



USAID
FROM THE AMERICAN PEOPLE

ANNUAL PERFORMANCE REPORT

October 1, 2016 – September 30, 2017

Strengthening Urban Resilience for Growth with
Equity (SURGE) Project

CONTRACT NO. AID-492-H-15-00001

OCTOBER 30, 2017

This report is made possible by the support of the American people through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of the International City/County Management Association and do not necessarily reflect the views of USAID or the United States Government.

ANNUAL PERFORMANCE REPORT

October 1, 2016 – September 30, 2017

Strengthening Urban Resilience for Growth with Equity (SURGE) Project

CONTRACT NO. AID-492-H-15-00001

Program Title: USAID/SURGE
Sponsoring USAID Office: USAID/Philippines
Contract Number: AID-492-H-15-00001
Contractor: International City/County Management Association (ICMA)
Date of Publication: October 30, 2017

CONTENTS

Executive Summary	1
I. Introduction and Project Overview	9
II. Key Accomplishments and Results by Component	11
Component 1	11
Component 2	21
Component 3	36
Crosscutting Key Activities and Accomplishments	46
1. Institutional Support Mechanisms for the SURGE Project Implementation	46
2. Gender Integration	47
3. Communication and Information Strategies	52
III. Major Accomplishments by City	55
1. Batangas City	55
2. Cagayan De Oro City	57
3. General Santos City	59
4. Iloilo City	61
5. Legazpi City	62
6. Puerto Princesa City	65
7. Tagbilaran City	66
8. Zamboanga City	69
IV. Correlation to the Monitoring and Evaluation (M&E) Plan	71
V. Management and Administration	78
VI. Financial Performance Report	80
Annexes	81

Tables

Table 1. Generated Contributions and Leveraged Funds, CDI Cities	1
Table 2. Baseline and Streamlined BPLS for Applications for New Business Permits	23
Table 3. Baseline and Streamlined BPLS for Renewal of Business Permits	23
Table 4. Comparison of 2016 and 2017 Business Applications in CDI Cities	25
Table 5. Composition of the Puerto Princesa Seaweed Network	39
Table 6. Gender Balance in Various Year 2 Capacity Development Activities	50
Table 7. Report on Performance Indicators	71

Figures

Figure 1. Growth Rate of Business Permits in CDI Cities	25
Figure 2. Increase in New Business Applications, 2016 and 2017	26
Figure 3. Growth Rate of Capitalization from New Businesses	26
Figure 4. Market Linkages for Cassava in Zamboanga City	38
Figure 5. Strategic Framework of the Puerto Princesa Tourism Master Plan	42
Figure 6. Strategic Framework of the Tagbilaran Tourism Master Plan	43
Figure 7. Gender Analysis of SURGE Capacity Development Activities	50
Figure 8. Location of CDI Newsletter Readers in the Philippines	52

Annexes

Annex 1. List of Executive Orders, Resolutions and Memoranda	84
Annex 2. Attendance in Various SURGE Year 2	88
Annex 3. Monitored Media Placements	91
Annex 4. Status of Year 2 Work Plan Deliverables	105

Acronyms

ADAPT Asia-Pacific	Adaptation Project Preparation Facility for Asia and the Pacific
AIP	Annual Investment Plan
BOSS	Business one-stop-shop
BPLO	Business Permits and Licensing Office
BPLS	Business permits and licensing system
CDI	Cities Development Initiative
CDP	Comprehensive Development Plan
CENRO	City Environment and Natural Resources
CLUP	Comprehensive Land Use Plan
CMCI	Cities and Municipalities Competitiveness Index
CPC	City program coordinator
CPDO	City Planning Development Office
DA	Department of Agriculture
DENR	Department of the Environment and Natural Resources
DILG	Department of the Interior and Local Government
DOST	Department of Science and Technology
DOTr	Department of Transportation and Communication
DPWH	Department of Public Works and Highways
DRR	Disaster risk reduction
DRRM	Disaster risk reduction management
DTI	Department of Trade and Industry
EO	Executive order
GAD	Gender and development
GESI	Gender equality and social inclusion
GHG	Greenhouse gas emission
GIS	Geographic information system
HEIs	Higher Education Institutions
HLURB	Housing and Land Use Regulatory Board
ICMA	International City/County Management Association
IPC	Investment Promotion Center
LEIPO	Local Economic and Investment Promotion Office
LAMO	Land and Asset Management Office
LCCAP	Local Climate Change Action Plan
LGI	Land Governance Innovations
LGU	Local government unit
MOPA	Memorandum of Partnership Agreement
MOU	Memorandum of Understanding
NCC	National Competitiveness Council
OCA	Office of City Agriculture
PENRO	Provincial Environment and Natural Resources Office
PITEC	Panglao Island and Tagbilaran Executive Council
PSF	People's Survival Fund
RoD	Registry of Deeds
SAT	Systematic adjudication team
SIAP	Seaweed Industry Association of the Philippines
SURGE	Strengthening Urban Resilience for Growth with Equity
TCWS	Tagbilaran City Waterworks System
TWG	Technical working group
UDLC	Urban development learning center
ULIS	Unified Land Information System
USAID	United States Agency for International Development
VA	Vulnerability Assessment

Executive Summary

This report covers the period October 1, 2016 to September 30, 2017 and features the key achievements of the United States Agency for International Development (USAID)/Philippines Strengthening Urban Resilience for Growth with Equity (SURGE) Project.

The second year of the SURGE Project implementation was a period of ramping up activities and doing extensive efforts to forge links with the USAID's Cities Development Initiative (CDI) and partners under the project's strategic objectives: (1) improve local capacity in inclusive and resilient urban management and processes; (2) promote low-emission local economic development strategies; and 3) expand urban-rural connectivity and access.

The SURGE Project continued to see increased and robust engagement with the local governments, community partners and local stakeholders to bolster the role of secondary cities as engines of inclusive, environmentally sustainable, and resilient growth. The project works collaboratively with eight CDI partner cities of Batangas, Legazpi and Puerto Princesa in Luzon, Iloilo and Tagbilaran in the Visayas, and Cagayan de Oro, General Santos and Zamboanga in Mindanao.

SUMMARY OF KEY SUCCESSES

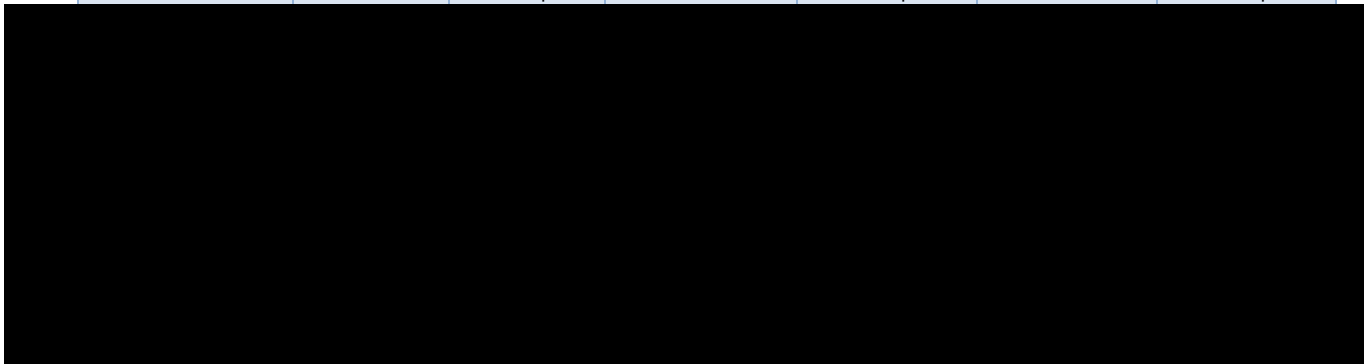
During Year 2, the SURGE Project had a number of key successes, which enabled it to meet Year 2 Work Plan objectives and successfully achieve the project outcomes. These successes contributed to USAID's overall project goal for "secondary cities to become economically thriving and resilient growth centers outside of core Manila."

Generated contributions and leveraged funds from CDI cities

The SURGE Project continued to mobilize support from local stakeholders for the various activities implemented in Year 2. The project mobilized US\$952,569 worth of funds contributed by CDI cities for the project's activities. These contributions were given in the form of financial resources for event venues, transportation costs, supplies, equipment, and manpower support. The SURGE project estimates that about US\$12.8 million was leveraged from the cities from SURGE-related activities. **Table 1** shows the amounts of contributions generated and leveraged for Year 2 in CDI cities.

Table 1. Generated Contributions and Leveraged Funds in Year 2, CDI Cities

Cities	Contributions		Leveraged Funds		Total	
	PHP	US\$	PHP	US\$	PHP	US\$



Passage and enactment of 61 ordinances, resolutions and memoranda in CDI cities

CDI partner cities of Batangas, Cagayan de Oro, General Santos, Iloilo, Legazpi, Puerto Princesa, Tagbilaran and Zamboanga had enacted 61 local ordinances, resolutions and memoranda during the reporting period. These documents can be accessed on the link provided in **Annex 1** (*List of Executive Orders, Resolutions and Memoranda*).

Sustainable Land Governance Conference

The SURGE Project organized and managed a large two-day conference in partnership with the United Nations Human Settlements Programme (UN-Habitat) and the World Bank. The Conference on Sustainable Land Governance held in February 2017 served as a platform to elevate the discussion of sustainable land management and administration. The two-day conference, attended by 350 experts and delegates, was organized in response to the immense challenges in land



governance. U.S. Ambassador to the Philippines Sung Kim, Philippines Department of Finance Secretary Carlos Dominguez III and USAID Mission Director Dr. Susan Brems graced the event.

The conference launched the *Sustainable Urban Land Coalition*, which called on the government to improve and make more accessible programs and services to fast track the development and adoption of land policy and institutional reforms.

The coalition, made up of more than 20 representatives from national and local governments, business, international development and civil groups, announced their 10-point *Call to Action* for rationalization of land related agencies, prioritization of the implementation of a massive national titling program, and resolution of land-related cases, strictly enforce compliance of local government units on property valuation regulations.



Streamlining Business Registration Processes

The project assisted CDI cities in streamlining business registration process. Zamboanga City in Western Mindanao reaped the benefits of streamlining its business registration. More than 10,000 business permits were issued during the 29-day operation of its newly-established Business One-Stop-Shop (BOSS) in January this year—a 400 percent increase compared to the same period in 2016. The city government credits this increase to the efficient BOSS and reduction of the previous 18 steps for new businesses and 20 steps for renewal to just two steps each.



About 7,470 business permits were issued during the business registration period in January 2017, an increase to last year’s 6,794, generating more than PHP116 million worth of revenue for the Puerto Princesa City Government.

In Tagbilaran City, business owners received their permits in three hours, compared to waiting for a week during the previous year, after the City Government with assistance from the SURGE Project cut the number of steps from 14 to three and launched its online business permit application form. This resulted in processing more than 4,000 business permits in the first month of 2017 alone, nearly reaching the total number of permits issued for the entire year of 2016.

OTHER NOTABLE ACHIEVEMENTS PER COMPONENT

COMPONENT 1

Updated Disaster Risk and Reduction Management Plan of Batangas City and the Local Climate Change Adaptation Plan of Tagbilaran City. The SURGE Project provided capacity development through the conduct of vulnerability assessment (VA) and disaster risk reduction and management (DRRM) planning in Puerto Princesa City and Batangas City. The project also facilitated a VA and Local Climate Change Action Plan (LCCAP) workshop in Tagbilaran City during the quarter.

Assisted Zamboanga City in the preparation of the Greenhouse Gas (GHG) Management Plan. With the assistance of the SURGE Project, the city facilitated the preparation of a GHG Management Plan at the entity-level building from its 2016 GHG Inventory Report prepared by USAID/B-LEADERS Project. The city has also successfully qualified to join the 2017-2018 edition of the World Wide Fund for Nature’s (WWF) One Planet City Challenge (OPCC). Zamboanga City was recognized as among the 10 cities that developed infrastructure, housing, transport, mobility solutions to power the global transition to a low-carbon, resilient future.

Helped Zamboanga City to the draft Environmental Code. In partnership with the University of the Philippines – School of Environmental Science and Management (UP SESAM), the SURGE Project facilitated the orientation and drafting of a work program and outline of the city’s Environment Code.

Facilitated a sustainable geographic Information System (GIS) Development Plan of all CDI partner cities. The workshop was designed to serve as the technical foundation in supporting CDI partner cities in their geospatial database build-up, mapping and visualization production and geospatial systems development which are crucial in resilient land-use and infrastructure planning, sustainable land governance and in fiscal management.

Facilitated the approval of the city council for Zamboanga City's Comprehensive Land Use Plan (CLUP). The SURGE Project supported Zamboanga City's initiatives in crafting the final draft of the CLUP, Zoning Ordinance, and Capacity Development Plan including its transmittal to the city council. The draft of the three documents were also presented to the Zamboanga City Development Council.

Helped in the preparation or updating/revision of the CLUP in partner cities. In Tagbilaran City, the project assisted in the preliminary review of the city's Comprehensive Land Use Plan and Zoning Ordinance. In Iloilo City, the project organized a workshop to review the vision and update the city's CLUP and Zoning Ordinance. In Batangas City, the project held initial discussions with the local government unit regarding the terms of reference for a technical expert that will be hired to assist in the updating of its CLUP and Capacity Development Plan. In General Santos City, the project organized a workshop to start the process of updating CLUP.

Facilitated the partnership between CDI partner cities and Baliwag Water District for Septage Management, and Maynilad Academy for water supply services. As a result of the SURGE Project assistance, the cities of Tagbilaran, Puerto Princesa and Batangas improved the sanitation services to safeguard the quality of water in the cities.

In Tagbilaran City, an executive order creating the city's Septage Management Team was issued on December 16, 2016. In Puerto Princesa City, the project assisted in the formulation of a work plan for the implementation of a septage management project and in identifying sites for the septage treatment facility. In Batangas City, the participants to the SURGE Project septage management study tour met with the Batangas City Water District (BCWD) and discussed sanitation policies and programs for 2017 implementation.



The project facilitated the partnership between Maynilad Water Academy and the Tagbilaran City Waterworks System (TCWS). Furthermore, the project facilitated the Water Operators Partnership/Twinning Arrangement between Tagbilaran City and Maynilad, a private water and wastewater services provider for 17 cities and municipalities that comprise the West Zone of the greater Metro Manila area in the Philippines.

COMPONENT 2

Facilitated the streamlining business permits and licensing system (BPLS) in the cities of, Zamboanga, Puerto Princesa, Tagbilaran and General Santos. The SURGE Project continued to assist the cities of Zamboanga, Puerto Princesa, and Tagbilaran as they implemented the BPLS streamlined design formulated during the third quarter of 2016. The project also facilitated the workshop on streamlining the business permits and licensing system (BPLS) in General Santos City. Furthermore, department heads of the city government offices involved in the business registration process prioritized the necessary mechanisms to reduce the number of steps to apply for and renew business licenses from 16 to 3.

Rapid Land Tenure Assessment in Cagayan de Oro City. The SURGE Project conducted a rapid land tenure assessment in Cagayan de Oro with the DENR and LGU. The assessment was done in *Barangay Tumpagon*, a rural area covering around 200 parcels for titling and in *Barangay Pagatpat*, urban resettlement area for victims of Typhoon Sendong.

Helped in the establishment of the Land Management Council, Land and Asset Management Office (LAMO) and Systematic Adjudication Team (SAT) in Cagayan De Oro City. An Inter-Agency Council was created in May 2017 to lead land administration and management reforms in Cagayan de Oro City. Through the SURGE Project's initiative, Cagayan De Oro City Mayor Oscar Moreno and DENR Region 10 Executive Director Edwin Andot signed a Memorandum of Partnership Agreement (MOPA) to support land administration initiatives. The project also assisted the City in organizing the Land and Asset Management Office (LAMO) and the Systematic Adjudication Team (SAT). The SURGE Project organized a training for the SAT, focused on knowledge and skills so that the team will be able to secure the land rights of communities in CDO.



Collaborated with Cagayan de Oro and Antipolo City for the establishment of the Unified Land Information System and Digital Cadastral Database. The project organized meetings with the Cagayan de Oro City Assessor to establish a Unified Land Information System (ULIS) with a digital cadastral database (DCDB) in the city.

Collaborated with local partners in Antipolo City on land administration and management issues. The SURGE Project is now assisting the City in setting up a partnership agreement with the DENR in order to facilitate land-related work and issuance of Memorandum of Agreement (MoPA). Antipolo City Chamber of Commerce and Industry President Bryant Kim-An agreed to champion land governance reforms and support the inter-governmental collaboration. Through the Memorandum of Agreement (MOPA), the local chamber, representing the local business community, will share its plans, and recommendations in enhancing local land governance with the local government, private sector, academe, and civil society organizations.

Assisted in the public finance management plans of all CDI partner cities. The project conducted an assessment of the public financial management situation in partner cities. The report assessed the financial and organizational factors affecting the financial condition of CDI cities.

COMPONENT 3

Facilitated the supply linkage in Zamboanga City that led to the delivery of 3 metric tons of dried cassava chips from the Lubigan farmers. The project worked with Zamboanga City's Office of the City Agriculturist to link the newly established Association of Cassava Growers, Assemblers and Traders (ACGAT) to San Miguel Food, Inc. (SMFI) and its designated assemblers. The Lubigan Farmers Association (a member of ACGAT), delivered about three (3) metric tons of cassava chips to SMFI assembler, the Cristobal Trading. As a result of this linkage, the farmer members were able to earn twice as much as they could have earned under their previous arrangements.

Assisted in the establishment of the Seaweed Network in Puerto Princesa City. The SURGE Project collaborated with the Puerto Princesa City Agriculture Office to organize the key stakeholders in the seaweed industry in the City into a Seaweed Network. The network brought together the city's key industry stakeholders such as growers, buyers and processors, academic and research institutions and support agencies under one formal organization.



Supported the first heritage tourism tour in Tagbilaran City. The project supported Tagbilaran City during the launch of its heritage tourism tour. The project also helped the city prepare a tourism strategic action plan anchored on heritage assets and creative industries. Tagbilaran City will organize a tourism summit in October, where the tourism strategic action plan will be formally launched and adopted.

Supported the Panglao Island and Tagbilaran Executive Council (PITEC) in economic development planning. The SURGE Project coordinated with Tagbilaran City and the Provincial Government of Bohol to explore the possibility of expanding the Panglao Island Council into one that included Tagbilaran City. The Bohol *Sangguniang Panlalawigan* (Provincial Council) approved the third and final reading of the Provincial Ordinance 2016-15, amending the Panglao Island Executive Council (PIEC) to include Tagbilaran City, thereby creating the Panglao Island – Tagbilaran Executive Council (PITEC). PITEC will enable the local governments to collaboratively manage the impacts of the construction and operationalization of the New Bohol Airport in Panglao Island which is expected to be completed in 2018.

Crosscutting Areas

Forged a partnership between USAID and the City Government of Legazpi under the Cities Development Initiative (CDI). The project organized the signing of a Memorandum of Understanding (MOU) between USAID and the City of Legazpi. The MOU formalized the partnership between USAID and the city in implementing activities under the Cities Development Initiatives. USAID Mission Director Dr. Susan Brems signed the MOU on behalf of USAID. Mayor Noel Rosa represented the city. The event was witnessed by Albay Governor Al Francis Bichara.



Facilitated the Legazpi City Stakeholders' Forum. The Project organized and facilitated a Stakeholders Forum on May 16, 2017. The Forum served as a mechanism to identify, prioritize and lead the implementation of USAID activities in Legazpi City. Officials from USAID offices (Economic Growth, Environment, Health and Education) participated in the Forum.

Publication of Cities Development Initiative (CDI) Newsletter and other updates on project activities. The project ensured that its activities have proper communication support. The SURGE Project published five issues of the CDI Newsletter in Year 2 (<http://surge.org.ph/cdi-newsletter>) with a total of 1,914 readers from October 2016 to September 2017 and accessed 3,854 times. The SURGE Project communications expanded its reach with 259 news stories published online, print media, TV and radio. The project also submitted 106 news-bits and 51 bullets to USAID to highlight project activities throughout the year. The SURGE Project produced the CDI video to include short and long versions (the short version of which was shown during the MOU signing in Legazpi City). The project conducted two communications workshops for four CDI cities, Batangas, General Santos, Legazpi and Puerto Princesa, to support local communication planning, and development of promotional materials.

Mainstreamed gender equality and social inclusion (GESI) principles into all of the project activities. The SURGE Project integrated gender equality and social inclusion (GESI) into all of its activities to enhance the project's policy initiatives, capacity development, and monitoring and evaluation. GESI integration in major component activities included provision of technical assistance and enhanced activity designs and tools with GESI considerations.

The project also organized consultations with its City Coordinators, STTAs and potential partners to make GESI integration work more visible in activity design and execution. This resulted in mainstreaming GESI in local development planning in Zamboanga, Tagbilaran, Iloilo, Puerto Princesa and General Santos City and in DRR/LCCAP in Zamboanga, Batangas and Tagbilaran. GESI technical inputs in BPLS resulted in enhancing Zamboanga City's Business One Stop Shop (BOSS) with provision special desk for pregnant women, persons with disability and senior citizens; inclusion of Sex Disaggregated Data in Business Permits and Licensing System (BPLS) Database that can be analyzed for possible interventions.

Interventions by the project to mainstream gender at CDI cities resulted in one drafted policy, three adopted policies, one proposed policy, seven adopted procedures and 16 proposed procedures to enhance gender considerations.

Staffing and management

[Redacted text block]

IMPLEMENTING CHALLENGES

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

I. Introduction and Project Overview

Under the United States Agency for International Development (USAID) contract number AID-492-H-15-00001, the International City/County Management Association (ICMA) implements the Strengthening Urban Resilience for Growth with Equity (SURGE) Project in support of USAID/Philippines. The project is part of the broader Partnership for Growth (PFG), a White House–initiated agreement between the U.S. Government (USG) and the Government of the Philippines. The PFG aims to shift the Philippines to a sustained and more inclusive growth trajectory on a par with other high-performing emerging economies. The SURGE Project’s period of performance is five years, from July 27, 2015 to July 26, 2020.

The project’s development hypothesis is that secondary cities serve as agents of growth and contribute to the improved welfare of both urban and rural populations. To achieve this, project implementation focused on three areas or components:

Component 1: improving local capacity in inclusive and resilient urban development. The project supports partner cities enhance their capabilities to promote inclusive and resilient development and improve access to water and sanitation services.

Component 2: promoting low-emission local economic development strategies. To improve revenue generation and expenditure management, streamlining local permits, promoting land tenure security, and generating investments, the project continues to work with local stakeholders.

Component 3: expanding economic connectivity and access between urban and rural areas. The project continues to support strategic interventions that reduces connectivity costs and improve access.

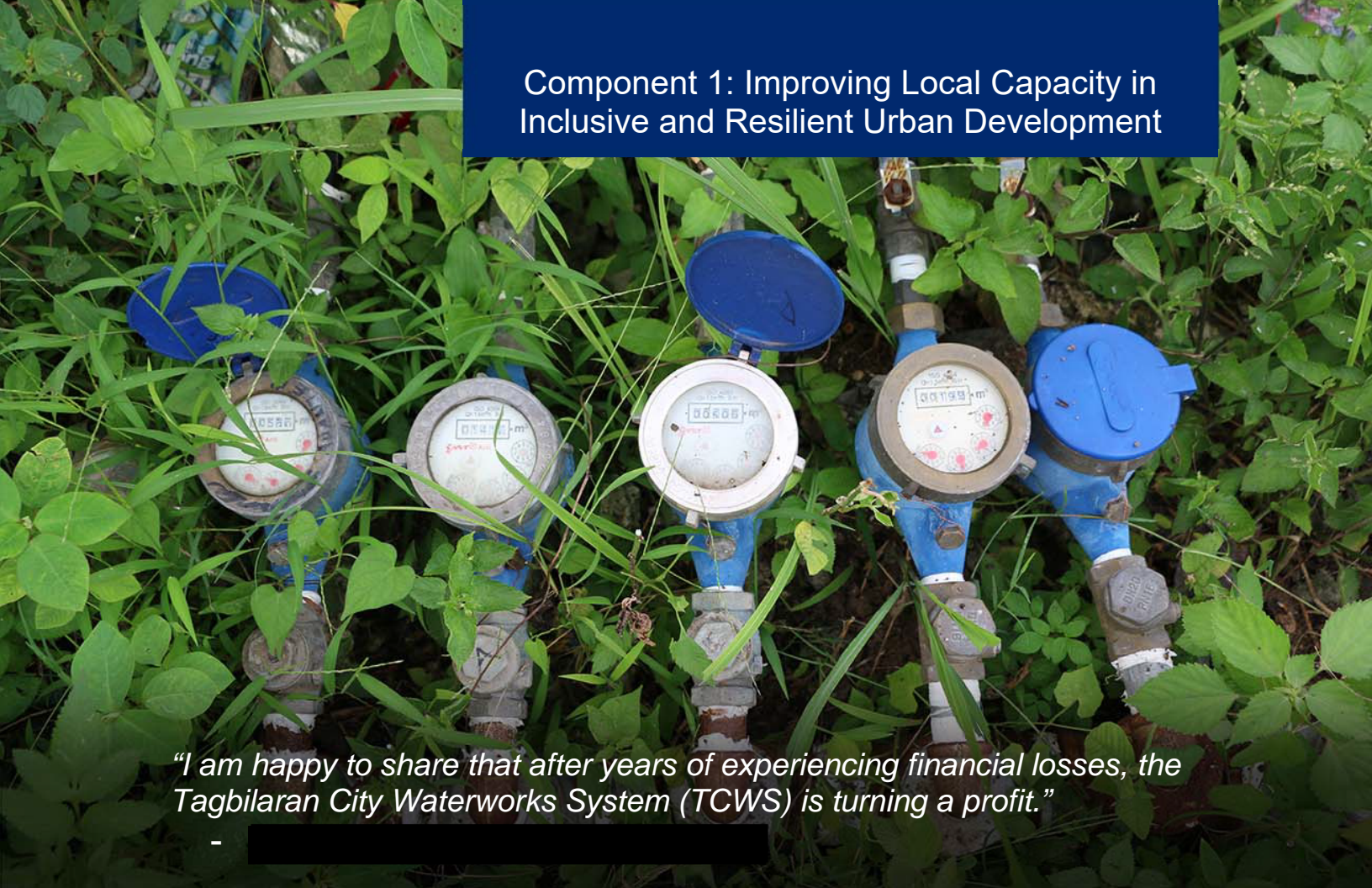
Crosscutting themes through all of the project components include institutional mechanism, mainstreaming gender and inclusion, and communication and information strategies. The project also continues to scale-up its capacity to monitor, and report results as a key aspect of its work program through monitoring and evaluation (M&E).

The SURGE Project is implemented in eight CDI cities—Batangas, Legazpi and Puerto Princesa in Luzon, Iloilo and Tagbilaran in the Visayas, and Cagayan de Oro, General Santos City and Zamboanga in Mindanao.

The submission of this Annual Performance Report is in compliance with Section F.6 (Reports and Deliverables) of the contract between USAID and ICMA. The report focuses on the first three components of the project, along with cross-cutting activities that have been approved by USAID. It presents a description of the work conducted by the SURGE Project to achieve the strategic objectives and priority goals during the second year of the project’s implementation.

The report, which covers the period of October 1, 2016, to September 31, 2017, has the following sections: (1) Executive Summary and Implementation Challenges, (2) Key Accomplishments by Component and Crosscutting Areas, (3) Key Accomplishments by City, (4) Monitoring and Evaluation (M&E), (5) Management and Administration, and (6) Financial Performance Report.

Component 1: Improving Local Capacity in Inclusive and Resilient Urban Development



“I am happy to share that after years of experiencing financial losses, the Tagbilaran City Waterworks System (TCWS) is turning a profit.”

Improving water service delivery in Tagbilaran one water meter at a time

Inadequate water supply has been a pressing concern in Tagbilaran City, especially for five barangays without access to safe water supply. “When I was serving as a city councilor from 2007 to 2016, the city-run water utility was unable to meet even 30 percent of the water demand of its service area.” said Bebiano Inting, Local Economic and Investment Promotion Officer (LEIPO) of Tagbilaran City. “The city government heavily subsidized TCWS and the previous local chief executive considered privatizing the water utility. I am glad to be working with the current administration that is committed to enhancing public water service delivery.”

Inting was part of the delegation of Tagbilaran City government officials who gained knowledge and skills on techniques to improve access and quality of water services from a learning visit to Maynilad Water

Academy on September 4 to 8, 2017. TCWS engineers and plumbers practiced non-revenue water (NRW) management techniques and basic hydraulic modeling, while Inting and the city’s financial staff learned financial processes and systems essential to managing and increasing the revenue of a water utility.

“Maynilad recommended that TCWS should serve as the centralized water meter distributor in its service area to ensure quality and handling. We are in the process of acquiring new and efficient water meters and training our meter readers. The old and faulty meters may have contributed to the low revenue collection of the water utility,” shared Inting.

Tagbilaran City is also in the process of improving its water billing procedures. From

manually issuing bills based on on-site meter readings, which is considered inefficient and prone to error, the water utility is testing its new billing and collection system. After automating the management of accounts as well as issuance of bills, TCWS was able to account for and collect arrears from outstanding accounts.

“I am happy to share that after years of experiencing financial losses, the Tagbilaran City Waterworks System (TCWS) reported that it is turning a profit,” Inting said adding that most of the generated profit as of August 2017 is from the collected arrears. “We are in the process of finalizing our accounts as part of ring-fencing that USAID SURGE introduced. We are confident that this is the start of a positive trend we will sustain. The city plans to use the revenue to upgrade the waterworks system and minimize non-revenue water.”

The on-the-job training and mentoring sessions are part of the one-year joint work plan between the City Government and Maynilad Water Services, through its Maynilad Water Academy. Tagbilaran City Mayor John Geesnell Yap and Maynilad Water Academy Executive Director Rodora Gamboa signed a Memorandum of Understanding that establishes a partnership to improve the efficiency and effectiveness of the city’s public water utility. USAID’s Strengthening Urban Resilience for Growth with Equity (SURGE) Project facilitated the partnership, and has been working with the TCWS to improve its water and sanitation delivery services since early 2017.

“Improving water service delivery is one of the priority concerns of our current leadership. With the assistance of USAID/SURGE and Maynilad, Tagbilaran is on its way to providing reliable and sustainable water services that will eventually support the city’s development into a growth hub,” Inting said.

II. Accomplishments and Results by Component

Component 1

Under Component 1, the SURGE Project designed and initiated interventions for CDI cities to pursue data-driven decision making and planning, tap risk adaptation financing, and improve access to water supply and sanitation services towards resilient and inclusive growth. The project has significantly assisted CDI cities in enhancing their capacity in moving forward with their city plans through partnerships and collaborations such as accessing corporate social responsibility (CSR) programs of private sector providers for water and sewerage systems development, and partnering with the academe for urban development learning centers. The successful project implementation of activities encouraged the partner cities to own the initiatives by advancing capitalization to operationalize and to sustain the project’s interventions.

The SURGE Project successfully implemented the following activities:

- Engaged local government units (LGU) and various stakeholders in all planning stages through the vulnerability assessment and disaster risk reduction and management (DRRM) planning and risk adaptation planning sessions;
- Conducted preparatory work on greenhouse gas (GHG) management planning;
- Assisted partner cities in updating and finalizing the comprehensive land use plans (CLUP), integrated zoning ordinance (IZO) and the comprehensive development plans



Geoportal to set new benchmarks in Zamboanga City's urban management

"Accessing data from the other departments has been challenging," shared Aizar Muhallus, a forester who has been involved in maintaining the geographic information system (GIS) of the Zamboanga City Planning and Development Office (CPDO). "Some of the city government offices do not have personnel with the necessary skills and knowledge to provide and manipulate data for spatial analysis."

Accessing accurate and updated data is crucial in the development of plans and policies that promote inclusive, resilient and sustainable urban growth. City governments accumulate a wealth of data that is frequently stored in different locations and formats, limiting access and effective utilization for the city. Weak inter-departmental linkages and an absence of a city-wide data inventory are other obstacles that hinder convenient data sharing.

"Geospatial data is particularly important for the CPDO. Our office led the updating of the city's Comprehensive Land Use Plan and the Comprehensive Development Plan," explained Muhallus. The CPDO depends on geospatial data, or information associated with specific real world locations, in enhancing and monitoring the implementation of the city's integrated economic, social and physical development plans and policies.

These challenges prompted the city to pursue a solution that required enhancing the knowledge and skills of personnel, and upgrading information and communication technology (ICT) equipment.

With the support of USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project, the local government's Computer Service Division led the development of a geoportal, a centralized geographic information management system. The platform for city-wide data management and interlinkages stores and presents data from different city government offices in a single integrated map. Users can utilize the geoportal to overlay data that include boundaries, zoning, land use, river system, road network, tourist sites, farms and fish ponds for their specific purposes.

The geoportal was launched on September 28, 2017, and the city is in the process of developing a public section of the geoportal to provide open and timely access to maps, data and information to its constituents.

"Developing a centralized information system contributes to making the local government more transparent and at the same time more accessible to its constituents," Muhallus said.

(CDP), and development of environmental codes (E-Codes) and environmental management plans (EMP);

- Conducted orientation on geographic information system (GIS) and development of a geoportal; and
- Actively engaged the LGUs and local stakeholders to improve water supply and sanitation services in the city.

Subcomponent 1.1: Strengthening local capacity in urban development, including the promotion of disaster reduction and preparedness, and improving resilient development and land use planning development following international best practices

Project Activity 1: Improve science-based decision-making, policy and planning of local institutions in risk-sensitive and disaster-prone areas

Deliverables:

- Maps of CDI cities
- High resolution risk and vulnerability maps based on changes in meteorological conditions
- Geoportal development in Zamboanga (Web-based GIS system in Zamboanga)

Accomplishments:

The project assisted CDI cities gather and develop relevant information on different hazards to mainstream risk reduction activities in the local development planning activities. The project trained CDI cities transform collected data into usable formats to enhance the planning process by providing hard scientific evidences based on shifts in environmental variations that impacts vulnerable communities. Moreover, an analysis of the potential effects of changes in meteorological conditions was provided as a guide for proposed localized adaptation measures which CDI cities can consider in planning and programming activities.

