private Sector in Joint Implementation of Public Sector Projects	This training provides the concept of PPP and its variants. It shall provide the necessary tools for the preparation of project concept design, business cases, pre-Feasibility Studies (FS) or FS for public sector project identified for joint implementation between the government and the private sector.	Conduct of orientation-workshop on Public-Private Partnership for target city	1 st or 2 nd week of September 2012	PPP Expert
		Conduct of PPP Project Development Training <ul style="list-style-type: none"> Attendance of city participants 	Second or third week of September 2012	PPP Expert
		Finalization of PPP concept documents <ul style="list-style-type: none"> Convening of core group trained on PPP 	3 rd week of September to 2 nd week of October 2012	CPDC and LEIPO
	The list as well as the concept designs and business cases of (PPP) projects that will be generated from this activity shall be presented during the city business forum.			
Administrative and Logistical	This item should specify the necessary preparatory activities	Conceptualization of design for the business forum	August 2012	Sub-Working Committee on Investment

Major Item	Description/ Component	Specific Activities	Timeframe	Responsible Entity/ Official
Preparations for the City Business Forum	(minus the preparation of documents and IEC materials as identified above).	<ul style="list-style-type: none"> - Identification of the date, venue and theme - Identification of prospective investors to be invited - Preparation of concept paper for the activity 		Planning and Promotion (lead: LEIPO)
		Presentation of the concept of the business forum to the CIP-TWG for further discussion and planning	August 2012	LEIPO and CPDC
		Generation of task list for preparations pertaining to the business forum	August to end of October 2012 Business Forum is scheduled in November 2012 (for confirmation of the City Mayor)	CIP-TWG (LEIPO, CPDC, BPLO)
		Conduct of business forum	End of November 2013	City Government and Private Sector - LEIPO (lead)
		Post-Implementation Activities - Conduct of follow-through with investors	1 st week of December 2012 to 2013	LEIPO

2. Iloilo City

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
LEIPO Action Plan	This intends to develop the Action Plan for LEIPO	Drafting of action plan	July 27	CPA, LEIPO to facilitate
		Presentation of action plan to the CIP-TWG, Mayor, SP,	Aug 13-31	CPA, LEIPO to facilitate and monitor progress
City Visioning	The main activity is the visioning exercise. This visioning exercise aims to facilitate an exchange of information and ideas and aspirations of Iloilo City stakeholders on the economic development of the city. It intends to gather the stakeholders together as one and unite them to define and work together for a common vision for economic and investment growth.	Drafting of proposed Activity Design	June 25	CPA
		Review of activity design	July 31	LEIPO and Sub-Committee on IPP
		Preparation (invitation/confirmation of pax, venue/meals and other admin needs)	August 1-10	LEIPO and Sub-Committee on IPP
		Conduct of Visioning Exercise	August 13	INVEST, LEIPO and Sub-Committee on IPP
		Conduct of Post activity assessment	August 15	INVEST, LEIPO and Sub-Committee on IPP
Investment Planning Workshop	<ul style="list-style-type: none"> Conduct of an Investment Planning Workshop that shall define Iloilo City's economic development thrusts and business priorities Identification of issues, goals and objectives, strategies, programs, projects, activities and policy recommendations 			LEIPO, CPDO, TIPB, DTI, NEDA, DILG, UPV CM
2013-2016 Local Development	<ul style="list-style-type: none"> Preparation of the 2013- 2016 Local Development 	<ul style="list-style-type: none"> Preparation of workshop/writeshop design, 	August 2013	CPDO, LEIPO

