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QUARTERLY PROGRESS REPORT

OCTOBER 1 – DECEMBER 31, 2019

STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE) PROJECT

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

JANUARY 30, 2020

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ACRONYMS

BCC	Behavior Change Communication
BPLS	Business Permits and Licensing Systems
BPOSS	Building Permit One-Stop-Shop
BSO	Business Support Organization
CBST	Community-based Sustainable Tourism
CDI	Cities Development Initiative
CDP	Comprehensive Development Plan
CDRA	Climate Disaster Risk Assessment
CENRO	City Environment and Natural Resources Office
CLUP	Comprehensive Land Use Plan
DENR	Department of Environment and Natural Resources
DILG	Department of the Interior and Local Government
DOH	Department of Health
DTI	Department of Trade and Industry
EODB	Ease of Doing Business
GESI	Gender and Social Inclusion
GHG	Greenhouse gas
GIS	Geographic Information System
GSCWD	General Santos City Water District
HLURB	Housing and Land Use Regulatory Board
ICMA	International City/County Management Office
IDP	Internally Displaced Persons
IIB	Investment Incentives Board
LEIPO	Local Economic and Investment Promotion Office
LGU	Local Government Unit
LSSP	Local Sustainable Sanitation Plan
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NSSMP	National Sewerage and Septage Management Program
OBO	Office of Building Official
OSCP	One-stop Shop Construction Permitting
PPCWD	Puerto Princesa City Water District
RWSA	Rural Water and Sanitation Association
TFBM	Task Force Bangon Marawi
TCWS	Tagbilaran City Waterworks System
TDMP	Tourism Development Master Plan
TWG	Technical Working Group
ULIS	Unified Land Information System
USG	United States Government
USAID	United States Agency for International Development
WSP	Water Safety Plan
ZO	Zoning Ordinance

Executive Summary

This section highlights the achievements and challenges of the SURGE Project in its work in eight (8) Cities Development Initiative (CDI) cities of Batangas, Cagayan de Oro, General Santos, Iloilo, Legazpi, Puerto Princesa, Tagbilaran, and Zamboanga and in its water and sanitation rehabilitation and economic recovery activities in Marawi City and surrounding areas between October 1, 2019 to December 31, 2019.

Cities Development Initiative

Improving Local Capacity in Inclusive and Resilient Development

The CDI cities made progress in mainstreaming disaster risk reduction and climate change adaptation in local development planning, water safety planning, and in greenhouse gas management planning through the SURGE Project's assistance. This enhanced the cities' strategies in hazard and risk information systems and increased the resilience of water service providers and local government units in the event of natural disasters. Moreover, 27 Rural Water and Sanitation Associations (RWSAs) in Batangas and General Santos also completed the geo-referencing of their water supply systems as a basis for planning for water infrastructure development, improvement, and expansion.


The Legazpi City Water District completed its Business Continuity Plan through the assistance of the SURGE project. The Business Continuity Plan will help ensure that the Legazpi Water District is equipped to respond to emergencies/disasters and restore water and sanitation services. This was immediately put into implementation during the onslaught of Typhoon Tisoy in the Bicol Region in December 2019.

Efforts on septage management were also sustained as the Project assisted the Tabaco City government to revise its septage ordinance in compliance with new national standards. The local government and water district of Polomolok, an adjacent area of General Santos City, also reviewed and finalized its septage ordinance through the Project's assistance. In Cagayan de Oro, the septage management technical working group gained knowledge and skills in social marketing campaigns to support the establishment of a septage treatment facility in the city. As a result of the Project's assistance in the previous quarter, the Tabaco City Water District started the production of social marketing collaterals for its septage management program.

Promoting Low-emission Local Economic Development Strategies

The Project launched the first Cities and Municipalities Competitiveness Index (CMCI) Academic Symposium in partnership with the Department of Trade and Industry (DTI) Competitiveness Bureau. Through the symposium, researchers and their studies were recognized and selected by the DTI as a basis for policy-making and improving the CMCI indicators that are used to measure the performance of local government units (LGUs). The Project, in partnership with the Liveable Cities Challenge and the League of Cities of the Philippines, also enjoined 145 cities to take part in the Liveable Cities Challenge during the Sustainable Cities Summit in Manila.

Inter-local government unit partnerships were forged between General Santos City and Angeles City, Mabalacat, and San Fernando in Pampanga after the Project facilitated the city's investment promotion roadshow in partnership with the Clark Development Corporation. Meanwhile, the



promotion of smart cities was supported by the SURGE Project in Iloilo City during the Iloilo Innovation Summit on October 24, 2019.

Furthermore, CDI cities received recognition from several prestigious award-giving bodies. These included the Most Competitive Cities and Municipalities Awards 2019; Most Business-Friendly Cities, Digital Governance Awards; Gawad Kalasag Awards; and the Seal of Good Local Governance, among others. These demonstrated the SURGE Project's positive contribution in enabling CDI cities to perform better in the areas of economic growth and good governance.

Expanding Economic Connectivity and Access between Urban and Rural Areas

An all-cargo air service from General Santos to Manila was established through the SURGE Project to boost the shipment of high-value agri-fishery commodities. General Santos City sealed a partnership with the local government of Angeles City in Pampanga to further promote two-way trade and commerce, economic enterprise development, micro small and medium enterprises promotion, culture and heritage promotion, and air connectivity.

As a result of the Project's coordination and support, the Puerto Princesa-Palawan Seaweed Network was able to gain access to loans from the Landbank of the Philippines and farm inputs from the city government and support agencies such as Bureau of Fisheries and Aquatic Resources and Southeast Asian Fisheries Development Center. Meanwhile, seventeen (17) seaweed associations in Bohol formalized a cooperation agreement to establish the Bohol Seaweed Network.

Puerto Princesa sustained its efforts in nature-based and community-based sustainable tourism and Iloilo City continued to strategize activities to position itself as a MICE (Meetings, Incentives, Conferences, and Exhibitions) Center through the support of the project..

Marawi Recovery Work

Enhancing access to safe (and sanitary) water and sanitation services in Marawi City

The SURGE project provided trainings to the Marawi City Water District (MCWD) on mapping, through the Geographic Information System (GIS) and digital file organization, which will improve their water supply management. The Project also presented the completed mini-master plan for the expansion of services of the water district. Moreover, the MCWD completed development of its water safety plan as a result of SURGE's guidance.

Key staff of the water district and the city government also gained knowledge on various septage treatment technologies and management models through a study visit to Dumaguete City.

Restoring livelihoods of internally displaced persons and supporting economic activity in Marawi City/Lanao

Through a series of trainings conducted by the Project, internally displaced persons (IDPs) and entrepreneurs in Marawi City gained knowledge and skills in digital marketing, food safety including product packaging and labeling, abaca production and processing, and weaving designs.

In all of its activities, the SURGE Project collaborated with the Bangon Marawi Chamber of Commerce and Industry (BMCCI). Additionally, the Project provided organizational development support to BMCCI. BMCCI was awarded Most Outstanding Chamber – Young Chamber Category during the 2019 Philippine Business Conference.

CITIES DEVELOPMENT INITIATIVE

Introduction

The Strengthening Urban Resilience for Growth with Equity (SURGE) Project is an award of the U.S. Agency for International Development (USAID) to the International City/County Management Association (ICMA). The SURGE Project supports the USAID/Philippines' Cities Development Initiative (CDI) by supporting the Philippines to shift to a sustained and more inclusive growth trajectory at par with other high-performing emerging economies. The SURGE Project has three objectives: (1) improve local capacity in inclusive and resilient urban management and development; (2) promote low-emission local economic development strategies; and (3) expand urban-rural connectivity and access.

USAID supports eight partner cities included in the CDI, which are being provided with support following a “whole-of-mission” approach in which all other USAID projects are encouraged to converge for an integrated delivery of assistance. These cities are Batangas, Legazpi and Puerto Princesa in Luzon, Iloilo and Tagbilaran in the Visayas, and Cagayan de Oro, General Santos and Zamboanga in Mindanao.

The submission of this quarterly progress report is in compliance with Section F.6 (Reports and Deliverables) of the contract between USAID and ICMA. The report focuses on the three components of the project, along with cross-cutting activities that have been approved by USAID in the Year 4 Work Plan. It presents a description of the work conducted by the SURGE Project to achieve the strategic objectives and priority goals during the first quarter of Year 5 project implementation (October 1, 2019 to December 31, 2019) This section has the following parts: (1) Monitoring & Evaluation, (2) Accomplishments by Component and City, and (3) Crosscutting.

Monitoring and Evaluation (M&E)

The SURGE Project's results framework for its interventions in the CDI cities identifies three major outcomes that will contribute toward the goal of resilient cities serving as engines of resilient economic growth. These are: 1) local capacity in inclusive and resilient urban management and processes improved; 2) environment for local economic development improved; and 3) connectivity and access between urban and rural areas improved. On a broader scale, SURGE aims to contribute to USAID Philippines' Development Objective (DO) 1, accelerated and sustained broad-based and inclusive growth; and DO 3, improved environmental resilience. The status of SURGE's performance against key indicators is shown in Table 2.

In Year 5, SURGE is slated to implement activities to support the Women's Global Development and Prosperity initiative, for which SURGE submitted a draft Monitoring, Evaluation and Learning (MEL) Plan for USAID's approval.

Environmental Compliance

To date, SURGE has Environmental Mitigation and Monitoring Plans for its work on a) land use and infrastructure-related planning and assessments; b) pre-feasibility studies, feasibility studies, detailed engineering designs, site identification for water and waste water facilities in CDI cities;


c) land tenure; d) facilitating establishment of agricultural and fisheries-based operations; and for its work in Marawi, e) water and sanitation supply/systems.

- a) During the quarter, SURGE began its support to Iloilo's land use planning. In an orientation seminar-workshop, females comprised 37 percent of total participants. Proper sectoral membership and representation was one key issue raised, considering that the next activities will be on sectoral planning and analysis. Participants were made to enlist in their chosen sectors and indicate their preferred time to conduct planning. Similar sectoral work has been done in Puerto Princesa's continuing activities related to the updating of their Comprehensive Land Use Plan.
- b) Business continuity planning was conducted in Legazpi, which brought together the CDRRMO and LCWD to discuss historical disaster events as part of formulating their Business Continuity Plan (BCP) and Water Safety Plan (WSP). Rural Waterworks and Sanitation Associations (RWSAs) in Batangas, General Santos, and water districts in Ligao and Bacacay integrated climate change concerns in their WSP through DRR/CCA orientations by SURGE. This also considered impact on water flows, particularly in the context of climate change. In Puerto Princesa, the PPCWD was involved in the CDRA-responsive land use planning trainings of SURGE, allowing them to have a systematic analysis of the vulnerability and potential hazards/damage to water supply system. This also involved climate projections for planning and improving water sources. However, in Tagbilaran, it was noted that a DRR-CCA lens in planning, implementation, and environmental assessment for the LGU-run waterworks system is still lacking.

In terms of advocating water quality management, Puerto Princesa, Legazpi, five RWSAs in Batangas, and six RWSAs in General Santos have approved/updated WSPs in 2019. The water districts of Puerto Princesa and Legazpi, along with its adjacent areas in Ligao Bacacay, will conduct monthly bacteriological tests following approved WSP. For the water districts, the bacteriological tests pass the DOH coliform standards as per water bacteriological analysis results. Personnel used adequate personal protective equipment in on-site activities most times. To ensure stricter observance of these safety measures by project personnel, contractors, and implementing partners, this matter will be integrated to succeeding activity designs and reports. Meanwhile, to address air and water pollution concerns of the public regarding the proposed septage treatment facility in Puerto Princesa, SURGE helped develop information and education communication collaterals on proper disposal and environment protection.

- c) Food safety and good manufacturing practices training were conducted for partners in Puerto Princesa and Zamboanga. This was in collaboration with the Department of Science and Technology, Bureau of Fisheries and Aquatic Resources, and the academe. In Puerto Princesa, the partners were engaged in the discussions on avoidance of toxic substances, non-use of fertilizer for seaweed farming, and the assessment and inspection of seaweed culture laboratory and machinery for operation.

Meanwhile in Zamboanga, examples of matters discussed are basic food safety procedures for cassava processing, and the non-use of fertilizer for seaweed farming and proper propagation of seaweed seedlings. The participants were also oriented on



preventing and minimizing risks from physical, biological and chemical hazards and the proper use and maintenance of food processing equipment. In seaweed farming, participants were discouraged to apply fertilizer to prevent contamination of coastal waters. Field visits and onsite activities were conducted, mostly early morning, where temperature is still low to avoid heat stress.

Beyond environmental compliance, SURGE field offices also implemented practices to manage or reduce their resource consumption and energy footprint. Examples are maximizing the use of projectors to minimize need for tarpaulin backdrops and print-outs and maintaining air-conditioning temperature at no lower than 24 degrees. As much as possible, single-use materials for activities are also avoided.

Table 2. Performance Indicator Tracking for Outcome and Output Indicators as of December 2019

Indicator		Targets		Accomplishment				Remarks
		Y5	LOP	Y5		LOP		
				Actual	%	Actual	%	
1.1	Number of CDI Cities with risk-sensitive, socially inclusive, and gender-responsive land use plans	1	7 ¹	0	33%	5	71%	During the quarter, SURGE initiated assistance for the updating of Iloilo's CLUP. Updating of Batangas CLUP still in process.
1.2	Number of people supported by the USG to adapt to the effects of climate change (EG.11-5)	165,000 ²	650,000 ³	105,689 F: 51,788 (49%) M: 53,901 (51%)	64%	580,000 F: 284,200 (49%) M: 295,800 (51%)	89%	During the quarter, LCWD's water safety plan was endorsed to the LWUA. The plan, which stands to support 105,689 individuals was prepared with a CCA/DRR lens and is integrated in the LCWD's business plan for 2020. In the same period, the water district also prepared a draft business continuity plan but is still pending approval.
1.3	Number of people using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance (EG.11-6)	500 80	4,000 3,250	36 F: 8 (22%) M: 28 (78%)	45%	3,154 F: 1,472 (47%) M: 1,682 (53%)	97%	For the quarter, SURGE included the members of the LCWD board of directors and its water safety plan team.
1.4	Number of people trained in clean energy supported by USG assistance (EG.12-1)	0	200	n/a	n/a	501 F: 250 (50%) M: 251 (50%)	251%	Indicator and target achieved as of Year 4. No additional target set.
1.5	Amount of investment mobilized (in USD) for climate change adaptation as supported by USG assistance (EG.11-4)	0	US\$ 500,000	n/a	n/a	US\$ 509,721 (city counterparts)	102%	Indicator and target achieved as of Year 4. No additional target set.
1.6	Greenhouse gas (GHG) emissions, estimated in metric tons of CO2e, reduced,	1,500 MT CO2e	1,500 MT CO2e	0	n/a	0	0%	For Year 5, SURGE will conduct follow-through activities to assess and facilitate actual implementation

¹ Proposed as of PPR; reduced target from 8 to 7.

² Proposed as of PPR; increased target.

³ Proposed as of PPR; increased target from 500,000 to 650,000.

Indicator		Targets		Accomplishment				Remarks
		Y5	LOP	Y5		LOP		
				Actual	%	Actual	%	
	sequestered, or avoided through clean energy activities supported by USG assistance (EG 12-6)							of the GHG management plans it helped produce in Year 4.
1.7	Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance (HL.8.4-1)	\$ 75,000	\$ 180,000 ⁴ (cumulative)	\$ 135,169	180%	\$ 240,264	133%	For the quarter, SURGE mobilized around PhP6,758,471 for water and sanitation. The biggest contributor is the appropriated funds for Level 3 Water Supply System improvement in Alabel, Sarangani amounting to PhP6,000,000 or approximately \$120,000.
1.8	Number of water service providers with strengthened capacity for water service delivery	30	45	1	3%	29	64%	The approval of LCWD's water safety plan during the quarter marked headways in improving water quality management capacity.
1.9	Number of water service providers with strengthened capacity for sanitation service delivery	4	7	0	0%	3	43%	During the quarter, SURGE provided a range of technical assistance to cities such as Cagayan de Oro and Tabaco on LSSP updating, social marketing, and coaching on STF siting and the formulation of enabling policies. Actual accomplishment will be reported once more substantive milestones are achieved.
1.10	Number of people receiving improved service quality from an existing basic or safely managed drinking water service as a result of USG assistance (HL.8.1-3)	200,000	400,000	124,377 F: 60,945 (49%) M: 63,432 (51%)	62%	340,674 F: 166,930 (49%) M: 174,743 (51%)	85%	Accomplishment for the first quarter of Year 5 covered approval and implementation of water safety plans in select RWSAs in General Santos and the LCWD.

⁴ Adjusted per Year 4 accomplishment and target in Year 5.

Indicator		Targets		Accomplishment				Remarks																																																											
		Y5	LOP	Y5		LOP																																																													
				Actual	%	Actual	%																																																												
2.1	CDI Cities' Cities and Municipalities Competitiveness Index (CMCI) improved	<15; Ranking improved/retained	<15; Ranking improved/retained	Year 5 accomplishment will be based on the CMCI's 2020 Ranking, historically released at the second semester of the year.	0%	<table border="1"> <tr> <td colspan="5">CMCI Ranking (excl. NCR, Cebu, & Davao)</td> </tr> <tr> <td>CDI City</td> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> <tr> <td colspan="5">Component Cities</td> </tr> <tr> <td>Batangas</td> <td>12</td> <td>12</td> <td>13</td> <td>9</td> </tr> <tr> <td>Legazpi</td> <td>3</td> <td>5</td> <td>1</td> <td>4</td> </tr> <tr> <td>Tagbilaran</td> <td>25</td> <td>21</td> <td>8</td> <td>26</td> </tr> <tr> <td colspan="5">Highly Urbanized Cities</td> </tr> <tr> <td>Cagayan de Oro</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Iloilo</td> <td>2</td> <td>14</td> <td>3</td> <td>2</td> </tr> <tr> <td>Puerto Princesa</td> <td>13</td> <td>10</td> <td>8</td> <td>9</td> </tr> <tr> <td>Zamboanga</td> <td>15</td> <td>4</td> <td>6</td> <td>6</td> </tr> <tr> <td>General Santos</td> <td>4</td> <td>3</td> <td>5</td> <td>4</td> </tr> </table>	CMCI Ranking (excl. NCR, Cebu, & Davao)					CDI City	2016	2017	2018	2019	Component Cities					Batangas	12	12	13	9	Legazpi	3	5	1	4	Tagbilaran	25	21	8	26	Highly Urbanized Cities					Cagayan de Oro	1	1	1	1	Iloilo	2	14	3	2	Puerto Princesa	13	10	8	9	Zamboanga	15	4	6	6	General Santos	4	3	5	4	In 2018, all CDI cities were within the top 15 of their respective categories, excluding cities in the NCR, Cebu City, and Davao City. In 2019, five cities either improved or retained this performance.
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2.2	Number of newly registered businesses	15,000	60,000	2,253	15%	46,411	77%	Linked to SURGE's overall package of assistance to business support offices; facilitation in streamlining reforms, policies and regulations; investment promotion activities; and promotion of urban-rural linkages.																																																											
2.3	Percentage increase in locally sourced or municipal (city) revenue	40%	40% cumulative or 10% CAGR	No data yet	n/a	An aggregated average CAGR of 14.3% from baseline, and 29.0% cumulative based on annual averages from 2016 to 2018	73%	Linked to SURGE's overall package of assistance to business support offices, facilitation of streamlining reforms and implementation; investment promotion activities; and asset and strategic financial management work.																																																											
2.4	Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance	55,366 ⁵	200,000	0	0%	144,634	72%	No new accomplishment for the quarter.																																																											
2.5	Number of firms receiving USG-funded technical assistance for improving business performance	45,000	300,000	3,053	7%	276,216	92%	Linked to SURGE's overall package of assistance to business support offices; facilitation in streamlining reforms, policies and regulations; investment promotion activities; promotion of urban-rural linkages; and provision of business																																																											

⁵ Balance from unrealized Year 4 target.

Indicator		Targets		Accomplishment				Remarks
		Y5	LOP	Y5		LOP		
				Actual	%	Actual	%	
								development services for select industries/sectors.
3.1	Time and cost of transporting goods between CDI city and peri-urban areas reduced Proposed replacement: Mobility plan/policies prepared	TBD	TBD	n/a	n/a	n/a	n/a	Proposed for replacement; pending USAID approval.
3.2	Number of municipal (city) regulations and administrative procedures that have been simplified as a result of USG assistance	6	50	2	33%	44	92%	The approval of EO No. 140 in November 2019 marks the formalization of Iloilo City's asset management process; Also in November, Legazpi officially launched its enhanced and automated BPOS.
3.3	Number of beneficiaries receiving improved transport services due to USG assistance Proposed replacement: Amount of investments generated	TBD	TBD	n/a	n/a	n/a	n/a	Proposed for replacement; pending USAID approval.
3.4	Private investment in CDI cities and adjacent peri-urban areas increased	100% increase from baseline (cumulative) ⁶	100% Increase from baseline (cumulative)	Php 2.1 billion / \$ 42.9 million, Php 61.2 billion / \$ 1.2 billion (cumulative)	74%	Php 61.2 billion / \$ 1.2 billion (cumulative)	74%	Realized investment inflow is represented by the capitalization of new businesses in CDI cities.
4.1	Number of laws, policies, or procedures drafted, proposed or adopted to promote gender	5 ⁷	40	0	0%	35 <i>Laws</i> Adopted: 2 <i>Policies</i>	88%	No new accomplishment for the quarter.

⁶ Previous 4-year cumulative investments in the 8 CDI cities amount to Php 41.2 billion or \$ 824.1 million.

⁷ Adjusted to take in the balance from unrealized Year 4 target.