A Centralized Geographic Information Management System (CGIMS) was initially established through a geoportal development in Zamboanga City. The geoportal will serve as a platform for city-wide data management that will strengthen linkages among departments. These linkages include actual land uses and zoning, vulnerable population and priority disaster mitigation projects, and tax mapping and compliance monitoring, among others.

Project Activity 2: Develop and implement local resilience adaptation and mitigation projects

Deliverables:

- Draft manual (CCA-DRR training modules)
- Workshop on project preparation for CDI cities and assistance on packaging project proposals to access funding sources
- Workshop on GHG management planning for Zamboanga and LCCAP preparation for Tagbilaran
- P3DM workshop (Disaster simulation activities)

Accomplishments:

The SURGE Project conducted series of vulnerability assessment for risk reduction, management and adaptation planning activities. Risk resilience planning activities were aimed at updating the four pillars for risk reduction and management: prevention and mitigation, preparedness, response, and rehabilitation and recovery.

In the process, the level of vulnerability of CDI cities to various environmental hazards were assessed. With the SURGE Project's technical assistance, CDI cities were able to initiate the building of exposure databases at the barangay level, using relevant data gathered from various national government offices such as the Mines and Geosciences Bureau (MGB) and Project NOAH for preparing hazard risk maps.

The SURGE Project also collaborated with USAID's ADAPT Project in organizing the Project Preparation and Finance Workshop for Urban Resilience. Participants from the CDI cities drafted bankable project proposals on adaptation based on local and national strategies and priorities, access potential sources for financing the activities, and requirements for designing, appraising and monitoring of the proposed projects.



An instructional manual for risk resilient local development planning approaches was also drafted during the reporting period following the Supplemental Guidebooks of the Housing and Land Use Regulatory Board (HLURB). The manual aims to provide pragmatic and gradual approaches for integrating hazard and disaster risk analysis in the process of updating and mainstreaming in the CLUP.

The project introduced the concept of GHG management planning which includes setting of GHG emission reduction targets in Zamboanga City through the identification of the city's low emission development initiatives, policy development and implementation mechanisms that goes beyond carbon accounting.

The SURGE Project introduced the use of Participatory Three Dimensional Mapping (P3DM) in Legazpi City to provide inputs for enhancing the city's current community level risk reduction and management data collection approach and analysis. This in line with the project's aim to improve the process of managing the effects of disasters by providing a good interpretation, assimilation, and understanding of geo-referenced DRRM information. Through P3DM, the project was able to simulate visible and tangible collaboration between stakeholders which are important for DRR.

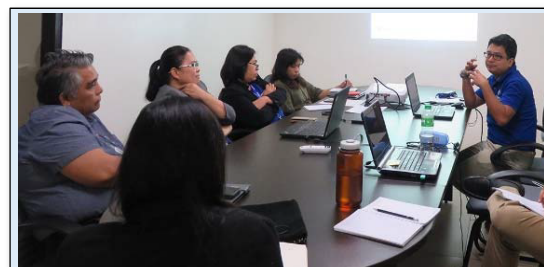
Project Activity 3: Conduct capacity-building of stakeholders in mainstreaming socially inclusive and gender responsive DRR-CCA to local development planning including water and sanitation services

Deliverables:

- Workshop, mentoring and coaching sessions with city departments on updating/ revision aimed at improving the process and mechanisms for mainstreaming risk resilient planning and programming in the CLUP, IZO and CDP

Accomplishments:

The SURGE Project, through the City Planning and Development Office (CPDO) of CDI cities, facilitated an assessment and updating of the CLUP and CDP. The project adhered to the guidebooks from HLURB that require LGU planning documents to be updated, particularly in applying the watershed (ridge-to-reef) ecosystems approach and mainstreaming risk resilient planning into the plan preparation process.



The project also assisted Zamboanga City in crafting the final draft of the CLUP, IZO, and CDP.

The city council approved the CLUP and it was endorsed to RLUC for approval. In Tagbilaran City, the project provided suggestions to the city in responding to the comments of the Provincial Land Use Committee (PLUC) on their draft CLUP and IZO.

In Iloilo City, the project organized a vision- reality- gap (VRG) and technical training workshop on CLUP in partnership with the faculty commissioned by the College of Management of the University of the Philippines in the Visayas (UPV-CM) to assist in the updating the city's CLUP. Faculty and lecturers from the School of Urban and Regional Planning of the University of the Philippines Diliman (UP-SURP) acted as resource persons in the coaching and mentoring

workshops. In Batangas City, the LGU was assisted in the preparation of the terms of reference (TOR) for a firm that will be hired to assist in the updating of its CLUP, IZO and CDP.

Moreover, the SURGE Project assisted CDI cities in the development of the Environmental Code (E-Code) in collaboration with academic institutions, School of Environmental Science and Management of the University of the Philippines Los Banos (UPLB-SESAM) and the Western Philippine University (WPU). A workshop was conducted in Zamboanga City to provide a roadmap towards the development of the E-code that aims to codify national environment-related laws and local policies and ordinances relevant to the city.

In General Santos City, the project provided the city with a framework for resource use, conservation, and protection, and suggested specific policies and their corresponding regulatory measures for environmental sustainability. In Puerto Princesa City, the project also conducted a workshop to develop the E-Code along with an Environmental Master Plan (EMP), which the LGU may use as basis to provide the necessary mechanisms for the implementation of environmental laws at the local level. The EMP will provide the city with a framework for environmental security that will support and supply quality environmental services to its constituencies.

Project Activity 4: Set up Urban Development Learning Centers (UDLC)

Deliverable:

- Urban development program in Iloilo City to enhance the capacity of institutions and service providers

Accomplishments:

The SURGE Project initiated a city- university partnership between Iloilo City and UPV-CM as a strategy to harness the benefits of entrepreneurial universities and emphasizing the crucial role of universities in economic growth and development.

An Urban Development Learning Resource and Research Center (UDLRRC) initiative will be set up to encourage city development through enhanced capabilities of the functionaries of national, local and professionals.

The SURGE Project has initiated activities that will lead towards building the knowledge base by packaging modules and manuals on urban development programs, on the job application of new technologies, and peer-to-peer learning. This includes a collaborative workshop with UPV-CM on basic GIS training and technical mentoring and coaching on CLUP preparation.

The workshops were participated in by the staff from the eight CDI cities and faculties from the UPV-CM.



Subcomponent 1.2: Improving local disaster risk-resilient infrastructure planning, financing, and implementation

Project Activity 1: Utilization of geographical information system (GIS) in disaster resilience and adaptation programming in CDI cities

Accomplishments:

The project supported the development of GIS in CDI cities, which is crucial in generating base maps that will be used in risk resilient land use and infrastructure planning activities. A GIS workshop was conducted and participated in by the staff from CDI partner cities. The activity was designed to serve as the technical foundation in supporting CDI partner cities in their geospatial database build-up, mapping and visualization production and geospatial systems development, which was piloted in Zamboanga City.



Subcomponent 1.3: Increasing access to sustainable water supply and sanitation services

Project Activity 1: Improvement of water services through risk-resilient local planning

Deliverables:

- Scoping assessment in General Santos City and Legazpi City
- Workshop on ring fencing to assist TCLGU (and RWSAs) to improve management and finance of water operations and prepare for business continuity plans

Accomplishments:

The SURGE Project completed the water assessments in the CDI cities of Batangas, Tagbilaran, Puerto Princesa, Legazpi and General Santos. The assessments showed that the CDI cities heavily rely on groundwater as the major source of water. The cities, mostly, are susceptible to pollution of the groundwater due to saltwater intrusion and the fluctuating availability which resulted in water shortage, associated in the increasing population and the adverse effects of extreme weather events.

The results of the city-level assessment of sanitation services, on the other hand, recommended the implementation of septage management, as mandated by the Philippine Clean Water Act of 2004. It is suggested that improvement of sanitation services will require investments, capacity-building training, (and learning exchanges and mentoring, and enactment of support septage management ordinance and partnerships with services providers.

In line with the water supply service improvement planning in Tagbilaran City, the SURGE Project conducted a Ring-Fencing and Business Planning and



Training Workshop to enhance the overall direction of the Tagbilaran City Waterworks Services (TCWS). The workshop aims to orient and train the participants on the basics of water utility improvement tools, and to guide city staff in preparing a plan that the LGU can use in the implementation of the corresponding reforms for systems and procedures. An executive order was issued to address water and sanitation issues and improve Tagbilaran City's water and septage management.

The SURGE Project also joined in the celebration of World Water Day in Batangas City together with representatives from 70 Rural Water and Sanitation Associations (RWSAs). The RWSAs discussed the different challenges they are facing in the management and operation of water supply and sanitation services during the event. To address these concerns, the project has initiated the preparation of their water safety plans (WSP).

As national policy requirement for all drinking-water service providers, the WSP provides the measures to ensure the safety of drinking water given the increasing vulnerability to contamination due to extreme weather conditions and disasters. The project coordinated with the Department of Health (DOH) in the formulation and approval of WSPs of select RWSAs. The RWSAs will implement their plans to ensure water quality and safety of water supply service.



Project Activity 2: Improve the capacity of Water Districts/ Water Service Providers/ Water Utilities for sustainable water and sanitation services in CDI cities

Deliverable:

- Facilitate twinning arrangements and water operators' partnerships with different service providers on improving water supply and sanitation services

Accomplishments:

The SURGE Project facilitated the participation of WDs/ WSPs, and city officials in the WaterLinks International Water Forum at Dusit Thani Manila. The forum served as an avenue for city officials to network and explore collaborations on water operator partnerships with the Baliwag Water District and Maynilad.

Networking and partnerships are key to further improve project implementation of services for water supply and quality, and septage management. Hence, the project collaborated with different private water and wastewater services provider to strengthen their institutional partnerships with CDI cities. TCWS and Maynilad Academy signed a Memorandum of Understanding (MOU) to initiate capacity development of city staff. Maynilad and TCWS are currently implementing a work plan and implement within a year. This includes joint assessments, coaching and mentoring, and on-the-job training, actual upgrading of the system, and enhancement of the current billing and

collection system to improve efficiency and effectiveness of the water supply operations and services.

To establish the sanitation services in CDI cities, the project assisted in the partnership for a septage management program between Puerto Princesa City Water District (PPCWD) and the Baliwag Water District (BWD). PPCWD and BWD signed a MOU to share good practices, expertise and technology in establishing and managing a septage management facility through workshops, remote coaching and mentoring and peer-to-peer facilitation. A similar MOU was signed between TCLGU and BWD. During the MOU signing, each of the cities crafted an action plan to determine the critical steps toward the development of the sanitation services programs which can be implemented for a year.

The project facilitated a replication of a similar Maynilad technical assistance on preparing the WSPs of selected RWSAs of the City LGU of Batangas by tapping DOH's assistance as part of its extension work and capacity building of city health offices.

Project Activity 3: Improve access to sanitation through technical assistance on septage management for CDI cities

Deliverable:

- Septage management systems for CDI cities' WDs and WSPs as part of improving access to basic sanitation services

Accomplishments:

The SURGE Project facilitated a study tour for water districts, water service providers, and city officials from Batangas City, Tagbilaran City, and Puerto Princesa City to learn about the different septage management systems, and to gather first-hand experiences of operators and managers of the facilities in Dumaguete City and Baliuag City. The cities crafted an individual action plan to determine the critical steps toward the development of a sanitation policy and program.

To facilitate the implementation of the action plan, Tagbilaran City and Puerto Princesa City formed their respective technical working groups (TWG). The TWG's initially conducted data collection survey for the development of policy for water and septage management. The project assisted in the formulation of a work plan for the implementation of a septage management project and in identifying sites for the septage treatment facility (STF).



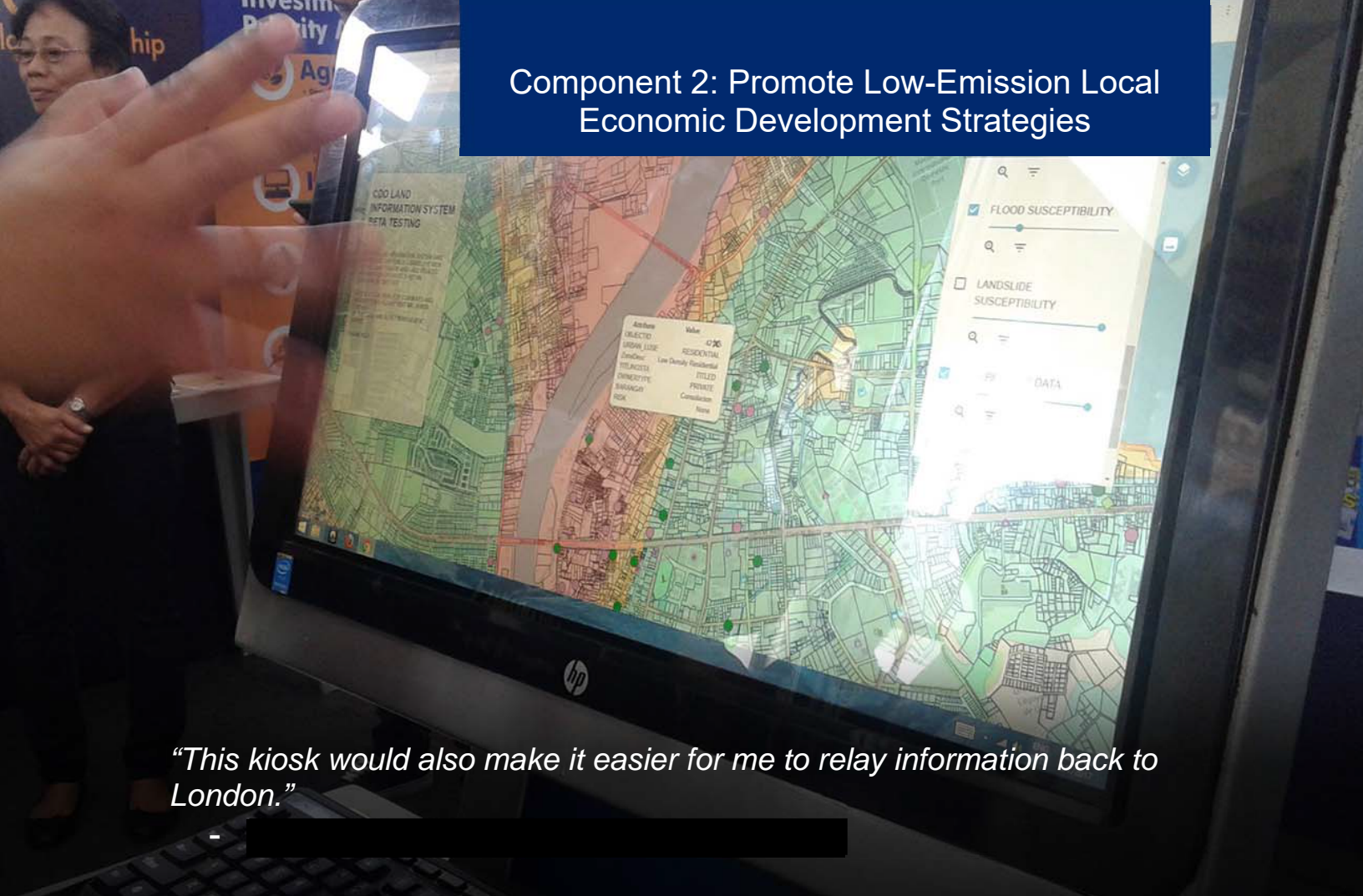
Through the assistance of the project, Tagbilaran City and Puerto Princesa City were able to conduct their respective household level data collection on water and sanitation. Puerto Princesa City worked with Palawan State University (PSU) while, Tagbilaran City engaged the services of an individual consultant, and trained students from the University of Bohol as data encoders. The activities provided information/data that were necessary in the identification of sustainable

strategies, programs and policies for sanitation, such as the septage management, that will contribute to improving the health and quality of life of city residents.

The data collected served as inputs in the preparation of a pre-feasibility study, particularly in determining the capacity of STF and vacuum trucks for septage collection and transport, in ordinance formulation, as well as the development and implementation of education and monitoring support programs.

Initially, the project conducted workshops in Puerto Princesa and Tagbilaran to establish the technical and financial feasibility of the proposed STF. During the workshop, members of the TWG presented the preferred septage treatment options, septage flow/ STF capacity; management options/organizational structure; program of works and financial analysis including proposed tariff. Preparatory activities were done for a subsequent workshop for these cities to prepare a TOR for the service provider that will design and construct the STF.

Component 2: Promote Low-Emission Local Economic Development Strategies



“This kiosk would also make it easier for me to relay information back to London.”

Cagayan de Oro City launches kiosk to promote transparent and inclusive land information management

The City Government of Cagayan de Oro in Northern Mindanao launched a model prototype version of a Land Information System Kiosk during the 26th Mindanao Business Conference on September 7, 2017 in the city.

Nearly 30 percent of the city’s 57,850-hectare land area remains untitled. Access to updated and accurate land information remains a challenge due to overlapping land management and administration policies, high incidence of more than one title on the same parcel, rights recognition and outdated land records.

The kiosk is the first integrated land information platform in the country that makes available electronic land data such as building footprint, parcel shape, land use, titling status, hazard area, and open street map data in a

single system. The platform was developed by USAID through its Strengthening Urban Resilience for Growth with Equity (SURGE) Project. The open system increases public access to accurate and updated parcel information that can contribute to transparent land information management and participatory titling initiatives in the city.

The local government has been working with USAID to improve local land tenure security since November 2016. The SURGE Project facilitated the creation of an inter-agency Land Management Council comprised of the regional and city government and local business community, to lead land governance reforms. The city government established a Land and Asset Management Office to provide land administration and management related services in the city.

The soft launch of the user-friendly and touch-screen kiosk attracted the attention of businessmen, investors and government officials during the conference.

“I first came to Cagayan de Oro in 1984 and I can really see the development in this city. It's good to see this manifested through this technology, which would also make it easier for me to relay information back to London,” said Charles Hardie of CS Hardie, a consulting agency based in London, United Kingdom.

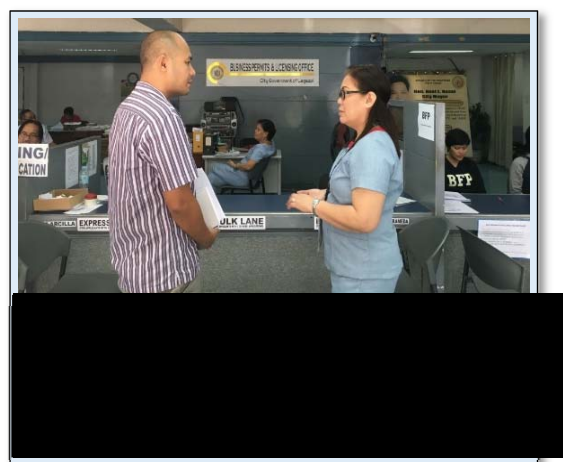
Representatives from cities and municipalities expressed interest in developing similar platforms. Cagayan de Oro will set-up several Land Information System Kiosks for public testing and feedback in the city hall.

Component 2

The SURGE Project under Component 2 focused on demand-driven activities on: (1) improving local land tenure security and land information management which includes the successful holding of the Conference on Sustainable Land Governance wherein a Call to Action was put forth and launched the Sustainable Land Governance Coalition; (2) streamlining and automating the local business registration and permits and licensing system; and (3) strengthening of local business development, facilitating investment, and support services that foster local enabling environment.

Other key achievements of the SURGE Project in Year 2 were:

- Assisted in the implementation of reforms in the business permits and licensing system in the cities of Zamboanga, Puerto Princesa and Tagbilaran which led to a combined 45% increase in new investments and revenues;
- Formed the Sustainable Land Governance Coalition composed of multi-sectoral members that advocate reforms in land administration, policies, collaboration and share resources related to land governance including the support to pass the executive order on the National Land Use Plan.
- Convened the Conference on Sustainable Land Governance to advance support for the improvement of land administration and management for the economic growth of the CDI cities;
- Launched CDO's Open Access Land Information Kiosk, the first integrated land information platform in the country providing availability of electronic land data developed by SURGE;
- More than 40 patents are ready for issuance while another 200 parcels are in the final phase of approval by the DENR and CENRO in *Barangay Tumpagon*, Cagayan de Oro City;
- Facilitated the establishment of the Land Management Council, Land and Asset Management Office (LAMO) and Systematic Adjudication Team (SAT) in Cagayan De Oro City



- SURGE Project's Updated BPLS Manual to be adopted and published for mainstreaming by the national government agencies led by the DILG with NCC, DTI, and DICT;
- Facilitated the streamlining and automation of business registration processes of General Santos and Legazpi cities that resulted in the release of EOs on the Creation of BPLS Oversight Committees and TWGs that led the implementation of the formulated action plans on process re-engineering, automation and set up of a BOSS in the new CDI cities.

Subcomponent 2.1: Improve local revenue generation and expenditure management

Project Activity 1: Implement Asset Management in CDI cities

During the 2nd Quarter of Year 2, the project developed a Manual on Asset Management for Philippine local governments based on an existing manual developed for another country and international best practices. This document will be enhanced to align with the local setting. The project assisted the cities of Cagayan de Oro and Puerto Princesa in managing assets to improve their local finances and service delivery.

Deliverable:

- Knowledge products materials on asset management as guide for CDI cities (in progress)

Accomplishments:

The Land and Asset Management Office (LAMO) was set up in Cagayan de Oro City as part of the Memorandum of Partnership Agreement (MOPA) between the city government and the Department of Environment and Natural Resources (DENR) Region 10 to step up the use of local assets particularly in expanding the usage and management of real property.

The SURGE project also shared and presented the Asset Management Manual with the City General Services (CGS) and the City Engineer's Office (CEO) in Puerto Princesa City. Moreover, the project shared information on addressing concerns on asset management by providing efficient property and supply management as part of improving the city's resource mobilization.

Subcomponent 2.2: Streamline and automate local business registration and permits and licensing system (BPLS), including inspection systems, and building and occupancy permits

Project Activity 2: Streamline and automate the CDI cities Business Permits and Licensing Systems (BPLS)

In Year 2, the project assisted the cities of Puerto Princesa, Tagbilaran and Zamboanga in implementing their proposed reforms identified in the action plans formulated in Year 1 resulting in significant reduction in the number of tasks, steps and time for starting a business. Additional support was also provided in the cities' preparatory activities for the renewal of business permits including the dry-runs of the streamlining process with business registrants. The project continues to assist these cities and further helping two new CDI cities of Legazpi and General Santos to simplify their own business registration processes.

The 2017 renewal period marks the implementation of streamlined processes in the BPLS of partner cities. The SURGE Project conducted the evaluation on the extent of reforms done by the

three cities and to determine the impact of reforms to the business sector. The completed integrated report was submitted to USAID on June 30, 2017. The project's interventions proved to be significant. The evaluation's results showed that processes in all three cities are a major improvement from 2016 when all did not even meet the 5-step national standards of the DILG-DTI JMC s. of 2010.

The three cities reduced so many steps from last year's (baseline) processes to the new standards required in the revised guidelines of the Joint Memorandum Circular (JMC) 1. s. of 2016. In summary, the three cities were able to: (1) lessen their steps from 2 to 3; (2) adopt a much simplified application form; (3) introduce e-signatures; and (4) reduce documentary requirements.

Table 2. Baseline and Streamlined BPLS for Applications for New Business Permits in Selected CDI Cities (2016 and 2017)

Process Indicators	Puerto Princesa City		Tagbilaran City		Zamboanga City	
	Baseline (2016)	2017	Baseline (2016)	2017	Baseline (2016)	2017
No. of Tasks w/ Client Interfaces	20	14	18	9	23	No data
Number of Forms	3	7	4	3	18	
No. of Signatories & Initials	15	10	20	8	20	
No. of Required Documents	2	5	2	4	4	
Total Length of Time Elapsed Average	5 days 20 hrs 27 mins	6h 18m 34secs	6 days, 6 hours 15 mins	2 days 2hrs 47mins secs	3 days, 3 hours	
Minimum		3 hours 25 mins		2 hrs 29 mins, 25 secs	1 day 3 hrs	
Maximum		9 hours 12 mins, 7 secs		5 days 6 hrs 17 mins 58secs	9 days, 2 hours	
<p>Note: Including barangay clearance and NGA registration pre-requirements; Baseline data were based on third party assessments done in Jan – March 2016. Streamlined data were collected by local researchers during the assessment in Jan- Feb. 2017 2016-average processing time based on 10 tracked applicants (new registrations) 2017-average processing time based on 4 tracked applicants for Tagbilaran and 2 for Puerto Princesa City</p>						

Table 3. Baseline and Streamlined BPLS for Renewal of Business Permits in Selected CDI Cities, (2016 –2017)

Process Indicators	Puerto Princesa City		Tagbilaran City		Zamboanga City	
	Baseline (2016)	2017	Baseline (2016)	2017	Baseline (2016)	2017
Number of Tasks w/ Client Interfaces	20	12*	15	7	23	6
Number of Forms	3	3	9	2	18	1
Number of Signatories & Initials	15	8	22	6	20	4
No. of Required Documents	2	3	3	3	2	4
Total Length of Time Elapsed (Average)	11 days, 4 hours, 6 mins	6 hours 24 mins, 9 secs	6 days, 6 hours, 21 mins	2 days 2hours, 53	1 day, 4 hours, 23 mins	2 hours 2 mins, 12 secs

				mins, 12 sec		
Total Length of Time Elapsed (Minimum)		4 hours, 19 mins, 45 secs		7 hours, 18 mins, 1 sec	1 day, 3 hours, 8 mins	1 hour, 54 secs
Total Length of Time Elapsed (Maximum)		6 hrs 24 mins 9 secs		5 days 6hrs17mins 58 secs	2 days, 5 hours, 35 mins	3 hrs 31 mins 16 sec
<p>Note: Puerto Princesa City data as of April 3, 2017; Additional data that could affect this indicator will be included in the integrated BPLS Assessment Report.</p> <ol style="list-style-type: none"> 1. Baseline data were based on third party assessments done in Jan – March 2016. 2. Streamlined data were collected by local researchers during the assessment in Jan- Feb. 2017 3. 2016-average processing time based on 11 tracked applicants (renewal) 4. 2017-average processing time based on 10 tracked applicants for Tagbilaran, 3 for Puerto Princesa City and 7 for Zamboanga City 						

a. Streamlining Training-Workshops in the New CDI cities

Responding to the request of the City Governments of General Santos and Legaspi improve their business permitting processes through process re-engineering, automation, and set up of a Business One-Stop Shop, SURGE co-organized and conducted the following capacity development activities: 1) conduct of BPLS Streamlining training-workshops in General Santos on July 4-7, 2017 and in Legazpi on August 1-4, 2017; 2) conduct of Joint Inspection workshop in preparation for the implementation of business-friendly inspection policy in General Santos City on Sept. 27, 2017.

The project mobilized BPLS expert trainers from the Central Philippines University (CPU) for the conduct of the self-assessment and workshops in the new CDI cities. Aligned with the JMC No. 1 s. 2016 on the revised standards in BPLS, participants from both cities drafted action plans to enable their cities to comply with the standards that prioritize the creation of a BPLS Oversight Committee and Technical Working Group, finalization of the proposed BPLS process to reduce processing time, documentary requirements, signatories, creation of a Joint Inspection Team for post-registration inspections, and establishment of a Business One-Stop Shop that centralizes government processes related to issuance of permits.

Deliverables:

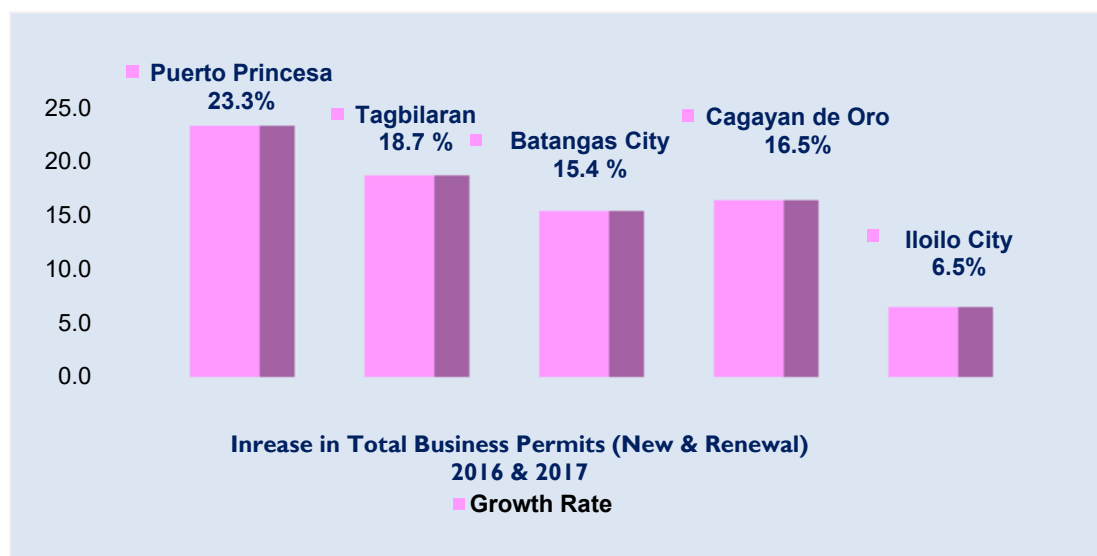
- Integrated Report on the BPLS Reforms in Puerto Princesa, Tagbilaran and Zamboanga cities
- City Action Plans on the Proposed Reforms on Streamlining and Automating BPLS of Legazpi and General Santos cities

Accomplishments:

The impact of the business permitting reforms is remarkable which compares the number of business registrations in January to September 2016 with the same period in 2017. The achievement in business permitting reforms led to a combined 15 percent increase in business registrations in the five cities of Puerto Princesa, Tagbilaran, Batangas, Iloilo and Cagayan de Oro excluding new partner cities as shown in **Figure 1**.

Puerto Princesa City reported the biggest increase at 23 percent or 10,801 in business applications processed. This was followed by Tagbilaran City with an estimated 19 percent increase in business registration.

Figure 1. Growth Rate of Business Permits in CDI Cities



Meanwhile, the cities of Batangas, Iloilo and Cagayan de Oro sustained their growth with their advanced practices in business permitting reforms and inspection systems. Their combined business permits processed and released surged by almost 27 percent. Cagayan de Oro City showed a 16 percent increase or 23,190 business applications. This was followed by Batangas City with a 15.4 percent increase. While Iloilo City had a more modest rise in its total business registrations at 6.6 percent this quarter, the city attracted new investments with a 21 percent upsurge in new business applications.

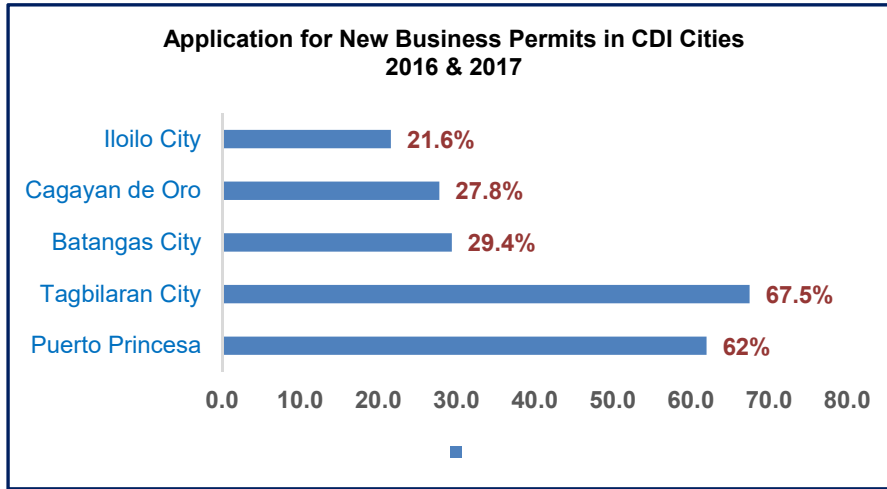
Table 4. Comparison of 2016 and 2017 Business Applications in CDI Cities

City	New			Renewal			Total Permits for New and Renewals		
	Jan-Sept. 2016	Jan-Sept. 2017	Growth Rate (%)	Jan-Sept. 2016	Jan-Sept. 2017	Growth Rate (%)	Total Permits (Jan-March 2016)	Total Permits (Jan-March 2017)	Growth Rate (%)
Puerto Princesa	1931	3129	62	6,828	7,672	11.1	8759	10801	23.3
Tagbilaran	553	926	67.5	4,165	4,674	23.4	4,718	5,600	18.7
Batangas	1235	1598	29.4	6,577	7,416	12.8	7,812	9,014	15.4
Iloilo	1298	1578	21.6	11,801	12,371	4.8	13,099	13,949	6.5
Cagayan de Oro	2839	3629	27.8	17,084	19,561	14.5	19,923	23,190	16.4

Source: Business Permits and Licensing Offices/City Treasurers Offices of Puerto Princesa, Tagbilaran, Zamboanga, Batangas, Iloilo and Cagayan de Oro cities
Zamboanga City – incomplete data

New investments measured by the increase in the number of new businesses released show all five CDI cities had a significant rise in their new business applications in 2017. Tagbilaran City led the group with a very impressive 67.6 percent increase while Puerto Princesa City closely followed with 62 percent.

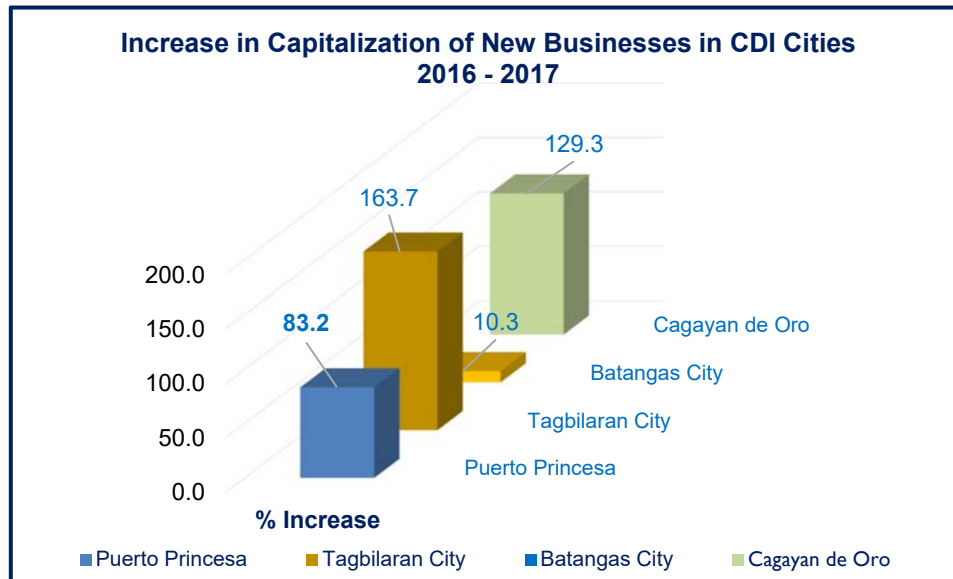
Figure 2. Increase in New Business Applications, 2016 and 2017



There were also significant increases compared to the previous year in terms of capitalization by the cities of Puerto Princesa, Tagbilaran, Batangas, and Cagayan de Oro. The combined capitalization of the four cities from new businesses had a 104 percent upsurge in 2017; that is from PHP4.8 billion to PHP9.8 billion in the same period.