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
Investment Program Preparation	Investment Program (defining investments for the 2013-2016 Comprehensive Development Plan of Iloilo City) <ul style="list-style-type: none"> • Approval from the LDC and SP is required. 	invitation/confirmation of participants, venue/meals and other admin needs <ul style="list-style-type: none"> • Conduct of the workshop • Presentation of draft to LDC and SP • Conduct of consultations with LDC, SP for SB approval 		
2013-2016 Comprehensive Development Plan	<ul style="list-style-type: none"> • Preparation of the 2013- 2016 Comprehensive Development Plan (defining strategies on economic development and business retention and investment promotion) • Approval by the LDC and SP is needed. 	<ul style="list-style-type: none"> • Preparation of workshop/writeshop design, invitation/confirmation of participants, venue/meals and other admin needs • Conduct of workshop • Presentation of draft to LDC and SP • Consultations with LDC, SP for SB approval 	August 2013	CPDO, LEIPO
2013-2016 Executive – Legislative Agenda	<ul style="list-style-type: none"> • Preparation of the 2013- 2016 Executive – Legislative Agenda (defining programs, projects, activities and legislations for economic development and business retention and investment promotion) • Approval by the LDC and SP is needed. 	<ul style="list-style-type: none"> • Preparation of workshop/writeshop design, invitation/confirmation of pax, venue/meals and other admin needs • Conduct of workshop • Presentation of draft to LDC and SP • Conduct of consultations with LDC,SP for SB approval 	September 2013	CPDO, LEIPO
Annual Development Plan and Investment Program	<ul style="list-style-type: none"> • Preparation of the annual development plan and investment programs (defining programs, projects, activities and budgets for economic development and 	<ul style="list-style-type: none"> • Preparation of workshop/writeshop design, invitation/confirmation of participants, venue/meals and other admin needs • Conduct of workshop 	2013 - 2019	CPDO, LEIPO

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	business retention and investment promotion) <ul style="list-style-type: none"> Approval by the LDC and SP is required. 	<ul style="list-style-type: none"> Presentation of draft to LDC and SP Conduct of consultations with LDC, SP for SB approval 		
Capacity Building	_____	_____	_____	_____
Creation of the LEIPO Advisory Council	<ul style="list-style-type: none"> Creation of the LEIPO Advisory Council and considering the membership of ICTIPB, SP Chair Committee on Trade and Investments, LEIPO, CPDC, CTO, DTI, DILG, UPV CM, support staff Orientation on roles and functions Incorporation of concerns on the establishment of the office, designating of staff, allocating of funds and identification of source of funds (Supplemental Budget for 2012 & Executive Budget henceforth) 	Preparation of workshop/writeshop design, invitation/confirmation of pax, venue/meals and other admin needs	August 2012	LEIPO, CMO, ICTIPB
		Conduct of a writeshop	August 2012	LEIPO, CMO, ICTIPB
		Presentation of draft EO to the mayor for signing/SP for SB approval	August 2012	LEIPO, CMO, ICTIPB
Establishment of Local Economic Investment Program Office	<ul style="list-style-type: none"> Setting-up the LEIPO Physical Office at the 5th floor, Iloilo City Hall Building to house the staff, office equipment and furniture, supplies 	<ul style="list-style-type: none"> Preparation of workshop/writeshop design, invitation/confirmation of participants, venue/meals and other admin needs Conduct of a writeshop - Draft EO on the space assignment for the LEIPO at the city hall; Draft SP Resolution approving the city's annual budget with the inclusion of 	August 2012	LEIPO, CPDO, CMO, SP

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
		<p>LEIPO's allocation for MOOE</p> <ul style="list-style-type: none"> • Presentation of draft EO to the mayor for signing/SP for SB approval 		
City INVEST Program – Technical Working Group (CIP-TWG) Regular Meetings and Workshops	<ul style="list-style-type: none"> • Conduct of a series of Workshops for the City Invest Project – Technical Working Group (CIP-TWG) to firm up detailed action plans, facilitate implementation and formulate an operations manual, budgeting, etc. 	<ul style="list-style-type: none"> • Preparation of workshop/writeshop design, invitation/confirmation of participants, venue/meals and other admin needs • Conduct of workshop • Presentation of outputs to the mayor and SP for support • Implementation of the plan 	August-September 2012	LEIPO, CPDO, ICTIPB
Organizational Development and Staff Development	<ul style="list-style-type: none"> • Conduct of Organizational Development and Staff Development Workshop for the Iloilo City Investment Promotion Center staff (includes assessment of past IPC experiences, organizational composition, roles and functions, budget, office, staff) • Conduct of Organizational Development and Staff Development Workshop for the Investment Promotions Center (includes assessment of past IPC experiences, organizational composition, roles and functions, budget, office, staff) 	Conduct of preparatory activities for the conduct of training and OD design	September 2012	LEIPO, ICTPB, Consultants
		Conduct of training and OD planning	September 2012	LEIPO, ICTPB, Consultants
		Implementation of the plan	September onwards	LEIPO, ICTPB, Consultants