Indicator		Targets		Accomplishment				Remarks
		Y5	LOP	Y5		LOP		
				Actual	%	Actual	%	
	equality at the regional, national or local level					<i>Proposed: 0</i> <i>Adopted: 9</i> <u>Procedures</u> <i>Proposed: 14</i> <i>Adopted: 10</i>		



General Santos City and USAID celebrate World Toilet Day

General Santos City with the support of USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project celebrated World Toilet Day with a series of events on November 14-15, 2019. The events included the groundbreaking ceremony of the city's septage treatment facility at Barangay Conel on November 14, and a social marketing campaign on septage management and the launching of the city's Zero Open Defecation program on November 15.

The city government and the General Santos City Water District are responsible in the establishment and operation of the 234-cubic meter septage treatment facility that will cater to more than 363,000 households, institutional and commercial establishments in the city. Since last year, USAID/SURGE has been assisting the city government and the General Santos City Water District on benchmarking, leveraging of funding, review of terms of

reference and feasibility study for the establishment of a septage treatment facility; the finalization of a septage ordinance and memoranda of agreement; and the development of a social marketing campaign.

The city government's Zero Open Defecation program aims to eradicate the practice of defecation in open fields and waterways to improve the quality of health and sanitation in the city. The World Toilet Day is celebrated on November 19 every year.

This year's theme is "Leaving no one behind", bringing attention to those people being left behind without sanitation and the social, economic and environmental consequences of inaction—with special attention to the needs of women and girls and those in vulnerable situations.

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

Building on the continuing activities in Year 4, the Project continued to help CDI cities achieve urban and climate-resiliency and ensure evidence-based, participatory, and holistic planning for priority urban developmental concerns.

The Project developed the cities' local capacity in inclusive and resilient urban development by strengthening disaster-risk reduction and preparedness, climate-resilient land use and infrastructure planning, financing, and implementation, and supported water service providers in providing access to reliable water supply and sustainable sanitation measures.

Component 1 activities contributed to improved access to safe and secure water supply and sanitation services. The Project continued its technical assistance to CDI cities and some of its adjacent areas. The Project sustained support for Rural Water and Sanitation Associations (RWSAs), local government-run water utilities, and water districts through water safety planning and implementation, management of non-revenue, designing water supply systems, water, business continuity planning, business planning and ring fencing, water demand management, capacity development and implementation of hazard resilient water systems.

Moreover, the Project assisted in the process of setting up the cities' septage management systems. This entails continuous capacity development, policy support, technical guidance on public-private partnerships and other financing modalities, establish linkages for financing, review of proposals from the private sector, pre-feasibility studies, preparation of terms of references and implementation of their chosen septage management projects.

Beyond strengthening the capacities of the CDI cities and water service providers on water and sanitation in the CDI cities, the Project also established sustainability and replication mechanisms. These included the integration of water and sanitation program in the urban development learning centers, developing the capacities of the provincial governments and Water, Sanitation, and Hygiene (WASH) regional hubs that could act as service provider in replicating water and sanitation good practices in other areas and beyond the life of the Project.

Key Activities and Accomplishments for the Quarter

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

Activity: Application of the Urban Resilience Measurement Framework (URMF) in establishing baseline measurements for competitive and resilient urban development in CDI cities as benchmarks for effective local governance systems

- ***Facilitated better implementation of strategies for climate change adaptation of CDI cities through enhanced monitoring and evaluation system***

The CDI cities was able to enhance their monitoring and evaluation (M&E) system of programs, projects, and activities for climate change adaptation (CCA) through the technical assistance of the SURGE Project and USAID's Climate Change Adaptation, Thought Leadership, and Assessments (ATLAS) Project. CDI partner cities, like all municipalities and cities in the country,

are required by the law (i.e. RA 9729 or Climate Change Act of the Philippines) to identify and implement projects, programs, and activities (PPAs) for CCA by formulating a Local Climate Change Action Plan (LCCAP). Almost all CDI cities have already formulated an LCCAP and are implementing CCA programs, projects, and activities. The main challenge for the CDI cities is how to monitor and evaluate these PPAs to ensure that they are properly implemented and that their outputs, targets and outcomes are accounted properly.

On December 4-6, 2019, SURGE and ATLAS organized a three-day workshop in Cagayan de Oro City to improve the knowledge of cities' key staff and officials on M&E. Group and individual activities and exercises were facilitated to introduce the different stages of M&E. The improved knowledge of participants on M&E will help them formulate more effective CCA strategies and enhance the implementation of their existing PPAs.



██████████, ATLAS Program Manager provided an overview on climate change to the workshop participants from Cagayan de Oro, General Santos, Puerto Princesa, and

Activity: Capacity building of stakeholders in mainstreaming socially inclusive and gender-responsive DRR-CCA to local development planning

- ***Enhanced strategies for disaster risk reduction and climate change adaptation of Puerto Princesa City through better hazard and risk information system***

As a result of the Project's assistance and coordination, Puerto Princesa City's Local Disaster Risk Reduction and Management Plan (LDRRMP) 2020-2022 was approved by the Sangguniang Bayan in December 2019 and is now formally adopted for implementation until 2022. The Project also assisted in the city's generation of hazard maps and improved visualization of risk information through data analytics. Since 2017, the Project worked with the City Disaster Risk Reduction and Management Office (CDRRMO) in hazard mapping, conducting the Climate Disaster Risk Assessment (CDRA).

- ***Mainstreamed disaster risk reduction and climate change adaptation in the development planning of Iloilo City***

Iloilo City through its City Planning Development Office (CPDO) is currently updating its Comprehensive Land Use Plan (CLUP). The SURGE Project collaborated with Manila Observatory (MO) to assist Iloilo City in mainstreaming disaster risk reduction and climate change adaptation (DRR-CCA) in their development plan. The MO is currently implementing a project called "Resilience Collaboratory." Central to this project is the implementation of CDRA with their partner cities including Iloilo City. This project is part of the Science and Technology track of the Resilient Local Government System Program of the National Resilience Council (NRC). Several meetings with MO together with Iloilo City CPDO and Housing and Land Use Regulatory Board (HLURB) Region VI have been initiated by the SURGE Project. These initiatives for collaboration will ensure sustainable and resilient development through mainstreaming of DRR-CCA in the CLUP of Iloilo City.

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

Activity: Support cities to identify and implement projects that mobilize private sector resources, specifically with water and sanitation

- **Promoted evidence- and science-based climate change mitigation strategies and plans through Greenhouse Gas Inventory and Management Planning**

Through the SURGE Project, the cities of Tagbilaran and Zamboanga formulated a greenhouse gas (GHG) management plan while the cities of Legazpi and General Santos developed an entity- and community-level GHG inventory. Several workshops were facilitated by the SURGE Project with its contractor, ICLEI SEAS, to produce necessary data and assist in doing surveys for the inventories. These inventories are necessary to formulate the GHG Management Plans outlining PPAs that contribute to mitigating climate change.



_____ of ICLEI presented the results of the GHG inventory to Legazpi's GHG Management Team.

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

Activity: Strengthening institutional capacity in mainstreaming climate-disaster resilience in water and sanitation planning

- **Increased resilience through the mainstreaming of DRR-CCA in water and sanitation planning**



Participants from the General Santos City Water District and Rural Waterworks and Sanitation Associations assessed the hazards and risks that threaten their water supply system.

The water service providers of Batangas, General Santos, Tagbilaran, and Legazpi-adjacent areas (Ligao and Bacacay) mainstreamed disaster risk reduction and climate change adaptation (DRR-CCA) in their water safety plans (WSP) through SURGE Project's assistance. Through a series of workshops, key personnel and staff assessed hazards and risks that threaten the water supply system of water service providers such as water districts and Rural Water and Sanitation Associations (RWSAs).

Based on existing data on hazards and locations of pipelines and water supply facilities, the participants evaluated how several natural hazards such as hydro-meteorological hazards (flood, typhoon, storm surge, drought and rain-induced landslide), geological (earthquake, volcanic eruption, tsunami) and climate change stimuli (increase temperature, extreme precipitation, sea-level rise) may cause minor to catastrophic disruption to water supply systems. The participants also developed maps showing exposure to hazards and initial vulnerability and risk assessments of their water supply systems. These outputs were reflected in their respective WSPs.

- **Increased capacity of Legazpi City Water District to respond to emergencies and restore water and sanitation services during disasters**

Through the Project's assistance, the Legazpi City Water District (LCWD) completed its Business Continuity Plan (BCP) on November 14, 2019. The BCP will help the water district be resilient from impacts of climate-related hazards and guarantee availability of water during emergencies or disasters. Through a series of workshops which the Project organized, the members of the



Members of the LCWD Business Continuity Plan technical working group finalized the content of the plan during a workshop organized by USAID/SURGE in Legazpi City.

Legazpi City Water District finalizes Business Continuity Plan

The Legazpi City Water District (LCWD) finalized its Business Continuity Plan on November 14, 2019, after a series of coaching sessions organized by USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project and the Legazpi City Disaster Risk Reduction and Management Office.

The Business Continuity Plan is an important tool to ensure that the LCWD will be able to respond and restore water and sanitation services within a reasonable period during disasters specifically flooding and rain-induced landslides.

During a workshop, USAID/SURGE assisted the 33 members of the LCWD Business Continuity Plan technical working group to finalize the roles and responsibilities of the Business Continuity Plan team members, polish the Emergency Operation Center activation, and finalize the overall content of the plan. The plan was put into practice during the super typhoon Tisoy that hit Legazpi City in December. As next steps, the TWG will update the plan with inputs from the experience during the typhoon, before it is endorsed to the LCWD Board of Directors for approval.

Legazpi City is the first CDI partner city of USAID to complete a Business Continuity Plan with the support of USAID/SURGE as part of disaster risk reduction and climate resilience initiatives.

LCWD Business Continuity Plan TWG finalized the roles and responsibilities of the Business Continuity Plan team members, polished the Emergency Operation Center activation, and finalized the overall content of the plan. The initial draft of the BCP has been presented to the LCWD Board of Directors for approval.

The LCWD activated the BCP during super typhoon Tisoy that hit Bicol Region in December 2019. The learnings from the disaster were documented for integration in the BCP before it is re-submitted to the LCWD Board of Directors for final review and approval. Legazpi is the first CDI city to complete a BCP as part of disaster risk reduction and climate resilience initiatives.

- **Identified CDI cities and adjacent areas for geo-resistivity survey and geo-physical assessment**

The Project identified 22 sites in two CDI cities and five CDI-adjacent areas to be assisted on geo-resistivity survey/geo-physical assessment. Geo-resistivity surveys/geo-physical assessment for viable sources of water are not usually a prerequisite to water source development for many RWSAs and even LGU-run water utilities. Because this was not performed, there is a reduction of water production during the dry season. By conducting a geo-resistivity study, viable sources of water are identified. The study will identify possible sites for drilling.

Activity: Strengthen the institutional capacity of CDI Cities and water service providers on water

- **Conducted diagnostic assessment, geo-referencing, and flow/pressure monitoring completed in nine water service providers in General Santos, Legazpi, and adjacent areas**

Nine (9) water service providers have completed their diagnostic assessment, geo-referencing, and flow and pressure monitoring of water supply systems through the assistance of the SURGE

Project. These are the Mabuhay and Mayo Nueve RWSAs in General Santos, LGU-run water utilities in Alabel, Sarangani, and Polangui and Guinobatan, Albay, and water districts of Tabaco City, Ligao City, Bacacay, and Camalig in Albay.

The diagnostic assessment, geo referencing, and flow/pressure measurements are inputs to the Project's subsequent technical assistance on water supply system analysis and designing using hydraulic modelling. The water supply system designs and cost estimates serve as the basis for investments, water infrastructure development, improvement, upgrading and/or expansion. In the case of Polangui, the LGU will use the water supply system design and cost estimates to download a Php200 million grant from the Department of Agriculture, for the improvement and expansion of their water supply system and services.

- **Conducted geo-referencing of water supply systems of 27 RWSAs**

For this quarter, 15 RWSAs in Batangas City and 12 RWSAs in General Santos City completed the geo-referencing of their water supply systems. Six (6) of the 15 Batangas RWSAs have already designed their water supply systems using hydraulic modeling and analysis while 12 RWSAs in General Santos have already mapped and validated their results. The RWSAs used 20-year water demand projections in designing water supply systems. The results will serve as basis of the SURGE-assisted RWSAs in planning for water infrastructure development, improvement and expansion.



Officers of Purok Tres Lanton RWSA installed chlorinator after the visit of the SURGE Team.

- **Enhanced knowledge and skills of water service providers in basic hydraulic modelling and water supply system designing**

The water service providers and LGUs of General Santos City and Alabel, Sarangani and the water districts of Tabaco City, Ligao City, Bacacay and Camalig including the LGUs of Polangui and Guinobatan in Albay Province gained knowledge and skills on basic hydraulic modeling through a training organized by the SURGE Project in General Santos and in Legazpi City in December 2019.

The representatives were from the offices of city engineering, city/municipal environment and natural resources, and technical staff of the water districts and waterworks system. The participants learned about the correct water source selection process for deep well, spring and surface waters taking into consideration quantity and quality as basis of analysis for selection and monitoring. Through the training, the participants collected data on demographic profile and water demands. They also analyzed and designed the water system using EPANET, an open source software for water distribution system modeling developed by the United States Environmental Protection Agency (US EPA).

- **Facilitated approval and initial implementation of water safety plans**

The Ligao City Water District and 11 RWSAs of General Santos City are currently at various stages of completing their WSPs. On the other hand, the Ligao City Water District has completed Modules 5-7 of the WSP, and the 11 RWSAs of General Santos City with Modules 1-4. The WSP of Bacacay Water District has already been finalized.



The Bacacay Water District WSP team identified risks in their water system associated with the natural hazards in their municipality.

Through the Project's assistance, the WSPs of the water districts of Puerto Princesa, Legazpi, five RWSAs in General Santos and 15 RWSAs in Batangas are already under initial implementation. In General Santos City, the budget for the procurement of water treatment systems for the RWSAs was requested and included in the 2020 Annual Investment Program.

In the case of Alabel, Sarangani, SURGE agreed to provide technical assistance on water safety planning to Alabel Waterworks on the condition that the LGU establish a connection to the South Cotabato Electric Cooperative's power supply lines for their existing water treatment system and make it operational. The

connection has been completed during this quarter and SURGE's technical assistance on WSP will start on the second quarter of Year 5.

- **Updated water consumers on ongoing upgrading of water service of Tagbilaran City Waterworks System**

On November 29, 2019, water consumers of Barangay Manga, Tagbilaran City were updated on the developments made by the Tagbilaran City Waterworks System (TCWS) as a result of technical support from the SURGE Project. Fifty (50) residents attended a community meeting and gained more information about the TCWS' district metering area approach, pipeline rehabilitation, electronic billing system, which ensure accurate meter reading and computation of water bills and the proposed water meter replacement.

The TCWS announced that a fully automated billing system will be available in the first quarter of 2020. As part of the Project's recommendation in its previous technical assistance to TCWS, the fully automated system will enable real time water meter billing and generation of balances so that delinquencies can be easily traced, and provide an automated database of water users that can track illegal connections. During the open forum, the water users raised questions about the billing system, and regularity and availability of water, among others. The water users also expressed appreciation over the improved water service operations. Through the technical assistance provided by SURGE and the effective implementation of the TCWS of the SURGE project's recommendations, there was a gain of more than 30 percent increase in water collections, improved practices in district metering, leakage and water pressure monitoring systems, rehabilitated old pumping stations, and installed new water pipes. The upgrading of facilities ensures 24/7 supply of safe water – previously at only eight hours a day – to over 4,900 households.



[Redacted Name], head of TCWS, explained the district metering area (DMA) to water users in Barangay Manga.

Activity: Strengthen institutional capacities on sanitation

- **Led the groundbreaking ceremony of the proposed septage treatment facility in General Santos**

Through the SURGE Project's technical assistance, General Santos City finalized the Terms of Reference (TOR) for its septage treatment facility. The Board of Directors of the General Santos City Water District (GSCWD) agreed to establish an 80 to 130 cubic meter septage treatment facility and issued a resolution for the GSCWD to make a loan of PhP130 million from the Development Bank of the Philippines. The GSCWD will start with the procurement of the design and build services on the second quarter of Year 5.

In celebration of the World Toilet Day, the GSCWD conducted several activities such as a groundbreaking ceremony for the establishment of the city's septage treatment facility at the GSCWD compound in Barangay Conel. It also conducted a forum with private desludgers operating in General Santos City and adjacent municipalities for possible partnership with GSCWD in the desludging of septic tank and transport of septage to the GSCWD septage treatment facility once operational in 2021.

As part of the World Toilet Day celebration, the social marketing team from the GSCWD and the LGU conducted a social marketing campaign in Barangay Conel to gain the support of constituents for the city's septage management program. The city government also launched the Zero Open Defecation Program which was piloted in Barangay Conel in partnership with the Conel Water and Sanitation Association. More than 150 household representatives participated in the World Toilet Day celebration.

- **Trained Cagayan de Oro on social marketing for septage management**

The septage management technical working group of Cagayan de Oro City learned social marketing through a training conducted by the Project on November 7-8, 2019. More than 20 representatives from the offices of city information, environment and natural resources, health, building official, and the water district gained a deeper understanding of social marketing and design thinking which helped them create a communication campaign for septage management. The participants created catchy slogans, developed a campaign look and feel, identified channels of communication, and identified initial communication design plans which can serve as baseline for the social marketing campaign.



General Manager of the Tabaco City Water District, explained the roles of the water district in the ordinance institutional arrangements.

The Cagayan de Oro Water District will establish and operate a 150 cubic meter septage treatment facility that will cater to more than 100,000 households in the city. The water district finalized the terms of reference for establishment of the facility through a design and build arrangement. SURGE assisted the city in reviewing and amending the existing septage ordinance to include other provisions for wastewater management. The ordinance was endorsed to the Sangguniang Panglungsod for approval and adoption.

Moreover, as result of the Project's assistance to the Tabaco City government and Tabaco City Water District

in Year 4, the city's social marketing team started developing collaterals and reproduced around 20,000 copies for distribution.

- ***Facilitated the approval and adoption of the cities' septage ordinances***

With the technical assistance of the Project, the Tabaco City government revised its septage ordinance to incorporate new national standards on design, operation, and maintenance of septic tanks. The septage ordinance was reviewed and finalized with the assistance of the Project in June 2019. However, it was revised to incorporate changes according to a Department of Health administrative order regarding updated requirements and policies for onsite treatment systems. The septage ordinance will serve as the legal basis for the establishment of a septage treatment facility in Tabaco.

The Project also assisted the local government and water district of Polomolok, an adjacent area of General Santos City, in the review and finalization of its septage ordinance in November 2019. The Municipal Environment and Natural Resources Office endorsed the ordinance to the Sangguniang Bayan in December 2019 for review, approval, and adoption.

Planned Activities for Next Quarter

- Conduct hydraulic modeling and water supply system designing for four water districts, two RWSAs, and three LGU-run water utilities;
- Conduct geo-referencing of water supply systems of 10 RWSAs in General Santos City and five RWASs in Batangas and hydraulic modelling and water supply system designing for 14 RWSAs in Batangas and 22 RWSAs in General Santos City;
- Facilitate water safety planning for Ligao City Water District, Bacacay Water District, and 17 RWSAs in General Santos City;
- Conduct World Water Day celebration;
- Procure Training Needs Assessment services for the WASH regional hubs;
- Conduct Technology Forum;
- Procure consultancy services for the preparation and finalization of water service providers' customer survey;
- Provide technical assistance on Iloilo City's Climate Disaster Risk Assessment;
- Provide technical assistance on Puerto Princesa's Local Climate Change Adaptation Plan;
- Review GHG Inventory of Legazpi City and General Santos City and GHG Management Plans of Tagbilaran and Zamboanga for further planning; and
- Mainstream disaster risk reduction and climate change adaptation in water safety planning.

Component 2: Promote Low-Emission Local Economic Development Strategies



Cities pursue partnership with Bureau of Fire Protection for ease of doing business


Five cities signed a Memorandum of Understanding with the Bureau of Fire Protection (BFP) on November 21, 2019 in Legazpi City, which will pave the way for the integration of the collection of fire code tax and fees in their existing business and construction permitting systems. The cities of Batangas, Cagayan de Oro, General Santos, Puerto Princesa, and Tagbilaran join other trailblazing cities in the Philippines pursuing fully automated end-to-end permitting systems to promote ease of doing business.

This initial partnership with BFP follows the replicable model of the Legazpi City government, which forged two memoranda of agreement with the BFP to develop automated systems for business and construction permitting. With the integration of assessment and collection of fire code-related taxes and fees, applicants of building permits and certificates of occupancy will be able to settle taxes and charges through online payment, or through the payment window of

the city's one-stop shop for construction permits (OSCP) which was launched today during the signing ceremony. The one-stop shop is a facility which houses all offices involved in permitting or licensing in one location.

The simplified processes of Legazpi City expedite processing, ease coordination and information exchange among offices, and facilitate faster conduct of inspections of buildings and constructions. These were achieved with the technical assistance of USAID through the Strengthening Urban Resilience for Growth with Equity (SURGE) Project.

Legazpi's OSCP features an easier application process for the issuance of building permits and certificates of occupancy. Previously, the application and issuance process took at ten days involving 15 steps. Now, the streamlined process can be completed in five days, and involves three steps. Meanwhile, the city's registration and



renewal of business permits can now be completed in two hours instead of four days, and requirements were reduced to unburden taxpayers.

On the same day, the five cities and Zamboanga learned about how Legazpi City developed its automated construction permitting system and how the collection of fire code-related taxes and fees was operationalized through a coaching session organized by the SURGE Project.