On the other hand, Tagbilaran and Cagayan de Oro cities posted very high increase from capitalization from business applications in the same period.

Figure 3. Growth Rate of Capitalization from New Businesses



b. Mainstreaming of the BPLS Manual

The SURGE Project updated the BPLS manual originally drafted under the USAID INVEST Project to be consistent with the JMC 1 s. 2016 standards. In a meeting with SURGE on Sept. 13, 2017, the Bureau of Local Government of the Department of the Interior and Local Government (DILG) committed to adopt and publish the manual and mainstream it in the Philippines. This will serve as an official document not only to guide CDI cities but all implementers in all cities and municipalities in the country. The manual will serve as guide to facilitate the rollout of the new standards by presenting recommendations earned from CDI cities. The DILG proposed to use the document in the upcoming regional trainings for BPLOs capacity development. The SURGE Project is in the final stage of completing the manual. The document was already submitted to DILG and other involved agencies such as the DTI, NCC, DICT for review and solicit comments for finalization.

Project Activity 2: Streamline the building and occupancy permitting systems of selected CDI cities

The project assisted Batangas City in streamlining its construction permitting systems by facilitating a series of technical working group meetings and workshops through its City Program Coordinator. The project helped the city in drafting action plans that will further simplify its steps, processing time and requirements to comply with the national and local government agencies. These proposed reformed processes were incorporated in the draft executive order (EO) on construction permitting systems that will amend the existing EO No. 16 currently implemented in Batangas City's Building Permit One-Stop-Shop. In addition, the city adopted the recently approved National Green Building Code (NGBC 2016) as part of streamlining the construction permitting systems. The SURGE Project provided an analysis of documents from other model cities with best practices such as Quezon City's Green Building Code. The project also reviewed the guidelines for implementation, how the incentives such as tax credit will be calibrated, credit components and restrictions given Batangas City's existing environmental code of 2011.

Deliverable:

- Draft Executive Order on enhanced BPOSS comprising the proposed reforms in building permitting systems in Batangas City as indicated by reduction in time, steps and requirements for securing building and occupancy permits contained in the city's action plan

Accomplishments:

The Project provided expert advice in reviewing the draft executive order (EO) that will serve as an amendment to EO No. 16 series of 2014, otherwise known as the Creation of Batangas City's Building Permit and Occupancy Permit One-Stop-Shop (BPOSS).

In addition, The SURGE Project helped the city in drafting action plans to redesign the process of building and occupancy permitting systems that will further simplify its documentary requirements, processing time from 15 days to 5 days, including the implementation of 3-step process from 13 steps and the use of unified checklist compliant with the following: National Building Code of the Philippines, Fire Code of the Philippines, Sanitary Code of the Philippines, Batangas City Comprehensive Land Use Plan, Batangas City Zoning Ordinance, and Environment Code of Batangas City.

Subcomponent 2.3: Improve local land tenure security and land information management

Project Activity 1: Develop a local land tenure security and land information management

Cagayan de Oro City

The strategy for land tenure improvement in Cagayan de Oro is to upgrade the competencies of the LGU through practical training and work in priority barangays. Such knowledge transfer will enhance the skills of the LGU team so they can continue and expand land tenure activities beyond the project term. The identified project sites are in Barangay Tumpagon, a rural area covering around 200 parcels for titling and in Barangay Pagatpat, a 16-hectare urban resettlement area with 1,300 parcels for land titling for typhoon victims of Sendong.

The project, through the Local Governance Innovations (LGI), with the help of the DENR and city officials conducted a series of meetings and workshops as part of the rapid land tenure assessment (RLTA) to determine the number of possible lots to be titled, requirements for titling and concretize plans to improve land administration. This also provided them a clear picture of the land tenure situation on the ground for the implementation of action plans. In addition, available maps such as consolidated cadastral maps from the DENR, the Land management system, complete barangay tax maps from the assessor's office and GIS maps from the CPDO were also gathered as part of the exercise.

On the initial 1,300 parcels in Barangay Pagatpat, options include the LGU's decision on the modality of land titling, i.e., either through judicial proceedings or with SURGE-LGI assistance, through DENR under RA 10023 or the Residential Free Patent Act. Once a decision is made, there will be a subdivision survey for the 1,300 parcels, survey approval and mass applications by phases in partnership with the DENR and the LGU titling team. The city government, however, decided to prioritize work in *Sitio Macahan* as there are still unresolved legal issues with the city's ownership.



SURGE will assist the land claimants in completing all the requirements by working with both the DENR and to facilitate the submission of the applications. The team will also work closely with the LGU staff on the titling modality of the 1,300 parcels for completion of the titling applications through RA 10023.

Relative to the *Sitio Macanhan* Resettlement Project Site (Lot 3816), only 3 out of 16 blocks with 16-20 parcels per block remain for subdivision survey. Guided by the project, Cagayan de Oro City's newly created Land Asset Management Office (LAMO) will work with the DENR CENRO. To enable the LGU to undertake a subdivision survey, the City hired a licensed Geodetic Engineer to help the LAMO complete all the subdivision surveys for resettlement and for other government lands.

Antipolo City

During the meeting with Antipolo City Mayor Casimiro "Jun" Ynares, he identified priorities to improve land tenure security. The discussion focused on possible land administration and

management activities in Antipolo as the city has about 15 percent of its 29,680 hectares untitled. Close to 9,000 hectares are involved in political boundary dispute with Cainta, Rizal. The last cadastral survey was in the 1930's. The project also emphasized the need to do a re-inventory of government-owned properties for the possible issuance of special patents. Antipolo City Mayor said the city is eager to work with the SURGE Project and LGI in the areas of management of government lands, alternative dispute resolution, and asset management.

The project has established good relations with various offices of the LGU such as Planning and Development, Assessor, Treasurer, and General Services. SURGE is also closely coordinating with the DENR-PENRO. Antipolo welcomed the partnership with the PENRO as the project ushered in the active participation of the PENRO which will enable bulk processing of titles. The project is envisioned to assist the city in identifying and addressing the main priorities of land security especially in light of a fast urbanizing city. It also advised the city to create a land property map to make it easier to prioritize LGU-owned lands.

The SURGE project through LGI has formulated a draft Memorandum of Partnership Agreement between the LGU and the DENR. The local business sector and academe thru the Antipolo Institute of Technology are keen on participating in the signing. Both the DENR and the Antipolo City Government are currently reviewing the draft. Before Mayor Ynares can sign, the local Council should stamp its approval allowing the Mayor to sign the MOPA.

The project also prepared draft guidelines on Alternative Dispute Resolution (ADR). It is expected that training on ADR which was originally part of Year 2 activities slide to Year 3 due to funding uncertainties.

Deliverable:

- Completed applications for residential free patents submitted to DENR-PENRO for issuance of land titles in Cagayan de Oro City

Accomplishments:

As of September 2017, forty (40) mass applications for residential free patents were processed within four months. These free patents are ready for issuance by the DENR then the Provincial Environment and Natural Resources Office (PENRO) will transmit said patents to the Registry of Deeds (ROD) for registration. Additionally, 200 parcels in *Barangay* Tumpagon that are under subdivision survey by the DENR-CENRO is in the final phase of approval. Patents are expected to be ready by October 2017.

Project Activity 2: Streamline Issue special patents for government units

The project facilitated the creation of an inter-agency council, Land Management Council (LMC), in May 2017 to lead reforms in land administration in Cagayan de Oro. The council aims to support the land titling program and formalize land tenure in the untitled parcels in the city and strengthen policy direction. Representatives from several local government agencies worked together to establish the LMC such as the DENR and the Department of Agrarian Reform (DAR), Land Registration Authority (LRA), Bureau of Internal Revenue (BIR), National Commission on Indigenous Peoples (NICP), Chamber of Commerce and Industries and the city government.

The project likewise facilitated the establishment of a Land Asset Management Office (LAMO) to strengthen the management of government lands. This Office is envisioned to oversight the

inventory of titled and untitled lands, utilization of government-owned lands and to recommend strategies and options which the LGU can leverage for the best and productive use of the land.

The project has also initiated work on the issuance of special patents for government lands with the inclusion of asset management of the cities' real property. The technical assistance introduced a systematic approach to increase the effective use of real property, owned or operated by a local government.

Deliverables:

- Systematic adjudication team (SAT) organized, trained and deputized in Cagayan de Oro
- Memorandum of Agreement between Cagayan de Oro City and DENR Region 10

Accomplishments:

The project facilitated the signing of a Memorandum of Partnership Agreement (MOPA) on May 12, 2017 with CDO's Mayor Oscar Moreno and DENR Region 10 Executive Director Edwin Andot to support these land administration reforms initiatives. This will authorize government officials to provide access and share records and data such as maps and survey records. The MOPA will enable the DENR to train the LGU team and equip them with improved competencies on information management.



SURGE-LGI, together with the DENR, conducted skills training for the members of the newly established systematic adjudication team (SAT) composed of 15 city government officials. Through this, the SAT can assist the DENR on determining and processing rights and claims to untitled lands. Further, this equipped the SAT on the system and procedures involved in the adjudication of public lands, mass applications, and completion of titling requirements and on procedures and requirements for Special Patents. SAT will also assist in coordinating with informal settlers and victims of natural disasters aside from assistance on untitled resettlement areas. The training focused on knowledge and skills building so that the team will be able to secure the land rights of communities in CDO.

Project Activity 3: Establish a Unified Land Information System

Through the establishment of a Unified Land Information System (ULIS) with a Digital Cadastral Database (DCDB), cities will have a comprehensive inventory of their real property assets and appraisal of their value and economic potential to increase local revenues that will reduce the city's dependency on internal revenue allotment and other national transfers. In Cagayan de Oro, data cleansing and merging of textual and spatial parcel-based land data were undertaken. The city was oriented on data sharing cum security protocols through practical hands-on training.

Deliverables:

- Established a ULIS with Digital Cadastral Database

- Drafted Guidelines for the Inventory of Government Lands for Potential Issuance of Applications for Special Patents

Accomplishments:

A CDO test version of its Open Access land Information Kiosk was launched at the 26th Mindanao Business Conference last September 4, 2017. The first integrated land information platform in the country developed by the SURGE Project makes available integrated electronic land data that include building footprint, parcel shape, land use, titling status, hazard area, institutions and open street map data. The open system increases public access to accurate and updated parcel information that can contribute to improving local land tenure security and transparent land information management in Cagayan de Oro City. While SURGE-LGI was responsible for the design of the facility, the city government was instrumental in the installation of LIS Kiosk in CDO's Booth Exhibits.

Moreover, guidelines for the inventory and titling of government properties as well as on the application of Special Patents to untitled government lands were drafted and shared with the city. Knowledge transfer was reinforced during the SAT training. The LGU's land inventory was reviewed and adopted with modifications.

Project Activity 4: Organize a Land Tenure Conference

SURGE organized a two-day “Conference on Sustainable Land Governance” aimed at increasing support to improve land administration and management for economic growth in February 2017 at the Diamond Hotel in Manila. It was highly participated by international and local land experts and practitioners from the government, non-government organizations, the private sector and the academe.

Keynote messages were delivered by the United States Ambassador to the Philippines Sung Y. Kim who stressed how strong property rights regimes are associated with higher incomes and investments.

Deliverables:

- Conference on Sustainable Land Governance to promote the sharing of good practices and new sustainable approaches to urban land administration and reform;
- Created the Sustainable Land Governance Coalition to champion improvements in land tenure

Accomplishments:

The conference highlight, attended by over 300 participants from different sectors all over the country, was a Call to Action document that was signed by key stakeholders calling on involved institutions to take the lead in improving, modernizing and making government land programs and services accessible for the speedy development of policy and institutional reforms in the country.

The project was instrumental to the formation of the Sustainable Land Governance Coalition, an offshoot of the highly successful Conference on the Sustainable Land Governance, was formed to strongly advocate and push for policy and institutional land reforms and work with relevant national government agencies to bring to their attention the issues and concerns related to land.

Subcomponent 2.4: Strengthening local business development, facilitating investment, and support services that foster low-emission growth

Project Activity 1: Strengthen the City Business Enabling Environment

The assessment on the business enabling environment (BEE) in the six CDI cities was completed in November 2016. The BEE are factors in the city that promote or constrain the flow of investments such as regulatory framework, barriers to trade, and access to finance, etc. A BEE diagnostic tool was used to assess the business-enabling environment of the SURGE cities. The tool measures the following dimensions: quality of regulatory environment, institutional capacity and performance of the LGU, quality of investment environment, and effectiveness of public-private dialogue. Key informant interviews, focus group discussions, enterprise survey, and secondary research were also done.

Deliverable:

- Report on the Assessment of the Business Enabling Environment of CDI cities

Accomplishments:

Among the BEE strengths of the cities are: a strong executive-legislative coordination; updated, relevant and holistic vision; a convergence program with the national government on infrastructure projects; and a private sector focused on attracting investors.

Based on the assessment, some of the challenges identified are the following:

- outdated laws and regulations to have an enabling business environment; regulations that are not properly enforced and communicated to the public;
- local economic, investment, and promotion office (LEIPO) and/or investment offices that are not institutionalized;
- e-governance practices needing improvement;
- weak internal communication among departments;
- inter-office coordination and data sharing that need strengthening;
- linkages with the Department of Trade and Industry that have to be institutionalized;
- absence of a long-term economic strategy and infrastructure plan;
- a poorly developed traffic management plan;
- the need to strengthen the private sector, especially the business clubs and Chambers of Commerce; and
- the need to enhance institutional public-private dialogue and consultations.

The following recommendations were made to support BEE: (1) improve the quality of the regulatory environment to support a strong business enabling environment and achieve efficiency of regulatory systems and processes; (2) strengthen the institutional capacity and performance of the city government's business support offices and service providers; (3) improve the quality of local infrastructure and activities that promote sustainable local economic competitiveness in support of investment and trade promotion; and (4) improve the quality and effectiveness of public-private sector dialogue.

Project Activity 2: Strengthen Local Economic and Investment Promotion Office (LEIPOs), investment promotion centers (IPC) and business support organizations (BSOs)

The Investment Promotion Planning Workshop and Mentoring was done in Puerto Princesa and Tagbilaran cities on August 1-3 and 15-17, 2017 respectively. The activity intended to assist these cities by creating or strengthening One-Stop Shops for investors and/ or Investment Promotion Centers. The project through the BEE Specialist worked with the cities to review and improve the type of services offered, improve current institutional arrangements and governance practices, and explore sources of funding.

Additionally, the activity aimed to build the capacity of the Local Economic Investment Promotion Office (LEIPO) and Business Support Organizations in business planning, advocacy, and development of staff/ member services. A strong LEIPO should be able undertake an aggressive, coordinated and sustained promotion and marketing of the cities as potential investment locations. The workshop was facilitated through an interactive and collaborative process using theories, best practices, practical experiences, and the application of various investment promotion tools

Deliverable:

- LEIPO Action Plans for business attraction, retention and expansion of the cities of Tagbilaran and Puerto Princesa

Accomplishments:

For Puerto Princesa, among the key gaps are building the organization including structure, recruitment, and sales focus; and sector and market strategy. This can be addressed through organizational development and operational planning, including training of personnel on sectoral prioritization, research and data analysis.

For Tagbilaran, among the key gaps are sector research and marketing materials that need to be institutionalized; image building through integrated marketing channels; and investor lead generation. To address these, the LEIPO should strengthen and capacitate the investment promotion agency to improve communication and development marketing collaterals; undertake awareness and image building strategies for the whole Bohol province; develop the website and integrate other useful marketing channels; and strengthen partnership with the provincial government and Chamber of Commerce.

A Memorandum of Agreement (MOA) for the Enhanced Bohol Investment Promotions Program (eBIPP) was signed on August 16, 2017 among Engr. Albert Uy of the Bohol Chamber of Commerce and Industry, Mayor John Geesnell L. Yap II, and Governor Edgar M. Chatto of the Bohol Province. The tripartite agreement aims to promote investments in the city and province under a “*One Voice, One Destination*” program.



“Thanks to the city government and USAID, I am now able to sell my produce to a larger market at a more stable price.”

New market triples income of Zamboanga City cassava growers

Cassava is a traditional crop in Southern Philippines, a predominantly rice growing nation. The hilly terrain of Barangay Dita, a small village in Zamboanga City, has the perfect conditions for cassava. Most locals in this quiet, far-flung rural community are cassava farmers.

Samat Nasa, 49, has been farming cassava on rented land for the past thirty years. He makes a living from the soil and sea as he is also farms copra (dried coconut meat or kernel) and seaweed. He is proud of his produce for being able to feed his family and send his two daughters to college.

Nasa works with the Lubigan Multi-Purpose Cooperative, one of the biggest cassava producers in the city with about 50 farmer-members. The cooperative has more than 150 hectares of land dedicated to cassava in

Barangay Lubigan, an adjacent community. He and his fellow cassava growers have been selling their cassava harvest to traders in nearby towns for the production of *panggi*, a customary staple food in the Zamboanga Peninsula and Sulu Archipelago. *Panggi* is raw grated cassava, as a less expensive substitute for rice or corn.

The price of *panggi* fluctuates in the Sulu Archipelago during periods of conflict. The average price of one package of *panggi*, which requires at least 23 kilograms of raw cassava, is US\$1 (PhP50). This amount doubles when the supply of cassava decreases due to conflict in the islands.

The annual average yield of Nasa’s 1.5 hectares is 90 metric tons of raw cassava. When cassava is grown for *panggi* production, Nasa only harvests two sacks of cassava at a

time because of the three-day shelf life of the grated root crop. On average, Nasa makes nearly US\$3,921 (PHP200,000) a year if he sells his harvest for grated cassava.

“I am able to put a little money away when the demand for *panggi* is high, but I’m forced to use those savings when the price falls. I have come to accept that we cassava farmers have no choice because our harvest has no other market,” Nasa explained.

But Nasa has something better to look forward to. “Thanks to the city government and USAID, I am now able to sell my produce to a larger market at a more stable price.”

In February 2017, the Zamboanga City Government, with support from USAID’s Strengthening Urban Resilience for Growth with Equity (SURGE) Project, organized the members of the Lubigan Multi-Purpose Cooperative and cassava assemblers and traders into a city-wide association to access new market opportunities.

“Small-scale farmers in remote areas are limited to selling their produce to nearby markets. Organizing these farmers, assemblers and traders into a city-wide cassava association gives them the opportunity to consolidate their produce and explore bigger and more lucrative markets,” said Ludwig Look, Cassava Coordinator of the Office of the City Agriculture.

In addition to serving as a food source, cassava production in Mindanao is increasingly driven by its use as a raw material for feed milling to support the island’s growing livestock and poultry industries. The SURGE Project is improving economic access between urban and rural areas in cities outside Manila by strengthening supply chain linkages. In Zamboanga City, cassava is one of the priority resilient commodities that supports other strategic value chains across the Western Mindanao region.

San Miguel Foods Incorporated (SMFI), one of the country’s leading food companies, purchases about 650 metric tons of cassava granules monthly from local suppliers for the production of its feed mill in the city. This has partly encouraged the expansion of cassava growing in the region. The feed mill sources cassava chips for granulation from provinces almost 200 kilometers away.

The Zamboanga City Government and USAID/SURGE saw great opportunity in pursuing a market linkage between SMFI and the newly-formed cassava association. Nasa led the farmers from Dita and Lubigan in manually chipping and consolidating their raw cassava to meet the demand of SMFI. Instead of leaving the chips to dry on concrete roads or grass fields, the farmers used an elevated drying structure introduced by the SURGE Project. The ultraviolet plastic roofing and enclosure of the drier ensured that the cassava chips would meet the company’s stringent product quality requirements.

Successfully delivering 20 metric tons of cassava chips to SMFI in July 2017, the farmers of the two communities earned a total of US\$3,427 (PhP175,000) from their processed cassava chips. The amount is at least three times their usual earnings from selling the same volume of fresh cassava tubers made into *panggi*.

“In my thirty years as a cassava farmer, this is the first time that I am earning thrice as much in one harvest,” Nasa said. “Now, I can definitely save money and have enough for our usual daily expenses.”

SMFI looks forward to receiving the next batch of deliveries from the Lubigan farmers. “We intend to regularly buy cassava chips from the farmers in Dita and Lubigan. It is difficult for farmers to

cultivate crops without a market. This way, we are able to provide them with options to earn higher income,” said Noel Delos Santos, Regional Manager of SMFI.

Component 3

Establishing of formal networks, purchase agreements, increase in income among producers and strategic tourism action plans are some of the key achievements under Component 3 of the SURGE Project in Year 2. Moreover, the project focused on strengthening supply linkages within selected CDI cities for priority crops and developing private sector-focused strategic plans for tourism. Interventions included formally establishing producer groups, facilitating viable market tie-ups between producers and buyers, conducting industry-focused planning workshops and formulating local tourism development plans.

The project’s market access activities led to supply linkages between local producers and established buyers and processors. In Zamboanga City, local cassava growers delivered 20 metric tons dried cassava chips to major feed miller San Miguel Foods, Inc. (SMFI) through an accredited assembler. In Iloilo City, Sanson Farms delivered 10 metric tons fresh/chilled milkfish to leading fish processor and exporter, the Alsons Group.



To prepare seaweed growers for expanded access to more lucrative markets and modern technologies, the SURGE Project helped organize the Puerto Princesa Seaweed Network, an umbrella organization of key industry stakeholder groups composed of the growers, buyers, processors, academic and research institutions and key government agencies.

The continuous assistance of the project to the tourism industries of two cities paved way to the adoption of the 10-year Tourism Master Plan for Puerto Princesa and the finalization of the Tagbilaran City Tourism Development Plan, including heritage tourism development. The tourism plans are expected to boost the rapidly growing tourism industries in the two cities, benefitting at least 129 private firms and associations.

Subcomponent 3.3: Strengthen supply chain linkages between urban and rural areas

Project Activity 1: Market Linkages for Cassava in Cagayan de Oro City and Zamboanga City

The SURGE Project, in collaboration with the Zamboanga City Government’s Office of City Agriculture (OCA), assisted the formal organization of local cassava farmers and stakeholders. During the first half of the year, SURGE initiated meetings between cassava growers and potential markets, including major feed miller SMFI for possible market tie-ups. SMFI had indicated to the Project in November 2016 its interest to purchase cassava chips or granules from SURGE-assisted producers for their feed mills in Batangas, Iloilo and Cebu based on prevailing market prices and the company’s product specifications.

To prepare growers for more stable and lucrative markets, the SURGE Project assisted Zamboanga City growers to improve the quality of dried cassava chips through modern post-

harvest practices. The Project particularly provided Lubigan growers design specifications for an elevated drying facility using UV plastic as roofing to improve post-harvest handling. The project and the OCA approached relevant national government agencies to support the city's cassava growers, which led to the Department of Agriculture (DA) allotting a cassava chipper for the association. Other support agencies such the Departments of Science and Technology (DOST) and Trade and Industry (DTI) also considered providing equipment grants to local growers.



The papag dryer which has a UV plastic roofing and enclosure enables the association to dry cassava chips even during inclement weather. It protects the chips from contaminants such as soil and dust that affect over-all product quality.

Deliverables:

- Purchase agreement between SMFI assembler Bendijo and Lubigan growers
- Delivery by Lubigan growers of 20 MT of cassava chips to SMFI feedmill through Bendijo

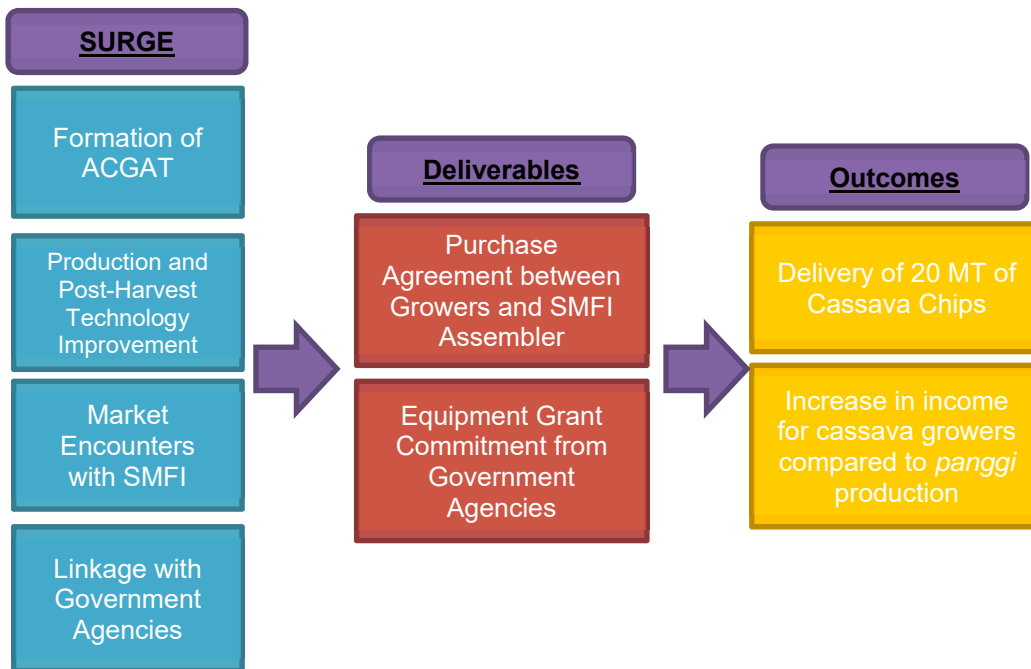
Accomplishments:

In February 2017, Zamboanga City's OCA successfully organized and consolidated the city's cassava stakeholders into the Association of Cassava Growers, Assemblers and Traders (ACGAT), with assistance from the SURGE Project. The project introduced ACGAT to SMFI and its accredited cassava assemblers to discuss possible supply linkages for cassava chips. Lubigan and Vitali growers were identified as anchor groups for supply linkage with SMFI assemblers. The two grower groups were immediately linked to SMFI-accredited assemblers namely Cromwel Trading and Cristobal Enterprises in Zamboanga City and Marcial Bendijo of Zamboanga Sibugay Province.

From May to June 2017, the project facilitated trial deliveries of cassava chips to SMFI assemblers, culminating in the signing of a formal purchase order between Lubigan growers and SMFI assembler Bendijo in July 2017. Thereafter, Lubigan growers made a series of deliveries to Bendijo totaling 20 metric tons worth PHP 175,000, an amount that is at least three times as

much as the farmers' usual earnings from selling the same volume of fresh cassava tubers made into *panggi*.

Figure 4: Market Linkages for Cassava in Zamboanga City



Based on the original work plan, the Project also planned to carry out cassava supply linkages in Cagayan de Oro City, but deferred the activity due to budget constraints and the conflict in Marawi, which led to the declaration of Martial Law in Mindanao.

Project Activity 2: Establish a Seaweed Network in Puerto Princesa City to facilitate sustainable supply linkages between growers and markets

Seaweed is a high impact value chain in Puerto Princesa City, but seaweeds produced in the city are of poor quality and often do not meet the quality standards of major buyers and processors. Thus, the SURGE Project assisted seaweed growers in improving product quality to meet market requirements and ensuring a sustainable resource base. To successfully attain these objectives, the project pursued the establishment of an association of seaweed industry stakeholders to disseminate modern production technologies and facilitate market connectivity.



Puerto Princesa City produces red seaweed Kappaphycus alvarezii, one of most important commercial sources of carrageenan, a food and industrial additive.

The SURGE Project provided technical assistance to the Puerto Princesa City Agriculture Office (CAO) in conducting a series of meetings and workshops among seaweed industry players, including growers, buyers and traders, and coordinating with support agencies (e.g. DTI, DOST,

Bureau of Fisheries and Aquatic Resources [BFAR] and academic institutions), which eventually led to the formation of the Seaweed Network.

In close coordination with the Palawan Provincial Government, the SURGE Project also held workshops with seaweed growers in Taytay and Quezon towns in Palawan that resulted in forming core groups for a similar Seaweed Network in the Southern and Northern parts of Palawan Province.

Deliverables:

- Formal organization of the Puerto Princesa Seaweed Network composed of ten growers and associations, six buyers and processors, four support agencies, two academic institutions, and the City Agriculture Office
- Initial organization of core group to represent Southern and Northern Palawan seaweed stakeholders to become part of the Puerto Princesa/Palawan Seaweed Network

Accomplishments:

The Puerto Princesa CAO, with support from the SURGE Project, successfully established the Seaweed Network during a forum in May 2017 participated in by more than 50 stakeholder representatives from the grower associations, buyers, traders, support agencies, and academic and research institutions. The network aims to advocate for seaweed industry development in Puerto Princesa and Palawan Province (**Table 5**).

Table 5. Composition of the Puerto Princesa Seaweed Network

Chairpersons	Angelino Rebintinola (Pandan Marine Product Marketing Cooperative) and Melissa Macasaet (CAO)
Secretariat	CAO and SURGE CPC
Growers and Producers	<ol style="list-style-type: none"> 1. Pandan Marine Product Marketing Cooperative 2. Salvacion Seaweed Farmers Association 3. Sta. Cruz Seaweed Farmers Association 4. Rural Improvement Club - Kapitbahayan sa Kabuhayan at Kaunlaran 5. Kamuning Seaweed Farmers Association 6. Buenavista Aqua Ventures Association 7. San Rafael Seaweed Farmers Association 8. Babuyan Seaweed Planters Association 9. San Carlos Seaweed Famers Association 10. Bluesilver Enterprises
Buyers, Traders and Processors	<ol style="list-style-type: none"> 1. Cargill – Puerto Princesa 2. RoseMel Trading 3. Tong Ning Aqua Ventures 4. W. Hydrocolloids, Inc. 5. Ocean Aquamarine Products Enterprises 6. Obico Marine Products
Academe and Research Institutions	<ol style="list-style-type: none"> 1. Western Philippine University 2. Palawan State Uiversity
Support Agencies	<ol style="list-style-type: none"> 1. BFAR 2. Department of Labor and Employment (DOLE) 3. DOST 4. DTI

Following the establishment of the Seaweed Network, the CAO and SURGE Project facilitated a Strategic Planning session among members on July 2017. The Seaweed Network envisions being a private sector-led multi-stakeholder group that will advocate for the development of the local seaweed industry through improved technologies, direct market linkages with buyers and processors, and effective support services from government institutions.

Project Activity 3: Facilitate business planning for value-added processing of milkfish and other aquaculture products in Iloilo City

With milkfish (bangus) as the biggest aquaculture commodity being traded and sold in Iloilo City, the City Government of Iloilo and the SURGE Project collaborated to assist local producers in formulating a strategic plan to promote value-added processing of milkfish and other aquaculture commodities. The plan would maximize the efficient use of the currently idle processing facility at the Iloilo Fish Port Complex (IFPC). The idle facility was offered by Fish Port management for lease to Manila-based processor Fisherfarms, but the latter is still assessing its financial viability and developing a business plan.

The SURGE Project set up several meetings with the Iloilo Fish Producers Association (IFPA) and other milkfish growers and potential buyers such as the Alsons Group (based in Sarangani Bay) and the Fisherfarms. It also met with the City Government, BFAR and the Philippine Fish Port Development Authority (PFDA) for updates on current government initiatives on milkfish production and processing. The project also approached another prospective lessor of the processing plant, Mega Sardines, in case Fisherfarms decides not to pursue the lease agreement.



The project also linked producers to potential private sector partners in fish processing operations and/or marketing activities. The Bangus Market Forum was organized in July with the assistance of the SURGE Project. During the forum, which was participated in by Alsons Group and 20 participants (mostly growers), the Alsons Group presented its raw material requirements and product quality specifications for milkfish and discussed opportunities with prospective suppliers.

Deliverables:

- Delivery of 10 metric tons of fresh/chilled milkfish from the Sanson Farms to the Alsons Group in August 2017 amounting to at least PHP 800,000
- Strategic plan for Promoting Milkfish Processing in Iloilo City drafted and disseminated to IFPA and City Agriculture Office; Business Plan by Fisherfarms on its planned milkfish processing project at IFPC still being developed

Accomplishments:

A direct immediate outcome of the Bangus Market Forum is the delivery of more than 10 metric tons of fresh/chilled milkfish (worth at least PHP 800,000) by one of the forum participants, the

Sanson Farms. The producer, which signed a contract with Alsons Group a few weeks after the forum, has a monthly supply volume target of 6 to 7 metric tons. The Sanson Farms has earned twice the usual local wet market price offered for smaller sized fish (120 to 210 grams average body weight).

The SURGE Project also drafted a strategic plan for promoting milkfish processing and value adding in Iloilo City. The plan, which was disseminated to the IFPA and the Iloilo City Agriculture Office, outlines three strategies to promote value-added processing activities, notably (1) maximizing supply linkages between local milkfish producers and the Alsons Group especially for sizes not traditionally preferred by wet markets; (2) actively promoting the IFPC as a site for fish processing investments; and (3) developing a distinct Iloilo brand for fresh and processed milkfish catering to local and regional institutional markets.

Project Activity 4: Formulate tourism strategic action plans for more sustainable tourism in Puerto Princesa and Tagbilaran including promotion of heritage sites

As a response to the rapidly growing tourism industries of Puerto Princesa City and Tagbilaran City, the SURGE Project supported the development of sustainable tourism strategic action plans building on the initial efforts of USAID COMPETE Project on heritage conservation. In both cities, the project conducted a series of workshops among private and public sector representatives, which culminated in the Puerto Princesa Tourism Summit and the Tagbilaran Pilot Heritage Tour.