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	<ul style="list-style-type: none"> Conduct of Organizational Development and Staff Development activity for the ICTIPB and Networking with other partners 			
Training/ Seminar on Local Revenue Code Amendment	<ul style="list-style-type: none"> Attendance to a training/seminar for the amendment of the Local Revenue Code Cost-sharing with the CIDA-DILG Local Governance Support Program for Local Economic Development 	<ul style="list-style-type: none"> Attendance of pertinent staff in the write up Presentation of outputs to the mayor and SP for support 	August 2012	LEIPO, CTO, CAO, CPDO
International Study Visit	<ul style="list-style-type: none"> Conduct of an International Study Visit (Korea or Malaysia) to learn effective and efficient investment promotion strategies and identify innovative and doable initiatives that can be replicated The activity builds on the city's existing sister city program Investments will be explored to respond to existing Korean population in Iloilo City Following through initial talks with Korea on economic cooperation 	<ul style="list-style-type: none"> Conduct of pre-tour preparatory activities: invitation, materials, travel order Participation in study tour Re echo of the lessons learned Planning for, and implementation of recommendations 	Last week of October 2012	LEIPO, ICTIPB
Capacity Enhancement on Managing Risks and Responsibilities between Government and Private	The main activity is the conduct of the PPP(JV) training.	Preparation for the conduct of the JV training/workshops	September	INVEST, CPA, LEIPO and Sub-Committee on IPP
	This training provides the concept of PPP and	Conduct of training on Public-Private Partnership (JV) for target city	September 2012	Investment Strategist/ PPP/JV Expert

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
Sector in Joint Implementatio n of Public Sector Projects	<p>its variants. It shall provide the necessary tools for the preparation of project concept design, business cases, pre-FS or FS for public sector project identified for joint implementation between the government and the private sector.</p> <hr/> <p>The list as well as the concept designs and business cases of (PPP) projects that will be generated from this activity shall be presented during the city business forum.</p>	Finalization of PPP/JV concept documents	September 2012	INVEST, CPA, LEIPO and Sub-Committee on IPP
Economic and Business Database	<ul style="list-style-type: none"> • Establishment of an economic/business database at the LEIPO • Generation of pertinent data and information from concerned city line departments uploading data to the city's website 	<ul style="list-style-type: none"> • Formulation of research design • Implementation of activity <hr/>	September 2012	LEIPO, CPDO, CTO, CAO
Packaging of Development and Investment Related Documents	<p>The main activity is the conduct of investment profiling workshop that shall identify needed investments for Iloilo City and analyze the available economic and business data through</p> <ul style="list-style-type: none"> • local business/enterprises mapping by the UPV CM • investors mapping by 	Conduct of writeshop on Local Revenue Code	August	CTO, CPDO, LEIPO
		Commissioning of a consultant to do industry studies for the city's top three industry priorities Conduct of industry, investors' mapping and other studies	September 2012	LEIPO, ICTIPB
		Presentation of findings and crafting of action plans	October 2012	LEIPO, ICTIPB

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	the UPV CM <ul style="list-style-type: none"> donors mapping by the LEIPO, CPDO. 	Endorsement of the enhanced documents to the City Development Council and City Legislative Council	October 2012	LEIPO, ICTIPB
	It also involves the <ul style="list-style-type: none"> design and production of an Investment Portfolio that shall define Iloilo's priority investment needs (i.e. ICT, Tourism, Retirement Village and Real Estate Development) 	Dissemination of documents to the public	October 2012	CIP-TWG
	<ul style="list-style-type: none"> revision of local investment incentives code and its IRR; revision of local revenue code and its IRR formulation of a local investment development program formulation of a list of priority infrastructure projects (on-going, proposed and pipelined) formulation of a list of projects for joint implementation of the government and the private sector (including profile, concept design, business cases) 	Finalization of outputs (including JVs)	October	Investment Strategist CPA, LEIPO and Sub-Committee on IPP
<hr/> These documents should be able to present the development direction of the city and the incentives that one gets when they opt to invest in the city.				