Rameses, Inc., the automation services provider of Legazpi City, discussed the features of the automated system using the Filipizen platform. The platform features online processing of applications and web-based entry of information related to the applicant, project details, location, and ancillary permits such as civil/structural, electrical, mechanical, and sanitary. This system will provide a faster and more transparent experience requiring minimal face-to-face transaction between the local governments and clients. Through USAID/SURGE, the cities have been continuously coached and mentored on addressing the challenges of automating construction permitting systems. With automated operations, local governments can be more competitive. Automation can also improve the overall operations of local governments in terms of systems related to land information, real property taxes, and revenue generation.

These initiatives support the Philippine Government's thrust toward a more efficient delivery of government services and improved business friendliness.

Component 2: Promoting Low-Emission Local Economic Development Strategies

Building from its assistance during the previous quarters, the SURGE Project continued to provide technical support in improving the competitiveness of the CDI cities. The Project organized various activities such as the first Cities and Municipalities Competitiveness Index (CMCI) Academic Symposium and the Sustainable Cities Summit. The Project also facilitated the forging of inter-local government unit partnerships between General Santos and Angeles, Mabalacat, and San Fernando Pampanga, promoted Iloilo City as an innovation hub, and contributed to the improved rankings of the CDI cities in the CMCI.

Supported by the Project's continuing assistance, from 2016 to 2018, CDI cities posted an average Compounded Annual Growth Rate in local revenue of 14.6 percent from 2016 to 2018, where total tax collections demonstrated average growth of 13.4 percent, business taxes by 14.2 percent, real property tax by 12.5 percent and other taxes by 9.7 percent.

Overall, a total of 276,216 businesses have registered in CDI cities since the project introduced reforms to streamline business and construction permitting systems in 2017. Of this, 3,053 were recorded from October to December 2019. At the aggregate level, there is a 9.7 percent average increase since SURGE's active implementation, higher than the historical average of 4.4 percent.

For 2019 alone, all CDI cities exhibited growth in total business registration, providing permits to 103,230 business, and averaging about 9.1 percent compared to previous year. It may also be noted that the rates recorded by CDI cities are higher than those in the NCR as of latest available data⁸.

Overall, 46,411 new businesses across the CDI cities have registered since the roll-out of continuing SURGE-initiated or facilitated reforms, equivalent to initial investments amounting to Php61.2 billion or approximately \$ 1.2 billion.

Of this figure, 2,253 new investments were registered or reported from October to December 2019 alone, equivalent to Php2.1 billion or \$ 42.9 million. For this quarter, around Php1.3 billion was added to the initial investment commitments in Puerto Princesa from the September 2019 Investment Forum that amounted to Php28.8 billion primarily driven by real estate, tourism, agriculture. Initial commitments in Tagbilaran from the March 2019 Tagbilaran Business Forum included the construction of two BPOs, two hospitals and a hotel in the city.

Key Activities and Accomplishments

Subcomponent 2.1: Improving cities' public management of local revenues and expenditures

Activity: Supported CDI cities in implementing action plans toward better asset management

- **Enhanced updating of local government real property land information**

The Puerto Princesa City's Asset Management Technical Working Group (TWG) continued to update the city's asset register by tagging additional 385 assets valued at Php129 billion. Aside

⁸ For reference, cities in the National Capital Region (NCR) posted an average growth of 7.34% from 2016 to 2018, with a median of 5.66%.

from Puerto Princesa, other CDI cities continuously updated their asset inventory through the Project's assistance.

Activity: Promote transparent and accountable local government financial management

- **Strengthened cities' strategic financial management planning, internal audit, risk assessment, and business planning**

The cities of Zamboanga and Puerto Princesa demonstrated improved competencies in strategic financial management planning, internal audit, and business planning as a result of the Project's assistance. The cities are now able to assess their financial profiles, analyze the internal and external environments affecting their financial resources, estimate income and expense for the next six years, and develop plans for revenue generation, capacity building, and monitoring and evaluation.



Zamboanga City officials analyzed their department's expense efficiency and revenue growth.

In Zamboanga City, the Technical Working Group (TWG) strategized the gathering of data from different offices in order to develop the city's Strategic Financial Management Plan. In Puerto Princesa, the Local Finance Committee together with the TWG formulated the 2020-2025 Strategic Financial Management Plan. An ordinance to create the Internal Audit Office was proposed to the Legislative Council, which is expected to be approved in the first quarter of 2020. Moreover, as a result of the Project's training and coaching, two out of the city's five business plans (Fish Port and Puerto Princesa Underground River) were completed. Three other projects, namely the Land Transportation, Baywalk, and City Coliseum, will be completed by mid-2020.

For this quarter, asset management data contributed to Component 1's assistance in improving Puerto Princesa's 2020-2027 Comprehensive Development Plan and in Component 3's tourism development and community-based tourism business planning.

Subcomponent 2.2: Improving local government efficiency, ease of doing business and customer satisfaction through streamlining and automating of business and construction permitting processes

Activity: Improve construction-related permitting systems

- **Promoted best practices on streamlining construction permitting systems**

Cagayan de Oro's streamlining efforts in construction permitting were recognized as one of the best practices in the country. In October 15, 2019, Cagayan de Oro City was the only city that was selected by the Department of Interior and Local Government – Bureau of Local Government Development to present to 700 LGUs in the country during the Ease of Doing Business Forum at the Manila Hotel. The city shared its experience in pursuing reforms with the assistance of the SURGE Project to encourage other local governments to improve their respective construction permitting systems. Through the SURGE Project, Cagayan de Oro's one-stop-shop for construction permits was set up at the Office of the Building Official. The city is now moving toward integrating the barangay permitting processes to its business and construction permitting to further hasten the business and business-related permitting systems.

- **Facilitated partnership between Bureau of Fire Protection (BFP) and CDI cities**

The Project's continuous assistance to the Legazpi City's TWG led to the successful implementation of the city's end-to-end Online Business and Construction Permitting Systems. As a result, the Project was able to convince the Fire Chief of the BFP to enter into a memorandum of understanding (MOU) with all CDI cities on November 21, 2019 to replicate the success of Legazpi City. This will eventually lead to forging of memorandum of agreements (MOAs) with the other CDI cities. Under the Fire Code of the Philippines, only the BFP has the right to assess and collect fire code-related fees. Republic Act 11032 or the Ease of Doing Business and Efficient Delivery Act of 2018 allowed the BFP to enter into a MOA with LGUs for the assessment and collection of taxes and charges imposed by the BFP. However, the Fire Chief issued a directive that Fire Officials cannot enter in any MOA with any LGUs without his approval.

On December 17, 2018, with the initiative of the Legazpi City government together with the SURGE Project, the BFP Fire Chief approved the signing of the MOA provided that 100 percent of the fees must be remitted to BFP two days after collection and that the revenue collection of the BFP will improve because of this initiative. He agreed that if Legazpi succeeds, he will consider entering into a MOA with other CDI cities. Legazpi City was able to remit the fees the day after and showed that collection efficiency improved. The Fire Chief encouraged CDI cities that intend to pursue a MOA with the BFP to follow the Legazpi model, specifically the provisions in the MOA because the experience proved to be successful.

- **Supported launching of cities' one-stop shops for construction permitting**

The cities of Batangas, General Santos, and Legazpi officially launched their OSCPs as a result of the SURGE Project's coaching sessions and workshops on streamlining construction permitting systems and operationalizing their one-stop shops.



Fire Chief [redacted] commended Legazpi for the launching of its automated construction permitting system.

Legazpi City launched its One-Stop Shop for Construction Permits (OSCP) on November 21, 2019. The city's OSCP is a fully automated system and is the first LGU in the country to be officially permitted by the BFP to incorporate the collection of fire code related fees in both business and construction permitting systems. With the integration of assessment and collection of fire safety inspection fees, applicants of business and building permits and certificates of occupancy will be able to settle taxes and charges at the payment window of the OSCP or through online payment for their convenience.

This also enabled the system integration between the BFP and the Legazpi City government, and made data sharing possible for the updating of database of establishments and applicants. Other innovations of the city's process include the use of SMS and email to update applicants and the advance delivery of approved building permits and certificates of occupancy through email. The partnership between BFP and the Legazpi City paved way to the signing of an MOU with other CDI cities to allow them to include the collection of fire code-related fees in their existing business and construction permitting systems, similar to what Legazpi has achieved.

The CDI cities learned about automation of end-to-end construction permitting systems and shared good practices through a learning session organized by the SURGE Project. Through the

cities' respective launching events, the city governments were able to inform their constituents that the OSCP is operational and that systems are now compliant with the Ease of Doing Business Act and the JMC No. 02, series of 2018.

- **Promoted CMCI-based research for local government use**

The first CMCI Academic Symposium was organized by the DTI-Competitiveness Bureau (CB) in partnership with the SURGE Project on October 24, 2019 which was attended by 80 national and local government units. During the symposium, researchers and their studies were recognized and selected by the DTI as basis for policy-making and improving the CMCI indicators that are used to measure the performance of local government units. The top three (3) papers chosen from the 28 shortlisted papers were presented by the winning academic institutions at the 7th Regional Competitiveness Summit as follows:



The authors of the top three papers and the members of the panel during the awarding ceremony.

Table 3. Winners of CMCI Academic Symposium

Place	Researchers/Institution	Title of Study
1 st	Pagulayan, R. C., Tagarino, C., Mendoza, S., Magsino, J., & Valenzuela, M. Angeles University Foundation	<i>Do cities compete? An analyses of the Philippine Cities and Municipalities Competitiveness Index</i>
2 nd	Lonsod, L., Dumapias, D., Fajardo, S., & Teves, M. R. Mindanao State University-Iligan Institute of Technology	<i>Drivers of Economic Dynamism among Philippine Cities</i>
3 rd	Daño-Luna, M. University of Asia and the Pacific	<i>Institutional Determinants of Mindanao SMEs Linkage to Global Value Chains</i>

The CMCI measures the cities and municipalities' competitiveness using four pillars: economic dynamism, government efficiency, infrastructure, and resiliency. The index was developed by the National Competitiveness Council (now Ease of Doing Business and Anti-Red Tape Advisory Council under RA 11032). The results are presented to LGUs, National Government Agencies (NGAs), members of the academe, and private sector delegates during the National Competitiveness Award/Summit every year.

- **Improved competitiveness rankings of CDI cities**

The 2019 CMCI results showed progress in the performance of CDI cities. Batangas City's rank moved up from 13th to ninth. Iloilo climbed third to second, and General Santos from fifth to fourth. Meanwhile, Cagayan de Oro and Zamboanga maintained their first and sixth places in the overall rankings excluding the National Capital Region, Davao, and Cebu.

The cities also showed significant improvements in rankings under the four pillars of economic dynamism, government efficiency, infrastructure, and resilience (See Table 4).

Table 4. CDI Cities Rankings under CMCI Pillars

City	2018	2019
Economic Dynamism Pillar		
Batangas	13 th	9 th
Cagayan de Oro	13 th	10 th
Government Efficiency Pillar		
Batangas	26 th	12 th
Cagayan de Oro	7 th	6 th
Infrastructure Pillar		
Legazpi	1 st	1 st
Resilience Pillar		
Batangas	9 th	6 th
Tagbilaran	58 th	35 th
General Santos	23 rd	20 th
Iloilo	11 th	1 st

With the support of the SURGE Project, the CDI cities continued to be among the Top 35 most competitive cities in the country. The CMCI rankings were released during the 7th Regional Competitiveness Summit held at the Philippine International Convention Center on October 24, 2019.

The Project also facilitated a meeting with the DTI-CB to check the results of Puerto Princesa City, which ranked low in the CMCI. After reviewing all data submission, the DTI-CB admitted there were mistakes in the encoding of entries thereby prompting them to correct the overall ranking of Puerto Princesa from 32nd to 27th. For Tagbilaran, the Project facilitated the review of city's entries to the CMCI to enable them to identify the reasons behind the decline in ranking. One of the major reasons noted was the city's hasty submission of incomplete data to the regional DTI. Hence, the Project helped the city identify steps to improve their ranking in preparation for next year's CMCI.

- **Supported recognition of CDI cities in national awards**

Iloilo City won the Most Business Friendly Local Government Unit Award during the 45th Philippine Business Conference of the Philippine Chamber of Commerce and Industry (PCCI) on October 17, 2019 at the Manila Hotel in Pasay City. Meanwhile, the cities of General Santos and Zamboanga were each awarded with a special citation for the same award. The award is given annually to cities and municipalities that show exemplary performance in six criteria, namely 1) trade, investment and tourism promotions; 2) public-private sector partnership; 3) micro, small and medium enterprise development; 4) quality management systems and innovation; 5) inter-local government relation; and 6) quality customer service. With the assistance of the SURGE Project, Iloilo City was able to enhance its one-stop-shop through the co-location of offices of the building official, fire protection, and assessor. The city also further improved its ease of doing business by reducing the number of steps of its construction permitting system from 13 to four steps.

SURGE also supported Iloilo City in its strong private sector partnership through the Innovate Iloilo, a public-private sector movement with a vision to make Iloilo City the innovation hub of the Philippines by 2030. General Santos and Zamboanga also successfully streamlined their business and construction permitting and licensing systems. In General Santos City, the application for the issuance of business and building permits and certificates of occupancy was reduced from 12 to three steps within a five-day period. Furthermore, the city government upgraded its business permitting licensing system with the updated version of ETRACS or the Enhanced Tax Revenue Assessment and Collection System. These resulted in 34 percent

increase in business tax collections, with a total of PhP1499 million in 2019 from PhP148 million in 2018. In Zamboanga, SURGE also helped in reducing the number of steps for business registration from 24 to four. With this, the Zamboanga City government recorded a 74 percent increase in the number of new business permits and a 182 percent increase in business renewals from 2018 to 2019.

On November 26, 2019, the Department of Information and Communications Technology (DICT), Department of the Interior and Local Government (DILG) and National ICT Confederation of the Philippines (NICP) awarded the Legazpi City government first place in digital finance empowerment. Cagayan de Oro City was third place in the same category and also received second place in the government inter-operability category. Similarly, General Santos won the third place in the data-driven governance category. The Project was instrumental in the recognition of the CDI cities due to its technical assistance in improving the cities' geographic information system, automation of processes, and review and finalization of the entries and presentation materials for the Digital Governance Awards.



Subcomponent 2.4: Building competencies of Local Economic and Investment Promotion Office (LEIPOs) and Business Support Organizations (BSOs)

Activity: Improve the capacity of LEIPOs and BSOs in organizing private sector-led Investment Promotion Committees/Boards

- **Conducted Sustainable Liveable Cities Conference**

In partnership with the Liveable Cities Challenge Philippines, the SURGE Project organized the Sustainable Cities Summit: Building Liveable Cities Summit on October 17, 2019 at the Sofitel Philippine Plaza Manila. A total of 436 representatives from 79 cities (out of 145 cities) and 33 mayors attended the summit, proving the earnest interest and desire of city mayors to better plan their cities and take advantage of the gains of urbanization.

Of the country's 1,634 local government units, 145 are cities. These cities currently account for 40 percent of the national population as well as over 50 percent of the contribution to gross domestic product (GDP). Thus, they are hubs for employment, businesses, creativity, productivity, and economic growth.

With this in mind, the Sustainable Cities Summit aspired to promote and enable better urban planning and implementation for cities in the Philippines, sharing inputs focusing on four major issues in urban development that are critical for liveability, namely 1) GovTech (e-government or technologically-enabled government systems); 2) resilience from natural and man-made disasters; 3) mobility and interconnectivity (accessible transportation for goods and people); and 4) basic Services. With better understanding of these areas, local government executives can thus develop their cities to be more competitive, sustainable, resilient, and liveable.

Another highlight of the one-day summit was the launch of the Liveable Cities Dashboard that covers all 145 cities. The dashboard displays basic information about each city such as land area, population (density, voting), workforce, education, health services, utility services, among others.

Over time, the Liveable Cities Philippines plans to add additional information on transport routes, property prices, real property tax rates and assessments, among others. The program wrapped up with the launching of the Liveable Cities Challenge supported by the SURGE Project and the Alliance for Safe, Sustainable and Resilient Environments (ASSURE). Cities were invited to pick one focus area (GovTech, Resilience, Mobility, Basic Services) and design a solution around a specific “pain point”. The Project will provide mentors and coaches as well as technical assistance labs and workshops to help cities design solutions. In the future, Liveable Cities Philippines plans to coach cities on how to seek financing for these solutions so implementation is actualized. Six (6) out of the eight CDI cities joined the challenge and already submitted their entries.

- **Promoted Iloilo City as Innovation Hub**

An Innovation Implementation Roadmap for Cities was shared during the launching of the Innovation Summit on October 23, 2019. The roadmap which outlines the strategies in promoting entrepreneurship using technological solutions is a product of the SURGE-facilitated workshop in August 2019. This will serve as the city’s guide to transitioning Iloilo City into a smart city in the next ten years. The Innovate Iloilo Council was established on the same day by the city government as the formal leadership group to take the movement forward and help develop Iloilo as the country’s innovation hub. Legazpi and Zamboanga expressed interest in a similar undertaking. An MOU between the Smart Cities Network and the Global Shapers Iloilo—an initiative of the World Economic Forum, was signed to help develop the Smart Hub in Iloilo City.

- **Facilitated preparations for Tagbilaran Study Tour**

The Project facilitated the discussion on the conversion of the old Tagbilaran City airport into a central business district similar to the Iloilo City Business Park. A series of workshops were conducted with the TWG of the Bohol Airport Corridor Sustainable Development Program to include re-development plans in the Enhanced Bohol Investment Promotion Program. As a result, Bohol Governor [REDACTED] and Tagbilaran City Mayor [REDACTED] agreed to pursue this re-development plan, starting with a study tour of Iloilo City. This study tour will enable the Tagbilaran and Bohol local governments to see first hand the Iloilo City Business Park and learn from the experience and good practices of Iloilo public and private sector stakeholders for the re-development.



Renowned urban planner [REDACTED] shared his insights during the panel on Business Opportunities in Meeting Development Challenges.

USAID calls on cities to take part in the sustainable cities challenge

USAID’s Strengthening Urban Resilience for Growth with Equity (SURGE) Project in partnership with the Liveable Cities Challenge and the League of Cities of the Philippines encouraged Philippine cities to take part in the Liveable Cities Challenge during the Sustainable Cities Summit held at the Sofitel Philippine Plaza Manila on October 17, 2019.

Through the Liveable Cities Challenge, local chief executives are called on to develop comprehensive, replicable, and implementable solutions to improve the liveability of their cities. The challenge has four key areas, namely resilience, mobility, governance technology, and basic services. The challenge is open to the 145 cities in the country and has three phases: 1) design and planning stage for the designing of the plan’s hardware and software; 2) financial planning stage for the design of financial and business models; and 3) implementation stage.

The summit gathered more than 300 local government officials from 77 cities, and renowned urban planners, architects, and leaders of technology firms. It featured a series of panel sessions on various topics such as urban infrastructure, water sustainability, connectivity, mass transportation and mobility, data and technology, business continuity, and innovation governance. USAID/Philippines Acting Mission Director [REDACTED] in his message, emphasized the importance of sustainability as central to developing solutions for the challenges of urbanization.



Planned Activities for the Next Quarter

- Provide technical assistance in the holding of city business forum of General Santos City;
- Provide follow-through technical assistance to Puerto Princesa City to realize investment commitments;
- Provide technical assistance on land tenure to General Santos City;
- Conduct coaching sessions in construction permitting toward forging a MOA with the BFP and with the barangay for systems integration; and
- Start LGI's technical assistance on asset management.

Component 3: Expanding Economic Connectivity and Access between Urban and Rural Areas



Bohol seaweed growers unite to boost local seaweed industry

To strengthen and pursue the expansion of the local seaweed industry in Bohol province, 17 seaweed producers' associations in Bohol and Tagbilaran City, which has a total membership of more than 1,000 farmers, formally forged a Memorandum of Understanding (MOU) to organize the Bohol Seaweed Network (BoSNet) on December 16, 2019. Representatives of the seaweed producers' associations signed the document in the presence of U.S. Ambassador to the Philippines [REDACTED], Tagbilaran City Mayor [REDACTED], and other top provincial government officials during a ceremony at the Tagbilaran City Hall.

USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project collaborated with the Tagbilaran City government and the Bohol provincial government in response to the need for a stronger and united seaweed growers' organization that will address issues faced by seaweed growers such as declining farm


and erratic farm-gate prices.

Bohol is one of several provinces in the Philippines producing seaweed. Top producers of seaweed include Tawi-Tawi, the Zamboanga Peninsula, and Palawan.

Through the BoSNet, seaweed producers will have a common venue to discuss local industry concerns and dialogue with government and private sector stakeholders to formulate appropriate action plans.

Among the priority plans of the BoSNet are updating the province's seaweed industry roadmap, improving quality of seaweed cultivars, establishing seaweed nurseries in strategic areas, and facilitating access to updated market and price information.

"I am pleased that USAID is working in partnership with the local governments of Bohol and Tagbilaran, the Bohol Seaweed Network, and other stakeholders in expanding the market potential of the seaweed industry in Bohol. Thank



you all for being part of our success story,” said Ambassador Kim during his speech.

The creation of the BoSNet is part of USAID/SURGE's overall strategy to enhance market connectivity and economic linkages between urban centers and neighboring rural areas in the country.

Component 3: Expand Economic Connectivity and Access between Urban and Rural Areas

The SURGE Project continued its technical support in agri- and aquaculture markets, supply linkages, and connectivity to CDI cities. The Project interventions resulted in the establishment of an all-cargo service that will boost the shipment of high-value agri-fishery commodities from General Santos City to Metro Manila. The Project also played an important role in formalizing the cooperation agreement among seaweed producers in Bohol that will provide a common venue to discuss local industry concerns and dialogue with government and private sector stakeholders. In addition, the Project facilitated the passage of the Legaspi's Tourism Code, the first of its kind in the Bicol region.