Deliverables:

- Formulation, adoption, and launch of the Tourism Master Plan for Puerto Princesa, including a new logo and theme line, during the Tourism Summit on September 28, 2017 attended by 322 participants
- Launch of the Tagbilaran City Heritage Tour on July 22, 2017
- Finalization of the Tourism Development Plan for Tagbilaran

Accomplishments:

Puerto Princesa City

The SURGE Project closely collaborated with the City Tourism Department (CTD) of Puerto Princesa City in developing a 10-Year Tourism Master Plan (2018-2027) through consultations and validation workshops to prioritize programs, as well as a multi-sectoral branding workshop to create a new tourism logo and theme line for the city. The project also met with Palafox and Associates, which is currently developing the City Master Plan, to harmonize tourism priority areas for development.

Upon consolidating inputs from workshops, meetings and feedback from the City Council, the SURGE Project assisted in reviewing, editing and packaging the Tourism Master Plan, which is anchored on environmentally responsible and socially inclusive tourism industry development.

The Plan targets to quadruple visitor arrivals from 850,000 in 2016 to 4 million in ten years.

Puerto Princesa City’s vision is to become a highly competitive and sustainable tourism destination through three strategic directions – product development and marketing (of six tourism circuits), sustainable and inclusive management of tourism areas (through the Community-Based Sustainable Tourism approach), and enabling tourism through governance and infrastructure investment (**Figure 5**). A priority area identified for development is Tourism Circuit 4 comprising the Puerto Princesa Urban Center, including the Heritage District identified by COMPETE Project, and highlights Heritage, Arts and Cuisine as its key tourism product.



Figure 5: Strategic Framework of the Puerto Princesa Tourism Master Plan



On September 28, 2017, the CTD and the SURGE Project successfully organized the Tourism Summit, gathering at least 300 tourism stakeholders, including the Palawan Tourism Council and the Puerto Princesa City Tourism Council. During the event, the City Council adopted the Tourism Master Plan and launched the City Government new logo and theme line *“Puerto Princesa: Where Nature Begins and Never Ends.”*

USAID Representatives, Jenna Diallo (Deputy Director, Office of Economic Development and Governance) and Jay De Quiros (Project Management Specialist), witnessed the event along with senior officials from the Department of Tourism (DOT), the Puerto Princesa Vice-Mayor and Palawan Governor.



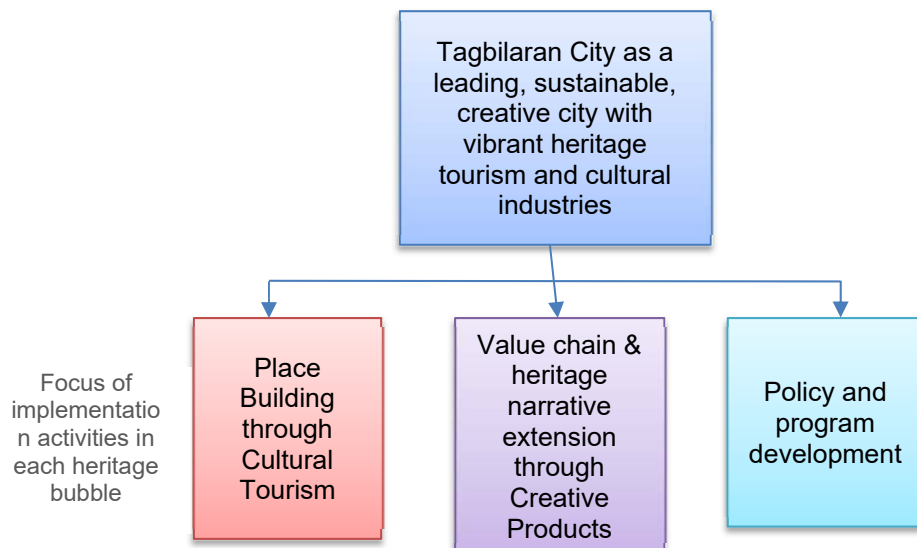
Tagbilaran City

In Tagbilaran City, the project worked with the City Tourism Office in conducting workshops with tourism stakeholders, including a roundtable discussion with private sector leaders. Workshop participants and key tourism players in Tagbilaran and Bohol (especially Panglao Island) identified and prioritized heritage and creative industries (arts and crafts) as the niche of Tagbilaran City’s tourism, validating earlier efforts of the COMPETE Project.

On July 22, 2017, PROCESS Bohol, a non-profit organization, together with the City Tourism Office and City Events Culture and the Arts Office, successfully held “Balik sa Kagahapon” (Return to the Past) Tagbilaran City Heritage Tour, a pilot tour participated in by at least 70 guests. The tour highlighted at least five heritage houses in the city, which arose from the cultural mapping initiative supported by COMPETE Project. The tour ended with a series of musical performances showcasing the city’s vibrant creative arts and crafts sector.

To finalize the Tourism Development Plan of Tagbilaran, the SURGE Project provided technical assistance in consolidating results from the workshops and developing a strategic framework (Figure 6). The Tagbilaran City tourism industry envisions the city becoming a leading, sustainable, creative city with vibrant heritage tourism and cultural industries. The Tagbilaran Tourism Development Plan is being finalized by the City Tourism Office and is expected to be approved by the city government in November.

Figure 6: Strategic Framework of the Tagbilaran Tourism Development Plan



Heritage Tourism

Heritage tourism development has been identified as a priority area in both Puerto Princesa and Tagbilaran tourism master plans. In Puerto Princesa, the city's heritage district forms an important part of its Urban Core, one of six major tourism circuits under the plan. Specific projects on marketing, promotion and provision of support facilities for the identified heritage district is included in the city's 10-year tourism plan.

In Tagbilaran, the City Council passed a heritage ordinance in August 2017 delineating the heritage district and prescribing general conservation and management guidelines. These guidelines, along with proposed management schemes for the heritage district, will be incorporated in the Tourism Development Plan.

Subcomponent 3.4: Develop metropolitan arrangements that improve coordination and exchanges between cities and adjacent rural areas

Project Activity 1: Support the Panglao Island and Tagbilaran Executive Council (PITEC) in economic development planning for Tagbilaran City and the municipalities of Panglao and Dauis

The SURGE Project has provided technical advice and inputs to the Provincial Government of Bohol and the local governments of Dauis, Panglao and Tagbilaran to discuss PITEC and the need to enact local legislation to support and operationalize it. To clarify some LGU concerns on PITEC, the Project and the Bohol Governor held a dialogue with the Panglao Municipal Council.



Deliverables:

- Provincial Ordinance 2016-15 approved on November 25, 2016 to create PITEC
- Support resolutions by Dauis and Tagbilaran approved on May 2017
- Strategic Planning and Visioning Workshop on-hold pending the resolution of the Panglao municipal ordinance on PITEC

Accomplishments:

On November 25, 2016, the *Sangguniang Panlalawigan* of Bohol passed Provincial Ordinance 2016-15, creating PITEC. Subsequently, the Municipal Council of Dauis approved a resolution supporting PITEC (Resolution No. 82-2017) on May 22, 2017, while the City Council of Tagbilaran approved a similar resolution (Resolution No. 17-93) on May 26, 2017. The SURGE Project closely coordinated with and provided technical inputs the local legislative councils in enacting these support ordinances.

The project has designed the Strategic Planning and Visioning Workshop, which will focus on identifying priority thematic areas for cooperation in tourism, transport, environment and water; learning from existing inter-area coordination schemes; formulating appropriate organizational structures for PITEC including coordination mechanisms; identifying possible funding sources for PITEC operations; and setting up the interim PITEC office including its ad-hoc set of officers. The workshop will pave the way for the formulation of the PITEC Strategic Plan. The conduct of the

Cross-Cutting



“I learned principles, guidelines and frameworks that will be useful in preparing our communication materials that promote our work.”

USAID supports cities in enhancing skills for effective communication campaigns

“Learning how to enhance our communication and promotional materials such as brochures, pamphlets and videos for investment and tourism promotion and disaster risk reduction is a big help for a communication practitioner like myself and Puerto Princesa City,” shares Jasmin Maya Estiandan from the City Information Office.

Estiandan and 17 other city government representatives from USAID’s Cities Development Initiative (CDI) partners enhanced their knowledge and skills in messaging and design for local government communication and outreach campaigns. USAID’s Strengthening Urban Resilience for Growth with Equity (SURGE) Project organized a workshop on August 22 to 23, 2017 in Makati City in response to the cities’ request for assistance in capability development in communication.

Information, communication and media officers from the city governments of Batangas, General Santos, Legazpi and Puerto Princesa learned basic principles and tools in writing content and graphic design to create effective campaigns. During a series of presentations, practical exercises and discussions, the participants used messaging and storyboard frameworks to develop concepts, stories and other written materials featuring local initiatives and successes. Understanding the importance of good design in solving problems, the participants applied the elements and principles in design to create sample campaigns that convey clear and simple messages to their constituents.

“I appreciate the opportunity to attend this training because our office rarely attends these types of activities. The workshop was both enriching and humbling because we saw

how we can improve on our output,” Estiandan said. She was referring to one of the sessions of the workshop when the participants applied design concepts in evaluating materials.

“Creating effective local government communication campaigns is not easy,” said Angela Banuelos, head of the Batangas City Public Information Office, “I learned principles, guidelines and frameworks that will be useful in preparing our communication materials that promote the programs and projects of our government.”

Jayson Mark Pido from the General Santos City Public Information Office emphasized that “packaging our material for different audiences and structure effective and comprehensible campaigns are important. Aside from messaging concepts, visual conceptualization is essential to creating brochures and flyers. I thank USAID for trainings that can help us align ourselves with competitive practices.”

Crosscutting Key Activities and Accomplishments

The SURGE Project has implemented activities that cut across various areas or components to provide an enabling environment for CDI partner cities.

1. Institutional Support Mechanisms for the SURGE Project Implementation

During the reporting period, the SURGE Project continued to collaborate with CDI partner cities and established partnership with the local government agencies, specifically in the selection of new CDI cities, creation of SURGE Technical Working Group, including the conduct of national conferences and stakeholders’ forum and formalization of partnership with Legazpi City Government.

Activity 1: Held the Conference on Sustainable Land Governance

The SURGE Project hosted the two-day Conference on Sustainable Land Governance in February 2017 participated in by more than 300 representatives from the CDI cities, local government agencies, academe, business and land experts. A *Call to Action* document that was signed by key stakeholders calling on “responsible institutions to take the lead in improving, streamlining and making accessible national and local government land programs and services to fast track the development and adoption of policy and institutional reforms” in the Philippines. At the same time, the Sustainable Urban Land Coalition was formed supported by various stakeholders.

Activity 2: Organized the SURGE Project Stakeholders’ Forum

The Stakeholders’ Forum held in May 2017 served as a mechanism to identify, prioritize and lead the implementation of SURGE Project activities in Legazpi City. The forum, participated in by more than 150 participants from the national agency, local government, academe, business and civil society leaders, focused on addressing the challenges on the city’s economic growth, infrastructure and human capital, environment and



resilience, and health. Representatives from USAID offices (Economic Growth, Environment, Health and Education) also graced the event.

Activity 3: Facilitated the MOU between USAID and the CDI city of Legazpi

An MOU signing between the USAID and the City Government of Legazpi was also held simultaneously with the Stakeholders' Forum in May 2017 (*see Annex 1 under Legazpi City*). This is to formalize the partnership in implementing priority actions for successful SURGE Project activities in the city. USAID Mission Director Dr. Susan Brems signed the MOU on behalf of USAID. Mayor Noel Rosal, on the other hand, represented the city and witnessed by Albay Governor Al Francis Bichara.

Activity 4: Formed the SURGE Technical Working Groups (TWGs) in Batangas City and new CDI cities

At the city level, Technical Working Groups were formed in Year 2 in Batangas City and in new CDI cities of Legazpi and General Santos to facilitate coordination of SURGE activities among relevant departments and stakeholders in the private sector and regional line agencies.

2. Gender Integration

Throughout the project implementation in Year 2, the SURGE Project strengthened its gender equality and social inclusion (GESI) work as an essential feature of USAID's effort to promote accelerated, resilient, responsible and inclusive broad-based economic growth in the Philippines. The SURGE Project consciously applied GESI strategies at the project management office, including both management and technical component teams, and CDI cities. The project also organized consultations with its City Coordinators, short-term technical assistants and potential partners to make GESI integration work more visible in activity design and implementation.

Interventions by the project to mainstream gender at CDI cities resulted in one proposed policy, four adopted policies, fourteen proposed procedures, and three adopted procedures to enhance gender considerations.

Through GESI demand-driven related technical assistance, CDI cities became more conscious in the importance of collecting and utilizing sex-disaggregated data to generate gender perspectives and needs. of, as well as, opportunities and constraints faced by various social groups in activity assessments, analyses and tool development.



Three cities (Puerto Princesa, Tagbilaran and Zamboanga) adopted policies concerning the reconstitution and strengthening of the GAD Focal Point System (GADFPS).

In Puerto Princesa, the project supported in the development and adoption of the Puerto Princesa GAD Plan and Budget. GESI was mainstreamed in the processes for revising the environmental code and local development plans. It has also been integrated in tourism development planning and seaweed network strategic action planning.

In Zamboanga City, GESI is being mainstreamed into local development planning (CLUP, CDP, ELA). The city has also adopted important procedures such as the installation of BOSS special desk for pregnant women, persons with disabilities, and senior citizens, and the establishment of a sex-disaggregated BPLS database.

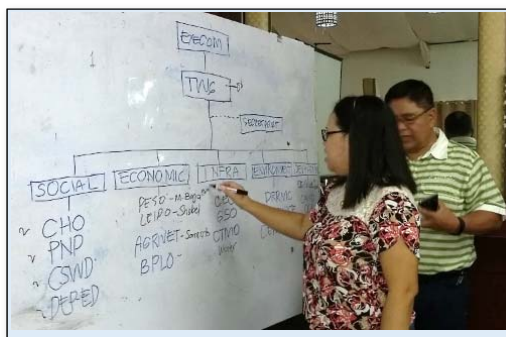
Proposed procedures include the setting up of a GAD database and GAD M&E Team; the consideration of GESI in the development of the environmental code; and the integration of GESI into disaster-risk reduction and management programs to serve as basis in handling pregnant women, persons with disability, and senior citizens during evacuation and emergencies.

In Tagbilaran City, project interventions have fed into the proposed GAD Plan and Budget, GESI mainstreaming in the formulation of local development plans (CLUP-CDP-ELA), and proposed organization of a GAD M&E Team.

In Iloilo City, GESI mainstreaming is also being proposed for the formulation of local development plans (CLUP-CDP-ELA).

In Batangas City, GESI considerations were integrated into disaster-risk reduction and management programs.

Other activities also include enhancing economic development program/project implementation, monitoring economic policies, programs, and services for their gender responsiveness; providing a platform for discussion on facilitating greater access of micro/social-entrepreneurs to loans, markets, environment friendly technology, training and information; and providing health and social protection to women, men, boys and girls in marginalized sectors. The project also emphasized the importance of promoting a culture of gender balance, inclusive representation and collaborative planning processes in existing governance structure and formation of SURGE CDI Cities Technical Working Groups.



Key achievements include the selection of the SURGE Project panel during the 2017 Women's Economic Empowerment Global Learning Forum entitled "*Bridging Gaps & Challenges in Women's Financial Inclusion - The Philippine Experience*" in Bangkok, Thailand. The session featured learning cases of women entrepreneurs from Puerto Princesa and Tagbilaran City.

The SURGE Project joined 60 countries and 159 in discussing critical issues and practices in improving women's visibility and bankability including lessons learned in promoting economic growth with equity.

Gender Integration by Components

The project continuous to integrate gender and social inclusion in action planning and possible activities with the project's gender specialist.

Component 1:

- Developed a draft of GESI guides for the Local development planning in the updating of Comprehensive Land Use Plan and Zoning Ordinances in CDI cities of Zamboanga, Tagbilaran, Iloilo, Puerto Princesa and General Santos City;
- Drafted GESI guides for Vulnerability and Capacity Assessment and DRRM Planning in the CDI cities of Zamboanga, Batangas and Tagbilaran;
- Included GESI integration in the USAID SURGE-ADAPT collaborative workshop for capacity building on project preparation and finance training. The team ensured the importance of GESI integration from the overall context setting to the scaling-up sessions and input-discussion with the end goal of developing a bankable project proposal.
- Incorporated GESI considerations in the enhanced Household Water and Sanitation Systems and Practices Data Gathering tool emphasizing the significance of including women's perspectives and experiences in planning water projects. Initial survey results in Puerto Princesa City and Tagbilaran City reflected women as dominant users of water for households.

Component 2:

- Business Processing and Licensing System in Zamboanga City's Business One Stop Shop (BOSS) with provision special desk for pregnant women, persons with disability and senior citizens; inclusion of Sex Disaggregated Data in Business Permits and Licensing System (BPLS) Database that can be analyzed for possible interventions.
- Visibility and accountability for gender equality, women empowerment and social inclusion during the Conference on Sustainable Land Governance which include expanding coalition members on sustainable land governance to include representatives from women groups, non-government organization, people's organization and the academe community
- Coached and mentored City Programs Coordinators from Legaspi City and General Santos City in GESI considerations as part of their preparatory work as resource persons to the integrating GESI perspectives in BPLS Streamlining workshop. The CPCs were encouraged to provide localize cases and provide examples on potential GESI entry points in terms of people, policies, enabling mechanisms, and activities.

Component 3:

- GESI perspectives and articulation of GAD budget utilization to support heritage tourism and formulate Gender Sensitive Tourism Development Plan of Puerto Princesa and Tagbilaran. The technical inputs on mainstreaming GESI on tourism strategic planning and heritage development enabled participants' dialogues in relevant issues covering increased access to finance and services to women micro entrepreneurs and protection of indigenous people's rights in tourism development.



- Networked/Linked women entrepreneurs to the existing initiatives of the Philippine Commission on Women’s Gender Responsive Economic Actions for the Transformation of Women (GREAT Women) Project and other relevant institutions to identify priority marketing opportunities to support priority value chain products.

While the overall Year 2 activities reflected remarkable results of 1% difference in total number of women and men participation, it should be noted that the same trend of actual participation of women and men is influenced by activities being linked to certain positions, whose incumbents might include more women or men (*Figure 7*).

Figure 7. Gender Analysis of SURGE Capacity Development Activities

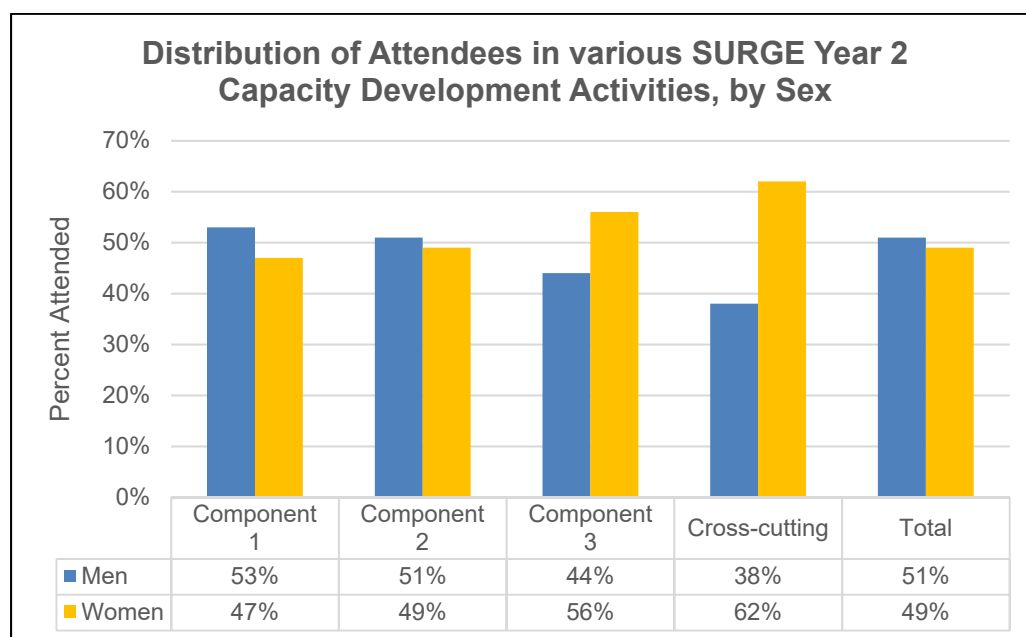


Table 6. Gender Balance in Various Year 2 Capacity Development Activities

Component	No. of Activities			
	Total Surveyed	With Gender Balance	With More Men	With More Women
Component 1	32	1	18	13
Component 2	14	0	9	5
Component 3	4	1	2	1
Cross-cutting	6	0	5	1
TOTAL		2	34	20

Gender balance in various key component activities reflected 60.71% (34 out of 56) activities with more male representatives. This was most evident in the sex disaggregated data results of the Study Tours on Septage Management Practices, Geoportal Deployment and Implementation,



Addressing gender differences and social inclusion considerations in improving resilience in Batangas City

“When we prepare our reports, we don’t specify the gender, or if the individual is a child or a person with disability,” said Senior Fire Officer 1 Carlo I. Castro, Chief of Operations of the Bureau of Fire Protection in Batangas City. “Now I realize we have to have specific data on our constituents.”

Located at the coastal edge of a sloped and rolling landscape extending from the uplands of Lipa City down to Batangas Bay, Batangas City is vulnerable to hazards such as flooding, landslide, storm surge, sea-level rise, and land subsidence.

To help the city address its vulnerabilities, USAID’s Strengthening Urban Resilience for Growth with Equity (SURGE) Project organized a Vulnerability Assessment and Disaster Risk Reduction and Management (DRRM) Planning Workshop on February 19 to 22, 2017. After simulating the different physical and mental vulnerabilities experienced by men and women, 40 representatives from national and local government and civil society identified adaptive and coping strategies. These initiatives can better respond to the needs of different sectors and adaptive capacities in times of disasters.

Gender mainstreaming plays a key role in climate and disaster risk assessment. Vulnerable sectors such as women, children and persons with disabilities (PWD) encounter unique challenges in times of disasters. Plans with blanket solutions are unable to respond to these different considerations and reduce their risks.

By mainstreaming gender-related differences in vulnerabilities and roles during disasters, cities can integrate gender responsive concepts into existing structures, processes, plans, and systems. Ultimately, these enhanced strategies increase the chance of survival for all its constituents. Currently the city is using a gender and social inclusion integration tool developed by USAID/SURGE for disaster risk management planning.

City Disaster Risk Reduction and Management Officer Mr. Rodrigo de la Roca shared the gender-friendly features of the city’s DRRM Plan, “Our design for each of the planned relocation centers includes separate sections for men and women, four couple rooms, toilets for the PWDs, 18 toilets for males and females, community kitchen, laundry area, special rooms for women, infirmary, and facilities for breast-feeding.”

CDRA workshop, GIS Orientation, forum on sustainable water, vulnerability assessment, environmental code writeshop and Green House Gas Inventory with more men participants reflecting specific offices often headed by male (*Annex 2*).

In the case Household Water and Sanitation Systems and Practices Data Gathering and Encoding in the CDI cities of Puerto Princesa and Tagbilaran, more women participated in the training that reflected the dominant users of water in the communities.

There were also more women participants in the BPLS workshops, BPOSS training and Customer skills training. Majority of frontline staff involved in BPLS transactions included relatively more women.

GESI related technical assistance drew more women participants than men in all cities. This could be due to a combination of a general view that any activity related to ‘gender’ is ‘for women’ and the GADFPS members or their representatives are mostly women.

However, the learning sessions elicited support and appreciation on the need to mainstream gender in local development planning through realignment and restructuring of the GADFPS supportive of the CLUP development priority areas, establishing baseline through development of GAD database and functionality of the GAD M&E team in tracking women empowerment and gender equality outcomes as stipulated in the Magna Carta of Women.

While there has been continuing efforts to monitor the attendance of women and men in SURGE activities (training, forums, study tours, and the like), there is still highlight the GESI-related discussions and actions taken as part of the monitoring and evaluating outcomes. There is still a need to track the attendance of participation of other often socially excluded groups in the activities.

3. Communication and Information Strategies

The SURGE Project’s accomplishments in Year 2 generated an increase in the production of news and success stories, photos, graphics, videos and other collaterals. This in turn increased the reach and visibility of USAID and the project. The SURGE Project also responded to the communication requests from the CDI cities, which contributed to the enhanced communication capabilities of city government staff in promoting investment, sustainable tourism, resilience, and the development of strategic promotional materials.

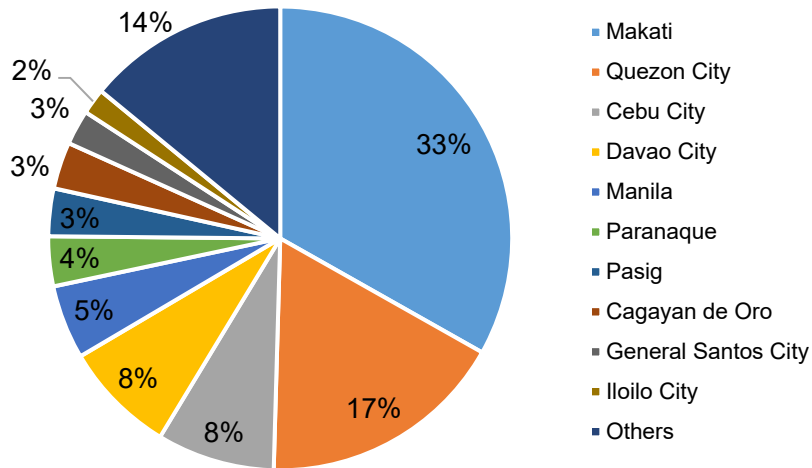
Activity 1: Conduct communication activities to promote USAID’s work in the CDI cities

Significant achievements in urban development, water and sanitation, resilience, economic growth, competitiveness, urban-rural connectivity and social inclusion were rendered into stories, photos and other communication materials published in various media channels to generate and increase awareness about USAID and the SURGE Project.

a. Published CDI newsletters

- The SURGE Project published five issues of the CDI Newsletter (www.surge.org.ph/cdi-newsletter) in Year 2. The newsletter was primarily distributed through the SURGE Project mailing list with 1,353 recipients. Based on Google Analytics, the CDI Newsletters had a total of 1,914 readers from October 2016 to September 2017 which were accessed 3,854 times. Most of the readers, at least 66 percent, are located in the Philippines, followed by the United States with 15% and Russia with 5%. More than half or 63% of Philippine readers are from Metro Manila, followed by the readers from the cities of Cebu and Davao. Among the CDI cities, Cagayan de Oro City had the most readership.

Figure 8. Location of CDI Newsletter Readers in the Philippines



The newsletter was produced monthly for January, February and March 2017, and quarterly for the period October to December 2016 and April to June 2017. In July 2017, the USAID Contracting Officer Representative approved the project’s request to produce quarterly newsletters onward.

b. Promoted SURGE Project activities

- The SURGE Project managed to increase its audience reach through stories published by the project, USAID and the CDI partner cities. At least 259 media placements online and in print were generated in Year 2 (***Annex 3***). This is a 100 percent increase from Year 1's reach.
- The project submitted 51 bullet stories to USAID for the Manila Environment Weekly Update, a weekly newsletter circulated within the USAID Philippines, Pacific Islands and Mongolia Environment Office. A total of 106 news bits describing project component activities in the eight CDI cities were also produced as part of its internal information dissemination to USAID and ICMA. The number of bullet stories and news bits during the reporting period significantly tripled compared to the previous year.
- The project used Twitter and USAID's Facebook page to promote its activities through social media. By the end of September 2017, the USAID/SURGE Project Twitter account (@USAID_SURGE) has accumulated 247 followers and posted 922 tweets during Year 2. Similar to the CDI Newsletter readers, most of the Twitter followers are located in the Philippines (52%), followed by the United States (20%) and United Kingdom (4%). On average, the SURGE Project Twitter account generated 33 link clicks, 34 retweets and 42 likes a month. USAID Facebook page featured 55 posts describing the SURGE Project activities.
- The SURGE Project joined in various global campaigns related to project activities such as the: (1) International Women's Day on March 8; (2) World Water Day on March 22; (3) Earth Hour on March 25; (4) International Earth Day on April 22; and (5) Philippine Environment Month in June. The project co-organized several events with the CDI cities, and produced pictograms and infographics that were posted on social media.

c. Coordinated events and visits

- The project successfully conducted three important national-level events: Conference on Sustainable Land Governance and the launch of the Sustainable Urban Land Coalition on February 8-9, 2017, and the CDI MOU signing between USAID and Legazpi City on May 17, 2017.
- Several high-level visits and events in the CDI cities with USAID and U.S. Government officials were also coordinated. These activities include: the visits of USAID Mission Director Dr. Susan Brems; U.S. Foreign Assistance Resources Director Hari Sastry; the USAID/Washington Urban Team; USAID Asia Regional Environment Office Climate Change Adaptation Specialist Saengroaj Srisawaskraisorn; and USAID/Washington Desk Officer Melissa Kennison.

Activity 2: Provide assistance in the conduct of communication campaigns in CDI cities

The SURGE Project responded to demand-driven requests for communication support from the CDI cities for promoting investments, tourism, resilience and communication management.

a. Conducted Communication Workshops

- The SURGE Project conducted a two-day communication workshop, “Improving Messaging and Design for Effective Local Government Campaigns”, on August 22 to 23, 2017 in Makati City. The CDI cities of Batangas, General Santos, Legazpi and Puerto Princesa had requested the workshop for communication capability development. Eighteen (18) city government officers from the cities participated in the workshop and gained knowledge and skills on basic principles and tools in writing content and graphic design. The learning from the workshop



has been valuable in helping the cities prepare their priority campaigns to communicate and promote investment, sustainable tourism, resilience and reduce disaster risk.

- The project conducted a Workshop on Communication with nine city government personnel involved in communication/information and media affairs work of Legazpi City on May 17, 2017. The workshop identified the city government’s organizational development needs in communication, and recommended the city government to: (1) revive the Public Assistance and Information Division (PAID), with functions similar to a Public Information Office; (2) create a system of information-sharing among the different departments; (3) create an official Facebook account for the city government; and (4) designate a personnel who will regularly update the content of the Legazpi City official website (stories, photos and videos).

b. Produced Graphics

- The project provided assistance to the cities of Puerto Princesa, Tagbilaran and Batangas in the development of communication and promotional materials. In Puerto Princesa City, the project worked with the Office of the City Planning and Development to develop the messaging and design for city’s investment promotion logo, tagline, booklet, four-minute video, and the look-and-feel for the city’s Investment Forum in November 2016. The project also assisted the City Tourism Office in the design of the Tourism Master Plan and a two-minute video for the Puerto Princesa Tourism Summit in September 2017. In Tagbilaran City, the project continued working with the city government in the development of an investment promotion booklet. In Batangas City, the project assisted the LEIPO office develop a presentation on investment promotion for local investors.

The CDI video, developed during the reporting period was in response to a request from USAID to come up with a video describing the CDI and the work of USAID projects in the partner cities and respective provinces. It is a work in progress and is expected to be completed by end of 2017.

III. Major Accomplishments by City

This section contains a summary of the major activities completed and the outcomes achieved during the second year of the SURGE Project implementation in CDI partner cities. While the SURGE Project actively sought ways to use all currently available resources during the year, the success of activities implemented in the city paved way for deeper technical exchange and boasted strong partnerships among the project, city government and the stakeholders.

1. BATANGAS CITY

During the reporting period, the SURGE Project continued to collaborate with the Batangas City Government and local stakeholders in the implementation of activities. Much work has been done in integrating gender equality and social inclusion principles in the disaster and risk reduction management plan of the city, increased in the number of business registration and tax collection, the establishment of GIS, technical assistance to business organizations, and streamlining of business and building permitting system.

<ul style="list-style-type: none">• The city has provided [REDACTED] contributions for the SURGE Project-related activities in 2017.
<ul style="list-style-type: none">• Consultancy contract for Comprehensive Land Use Plan (CLUP) review and updating in final stages of procurement process with [REDACTED] allotted budget in 2017. The SURGE Project provided additional sector specialists and technical support during the updating process.
<ul style="list-style-type: none">• Facilitated the implementation of enhanced and approved Disaster and Risk Reduction Management Plan (DRRMP) 2017-2019 that mainstreams gender equality and social inclusion (GESI).
<ul style="list-style-type: none">• 105 barangays used resilience information to improve resilience to extreme weather events
<ul style="list-style-type: none">• 17% increase in number of registered businesses and [REDACTED] or 7.8% increase in local business tax collection
<ul style="list-style-type: none">• Digital information database established to institutionalize Geographic Information System (GIS) in 2018
<ul style="list-style-type: none">• 263 males and 284 females trained on mainstreaming GESI into urban resilience, water and sanitation and investments promotion
<ul style="list-style-type: none">• 51 businesses provided technical assistance on developing business continuity and resiliency plans through partnership with the Department of Trade and Industry
<ul style="list-style-type: none">• Streamlining building permit one stop shop from 13 steps to 4 steps
<ul style="list-style-type: none">• Facilitated the accreditation of the Metro Batangas Business Club (MBBC) as member of the Provincial Development Council. This is an opportunity for the MBBC to influence provincial decisions as an accredited member of the PDC.

Photos and Testimonials



The USAID/SURGE GIS Workshop enhanced the skills of the Batangas City Government and enabled the departments to collaborate and share data.



“Reforming our Building Permit One-Stop-Shop will be one of the biggest accomplishments towards improving business climate. We are thankful that USAID/SURGE facilitated the workshops that helped us identify areas of improvement.”

2. CAGAYAN DE ORO CITY

Cagayan de Oro City has been consistently the highest ranking city outside of Metro Manila, Cebu and Davao in the Cities and Municipalities Sustainability and Competitiveness Index (CMSCI) of the National Competitiveness Council. To maintain this, there is a deliberate drive to achieve the sustainable development goals and attain competitiveness through the administration's banner programs.

Facilitated by the SURGE Project, greater efficiency in business transactions was achieved by offering online payment and improving the construction permit system. Together with the SURGE Project's training programs, inter-agency cooperation and local government – academe collaboration expanded the capacity of the city government for urban development. Hence, land tenure processes have been fast tracked resulting in the distribution of more than 100 land patents, traffic concerns alleviated and a resilience adaptation program (Iponan Watershed Management Project) crafted for submission to the People's Survival Fund.