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	<hr/> <p>This set of documents shall be displayed at the investment promotion office or center and they shall also be displayed during the city business forum.</p>			
Preparation of Investment Promotion Materials	<p>The main activities are the conduct and implementation of the strategic planning workshop.</p>	Preparations for a Strategic Communications Planning Workshop	Until Mid-August	LEIPO and Sub-Committee on IPP
	<hr/> <p>The materials from the strategic planning workshop should be able to: (a) present the development and investment prospects of the city; (b) inspire prospective investors to invest in the city; and (c) present potential investment areas.</p>	Conduct of a Strategic Planning Communications	First week of September	CPA, INVEST, LEIPO and Sub-Committee on IPP
	<hr/> <p>These materials include, but are not limited to the following:</p> <ul style="list-style-type: none"> (e) city vision for economic and investment (f) investment profile of the city (“why I should invest in Iloilo City”) (g) a list (plus brief profile) of big ticket projects and investments in Iloilo City (h) Other information and promotional 	Implementation of Action Plan (conceptualization, production, distribution of materials)	September-October	LEIPO and Sub-Committee on IPP

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	<p>campaign materials, e.g., brochures, taupalin, magazines, etc. (to be identified by the City)</p> <hr/> <p>These materials require mass production and should be made available for dissemination to public or to prospective investors.</p> <hr/> <p>They should be displayed at the investment promotion office or center and during the city business forum.</p> <hr/>			
Investment Promotion Webpage	<p>This activity involves</p> <ul style="list-style-type: none"> designing an investment promotion webpage that shall be linked to the city's website and commissioning a webpage designer 	Preparations for an VIPM Planning Workshop	End of August	LEIPO/ IT PIO
		Conduct of a VIPM	Third week of September	CPA, INVEST, LEIPO and Sub-Committee on IPP
		Implementation of Action Plan (conceptualization, production, operationalization and maintenance; including IP kiosk)	September-October	CPA, LEIPO and Sub-Committee on IPP
Iloilo City Investment Promotion Center	The Iloilo Investment Promotion Center will be established through a 2-stage development program	<hr/>		

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	<ul style="list-style-type: none"> ▪ 1st Stage (to optimize on current hosting by the city government at the 3rd floor of the Iloilo City Hall building) ▪ 2nd Stage (Private sector-hosted and run) may be conducted at Megaworld, Ayala Techno Hub in Mandurriao, Iloilo City) 		September-October 2012	LEIPO, ICTIPB
			2015	LEIPO, ICTIPB
Updating the 2011-2020 City Land Use Plan (CLUP)	<ul style="list-style-type: none"> • Updating the city's 2011-2020 CLUP to incorporate emerging and proposed economic development initiatives • Conduct of planning workshops for the identification of issues and problems, solutions and strategies, programs, projects and activities, policy recommendations, etc. 		April 2015	CPDO, LDC
Tax Forum	<ul style="list-style-type: none"> • Conduct of annual Business/Tax Forum for city government-business sector interaction and for Investment Promotion and Marketing 	Outsourcing the design / production of promotion collaterals Distribution of promotion collaterals Strengthening of the IIPC with adequate logistics	October – November 2012 and every year thereafter	
Top Investors Award	This activity involves the conduct of an annual search for Iloilo City's Top Tax Payers through a multi-partite		August 2012	