Key Activities and Accomplishments for the Quarter

Subcomponent 3.2: Reducing connectivity and information costs that inhibit flow of goods and services

Activity: Provide technical assistance to the Mindanao Development Authority (MinDA) to implement priority projects under the Mindanao Corridors Project including the General Santos Aerotropolis Plan

- **Established an all-cargo air service in General Santos**

Carrier airline Cebu Pacific announced the launching of its air freighter service from General Santos to Manila on November 5, 2019 during a meeting between airline representatives and key producers and shippers in the city, organized by the SOCCSKSARGEN (South Cotabato, Cotabato, Sultan Kudarat, Sarangani and General Santos City) Area Development Project Office (ADPO) in cooperation with the SURGE Project and the General Santos City government. The airline's freighter is a twin-engine turbo-propelled aircraft that was converted into an all-cargo plane with a maximum payload of eight metric tons. The all-cargo service commenced on December 3, 2019, with three flights a week from General Santos City to Manila. The introduction of the new cargo flight is a direct result of the meetings facilitated by SURGE between city stakeholders and Cebu Pacific top executives to explore ways to address the limited air cargo capacity at the General Santos City airport. The all-cargo service is expected to boost the shipment of high-value agri-



Cebu Pacific's first all-cargo flight between General Santos City and Manila on December 3, 2019.

Cebu Pacific launches all-cargo air service between General Santos and Manila

Carrier airline Cebu Pacific commenced the air freighter service between General Santos City and Manila on December 3, 2019. The airline's freighter is a twin-engine turbo-propelled aircraft that was converted into an all-cargo plane with a maximum payload of eight metric tons. The all-cargo service has three flights a week from General Santos City to Manila. This is expected to boost the shipment of high-value agri-fishery commodities from General Santos City to Metro Manila and other local markets.

The freighter service transports time-sensitive and highly perishable goods such as frozen and chilled tuna, frozen and chilled shrimps, fingerlings, fresh asparagus and other fresh fruits and vegetables. Substantial volumes of these commodities were previously shipped daily from General Santos City Airport via regular commercial flights by various airlines. However, local shippers complain of products being frequently bumped off due to limited cargo capacity of existing commercial flights.

In August 2019, USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project facilitated a meeting between city stakeholders and Cebu Pacific top executives to explore ways to address the limited air cargo capacity at the General Santos City Airport. The company proposed the deployment of its new freighter plane to service the requirements of local producers and shippers. USAID/SURGE collaborated with the SOCCSKSARGEN (South Cotabato, Cotabato, Sultan Kudarat, Sarangani and General Santos City) Area Development Project Office and the city government to provide the needed data to the airline.

fishery commodities from General Santos City to Metro Manila and other local markets, which are previously being shipped daily from General Santos City Airport via regular commercial flights of various airlines. Projected to be transported through this freighter service are time-sensitive and highly perishable goods such as frozen and chilled tuna, frozen and chilled shrimps, fingerlings, fresh asparagus and other fresh fruits and vegetables.

- **Strengthened economic cooperation and linkages between General Santos and Angeles City**



General Santos City Mayor [redacted] and Angeles City Mayor [redacted] signed the sisterhood agreement.

The local governments of General Santos City and Angeles City in Pampanga forged a sisterhood agreement on December 12, 2019 to formalize a partnership that will foster trade and commerce, economic enterprise development, micro and small, and medium enterprises promotion, culture and heritage promotion, and air connectivity between the two cities.

The signing of the agreement also marked the beginning of a three-day trade and tourism mission organized by the SURGE Project in Angeles City, Pampanga. With the trade mission, the cities explored two-way trade opportunities and gained local tourism perspectives to support and

maximize the planned air connectivity between the Clark International Airport and the General Santos City airport. The members of General Santos City Small and Medium Enterprise Development Council Inc. (SMEDCI) participated in the trade mission and displayed food products in San Fernando City's Giant Lantern Festival Trade Fair. The trade mission highlighted the continuing campaign for the opening of the General Santos-Clark air connectivity which is being studied by a couple of airlines.

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

Activity: Assist the local government and other stakeholders in enhancing organizational and market capacities of seaweed producers in Puerto Princesa, Zamboanga and Bohol

- **Expanded seaweed production in Puerto Princesa**

The Puerto Princesa-Palawan Seaweed Network continued to enhance and expand its production, market access, and access to finance through the Project's continuing technical assistance. In cooperation with the local government unit and the Bureau of Fisheries and Aquatic Resources (BFAR), farm inputs and seedlings were turned over to seven grower associations belonging to the Seaweed Network while training and technical advice on improved seaweed farming practices were provided by the Southeast Asian Fisheries Development Center (SEAFDEC) to more than 50 growers.

On November 8, 2019, the Puerto Princesa-Palawan Seaweed Network in Puerto Princesa City obtained Php3.4 million-worth of loans from the Landbank of the Philippines. The loans will fund the production expansion of four seaweed associations in barangays Manalo, Luzviminda, and Babuyan to address the demand of seaweed from four supply agreements with several buyers and processors. The Landbank financing was initiated during the 2nd Palawan Seaweed Industry Summit jointly organized by SURGE, the Seaweed Network, and the city government.

As a result of the SURGE-supported Puerto Princesa City Investment Forum in September, the Fujian Green Power Biotechnology also coordinated with the city government for the possible establishment of a seaweed processing plant in the city. Representatives of the company visited Puerto Princesa in November to meet with city government and Seaweed Network officials to discuss seaweed supply arrangements.

- **Organized a study visit of Bohol seaweed stakeholders to learn good practices in aqua fisheries in Iloilo**



Bohol provincial government representatives visited the facilities for seaweed, sea cucumber, and mud crabs of SEAFDEC in Iloilo.

Representatives of the Bohol provincial government learned about good practices in seaweed seedling propagation and proper operation and maintenance of seaweed nurseries during a visit to the Southeast Asian Fisheries Development Center (SEAFDEC) in Tigbauan, Iloilo province on October 28, 2019. The Project organized the study visit as part of its assistance to the Bohol province for the development of its seaweed industry and interventions for seaweed stakeholders. The participants visited SEAFDEC's seaweed tissue culture laboratory, nursery, and other related aquaculture facilities for sea cucumber and mud crabs.

The visit provided an opportunity for possible collaboration between the Bohol provincial government and SEAFDEC for sourcing good quality planting materials, technical assistance, and training on nursery development, including research and development support to Bohol seaweed growers. SEAFDEC will send seaweed experts to Bohol to inspect existing seaweed facilities and provide recommendations to improve existing practices in the production of tissue cultured propagules. SEAFDEC also signified interest to provide intensive training to local government personnel and Bohol growers interested in sea cucumber and mud crab hatchery and grow-out operations.

- **Formalized cooperation agreement among seaweed producers in Bohol**

Seventeen (17) seaweed producers' associations in Bohol and Tagbilaran City formally forged a Memorandum of Understanding (MOU) to organize the Bohol Seaweed Network (BoSNet) on December 16, 2019 during a signing ceremony in Tagbilaran City. The Project collaborated with the Tagbilaran City government and the Bohol provincial government in response to the need for a stronger and united seaweed growers' organization that will address issues faced by seaweed growers such as declining farm productivity, inconsistent quality of production, and erratic farmgate prices. The representatives of the seaweed producers' associations signed the document in the presence of U.S. Ambassador to the Philippines [REDACTED], Tagbilaran City Mayor [REDACTED], and other top provincial government officials.



Seaweed associations signed the MOU forming the BoSNet.

Through the BoSNet, seaweed producers will have a common venue to discuss local industry concerns and dialogue with government and private sector stakeholders to formulate appropriate action plans. Among the priority plans of the BoSNet are updating the province's seaweed industry roadmap, improving quality of seaweed cultivars, establishing seaweed nurseries in strategic areas, and facilitating access to updated market and price information.

Activity: Help the local government maximize the participation of smallholder cassava and vegetable growers in Zamboanga and Cagayan de Oro in accessing more lucrative markets through partnerships with major processors and processors

- **Enhanced knowledge and skills of women entrepreneurs in food safety**

Twenty-three (23) women entrepreneur-members of the Rural Improvement Club of barangays Dita and Lubigan in Zamboanga City gained knowledge and skills in food safety standards and practices for cassava chip production after participating in a seminar organized by the SURGE Project in collaboration with the Department of Science and Technology Region IX Office and the Zamboanga City Agriculturist Office. The women entrepreneurs learned the basics of food safety hazards (biological, chemical, physical and allergen), food-borne illness, and basic food hygiene including topics on sanitary permits, health certificates, and quality and protection of food. They also gained more information about the proper design of facilities, equipment, ventilation, control of operation, maintenance and sanitation, personnel hygiene, transportation, product information, and consumer awareness. The seminar was part of SURGE's technical assistance to improve the overall quality and marketability of food-grade cassava chips being produced by Zamboanga growers.

Activity: Assist local government and other stakeholders in finalizing the Strategic Tourism Plan of Legazpi City

- **Organized a consultation session on the Tourism Code and other priority tourism plans and projects of Legazpi**

The Project organized a final consultation for Legazpi's Tourism Code on November 14, 2019 as part of the deliberation and approval process by the city council. This consultative session is part of the Project's technical assistance to Legazpi City in pursuing its tourism development efforts. The consultation resulted in the identification of priority plans and possible areas for technical assistance to further strengthen the Meetings, Incentives, Conventions, and Exhibitions (MICE) and culinary/cultural tourism sectors of Legazpi. These included intensifying marketing and promotions through various multi-media channels, addressing capacity development needs of the private and public sectors, and providing fiscal and non-fiscal incentives were identified as priorities for MICE. The participants also raised the need to develop distinct tour packages, promote organic farm-to-table restaurants, and establish food parks and weekend flea markets in the city to boost the city's culinary and cultural tourism.



Legazpi City Mayor [redacted] joined the final consultation for the Legazpi Tourism Code.

Activity: Assist selected CDIs and local stakeholders in promoting community-based and inclusive tourism development such as heritage tourism in Tagbilaran, community and nature tourism in Puerto Princesa and farm tourism in General Santos

- **Organized the Nature-based Sustainable Tourism Forum in Puerto Princesa**

On November 7, 2019, around 200 tourism stakeholders from tourism establishments, community-based sustainable tourism associations, academe, environment and conservation advocacy groups, and non-government organizations in Puerto Princesa City gained deeper understanding and formulated policy recommendations for nature-based tourism and biodiversity. The forum was organized by the Puerto Princesa City government, the Puerto Princesa Underground River (PPUR) Partners Foundation, and supported by the SURGE project.



Tourism stakeholders presented the policy recommendations for Puerto Princesa City during the Nature-based Sustainable Tourism Forum.

With more than 1.8 million tourist arrivals in Palawan for 2018, Puerto Princesa is strengthening its thrust toward nature-based tourism not only to spur growth of the local economy but also to promote biodiversity and local culture. Presentations during the forum included global and regional trends, opportunities, and challenges affecting nature-based tourism and biodiversity, conservation management, and enforcement of environmental laws. The policy recommendations were presented by the PPUR Partners Foundation as well as representatives of the tourism associations to the city government to strengthen information and education campaigns and integrate science and evidence-based planning for holistic nature-based tourism.

- **Assisted in the formulation of CBST business plans in Puerto Princesa**

Twenty-eight (28) community-based sustainable tourism (CBST) associations in Puerto Princesa City developed sustainability and operational plans for 2020-2021 through a business planning workshop organized by the SURGE Project in collaboration with the Puerto Princesa City Tourism Office on November 28-29, 2019. A total of 65 representatives from the different CBST associations attended the workshop and prepared business plans for their respective tourism and livelihood activities. A business plan summarizes the operational and financial objectives of a business and contains the plans and budgets showing how the objectives are to be realized, which can guide the CBSTs in making their businesses more profitable. The business plans were presented to development partners and the city government during the CBST Convention on December 4, 2019.

- **Conducted strategic planning workshop for Iloilo City's MICE Center**

Thirty (30) representatives from the Iloilo City government, tourism groups, and academe deliberated and drafted strategies based on identified priority activities or services that should be within the mandate of the MICE Center, such as effectively linking the local government with the private sector key players in the MICE industry and providing the necessary institutional mechanisms in the conduct of MICE activities. This was done through a strategic planning workshop organized by SURGE Project for the MICE Center on December 6, 2019. The action plans will effectively promote Iloilo City as one of the top MICE destinations. MICE, being one of

the current administration's key programs is expected to boost the city's role as the top performing highly urbanized city in the region through increased economic activities, among others. Among the identified strategies are the 1) establishment of a one-stop-shop at the MICE Center to facilitate and expedite processing of required local government unit permits and clearances for MICE-related activities; 2) sharing of event calendars for better coordination of activities between the MICE Center and MICE Alliance; and 3) providing MICE Center assistance to local event organizers in proactively preparing bid documents. The MICE Center has positively responded to the workshop recommendations and it has requested for SURGE assistance to conduct the needed capacity development interventions that are aligned with the identified strategies next quarter.



SURGE Tourism Specialist [REDACTED] guided the participants during the MICE Center strategic planning break-out sessions.

Sub-Component 3.4: Develop metropolitan arrangements that improve coordination and exchanges between cities and neighboring areas


Activity: Strengthen Panglao, Dausis and Tagbilaran Economic Council (PADTEC, formerly PITEC) as a multi-stakeholder mechanism to promote inclusive and participatory economic planning

- **Reaffirmed the commitment of Dausis and Panglao local chief executives for inter-LGU cooperation**

In a series of meetings with SURGE and USAID representatives and selected PADTEC stakeholders, the local chief executives of Dausis and Panglao local government units reiterated their commitment to strengthen inter-LGU collaboration within the Panglao, Dausis, and Tagbilaran City Executive Council (PADTEC) framework. The two mayors also requested technical assistance from SURGE in addressing urgent issues in their municipalities such as updating their municipal development plans including tourism development plans, formulating competitiveness and investment promotion strategies, and facilitating government funding or private investment in priority projects such as solid waste management and wastewater facilities. SURGE will work with the PADTEC Secretariat and TWGs to address the concerns of the two LGUs.

Planned Activities for the Next Quarter

- Conduct General Santos City Investment Forum;
- Facilitate inception workshops for the redevelopment of the old Tagbilaran airport;
- Hold market planning and institutional linkages workshops for Bohol Seaweed Network;
- Conduct quality improvement and market linkage sessions for cassava producers in Zamboanga;
- Facilitate heritage tourism action planning in Tagbilaran and Puerto Princesa;
- Organize CBST learning session for Puerto Princesa and Panglao;
- Continue technical assistance to MICE and conduct action planning workshop for MICE tourism in Iloilo;
- Conduct inception workshop for MICE in Cagayan de Oro;

- 
- Provide technical assistance and workshop for joint tourism marketing in Panglao, Dausi and Tagbilaran;
 - Conduct workshop for women exporters and entrepreneurs with UPS;
 - Facilitate inception workshops with Philexport, PCCI and other partners in the SURGE cities;
 - Conduct various training and seminars during Women's Month in March; and
 - Conduct seminars on cold chain and slaughterhouse operations

Crosscutting: Communication and Information Strategies

Key Activities and Accomplishments

In the first quarter of Year 5 project implementation, the SURGE Project continued its capacity building activities in communication for investment and tourism promotion and septage management in the CDI cities. The Project established a media partnership for a major summit in Manila, and facilitated several high-level U.S. government events and visits in the CDI to promote its activities. SURGE continued to expand its media reach online, in print, and television.

- **Promoted SURGE Project activities**

The SURGE Project achieved a moderate external reach and news visibility with a total of 29 news, photos, blogs, and social media posts published by local media, the city governments, and USAID/Philippines that describe project activities and accomplishments (Annex 3). The Project submitted a total of 15 bullet stories to USAID, describing water, sanitation, and DRR activities for inclusion in the Environment Weekly Update newsletter of USAID. A total of 26 news bits describing project activities in the eight cities were also produced during the period as part of the Project's information dissemination to USAID and ICMA. The SURGE Project also contributed news bits and photos for General Santos City government's quarterly newsletter, which has a readership of more than 1,000.

By the end of December 2019, the SURGE Project Twitter account (@USAID_SURGE) accumulated a total of 350 followers. During the quarter, the Project posted a total of 44 tweets, which resulted in more than 14,500 impressions or the number of times people saw the tweets online. Most of the Twitter followers are from the Philippines, followed by the United States and United Kingdom. Furthermore, the account earned 16 link clicks, 7 retweets and 36 likes. The highest engagement was gained from the tweet posted on November 25, 2019 about the SURGE Project's assistance to General Santos City in mainstreaming DRR and climate resilience in water safety planning.

The Project arranged for a media partnership with ANC News Channel for the Sustainable Cities Summit on October 17, 2019. The media partnership entailed ANC to air a bulletin board announcement thrice a day for two weeks, and a live television guesting for [REDACTED] Private Sector Co-Chairman of the National Competitiveness Council, to promote the summit on the Early Edition show on October 14. The media exposure is equivalent to a cost of more than PhP600,000. The media partnership also included ANC being recognized as one of the official mediapartners of the summit, through the inclusion of the ANC logo in all collaterals and in voice-over acknowledgements.



[REDACTED] Private Sector Co-Chairman of the National Competitiveness Council, served as a guest speaker to promote the summit on the ANC Early Edition show on October 14, 2019.

- **Published the CDI Newsletter**

The SURGE Project published the quarterly CDI Newsletter covering the period of July to September 2019 (<https://surge.shorthandstories.com/sep2019/index.html>) in December 2019. Based on Google Analytics, 460 readers accessed the CDI Newsletter during the quarter, between October to December 2019. The newsletter was viewed 584 times. Majority of the

webpage visits (about 69 percent) were from readers in the Philippines. This was followed by readers in the United States, Singapore, and United Kingdom. A big percentage of Philippine webpage visits were from readers in Quezon City and Makati City.

- ***Supported high-level U.S. government visits***

The SURGE Project organized four successful high-level U.S. government events and visits during the quarter to foster stronger partnerships and engagement of multiple stakeholders in the CDI cities:

- U.S. Ambassador to the Philippines ██████████ visited Tagbilaran City on December 16, 2019. He witnessed the MOU signing for the creation of the Bohol Seaweed Network. Ambassador ██████████ also received an honorary degree of Doctor of Management in Human Resources from the Holy Name University in Tagbilaran City in recognition of his remarkable contribution to the inclusive and resilient growth of Bohol.
- USAID/Philippines Contracting Officer ██████████ visited General Santos City on November 14-15, 2019. She attended the groundbreaking ceremony of the city's septage treatment facility and joined the celebration of World Toilet Day. Ms. ██████████ also attended the soft launching of the local government's streamlined construction permitting system.
- USAID/Philippines Acting Mission Director ██████████ attended the Sustainable Cities Summit in Manila on October 17, 2019. Mr. Wesner delivered a speech during the summit.
- A U.S. Government congressional delegation visited Zamboanga City on October 3, 2019. The congressional delegation interacted with selected local government officials and private sector partners of the Project.

- ***Enhanced capacities of stakeholders in communication***

The SURGE Project enhanced the communication skills of the local government, private sector, and academe partners through various trainings to promote multi-sectoral participation and accountability in water security, sanitation, and investment and tourism promotion in the following cities:

- ***Cagayan de Oro: Social Marketing.*** The SURGE Project enhanced the knowledge and skills of Cagayan de Oro stakeholders to effectively launch a social marketing campaign for septage management through a social marketing training of trainers on November 7-8, 2019. More than 20 representatives from various offices of the local government and the Cagayan de Oro Water District participated in the training. The participants gained a deeper understanding of social marketing and design thinking and learned how to curate a social marketing campaign for septage management. Training outputs included catchy slogans, posters, and a draft communication plan. The social marketing campaign will aim to gain public support and participation for the city's septage management program.
- ***General Santos, Iloilo, Puerto Princesa, Tagbilaran, and Zamboanga: Brand Identity and Website Development.*** The SURGE Project enhanced the knowledge and skills of more than 30 local government, private sector, and academe representatives from five CDI cities in brand identity and website development through a training on November 20-22, 2019 in General Santos City. The representatives learned how to build an identity system, draft brand

guidelines, and create a mock-up of a brand book. They also learned about the basic principles and tools used in website development, specifically how to make a website appealing to an audience segment. All five cities expressed the need to each come up with an identity system and a single official website, as some of them have multiple websites maintained by different offices. Having a compelling brand identity and digital presence can significantly facilitate effective promotion of investments and tourism destinations, increase public awareness and support, and foster transparency and good governance. As next steps, the cities will propose to their respective mayors the creation of a core group that will lead the development of a brand book and the enhancement of their existing website.



Training participants critiqued website maps and wireframes they created during group exercises.

- ***Participated in World Toilet Day celebration***

The Project participated in one international campaign during the reporting period, the World Toilet Day celebrated yearly on November 19. The General Santos City government, SURGE, and the General Santos City Water District organized several events to commemorate the World Toilet Day on November 14-15, 2019. These included the groundbreaking ceremony for the city's septage treatment facility; a seminar on septage management for local de-sludgers; and a barangay-level World Toilet Day celebration with mothers and children highlighted by the city government's turnover of new toilet seats for its Zero Defecation Program and a social marketing campaign roll-out for the city's septage management program.

- ***Produced promotional video for the Tagbilaran Business Park***

In December, the SURGE Project completed a two-minute promotional video for the Tagbilaran Business Park. The Tagbilaran City and Bohol province local governments are promoting the re-development of the old Tagbilaran Airport into a business and commercial hub with mixed-use pattern of development and will use the video to pitch their vision to prospective investors.