- The city has provided [REDACTED] contributions for the SURGE Project-related activities in 2017. The allocation supported personnel costs, airfare and other expenses for SURGE trainings, investment promotion related activities, traffic surveys and traffic management, personnel costs for land tenure improvement and equipment for the Unified Land Information System.
- Cagayan de Oro City placed 8th in the Cities and Municipalities Competitive Index for 2017. The National Competitiveness Council of the Philippines highlighted the city's efforts to implement an online system for assessing and paying taxes, translating to higher revenues.
- Completed a resilience adaptation project (Iponan River Watershed Climate Change Adaptation Program) for submission to the People's Survival Fund as a result of the CCA-Project Preparation and Financing Workshop. The CCA project will develop the adaptive capacity of 100,000 people in the 13 barangays of the Iponan watershed at an investment cost of PHP107 million (US\$2 million)
- A Memorandum of Understanding between city government and six higher educational institutions was signed to pursue sustainable and resilient urban development. The MOU is one of the achievements of the SURGE Project's Urban Development Learning Center concept and draws learnings from the EPIC-N model.
- Assisted in the preparation of the Implementing Rules and Regulations of the city Septage Management Ordinance that will regulate the desludging and septage management treatment facility to be set up by the Cagayan de Oro Water District.
- 34% increase in number and 182% increase in capitalization of new businesses. The total business registration increased by 8% with a 7% increase in revenues.
- Launched the electronic payment at the January business registration period and processed 153 electronic payment transactions (mainly business tax, real property tax and building permit payments) worth PHP2.5 million (US\$50,000).
- Approved 124 building permits using the Electronic Building Permit Management System.

- More than 40 patents ready for distribution and facilitated by the Memorandum Of Partnership Agreement between the City Government and the DENR, the newly created inter-agency Land Management Council and Land and Asset Management Office for the purpose.
- Organized and trained a Systematic Adjudication Team and submitted to DENR for deputation.
- Soft launch of the Unified Land Information System Kiosk at the Mindanao Business Conference on Sept. 7
- Draft the city Investment Incentives Code endorsed by the Mayor to the City Council for passage of ordinance.
- Amendment of Promote CDO's name and bylaws to Promote Northern Mindanao, a new business organization that will advance metropolitan Cagayan de Oro and Northern Mindanao

Photos and Testimonials



Efficient, seamless, and sustainable transportation is vital to urban economic development. An integrated, inclusive and sustainable research application of transportation engineering and land use planning is the key to



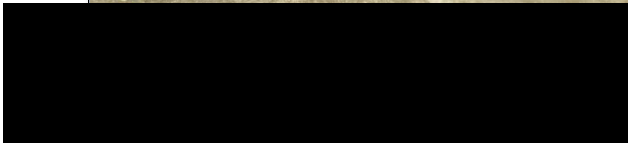
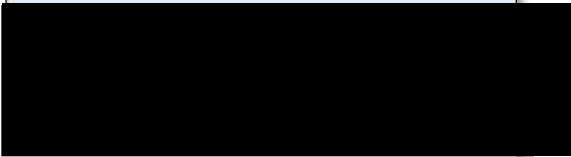
We need to enhance the skills and knowledge of both the city government departments and 13 barangays and barangay to rehabilitate and protect the Ipuan Watershed for improve resilience.

3. GENERAL SANTOS CITY

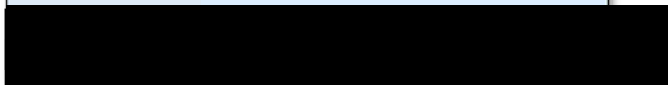
In Year 2, the SURGE Project has expanded capacity development activities and conducted meetings with various national government agencies to identify areas for collaboration. The SURGE Project, national government agencies and the city agreed to explore further partnership along the areas of business permitting and licensing system, comprehensive land use planning, monitoring and evaluation and urban-rural connectivity.

<ul style="list-style-type: none">• The city has provided [REDACTED] contributions for the SURGE Project-related activities in 2017 with [REDACTED] allocated through supplemental budget to support business registration reforms.
<ul style="list-style-type: none">• PHP1.5 million (US\$30,000) contributions initially allocated for SURGE activities in 2018
<ul style="list-style-type: none">• City Council Resolution (No. 711 series of 2017) issued commending USAID/SURGE Project in recognition of its partnership with the local government unit of General Santos City for fostering broad-based, inclusive and resilient economic growth of the city
<ul style="list-style-type: none">• Creation of the SURGE Project Technical Working Group (TWG)
<ul style="list-style-type: none">• Ranked 15th most competitive highly urbanized city and 13th overall most livable city in the Cities and Municipalities Competitive Index
<ul style="list-style-type: none">• Mainstreamed Resilience and Disaster Risk Assessment in the Comprehensive Land Use Plan
<ul style="list-style-type: none">• 7 city government staff trained on integrating GIS; assisted the city for the utilization of GIS maps for the CLUP updating and the establishment of the community-based management information system
<ul style="list-style-type: none">• 64 men and women trained on mainstreaming gender and social inclusion in urban resilience, business registration and Annual Investment Planning initiatives
<ul style="list-style-type: none">• The dialogue conducted between the Executive and Legislative bodies of General Santos City came up with an agreement to continue the conduct of regular meetings to ensure the effective and efficient delivery of services to the city constituents.
<ul style="list-style-type: none">• Helped developed the project proposal on the City's Drainage Flood Diversion Channel costing PHP300 million to drain or divert the runoff water from the hilly areas located north of the city.
<ul style="list-style-type: none">• Submitted concept note on plastic recycling for USAID's Municipal Waste Recycling Program. The SURGE Project assisted the city in identifying solutions to improve solid waste management, specifically on eliminating plastic waste pollution.
<ul style="list-style-type: none">• Finalized plan to streamline business registration. Reduced the application process for new business from 13 steps to 3 steps, and from 15 steps to 3 steps for renewals.
<ul style="list-style-type: none">• Enhanced skills of city's communication team
<ul style="list-style-type: none">• Mobilized stakeholders' commitment to establish partnership with the City Government for the water, health and sanitation service delivery improvement
<ul style="list-style-type: none">• Helped improve the productivity and the resiliency of local businesses in the city during the 4th Micro, Small and Medium Enterprise Regional Congress in June 2017.

Photos and Testimonials



Our partnership with USAID is important to us. We are very pleased with the ongoing technical assistance to the city as we continue to face the many challenges of a fast urbanizing community. I look forward to working closely with the project in



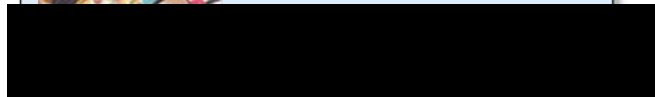
USAID has been helping the city in its many endeavors and improvements that the city has tried to start before. Now we have the skills and abilities to finish these activities.



USAID/SURGE assisted in developing the city's expression of interest for the USAID's Municipal Waste Recycling Program to reduce plastic marine waste pollution. This initiative has revived advocacies of local stakeholders on waste



I learned additional techniques and knowledge in using different tools and plug-ins for GIS. GIS is very useful especially in surveying, data management and mapping among others.



4. ILOILO CITY

Two studies were conducted in the city in the last quarter of Year 2: the assessment of market linkages and the alliance scoping study in Iloilo-Guimaras provinces.

Technical assistance focused on the following: (1) streamlining of business registration; (2) intensifying investment promotion and economic development; (3) revising the Comprehensive Land Use Plan (CLUP) and the Comprehensive Development Plan (CDP) through conduct of research, visioning and sectoral workshops and training; (4) setting up the Urban Development Learning Resource and Research Center (UDLRRC); (5) enhancing the Executive-Legislative Agenda's capacity development plan; (6) mainstreaming gender equality and social inclusion in CLUP/CDP; and, (7) forging marketing agreements by through aquaculture market forum.

<ul style="list-style-type: none"> • The city has provided [REDACTED] contributions for the SURGE Project-related activities in 2017.
<ul style="list-style-type: none"> • [REDACTED] leverage funding was initially allocated for SURGE Project-related activities in 2018.
<ul style="list-style-type: none"> • PHP 3.7 million (US\$74,000) contributions from Urban Development Learning Center partnership between city government and University of the Philippines Visayas (UPV)
<ul style="list-style-type: none"> • Adoption of work plan to revise Comprehensive Land Use Plan and prepare Resilience and Disaster Risk Assessment to mainstream urban resilience, gender and social inclusion
<ul style="list-style-type: none"> • Inclusion of urban development capacity development plan in the Executive Legislative Agenda
<ul style="list-style-type: none"> • Draft pre-feasibility study of the Terminal Market Revitalization (PhPB) Urban Heat Proposal for the People's Survival Fund and Cities Development Initiative for Asia, multiple proposals of the ICI-Asia to the MWRP
<ul style="list-style-type: none"> • Streamlined BPLS with 11% (2016) and 22% (January to September 2017) increase in registered new businesses with total capitalization of PHP3 billion (US\$60 million) in 2016; 2% increase in locally sourced revenues at PHP1.2 billion (US\$24 million); 20,493 new jobs created with unemployment rate decreased by 2.5% in 2016.
<ul style="list-style-type: none"> • 15 city government staff trained on integrating GIS; assisted the city for the utilization of GIS maps for the CLUP updating and the establishment of the community-based management information system
<ul style="list-style-type: none"> • Increased involvement of private sector in city visioning/planning resulting to more joint city-business group investment promotion actions (6 local and 6 foreign trade missions; 5 trade fairs; signed agreement to set up <i>Negosyo Center</i>) that will potentially generate more than PHP80 billion worth of investments.
<ul style="list-style-type: none"> • Land management included in the city's 10-point agenda
<ul style="list-style-type: none"> • 11 Executive Orders issued to institutionalize reforms, allotted personnel/funds on SURGE Project-related activities
<ul style="list-style-type: none"> • One marketing agreement forged between the buyer-producer for milkfish (bangus) and a potential partnership to be forged by the end of the year.
<ul style="list-style-type: none"> • Leveraging assistance/funding from other donor agencies

Photos and Testimonials



We thank USAID/SURGE for this opportunity to be part of this exciting and functional collaboration with the city government. We want to formalize this GIS training and continue to be the provider of knowledge in inclusive, resilient and sustainable urban planning.



We learned concepts crucial in the implementation of gender responsive programs and projects to become a gender-friendly LGU. We realized that a lot has yet to be done in gender mainstreaming. Gender equality and social inclusion is essential in reducing poverty and promoting growth and development.

5. LEGAZPI CITY

Legazpi City was launched as the 7th CDI partner of the USAID in the middle of May 2017. The entry of the SURGE Project in Legazpi City strengthened the collaboration of the city government with other actors in the locality, namely the private sector, civil society organizations and non-government organizations, and the academe.

The SURGE Project was instrumental in building the technical knowledge and skills of city officials and staff to update the Comprehensive Land Use Plan, implement reforms on business registration, and improve the communication process of the city government. The SURGE Project also successfully facilitated the cooperation of the private sector and academe for its support to the city government's official entry in the 2017 Best Climate Practices Online Contest.

<ul style="list-style-type: none"> The city has provided [REDACTED] contributions for the SURGE Project-related activities in 2017.
<ul style="list-style-type: none"> PHP6 million (US\$1.2 million) budgeted to streamline and automate business registration
<ul style="list-style-type: none"> Legazpi City Government and USAID forged partnership through the Cities Development Initiative Memorandum of Understanding. The signing of the MOU officially launched Legazpi City as part of USAID's CDI partner.
<ul style="list-style-type: none"> 150 (61 female, 89 male) officials and representatives from academe, civil society, public and private sector developed City Action Plan
<ul style="list-style-type: none"> 23 (13 female, 10 male) city government officials and technical staff coached and mentored on CLUP updating and visioning
<ul style="list-style-type: none"> Established GIS database for CLUP, disaster risk reduction, and business and real property tax mapping
<ul style="list-style-type: none"> 60 (40 female, 20 male) city officials and technical staff trained on streamlining business registration and mainstreaming gender equality and social inclusion
<ul style="list-style-type: none"> 7 city government staff trained on integrating GIS; assisted the city for the utilization of GIS maps for the CLUP updating and the establishment of the community-based management information system
<ul style="list-style-type: none"> 286 people composed of 147 females and 139 males from Legazpi City have participated in SURGE Project activities.
<ul style="list-style-type: none"> PHP6 million (US\$120,000) budgeted to implement business registration reforms
<ul style="list-style-type: none"> Legazpi City's <i>Balangay</i> selected as one of the 19 final entries in the Best Climate Practices 2017 Online Contest
<ul style="list-style-type: none"> The SURGE Project successfully facilitated the submission of a proposal for the USAID Municipal Waste Recycling Program amounting to US\$216,340 or PHP10,820,000 million.
<ul style="list-style-type: none"> Reorganized and enhanced skills of city's communication team

Photos and Testimonials



Thanks to the USAID/SURGE Communication Workshop, we realized the importance of strengthening our communication strategy, which includes the revival of the Public Information and Assistance Division, to promote Legazpi City as a tourism hub.



We thank USAID/SURGE for giving us the opportunity to learn how to prepare evidence-based adaptation project proposals. Enhancing urban resilience is very important for Legazpi City, which is one of the hazard hotspots in the country.



Through the assistance of USAID/SURGE, we applied national guidelines in the city visioning process. We defined and aligned our vision with national, regional and provincial priorities while maximizing our city's strengths.

6. PUERTO PRINCESA CITY

The SURGE Project activity implementation during the year has resulted in the increased income from new investments, streamlined business permit processes that increased customer satisfaction, partnerships formed and forged between business, private sector, academe, national agencies and sectoral groups in the establishment of the septage treatment facility and improvement in the seaweeds industry. This also includes support to business and tourism related establishments in the area of investment promotions and tourism development planning.

<ul style="list-style-type: none"> • The city has provided [REDACTED] for the SURGE Project-related activities in 2017.
<ul style="list-style-type: none"> • PHP90 million (US\$1.8 million) budget proposed for GIS mapping in 2018
<ul style="list-style-type: none"> • 72 LGU staff supported to adapt to the effects of extreme weather events (Environmental Masterplan and Code)
<ul style="list-style-type: none"> • 36,853 residents benefit from enhanced local disaster risk reduction and management practices
<ul style="list-style-type: none"> • A Memorandum of Understanding with Baliwag City (Bulacan) for improved sanitation services
<ul style="list-style-type: none"> • Identified 4 potential sites for Septage Treatment Facility
<ul style="list-style-type: none"> • On mainstreaming BPLS, 34.6% increase in new investments and 22% increase in business taxes, other fees & charges collection
<ul style="list-style-type: none"> • Streamlined Business Permit and Licensing Processes that reduced client interface from 20 steps to 3 steps; reduced the processing time from 5 days to half a day for every transaction
<ul style="list-style-type: none"> • 8 business organizations received technical assistance for improving business performance in strategic planning and investment promotions and planning sessions.
<ul style="list-style-type: none"> • 3 commitments formed 20 people's organization, 4 government agencies, 2 academe and 5 traders associations into province-wide Seaweed Network. Puerto Princesa stakeholders declared their support on May 31, 2017. Commitments from South and North Palawan ensued in August 16, 2017 and August 18, 2017.
<ul style="list-style-type: none"> • Leveraged agreements for seaweed and alternative marine livelihood initiatives with the Seaweed Industry Association of the Philippines for marketing, and Alsons Group for nursery and hatchery management.
<ul style="list-style-type: none"> • 3 cashew growers developed action plan for market readiness for Rural Improvement Club in Barangay Langogan
<ul style="list-style-type: none"> • 166 private sector representatives involved in developing strategic tourism programs
<ul style="list-style-type: none"> • The city officially launched its approved Tourism Master Plan. The city endorsed the approved plan to the Department of Tourism through DOT Assistant Secretary Eden Josephine David.
<ul style="list-style-type: none"> • 4 city policies adopted that include Reorganizing Gender and Development Focal Point System
<ul style="list-style-type: none"> • Mainstream gender equality and social inclusion in ongoing revision of environmental code and local development plans

Photos and Testimonials



The USAID/SURGE workshop refreshed and updated my basic knowledge on GIS. I look forward to making GIS related data available and downloadable online so our citizens no longer need to go to City Hall to request for a file.



USAID/SURGE helped us establish our Business One Stop Shop and Joint Inspection Team, which contributed to improving the city's business tax collection. We are now able reach businesses in each barangay to encourage owners to register.

7. TAGBILARAN CITY

Year 2 SURGE Project implementation in Tagbilaran City is characterized by heightened and escalated project activities such as the completion of five local development plans that mainstream urban resilience, gender equality and social inclusion that prepare the city for local economic development with the identification of growth centers and investment priority areas.

With SURGE assistance, the city has launched its heritage tour and developed a Tourism Development Plan that strategically positions the city as the hub for heritage conservation and creative industries.

A total of 20 policies in the form of ordinances, resolutions, executive orders and memorandum orders have been issued to institutionalize and sustain city initiatives, programs and plans begun with SURGE technical assistance.

<ul style="list-style-type: none"> • The city provided [REDACTED] contributions for the SURGE Project activities in 2017. This includes [REDACTED] leveraged to improve water and sanitation services.
<ul style="list-style-type: none"> • [REDACTED] proposed for SURGE Project-activities in 2018
<ul style="list-style-type: none"> • National finalist for the Seal of Good Local Governance Award 2017
<ul style="list-style-type: none"> • Established City Environmental and Natural Resources Office and Local Economic and Investment Promotion Office with designation heads, staff and budget
<ul style="list-style-type: none"> • 5 local development plans that mainstream urban resilience, gender equality and social inclusion formulated, with two other plans started up and finalized
<ul style="list-style-type: none"> • Activated gender and development focal point system
<ul style="list-style-type: none"> • 540 persons with improved capacity to address resilience issues
<ul style="list-style-type: none"> • More than 5,000 barangay residents benefit from improved drinking water source while 18,389 households gained access to basic sanitation facility through technical assistance from SURGE-facilitated twinning partnerships with Maynilad Water Services, Inc., for water systems improvement, and the Baliwag Water District, for septage management services.
<ul style="list-style-type: none"> • 18,389 households gained access to basic sanitation facility
<ul style="list-style-type: none"> • 6 Memorandums of Agreement/Understanding on water and sanitation services, investment promotion, disaster risk reduction and inter-LGU arrangements
<ul style="list-style-type: none"> • 36% increase in new businesses registrations, 7% increase in business permit renewals. The number of newly registered business is at 975, while the number of renewals is at 4,740. The capitalization of newly-registered business (October 2016-September 2017) is pegged at PHP2,886,926,461
<ul style="list-style-type: none"> • Ranked 21st most competitive highly urbanized city in the Cities and Municipalities Competitive Index
<ul style="list-style-type: none"> • Launched Heritage Tour and developed Tourism Development Plan highlighting heritage conservation and creative hubs

- 20 city policies issued with USAID/SURGE support
- More than 50 representatives from public and private sector involved in project activities with future plans to establish Urban Renewal and Development Coalition
- Leveraged PHP500,000 from Department of Trade and Industry to develop local economic development plan and investment and incentive code

Photos and Testimonials



With the assistance of USAID/SURGE, the landmark tripartite partnership between the city and provincial governments and with the Bohol Chamber of Commerce and Industry (BCCI) is envisioned to bring in huge investments to Tagbilaran City and Bohol, particularly foreign direct investments.



USAID/SURGE helped the city improve business processes that created a friendlier environment for the business community. The continued partnership between the public and private sector and USAID/SURGE can more attract investors and locators, making the city more progressive and competitive.



USAID/SURGE enhanced the city employees' skills and appreciation for governance values and reforms. For example, the city did not realize the value of the post business registration inspection until our joint inspection team found non-compliant and even unregistered businesses.

8. ZAMBOANGA CITY

In Year 2, the city performed and achieved several outcomes as reflected in the report.

Some of the key achievements focused on the: continuous capability development of the city staff; mainstreaming of gender equality and social inclusion in the CLUP, Zoning Ordinance and the CDP; and the distinction of being the “Most Improved City” among the highly urbanized cities in the Cities/Municipalities’ Competitiveness.

<ul style="list-style-type: none">• [REDACTED]
<ul style="list-style-type: none">• Ranked as “Most Improved Competitive Highly Urbanized City” in the Cities/Municipalities’ Competitiveness (CMCI) Competition by the National Competitive Commission. The city was also ranked 5th among the 10 cities in the e-Readiness Leadership Competition.
<ul style="list-style-type: none">• Adopted CLUP, Comprehensive Development Plan inclusive of the 2017-2019 Executive-Legislative Agenda and Environmental Code that mainstreams urban resilience and social inclusion.
<ul style="list-style-type: none">• Improved city government competencies on urban development. Most of the staff from the LGU now serve as trainers and strong advocates on the use of geographic information system in their respective departments. These departments are conducting re-echo trainings for other staff as well as creating digitized maps using QGIS.
<ul style="list-style-type: none">• 374 LGU staff trained on extreme weather events and adaptation
<ul style="list-style-type: none">• 84 persons used resilience information to improve resilience to environment and natural disasters; several GIS digitized maps were produced
<ul style="list-style-type: none">• 125 persons trained in clean energy; the city successfully qualified to join the World Wide Fund for Nature’s (WWF) <i>One Planet City Challenge</i> for 2017-2018
<ul style="list-style-type: none">• PHP474.8 million (US\$9.5 million) investments mobilized for adaptation and mitigation programs, projects and activities
<ul style="list-style-type: none">• 92.87% increase of newly registered businesses and 11% increase of business taxes, other fees and charges in January 2017
<ul style="list-style-type: none">• Eight (8) private sector organizations were provided technical assistance for improving business performance. The Investment Promotion Core Team developed the harmonized Investment Promotion Plan to guide prospective investors.
<ul style="list-style-type: none">• Three (3) city regulations and administration procedures were simplified/adopted (Streamlining the Business Permits & Licensing System and the interim BOSS Center; Formulation of the Information Systems & Strategic Plan (ISSP); Use of Geographic Information System)

- Private investments derived from expanded market linkage between cassava growers and San Miguel Food Inc. (SMFI). A Sustainability Action Plan on Cassava for 2017-2018 was also formulated.
- Mainstreamed gender equality and social inclusion (GESI) in SURGE project activities. At least five (5) laws, policies or procedures drafted, proposed or adopted to promote GESI.
- Strengthened institutional mechanisms toward sustainability. Several institutional mechanisms in terms of organizational structures, policies and guidelines were set up to ensure sustainability even before the SURGE Project phases out.

Photos and Testimonials



Small-scale farmers in remote areas are limited to selling their produce to nearby markets. Organizing farmers, assemblers and traders into a city-wide cassava association gives them access bigger and more lucrative markets.



Cassava farming has become profitable now that we can sell our produce to sub-assemblers. This market linkage really helps my family, since I am also supporting in the schooling of my grandchildren.

IV. Correlation to the Monitoring and Evaluation (M&E) Plan

The table shows the SURGE Project's performance along with its key indicators and against Year 2 targets, which are based on the revised M&E Plan submitted to USAID in July 2017.

The revised M&E Plan of the SURGE Project identified 19 performance indicators, including its one impact indicator. The project met its Year 2 targets in 12 out of the 18 outcome and output indicators while the rest are in varying states of accomplishment/completion. Challenges in terms of LGU capacity and processes as well as the availability of project funding were present during the year, hence, contributing to the slow or delayed achievement of some targets. Two indicators in particular (Outcomes 3.1.1 and 3.1.3.) are based on activities that were cancelled in the Revised Year 2 Work Plan. For these, no accomplishment can be attributed to the project.

The status of Year 2 Work Plan deliverables is shown in **Annex 4**.

Table 7. Report on Performance Indicators

Performance Indicator	Year 2 Target	Accomplishments (Cumulative)		Remarks
		Year 1	Year 2	
0.1 IMPACT INDICATOR: CDI Cities' Wealth of Cities Index	TBD	-	-	Index to be finalized in Year 3
1.1.1 OUTCOME INDICATOR: Number of CDI Cities with risk-sensitive, socially inclusive, and gender-responsive land use plans	3	2	3	<p>For Year 2, the project supported Zamboanga City's initiatives in the drafting of their Comprehensive Land Use Plan (CLUP), Zoning Ordinance (ZO) and Comprehensive Development Plan (CDP), which have since been presented to the Zamboanga City Development council.</p> <p>The project has also provided the following support to other cities:</p> <ul style="list-style-type: none"> • Assisted in the preliminary review of the Tagbilaran City's CLUP and ZO • Organized a workshop to review the vision and update Iloilo City's CLUP and ZO • Held initial discussions with the Batangas City LGU regarding the terms of reference for a technical expert that will be hired to assist in the updating of its CLUP and CDP • Organized a workshop to start the process of updating General Santos City's CLUP

Performance Indicator	Year 2 Target	Accomplishments (Cumulative)		Remarks
		Year 1	Year 2	
1.1.2 OUTCOME INDICATOR: Number of people supported by the USG to adapt to the effects of extreme weather events	200,000	0	251,034	Figure represents the population in barangays that are vulnerable to various environmental hazards as identified through conducted Vulnerability Assessment and Disaster-Risk Reduction Management Planning workshops in three cities (Puerto Princesa, Tagbilaran, and Batangas); Vulnerability Assessment and LCCAP Workshop (Tagbilaran).
1.1.3 OUTCOME INDICATOR: Number of people using science-based information or implementing risk-reducing actions to improve resilience as supported by USG assistance	956	n/a	809 (369 or 46% female; 440 or 54% male through various capacity building activities) 1,488 (estimated number of barangay officials comprising the Barangay Disaster Risk Reduction and Management Councils in Batangas, Puerto Princesa and Tagbilaran)	Achieved with the conduct of the following: <ul style="list-style-type: none"> • Vulnerability Assessment and Disaster-Risk Reduction Management Planning workshops in Puerto Princesa, Tagbilaran, and Batangas; • Vulnerability Assessment and Local Climate Change Action Plan workshop in (Tagbilaran); • GIS workshops and trainings (Iloilo, Legazpi, General Santos, Batangas); • GHG management workshop in Zamboanga • Workshops on CDRA (Batangas, General Santos, Legazpi) • Participatory 3D Mapping in Legazpi • Workshop on Project Preparation and Finance for Urban Resilience (ADAPT) <p>Note: For further validation on the representation of offices.</p>
1.1.4 OUTCOME INDICATOR: Number of people trained in clean energy supported by USG assistance	50	337 (165 or 49% female; 172 or 51% male)	381 (189 or 49.6% female; 192 or 50.4% male)	Achieved with the GHG Management Workshop in Zamboanga City held in Year 2. Also contributing are the Capacity Building Seminar for the CENRO and participants in the clean energy sessions of the International Urban Development Conference, both under Year 1. In addition, Zamboanga City reported a total of 125 LGU staff (56 female, 69 male) to have participated in clean energy trainings throughout the GHG initiative.

Performance Indicator	Year 2 Target	Accomplishments (Cumulative)		Remarks
		Year 1	Year 2	
1.1.5 OUTCOME INDICATOR: Amount of investment mobilized (in USD) for adaptation to extreme weather events as supported by USG assistance	US\$299,166	n/a	US\$409,207 (contributions from CDI cities) US\$9,937,800 (leveraged)	Counterpart funds utilized in the conduct of CCA-related SURGE activities in all eight cities. Leveraged funds committed for CCA in Batangas, Cagayan de Oro, Iloilo, Puerto Princesa, and Zamboanga, which may include the counterpart amount provided by the city government for SURGE activities
1.1.6 OUTCOME INDICATOR: Greenhouse gas (GHG) emissions, estimated in metric tons of CO ₂ e, reduced, sequestered, or avoided through clean energy activities supported by USG assistance	0	n/a	n/a	As of Year 2, no results on GHG emissions reduced can be attributed to the project yet. Foundational activities such as the GHG Management Workshop in Zamboanga have been conducted.
1.1.7 OUTCOME INDICATOR: Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance	200,000	n/a	7,224	The reported figure is for Tagbilaran City only whereas the target number of beneficiaries for Year 2 covers Puerto Princesa and Tagbilaran. The original target could not be met as Palawan province had already initiated a water project involving the Puerto Princesa City Water District, while in Batangas City, the Water District preferred not to be assisted. As for Tagbilaran, implementation started in 2017 but was hampered by constraints in workforce mobilization and procurement. Actual coverage to date based on MOU with Maynilad is only for 1 barangay, Mangga, which has a total population of 7,224. Milestones contributing to this outcome include the issuance of an executive order in Tagbilaran City for the creation of water and sanitation management committee, water systems improvement task force, ring-fencing TWG and a septage management team; facilitation of partnership between CDI cities and water service providers; and the conduct of water safety workshop in Batangas City to enhance the capacity of rural waterworks and sanitation associations (RWSAs).

Performance Indicator	Year 2 Target	Accomplishments (Cumulative)		Remarks	
		Year 1	Year 2		
1.1.8 OUTCOME INDICATOR: Number of people gaining access to a basic sanitation service as a result of USG assistance	295,000	n/a	0	<p>Start-up capacity building and data gathering activities in Puerto Princesa and Tagbilaran were conducted during Year 2.</p> <p>In Puerto Princesa City, a lot for the septage management facility has been identified and the budget to purchase it already earmarked. However, the agreement between Puerto Princesa City and the Puerto Princesa City Water District on land acquisition is still pending.</p> <p>In Tagbilaran, the city government has allocated funding for release/utilization in 2018.</p>	
2.1.1 OUTCOME INDICATOR: CDI Cities' Cities and Municipalities Competitiveness Index (CMCI) improved	≤40	CDI City	CMCI 2016 Ranking (excl. NCR, Cebu, Davao)	CMCI 2017 Ranking (excl. NCR, Cebu, and Davao)	<p>The table shows the performance of the CDI cities in the ranking for all participating cities. Four received 2017 rankings above the targeted 40, while two were below target. These two also got ranked lower relative to the 2016 CMCI.</p> <p>It may be noted that the NCC introduced a fourth pillar, Resiliency, in the 2017 CMCI. Prior to this, the index only had the three major sets of indicators: Economic Dynamism, Government Efficiency and Infrastructure.</p>
		BAT	28 (from 32)	20 (+8)	
		CDO	1 (retained)	1 (retained)	
		ILO	6 (from 2)	101 (-95)	
		TAG	54 (from 55)	37 (+17)	
		PPC	30 (from 49)	44 (-14)	
		ZAM	40 (from 5)	16 (+24)	
		GES	2 (from 7)	5 (-3)	
LEG	3 (from 17)	13 (-10)			
2.1.2 OUTCOME INDICATOR: Number of newly registered businesses	20,000	9,912 (partial figures – to be finalized with the release of complete LGU reports)	22,254 (partial figures – to be finalized with the release of complete LGU reports)	Target achieved through the project's support to BPLS streamlining and automation efforts. The SURGE Project also assisted in the streamlining of construction-related permits in Batangas.	
2.1.3 OUTCOME INDICATOR: Percentage increase in locally sourced or municipal (city) revenue	20%	32% over baseline	51% over baseline	SURGE initiated activities related to achieving sustainable land governance, particularly the Conference on Sustainable Land Governance in which the Sustainable Land Coalition was established, and the soft launch of the Unified Land Information System (ULIS) and Digital Cadastral Database (DCDB) in Cagayan de Oro City. The project also worked on strengthening the business enabling environment of the cities through	

Performance Indicator	Year 2 Target	Accomplishments (Cumulative)		Remarks
		Year 1	Year 2	
				streamlining business process and investment promotion and planning.
2.1.4 OUTCOME INDICATOR: Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance	2,000	n/a	130,000	<p>The project developed the Open Access Land Information Kiosk for Cagayan de Oro, which was launched on September 2017. This increases access to integrated electronic land data in the city. Data on the parcels of land with digitized land information incorporated into the ULIS to be consolidated.</p> <p>In terms of related land tenure, governance and adjudication activities, two barangays in Cagayan de Oro were prioritized for the application of residential patents. A Systematic Adjudication Team composed of city government officials was also organized and given training.</p> <p><u>Note:</u> Initial target of 2,000 for Year 2 was based on the assumption of a phased implementation of a Land Information System across CDI cities. In Year 2, SURGE focused on providing assistance to Cagayan de Oro, which had ready input files for sharing and use. This allowed the project to incorporate all parcel information of the city into the ULIS, thus exceeding the set target.</p>
2.1.5 OUTCOME INDICATOR: Number of firms receiving USG-funded technical assistance for improving business performance	64,000	n/a	64,709 (partial figures – to be finalized with the release of complete LGU reports)	The project's support to BPLS improvements and investment programming redounds to the businesses operating in the CDI cities. The SURGE Project also continued the following assistance: facilitate market linkages for cassava farmers in Zamboanga; established the Seaweed Network in Puerto Princesa; and tourism development and planning in Tagbilaran and Puerto Princesa.
3.1.1 OUTCOME INDICATOR: Time and Cost of transporting goods between CDI city and peri-urban areas reduced	TBD	n/a	n/a	Project activities directly supporting the indicator were cancelled for Year 2

Performance Indicator	Year 2 Target	Accomplishments (Cumulative)		Remarks
		Year 1	Year 2	
3.1.2 OUTCOME INDICATOR: Number of municipal (city) regulations and administrative procedures that have been simplified as a result of USG assistance	10	6 ¹	30	A total of 30 city regulations and procedures have been simplified with corresponding issuances. These concern the streamlining of building permits and licensing system as well as arrangements concerning investment promotion, asset management, inter-LGU and multi-stakeholder partnerships, and water and sanitation services, which are viewed to promote further connectivity, access and economic growth. A list is provided in Annex 1 .
3.1.3 OUTCOME INDICATOR: Number of beneficiaries receiving improved transport services due to USG assistance	0	n/a	n/a	Assisted Cagayan de Oro City on initial transport and traffic management activities. Project activities directly supporting the indicator, however, were cancelled in Year 2.
3.1.4 OUTCOME INDICATOR: Private investment in CDI cities and adjacent peri-urban areas increased	85%	55% (partial figures – to be finalized with the release of complete LGU reports)	285% (partial figures – to be finalized with the release of complete LGU reports)	Figures derived from CDI cities only as peri-urban areas are yet to be determined. Average has been pulled up largely by the increase in capitalization of new businesses in the cities of Puerto Princesa and Tagbilaran relative to baseline figures.
4.2.1 OUTPUT INDICATOR: Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level	10		22 Interventions by the project to mainstream gender at CDI cities resulted in one proposed policy, four adopted policies, fourteen proposed procedures, and three adopted procedures to enhance gender considerations	The project continues to advocate GESI integration in various activities and aspects of implementation. A number of developments institutionalizing the promotion of gender equality were realized in Puerto Princesa, Iloilo, Tagbilaran, and Zamboanga during Year 2. Three cities (Puerto Princesa, Tagbilaran and Zamboanga) adopted policies concerning the reconstitution and strengthening of the GAD Focal Point System. Other accomplishments include: In Puerto Princesa, the project supported in the development and adoption of the Puerto Princesa

¹ In the previous Quarterly Progress Reports, only four issuances were marked under Year 1 accomplishment. Another two are being credited as part of Year 1 accomplishment, namely Ordinance No. 16, "An Ordinance Enacting the Batangas City Investment Incentives Code of 2014" which was approved on July 18, 2016; and Executive Order No. 39 "Reconstituting the Composition of the Joint Inspection Team" for BPLS in Puerto Princesa City dated August 24, 2016.