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	selection process. The awards will be presented during the Iloilo City Charter Day culmination program			
Investment Promotion in the MIGEDC Tourism Summit	<ul style="list-style-type: none"> • Inclusion of investment promotion in the MIGEDC-GSP-LED's Tourism Summit 		November 2012	
Monitoring and Evaluation System	<ul style="list-style-type: none"> • Establishment of a monitoring and evaluation system that shall identify issues and gaps in program implementation and policy enforcement • Commissioning the UPV CM to facilitate the planning workshop for the establishment of a M & E 		August 2012	
SCALING UP				
Private Sector-Managed Iloilo Investment Promotion Center	<ul style="list-style-type: none"> • 2nd Stage of the Two-Stage Development of the Iloilo Investment Promotion Center which may be hosted rent-free at the Megaworld or Ayala Techno Hub in Mandurriao, Iloilo City • The allocation of a regular budget from the city government for this activity is preferred. 		2015	LEIPO, ICTIPB
Harmonized Investment Promotion Program	<ul style="list-style-type: none"> • Harmonization of the various Investment Promotion Programs of Iloilo City, Metro Iloilo-Guimaras Economic Development Council, and the Province of 		2015	MIGEDC, LEIPO, ICTIPB, Iloilo Provincial Investment Promotion Board,

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	<p>Iloilo into one holistic, integrated and coordinated investment promotion program to be lodged with the Iloilo Investment Promotion Center</p> <ul style="list-style-type: none"> • Integration of the Metro Iloilo Guimaras Sustainable Tourism Agenda (MIGS TA) currently being assisted by the CIDA-DILG Local Governance Program for Local Economic Development into the scaled up investment promotion program 			
Local Economic Development Plan	<ul style="list-style-type: none"> • Preparation of a Local Economic Development Plan that shall include investment promotion as a strategy 		2015	LEIPO, ICTIPB, CPDO
City Business Forum	This includes the necessary preparatory activities (minus the preparation of documents and IEC materials as identified above).	<p>Conceptualization of the design for the business forum</p> <ul style="list-style-type: none"> - Identification of the date, venue and theme - Identification of prospective investors to be invited - Preparation of concept paper for the activity 	Second week of July 2012	INVEST, CPA, LEIPO and Sub-Committee on IPP
		<p>Presentation of the concept to the CIP-TWG for approval</p>	August 2012	INVEST, CPA, LEIPO and Sub-Committee on IPP
		<p>Generation of task list for preparations</p> <ul style="list-style-type: none"> - Generation of 	August to December 2012	INVEST, CPA, LEIPO and Sub-Committee on

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
		invitee list - drafting of letter of invitation - drafting of the program - sending out of invitations - identification of guest speakers/guest list - confirmation of attendance of invitees, speakers and guests - creation of a working committees/teams for preparation, actual conduct and post implementation - identification of the set-up for the forum - securing of presentation materials from speakers <hr style="width: 20%; margin-left: auto; margin-right: 0;"/>		IPP
<hr/>	<hr/>	Conduct of the Business Forum	January 2012	CIP-TWG

3. Cagayan de Oro City

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
Establishment of an Investment Promotion Office or Center	A physical space: (a) where prospective investors to the city could go for assistance; (b) where business and investment related inquiries are addressed; (c) where business and investment planning and promotion related activities of the city are undertaken. <hr/> The investment promotion office or center should be established before the conduct of the City Business Forum.	Preparation of conceptual design for the establishment of an investment promotion office or center for the 3 cities	By end of May 2012	Investment Strategist/INVEST
		Designation of space by the city government; issuance of ordinance (?)	May 2012	LEIPO
		Renovation, construction, refurbishing, etc. of the space	May to June 2012	LEIPO (probably in coordination with the city engineering office)
		Installation of fixtures, furniture, equipment and facilities	July 2012	LEIPO (probably with the general services unit)
Preparation, Finalization and Packaging of Development and Investment-Related Documents	These documents should be able to present the development direction of the city and the incentives that one gets when they opt to invest in the city. <hr/> These documents include, but not limited to the following: (i) CDP; (j) CLUP; (k) proposed land use maps (general and urban); (l) local investment incentives code and its IRR; (m) local revenue code and its IRR (n) local development	Identification of sections of the CDP and CLUP on economy which need to be enhanced; Preparation of report on findings	End of July 2012	CPDC and LEIPO
		Review of proposed PPAs in the CDP and identify which impact to promoting investments; identification of PPAs requiring investors' collaboration or may be undertaken thru PPP; identification of new PPAs related to promoting investments	End of July 2012	CPDC and LEIPO
		Conduct of workshop for city to enhance CDP, CLUP and investment program	End of July 2012	CPDC and LEIPO