Crosscutting: Monitoring and Evaluation

Key Activities and Accomplishments

During the quarter, the SURGE Project extended technical assistance to its partner local government units (LGUs) in strengthening capacities in monitoring and evaluation (M&E) and ensured environmental compliance of the Project's activities.

- ***Participated in the Pause and Reflect Workshop***

On October 16, 2019, USAID Philippines facilitated a pause and reflect session for SURGE's work in water and sanitation from Years 1 to 4. Through the workshop, the Project was able to take stock of its work and initial impact on the sector and refined its theory of change in view of new prospects, goals, and challenges in Year 5 and beyond.

- ***Provided technical assistance in improving M&E systems of CDI cities***

Through a two-day workshop organized by the SURGE on October 24-25, 2019, 42 key staff and officials of Zamboanga City established a systematic and coordinated M&E system for monitoring and managing implementation of the city's flagship programs based on their Executive Legislative Agenda (ELA) for 2020 to 2022. From this workshop and follow-through coaching, the City Project Monitoring Committee and ELA Sectoral Cluster members developed a logical framework anchored on the city's vision-mission and priority projects. The logical framework is a critical element of the ELA M&E Plan, which is still to be completed, and a working dashboard that integrates internal reporting and analysis to support planning, implementation, and management of the city's priority projects.

Likewise, 37 stakeholders, mainly local government personnel from Cagayan de Oro, General Santos, Puerto Princesa, and Zamboanga gained enhanced knowledge in M&E specifically with a climate change adaptation (CCA) lens, through the Climate Change Adaptation Monitoring and Evaluation Training held on December 4-6, 2019 in Cagayan de Oro City. The training was facilitated by representatives from the USAID Adaptation Thought Leadership and Assessments (ATLAS) Project, which earlier assessed Cagayan de Oro's capacity to monitor and evaluate its CCA efforts and assisted in designing an M&E system for its Local Climate Change Action Plan (LCCAP). This resulted in the restructuring of Cagayan de Oro's City Project Monitoring and Evaluation Committee (CPMEC) and its Technical Working Group (TWG). The training marked SURGE's support in facilitating sustainability of initial gains in Cagayan de Oro and in helping enhance partner cities' overall capacity in evidence-based planning and decision-making through M&E.

- ***Cascaded Environmental Compliance***

On October 14, 2019, SURGE held an internal cascading session on the latest set of Environmental Mitigation and Monitoring Plans (EMMP). The activity was held to inform project staff on the recommendations in the EMMPs to improve awareness, compliance, and monitoring across the team. Updates on SURGE compliance to environmental regulations and related recommendations are in the Environmental Compliance under the Monitoring and Evaluation section of the Cities Development Initiative.

Accomplishments by City

BATANGAS CITY

In Batangas City, the SURGE Project facilitated the city government's streamlining and launching of the construction permitting system, and assisted in the finalization of the Water Safety Plans of 20 Rural Water and Sanitation Associations (RWSA).

Key Activities and Accomplishments

- The city government launched its One-Stop-Shop for Construction Permitting (OSCP) on November 19, 2019. This was the result of SURGE Project's technical assistance in reviewing the old process of the Building Permit One-Stop Shop (BPOSS) and finalizing the streamlined process for the OSCP. This made the city's OSCP compliant with the Ease of Doing Business Law. The steps were reduced from ten to three steps and the processing period for simple permits was reduced from seven to three days.
- Six (6) members of the city's OSCP technical working group (TWG) attended Legaspi City's launching of their new OSCP on (put date here). The TWG representatives also participated in a learning session on the automation of OSCP's which was organized by the SURGE Project for CDI cities. This helped the TWG of Batangas City gain perspective on how to further develop their newly-launched OSCP towards full automation.
- Twenty (20) Rural Water and Sanitation Associations (RWSAs) finalized their Water Safety Plans with the help of the SURGE Project. The RWSAs also learned to integrate disaster risk reduction and climate change adaptation in their Water Safety Plans through an orientation conducted by the Project. Five of the finalized WSPs have been reviewed and approved by the Local Drinking Water Quality Monitoring Committee (LDWQMC) while the other 15 WSPs are yet to be reviewed and approved by the LDWQMC.

CAGAYAN DE ORO CITY

In Cagayan de Oro City, the SURGE Project paved the way for improving processes and introducing reforms for efficient business registration and construction permitting. The Project also promoted better sanitation by spurring the enactment and acceptance of Cagayan de Oro's septage ordinance, engaged stakeholders towards improved urban-rural transport connections and mobility, and improved the monitoring and evaluation practices of the city government for climate change adaptation.

Key Activities and Accomplishments

- The city government engaged barangay captains and other stakeholders in integrating the barangay clearance process to the city's business registration and construction permitting system. Through the Project's assistance, the City Council's Committee on Ways and Means, assisted by the Trade and Investment Promotion Center, conducted process workshops and separate public hearings for the business sector and the barangay captains.
- The city government signed a Memorandum of Understanding with the Bureau of Fire Protection to enable integration of fire code related fees to the automated collection system for business and construction permitting systems. Following the signing, a joint Technical Working Group was organized to finalize the terms for the collection of fees. These are critical steps to

automate end-to-end business registration and construction permitting with issuance of electronic permits within three years (until 2021).

- Through the Project's assistance, the city's Septage Management Technical Working Group refined the draft Septage Management Ordinance to ensure compliance with the Clean Water Act. The draft ordinance was endorsed to the committees on health and the environment.
- A social marketing technical working group was organized and a communication plan was drafted as a result of the social marketing training conducted by the Project to gain the public's support and acceptance of the city's septage management program.
- As a result of the Project's guidance, the city government's transport master plan team secured the approval of the Local Public Transportation Route Plan (LPTRP) from the City Development Council. The evidence-based LPTRP allows new routes that will enhance transportation between rural and urban barangays and make existing routes more efficient. The plan also recommends new infrastructure such as additional terminals and new road openings. This will then be presented for the approval of the City Mayor and the Land Transportation Franchising Regulatory Board (LTFRB).
- The Memorandum of Understanding between the city government and Xavier University's Engineering Resource Center (XU-ERC) to share resources such as transport studies and planning software has been approved for signing next year. This will support the transport management capability of the city's Roads and Traffic Administration with traffic studies of XU-ERC. The Philippine Business for Environment (now Business for Sustainable Development) complemented the city's transport initiatives with a series of stakeholder engagements to identify mobility solutions.
- The SURGE Project facilitated the presentation of the Northern Mindanao Regional Policy Change Advocacy Committee's (RPCAC X) competitiveness roadmap at the National Competitiveness Summit organized by the Institute of Solidarity Asia with the support of the Center for International Private Enterprise and the Competitiveness Bureau of the Department of Trade and Industry. Spearheaded by various sectors such as the academe, civil society organization, and business sector, the RPCAC X road map will highlight the region's strategic position and advance local competitiveness.
- The city government gained more knowledge in monitoring and evaluation using the climate change adaptation lens through a training organized by USAID/ATLAS with the support of the SURGE Project. This will enable the city government to gauge the effectiveness of its Local Climate Change Adaptation Plan through monitoring of outcomes and impacts and strengthen the local governance of the multi-sectoral City Project Monitoring and Evaluation Committee.

GENERAL SANTOS CITY

In General Santos City, the SURGE Project assisted the city government achieve strides in water and sanitation, septage management, and in mainstreaming local climate change and adaptation in major development plans. The Project also facilitated the launching of the city government's streamlined construction permitting system, strengthened investment promotion, and sustained efforts for the Gensan-Clark connectivity toward the expansion of trade, investment, and tourism.

Key Activities and Accomplishments

- As a result of the Project's technical assistance on the greenhouse gas (GHG) inventory and climate change adaptation monitoring and evaluation, the city government finalized its Local Climate Change Adaptation Plan, which was adopted by the City Disaster Risk Reduction Management Council (CDRMMC) on December 27, 2019. The Plan has been endorsed by the CDRMMC to the *Sangguniang Panlungsod* for approval and adoption.

- The Water Safety Plans of six RWSAs were approved and endorsed by the Local Water Drinking Quality Monitoring Committee (LDWQMC) to the Department of Health (DOH). During the final evaluation, the LDWQMC gave all of the Water Safety Plans a “very good” rating with a transmutation of 75 to 89.9 percent based on the DOH’s water safety plan acceptance and assessment tool. This means that the plans can be used for improving risk management and ensure the safety of drinking water from water source to consumers. The six RWSAs provide water to more than 4,100 households in the city.
- The RWSAs have started implementing their Water Safety Plans through review and improvement in tariff rates, improvement of water pipe networks, conduct of water quality monitoring, budgeting for the rehabilitation of their water systems, and addressing concerns on non-revenue water through purchase of mother meters. The plans were further enhanced to mainstream disaster risk reduction and climate change adaptation strategies.
- Through SURGE technical assistance, eleven RWSAs that are part of the Salintubig Project of the Department of Interior and Local Government have drafted their Water Safety Plans. These Water Safety Plans are expected to be completed within the next quarter.
- The Mabuhay and Mayo Nueve RWSAs trained on hydraulic modeling on December 11-13, 2019 have come up with a re-designed water supply system. As a result, the two RWSAs also allocated budget for the rehabilitation of their water pipeline system.
- Through SURGE’s on-site coaching, 12 RWSAs have geo-referenced and prepared maps for their existing water supply system. These geo-referenced and updated maps will be used for the redesigning of their existing water system. This is the first time that these RWSAs have conducted geo-reference and prepared maps for their existing water system.
- The 234-cubic meter septage management facility will cater to more than 363,000 households and commercial establishments in the city. The SURGE Project assisted the city government and the General Santos City Water District (GSCWD) in the benchmarking, leveraging of funding, and review of terms of reference and feasibility study for the establishment of a septage treatment facility; the finalization of a septage ordinance and memoranda of agreement; and the development of a social marketing campaign.
- The GSCWD and the city government rolled out a social marketing campaign on septage management covering 38 puroks in three barangays with 774 household members. The social marketing activities heightened the communities’ awareness on the importance of proper septage management which resulted to their willingness to support the implementation of the city’s septage management ordinance.
- The city government conducted its first celebration of the World Toilet Day on November 14-15, 2019 which highlighted the ground breaking of the city’s PhP125 million-worth septage management facility. The city government also launched its zero open defecation program and held a social marketing campaign activity on septage management at the barangay hall of Barangay Conel.
- Through the Project’s assistance, the city started the updating of its Comprehensive Development Plan (CDP) and its Executive and Legislative Agenda (ELA). A vision reality gap analysis was done leading to the formulation of Ecological Profile and the strategic directions of the city.
- Through the SURGE Project, representatives of civil society organizations (CSO) drafted a CSO Agenda that will be incorporated into the CDP-ELA of the city government. This is the first time that CSOs in General Santos City have drafted a CSO Agenda which articulates their issues and concerns including the proposed actions for the development of the city.
- The city government officially launched its streamlined construction permitting system on November 15, 2019 which features a three-step and five-day process in the issuance of building and occupancy permits. Prior to the streamlined process, release of permits took 9-15 days and 20 steps.

- The city government entered into a Memorandum of Understanding with the Bureau of Fire Protection to streamline the processes of assessing and collecting fire code-related fees and adopt appropriate strategies, programs and technologies that will enable both the BFP and city to enhance the operation of the business and construction permitting systems' one-stop shops on November 21, 2019. This partnership was facilitated by the SURGE Project to create a more business-friendly investment environment. The system will be fully operational in the first quarter of 2020.
- In partnership with the local business chamber of Pampanga and with the support of the SURGE Project, the city government actively promoted General Santos City as an investment hub through an investment roadshow in November 2019 in Clark, Pampanga. Around 70 business locators and representatives from various business organizations in Clark Freeport Zone learned more about General Santos City's investment opportunities. The forum elicited interest on the investment opportunities in General Santos from among the business groups in Pampanga.
- Through SURGE's assistance, General Santos City established network with major airlines to support the city's connectivity to North and Central Luzon. A freighter cargo plane from General Santos to Manila is already operational, boosting the shipment of high-value agri-fishery commodities from General Santos City to Metro Manila and other local markets. Moreover, three major airlines have already committed to open up the Gensan-Clark passenger flights in the second quarter of 2020. This was the result of dialogues facilitated by the SURGE Project between the airlines and the General Santos, SOX (South Cotabato, Cotabato, Sultan Kudarat, Sarangani, and General Santos), and Pampanga stakeholders.
- The local governments of General Santos City and Angeles City in Pampanga forged a sisterhood agreement to formalize a partnership to foster trade and commerce, economic enterprise development, micro and small, and medium enterprises promotion, culture and heritage promotion, and air connectivity between the two cities on December 12, 2019. This signaled the start a trade and tourism mission in Central Luzon to strengthen its partnership with the cities of Angeles, Mabalacat, and San Fernando in Pampanga.

ILOILO CITY

In Iloilo City, the SURGE Project focused on follow through activities in risk-sensitive land use planning, private sector engagement for promotion innovation and MICE sectors, and ease of doing business. The Project also ensured that ongoing initiatives are being sustained under the new city administration's agenda.

Key Activities and Accomplishments

- The city government started integrating climate and disaster risk assessment (CDRA) in developing its Comprehensive Land Use Planning. Through a workshop organized by the SURGE Project on November 27, 2019, the city formed a validated list of sectoral group memberships that will lead the sectoral studies and planning sessions in ensuring evidence- and CDRA-based land use plans.
- The city is currently investing in infrastructure such as the Iloilo City Action and Response Center and also looking into the possibility of implementing the Intelligent Transport Systems. The updated CLUP, which will require at least 25 workshops and sectoral consultations, will incorporate land use changes to accommodate these infrastructures. The changes will also be reflected in the future zoning ordinance to ensure that the city's vision to be a smart city, among others, is reflected.

- The city government strengthened its collaboration and partnership with the private sector through the Innovation Summit in October 2019. The summit served as a venue for the Innovate Iloilo Movement to unveil the Iloilo Innovation Roadmap 2030, drafted with the support of the Project. The roadmap outlines concepts and strategies in achieving the city's goal to be a smart city. These will be included in the updating of the land use plans for implementation.
- A dry-run of the One-Stop Shop for Construction Permits (OSCP) was conducted with the support of the SURGE Project to assess the OSCP's operationalization of internal processes. Through the dry-run, key staff of offices of the building official, treasurer, assessor, fire protection, and zoning administrator were provided with inputs for the coaching and mentoring workshop organized by the SURGE Project. The coaching and mentoring session served as a point of validation on the accomplishments and points of improvement.
- On December 5, 2019, the Iloilo City government through a MICE (meetings, incentives, conventions and exhibits) Strategic Planning Session developed a list of key areas for developing the MICE Center's operations, and potential areas for collaboration with the MICE Alliance, a local network of tourism-oriented establishments providing essential MICE services.
- As an advancement toward the automation of the city's OSCP, the city is developing an automated tracking system specific to building permits and certificates of occupancy. After providing training for the technical personnel of the OSCP, the tracking system can be made operational in five months.

LEGAZPI CITY

In Legazpi City, SURGE continued its technical assistance to complete the greenhouse gas inventory, formulate the city's water safety and business continuity plans, streamline construction permits and business registration, and strengthen policy support for the tourism sector.

Key Activities and Accomplishments

- Through the SURGE Project's assistance, Legazpi City formulated its first comprehensive Greenhouse Gas (GHG) Inventory. The offices of the environment and natural resources, disaster risk reduction and management, health, and planning and development reviewed and finalized the GHG inventory on October 7, 2019.
- As a result, the Project was able to leverage PhP400,000 from the city government's disaster risk reduction and management fund to conduct a series of workshops to formulate the GHG management plan by the first quarter of 2020. The GHG management plan will utilize the results of the GHG inventory to define strategies and interventions to promote low emission economic development and minimize harmful impacts to the environment.
- The Legazpi City Water District (LCWD) completed its Business Continuity Plan (BCP) to ensure resilient and responsive water supply system in the event of calamities and disasters. It also defined the various levels of activities and tasks the water district must undertake during cases of typhoons and heavy rains that can trigger flooding or lahar flow.
- The BCP was immediately put into practice with the onslaught of Typhoon Tisoy on December 3. The LCWD with support from the SURGE Project followed the processes of the BCP before and after the typhoon. The Project is scheduled to facilitate a post-assessment workshop by the second quarter of Year 5 to integrate the learnings and insights of the LCWD on the BCP given their experience with Typhoon Tisoy before it is endorsed to the Board of Directors.

- The SURGE Project facilitated the finalization of LCWD's Water Safety Plan (WSP) which was endorsed to the Local Water Utilities Administration (LWUA) in December. The WSP was integrated in the LCWD's business plan and is set for implementation in 2020.
- An orientation on disaster risk reduction and climate change adaptation (DRR-CCA) was given to the water districts of Ligao and Bacacay as part of their water safety planning risk assessment. Meanwhile, the Ligao City Water District finalized its risk assessment and developed an improvement plan through a writeshop organized by the Project on December 19 to 20, 2019.
- Key personnel from the water districts of Camalig, Bacacay, Ligao City, and Tabaco City and the waterworks systems of Polangui and Guinobatan gained knowledge and skills in hydraulic modeling during a training organized by SURGE on December 16 to 18, 2019. Using the EPANET, the personnel practiced hydraulic modeling by understanding and analyzing the movement and fate of water and its constituents throughout a distribution system.
- A five-day water flow monitoring of major spring sources of six Albay water service providers (Bacacay, Camalig, Ligao, Tabaco, Polangui, and Guinobatan) was facilitated by the SURGE Project on October 24 to November 10, 2019. Both pressure and flow data are part of the physical data in setting up the hydraulic model.
- The *Sangguniang Panlungsod* of Tabaco City approved the draft of the septage ordinance entitled "An Ordinance Establishing a Proper Sewerage and Septage Management System in the City of Tabaco, Prescribing Penalties for Violation and for Other Purposes". The draft was initially submitted to the *Sangguniang Panlalawigan*. However, due to the release of the Department of Health Administrative Order 2019-047, the Tabaco City revised the ordinance to incorporate new national standards on the design, operation, and maintenance of septic tanks system in the provisions.
- The Tabaco City Environment and Natural Resources Office printed 5,000 copies of the SURGE Project-assisted campaign collaterals for the implementation of the social marketing campaign for the city's septage management program.
- The city government launched its One-Stop Shop for Construction Permits (OSCP) on November 21, 2019, which was attended by the Chief of the Bureau of Fire Protection, construction permits technical working group members from the other CDI Cities, and private and professional organizations. The launch showcased the one-stop shop facility and the automated construction permits systems of Legazpi City which can facilitate online applications, accept online payment and release building permits and certificates of occupancy in five days.
- SURGE facilitated the learning session on automation of construction permits for 54 officials and staff of the CDI cities on November 21, 2019 in Legazpi City. The half-day activity provided the venue for other cities to understand the system developed by Legazpi City and how to adopt its application in their own cities. The activity also explained how the city government is able to properly implement its agreement with the BFP for the collection and remittance of fire code-related taxes and fees.
- The Project facilitated the review and approval of Executive Order (EO) 76 on December 23, 2019, which amended the procedures on business registration, particularly for new applications. The revised business permits and licensing system (BPLS) for new applications can simultaneously process the locational clearance for business, fire safety inspection certificate and business permit in two to three days at the business one-stop-shop. The further simplification of the BPLS will benefit applicants on January 2020.
- The draft ordinance of the Tourism Code was finalized on November 29, 2019. The code will support the implementation of the Tourism Development Master Plan. Its salient features cover the transformation of the tourism office as a full department; enforcement of accreditation standards to tourism related enterprises; registration of tourism related enterprises;

organization of the multi-sectoral city tourism council; and operationalization of the tourism development trust fund to scale up the implementation of tourism programs, activities and projects. The proposed ordinance was officially endorsed to the City Legislative Council in the first week of December and is under deliberation.

- SURGE partnered with the USAID/E-PESO Project and City Treasurer's Office to orient 30 accounting/bookkeeping firms on the online platform of the city government for construction permits and business registration on November 22, 2019. The 30 companies represent around 300 business establishments operating in Legazpi City.

PUERTO PRINCESA CITY

In Puerto Princesa City, the SURGE Project sustained efforts to strengthen the capacities of the various stakeholders in risk-sensitive land use planning, investment promotion, domestic resource mobilization, public financial management and internal audit, and in streamlining business permits and licensing and construction permitting systems. The Project's activities continued to foster stronger private sector partnerships.

Key Activities and Accomplishments

- Through the Project's assistance, the city government utilized the Climate Disaster Risk Assessment (CDRA) report in the updating of the city's Comprehensive Land Use Plan (CLUP), particularly in the preparation of maps of hazards and risk areas, and the Comprehensive Development Plan (CDP). The CDRA, which was developed through the technical assistance of the SURGE Project, enabled the city government to incorporate climate change and disaster risk reduction in the local development planning process by using evidence and science-based information in planning and policy-making processes.
- The City Planning and Development Office (CPDO) gained additional knowledge on innovations in e-governance, mobility, and green technology through their participation in the Sustainable Cities Summit on October 17, 2019 organized by the Project in Manila.
- Through SURGE's assistance, the CPDO and City Disaster Risk Reduction and Management Office (CDRRMO) updated the city's Local Climate Change Adaptation Plan (LCCAP). As a result of the SURGE-facilitated workshop on monitoring and evaluation of LCCAP, the CDRRMO is planning to provide an in-depth echo training on monitoring and evaluation for its City DRRM Plan and LCCAP.
- The City Disaster Risk Reduction Team together with the Barangay DRRMO formulated and completed 66 barangay disaster risk reduction and management (BDRRM) plans. The BDRRMs were presented and standard requirements for each BDRRM were reviewed by the CDRRMO. From the 66 BDRRM plans, 15 barangays complied with the basic requirements.
- The Project assisted in identifying the CDRRMO as the emergency operations center to assist in the disaster preparedness and business continuity of small and medium enterprises/businesses.
- As part of sustainability and data build-up efforts, the City Environment and Natural Resources Office (CENRO) completed the i-Tree assessment of eight open spaces/areas (schools, parks, a coliseum and a hotel). For the eight areas, City ENRO determined and generated the ecosystem service value from trees within these tourism and public spaces thus assisting in planning and reviewing local policies related to protection, conservation and rehabilitation of the environment.
- The CENRO completed three designs of flyers and posters for the social marketing on septage management. The campaign will cover at least 34 barangays in the city.