Performance Indicator	Year 2 Target	Accomplishments (Cumulative)		Remarks
		Year 1	Year 2	
				<p>GAD Plan and Budget. GESI was mainstreamed in the processes for revising the environmental code and local development plans. The GESI perspective has also been integrated in tourism development planning and seaweed network strategic action planning in Puerto Princesa.</p> <p>In Zamboanga City, GESI is being mainstreamed into local development planning (CLUP, CDP, ELA). The city has also adopted important procedures such as the installation of BOSS special desk for pregnant women, persons with disabilities, and senior citizens, and the establishment of a sex-disaggregated BPLS database. Proposed procedures include the setting up of a GAD database and GAD M&E Team; the consideration of GESI in the development of the environmental code; and the integration of GESI into disaster-risk reduction and management programs to serve as basis in handling pregnant women, persons with disability, and senior citizens during evacuation and emergencies.</p> <p>In Tagbilaran City, project interventions have fed into the proposed GAD Plan and Budget, GESI mainstreaming in the formulation of local development plans (CLUP-CDP-ELA), the proposed organization of a GAD M&E Team as well as other critical committees.</p> <p>In Iloilo City, GESI mainstreaming is also being proposed for the formulation of local development plans (CLUP-CDP-ELA).</p> <p>Full list in Annex 2.</p>

V. Management and Administration

At the beginning of Year 2 [REDACTED], was appointed as the Chief of Party. Under his leadership the project's organizational structure and administrative process were enhanced to continue supporting the work of the field offices in the CDI partner cities.

Capacity development trainings for the SURGE staff continued through in-house initiatives and from home office. Health and well-being and disaster preparedness of staff were emphasized and strengthened in addition to regular staff meetings were held consistent with ICMA's values of transparency, accountability and respectfulness.

The inclusion of two new CDI cities, Legazpi City and General Santos City, particularly in the management of available funds has called for more prudence and greater efficiency in the procurement, logistics, finance and human resources management.

Human Resources Management

At the end of Year 2, the project has 56 long-term technical assistants (LTTA) and 15 short-term technical assistants (STTA) to provide various support and services. Hiring of staff was significant during the 1st and 2nd quarters for both LTTA and STTA to address the requirements of the project during those periods.

A training on Basic Life Support and First Aid was facilitated for the SURGE Project Emergency Response Team (ERT) in cooperation with Philippine Red Cross on occupational first aid (OFA) and basic life support (BLS), cardio-pulmonary resuscitation (CPR) and use of the automated external defibrillator (AED).

The gender equality awareness of the staff was strengthened in a brief session during the celebration of International Women's Month in the Makati office, participated in also by some staff from the field offices.

Manpower complement was further reviewed beginning the 3rd quarter to synchronize with work plan revisions. A leaner and more responsive project staffing was prepared in the 4th quarter to position the project to Year 3 activities.

Procurement of Equipment and Services and Logistics Support

Highlight of Year 2 were the procurement and logistics support extended to the conference on sustainable land management, scoping missions for the selection of new CDI partner cities, various study tours, learning visits, seminars and conferences, training activities and workshops, among others.

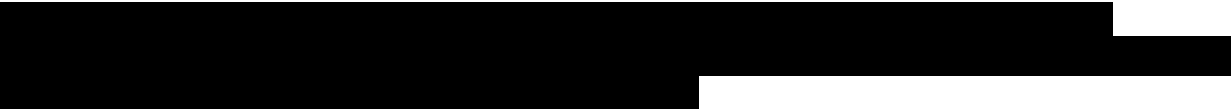
The SURGE Project Procurement Unit was strengthened by having a Procurement Officer report directly to the Director of Operations so that procurement can be conducted from an overall operations management perspective. The procurement tracker was enhanced and simplified to be relevant for use of procurement and eventually, for use of the finance and logistics unit. The new setup lends to a more transparent monitoring of procurement transactions and ensures the smooth operations of project activities through (1) timely and cost/efficient contracting of venue, lodging and transportation requirements and (2) cost-saving procurement of supplies and services.

Three vehicles from the USAID/Be Secure Project and one from USAID/COMPETE Project were transferred to the SURGE Project. The vehicles were deployed in the field offices for the CDI

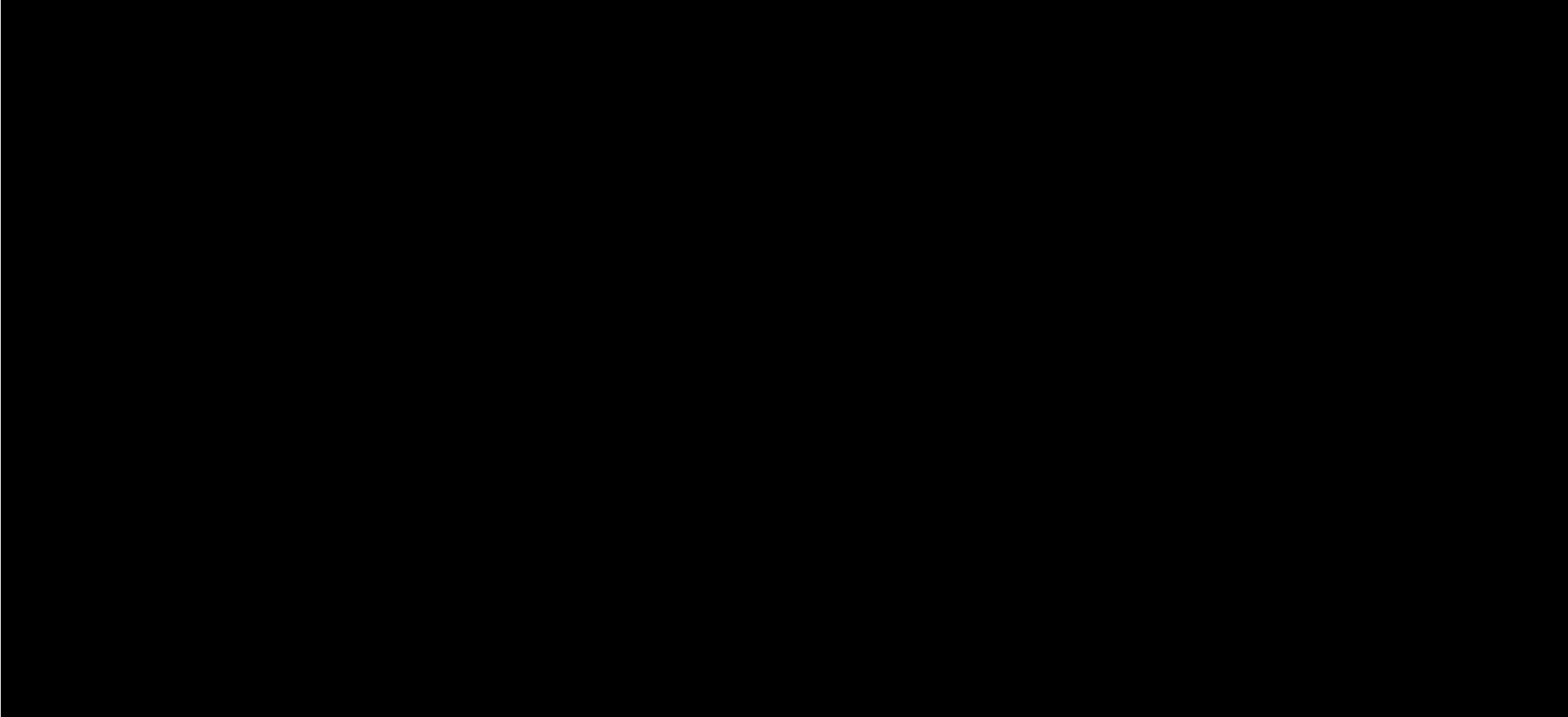
partner cities in Mindanao and Visayas. The vehicles, office furniture and equipment received were inventoried and recorded.

Electronic Records Management System (ERMS) was instituted as a platform for creating database and retrieving information more efficiently.

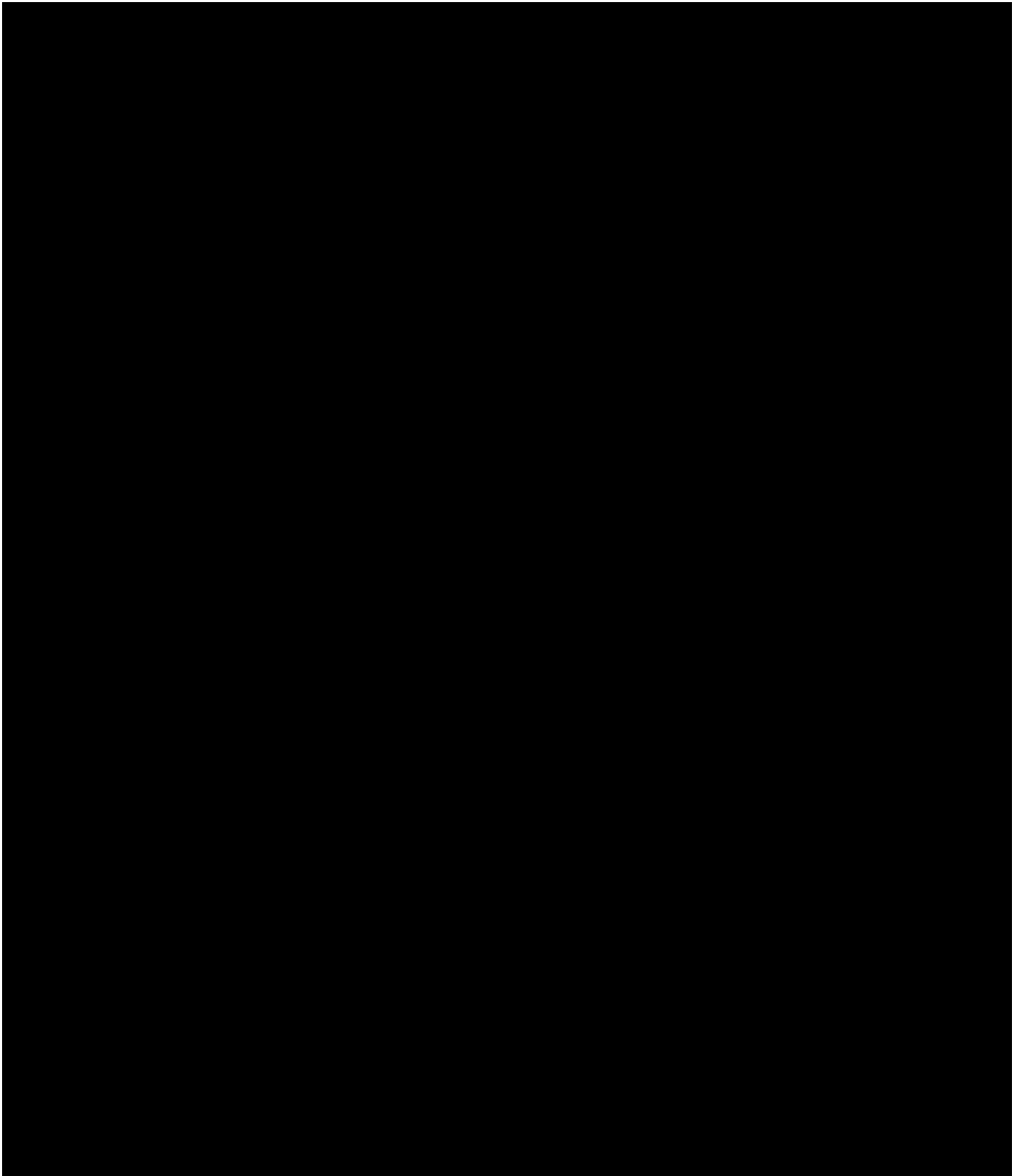
VI. Financial Performance Report

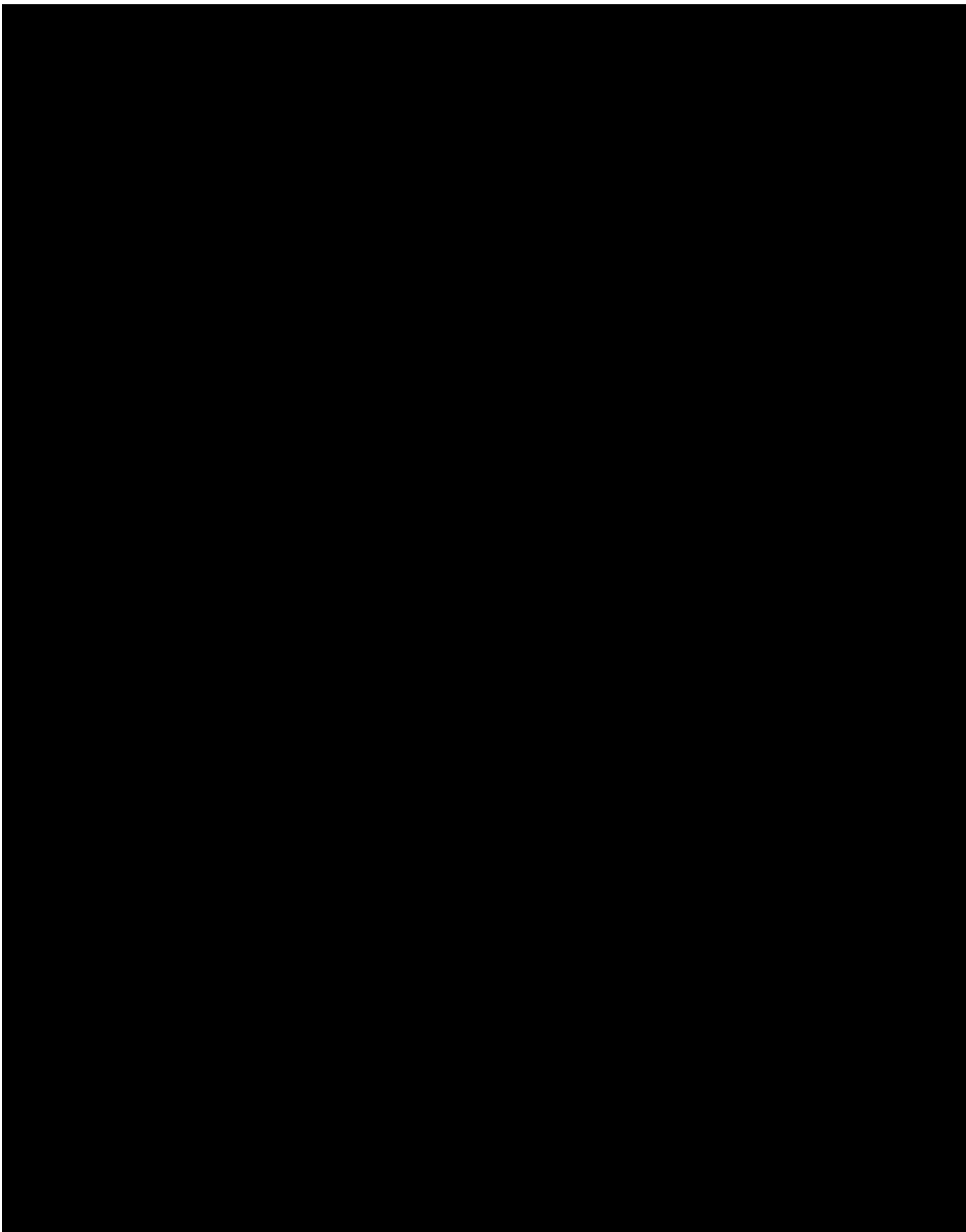


Annual Financial Report



Annual Level of Effort Report





Annexes

Annex 1. Links to the 61 Executive Orders, Resolutions and Memoranda Issued in Year 2

BATANGAS CITY

- [Executive Order No. 36, Series of 2016 dated November 24, 2016 “Creation of the City Technical Working Group and the Sub-working Committees on Urban Management and Land Use Planning, Low Emission Local Development and Urban-Rural Connectivity for the City of Batangas to Implement the Project, Strengthening Urban Resilience for Growth with Equity \(SURGE\) of the United States Agency for International Development \(USAID\)”](#)

CAGAYAN DE ORO CITY

- [Executive Order No. 165, Series of 2016 dated December 27, 2016 “Creating the Cagayan de Oro Greenhouse Gases \(GHG\)”](#)
- [Executive Order No. 060, Series of 2017 dated May 11, 2017 “Creating the Land and Asset Management Office of the City Government of Cagayan De Oro”](#)
- [Memorandum of Partnership between the City Government of Cagayan De Oro and the Department of Environment and Natural Resources Region 10 dated June 13, 2017 to increase the capacity in land administration and management](#)
- [Executive Order No. 142, Series of 2016 dated November 14, 2016 “Creating the Public-Private Partnership \(PPP\) Subcommittee in the Local Development Council \(LDC\) and its Secretariat Relative to the Development and Implementation of PPP Initiatives of Cagayan de Oro City and Designating the Members and Functions Thereof”](#)
- [Executive Order No. 061, Series of 2017 dated May 11, 2017 “Creating the Land Management Council of the City Government of Cagayan de Oro”](#)
- [Memorandum of Understanding between the Local Government of Cagayan de Oro and Higher Educational Institutions dated June 19, 2017 to have a permanent and sustained institutions that will advance and achieve the role of metropolitan Cagayan de Oro as a catalyst for regional and urban development in Northern Mindanao while adhering to resilient and sustainable development goals](#)
- [Executive Order No. 35, series of 2017 dated March 22, 2017 “Creating the Transport Study Experts Team to Formulate a Traffic Management Plan for Cagayan de Oro City”](#)

GENERAL SANTOS CITY

- [Executive Order No. 48, series of 2017 dated August 10, 2017 “Creating the Executive Committee, Technical Working Group \(TWG\) and Joint Inspection in Support to the Implementation of the Streamlined Business Permits and Licensing Systems \(BPLS\) in the City of General Santos Based on Prescribed Policies and Guidelines](#)
- [Resolution No. 711 dated August 8, 2017 “Expressing Wholeheartedly Appreciation and Commendation to U.S. Agency for International Development-Strengthening Urban Resilience for Growth with Equity \(USAID-SURGE\) Coordinating Team in Recognition of its Laudable Partnership with the Local Government Unit of General Santos City for fostering Broad-based, Inclusive and Resilient Economic Growth of the City”](#)
- [Resolution No. 697 dated August 1, 2017 Adopting the General Santos City Local Development Investment Program \(LDIP\) for 2018-2023](#)
- [Executive Order No. 22, Series of 2016 “Formulating the Environment Code of the City of General Santos Technical Working Group \(TWG\) and Secretariat](#)

ILOILO CITY

- [Executive Order No. 60, series of 2016 dated November 9, 2016 “Creating the Iloilo City Negosyo Center Team”](#)
- [Executive Order No. 62, series of 2016 dated November 14, 2016 “Creating the Iloilo City Integrated Food Production \(ICFP\) Team”](#)
- [Executive Order No. 02, series of 2017 dated January 4, 2017 “Creating the Iloilo City Micro, Small and medium Enterprises Development Council \(ICSMEDC\)”](#)
- [Executive Order No. 03, series of 2017 dated January 6, 2017 “Creating the Technical Working Group on the Procurement and Establishment of the Intelligent Transport System \(ITS\)”](#)
- [Executive Order No. 11, series of 2017 dated January 27, 2017 “Creating the Technical Working Group in charge of water and Sanitation Initiatives of Iloilo City”](#)
- [Executive Order No. 12, series of 2017 dated February 2, 2017 “Reconstituting the Membership of the Iloilo City Gender and Development Focal Point”](#)
- [Executive Order No. 20-A dated February 27, 2017 “Naming Mr Francisco Rodolfo Cruz, Information Technology Officer II, as Additional Member of the TWG on the Procurement and Establishment of Intelligent Transport System”](#)
- [Executive Order No. 20, series of 2017 dated February 27, 2017 “Designating Ms Ritchel Gavan as the Local Economic and Investment Officer \(LEIPO\) of Iloilo City in lieu of Atty. Mary Joan V. Montano”](#)
- [Executive Order No. 31, series of 2017 dated March 27, 2017 “Reorganizing the Iloilo City Council for the Protection of Children \(ICCPC\), redefining its membership, function and other purposes”](#)
- [Executive Order No. 55 dated July 12, 2017 “Reconstituting the membership of the Iloilo City Market Committee”](#)
- [Executive Order No. 57, series of 2017 dated July 13, 2017 “Creating the Child-Friendly Local Government Audit \(CFLGA\) Team”](#)
- [Executive Order No. 59, series of 2017 dated July 21, 2017 “Organizing the Iloilo Council of Women”](#)
- [Executive Order No. 60, series of 2017 dated July 25, 2017 “Reconstituting the Iloilo City Investment Incentives Board”](#)
- [Executive Order No. 67, series of 2017 dated August 17, 2017 “Enjoining all Barangays of the City of Iloilo to Participate in the Disaster Risk Reduction and Management/Climate Change Adaptation Competition known as Kabalaka sa Barangay”](#)
- [Executive Order No. 70, series of 2017 dated August 29, 2017 “Creating the Iloilo City Core Team \(ICCT\) in the Implementation of the Sustainable Development Goals Family-Based Actions for Children and their Environs in the Slums \(SDG-FACES\) Project”](#)
- [Executive Order No. 71, series of 2017 dated August 31, 2017 “Mainstreaming and Development in Local Planning and Investment Programming Processes for the City of Iloilo and Creating the Iloilo City Migration and Technical Working Group”](#)
- [Executive Order No. 73, series of 2017 dated September 12, 2017 “Creating the CLUP Sectoral Planning Team and the CLUP TWG for the Preparation of the 2018-2026 CLUP”](#)

LEGAZPI CITY

- [Memorandum of Understanding Between USAID and Legazpi City dated May 17, 2017 “Concerning the Selection of Legazpi City for the USAID/Philippines Cities Development Initiative”](#)

PUERTO PRINCESA CITY

- [Ordinance No. 786 dated November 7, 2016 “Creating the Puerto Princesa Heritage District and Its Governing Body”](#)
- [Executive Order No. 02, Series of 2017 dated March 13, 2017 “Organizing the Septage Management Council and Technical Working Group of Puerto Princesa City”](#)

TAGBILARAN CITY

- [Provincial Ordinance No. 015, Series of 2016 dated November 25, 2016 “Creating the Panglao Island and Tagbilaran Executive Council \(PITEC\) and for other Purposes”](#)
- [Executive Order No. 37, Series of 2016 dated December 5, 2016 “Creating the Enhanced Bohol Investment Promotion Program Technical Working Committee \(TWC\)”](#)
- [Executive Order No. 05, Series of 2017 dated January 5, 2017 Creating the City Environment and Natural Resources Office \(City ENRO\) of the City Government of Tagbilaran, providing for its funding, its duties and functions and for other purposes”](#)
- [Executive Order No. 30 Series 2016 dated December 2, 2016 “Creation of the Composite Team of City Government Requirement for SGLG”](#)
- [Executive Order No. 12, series of 2017 dated January 30, 2017 “Mandating and Empowering the Composition of Comm on Relocation”](#)
- [Memorandum Order No. 47 dated March 27, 2017 “Designation as CENRO”](#)
- [Resolution No. 17-67 dated April 21, 2017 “Authorizing Mayor Yap to sign the MOU between Maynilad and Tagbilaran”](#)
- [NSWMC Resolution No. 923 dated April 25, 2017 Approving 10-year SWM Plan](#)
- [Memorandum of Understanding for the Implementation of a WOP Twinning Arrangement between Maynilad and LGU-Tagbilaran dated April 27, 2017](#)
- [Resolution No. 17-98 dated June 2, 2017 Authorizing Mayor Yap enter into a Memorandum of Agreement with all business establishments in emergency cases](#)
- [Resolution No. 17-97 dated June 2, 2017 “Authorizing Mayor Yap enter into MOU with PAFP Bohol Chapter”](#)
- [Resolution No. 17-95 dated June 2, 2017 “Approving and Adopting Contingency Plan for Earthquake”](#)
- [Executive Order No. 16 dated June 1, 2017 Revising EO No. 21 TWG SURGE](#)
- [Executive Order No. 32 dated December 16, 2016 “Creation of Water and Sanitation Overall Management Committee”](#)
- [Executive Order No. 38 dated December 16, 2016 “Establishment of CDRRM Office ERT and SAR”](#)
- [Executive Order No. 7 dated January 5, 2017 “Revision of E.O. 17-C on the Composition of CDRRMC”](#)
- [Executive Order No. 9 dated March 1, 2017 “Reconstituting the GFPS and Execom and TWG”](#)
- [Executive Order No. 13 Revising EO No. 24 dated January 30, 2017 “Revision of Composition for ESWMB”](#)
- [Executive Order No. 4 dated January 5, 2017 “Creation of the City LEIPO and defining its structure”](#)
- [Resolution No. 17-96 dated June 2, 2017 “Authorizing Mayor Yap to enter MOA with PGBh for eBIPP”](#)
- [Executive Order No.14 dated June 9, 2017 “Creating the City Investment Council and TWG”](#)
- [Resolution No. 17-93 dated May 26, 2017 “Concurring with and Supporting the PITEC Ordinance”](#)

ZAMBOANGA CITY

- [Executive Order BC 229, Series of 2016 dated November 16, 2016 “Reconstituting the City Technical Working Group of SURGE Project and thereby Amending Executive Order No. BC-154, Series of 2015 \(Zamboanga City\)](#)
- [Resolution No. 2017-002 dated March 2, 2017 “Adopting and Endorsing to the Sangguniang Panlungsod of Zamboanga City the Draft Comprehensive Land Use Plan \(CLUP\), Zoning Ordinance and Comprehensive Development Plan \(CDP\) for Approval](#)
- [Resolution No 442 March 14, 2017 dated March 14, 2017 on Resolution No. 001 “Adopting and Endorsing to the Sangguniang Panlungsod of Zamboanga City the Supplemental CY 2017 Component of the CY 2017-2019 Local Development Investment Program \(LDIP\) and CY 2017 Supplemental Annual Investment Program \(AIP\) of the City” and Resolution No. 002 “Adopting and Endorsing to the Sangguniang Panlungsod of Zamboanga City the Draft of the Comprehensive Land Use Plan \(CLUP\), Zoning Ordinance \(ZO\) and Comprehensive Development Plan \(CDP\) of the City”](#)
- [Executive Order No. BC-247, Series of 2017 dated February 17, 2017 “Creating the Technical Working Group \(TWG\) and Secretariat to Develop the Zamboanga City Environmental Code \(E-CODE\)”](#)
- [Executive Order No. BC-225, Series of 2016 dated November 7, 2016 “Implementing the Business Permit and Licensing System \(BPLS\) Reform Standards as per Joint Memorandum Circular \(JMC\) No. 1, Series of 2016 and revised set-up of Zamboanga City Business One-Stop Shop \(ZCBOSS\)”](#)

National Memorandum:

- [DILG-NEDA-DBM-DOF Joint Memorandum Circular \(No. 1 Series of 2016\) dated November 18, 2016 “Updated Guidelines on the Harmonization of Local Planning, Investment Programming, Resource Mobilization, Budgeting, Expenditure Management, and Performance Monitoring and Coordination in Fiscal Oversight”](#)

Annex 2. Attendance in Various SURGE Year 2 Capacity Development Activities

Activity	City	Total Attendees	Women	Men	% Women
Component 1					
Geoportal Deployment and Implementation	Zamboanga	30	5	25	17%
GESI Mainstreaming of the CDp	Zamboanga	7	5	2	71%
Participatory 3D Mapping Workshop	Legazpi	38	25	13	66%
Orientation on Resilience and Disaster Risk Assessment	Legazpi	15	9	6	60%
CDRA Workshop	Iloilo	18	4	14	22%
Environmental Code Writeshop/Workshop	Puerto Princesa	72	44	28	61%
Pre-feasibility Study workshop	Tagbilaran	21	12	9	57%
Water Safety Planning Initial Workshop	Batangas	21	15	6	71%
Web-based GIS development (Geoportal)	Zamboanga	30	5	25	17%
LGU-HEI Convergence Workshop	Cagayan de Oro	22	12	10	55%
Environmental Code Writeshop/Workshop	General Santos	31	17	14	55%
Formulation of Draft Septage Management Ordinance	Tagbilaran	19	11	8	58%
Pre-Feasibility Study Data Gathering Workshop on Proposed Septage Treatment Facility	Tagbilaran	19	11	8	58%
Developing the Urban Dev't Program in UPV-CM and undertaking the updating of CLUP	Iloilo	10	4	6	40%
Workshop on Project Preparation and Finance for Urban Resilience (ADAPT)	Metro Manila	26	13	13	50%
GIS Orientation and Workshop	Iloilo	65	14	51	22%
Household Water and Sanitation Systems and Practices Data Gathering and Encoding	Puerto Princesa	68	44	24	65%
GHG Management Workshop (Entity Level)	Zamboanga	44	24	20	55%
Household Water and Sanitation Systems and Practices Data Gathering Training	Puerto Princesa	68	44	24	65%
Household Water and Sanitation Systems and Practices Data Gathering and Encoding	Tagbilaran	37	15	22	41%
Household Water and Sanitation Systems and Practices Data Gathering Training	Tagbilaran	48	31	17	65%
Forum on Sustainable and Resilient Water and Sanitation	Batangas	177	45	132	25%
Environmental Code Writeshop/Workshop	Zamboanga	54	20	34	37%
Digitizing Building Footprints using Open Street Map and GIS Demonstration (Batangas	Batangas	19	10	9	53%

Activity	City	Total Attendees	Women	Men	% Women
Vulnerability Assessment and Local Climate Change Action Planning (Batangas)	Batangas	55	28	27	51%
Vulnerability Assessment (VA) and Barangay-Based Local Climate Change Action Plan Workshop (BCCAP)	Tagbilaran	218	121	97	56%
Vulnerability Assessment and Local Climate Change Action Planning Workshop (Tagbilaran)	Tagbilaran	128	53	75	41%
Vulnerability Assessment and Local Climate Change Action Planning Workshop (Puerto Princesa)	Puerto Princesa	36	17	19	47%
Waterworks Ring-Fencing and Business Planning Workshop for the City of Tagbilaran	Tagbilaran	94	46	48	49%
Study Tour to Baliuag (Bulacan) and Dumaguete (Negros Occidental) on Septage Management Practices and Consensus Building Work Towards Building a Water and Sanitation Policy	Batangas, Puerto Princesa, Tagbilaran	26	9	17	35%
Green House Gas Inventory	Zamboanga	40	13	27	33%
WaterLinks Forum of Water Districts/Water Service Providers	Batangas, Puerto Princesa, Tagbilaran	19	7	12	37%
Component 2					
BPLS Streamlining Workshop	Legazpi	45	37	8	82%
Comprehensive Revenue Generation	General Santos	38	18	20	47%
BPLS Workshop	General Santos	68	48	20	71%
BPLO Processing of Learning	Legazpi	11	7	4	64%
Conference on Sustainable Land Governance	Public	442	180	262	41%
BPLS Assessors' Training	Tagbilaran	5	5	0	100%
Customer Service Skills Training on BPLS	Tagbilaran	70	27	43	39%
Customer Service Skills Training on BPLS	Puerto Princesa	37	27	10	73%
BPOSS Workshop	Batangas	17	12	5	71%
BPOSS Workshop	Batangas	17	10	7	59%
Customer Service Skills Training on BPLS	Zamboanga	30	19	11	63%
BPOSS Workshop	Batangas	15	8	7	53%
Workshop on BPLS Streamlining for Zamboanga City	Zamboanga	13	4	9	31%
Study Tour of Zamboanga City to Valenzuela and Quezon Cities	Zamboanga	13	4	9	31%
Component 3					
Workshop on the Formation of the Palawan Seaweed Forum	Puerto Princesa	120	60	60	50%
Tourism Strategic Communications Workshop	Puerto Princesa	72	48	24	67%

Activity	City	Total Attendees	Women	Men	% Women
Strategic Planning of Seaweed Network	Puerto Princesa	47	26	21	55%
Tourism Development Strategic Action Plan Workshop	Tagbilaran	50	29	21	58%
Cross-cutting					
GESI Mainstreaming in CDP	Zamboanga	7	5	2	71%
Communication Workshop	All Cities	18	8	10	44%
Conduct Participatory Gender Analysis	General Santos	68	48	20	71%
Learning Session (Communications)	Metro Manila	14	8	6	57%
Training on Mainstreaming Gender Equality and Social Inclusion in the Executive-Legislative Agenda of Zamboanga City	Zamboanga	56	33	23	59%
Institutionalization of GAD Policies & Competency Building	Zamboanga	56	33	23	59%