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	investment program (o) list of priority infrastructure projects (on-going, proposed and pipelined) (p) list of projects for joint implementation of the government and the private sector (including profile, concept design, business cases)	Assessment of the sufficiency and compliance of the LIIC and LRC based on guidelines; Submission of assessment report on LIIC and LRC	July 2012 – LIIC July 2012 – LRC	CPA
		Presentation of findings of the assessment to the CIP-TWG and proposed course of action based on findings	End July – for LIIC and LRC	Investment Strategist
		Drafting of the SOW for LIIC and LRC Expert	End July	CPA
	<hr/> This set of documents shall be displayed at the investment promotion office or center and they shall also be displayed during the city business forum.	Conduct of workshops on LIIC and LRC enhancements (i.e. LIIC and its IRR; LRC and its IRR); Draft enhanced version of the LIIC and LRC	August 2012	LIIC and LRC expert (STTA); CIP-TWG
		Endorsement of the enhanced versions of the LIIC and LRC to the City Development Council, City Legislative Council and the City Mayor	August 2012	CIP-TWG; CPDC
		Dissemination of the LIIC and LRC to the public	September 2012	CIP-TWG
		<hr/>	<hr/>	<hr/>
		Collection of information materials from other cities (e.g. Valenzuela, Quezon City, Taguig City, City of Manila, Iloilo City, and Cagayan de Oro City)	July 2012	LEIPO
	Comparing of the existing investment-related documents of	July, 2012	LEIPO	

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
		the city with those of other cities, to conceptualize an investment portfolio <ul style="list-style-type: none"> - Identification of gaps/areas for improvement - Drafting of outline of new investment promotion material 		
		Presentation of proposal of the Sub-Working Committee to the CIP-TWG for approval	Mid August	LEIPO
		Formulation/development of new investment promotion materials (prototype/blueprint)	July 2012	IEC expert
		Publication of investment materials	August	CIP-TWG thru the LEIPO and CPDC
Preparation of Investment Promotion Materials	<p>These materials should be able to: (a) present the development and investment prospects of the city; (b) inspire prospective investors to invest in the city; and (c) present potential investment areas.</p> <hr/> <p>These materials include, but not limited to the following:</p> <p>(i) city vision for economic and investment</p> <p>(j) investment profile of the city (“why I should invest in **** City” is a good sample; see Iloilo City’s version) –</p>	Preparation of updated city profile, cost of doing business, folder to contain the materials and short video on the city’s attractions	August	TWG, Subcommittee on Investment Planning and Promotion, Invest Communications Expert
		Review of the draft report on the inventory of investment incentives	As soon as draft is submitted by Atty Rachel Folloso	Investment Strategist/INVEST Team
		Securing of clearance for the finalization of the report on investment incentives		COP
		Securing of clearance for the printing and dissemination of the report on investment		COP