- The Local Finance Committee together with the Strategic Financial Management Planning (SFMP) Technical Working Group formulated the 2020-2025 Strategic Financial Management Plan which informed the city's 2020 budgeting process.
- As a result of SURGE's assistance in strengthening the city's internal audit services, an ordinance on the creation of Internal Audit Office was passed on its second reading at the legislative council. The creation of the internal audit will help the city establish internal controls in financial, management, and operations to safeguard city assets and revenues, increase financial reliability and integrity, address red tapes and bureaucratic processes, and reduce incidence of fraud.
- The organized Business Planning TWG extended support to the community-based sustainable tourism groups in the preparation of Tourism Development and Management Plans or Business Plans. While in process, the five economic enterprises reported that they based their budget proposal for 2020 from their respective business plans.
- Through the Project's assistance, the asset management technical working committee inventoried and tagged 385 assets and equipment worth PhP129 million. As a result, 77 real properties were reconciled and 68.32-kilometer road assets incorporated in the database.
- The Local Economic and Investment Promotions Office (LEIPO) gained PhP1.3 billion worth of investments on tourism and agriculture in addition to the PhP27.5 billion investments generated during the Investment Forum in September 2019. Key investment opportunities were anchored on environment sustainability, local economic development, and resilient urban planning. The event opened the city to opportunities in seaweed processing and additional tourism infrastructures.
- As a result of SURGE's assistance, the city improved the office lay-out of the Business One-Stop Shop (BOSS) with 20 newly-installed monitors and printers to facilitate fast and comfortable assessment, payment, and release of business permits.
- The conduct of tax assessment orientation on December 11-12, 2019 prepared and enabled its assigned tax assessors and verifiers in the accurate review, analysis, and computation of business taxes in time for the 2020 business registration. As a result, guidelines and process were reviewed and clarified as basis for assessment under the revenue code and other related policies.
- The city addressed the high turn-out of businesses under the negative lists (those that have not complied with the post-requirements in 2019) by directing the presence of key agencies and offices to the Business One-Stop Stop.
- The city government continued its effort in streamlining its construction permitting system as it worked with RAMESES Inc. in setting up the online construction permitting application as a plug-in to their existing Enhanced Tax Revenue, Assessment and Collection System (E-TRACS). A memorandum of understanding was signed between Puerto Princesa City and the Bureau of Fire Protection (BFP) for one-time payment and collection of fire-code related fees in construction permitting. The Puerto Princesa City Office of the Building Official and the BFP served as resource persons in coaching select cities and municipalities of Region IV-B and the United Architects of the Philippines to support the streamlining of their permitting systems.
- Members of the Seaweed Network committed to secure and supply at least 800-1,000 tons of raw dried seaweeds or fresh seaweeds for the establishment of the seaweed processing plant by Fujian Green Power Biotechnology Co. in the city. This market linkage was a direct result of the Puerto Princesa City Investment Forum conducted in September 2019.
- As a result of the Project's assistance on market linkaging and expansion, the production of seaweed increased to 436.85 metric tons of raw dried seaweeds (RDS) with a total value of PhP34.9 million compared to 2019's 352.6 metric tons worth PhP28.21 million. Also,

Caluerpa production is at 35.2 metric tons amounting to P3.5 million in 2019. This is the first year that the city has reported significant production of Caluerpa.

- Through the SURGE Project's assistance, the Seaweed Network was able to access production inputs and technologies from the City Agriculture Office and other various agencies, established and maintained seaweed nursery/production and demonstration farms through the Southeast Asian Fisheries Development Center (SEAFDEC).
- The Seaweed Network also prepared the business plan, farm plans, and other requirements which secured the release of PhP5.5 million out of the PhP7.6 million production proposal from the Agricultural Competitiveness Enhancement Fund (ACEF) of the Landbank of the Philippines.
- Twenty-six (26) Community-Based Sustainable Tourism (CBST) associations formulated their development and Management Plans in compliance with the development control and environmental protection requirements of the city. These plans will enable the CBSTs to jumpstart their respective tourism enterprises and enhance their sustainable livelihood and competitiveness. The CBST Sustainability Road Map was also crafted to guide the CBSTs on economic, environment, and social responsibility.
- Around 200 tourism stakeholders from tourism establishments, CBST associations, business sector, academe, environment and conservation advocacy groups, and non-government organizations discussed environmental sustainability strategies and policy recommendations on tourism and biodiversity during the Nature-based Tourism Forum on November 7, 2019. The forum also contributed to the overall marketing strategy of Puerto Princesa to position itself as the leading destination for sustainable tourism sites and environment-friendly tourism activities.
- Nine (9) companies have ongoing construction of 919 accommodation rooms in addition to the city's existing 4,194 rooms. The City Tourism Office also reported around 1,765 accredited tourism establishments that provide employment to 10,350 people. These are results of the city's strengthened tourism initiatives which was supported by the SURGE Project through investment promotion activities.

TAGBILARAN CITY

In Tagbilaran City, the SURGE Project, in collaboration with the Tagbilaran City and Bohol province, commenced initiatives for the re-development of the old Tagbilaran Airport into a business district. The Project also facilitated the creation of the Bohol Seaweed Network; sustained efforts for the enhancement of business permitting systems in preparation for business registration in January 2020; completed the terms of reference for the procurement of the city's septage treatment facility; and supported the U.S. Ambassador visit.

Key Activities and Accomplishments

- Tagbilaran City, with the technical assistance of SURGE, completed the updated three-year Local Disaster and Risk Reduction Management Plan (LDRRMP) which mainstreamed climate change adaptation strategies based on vulnerability assessments.
- The city completed the Terms of Reference (ToR) for the procurement of the septage treatment facility which was reviewed by the newly established Public-Private Partnership Project Selection Committee (PPP-PSC). The committee was created by virtue of Executive Orders No. 46 and 47 for the purpose of selecting a private sector proponent which will undertake the construction and installation, including financing of the septage treatment and support facilities, and the operation of maintenance.

- The city and provincial governments, with the support of the Project, initiated steps for the re-development of the 24-hectare old Tagbilaran Airport, a property largely owned by the national government with some six hectares owned by the provincial government. With the assistance of the SURGE Project, the Technical Working Group inventoried the land and its ownership, prepared the parcellary maps, and formulated initial implementation strategies. The Project also prepared a short video presentation of the Tagbilaran Business Park which was shown during the visit of U.S. Ambassador Sung Kim to the city on December 16, 2019.
- A Memorandum of Understanding (MOU) was signed by seaweed farmer associations in Bohol and Tagbilaran on December 16, 2019 to form the Bohol Seaweed Network (BoSNet), after a series of meetings were conducted with the fisheries division of the city and provincial agriculturist offices and in consultation with representatives of seaweed farmer associations. The Project facilitated the formation of the BoSNet. U.S. Ambassador Sung Kim witnessed the MOU signing.
- The fisheries specialists of both the city and provincial governments completed a two-day study and learning visit, facilitated by the SURGE Project, to the Southeast Asian Fisheries Development Center (SEAFDEC) in Iloilo City on October 28, 2019 to learn seaweed nursery establishment methods as well as build partnerships for future collaboration and technical assistance.
- The city established a night market supported by City Ordinance Number C-286, as a showcase of local arts and crafts, souvenir items, food and cuisine with cultural shows and presentations. Intended to boost the night economy, the night market ordinance was inspired by the successful SURGE-assisted pilot night market in mid-July. The night market is one of the strategies under the city's Tourism Development Plan.
- The city and provincial governments hosted the visit of U.S. Ambassador Sung Kim to Tagbilaran City on December 16, 2019, who was conferred with an honorary degree in Doctor of Human Resource Management by the Holy Name University. With the assistance of the SURGE Project, Holy Name University will soon launch a diploma course on urban development as part of its Urban Development Learning Program (UDLP).

ZAMBOANGA CITY

In Zamboanga City, the SURGE Project sustained efforts in streamlining the business permits and licensing and construction permitting systems, strengthened capacities of local stakeholders in cassava processing, assisted in the development of the city's executive legislative agenda (ELA) monitoring and evaluation systems, facilitated strategic financial management plans, and supported USAID visits and the implementation of other USAID-funded projects.

Key Activities and Accomplishments

- A United States Congressional Delegation visited the city and paid a courtesy call to Mayor [REDACTED] on October 30, 2019. During the visit to the city, the SURGE Project presented its accomplishments resulting from its collaborative work with the Zamboanga City government.
- The Zamboanga City government reviewed its current monitoring and evaluation (M&E) systems and practices in preparation for the development of an M&E Plan for the Zamboanga Executive-Legislative Agenda 2020-2022. With the support of the SURGE Project, key staff of the city government were trained on standard assessment tools for evaluation and logical framework methods for monitoring.

- Zamboanga City sent a representative to join the Brand Identity and Website Development Workshop of the SURGE Project in General Santos City on November 20-22, 2019. Since the city's official website already follows the Government Web Template, the city government will apply its branding strategy on the color, pattern, and logo of the city's official website.
- The Zamboanga City government drafted project monitoring templates and a dashboard as part of its efforts to improve monitoring and evaluation systems (M&E) systems in the preparation for the development of the Zamboanga City Executive-Legislative Agenda (ELA) 2020-2022. The ELA Project Monitoring Template and Dashboard will allow the city government to have a more substantive analysis through indicators, means of verification/data source, status, and accomplishments. This will enable the city government to improve planning, implementation, and management by highlighting the logical linkages, assumptions, and risks, among projects and activities.
- Twenty-three (23) women cassava growers who are also members of the Rural Improvement Clubs (RIC) of Lubigan and Dita and officers of the City Agriculturist Office (CAO) gained knowledge on food safety standards during a seminar organized by the SURGE Project on December 5, 2019. The women cassava growers learned the basics on food safety hazards, food-borne illnesses, and basic food hygiene including topics on sanitary permits, health certificates, quality and protection of food. For next steps, the RICs will activate their own food safety committees and elect officers on food safety officers.
- Drawing from the strategic financial management planning workshop organized by the SURGE Project in September 2019, the City Treasurer's Office, City Assessor's Office, City Budget Office and the City Planning and Development Office presented an analysis of the city's financial performance at the Zamboanga City Public Information Office on December 19, 2019. The workshop contributed to the city's financial management goals by advancing its systems and processes of planning, budgeting, procurement, financial accounting and reporting, internal controls, and internal audit to rationalize the allocation and utilization of financial resources.

MARAWI RECOVERY

Introduction

In Year 3, the SURGE Project developed a package of assistance that supports the return and reintegration of internally displaced persons (IDPs) into Marawi City and surrounding areas through water and sanitation and economic recovery activities.

The Marawi Restoration and Reconstruction on Water and Sanitation program aims to assist and guide the Philippine government in repairing and upgrading water infrastructure, and supporting water service providers achieve an improved, secured, resilient, and sustainable water and sanitation service. The Restoration of Livelihoods of IDPs and Support for Economic Recovery program provides the needed assistance to IDPs and displaced traders and businessmen to regain their livelihoods through skills, capability building and technical training; provision of start-up materials and equipment, and market access; and promote overall private sector participation in the economic rehabilitation process.

This section focuses on the two programs of the Marawi assistance, along with cross-cutting activities that have been approved by USAID in the corresponding work plans. It presents a description of the work conducted by the SURGE Project to achieve the strategic objectives and priority goals of the work plans during the third quarter of Year 3 project implementation (October 1, 2019 to December 31, 2019). The section has the following parts: (1) Monitoring & Evaluation, (2) Accomplishments and Results, and (3) Crosscutting.

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

The SURGE Project's program of assistance for Marawi City is measured by five indicators for its water and sanitation component, and three⁹ indicators for the economic recovery and livelihood component.

During the quarter, SURGE worked closely with the Marawi City government and Marawi City Water District (MCWD) in capacitating said offices with knowledge and skills in GIS to improve their planning and management of water systems. SURGE also organized a learning visit to key cities for their septage management programs. This contributed to Indicators 1.2, 1.3, and 1.4.

As for the output indicator on policies, laws, and plans strengthened, developed, adopted, and/or implemented, SURGE completed its mini-master plan for select areas in Marawi City, and a behavior change communication plan for water and sanitation. Full adoption is expected in the next quarter.

Toward the restoration of economic activity in Marawi City and its environs, the Project has been successful in helping forge strategic partnerships between the public and private sectors, which are expected to be sustained beyond SURGE's period of performance. These also allowed SURGE to extend business development services and technical/livelihood skills training to at least 5,761 persons in Marawi and neighboring towns affected by the siege.

⁹ Initially four; proposed merging of similar/overlapping indicators in Marawi MEL Plan submitted December 2019.

In addition, the quarter also saw the completed construction of the trading center in the municipality of Kapai, Lanao del Sur.

Table 5. Performance Indicator Tracking as of December 2019

Indicator	Target	Accomplishment		Remarks
		Actual	%	
Outcome 1: Restored safe and sanitary water and sanitation services in Marawi City				
1.1 Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance (HL.8.4-1) ¹⁰	\$ 2,000,000	\$ 2,920,000	146%	LOP target exceeded.
1.2 Number of water service providers with strengthened capacity for water service delivery	1	1	100%	From start to date, SURGE has directly provided training and coaching to the MCWD on various subjects. Beyond that, SURGE conducted georesistivity surveys and technical studies to support the design of water supply systems and installation of rain water storage tanks. On November 12, 2019, SURGE presented a mini-master plan to MCWD, LWUA, and other WASH partners in Marawi. The plan, which covers seven barangays in Marawi, will be used to establish water supply system in the areas and leverage additional funding. SURGE considers this a substantive milestone in its assistance to MCWD.
1.3 Number of water service providers with strengthened capacity for sanitation service delivery	1	0	n/a	During the quarter, SURGE facilitated a learning visit on the septage management system of other cities in the Philippines. Previously, SURGE advocated the siting of a septage treatment system in Marawi City's proposed SLF site. SURGE also assisted in the preparation of a feasibility study and the formulation of a septage management ordinance. Accomplishment will be reported once more substantive milestones demonstrating strengthened capacity are met.

¹⁰ Originally phrased as: Amount of non-USG funds mobilized and applied towards improved water and sanitation

Indicator	Target	Accomplishment		Remarks
		Actual	%	
1.4 Number of people educated on tools, approaches, and/or methods for water security, integrated water resource management, and/or water source protection as a result of USG assistance	200	84 F: 17/20% M: 67/80%	42%	Capacity development during the quarter focused on GIS and septage management. The balance is set to be met through continuing work with the MCWD and the deployment of the behavior change communication plan.
1.5 Number of improved water and wastewater treatment policies, laws, plans strengthened, developed, adopted and/or implemented	3	1	33%	SURGE presented the mini-master plan to MCWD and LWUA during the quarter.
Outcome 2: Restored economic activity in Marawi City and environs				
2.1 Number of IDPs or displaced MSMEs including farmers receiving business development services from USG ¹¹	5,000	5,761 ¹² F: 2,847/63% M: 1,664/37%	115%	LOP target achieved. In addition, accomplishment may also include the growing membership of the BMCCI.
2.2 Number of public-private partnerships supporting IDPs and displaced MSMEs formed resulting from USG assistance	4	6	150%	LOP target exceeded.
2.3 Number of trading centers constructed	4	2	50%	The Kapai trading center was completed during the quarter, but yet to be formally turned over. The Piagapo trading center was completed in Aug 2019 and certified in Sept 2019.

Activities and Outputs

The following table shows major activities conducted by SURGE to date. As a general rule, activity documentation captures sex disaggregation. However, logistical requirements in high-volume events co-organized with various partners weakened the accurate capture of attendees' data in some cases. From this, field staff have since employed strategies to strengthen data gathering.

¹¹ Results from previous indicator "Number of IDP or displaced members of producer organizations receiving USG assistance" incorporated.

¹² Participants from vegetable project and seed distribution included in total, but without sex-disaggregation.

Table 6. Milestone and Major Capacity Development Activities as of December 2019

Sector and Activities	Number of Participants			
	Total	Male	Female	% Female
Water and Sanitation				
Seminar-Workshop on Procurement Process for the BAC of the Marawi City LGU (Jun 21-22, 2018)	17	10	7	41%
Data Collection Training for Enumerators (Jun 26-28; Aug 13-14, 2018)	28	15	13	46%
Hydraulic Modeling Workshop (Aug 29-31, 2018) ¹³	14	12	2	14%
Contract Management and Project Control Workshop (Sept 4-6, 2018)	21	12	9	43%
Operations and Maintenance Training (Dec 10-12, 2018) ¹⁴	21	18	3	14%
Perchlorate and Effluent Sampling (Feb 19-21, 2019)	5	3	2	40%
Water Quality Management (Sept 4-6, 2019)	31	26	5	16%
Water Safety Planning (Sept 23-25, 2019)	11	7	4	36%
Septage management learning visit to Dumaguete, Baliuag, San Fernando, and Clark (Nov 24-29, 2019)	8	7	1	13%
GIS Training for Establishing Water Supply System Database of Marawi City (Dec 11-13, 2019)	12	12	0	0%
Livelihood Restoration and Support to Economic Recovery				
Cross-cutting and Major Fora	2,213	983	1,230	56%
<i>Entrepreneurs Forum and Job Fair (Jul 16, 2018)</i> <i>Basic Chamber Management (Jul 17, 2018)</i> <i>Marawi Business Forum (Apr 27, 2019)</i> <i>Strategic Planning Session with BMCCI (Mar 7, 2019)</i> <i>Consultation Meeting on Business Recovery (Apr 26, 2019)</i> <i>Chamber Strengthening Workshop (Jul 19, 2019)</i> <i>Mindanao Business Conference (Sept 13, 2019)</i> <i>Training on Product Packaging, Labeling and Food Safety (Oct 30-31, 2019)</i> <i>Training on Digital Marketing for MSMEs (Nov 12, 2019)</i> <i>Mindanao Young Entrepreneurship Forum (Nov 24-27, 2019)</i>				
Baking and Bakery Operations Training Series	112	21	91	81%
<i>Training Batch 1 (Sept 17-19, 2018)</i> <i>Training Batch 2 (Sept 24-26, 2018)</i> <i>Training Batch 3 (Feb 11-13, 2019)</i> <i>Training Batch 4 (Feb 26-28, 2019)</i> <i>Training Batch 5 (Mar 11-13, 2019)</i>				
Micro-entrepreneurship Series – STAR Program	789	0	789	100%
<i>Launch of the Store Training and Access to Resources (STAR) Program for Micro-Entrepreneurs (Oct 23, 2018)</i> <i>STAR Training (Nov 2018-Mar 2019)</i> <i>Launch of STAR Program for Piagapo trading center (Sept 21, 2019)</i>				
Micro-credit Access Facilitation Series	298	59	239	80%
<i>Orientation Sessions 1-7 (May 15-18, 23-24, and 27, 2019)</i>				
Support to Farming and Agri-development	2,176 ¹⁵	591	335	36%
<i>Launch of the vegetable farming project and seed distribution (Oct 23, 2018)¹⁶</i>				

¹³ With participants from General Santos

¹⁴ With participants from General Santos

¹⁵ Participants from vegetable project and seed distribution included in total, but without sex-disaggregation.

¹⁶ Participant records not sex-disaggregated

Sector and Activities	Number of Participants			
	Total	Male	Female	% Female
<i>Yellow corn market matching (Feb 19 and Apr 10, 2019)</i> <i>Marawi-Lanao Agribusiness Forum and Market Matching (Jul 17-18, 2019)</i> <i>Training on Abaca Production and Post-Harvest Processing Techniques (Dec 14-15, 2019)</i>				
Weaving Hope in Marawi Project	173	10	163	94%
<i>MOU Signing (Oct 19, 2018)</i> <i>Orientation (Sept 19, 2019)</i> <i>Product Development Sessions (Nov 2018- April 2019)</i> <i>Financial Management Training (Feb 6 and March 6, 2019)</i> <i>Swatchbook Making Session (Mar 7, 2019)</i> <i>Product Design Mentoring Sessions (Aug 28-29, 2019)</i> <i>Skills enhancement training series (Oct 10-Nov 30, 2019)</i>				

Environmental Compliance

In 2019, the Project enhanced its environmental screening for water and sanitation activities in Marawi given the additional tasks concerning the provision of water supply systems for the trading center outposts in four municipalities in Lanao del Sur. This builds on an earlier environmental screening conducted for the actual construction of trading centers, where the contractor likewise implements their own environmental compliance monitoring forms.

The resulting environmental screening report cleared the geo-resistivity study from further consideration in terms of adverse environmental impact. Meanwhile, drilling works resulting from SURGE's technical studies and designs must follow best management practices and be conducted during the daytime. The assessment also looked into the potential impact of possible installation of solar powered water storage tanks and distribution system. However, this was ruled out for the installation of an above-ground rainwater harvesting system instead.

During the quarter, SURGE also conducted a GIS mapping workshop which required a field inspection prior to the training and septage management learning visits. SURGE and partners from MCWD and the Marawi City LGU were provided with hard hats and there were no reported instances relating to heat stress.

Marawi Restoration and Reconstruction on Water and Sanitation



Marawi City Water District builds GIS database for water supply

The Marawi City Water District (MCWD) was able to establish its initial Geographic Information System (GIS) database for its water supply system after a training organized by USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project on December 10 to 13, 2019.