Annex 3. Monitored Media Placements, October 2016 to September 2017

No.	Date	Media Company	Media Type	Title	Author	URL
1	2-Oct-16	Bohol Chronicle	print news	Modern slaughter house next year		p. 27
2	2-Oct-16	Bohol Chronicle	print news	Private Partnerships on		p. 27
3	2-Oct-16	Bohol Chronicle	print news	One Voice, One Destination		p. 2
4	2-Oct-16	Bohol Tribune	print news	One Voice, One Destination		p. 6
5	3-Oct-16	City Government of Tagbilaran	Facebook Post	Mayor Yap looks into the value of Public-Private Partnerships	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1203340569725299/?type=3&theater
6	3-Oct-16	City Government of Tagbilaran	online news	Mayor Yap looks into the value of Public-Private Partnerships	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/mayor-yap-looks-into-the-value-of-public-private-partnerships/
7	3-Oct-16	City Government of Tagbilaran	online news	Mayor Yap sees a state-of-the-art City Slaughterhouse in 2017	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/mayor-yap-sees-a-state-of-the-art-city-slaughterhouse-in-2017/
8	3-Oct-16	City Government of Tagbilaran	online news	One Voice, One Destination	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/one-voice-one-destination/
9	16-Oct-16	Bohol Chronicle	print news	City forging ties with USAID		p. 24
10	16-Oct-16	Bohol Tribune	print news	Bohol, Tagbilaran forge stronger ties with USAID		p. 14
11	17-Oct-16	City Media Bureau	Facebook Post	Tagbilaran City is now ready for a digital revolution	Jeanette Busano	https://www.facebook.com/photo.php?fbid=10154696974662578&set=a.10151294328607578.535601.580462577&type=3&theater
12	17-Oct-16	City Government of Tagbilaran	Facebook Post	Mayor Yap, forging strong partnerships with USAID	Jeanette Busano	https://www.facebook.com/photo.php?fbid=10154696970612578&set=a.10151294328607578.535601.580462577&type=3&theater
13	17-Oct-16	City Government of Tagbilaran	online news	Mayor Yap, forging strong partnerships with USAID	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/mayor-yap-forging-strong-partnerships-with-usaid/
14	17-Oct-16	REX Gatchalian Facebook Page	Facebook Post	Welcome to Valenzuela City, Zamboanga City Mayor Isabelle Beng Climaco!	REX Gatchalian Facebook Page	https://www.facebook.com/REXGatchalianValenzuelaCity/photos/a.202573989898648.1073741829.202280736594640/683594298463279/?type=3&theater
15	17-Oct-16	REX Gatchalian Facebook Page	Facebook Post	Mayor Beng Climaco, thanks for visiting us in Valenzuela City!	REX Gatchalian Facebook Page	https://www.facebook.com/REXGatchalianValenzuelaCity/photos/a.202573989898648.1073741829.202280736594640/683612715128104/?type=3
16	17-Oct-16	Valenzuela City Facebook Page	Facebook Post	USAID Philippines chose Valenzuela City as its study site	Valenzuela City Facebook Page	https://www.facebook.com/valenzuelacitygov/posts/10155412904058378
17	18-Oct-16	Beng Climaco Facebook Page	Facebook Post	Climaco: US military leaves but humanitarian aid stays	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154041910113014

18	18-Oct-16	Beng Climaco Facebook Page	Facebook Post	Through USAID SURGE Program we learn Innovative means to better serve our people.	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154039601268014
19	18-Oct-16	Bohol Chamber of Commerce & Industry	online news	USAid Delegates Visit to Bohol	Bohol Chamber of Commerce & Industry	http://www.boholchamber.org/usa-id-delegates-visit-to-bohol.html
20	20-Oct-16	Beng Climaco Facebook Page	Facebook Post	Mayor Beng Climaco presents a token of appreciation to Maris Mikelsons	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/photos/a.410453633013.187450.96666303013/10154048162508014/?type=3&theater
21	20-Oct-16	Bohol Chronicle	online news	City to launch E-track system in January	Bohol Chronicle Daily	http://boholchronicle.com.ph/2016/10/20/city-to-launch-e-track-system-in-january/
22	21-Oct-16	Superbalita-Cebu	online news	e-TRACS ilusad	Superbalita-Cebu	http://www.sunstar.com.ph/superbalita-cebu/balita/2016/10/21/e-tracs-ilusad-504892
23	21-Oct-16	Zamboanga Times	print news	Beng, Aussie officials tackle housing initiatives for IDPs	Zamboanga Times	p.1-2
24	25-Oct-16	City Government of Tagbilaran	online news	City Government prepares for full automation	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/city-government-prepares-for-full-automation/
25	27-Oct-16	Beng Climaco Facebook Page	Facebook Post	City Hall adopts 2-step business registration mode	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/photos/a.410453633013.187450.96666303013/10154067473923014/?type=3
26	28-Oct-16	Zamboanga Times	print news	City Hall adopts 2-step business registration mode	Vic Larato	p. 1 & p.15
27	28-Oct-16	Zamboanga Today	print news	City Hall adopts 2-step business registration mode	Zamboanga Today	p. 1-2
28	28-Oct-16	Bohol News Daily	online news	Bohol to ramp up investments with "one voice for one destination"	Bohol News Daily	http://www.boholnewsdaily.com/bohol-to-ramp-up-investments-with-one-voice-for-one-destination.html
29	28-Oct-16	News Now	online news	Bohol to ramp up investments with "one voice for one destination"	Bohol News Daily	http://www.newsnow.ph/news/bohol-to-ramp-up-investments-with-one-voice-for-one-destination-p.4&28B
30	30-Oct-16	Bohol Chronicle	print news	Gov. Chatto and Mayor Yap, to ramp up investment with "one voice for one destination"	Bohol Chronicle	p.4 & 28B
31	30-Oct-16	Bohol Chronicle	print news	Tagbilaran City supports legal revenue generation initiatives	Bohol Chronicle	p.27
32	30-Oct-16	Bohol Tribune	print news	Unified effort seen as Bohol pushes to get investments	Bohol Tribune	p.4 & 28
33	2-Nov-16	Tagbilaran Philippine Information Agency	Facebook Post	Bohol, Tagbilaran, BCCI form invest promotion partnership	Rey Anthony H. Chiu	https://www.facebook.com/234anthony/posts/1208426932533603
34	2-Nov-16	Effective Development Communication Unit Bohol	online news	Bohol to ramp up investments with "one voice for one destination"	Effective Development Communication Unit Bohol	http://edcom.bohol.gov.ph/bohol-to-ramp-up-investments-with-one-voice-for-one-destination/

35	7-Nov-16	City Information Department of Puerto Princesa City	Facebook Post	MIMAROPA Investment Conference 2016	Francis Ric Machado	https://www.facebook.com/francisricm/posts/10209172394885999
36	7-Nov-16	City Information Department of Puerto Princesa City	Facebook Livestream	Puerto Princesa City Mayor Lucilo R. Bayron talks about the investment opportunities in the "Simply Captivating" City of Puerto Princesa	Francis Ric Machado	https://www.facebook.com/francisricm/videos/10209172282963201/?hc_ref=PAGES_TIMELINE
37	7-Nov-16	City Information Department of Puerto Princesa City	Facebook Post	MIMAROPA Investment Conference	City Information Department of Puerto Princesa City	https://www.facebook.com/cio.puertoprincesa/posts/1331981160168921
38	9-Nov-16	City Government of Tagbilaran	Facebook Post	Mayor Yap, keen in improving the water system in the City	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1238738616185494/?type=3&theater
39	14-Nov-16	City Government of Tagbilaran	online news	Mayor Yap, keen in improving the water system in the City	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/mayor-yap-keen-in-improving-the-water-system-in-the-city/
40	24-Nov-16	City Government of Tagbilaran	Facebook Post	All systems go for the improved business permits application	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1252434838149205.1073742107.650405008352194&type=3
41	27-Nov-16	City Government of Tagbilaran	online news	All systems go for 2017 Business permits application	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/all-systems-go-for-2017-business-permits-application/
42	1-Dec-16	City Government of Tagbilaran	Facebook Post	Sustainable Water for Tagbilaran City	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1261925307200158.1073742114.650405008352194&type=3
43	4-Dec-16	Bohol Tribune	print news	Program eyed to help Tagb get sustainable water source	Bohol Tribune	p. 6 & 30
44	4-Dec-16	Bohol Chronicle	print news	Sustainable Water for Tagbilaran City	Bohol Chronicle	p. 23
45	4-Dec-16	City Government of Tagbilaran	Facebook Post	Promoting Investments, generating income	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1266846513374704.1073742122.650405008352194&type=3
46	5-Dec-16	Bohol Chronicle	online news	Red tide-affected brgys get food aid	Bohol Chronicle	http://boholchronicle.com.ph/2016/12/05/red-tide-affected-brgys-get-food-aid/
47	6-Dec-16	City Government of Tagbilaran	online news	Sustainable Water for Tagbilaran City	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/sustainable-water-for-tagbilaran-city/
48	6-Dec-16	City Government of Tagbilaran	Facebook Post	3-day workshop to improve business processes in TCWS	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1269673519758670.1073742125.650405008352194&type=3
49	6-Dec-16	City Government of Tagbilaran	Facebook Post	Towards an improved water service delivery	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1268341503225205.1073742124.650405008352194&type=3

50	8-Dec-16	City Government of Tagbilaran	Facebook Post	Tagbilaran City, ready for the business permits application and renewal	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1271231666269522.1073742127.650405008352194&type=3
51	11-Dec-16	Bohol Chronicle	online news	Bohol-Cebu bridge ok'd; power shortage looms	Bohol Chronicle	http://boholchronicle.com.ph/2016/12/11/bohol-cebu-bridge-okd-power-shortage-looms/
52	12-Dec-16	City Government of Tagbilaran	Facebook Post	Tagbilaran City, ready for 2017 business permits application and renewal	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1277491825643506/?type=3
53	13-Dec-16	City Government of Tagbilaran	online news	Tagbilaran City, ready for 2017 business permits application and renewal	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/tagbilaran-city-ready-for-2017-business-permits-application-and-renewal/
54	22-Dec-16	City Government of Tagbilaran	Facebook Post	From 14 to 3 steps, business owners be ready	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/posts/1287542157971806
55	27-Dec-16	City Government of Tagbilaran	Facebook Post	Faster business permits application in Tagbilaran City	Tagbilaran City Media Bureau	https://www.facebook.com/notes/tagbilaran-city-government/faster-business-permits-application-in-tagbilaran-city/1291966250862730
56	27-Dec-16	City Government of Tagbilaran	Facebook Post	Business owners are advised to prepare requirements	Tagbilaran City Media Bureau	https://www.facebook.com/notes/tagbilaran-city-government/business-owners-are-advised-to-prepare-requirements/1292512937474728
57	27-Dec-16	City Government of Tagbilaran	online news	City Gov't. simplifies business process to just 3 steps	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/city-govt-simplifies-business-process-to-just-3-steps/
58	29-Dec-16	City Government of Tagbilaran	Facebook Post	ATM: The City Treasurer's Office has already transferred to the New City Hall Building	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/posts/1293553170704038
59	3-Jan-17	City Government of Tagbilaran	online news	City Gov't. conducts business forum	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/city-govt-conducts-business-forum/
60	3-Jan-17	City Government of Tagbilaran	online news	Faster business permits application in Tagbilaran City	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/faster-business-permits-application-in-tagbilaran-city/
61	3-Jan-17	Bohol Tribune	Facebook Post	Tagb eyes to hasten business permit renewal	Bohol Tribune	https://www.facebook.com/theboholtribune/photos/pb.1571902499689712.-2207520000.1483956391.1853735478173078/?type=3
62	3-Jan-17	Daily Zamboanga Times	print news	BOSS kicks off today	Sheila Covarrubias	p.11
63	4-Jan-17	Daily Zamboanga Times	print news	BOSS first day at work	Sheila Covarrubias	p.11
64	7-Jan-17	City Government of Tagbilaran	Facebook Post	Mayor Yap setting high hopes for 2017	Tagbilaran City Media Bureau	https://www.facebook.com/notes/tagbilaran-city-government/mayor-yap-setting-high-hopes-for-2017/1301274646598557
65	13-Jan-17	Daily Zamboanga Times	print news	Mayor outlines 16 priority legislative agenda	Sheila Covarrubias	
66	15-Jan-17	City Government of Tagbilaran	Facebook Post	Mayor Yap optimistic with BPLS	Tagbilaran City Media Bureau	https://www.facebook.com/notes/tagbilaran-city-government/mayor-yap-optimistic-with-bpls/1308908045835217

67	15-Jan-17	Beng Climaco Facebook Page	Facebook Post	BOSS processes 5,515 applications as of Jan 15	Sheila Covarrubias	https://www.facebook.com/bengclimaco/posts/10154303894328014
68	15-Jan-17	City Government of Tagbilaran	Facebook Post	Mayor Yap optimistic with BPLS	Tagbilaran City Media Bureau	https://www.facebook.com/notes/tagbilaran-city-government/mayor-yap-optimistic-with-bpls/1308908045835217
69	16-Jan-17	City Government of Tagbilaran	online news	Mayor Yap optimistic with BPLS	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/mayor-yap-optimistic-with-bpls/
70	16-Jan-17	Beng Climaco Facebook Page	Facebook Post	No extension for BOSS Jan. 20 deadline	Jasmine Mohammadali	https://www.facebook.com/bengclimaco/posts/10154306519293014
71	16-Jan-17	ABS CBN	Regional TV news	Batangas BPLS		https://www.youtube.com/watch?v=R38-PHYLGcQ
72	18-Jan-17	City Information Department of Puerto Princesa City	Facebook Post	Office of the Ombudsman recognized the efforts of City Government of Puerto Princesa	Carlos Abogado Jr.	https://www.facebook.com/cio.puertoprincesa/posts/1407916775908692
73	20-Jan-17	105.9 e-media	Local radio/TV news	Report del Pueblo Afternoon Edition - Zamboanga City BOSS		https://drive.google.com/file/d/0B5JiyAml4_11Sz_h2bVczVGtpdUE/view?usp=sharing
74	22-Jan-17	Beng Climaco Facebook Page	Facebook Post	From January 3-20: BOSS assessed, processed 8,217 applications	Sheila Covarrubias	https://www.facebook.com/bengclimaco/photos/a.410453633013.187450.96666303013/10154323450038014/?type=3
75	30-Jan-17	BusinessWorld	Print advertisement	Conference on Sustainable Land Governance		4/S2
76	31-Jan-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City mitigates climate change through strategic action planning	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1323777694348252/?type=3&theater
77	31-Jan-17	Beng Climaco Facebook Page	Facebook Post	Mayor Beng Climaco spearheads the ceremonial closing of the BOSS	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154348552338014
78	1-Feb-17	Zamboanga City Official Page	online news	Beng officially closes BOSS	Zamboanga City Government	http://www.zamboangacity.gov.ph/index.php?option=com_content&view=article&id=5798:beng-officially-closes-boss-&catid=111&Itemid=27
79	2-Feb-17	Beng Climaco Facebook Page	Facebook Post	Business registration hikes by 300% under BOSS	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154355996368014
80	6-Feb-17	City Government of Tagbilaran	online news	Tagbilaran City mitigates climate change through strategic action planning	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/mayor-yap-leads-climate-change-strategic-action-planning/
81	7-Feb-17	mornings @ ANC	video	Sustainable Land Governance	ANC	
82	7-Feb-17	ICMA	online news	Conference on Sustainable Land Governance	ICMA	http://icma.org/en/icma/events/CalendarEvent/101538/Conference_on_Sustainable_Land_Governance
83	7-Feb-17	BusinessWorld	online news	USAID to stage sustainable land use conferece	Danica M. Uy	http://www.bworldonline.com/content.php?section=Economy&title=usaid-to-stage-sustainable-land-use-conference&id=140211
84	7-Feb-17	BusinessWorld	print news	USAID to stage sustainable land use conferece	Danica M. Uy	4/S1

85	7-Feb-17	ABS CBN	online news	Land Registration Woes Setting Back Philippine Economy	ABS CBN	http://news.abs-cbn.com/business/02/07/17/land-registration-woes-setting-back-philippine-economy
86	8-Feb-17	ABS CBN	online news	Philippines faces land governance crisis, says Dominguez	ABS CBN	http://news.abs-cbn.com/business/02/08/17/philippines-faces-land-governance-crisis-says-dominguez
87	8-Feb-17	Department of Finance	Post	Land governance policy overhaul to prevent spread of Metro Manila's 'urban nightmare,' says Dominguez	Department of Finance	http://www.dof.gov.ph/index.php/land-governance-policy-overhaul-to-prevent-spread-of-metro-manilas-urban-nightmare-says-dominguez/
88	8-Feb-17	Makati News	online news	Philippines faces land governance crisis, says Dominguez	Makati News	http://www.makatinews.com/philippines-faces-land-governance-crisis-says-dominguez/
89	8-Feb-17	CNN Philippines	Video	Landless families live in danger zones	Claire Jiao	http://cnnphilippines.com/videos/2017/02/08/Landless-families-live-in-danger-zones.html
90	8-Feb-17	GMA News Online	online news	DOF wants Metro Manila 'urban nightmare' stopped from spreading	Ted Cordero	http://www.gmanetwork.com/news/story/598761/money/economy/dof-wants-metro-manila-urban-nightmare-stopped-from-spreading
91	8-Feb-17	Manila Times	online news	Land security to boost PH economy – US envoy	Michael Joe T. Delizo, TMT	http://www.manilatimes.net/land-security-boost-ph-economy-us-envoy/311225/
92	9-Feb-17	Pressreader	online news	Land security to boost PH economy – US envoy	Manila Times	https://www.pressreader.com/philippines/manilatimes/20170209/281530815764773
93	9-Feb-17	BusinessWorld	online news	Improved land governance seen encouraging investment	Danica M. Uy	http://www.bworldonline.com/content.php?section=Economy&title=improved-land-governance-seen-encouraging-investment&id=140368
94	9-Feb-17	Manila Bulletin	online news	PH faces land governance crisis — Dominguez	Chino S. Leyco	http://business.mb.com.ph/2017/02/09/ph-faces-land-governance-crisis-dominguez/
95	9-Feb-17	CDO Dev	online news	Cagayan de Oro attends 2017 Conference on Sustainable Land Governance	CDODev.com	http://www.cdodev.com/2017/02/09/cagayan-de-oro-attends-2017-conference-on-sustainable-land-governance/
96	9-Feb-17	Manila Metro	online news	Land governance policy overhaul to prevent spread of Metro Manilas urban nightmare says Dominguez	PIA	http://www.manilametro.com/index.php/sid/251561453
97	9-Feb-17	Philippine Information Agency	online news	Land governance policy overhaul to prevent spread of Metro Manilas urban nightmare says Dominguez	PIA	http://news.pia.gov.ph/article/view/1141486561674/land-governance-policy-overhaul-to-prevent-spread-of-metro-manila-s-urban-nightmare-says-dominguez
98	9-Feb-17	Malaya Business Insight	online news	URBAN NIGHTMARE; Govt told to crack whip on land planning	Angela Celis	http://malaya.com.ph/business-news/business/urban-nightmare-govt-told-crack-whip-land-planning
99	9-Feb-17	Tribune	online news	Land Tenure Security Boosts RP's Economy	Joyce Anne Rocamora	http://www.tribune.net.ph/nation/land-tenure-security-boosts-rp-s-economy

100	9-Feb-17	Manila Standard	online news	Govt welcomes \$49-m Surge city devt project	Vito Barcelo	http://www.thestandard.com.ph/news/-main-stories/top-stories/228866/govt-welcomes-49-m-surge-city-devt-project.html
101	9-Feb-17	Manila Standard	print news	Govt welcomes \$49-m Surge city devt project	Vito Barcelo	A6
102	9-Feb-17	Manila Times	print news	Land Governance	Roger Rañada	A1
103	9-Feb-17	Manila Times	print news	Land security to boost PH economy – US envoy	Michael Joe T. Delizo, TMT	A2
104	9-Feb-17	Manila Times	online news	Department of Finance urges overhaul land policy to stop 'urban nightmare'	Mayvelin U. Caraballo, TMT	http://www.manilatimes.net/overhaul-land-policy-stop-urban-nightmare/311259/
105	9-Feb-17	Manila Times	print news	Department of Finance urges overhaul land policy to stop 'urban nightmare'	Mayvelin U. Caraballo, TMT	B1-B2
106	9-Feb-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City and Puerto Princesa join together towards a strengthened environmental management and tourism promotions	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1333124153413606.1073742172.650405008352194&type=3
107	9-Feb-17	United Nations Public Administration Network	online news	Overhaul land policy to stop 'urban nightmare'	Manila Times	http://www.unpan.org/Regions/AsiaPacific/PublicAdministrationNews/tabid/115/mctl/ArticleView/ModuleId/1467/articleId/53331/Overhaul-land-policy-to-stop-urban-nightmare.aspx
108	9-Feb-17	The Philippine Star	online news	DOF to overhaul land governance policies	Mary Grace Padin	http://www.philstar.com/business/2017/02/09/1670295/dof-overhaul-land-governance-policies
109	9-Feb-17	The Philippine Star	print news	DOF to overhaul land governance policies	Mary Grace Padin	B-3
110	9-Feb-17	Kagay-an	online news	Land governance policy overhaul to prevent spread of Metro Manila's "Urban Nightmare" says Dominguez	Paola Alvarez	http://www.kagay-an.com/land-governance-policy-overhaul-prevent-spread-metro-manilas-urban-nightmare-dominguez/
111	10-Feb-17	City Government of Tagbilaran	Facebook Post	USAID-SURGE and JICA collaborate for a water septage and sewerage project in Tagbilaran City	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1332767240115964/?type=3
112	10-Feb-17	Manila Times	print news	Land sector reforms	Roger Rañada	B3
113	10-Feb-17	Foundation for Economic Freedom	online news	Land security to boost PH economy – US envoy	Michael Joe T. Delizo TMT Manila Times	http://www.fef.org.ph/feff/land-security-to-boost-ph-economy-us-envoy/
114	12-Feb-17	Market Monitor	online news	Relocation of Government Seat Eyed to Decongest NCR	Luis Leoncio	http://marketmonitor.com.ph/relocation-government-seat-eyed-decongest-ncr/
115	12-Feb-17	Bohol Chronicle	online news	Bohol-Palawan sisterhood inked	Bohol Chronicle Daily	http://boholchronicle.com.ph/2017/02/12/bohol-palawan-sisterhood-inked/
116	12-Feb-17	Banyan Global	online news	Tackling Gender and Social Inclusion in Property Rights at the	Banyan Global	https://banyanglobal.com/story/tackling-gender-and-social-inclusion-in-property-rights-at-the-

				Sustainable Land Governance Conference in the Philippines		sustainable-land-governance-conference-in-the-philippines/
117	13-Feb-17	City Government of Tagbilaran	online news	USAID-SURGE and JICA collaborate for Tagbilaran project	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/usaid-surge-and-jica-collaborate-for-tagbilaran-project/
118	13-Feb-17	Beng Climaco Facebook Page	Facebook Post	Mayor Beng Climaco welcomes participants to the two-day activity program of the city on "Strengthening Local Economic and Investment Promotion Office (LEIPOs), Investment Promotion Center (IPC) and Business Support Organizations (BSOs)	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154382162048014
119	13-Feb-17	Daily Star PH	online news	Coalition seeks overhaul of land governance policies	Dailystarph.com	http://www.dailystarph.com/coalition-seeks-overhaul-of-land-governance-policies/
120	13-Feb-17	Philippine News Now	online news	Coalition seeks overhaul of land governance policies	Inquirer	https://www.philippinenewsnow.com/coalition-seeks-overhaul-of-land-governance-policies/
121	14-Feb-17	Philippine Daily Inquirer	online news	Coalition seeks overhaul of land governance policies	Krixia Subingsubing and Matthew Reysio-Cruz	http://newsinfo.inquirer.net/871221/coalition-seeks-overhaul-of-land-governance-policies
122	14-Feb-17	Philippine Daily Inquirer	print news	Coalition seeks overhaul of land governance policies	Krixia Subingsubing and Matthew Reysio-Cruz	A8
123	14-Feb-17	Pressreader	online news	Coalition seeks overhaul of land governance policies	Krixia Subingsubing and Matthew Reysio-Cruz	https://www.pressreader.com/philippines/philippine-daily-inquirer/20170214/281672549694734
124	14-Feb-17	Bohol Provincial Government	online news	BOHOL-PALAWAN ECO-TOURISM, DEVELOPMENT EXCHANGED INKED	Bohol Provincial Government	http://bohol.gov.ph/2017/02/14/bohol-palawan-eco-tourism-development-exchange-inked/
125	14-Feb-17	Daily Balita	online news	Coalition seeks overhaul of land governance policies	Inquirer.net	http://s161639508.onlinehome.us/?p=134928
126	17-Feb-17	Manila Standard	online news	Group urges improved land policies	Manila Standard	http://thestandard.com.ph/news/national/229564/group-urges-improved-land-policies.html
127	21-Feb-17	City Government of Tagbilaran	Facebook Post	Photo shows the participants of the Barangay Vulnerability Assessment and Climate Change Planning Workshop.	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1343198912406130.1073742180.650405008352194&type=3
128	22-Feb-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City, enhancing stability through climate change adaptation strategies	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1344142822311739/?type=3
129	22-Feb-17	Bohol Provincial Planning and Development Office	online news	Governor Chatto delivers 7th SOPA to Bohol	Judith Uy-Sumatra	http://www.ppdobohol.lgu.ph/governor-chatto-delivers-7th-sopa-to-bohol/

130	23-Feb-17	Palakat Batangas City	Facebook Post	Vulnerability Assessment and Disaster Risk Reduction Management Planning Workshop	Palakat Batangas City	https://www.facebook.com/palakat.batangascity/posts/1895837787319489
131	28-Feb-17	BusinessWorld	online news	Bohol, Palawan ink ecotourism, development exchange program	Charles R. Pepito	http://www.businessmirror.com.ph/bohol-palawan-ink-ecotourism-development-exchange-program/
132	2-Mar-17	The Freeman	online news	Bohol-Palawan team up boosts local ecotourism	Carlo Lorenciana	http://www.philstar.com/cebu-business/2017/03/02/1677012/bohol-palawan-team-boosts-local-ecotourism
133	4-Mar-17	Manila Standard	online news	Filipinos to join Bonn resilience meet	Manila Standard	http://thestandard.com.ph/news/national/230860/filipinos-to-join-bonn-resilience-meet.html
134	4-Mar-17	CDO Dev	online news	Cagayan de Oro to send delegates to global resilience forum in Germany	CDODev.com	http://www.cdodev.com/2017/03/04/cagayan-de-oro-to-send-delegates-to-global-resilience-forum-in-germany-2/
135	8-Mar-17	Zamboanga City Official Youtube Channel	Youtube Video	USAID SURGE Women's Day Message	City Media Office	https://www.youtube.com/watch?v=f873kDG4o_Y
136	10-Mar-17	BusinessWorld	online news	USAID notes faster business permit process in three cities	Danica M. Uy	http://www.bworldonline.com/content.php?section=Economy&title=usaid-notes-faster-business-permit-process-in-three-cities&id=141997
137	15-Mar-17	Beng Climaco Facebook Page	Facebook Post	CDI Newsletter	Beng Climaco Facebook Page	
138	16-Mar-17	Sunstar Zamboanga	online news	Envoy: US to continue support Zamboanga City	Bong Garcia/SunStar Philippines	http://www.sunstar.com.ph/zamboanga/local-news/2017/03/16/envoy-us-continue-support-zamboanga-city-531362
139	20-Mar-17	City Government of Tagbilaran	Facebook Post	Gender Mainstreaming Workshop	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1370539419672079.1073742210.650405008352194&type=3
140	21-Mar-17	Palakat Batangas City	Facebook Post	Gender issues and social inclusion integrated in climate change adaptation plan+C129:E131E129:E131	Palakat Batangas City	https://www.facebook.com/palakat.batangascity/posts/1907571562812778
141	27-Mar-17	Batangas Post	print news	Gender issues and social inclusion integrated in climate change adaptation plan	Batangas Post	p.2 and 4
142	27-Mar-17	Beng Climaco Facebook Page	Facebook Post	Mayor Beng Climaco and Jeffrey Lehrer, Director of USAID's Office of Economic Development and Governance together with executives from the Development Bank of the Philippines	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154501659538014
143	28-Mar-17	Beng Climaco Facebook Page	Facebook Post	USAID, City launch online payment for real property tax	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/photos/a.410453633013.187450.96666303013/10154504147973014/?type=3

144	28-Mar-17	Sunstar Zamboanga	online news	Zamboanga City gov't, USAid, DBP, online tax payment	Bong Garcia/SunStar Philippines	http://www.sunstar.com.ph/zamboanga/local-news/2017/03/28/zamboanga-city-govt-usaid-dbp-online-tax-payment-533513
145	29-Mar-17	City Government of Tagbilaran	Facebook Post	Mayor Yap supports USAID-SURGE projects to enhance water service delivery	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/posts/1379956598730361
146	31-Mar-17	City Government of Batangas	online news	Sustainable and Resilient Water and Sanitation Forum conducted by USAID	City Government of Batangas	https://www.batangascity.gov.ph/web/current-news/1475-sustainable-and-resilient-water-and-sanitation-forum-conducted-by-usaid
147	31-Mar-17	Palakat Batangas City	Facebook Post	Sustainable and Resilient Water and Sanitation Forum conducted by USAID	Palakat Batangas City	https://www.facebook.com/media/set/?set=a.1911853205717947.1073742039.1539704686266136&type=3
148	31-Mar-17	Batangas Post	print news	USAID conducts forum on water sanitation	Batangas Post	p.2 and 4
149	6-Apr-17	City Government of Tagbilaran	online news	Mayor Yap supports USAID-SURGE projects to enhance water service delivery	Tagbilaran City Media Bureau	http://www.tagbilaran.gov.ph/news/mayor-yap-supports-usaid-surge-projects-to-enhance-water-service-delivery/
150	20-Apr-17	Cagayan de Oro Info Net	Facebook Post	Earth Day Infographic	Cagayan de Oro Info Net	https://www.facebook.com/CDOinonet/posts/1566404490057884
151	21-Apr-17	Palakat Batangas City	Facebook Post	Earth Day Infographic	Palakat Batangas City	https://www.facebook.com/palakat.batangascity/posts/1923859394517328
152	21-Apr-17	Beng Climaco Facebook Page	Facebook Post	Earth Day Infographic	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154576600888014
153	21-Apr-17	Zamboanga City Government	image	Earth Day Infographic	Zamboanga City Government	http://www.zamboangacity.gov.ph/
154	21-Apr-17	Legazpi City Government Wesbite	online news	Earth Day Infographic	Legazpi City Government Wesbite	http://legazpi.gov.ph/the-city-government-of-legazpi-joins-the-commemoration-of-earth-day-april-22-2017/
155	21-Apr-17	Tagbilaran City Disaster Risk Reduction and Management Office	Facebook Post	Tomorrow, April 22, join us in celebrating Earth Day!	Tagbilaran City Disaster Risk Reduction and Management Office	https://www.facebook.com/CdrrmoTagbilaranCity/photos/pcb.1349748348425656/1349745921759232/?type=3&theater
156	23-Apr-17	City Government of Puerto Princesa	Facebook Post	Meeting with Puerto Princesa City Government, Business Leaders and Tourism Council	City Government of Puerto Princesa	https://www.facebook.com/City.Government.of.Puerto.Princesa/posts/1306399866114952
157	28-Apr-17	The Manila Times	online news	USAID helps upgrade water, sanitation in Tagbilaran	Leander C. Domingo	http://www.manilatimes.net/usaid-helps-upgrade-water-sanitation-tagbilaran/324572/
158	28-Apr-17	USAID	online news	USAID Initiates Partnership to Upgrade Water and Sanitation Services in Tagbilaran	USAID	https://www.usaid.gov/philippines/press-releases/apr-28-2017-usaid-initiates-partnership-upgrade-water-and-sanitation
159	1-May-17	City Government of Tagbilaran	Facebook Post	Mayor Yap partners with MAYNILAD to improve water services in the City	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1418635691529118/?type=3

160	2-May-17	City Information Department of Puerto Princesa City	Facebook Post	Tourism Planning	Cy Negosa	https://www.facebook.com/cy.negosa/posts/10211468028550863
161	4-May-17	City Government of Tagbilaran	Facebook Post	Caving will be Tagbilaran City's new past time	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/posts/1420864851306202
162	4-May-17	Beng Climaco Facebook Page	Facebook Post	City Government officials meet with USAID-SURGE Technical persons regarding water issues in the city.	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154612391368014
163	7-May-17	The Manila Times	online news	USAid to upgrade water and sanitation services in Tagbilaran	The Manila Times	http://www.manilatimes.net/usa-id-upgrade-water-sanitation-services-tagbilaran/325941/
164	8-May-17	Panay News	online news	Iloilo experience in resilience shared in Germany forum	Panay News	http://www.panaynews.net/iloilo-experience-in-resilience-shared-in-germany-forum/
165	8-May-17	City Government of Tagbilaran	online news	Mayor Yap partners with MAYNILAD to improve water services in the City	Tagbilaran City Media Bureau	http://www.tagbilaran.gov.ph/news/mayor-yap-partners-with-maynilad-to-improve-water-services-in-the-city/
166	8-May-17	City Government of Tagbilaran	online news	City Government advocates geo-tourism	Tagbilaran City Media Bureau	http://www.tagbilaran.gov.ph/news/city-government-advocates-geo-tourism/
167	16-May-17	Philippine News Agency	online news	USAID project includes Legazpi City	Philippine News Agency	http://www.pna.gov.ph/articles/988285
168	17-May-17	Bicol Standard	online news	USAID project includes Legazpi City	Bicol Standard	http://www.bicolstandard.com/2017/05/usa-id-project-includes-legazpi-city.html
169	17-May-17	Legazpi City Albay Facebook	Facebook Post	MOU signing	Legazpi City Albay	https://www.facebook.com/510888042351492/photos/a.553160814790881.1073741972.510888042351492/1344357519004536/?type=3&theater
170	17-May-17	Philippine News Agency	online news	Legazpi City signs MOU as partner city of USAID's projects	Philippine News Agency	http://www.pna.gov.ph/articles/988711
171	17-May-17	Legazpi City Government Website	online news	Legazpi entered into MOU with USAID	Philippine Information Agency	http://legazpi.gov.ph/legazpi-entered-into-mou-with-usaid/
172	18-May-17	Bicol Mail	online news	Legazpi gets USAID nod for Cities Dev't Initiative (CDI)	Mar S. Arguelles	https://www.bicolmail.net/single-post/2017/05/18/Legazpi-gets-USAID-nod-for-Cities-Dev%E2%80%99t-Initiative-CDI
173	18-May-17	USAID Urbanlinks	online blog	USAID Leads Conference on Sustainable Land Governance	USAID Urbanlinks	https://urban-links.org/sustainable-urban-land-coalition-advocates-reforms-government-supports-move/
174	18-May-17	USAID Urbanlinks	online blog	Business Owners Enjoy Faster Business Registration as Cities Become More Competitive	USAID Urbanlinks	https://urban-links.org/business-owners-enjoy-faster-business-registration-cities-become-competitive/
175	18-May-17	USAID Urbanlinks	online blog	Urban Development Media Scan – 18 May 2017	USAID Urbanlinks	https://urban-links.org/urban-development-media-scan-18-may-2017/
176	19-May-17	U.S. Embassy Manila	online news	U.S. Government and Legazpi City Enter into Partnership to Promote		https://ph.usembassy.gov/us-government-legazpi-city-enter-partnership-promote-inclusive-resilient-urban-growth/#