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	(k) brochure type is suggested a list (plus brief profile) of big ticket projects and investments in *** City (see sample from the Luzon Investment Conference, 2011)	incentives		
		Printing and dissemination of the report on investment incentives		INVEST Team/ PMO
		Screening of experts for the conduct of industry studies		Investment Strategist/HRMgr
		Contracting of experts for the industry studies		HRMgr/COP
		Submission of EBDs of experts and request for approval of USAID		HRMgr/COP
		Conduct of STTA - industry studies		STTA experts
		Review of the draft reports – industry studies		Investment strategist/INVEST Team
	These materials require mass production and should be made available for dissemination to public or to prospective investors.	Securing of clearance for the finalization of the reports – industry studies		COP
		Securing of clearance for the printing and dissemination of the reports – industry studies		COP
		Printing and dissemination of the reports – industry studies		INVEST Team/ PMO
	They should be displayed at the investment promotion office or center and during the city business forum.	Screening of experts for the conduct of business incubation studies		Investment Strategist/HRMgr
		Contracting of experts for the business incubation studies		HRMgr/COP
		Submission of EBDs of experts and request for approval of USAID		HRMgr/COP
		Conduct of STTA – business incubation studies		STTA experts
Virtual Investment Promotion and Marketing	This item requires the enhancement of the city’s website to provide additional information related to “facilities” for business and	Review of the draft reports – business incubation studies		Investment strategist/INVEST Team

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	investments.	Securing of clearance for the finalization of the reports – business incubation studies		COP
		Securing of clearance for the printing and dissemination of the reports – business incubation studies	_____	COP
		Printing and dissemination of the reports – business incubation studies	_____	INVEST Team/ PMO
		Arrangement for the final scheduling of the training	By End of May	Investment Strategist and STTA expert
		Review of training design	_____	Investment Strategist
		Securing of clearance and approval of training design	_____	COP
Production of the Results of STTA Studies	This group of documents or reports provides additional information about the city which could help in investment planning and promotion. These documents and materials are dependent on the delivery of contracted consultants and experts of their final outputs BUT they should be made available during the city business forum. These reports include the following: (a) industry study for the *** City (b) business incubation study for *** City	Scheduling and conduct of preparatory activities for the training (venue, invitation, etc.)	_____	INVEST Team
		Conduct of training-workshop	_____	STTA expert on local planning and governance
		Finalization of workshop outputs (list of programs and projects)	_____	CPDC
		Preparation of training design	_____	Investment Strategist
		Securing of clearance and approval for the training design	_____	COP
		Scheduling and conduct of preparatory activities for the training (venue, invitation, etc.)	_____	INVEST Team

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	(c) inventory of investment incentives for major sectors as provided by national laws and policies	Conduct of training-workshop	_____	Investment Strategist and INVEST Team
		Finalization of workshop outputs (LEIPO action plan)	_____	LEIPO
		Preparation of training design	_____	Investment Strategist
		Clearance and approval of the training design	_____	COP
		Scheduling and conduct of preparatory activities for the training (venue, invitation, etc.)	_____	INVEST Team
		Conduct of training-workshop	_____	Investment Strategist and INVEST Team
		Finalization of workshop outputs (LEIPO action plan)	_____	LEIPO
		Presentation of action plan to the LEIPO and CPDC	Mid July _____	CPA
		Generation of calendar of activities and task list to implement the action plan	Mid July	CPDC and LEIPO
		Implementation of activities and undertaking of tasks according to schedules	Middle of July to September 2012	CPDC and LEIPO
Capacity Enhancement for Planning, Investment Programming and Budgeting	This activity will take off from the assessment on planning processes and documents. _____	Designing of the workshop for the target cities	June 2012	STTA and Investment Strategist
		Securing of schedule of the CIP-TWG for the Planning Integration Workshop	Middle to end of June 2012	CPA
		Provision of inventory	Mid July	CPA

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
	The output is a list of programs and projects for various funding sources, as input in the preparation of the annual investment program and annual budget for CY 2013.	of city PPAs for CY 2013		
		Discussion of the actionable guide to the LEIPO and emphasize on deliverables by September 2012; Generate a work plan with the LEIPO	Mid July	CPA
Capacity Enhancement on Local Economic Development and Investment Promotion	<p>This activity will take off from the assessment of LEIPO.</p> <hr/> <p>Outputs of this activity includes: (a) refinement of the pertinent portions of this actionable guide; (b) specific recommendations or actions for the improvement of the investment promotion center; (c) specific actions or activities to promote *** City as investment destination and (d) action plan for the mounting of the city business forum, consistent with and supplementary to item (a).</p>	Presentation and discussion of the concept of the Investment Promotion Center to the LEIPO	Middle to end of June 2012	CPA
		Elicitation of further inputs on how to be applicable to the city		
		- Presentation of final concept of the Investment Promotion Center to the CIP-TWG for approval	MidJuly	LEIPO
		<p>Conceptualize design for the business forum</p> <ul style="list-style-type: none"> - identification of the date, venue and theme - identification of prospective investors to be invited - preparation of concept paper for the activity 	Mid July	Sub-Working Committee on Investment Planning and Promotion (lead: LEIPO)
		Presentation of the concept	First week	LEIPO and CPDC