Together with key staff of the Marawi City government, the MCWD personnel gained knowledge and skills in using GIS and Open Data Kit (ODK) which are tools for mapping and data gathering of spatial data essential in water supply management.

Through the use of open source platforms QGIS and KoboCollect, the participants were engaged on hands-on exercises such as map visualization, creating and editing vector layers, and table operations such as joining and field calculation.

The participants also located and mapped the water supply system of MCWD using primary and secondary data.

The outputs of this workshop will contribute to the enhancement of delivery of services and planning procedures of MCWD in the areas covered by the water supply system. It will also contribute to the Marawi City government's preparation for the operation of the Department of Interior and Local Government's Salintubig Water Supply Project in Marawi City.

Meanwhile, the MCWD's Water Safety Plan, which was drafted with the technical support of USAID/SURGE, was completed and submitted to the MCWD's Board of Directors in December for review and approval. Upon approval by the Board, the Water Safety Plan was endorsed to the Local Water Utilities Administration for final review and approval.

The MCWD is the main water service provider in Marawi City, covering 19 out of 42 barangays after the seige.

Marawi Restoration and Reconstruction on Water and Sanitation

The SURGE Project continued to provide technical assistance to the Marawi City government and Marawi City Water District (MCWD) in improving its water supply management through mapping and database management, and facilitating the completion of the water district's Water Safety Plan (WSP) to ensure the supply of safe water for the city. The Project also completed the mini-master plan for the expansion of the services of the water district.

Key Activities and Accomplishments for the Quarter

Objective 1: Assist/guide GPH investments to repair and upgrade water infrastructure, and access grants and in-kind contributions to help them get up and start operations

Activity: Conform to standard requirements for technical design, organization and management of water supply systems

- **Improved water supply system management of the Marawi City Water District**



MCWD staff surveyed the essential water supply facilities using Kobocollect.

As a result of SURGE's assistance, key staff and personnel of the Marawi City government and the Marawi City Water District (MCWD) improved mapping and database management through the use of Geographic Information System (GIS) and a tablet-based survey. GIS and survey instruments are vital tools to build the capacity of personnel of water district and other LGUs in mapping and data gathering of spatial data that are essential in water supply management. The GIS and survey instruments used during the training are open source platforms (i.e. QGIS and KoboCollect). The training

featured lectures on digital file organization and main features of GIS. At least 18 hours were spent on hands-on exercises using QGIS.

During the training, participants located and mapped the water supply system as well as hazard prone areas of Marawi City using primary and secondary data. The outputs of this workshop will contribute to the enhancement of delivery of service and planning procedure of MCWD particularly in the areas of water supply system. The participation of CDRRMO, CPDO and CENRO will also ensure the mainstreaming of disaster risk reduction and climate change adaptation (DRR-CCA) in water safety management and planning.

Activity: Develop a mini-master plan to converge reconstruction activities for water and sanitation

- **Completed mini master plan for the expansion of services of the Marawi City Water District**

The SURGE Project provided copies of the completed mini-master plan report to the Local Water Utilities Administration, MCWD, and Asian Development Bank. The mini master plan was undertaken by SURGE through sub-contractor Falcon Geo Environmental Services Company to

help MCWD expand its services and increase the number of households with access to clean and reliable water. The report included detailed engineering designs (DED) and cost estimates of the water supply system for seven barangays, divided into four zones with an estimated cost of PhP130 million.

LWUA will submit the DED and cost estimates of the mini master plan to the Office of the Civil Defense (OCD) as supporting documents in the downloading of initial funding amounting to PhP88.3 million from the National Disaster Risk Reduction and Management Fund (NDRRMF). The available funding at NDRRMF is sufficient to cover three zones of the plan. During the presentation of the mini master plan in November 2019, MCWD and LWUA agreed to leverage additional funding to implement the remaining zone.



SURGE Contractor FALCON Geo Environmental Services Company presented the mini masterplan during the 6th Marawi WASH Partners Meeting at the SURGE Office in Makati City.

The plan covers seven barangays surrounding the Mindanao State University (MSU). These barangays are the Phase 1 expansion areas of MCWD, namely: Banga, Beyabe Damag, Cabangan, Cadayonan, Dimalna, Lomidong, and Rapasun MSU, and with a total population of 23,000 individuals.

Activity: Ensure compliance to raw water quality standards

- **Completed water safety plan of MCWD as basis for ensuring continuous supply of safe water to customers**

The MCWD completed its WSP with the assistance of the Project. Furthermore, the MCWD Board of Directors issued a resolution creating the WSP Team, defined roles and responsibilities and ensured their support in the formulation and implementation of the WSP. The WSP Team is composed of 12 staff, with the General Manager as Team Leader.

During the joint field visit and observation of the SURGE and MCWD Team to the facilities of MCWD, the SURGE team identified and observed some risks that may potentially affect the quality of water of MCWD. The SURGE Team presented these during the WSP Orientation in December 2019. The General Manager instructed its technical team to identify and prioritize the issues and concerns and immediately these to avoid possible contamination of the MCWD water.

Objective 2: Assist in the capacity development of water service providers to achieve an improved, secured, resilient, and sustainable water and sanitation service

Activity: Improve sanitation facilities and services in Marawi City

- **Facilitated designing of rain water harvesting for the trading centers in Kapai and Piagapo**

The SURGE Project presented to the local governments of Kapai and Piagapo the detailed engineering designs and cost estimates of rain water harvesting tanks which the Project will install at their respective trading centers. The LGUs will provide the labor cost of the project and will

supervise the installation of the rain water storage tanks which is expected to be completed on March 2020.

- **Procured design and build services for the proposed secondary and tertiary sewage treatment system at the Sagonsongan Transitory Shelter**

With the Project's support, LWUA advertised a Terms of Reference for the installation of a sewage treatment system at the Sagonsongan Transitory Shelter. LWUA used the results of the effluent sampling which the Project conducted in Year 3 and 4 to request funding for the installation of a sewage treatment system at the shelter site.

- **Organized study tour for septage management**

The technical staff of the MCWD and the city government learned good practices on septage treatment technologies and management through a learning visit organized by the SURGE Project in Dumaguete, Bulacan, San Fernando City, and La Union. The staff visited the septage treatment facilities and engaged in lectures, peer-to-peer learning and open forum.

The visit helped the MCWD and the LGU gain knowledge on various technologies and management models in creating future plans for its own septage management and treatment facility. On the last day of the visit, SURGE facilitated a workshop to guide the LGU in drafting a septage ordinance. The septage ordinance will support the city government in enforcing the establishment and retrofitting of septic tanks and payment for septage management services fee, among other provisions.

Planned Activities for Next Quarter

- Procure supplies, materials, and tanks for the trading centers in Kapai and Piagapo ;
- Facilitate the endorsement of the MCWD WSP to LWUA;
- Continue with the GIS mapping technical assistance to MCWD ;
- Assist in leveraging funding from WASH partners such as LWUA and ADB for the MCWD GIS requirements;
- Facilitate peer to peer mentoring for MCWD;
- Conduct business planning and tariff setting activity for MCWD;
- Provide technical assistance for the business continuity planning for MCWD;



Participants from Marawi City gathered around a fish pond to examine the treated water of Dumaguete City Septage Treatment Facility.


Marawi City Water District and Marawi City LGU visit three septage treatment facilities

USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project organized a septage management learning visit to Dumaguete City, Bulacan, and San Fernando City for the technical staff of the Marawi City Water District (MCWD) and the Marawi City local government unit (LGU) on November 24-29, 2019.

The MCWD, LGU, and SURGE visited the septage treatment facilities of these cities to learn good practices on septage treatment technologies and management through lectures, peer-to-peer learning, open forum, and facility visits.

The Dumaguete and San Fernando septage treatment facilities operated through gravity system and managed by the LGUs, while the Baliuag treatment facility is fully mechanized and managed by the Baliuag Water District.

The visit helped the MCWD and the LGU gain knowledge on various technologies and management models to create future plans for its own septage management and treatment facility, including areas of collaboration between the MCWD and the LGU. On the last day of the visit, SURGE facilitated a workshop to guide the LGU in drafting a septage ordinance. The septage ordinance provides for the establishment and retrofitting of septic tanks and payment for septage management services fee, among other provisions.

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- Facilitate approval and adoption of the Marawi City Septage Ordinance;
 - Complete hydraulic modelling and water supply system designing at West Dulay;
 - Complete geo-resistivity survey at West Dulay Permanent Resettlement Area; and
 - Facilitate peer review of Behavior Communication Change (BCC) Plan collaterals.

Restoration of Livelihoods of IDPs and Support for Economic Recovery in Marawi/Lanao



Business chamber of Marawi wins most outstanding chamber award

The Bangon Marawi Chamber of Commerce and Industry (BMCCI) was awarded the Most Outstanding Chamber - Young Chamber Category during the last day of this year's 45th Philippine Business Conference and Expo on October 17, 2019 at the Manila Hotel. The Most Outstanding Chamber Award is given to local chambers by the Philippine Chamber of Commerce and Industry (PCCI) who have exhibited excellent performance in chamber management, policy advocacy, and successful implementation of projects and activities.

BMCCI President [REDACTED] received the award from President Rodrigo Duterte and Department of Trade and Industry (DTI) Secretary [REDACTED] during the conference's closing ceremonies. The awarding ceremony was witnessed by PCCI officials led by President [REDACTED] and around 1,000 business officials, industry leaders, policymakers, and leaders of local business chambers from all over the country.


BMCCI was cited for its aggressive

membership campaign which saw its membership increase from 70 when it was established in 2017, to more than 600 in 2019.

This year, BMCCI successfully implemented high-profile events to showcase the livelihood recovery needs of displaced Marawi entrepreneurs through the Marawi Business Forum in March 2019, and the Marawi/Lanao Agribusiness Forum in July 2019 which brought together around 1,000 micro, small and medium entrepreneurs in Marawi and Lanao del Sur.

BMCCI has also actively engaged government agencies and other donors in advocating for the implementation of priority economic recovery projects in Marawi and Lanao Sur. BMCCI is an active member of the livelihood and job committee of the Task Force Bangon Marawi (TFBM) and part of the technical working committee of the DTI in its livelihood activities.

With the award, BMCCI is expected to become one of the more prominent and active local chambers within the PCCI network. This will help



them gain more support from PCCI and its allied private sector groups in its advocacy for the economic rehabilitation of Marawi.

The award will also enhance the credibility of the chamber as the major organization representing the Marawi business community which is considered crucial in doing business with the private sector and establishing linkages with government agencies, NGOs and donor institutions. Prior to the formal organization of BMCCI, the Marawi business community has been fragmented, unorganized, unregistered or associated with groups that have questionable legitimacy.

Since 2018, USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project has provided technical assistance to the BMCCI in strengthening business chamber management as part of its economic and livelihood recovery activities for Marawi entrepreneurs and business owners affected by the siege in 2017.

SURGE also co-organized with BMCCI the Marawi Business Forum and the Marawi/Lanao Agribusiness Forum which resulted in partnerships and market linkages between the Lanao del Sur provincial government and several private companies for the development and expansion of the coffee and abaca industries in the province.

Restoration of Livelihoods of IDPs and Support for Economic Recovery in Marawi/Lanao

The SURGE Project sustained its organizational strengthening and skills enhancement assistance to the Bangon Marawi Chamber of Commerce and Industry (BMCCI) and other displaced entrepreneurs. An important result of SURGE's assistance was the awarding of the Most Outstanding Young Chamber by the Philippine Chamber of Commerce and Industry (PCCI) to BMCCI during the 2019 Philippine Business Conference.

This quarter also witnessed increased private sector engagements such as the digital training session conducted by Bayan Academy, including private sector participation in the promotion and development of the coffee industry in Marawi and Lanao del Sur. As a result of the SURGE Project's interventions, the Philippine Coffee Board, Inc. (PCBI), the Philippine Disaster Resilience Foundation (PDRF), and Mindanao State University (MSU) finalized agreements to help jumpstart the local coffee industry through the establishment of a coffee farm within the MSU Marawi campus.

Key Activities and Accomplishments for the Quarter

Objective 1: To support livelihood recovery activities of IDPs and other displaced entrepreneurs

Activity: Technical assistance and training to IDPs and displaced entrepreneurs

- **Capacitated Marawi micro-entrepreneurs on social media platforms for business promotion**

On November 12, 2019, more than 80 food processors and micro-entrepreneurs from Marawi City and neighboring municipalities gained knowledge in branding, marketing, and advertising through social media. This was the result of a digital marketing training organized by SURGE in partnership with Bayan Academy and the Lanao del Sur Provincial Livelihood and Development Center. The food processors and micro-entrepreneurs learned the importance of having relevant content and consistent social media presence for the promotion of their products. They were oriented on how to create and manage Facebook business pages, including other social media platforms that may be utilized to effectively showcase and market their products. They also acquired skills in other social media applications such as Boomerang and Microsoft Hyperlapse which can be used to improve product presentation in their Facebook business pages.



Marawi food processors and micro-entrepreneurs used mobile phones during an exercise on creating business pages in Facebook.

- **Continued trainings in product packaging, labeling, and food safety**

As part of SURGE Project's continuing technical assistance to Marawi weavers' groups, forty (40) displaced food processors and micro-entrepreneurs from Marawi City and Piagapo municipality in Lanao del Sur are now more knowledgeable about product packaging, labeling, and food safety after participating in a training organized by SURGE in partnership with the local governments of Piagapo and Lanao del Sur, and the Department of Science and Technology (DOST) on October 30 to 31, 2019. During the training, the participants learned the different aspects of food packaging and labeling as well as registration procedures with Food and Drug Administration and certification requirements for Hazard Analysis and Critical Control Point and Halal. They also gained knowledge in basic food hygiene protocols according to existing government regulations such as the Food Safety Act of 2013 (RA 10611). The training will help boost the production of the municipality's major commodities such as cassava, banana chips, coffee, and the sweet and spicy condiment called palapa.



██████████ of the Department of Science and Technology (DOST) discussed basic food safety standards with food processors and micro-entrepreneurs in Marawi City and Piagapo municipality.

- **Lanao del Sur abaca growers trained on abaca production and processing technologies**

More than 80 abaca growers from Piagapo in Lanao del Sur gained improved knowledge and skills on improved abaca production and processing technologies through a training jointly organized by SURGE, the Philippine Fiber Authority (PhilFIDA) and private firm Newtech Pulp, Inc. (NPI) that operates an abaca processing plant in Baloi town near Lanao del Sur. More than 80 abaca growers from Piagapo in Lanao del Sur gained knowledge on proper abaca farming and post-harvest practices especially the timely stripping, tuxying or extraction of fiber from leafsheaths, and drying of abaca fiber to ensure good quality and compliance with market standards during a training organized by SURGE, the Philippine Fiber Authority (PhilFIDA) and private firm Newtech Pulp, Inc. (NPI) that operates an abaca processing plant in Baloi in Lanao del Norte. NPI officials also presented their quality requirements for abaca fiber and corresponding pricing structure to interested growers. NPI also advised the farmers to form into a cooperative or association to consolidate product volumes and market them directly to the company. PhilFIDA offered to provide a limited supply of disease-free planting materials to Lanao del Sur growers from the agency's nursery in Zamboanga del Sur.

- **Co-organized the Marawi Young Entrepreneurs Forum**

More than 100 young and aspiring entrepreneurs from Marawi and neighboring areas participated in the 1st Marawi Young Entrepreneurs Forum and Business Ideation Session on November 24-27, 2019. The event was jointly organized by the Bangon Marawi Chamber of Commerce and Industry, Inc. (BMCCI), SURGE Project, the USAID-Marawi Response Project (USAID-MRP) and the Philippine Disaster Resilience Foundation (PDRF) to draw up business concepts and solutions to key development issues such as economic rehabilitation, housing, environment and peace building. The event kicked off with the testimonies of successful entrepreneurs who related their experiences in starting and growing their businesses. The participants had the opportunity

to brainstorm and present business ideas with advice and inputs from a pool of mentors from PDRF.

- **Conducted skills enhancement trainings for Weaving Hope in Marawi (WHIM) weavers**

Twenty-three (23) members of weaving groups Dayawan Weavers and Dayawan Handicrafts learned more about Maranao weaving skill and unique weaving designs from expert weavers during a 16-session of weaving skills enhancement training from October 5 to November 30, 2019 in Marawi City. Experts and experienced weavers facilitated the training of aspiring, beginner and existing weaver-members of their respective groups. The SURGE Project, the Philippine Chamber of Commerce and Industry (PCCI), Philippine Disaster Resilience Foundation (PDRF), and ECHOSi Foundation Inc., also provided technical assistance and basic weaving equipment and materials such as thread and back-strap looms for the conduct of the said trainings. The trainings are projected to meet production volume requirements given the increasing demand for Maranao woven products resulting from improved access to target markets facilitated by the Weaving Hope in Marawi project.



██████████ a young Maranao entrepreneur who owns a chain of clothing retail outlets in Manila, received a plaque of appreciation for sharing her insights and experiences during the Young Entrepreneurs Forum.

Objective 2: Promote private sector participation in economic rehabilitation

Activity: Strengthen local chambers and other private sector groups

- **Bangon Marawi Chamber recognized as Most Outstanding Young Chamber in the Philippines**

The SURGE assisted-BMCCI was awarded the Most Outstanding Chamber - Young Chamber Category of the 2019 Philippine Business Conference (PBC) during the Philippine Business Conference on October 15, 2019 in Manila. The Most Outstanding Chamber Award is given to local chambers who have exhibited excellent performance in chamber management, policy advocacy and successful implementation of its projects and activities.

BMCCI President ██████████ received the award from President Duterte and DTI Secretary ██████████ during the closing ceremonies of the event. BMCCI was cited for its various accomplishments in terms of expanding its membership, holding high-profile events that brought together major private companies and displaced entrepreneurs, and actively engaging national government agencies in advocating priority economic livelihood projects.



BMCCI President ██████████ received the award from President Rodrigo Duterte.

- **Promoted private sector partnership to accelerate coffee production in Marawi and Lanao del Sur**

The SURGE Project facilitated the forging of a partnership among the Philippine Coffee Board, Inc. (PCBI), the Philippine Disaster Resilience Foundation (PDRF), and Mindanao State University (MSU) to help jumpstart the local coffee industry in Marawi City. The partnership was finalized through a Memorandum of Agreement (MOA), which was signed on December 20, 2019 in Manila. The agreement includes the establishment of a three-hectare coffee farm, which will be set up at the MSU campus to demonstrate modern technologies for coffee production.

The Project will provide training in coffee processing, packaging, labeling, and food safety to improve the quality of local coffee, as well as support marketing initiatives to create a distinct brand and reach a wider market. The Project will also provide support to Marawi-based social enterprises Cup of Hope and Khapeta Marawi, and conflict-affected youth through coffee processing and marketing.

Activity: Initiate partnerships with private sector groups to promote new investments and facilitate market linkages

- **Finalized the Marawi Logistics Study**

The SURGE Project conducted a rapid logistics assessment that analyzed critical bottlenecks in the movement of goods by land transport to and from Marawi. The study featured actual route surveys of vehicular and cargo traffic in the Northern (Cagayan de Oro-Iligan-Lanao-Marawi) and Southern (Marawi-Lanao-Maguindanao-Cotabato). The findings and recommendations of the logistics study was presented to USAID and American Embassy representatives on December 16, 2019. Recommendations of the study included the following:

- Advocate for the construction of other transport corridors to encourage agricultural development (e.g. banana/pineapple/corn plantations and poultry/cattle production);
- Improve existing roads to accommodate increased container traffic;
- Encourage private investment on storage, warehousing and ice plant facilities to develop lake aquaculture and local meat and poultry industries;
- Develop lake ports and berthing facilities to promote and develop lake transport services;
- Promote/expand key agricultural and aquaculture products that can possibly be grown in Lanao del Sur; and
- Improve security conditions especially along the main logistics corridors.



PDRF President [redacted] and PCBI President [redacted] signed the Memorandum of Agreement for the coffee farm project in Marawi City.

USAID links PCBI with PDRF to establish coffee farm in Marawi

On December 20, 2019, the Philippine Disaster Resilience Foundation (PDRF) and the Philippine Coffee Board, Inc. (PCBI) signed a Memorandum of Agreement for the establishment of a three-hectare coffee farm in Marawi City.

This partnership was a result of the Marawi-Lanao Agribusiness Forum organized by the Bangon Marawi Chamber of Commerce and Industry with the support of USAID's Strengthening Urban Resilience for Growth with Equity (SURGE) Project in July 2019. Through the forum, coffee was featured as one of the viable crops for agribusiness expansion in the Marawi-Lanao area.

The Lanao del Sur Provincial Government then forged a partnership with PCBI for the development of the coffee industry in Lanao del Sur. To support the partnership, USAID/SURGE linked PCBI with PDRF to develop a three-hectare modern coffee farm and produce good quality coffee beans that can be developed into a unique Maranao coffee blend.

Through USAID/SURGE's technical assistance, PDRF and PCBI collaborated with the Mindanao State University (MSU) Marawi where the coffee farm will be established. The MSU Marawi Campus has a favorable agro-environment conducive to growing specialty coffee varieties like arabica and liberica. There is an increasing demand for specialty coffee both in the local and export markets which presents good market opportunities for Philippine coffee growers including those in Marawi and Lanao del Sur.



Planned Activities for the Next Quarter

- Provide product design and marketing assistance to weavers' groups;
- Facilitate ongoing initiatives of the Coffee Production and Marketing Project (Philippine Coffee Board, Marawi State University, Cup of Hope, Marawi LGU) and development of coffee farm;
- Conduct Halal Forum with Bangon Marawi Chamber of Commerce;
- Provide financial management training sessions for BMCCI;
- Conduct food safety, packaging, and labeling training for displaced Marawi MSMEs;
- Conduct Coke STAR Training in Kapai, Lanao del Sur;
- Provide technical assistance to the LGUs for the operation of the Piagapo and Kapai Trading Centers; and
- Organize SURGE Marawi Livelihood Completion Program (Trade Fair and Forum).