				Inclusive and Resilient Urban Growth		
177	19-May-17	Politiko Bicol	online news	Right up Bichara's alley: Albay capital strengthens ties with USAID	Politiko Bicol	http://bicol.politics.com.ph/2017/05/19/right-bicharas-alley-albay-capital-strengthens-ties-usaid/
178	19-May-17	The Manila Times	online news	US, Legazpi to promote inclusive, resilient urban development	The Manila Times	http://www.manilatimes.net/us-legazpi-promote-inclusive-resilient-urban-development/328120/
179	22-May-17	USAID Landlinks	online blog	USAID Leads Conference on Sustainable Land Governance	USAID Landlinks	https://www.land-links.org/2017/05/usaid-leads-conference-sustainable-land-governance/
180	22-May-17	The Bicol Regional Weekly Digest	print news	USAID, LGU Legazpi partner in promoting inclusive and resilient urban growth	The Bicol Regional Weekly Digest	p.1 & p. 5
181	22-May-17	Cagayan de Oro Info Net	Facebook Post	Land Management Program	Cagayan de Oro Info Net	https://www.facebook.com/media/set/?set=a.1599585493406450.1073743679.209573565740990&type=3
182	23-May-17	National Economic and Development Authority	online news	NEDA Regional Director presents the Bicol Regional Development Plan (RDP) at the USAID – Cities Development Initiative Forum	National Economic and Development Authority	http://nro5.neda.gov.ph/2017/05/23/neda-regional-director-presents-the-bicol-regional-development-plan-rdp-at-the-usaid-cities-development-initiative-forum/
183	24-May-17	Philippine Information Agency	online news	Legazpi City partners with USAID for SURGE Project	Julius B. Embile	http://pia.gov.ph/news/articles/3301495503181
184	24-May-17	Philippine Information Agency	online news	NEDA underscores Bicol's role in national development for year 2017-2022	Sally Atento-Altea	http://pia.gov.ph/news/articles/2571495445194
185	24-May-17	National Economic and Development Authority	online news	RD Espinas presents Bicol RDP at Legazpi City Stakeholder's Forum	National Economic and Development Authority	http://2040.neda.gov.ph/2017/05/24/rd-espinas-presents-bicol-rdp-at-legazpi-city-stakeholders-forum/
186	24-May-17	Bicol University	online news	USAID's SURGE Project to further lift Legazpi City's economy	Bicol University	http://www.bicol-u.edu.ph/index.php?p=news-2139
187	25-May-17	USAID Urbanlinks	online blog	USAID Urban Champion: Jeremy Gustafson	USAID Urbanlinks	https://urban-links.org/usaid-urban-champion-jeremy-gustafson/
188	25-May-17	The Mayon Times	print news	USAID, City Gov't enter urban growth partnership	The Mayon Times	p. 1
189	26-May-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City's Solid Waste Management Plan is now ready	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1441679822558038/?type=3&theater
190	30-May-17	Cagayan de Oro Info Net	Facebook Post	Systematic Adjudication Team Training	Cagayan de Oro Info Net	https://www.facebook.com/media/set/?set=a.1606107909420875.1073743688.209573565740990&type=3
191	2-Jun-17	Iloilo City Government	Facebook Post	USAID helps cities improve public services delivery using GIS	Iloilo City Government	https://www.facebook.com/iloilocitygov/photos/a.228331990531691.61910.138571859507705/1540360325995511/?type=3&theater

192	5-Jun-17	The Daily Guardian	online news	USAID helps cities improve public services delivery using GIS	The Daily Guardian	https://theguardian.com/community-news/usaid-helps-cities-improve-public-services-delivery-using-gis/
193	5-Jun-17	City Government of Tagbilaran	online news	Mayor Yap optimistic with Tagbilaran City's Solid Waste Management Plan	Tagbilaran City Media Bureau	http://www.tagbilaran.gov.ph/news/mayor-yap-optimistic-with-tagbilaran-citys-solid-waste-management-plan/
194	7-Jun-17	Tagbilaran City Disaster Risk Reduction and Management Office	Facebook Post	GIS Training	Rosalinda Paredes	https://www.facebook.com/CdrrmoTagbilaranCity/posts/1391658150901342
195	9-Jun-17	Iloilo City Planning and Development Office	Facebook Post	Geographic Information System (GIS) training	Iloilo City Planning and Development Office	https://www.facebook.com/IloiloCPDO/posts/1322045794580517
196	9-Jun-17	Jed Patrick E. Mabilog	Facebook Post	USAID SURGE Chief of Party Visit	JR Delfin	https://www.facebook.com/george.karkan/posts/1526608444078352
197	16-Jun-17	Banyan Global	online news	USAID Shares Lessons in Women's Financial Inclusion in Global Learning Forum	Banyan Global	https://banyanglobal.com/usaid-shares-lessons-in-womens-financial-inclusion-in-global-learning-forum/
198	19-Jun-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City enhances its business competitiveness	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1466851093374244/?type=3
199	21-Jun-17	City Information Department of Puerto Princesa City	Facebook shared link	Seaweed producer Pictogram	City Information Department of Puerto Princesa City	https://www.facebook.com/cio.puertoprincesa/posts/1574166582617043
200	26-Jun-17	ICLEI SEAS	online blog	Eight PH cities join project preparation workshop supported by USAID	ICLEI SEAS	http://icleiseas.org/index.php/2017/06/23/usaid-adapt-holds-workshop-on-project-preparation-and-finance-for-urban-resilience/
201	27-Jun-17	Banyan Global	online news	Addressing Gender and Social Inclusion Considerations in Disaster Risk Reduction Management and Climate Change Adaptation Workshop in Batangas City, Philippines	Banyan Global	https://banyanglobal.com/addressing-gender-and-social-inclusion-considerations-in-disaster-risk-reduction-management-and-climate-change-adaptation-workshop-in-batangas-city-philippines/
202	29-Jun-17	Legazpi City Government Website	online news	Legazpi City vies to win the ICCG's Best Climate Practices 2017 through the Balangay	Legazpi City Government Website	http://legazpi.gov.ph/legazpi-city-vies-to-win-the-iccgs-best-climate-practices-2017-through-the-balangay/
203	29-Jun-17	City Government of Tagbilaran	Facebook Post	Zamboanga learns from Tagbilaran's streamlined business permitting systems	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1476361425756544/?type=3
204	30-Jun-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City prepares for climate change resiliency projects	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/147759762299591/?type=3

205	1-Jul-17	Mindanao Gold Star Daily	print news	City forges agreement with colleges	Mindanao Gold Star Daily	p.2
206	4-Jul-17	City Government of Tagbilaran	Facebook Post	Excerpted from the 51st Tagbilaran Charter Day Anniversary Message of Mayor John Geesnell "Baba" Yap last July 1.	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/posts/1482817218444298
207	5-Jul-17	City Information Department of Puerto Princesa City	Facebook Post	Tourism Strategic Action Plan Integration Workshop	City Information Department of Puerto Princesa City	https://www.facebook.com/cio.puertoprincesa/posts/1590862224280812
208	6-Jul-17	Baliwag Water District	Facebook Post	Baliwag Water District to mentor Palawan City Water District on Septage Management Program	Baliwag Water District	https://www.facebook.com/baliwagwd/posts/1947798335435634
209	10-Jul-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City goes for "quick wins" to improve business climate	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1487701577955862.1073742293.650405008352194&type=3
210	10-Jul-17	Puerto Princesa City Water District	Facebook Post	Puerto Princesa and Baliwag water districts ink partnership to improve sanitation services	Puerto Princesa City Water District	https://www.facebook.com/PPCWATER/photos/a.304843549654117.1073741837.150219338449873/1081860501952414/?type=3
211	12-Jul-17	Puerto Princesa City Water District	online news	Puerto Princesa and Baliwag water districts ink partnership to improve sanitation services	Puerto Princesa City Water District	http://ppcwater.gov.ph/2017/07/12/puerto-princesa-and-baliwag-water-districts-ink-partnership-to-improve-sanitation-services/
212	12-Jul-17	Palawan News	online news	Seaweed farmers get support	Gerardo Reyes Jr.	http://palawan-news.com/seaweed-farmers-get-support/
213	14-Jul-17	Baliwag Water District	Facebook Post	Baliwag Water District to mentor City Government of Tagbilaran, Bohol on Septage Management Program	Baliwag Water District	https://www.facebook.com/baliwagwd/posts/1951465525068915
214	14-Jul-17	Baliwag City News Online	online news	Baliwag Water District to Coach Tagbilaran City on Septage Management	Baliwag City News Online	https://baliwagcity3006.wordpress.com/2017/07/14/baliwag-water-district-to-coach-tagbilaran-city-on-septage-management/
215	14-Jul-17	Ferdie Estrella (Mayor of Baliuag)	Facebook Post	Baliwag Water District to mentor City Government of Tagbilaran, Bohol on Septage Management Program	Ferdie Estrella (Mayor of Baliuag)	https://www.facebook.com/FerdieVEstrella/posts/1506320799420303
216	16-Jul-17	Bohol Tribune	online	Tagbilaran City going for "quick wins" to improve business climate here	Bohol Tribune	http://boholtribune.com/tagbilaran-city-going-quick-wins-improve-business-climate.html
217	17-Jul-17	Puerto Princesa City Water District	Facebook Post	The long time dream for Puerto Princesa City to improve and enhance its sanitation services was finally formalized	Puerto Princesa City Water District	https://www.facebook.com/PPCWATER/posts/1086208794850918

218	17-Jul-17	City Government of Tagbilaran	Facebook Post	Mayor Yap earns praises from USAID correspondent	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1494813097244710/?type=3
219	17-Jul-17	City Government of Tagbilaran	online news	USAID correspondent praises Mayor Yap for his visionary leadership in Tagbilaran City	Tagbilaran City Media Bureau	http://www.tagbilaran.gov.ph/news/usaid-correspondent-praises-mayor-yap-for-his-visionary-leadership-in-tagbilaran-city/
220	17-Jul-17	City Government of Tagbilaran	online news	Tagbilaran City goes for “quick wins” to improve its business climate	Tagbilaran City Media Bureau	http://www.tagbilaran.gov.ph/news/tagbilaran-city-goes-for-quick-wins-to-improve-its-business-climate/
221	17-Jul-17	City Government of Tagbilaran	online news	Tagbilaran City prepares for climate change resiliency projects	Tagbilaran City Media Bureau	http://www.tagbilaran.gov.ph/news/tagbilaran-city-prepares-for-climate-change-resiliency-projects/
222	18-Jul-17	Daily Zamboanga Times	print news	Biz tax revenue up for mid-year 2017	PR	
223	18-Jul-17	Daily Zamboanga Times	print news	DITC recognize Zambo as one of top e-Ready LGUs	Sheila Covarrubias	
224	18-Jul-17	Beng Climaco Facebook Page	Facebook Post	DICT recognizes Zambo as one of top e-Ready LGUs	Sheila Covarrubias	https://www.facebook.com/bengclimaco/posts/10154848192908014
225	18-Jul-17	Philippine News Agency	online news	GenSan launches review of revenue generation initiatives	Philippine News Agency	http://www.pna.gov.ph/articles/1001419
226	18-Jul-17	Philippine News Agency	online news	GenSan launches review of revenue generation initiatives	Philippine News Agency	http://www.pna.gov.ph/articles/1001443
227	21-Jul-17	Palawan News	online news	City has limited facilities for large events	Gerardo Reyes Jr.	http://palawan-news.com/city-limited-facilities-large-events/
228	24-Jul-17	City Government of Tagbilaran	Facebook Post	Balik sa Kagahapon	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/posts/1502359149823438
229	24-Jul-17	Iloilo City Planning and Development Office	Facebook post	Team from CPDO and University of the Philippines Visayas, College of Management attends a 3-day workshop	Iloilo City Planning and Development Office	https://www.facebook.com/IloiloCPDO/photos/a.1146914298760335.1073741830.1145645815553850/1366542066797556/?type=3
230	27-Jul-17	Beng Climaco Facebook Page	Facebook Post	SURGE Technical Working group	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10154878864918014
231	30-Jul-17	Bohol Chronicle	online news	Journeying to the past in the present	Jeanette Busano	p1-2
232	31-Jul-17	City Government of Tagbilaran	Facebook Post	Mayor Yap, Baliwag Water District ink MOU for future septage treatment system	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1508879459171407/?type=3
233	2-Aug-17	ICMA	online news	Strengthening Local Capacity in the Philippines: Exciting Progress	ICMA	https://icma.org/blog-posts/strengthening-local-capacity-philippines-exciting-progress
234	3-Aug-17	Puerto Princesa City Water District	Facebook Post	PUERTO PRINCESA CITY EVALUATES POTENTIAL SITES FOR SEPTAGE TREATMENT FACILITY	Puerto Princesa City Water District	https://www.facebook.com/PPCWATER/posts/1095327083939089

235	7-Aug-17	LGU Gensan	Facebook Post	General Santos City prepares reforms to streamline business registration	City Public Information Office	https://www.facebook.com/LguGensan/photos/a.490489241077923.1073741829.467485073378340/1305657346227771/?type=3
236	7-Aug-17	LGU Gensan	Facebook Post	USAID supports General Santos City in enhancing major developments plan	City Public Information Office	https://www.facebook.com/LguGensan/photos/a.490489241077923.1073741829.467485073378340/1305657092894463/?type=3
237	9-Aug-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City's CLUP in a homestretch	City Government of Tagbilaran	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1516937935032226/?type=3
238	17-Aug-17	City Government of Tagbilaran	Facebook Post	Signing of the Memorandum of Agreement (MOA) for the Enhanced Bohol Investment Promotions Program (eBIPP)	City Government of Tagbilaran	https://www.facebook.com/media/set/?set=a.1524389207620432.1073742339.650405008352194&type=3
239	17-Aug-17	City Government of Tagbilaran	Facebook Post	Mayor Yap thanks USAID for its assistance	City Government of Tagbilaran	https://www.facebook.com/media/set/?set=a.1524668474259172.1073742340.650405008352194&type=3
240	17-Aug-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City, finalist in the Seal of Good Local Governance	City Government of Tagbilaran	https://www.facebook.com/media/set/?set=a.1524686894257330.1073742343.650405008352194&type=3
241	18-Aug-17	City Government of Tagbilaran	Facebook Post	Signing of the Memorandum of Agreement (MOA) for the Enhanced Bohol Investment Promotions Program (eBIPP)	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1525539640838722/?type=3
242	22-Aug-17	City Government of Tagbilaran	online news	Top USAID exec meets with City Government heads	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/top-usaid-exec-meet-with-city-government-heads/
243	22-Aug-17	City Government of Tagbilaran	online news	Tagbilaran City gets a boost from new investment MOA	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/tagbilaran-city-gets-a-boost-from-new-investment-moa/
244	29-Aug-17	City Government of Tagbilaran	Facebook Post	Septage Management Program takes shape in Tagbilaran	Tagbilaran City Media Bureau	https://www.facebook.com/media/set/?set=a.1535632529829433.1073742347.650405008352194&type=3
245	29-Aug-17	LGU Gensan	Facebook Post	LGU Information Officers Attend Communication Workshop	City Public Information Office	https://www.facebook.com/LguGensan/photos/a.1003762439750598.1073741831.467485073378340/1324207467706092/?type=3
246	29-Aug-17	USAID Urbanlinks	online blog	Highlights from the Cities Development Initiative	USAID Urbanlinks	https://urban-links.org/cities-development-initiative-newsletter/
247	5-Sep-17	City Government of Tagbilaran	Facebook Post	Tagbilaran City Waterworks System currently undergoing expert technical coaching and mentoring in Manila this week by the prestigious Maynilad Water Services	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/posts/1542183885840964
248	7-Sep-17	Cagayan de Oro Info Net	Facebook Post	CDO LAND INFO SYSTEM FEATURED IN 26th MINBIZCON EXHIBIT	Cagayan de Oro Info Net	https://www.facebook.com/CDOinfonet/posts/1713011488730516

249	10-Sep-17	Bohol Chronicle	online news	Bringing a Beauty Back to Life	Bohol Chronicle	http://www.boholchronicle.com.ph/2017/09/13/lifestyle-bohol-september-10-2017/
250	10-Sep-17	Bohol Chronicle	print news	Bringing a Beauty Back to Life	Bohol Chronicle	Issue No. 625 p. 1
251	12-Sep-17	Beng Climaco Facebook Page	Facebook Post	Strengthening Local Development through Investment Priorities Planning Workshop	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/posts/10155006244818014
252	12-Sep-17	Beng Climaco Facebook Page	Video	Cassava Growers Project in Lubigan	Beng Climaco Facebook Page	https://www.facebook.com/bengclimaco/videos/10155006144318014
253	19-Sep-17	City Government of Tagbilaran	Facebook Post	Another USAID top exec visits Tagbilaran City	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1555561261169893/?type=3
254	19-Sep-17	City Government of Tagbilaran	Facebook Post	City's Investment Code wraps up	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1555593637833322/?type=3
255	21-Sep-17	City Government of Tagbilaran	Facebook Post	Comprehensive Land Use Development Plan	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1557471344312218/?type=3
256	27-Sep-17	City Government of Tagbilaran	Facebook Post	JICA team visiting	Tagbilaran City Media Bureau	https://www.facebook.com/citymediabureau/photos/a.650409628351732.1073741827.650405008352194/1561765057216180/?type=3
257	29-Sep-17	City Government of Tagbilaran	Online News	Tagbilaran City's CLUP undergoes revision before final review	City Government of Tagbilaran	http://www.tagbilaran.gov.ph/news/tagbilaran-citys-clup-undergoes-revision-before-final-review/
258	29-Sep-17	Palawan News	Online News	New logo, tagline for Puerto tourism	Keith Anthony Fabro	http://palawan-news.com/new-logo-tagline-puerto-tourism/
259	29-Sep-17	Palakat Batangas City	Facebook Post	Seminar-workshop on Water Sanitation and the formulation of their respective Water Safety Plans	Palakat Batangas City	https://www.facebook.com/palakat.batangascity/posts/2003056703264263

Annex 4. Status of Year 2 Work Plan Deliverables

COMPONENT 1: IMPROVE LOCAL CAPACITY IN INCLUSIVE AND RESILIENT URBAN DEVELOPMENT			
Subcomponent	Activity	Deliverable	Status of Deliverable
Subcomponent 1.1 - Strengthening local capacity in urban development, including the promotion of disaster reduction and preparedness and improving resilient development and land use planning and development following international best practices	1.1.1.1 Improve science-based decision-making, policy and planning of local institutions in risk-sensitive and disaster-risk areas	Development of a web-based GIS system in Zamboanga	Done. Zamboanga City's Geoportal was launched in an event held from September 26 to 29, 2017.
		CDI city maps for all CDI cities	Done: MGB and LiDAR maps In progress: Maps and datasets from Project Noah and NAMRIA
		Report on the downscaled climate projections for General Santos City and Legazpi City	In progress. Report to include updating on the City Profiles which are ongoing development.
		Prepare high-resolution risk and vulnerability maps from downscaled projections of extreme weather variability parameters, such as precipitation and temperature for General Santos and Legazpi	In progress. City Profiles of five cities are being developed to include the risk maps.
	1.1.1.2 Develop and implement local adaptation and mitigation projects	CCA-DRR Training Modules	In progress. Primer on Risk-Resilient Planning being developed.
		Workshop on project preparation for CDI cities and assistance to Tagbilaran on packaging project proposals to access funding sources	Done. Workshop on Project Preparation and Finance for Urban Resilience (ADAPT) conducted from June 19 to 23, 2017 was attended by representatives from all 8 implementing cities.
		Workshops on GHG management planning for Zamboanga, and on LCCAP preparation for Tagbilaran	Done. GHG Management Workshop in Zamboanga conducted from May 24 to 25, 2017. Vulnerability Assessment and Local Climate Change Action Planning Workshop for Tagbilaran City held from January 31 to February 3, 2017.
	1.1.1.3 Conduct capacity-building of stakeholders in mainstreaming socially inclusive and gender-responsive DRR-CCA to local development planning including water and sanitation services	Workshops, mentoring and coaching sessions with city departments on updating/ revision aimed at improving the processes and mechanisms for mainstreaming socially inclusive and gender responsive DRR-CCA into the CLUP and CDP	In progress. Additional workshops on the CLUP in General Santos and Batangas, CDP in Tagbilaran, and the Environmental Code in Puerto Princesa, Batangas and General Santos are in the pipeline.
	1.1.1.4 Establish Urban Development Learning Centers (UDLC)	Design an enhanced urban development program in Iloilo and enhance the capacity of institutions and service providers	Incomplete. Initial meetings with the University of the Philippines Visayas have been undertaken. No activity identified in Year 3.

COMPONENT 1: IMPROVE LOCAL CAPACITY IN INCLUSIVE AND RESILIENT URBAN DEVELOPMENT			
Subcomponent	Activity	Deliverable	Status of Deliverable
	1.1.1.5 Establish baseline measurements for competitive and resilient urban development through the Urban Development Index (UDI)	Data collection for the application of the URMF in Batangas City	In progress. Draft framework has been crafted; follow-through activities to be conducted in Year 3.
Subcomponent 1.2 - Improving local disaster risk-resilient infrastructure planning, financing, and implementation	1.1.2.1 Utilization of geographical information system (GIS) in disaster resilience and adaptation programming in CDI cities	Workshop orientation on GIS applications for urban planning, environmental management and fiscal management and web GIS-based hydro meteorological risk resilience information for Zamboanga	Done. Basic GIS workshops for the eight cities have been conducted.
Subcomponent 1.3 - Increasing access to sustainable water supply and sanitation services	1.1.3.1 Improvement of water services through risk-resilient local planning	Scoping assessment in General Santos City	Done. Scoping Mission Report on the scoping mission conducted in November 2016 completed.
		Workshop on ring fencing to assist the RWSAs to improve management and finance of water operations and to prepare business continuity plans	Done. Waterworks Ring-Fencing and Business Planning Workshop for the City of Tagbilaran was held from December 7 to 9, 2016.
	1.1.3.2 Improve the capacity of water districts/water service providers/water utilities for sustainable water and sanitation services in CDI cities	Facilitate twinning arrangements and water operators' partnership with different service providers on water supply system improvement.	Done. Memorandum of Understanding between 1) Maynilad Water Services, Inc. and the City Government of Tagbilaran, Bohol signed on April 27, 2017; 2) Baliwag Water District and Tagbilaran City LGU signed on July 14, 2017; and 3) Baliwag Water District and Puerto Princesa City Water District signed on July 6, 2017.
	1.1.3.3 Improve access to sanitation through technical assistance on septage management for CDI cities	Septage management system for CDI cities' WDs and WSPs as part of improving access to basic sanitation services	In progress. Facilitated the twinning arrangements between CDI partner cities and Baliwag Water District for Septage Management. In Tagbilaran City, an executive order creating the city's Septage Management Team was issued on December 16, 2016. In Puerto Princesa City, the project assisted in the formulation of a work plan for the implementation of a septage management project and in identifying sites for the septage treatment facility. In Batangas City, participants in the SURGE Project septage management study tour met with the Batangas City Water District and discussed sanitation policies and programs for implementation.

COMPONENT 2: IMPROVE ENVIRONMENT FOR LOCAL ECONOMIC DEVELOPMENT			
Subcomponent	Activity	Deliverable	Status of Deliverable
Subcomponent 2.1 - Improve local revenue generation and expenditure management	2.2.1.5 Implement Asset (Real Property) Management in CDI cities	Local training and workshops on asset management manual for concerned departments (CPDO, CTO, LEIPO, etc.) in Cagayan de Oro and Puerto Princesa	Done. Assisted Cagayan de Oro City and Puerto Princesa City in managing assets to improve their local finances, service delivery and facilitates local economic development. Various activities led to the establishment of the Land and Asset Management Office in Cagayan de Oro. In Puerto Princesa, SURGE presented the revised manual on asset Management to the City General Services and City Engineer's Office. The City Program Coordinator also discussed how to address concerns on asset management.
		Knowledge product materials on asset management as guide for CDI cities	In progress. Draft asset management manual for finalization.
Subcomponent 2.2 - Streamlining and automating local business registrations and permits processes	2.2.2.1 Streamline and automate the Business Permits and Licensing Systems in Selected CDI Cities	BPLS training and streamlining workshops for new CDI cities of Legaspi and General Santos	Done. BPLS workshop for General Santos conducted on July 4 to 7, 2017, and for Legazpi on August 1 to 4, 2017. A Joint Inspection workshop in preparation for the implementation of business-friendly inspection policy in General Santos City was also held on Sept. 27, 2017. Other activities are in the integrated report on BPLS reforms in the cities of Puerto Princesa, Tagbilaran, and Zamboanga submitted to USAID on June 15, 2017.
	2.2.2.2 Streamline construction-related permits in Batangas City	Streamlined and automated building permit system in Batangas city as indicated by reduction in time, steps and requirements for securing permits	In progress. Draft Executive Order on enhanced BPOSS comprising the proposed reforms in building permitting systems in Batangas City prepared.
Subcomponent 2.3 - Improving land tenure security and land information management	2.2.3.1 Develop a land tenure improvement strategy and implement a land adjudication process	Systematic adjudication teams (SAT) organized, trained and deputized in Cagayan de Oro City; <i>Katarungang Pambarangay</i> or similar body trained in Alternative Dispute resolution in Cagayan de Oro cities	In progress. SURGE-LGI, together with the Department of Environment and Natural Resources (DENR), conducted skills training for the members of the newly established SAT composed of 15 city government officials. Full report for submission by LGI.
		Completed applications for residential free patents submitted to DENR-PENRO for issuance of titles	In progress. Forty (40) mass applications for residential free patents have been processed. These free patents are ready

COMPONENT 2: IMPROVE ENVIRONMENT FOR LOCAL ECONOMIC DEVELOPMENT			
Subcomponent	Activity	Deliverable	Status of Deliverable
			for issuance by the DENR then the Provincial Environment and Natural Resources Office (PENRO) will transmit said patents to the Registry of Deeds (ROD) for registration.
		Report on organized and trained systematic Adjudication Teams	In progress. Full report for submission by LGI.
	2.2.3.2 Issue special patents for government lands	Inventory of government lands which are possible for issuance of applications for Special Patents submitted to DENR-PENRO	In progress. The project initiated work on the issuance of special patents for government lands with the inclusion of asset management of the cities' real property.
	2.2.3.4 Organize a land tenure conference	Report on Land Tenure Conference	Done. Report on the Land Conference on Sustainable Governance submitted to USAID on March 14, 2017.
	2.2.3.5 Establish a Unified Land Information System (ULIS) and a Digital Cadastral Database (DCDB)	DCDB and Memorandum of Agreement between the CDO and concerned agencies	Done. Memorandum of Partnership Agreement between the City Government of Cagayan de Oro and the DENR Region X signed on May 11, 2017.
	2.2.3.6 Technical support to reform initiatives of the Sustainable Urban Land Coalition	Established, organized and support the Sustainable Land Coalition to champion improvements in land tenure	Done: Establishment of Coalition; In progress: Ongoing meetings and discussions with Coalition members.
Subcomponent 2.4 - Strengthen local business development, facilitating investment, and support services that foster low-emission growth	2.2.4.1 Strengthen Local Economic and Investment Promotion Office (LEIPOs), investment promotion centers (IPC), and business support organizations (BSOs)	City action plan for business attraction, retention and expansion of Puerto Princesa and Tagbilaran; Trainings and mentoring of the LEIPO, Investment Promotion Centers and other business support organizations to strengthen the city's investment program of the two cities.	Done. The Puerto Princesa Investment Promotion Workshop was held from August 1 to 3, 2017, while the Tagbilaran Investment Promotion Workshop was conducted from August 15 to 17, 2017. Related report on the Investment Promotion Planning Workshop and Mentoring in Puerto Princesa and Tagbilaran was submitted to USAID on September 30, 2017.

COMPONENT 3: EXPAND ECONOMIC CONNECTIVITY AND ACCESS BETWEEN URBAN AND RURAL AREAS			
Subcomponent	Activity	Deliverable	Status of Deliverable
Subcomponent 3.3 - Strengthening supply chain linkages between urban and rural areas	3.3.3.1 Market Linkages for Cassava in Batangas City, Cagayan de Oro City, and Zamboanga City	Supply contracts or marketing agreements between processors and at least one producer each from Cagayan de Oro City and Zamboanga City	Done. One Letter of Intent formalizing the intention of parties in Dipolog City (Zamboanga) to sell and buy cassava chips was signed June 27, 2017. Based on the original work plan, the Project also planned to carry out cassava supply linkages in Cagayan de Oro City, but deferred the activity due to budget constraints and the conflict in Marawi, which led to the declaration of Martial Law in Mindanao.
	3.3.3.2 Establish a Seaweed Network in Puerto Princesa City to facilitate supply linkages between growers and markets	Seaweed Network established comprising of growers, buyers and support agencies	Done. Completed report by STTA-Senior Value Chain Specialist (Fisheries and Mariculture) detailing establishment of the Seaweed Network through the conduct of the Partnership Building for the Seaweed Network held on May 31, 2017 in Puerto Princesa City Hall. During this event, 9 seaweed growers/farmers associations were represented and signed the Manifestation of Support for the Seaweed Network.
	3.3.3.8 Facilitate business planning for value-added processing of milkfish and other aquaculture products in Iloilo City.	Business plan for value-added aquaculture processing in Iloilo City	Done. Completed report on "Strategies for the Development of Value-Adding Processing of Milkfish in Iloilo" submitted by STTA-Senior Value Chain Specialist (Fisheries and Mariculture).
	3.3.3.9 Improve standards of the Tagbilaran City Slaughterhouse	Tagbilaran City Slaughterhouse Business Plan with Environmental Sustainability Component	Done. Tagbilaran City Slaughterhouse Comprehensive Study submitted to USAID on February 28, 2017.
	3.3.3.11 Formulate tourism strategic action plan for more sustainable tourism in Puerto Princesa and Tagbilaran including promotion of heritage sites.	Updated Tourism Strategic Action Plans developed for Puerto Princesa City and Tagbilaran City	Done. Puerto Princesa Tourism Strategic Action Plan formulated. Ongoing: Tagbilaran City Tourism Strategic Action Plan being developed.
Draft Management Guidelines for Heritage Tourism Districts in Puerto Princesa City and Tagbilaran City		Done. The Puerto Princesa Heritage District and its Governing Body was created by virtue of City Ordinance No. 786 approved on November 23, 2016. Meanwhile, the Tagbilaran Council approved City Ordinance C-256 on August 18, 2017, formulating the Tagbilaran City Heritage Conservation Guidelines and	

COMPONENT 3: EXPAND ECONOMIC CONNECTIVITY AND ACCESS BETWEEN URBAN AND RURAL AREAS			
Subcomponent	Activity	Deliverable	Status of Deliverable
			Creating the Tagbilaran City Heritage District.
Subcomponent 3.4 - Developing metropolitan arrangements that improve coordination and exchanges between cities and adjacent rural areas	3.3.4.1 Support the Panglao Island and Tagbilaran Executive Council (PITEC) in economic development planning for Tagbilaran City and the municipalities of Panglao and Dausi	PITEC Vision Mission and Strategic Development Plan	In progress. PITEC was created through Bohol Provincial Ordinance No. 2016-015 approved on November 25, 2016 and signed by Governor Chato on May 18, 2017. The respective councils of Tagbilaran City and the municipality of Dausi have issued resolutions supporting with the PITEC creation. Development of Vision Mission and Strategic Development Plan deferred, pending issuance of a resolution from the municipality of Panglao.

CROSS-CUTTING			
Subcomponent*	Activity	Deliverable	Status of Deliverable
Set Up Institutional Mechanisms for SURGE Implementation.	2.D.1.1 Assist in preparing the necessary issuances for the creation of a SURGE Technical Working Group (TWG) in new CDI cities.	Creation of the TWG in Legazpi and General Santos	In progress. Creation and composition of TWG in both Legazpi and General Santos yet to be formalized with an executive order.
	2.D.1.2 Organize the Stakeholders' Forum (SF) in new CDI cities and Follow-up activities to the SF	Report on the organization of the SF and follow-up activities	Done. The Project organized and facilitated a Stakeholders Forum in Legazpi City on May 16, 2017.
Logistical support to USAID for Visits and Technical Support to Demand Driven Assistance.	2.D.3.4 Logistical support to USAID for visits and technical support to demand driven assistance	CDI MOU Signing	In progress. The MOU with Legazpi City was signed on May 17, 2017. For General Santos City, MOU signing was deferred due to the declaration of Martial Law in Mindanao beginning May of 2017.
Communications	2.D.5.1 Conduct communication activities to promote USAID's work in the CDI cities	Communication materials (i.e. CDI Newsletter, stories, photos, videos, infographics, toolkits, social media) on SURGE activities published	Done. In Year 2, the project published five issues of the CDI Newsletter, submitted 51 bullet stories to USAID, and 106 news bits. The project used Twitter and USAID's Facebook page to promote its activities through social media. By the end of September 2017, the USAID/SURGE Project Twitter account has accumulated 247 followers and posted 922 tweets during Year 2. The project also co-organized several events with the CDI cities, and

CROSS-CUTTING			
Subcomponent*	Activity	Deliverable	Status of Deliverable
	2.D5.2 Provide technical assistance in the conduct of communication campaigns in CDI cities	Communication support to demand-driven requests (i.e. events, VIP visits)	produced pictograms and infographics that were posted on social media. Done. For Year 2, the project conducted two communication workshops attended by city government personnel from various offices. The project also provided assistance to the cities of Puerto Princesa, Tagbilaran and Batangas in the development of communication and promotional materials.
Monitoring and Evaluation	2.D.6.1 M&E activities inclusive of DQA, attendance to and/or conducting meetings with partners for discussion on M&E concerns		In progress. A revised M&E Plan was submitted to USAID in July 2017. The development of an internal management information system to facilitate monitoring and reporting is under development.