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
		to the CIP- TWG for approval	of July 2012	
		Generation of task list for preparations <ul style="list-style-type: none"> - generation of invitee list - drafting of letter of invitation - drafting of program - sending out of invitations - identification of guest speakers/ guest list - confirmation of the attendance of invitees, speakers and guests - creation of working committees/te ams for preparation, actual conduct and post implementatio n - identification of set-up for the forum - securing of presentation materials from 	August to Septembe r 2012	CIP-TWG (LEIPO, CPDC, BPLO)

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
		speakers		
		Preparation of design for PPP Orientation-Workshop for target cities	Middle of June 2012	CPA of Batangas City; Investment Strategist
Capacity Enhancement on Managing Risks and Responsibilities between Government and Private Sector in Joint Implementation of Public Sector Projects	This training provides the concept of PPP and its variants. It shall provide the necessary tools for the preparation of project concept design, business cases, pre-FS or FS for public sector project identified for joint implementation between the government and the private sector. The list as well as the concept designs and business cases of (PPP) projects that will be generated from this activity shall be presented during the city business forum.	Coordination with concerned government agencies/private sector offices for PPP Orientation-Workshop	Middle of June to end of June 2012	Investment Strategist
		Conduct of orientation-workshop on Public-Private Partnership for target city	First or second week of July 2012	PPP Expert
		Conduct of PPP Project Development Training	Second or third week of July 2012	PPP Expert
		Finalization of PPP concept documents	End of July to second week of August 2012	CPDC and LEIPO
		Conceptualization of design for the business forum - identification of the date, venue and theme - identification of prospective investors to be invited - preparation of concept paper	End of July 2012	Sub-Working Committee on Investment Planning and Promotion (lead: LEIPO)

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
		for the activity		
		Presentation of the concept to the CIP-TWG for approval Conceptualization of design for the business forum <ul style="list-style-type: none"> - identification of the date, venue and theme - identification of prospective investors to be invited - preparation of concept paper for the activity 	First week of July 2012 End of July 2012	LEIPO and CPDC Sub-Working Committee on Investment Planning and Promotion (lead: LEIPO)
		Generation of task list for the following: <ul style="list-style-type: none"> - generation of invitee list - drafting of letter of invitation - drafting of program - sending out of invitations - identification of guest speakers/ guest list - confirmation of the attendance of 	August to September 2012 First week of July 2012	CIP-TWG (LEIPO, CPDC, BPLO) LEIPO and CPDC

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
		invitees, speakers and guests - creation of a working committees/te ams for preparation, actual conduct and post implementatio n - identification of set-up for the forum - securing of presentation materials from speakers Presentation of the concept to the CIP- TWG for approval		
Administrative and Logistical Preparations for the City Business Forum	This item should specify the necessary preparatory activities (minus the preparation of documents and IEC materials as identified above).	Generation of a task list for the following: - generation of invitee list - drafting of letter of invitation - drafting of program - sending out of invitations - identification of guest speakers/ guest list - confirmation of the attendance of invitees,	August to September 2012	CIP-TWG (LEIPO, CPDC, BPLO)

Major Item	Description/ Component	Specific Activities	Time frame	Responsible Entity/ Official
		speakers and guests - creation of working committees/te ams for preparation, actual conduct and post implementatio n - identify set-up for the forum - securing of presentation materials from speakers <hr style="width: 10%; margin-left: 0;"/>		