Construction of Trading Centers in Marawi and Its Environs

The SURGE Project provided assistance for the construction of trading centers in Marawi and its environs to sustain the return and reintegration of internally displaced persons (IDPs) into Marawi and surrounding areas.

USAID issued to ICMA, dated March 1, 2019, a Notice to Proceed with the construction of two new trading centers, at the following locations:

- Barangay Bubo, Municipality of Piagapo, Lanao del Sur Province
- Barangay Pindolonan, Municipality of Kapai, Lanao del Sur Province

For this quarter, the final inspection was completed for both of the trading centers listed above, and both were turned over to the respective local government units.

Piagapo Trading Center

USAID Technical Advisor [REDACTED] conducted the final inspection and verification of completed work items including all punch list items and the variation order, on October 9, 2019.

The completed facility was officially turned over to the Municipal Government of Piagapo, which confirmed acceptance of the facility, on November 11, 2019. The Turn over and Acceptance Certificate was signed by Piagapo Mayor [REDACTED] and was witnessed by Vice Mayor [REDACTED]. The local officials also certified the delivery and completion of the counterpart contributions of the local government unit and the commitment to perform its obligation to properly operate and maintain the facility in accordance to the Memorandum of Understanding (MOU) for the Project. The Turn Over and Acceptance Certificate for the Piagapo Trading Center was submitted to USAID on November 13, 2019.

Kapai Trading Center

On November 13, 2019, the subcontractor fully completed all work items including all punch list items which were generated during the inspection conducted by SURGE Engineers, the subcontractor, and representatives from the municipal and barangay governments.


On November 21, 2019, USAID Technical Advisor [REDACTED] visited the project and performed final inspection of the completed facility. The Completion and Final

Inspection Document for the Kapai Trading Center (Completion Certificate with Punchlist, Final Inspection document signed by [REDACTED] was submitted to USAID. Official acceptance of USAID was received on December 9, 2019.

The completed facility was officially turned over to the Municipal Government of Kapai, which confirmed their acceptance of the facility. The Turn-over and Acceptance Certificate was signed by the municipal mayor and witnessed by the municipal vice-mayor. The local officials also



The newly-constructed trading center in Kapai, Lanao del Sur.



certified the delivery and completion of the counterpart contributions of the local government unit and the commitment to perform its obligation to properly operate and maintain the facility in accordance to the Memorandum of Understanding (MOU) for the project. The Turn Over and Acceptance Certificate for the Kapai Trading Center was submitted to USAID December 17, 2019.

Crosscutting: Communication and Information Strategies

The SURGE Project continued to promote USAID and SURGE activities in Marawi City and Lanao provinces through news bits and social media posts. The Project also continued work on the Marawi City behavior change communication (BCC) plans for WASH.

- ***Promoted SURGE Project activities***

The SURGE Project submitted five (5) news bits describing economic recovery assistance activities and three (3) bullet stories describing water and sanitation rehabilitation work in Marawi City and surrounding areas during the period as part of the Project's internal information dissemination to USAID and ICMA. These news bits were also posted on the Project's Twitter account. Only one (1) news story from a national daily was monitored that described USAID/SURGE assistance in Marawi City during the quarter (Annex 3).

- ***Development of Behavior Change Communication (BCC) plans for WASH***

Phase 2 or the Behavior Change Communication (BCC) Plan Report was finalized and approved by USAID during the quarter. Sub-contractor Braveworks Graphics Studio Co. started the development of the first batch of draft collaterals for the focus group discussion pre-testing as part of Phase 3. The draft collaterals include a flipchart, electronic presentation, brochure, poster, short video, and Facebook e-posters.



Financial Management Report

The Financial Management Report for the first Quarter of Year 5 of the SURGE project (October 1, 2019 – December 31, 2019) shows the expenditures incurred to date, and projections for the remainder of Year 5 under CLIN 1.







ANNEX

Annex 1. List of City Regulations and Other Policy Documents Relevant to the SURGE Work Plan Formalized from October 2019 to December 2019

City	Document <i>(to follow link to a specific document, press Ctrl then click on the text)</i>
Batangas	<ul style="list-style-type: none"> • [REDACTED]
Cagayan de Oro	<ul style="list-style-type: none"> • [REDACTED] • EO No. 232-2019, Executive Order to Create a Technical Working Group to Formulate Guidelines and a Draft Memorandum of Agreement for the Collection of Bureau of Fire Inspection Fees for Doing Business and Construction Permits by the City Government of Cagayan de Oro, signed on December 6, 2019 • EO No. 211-2019, An order reorganizing the City Project Monitoring and Evaluation Committee (CPMEC), signed on November 2019
General Santos	<ul style="list-style-type: none"> • Resolution No. 19-022, Resolution Approving the General Santos City Local Climate Change Adaptation Plan (LCCAP), signed December 27, 2019 • Resolution No. 001, A resolution approving, adopting, and endorsing the water safety plans (WSPs) of MAWASA, MANUWASA, OGARUWASA, SARRUWASA, REFORMWASA, and COWASA to the Department of Health 12 (DOH) Regional WSP Review Committee, for final review and approval, signed on October 3, 2019 • [REDACTED]
Iloilo	<ul style="list-style-type: none"> • EO No. 159, An executive order institutionalizing the local public transport route council of the city of Iloilo, signed on December 9, 2019 • EO No. 140, An order creating the Iloilo City government Asset Management Committee (ICGASMC) defining its functions, roles and responsibilities, signed on November 14, 2019 • Resolution No. 2019-554, Resolution expressing support to the "Innovate Iloilo" movement envisioned to make Iloilo a premier innovation hub in the Philippines by 2030, signed on October 8, 2019
Legazpi	<ul style="list-style-type: none"> • EO No. 076, Revised Procedures and Requirements for New Applications and Renewal of Business Permits, signed on December 23, 2019
Puerto Princesa	<ul style="list-style-type: none"> • Memorandum Order 2019-182, Constitution of the Steering Committee to provide assistance and support to the LEIPO, signed on July 17, 2019 • [REDACTED] • EO No. 2019-37, An Order Creating the Barangay Disaster Risk Reduction and Management Plan (BDRRMP) Review Team, signed on November 26, 2019 • Memorandum Order 2019-312, Provision of Technical Assistance to CBST Business Planning Workshop on November 28-29, 2019 (Thursday and Friday) from 8AM to 5PM at Dang Maria's in Puerto Princesa City, signed on November 27, 2019 • Office Order No. 2019-159, Designation as Officer-in-Charge of Business Permits Licensing Office (BPLO) Effective 18 December, signed on December 17, 2019 • EO No. 2019-21, Reconstituting the Composition of the Disposal Committee of the City Government of Puerto Princesa, including its secretariat and technical staff, prescribing their duties and function, amending for the purpose section 1 of Executive Order No. 12 Series of 2015, signed on October 16, 2019 • EO No. 2019-36, Reconstituting the City Peace and Order Council of the Puerto Princesa and its secretariat, defining its functions and responsibilities, and for other purposes, signed on November 16, 2019

City	Document (to follow link to a specific document, press Ctrl then click on the text)
	<ul style="list-style-type: none"> • EO No. 2019-22, An Executive Order Organizing the Seal of Local Good Governance for Barangay (SGLGB) HUC Assessment Team, signed on October 28, 2019
Tagbilaran	<ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • EO No. 52, Reconstituting the composition of the City Economic Enterprises Board (CEEB), signed on November 18, 2019 • EO No. 50, Reconstituting the Composition of the City Livelihood Council (CLC) of the city government of Tagbilaran, signed on November 18, 2019 • EO No. 46, An Order creating the PPP Project selection committee technical working group (PPPP-SC-TWG) for selecting a private sector proponent (PSP) to undertake the construction and installation, including financing, of septage treatment and support facilities, and the operation and maintenance thereof, signed on November 13, 2019 • EO No. 45, Providing for the creation of the LGU Septage Management Core Group with Ad Hoc functions of different defining the roles and designing the processes necessary in the creation of a MOA between City Tagbilaran (CTagb) and Bohol Water Utilities Inc. (BWUI)...., signed on November 13, 2019 • EO No. 47, An order reconstituting the Public Private Partnership Project (PPPP) Selection committee of the City Government of Tagbilaran (CGTagb) for purposes of selecting a private sector proponent (PSP), which undertakes the construction and installation, including financing, of septage treatment and support facilities, and the operation and maintenance thereof, for a fixed term, signed on November 13, 2019 • Resolution No. 19-193, Authorizing Hon. City Mayor John Geesnell Yap to enter into tripartite MOU between city government of Tagbilaran, Deped Tagbilaran City Schools Division, and the National Water Resources Board to construct four groundwater monitoring wells, signed on October 30, 2019 • EO No. 42, Reconstituting the Composition of the City Council for Culture and the Arts (CCCA), signed on October 18, 2019 • Resolution No. 19-206, Resolution declaring the city of Tagbilaran under a state of calamity due to the solid waste management crisis brought about by the closure of Dampas Open dumpsite, signed on December 3, 2019 • Resolution No. 19-202, Endorsing the application of Alturas Supermarket Corporation for accreditation, registration, and development of an Information Technology Building With the Philippine Economic Zone Authority, signed on November 29, 2019 • Resolution No. 19-198, Authorizing Hon. City Mayor John Geesnell L. Yap to enter into a MOU with BFP concerning deputization of city government for the collection of fire code taxes and fees, signed on November 15, 2019 • Resolution No. 19-207, A resolution adoption the cultural mapping of Tagbilaran City's immovable cultural properties and intangible cultural heritage, signed on December 13, 2019 • EO No. 41, An order reconstituting the city Anti-Drug Abuse Council, signed on October 14, 2019 • Resolution No. 19-203, Supporting the Implementation of the EU Project: Developing Countrywide A culture of Integrity through multi-sectoral local government integrity circles (LoGIC project) and endorsing Tagbilaran's linkage with the project network, signed on November 29, 2019 • Resolution No. 19-211, Requesting the Hon. City Mayor through the City Traffic Management Office to provide one pedestrian and along CPG Avenue to ease difficulties of pedestrians, especially senior citizens and persons with disabilities, signed on December 13, 2019 • EO No. 44, Reconstituting the City Project Monitoring Committee (CPMC), signed on November 11, 2019 • EO No. 38, Reconstituting the City Peace and Order Council (CPOC), signed on October 14, 2019 • Resolution No. 19-190, Endorsing the DENR Environmental Management Bureau 7 the designation of Panglao Island Coastal Waters as Water Quality Management Area (WQMA), signed on October 18, 2019 • Resolution No. 19-194, Adopting Resolution No. 11, Series 2019 of the City Disaster Risk Reduction Management Council (CDRRMC) entitled: "Utilizing the Quick Response Fund of the Local DRRM fund in the current state of calamity in Bohol", signed on November 8, 2019 • Resolution No. 19-180, Accrediting two community-based people's organizations and/or non-government organizations including business and professional groups and similar aggregation who applied for accreditation, signed on October 4, 2019 • Resolution No. 19-210, Utilizing the Quick Response Fund in the amount of thirteen million pesos (Php13,000,000.00) for the...., signed on October 16, 2019 • Ordinance No. C-288, Adding Members of the City Economic Enterprises Board and Market committee, amending for this purpose section 232 (b) and section 233 (g)...signed on October 4, 2019

City	Document (to follow link to a specific document, press Ctrl then click on the text)
	<ul style="list-style-type: none"> EO No. 37, an order reconstituting the City Development Council, the Execom, the secretariat, and the sectoral or functional committees. Signed on October 14, 2019 Resolution No. 19-185, Resolution extending the deadline for payment of 2019 4th quarter business tax until October 21, 2019 without interest and surcharges, signed on October 11, 2019
	<ul style="list-style-type: none"> Resolution No. 19-188, Authorizing Hon. City Mayor to enter into a Memorandum of Cooperation (MoC) with universities, colleges, schools, and other learning institutions to provide livelihood opportunities for the constituents... signed on October 11, 2019 Resolution No. 19-191, Accrediting three (3) community-based people's organization and/or NGOs including business and non-professional groups and similar aggregation who applied for accreditation, signed on October 25, 2019 Resolution No. 19-181, Approving the Tagbilaran City Police Station's Local Anti-Criminality Action Plan, October 4, 2019

Annex 2. List of Laws, Policies or Procedures Drafted, Proposed or Adopted to Promote Gender Equality at the Regional, National or Local Level

LAWS	
<i>Adopted</i>	
1.	Providing for a Comprehensive Children and Family Support System in Tagbilaran City (City Ordinance No. C-266 dated June 14, 2018)
2.	Providing for a Gender and Development Code of Tagbilaran City (City Ordinance No. C-265 dated June 26, 2018)
POLICIES	
<i>Adopted</i>	
3.	Puerto Princesa City GAD Plan and Budget
4.	Tagbilaran City GAD Plan and Budget
5.	Reconstituted GAD Focal Point System and Technical Working Group (EO No. 09 dated March 1, 2017) in Tagbilaran City
6.	Reorganizing and strengthening of the GAD Focal Point System (EO No. 2017-03 dated July 6, 2017) in Puerto Princesa City
7.	Amendments in the composition of the GAD Focal Point System (EO No. BC 292-2017 dated September 6, 2017) in Zamboanga City
8.	Institutionalizing GAD database and sex-disaggregated data in General Santos City (EO No. 60 dated October 2, 2017)
9.	Adopting Rules and Regulations on Sexual Harassment and CODI in Puerto Princesa (EO No. 039, dated August 24, 2017)
10.	Reconstituting the Gender and Development Focal Point System (GFPS) of the City Government of Tagbilaran as well as its Executive Committee and Technical Working Group (EO No. 06, s. 2018)
PROCEDURES	
<i>Adopted</i>	
11.	The installation of Business One-Stop Shop (BOSS) special desk for pregnant women, persons with disabilities, senior citizens in Zamboanga City
12.	The establishment of sex-disaggregated BPLS database in Zamboanga City
13.	GESI mainstreaming in the local development plans (CLUP-CDP-ELA) of Zamboanga City
14.	Establishing Barangay VAW Desks in Tagbilaran City
15.	Integration of the GESI perspective in Tourism Development Planning in Puerto Princesa City
16.	Provision of BOSS special lane for senior citizen, people with disabilities and pregnant women in General Santos City
17.	Collection of sex-disaggregated data on ownership and employment for business registration in Legazpi City
18.	Expansion of the BOSS priority lane privilege for pregnant women, senior citizens, persons with disability, and men or women with children below 10 years of age in Legazpi City
19.	Integration of the GESI perspective in Tourism Development Planning in Legazpi City
20.	GESI mainstreaming in the local development plans (CLUP-CDP-ELA) of General Santos City
21.	Recognition of five newly-organized community-based women organizations in Tagbilaran City
<i>Proposed</i>	
22.	Mainstreaming GESI in CCA-DRR in Batangas City
23.	GESI mainstreaming in the local development plans (CLUP-CDP-ELA) of Iloilo City
24.	Mainstreaming GESI in ongoing revision of the environmental code and local development plans in Puerto Princesa City

25.	Consideration of the roles of women in the Seaweed Network Strategic Action Planning in Puerto Princesa
26.	GESI mainstreaming in the local development plans (CLUP-CDP-ELA) of Tagbilaran City
27.	Organization of GAD M&E Team in Tagbilaran City
28.	Gender and social inclusion considerations in the organization of critical functional committees such as the Joint Inspection Team for streamlining of business permits, Climate Change Committee, City Investment Council and TWG, Committee on Relocation, City DRRMC, Water and Sanitation Overall Management Committee, and the Composite Team for Tagbilaran City's compliance with the Seal of Good Local Governance requirements
29.	Special chapter on a Culture Fair Human Settlements in the proposed Environment Code of Zamboanga City that also considers GESI
30.	Consideration of GESI in Zamboanga City's disaster risk reduction and management programs that will inform the handling of pregnant women, persons with disability and senior citizens during evacuation and emergency disasters
31.	Setting up of GAD database in Zamboanga City
32.	Setting up of GAD M&E Team in Zamboanga City
33.	Designation of GAD Focal Points and Coordinators in General Santos City
34.	Integration of the GESI perspective in Tourism Development Planning in General Santos City
35.	Formation of the Barangay Dita and Lubigan Cassava Core Group in Zamboanga City, which will strengthen the capacity and help diversify incomes of women members of the Rural Improvement Clubs in the two barangays

Annex 3. Media Placements

Date	Media Company	Media Type	Title	URL
1-Oct-19	Palawan News	News Article	City secures P27.5B investment pledges from 12 major companies	https://bit.ly/2usZS51
1-Oct-19	City Information Department of Puerto Princesa City	Facebook Post	Puerto Princesa City Business Forum generates PhP27.5 billion worth of investments	https://bit.ly/2Onnhqd
1-Oct-19	City Information Department of Puerto Princesa City	Facebook Post	Puerto Princesa promotes investment opportunities in seaweed	https://bit.ly/2LSMe1v
1-Oct-19	City Information Department of Puerto Princesa City	Facebook Post	Puerto Princesa City learns social marketing for proper septage management	https://bit.ly/2LQMBtm
1-Oct-19	Liveable Cities Challenge	Website	Sustainable Cities Summit	https://liveablecities.ph/pages/event-program/
2-Oct-19	Executive Chronicles	News Article	P27.55 B New Investments Pledged for Puerto Princesa	https://bit.ly/2RLUhid
10-Oct-19	Business Mirror	News Article	Puerto Princesa generates P28 billion in investment pledges at Manila forum	https://bit.ly/3aJkNB1
14-Oct-19	ANC News Channel	TV	How can cities become more liveable	https://www.youtube.com/watch?v=RKO9gm9JDJM
14-Oct-19	Sunstar Iloilo	News Article	■■■■■ panelist in Philippines liveable cities summit	https://www.sunstar.com.ph/article/1827516
16-Oct-19	DWWW 774	Radio	Sustainable Cities Summit	https://bit.ly/2RovXnC
17-Oct-19	One News	TV	Urban planners believe traffic problem in Metro Manila still solvable	https://www.youtube.com/watch?v=RJ5onXlgnAA
17-Oct-19	Radyo Inquirer	Radio	Sustainable Cities Summit	https://bit.ly/36uqkJ2
18-Oct-19	Business Mirror	News article	Going beyond relief to creating opportunities for Marawi women to thrive	https://bit.ly/2tPH1kB
19-Oct-19	Philippine Daily Inquirer	News article	The Liveable Cities Challenge	https://opinion.inquirer.net/124678/the-liveable-cities-challenge
15-Nov-19	USAID Philippines	Facebook Post	General Santos City launched its streamlined construction permitting and licensing system	https://www.facebook.com/usaiddphilippines/posts/2738200412912934?tn=-R

14-Nov-19	LGU Gensan	facebook Post	Groundbreaking for GSC Septage Treatment Facility	https://bit.ly/2RqPtjw
15-Nov-19	LGU Gensan	Facebook Post	World Toilet Day Celebration	https://bit.ly/37qgl3d
19-Nov-19	Tagbilaran City Government	Facebook Post	SURGE Project Director Omictin, impressed with Tagbilaran City's achievements	https://www.facebook.com/citymediabureau/posts/2675066882552653?_tn=-R
21-Nov-19	Legazpi City Economic and Investment Promotions Division	Facebook Post	LGU-Legazpi and USAID Launching of One-Stop-Shop on Construction Permitting Systems	https://www.facebook.com/CEIPDlegazpi/posts/907653492968856?_tn=-R
21-Nov-19	City Government of Zamboanga	Facebook Post	USAID lauds Zamboanga City	https://www.facebook.com/zambocitygov/post/s/423393178333345?_tn=-R
27-Nov-2019	Iloilo City Planning and Development Office	Facebook Post	Orientation on Iloilo City CDRA-Integrated CLUP (2020-2029) Updating	https://www.facebook.com/IloiloCPDO/posts/2516378788480539
29-Nov-19	Jose Antonio Veloso	Facebook Post	City Government of Tagbilaran welcomed Ms. Ella Lazarate, USAID Washington, Water and Sanitation Specialist as she visited Tagbilaran City	https://bit.ly/3aFpSdY
3-Dec-19	Puerto Princesa Tourism	Facebook Post	Puerto Princesa City Community Based Sustainable Tourism Site's Develop Business Plans	https://www.facebook.com/ppctourism/posts/3171629596215654?_tn=-R
6-Dec-19	MICE Center Iloilo City	Facebook Post	IC MICE CENTER - MICE Tourism Strategic Plan Workshop	https://www.facebook.com/icmicecenter/posts/163106755079639
6-Dec-19	Mindanao Examiner	News article	Zambo readies 'BOSS'	https://mindanaoexaminer.com/zambo-readies-boss/
10-Dec-19	City Information Department of Puerto Princesa City	Facebook Post	Puerto Princesa City Community Based Sustainable Tourism Site's Develop Business Plans	https://bit.ly/2uu1xr0
12-Dec-19	Sunstar Zamboanga	News article	Women entrepreneurs undergo food safety seminar	https://bit.ly/30PTocB
16-Dec-19	The Bohol Chronicle	News article	US ambassador Sung Kim visits Bohol, witnesses MOU signing for seaweed network	https://bit.ly/37mlOfK
30-Dec-19	Manila Bulletin	News article	Urban dev't learning center to rise in Bohol	https://news.mb.com.ph/2019/12/30/urban-devt-learning-center-to-rise-in-bohol/
30-Dec-19	Tabloid PH	News article	Urban dev't learning center to rise in Bohol	https://bit.ly/37oqt1V