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Report on the Assessment of the Philippine Business Registry

Investment Enabling Environment (INVEST) Project

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LIST OF ACRONYMS

ASEAN	Association of Southeast Asian Nations
BI	Business Intelligence
BIR	Bureau of Internal Revenue
BN	Business Name
BOI	Bureau of Investment
BPLS	Business Permits and Licensing System
BTRCP	Bureau of Trade Regulation and Consumer Protection
CAPR	Cooperatives Annual Performance Reports
CD	Compact Disk
CDA	Cooperative Development Authority
CEZA	Cagayan Economic Zone Authority
CNR	Cooperative Name Registration
DILG	Department of the Interior and Local Government
DO	Department Order
DTI	Department of Trade and Industry
eBPLS	Electronic Business Permit and Licensing System
EPZA	Export Processing Zones Authority
ERN	Employer's Registration Number
IFC	International Finance Corporation
INVEST	Investment Enabling Environment
IPO	Intellectual Property Office
IT	Information Technology
LCR	Logical Change Record
LGUs	Local Government Units
MIS	Management Information System
MOA	Memorandum of Agreement
NGAs	National Government Agencies
Pag-IBIG - HDMF	Home Development Mutual Fund
PBN	Philippine Business Number
PBR	Philippine Business Registry
PEZA	Philippine Economic Zone Authority
PhilHealth	Philippine Health Insurance System
PMO	Project Management Office
RA	Republic Act
RIS	Registration Information System
SEC	Security and Exchange Commission
SIEM	Security Information and Event Manager
SSS	Social Security System
TIN	Tax Identification Number
XML	Extensible Markup Language

I. INTRODUCTION

The Investment Enabling Environment (INVEST) Project views reforming the business registration processes as an inclusive endeavor that requires the participation of not only the local government units (LGUs) but also the oversight national government agencies (NGAs) and the business sector. While cities and municipalities are the key players in processing business permits and are thus the target of reforms, the NGAs such as the Department of the Interior and Local Government (DILG) and the Department of Trade and Industry (DTI) play a critical role in identifying and initiating the nationwide implementation of business registration reforms. The Project therefore has a program area that aims to support NGAs in promoting the streamlining of business permits and licensing systems (BPLS).

In the 2013 Doing Business Report prepared by the International Finance Corporation (IFC), the Philippines ranked 138th out of 186 countries and second to the last among the member-countries of the Association of Southeast Asian Countries (ASEAN). In the specific criterion on starting a business, the country's ranking further slipped to 161st from 158th in 2012. A closer examination of the procedures and processing time for starting a business in the Philippines tracked by IFC indicates that NGAs accounted for 12 out of the recorded 16 steps that an applicant for a business permit in the Philippines had to undergo. In contrast, only 3 processes were attributed to LGUs. Applicants also took 28 out of the total 36 days to conform to NGA requirements compared to just 8 days for LGU requirements. Hence, while business groups usually complain of the tedious processes of LGUs, the low ranking of the Philippines in the global competitiveness surveys is due to the NGAs' requirements.

To address this situation, the Project decided to support the assessment of the Philippine Business Registry (PBR), which is a web-based portal that seeks to facilitate the processing of the NGAs' documentary requirements for business permitting. A short-term technical assistance consultant was hired from April 18 – October 15, 2012 to conduct an assessment of the current state of the PBR.¹ This report is based on the consultant's output and is being submitted as Output 1.1 of Deliverable No. 1 on "Enhanced Connectivity of the Philippine Business Registry" (Program area 1.2 of Component 1). It has three sections – the review of the current PBR process, the analysis of the PBR and the recommendations.

¹ The Information Technology (IT) specialist who worked on the Assessment Study on the PBR is Mr. Randall Lozano. This report is based on his study which was submitted to INVEST on October 10, 2012.

II. REVIEW OF THE CURRENT PBR PROCESS

A. The Philippine Business Registry

The PBR, a flagship project of the Philippine Government managed by the DTI, is a web-based information technology (IT) system that will eventually allow the online filing of applications for business registration, business permits and licenses, and business dissolution using a single data entry facility, with links to the systems of NGAs and LGUs. The PBR aims to facilitate the registration processes of businesses in the Philippines through the cooperation and convergence of all agencies involved in business registration, such as, but not limited to, the following:

1. Department of Trade and Industry (DTI),
2. Securities and Exchange Commission (SEC),
3. Bureau of Internal Revenue (BIR),
4. Cooperative Development Authority (CDA),
5. Social Security System (SSS),
6. Philippine Health Insurance System (PhilHealth),
7. Home Development Mutual Fund (Pag-IBIG).
8. Intellectual Property Office (IPO),
9. Local Government Units (LGUs), and
10. Investment Promotion Agencies (such as the Philippine Export Zone Authority and the Cagayan Export Zone Authority)

B. PBR Vision and Objectives

1. *Vision*

The PBR is envisioned to facilitate a seamless transactional environment for business registration and facilitation with all the concerned agencies through the development of a web-based portal that is akin to the business portals of other countries. One of the key features that will be embedded in this portal is the web-based registry for all types of business entities registered in the country (i.e., sole proprietorships, partnerships, corporations, profit and non-profit organizations, and cooperatives).

2. *Objectives*

The PBR has the following objectives:

- a. **To create a national business registry database.** Since various agencies have different processes related to business registration, each agency runs a system of its own that is independent from the systems of the other agencies. PBR shall integrate information from the various databases of these agencies to provide for easier business registration as well as easy verification of data provided by the business registrants.

- b. **To harmonize business registration by assigning a unique Philippine Business Number (PBN) to each registered business entity.** The number will be unique for each business entity. It will serve as the identification key for the business registrant to contract and avail of various government goods and services. This will improve the regulatory and promotional functions of the government.
- c. **To facilitate business transactions among government agencies and between the government and the business sector by providing a single-window online transaction processing system.** The single-window online transaction-processing system will, in some way or another, harmonize the business registration systems of various agencies. In effect, registrants need not physically go to various agencies or access different online systems of agencies to register. Hence, the system is seen as aiding business transactions by facilitating paperless transactions and eliminating repetitious submission of the same information to government agencies. Moreover, the ready source of business data the system will create will enhance opportunities for domestic business entities to partner with other businesses locally and globally, thereby facilitating commercial transactions for Philippine enterprises.

C. PBR Conceptual Framework

A businessman can directly interact with the PBR system by filling up the application form, which shall contain all the information being required by all agencies involved in business registration. These agencies are the DTI, SEC, and CDA for business name registration; LGUs for business permits; BIR for the issuance of a Tax Identification Number/Certificate of Registration; and SSS, PhilHealth, and Pag-IBIG Fund, among others, for various licenses (Figure 1).

Figure 1. The PBR Conceptual Framework



Moreover, the applicant has the option of completing all the procedures or providing all the information asked in the application form through the PBR portal. Once the PBR application form is completed and submitted, the PBR will validate the correctness and completeness of the application and then channel the data to the appropriate agencies that require them. At the end of the registration process, the PBR system will provide the registrant access to a dashboard wherein he/she can see the status of his/her application.

3. *The Current PBR Process*

At present, the PBR is a teller-assisted service through which an applicant for the registration of a business name (BN) for a sole proprietorship can go to the nearest DTI office, look for the PBR tellers, and transact with any one of them. The applicant fills out the PBR application form and submits this to the PBR teller for encoding and processing. The PBR teller would secure the applicant's Tax Identification Number (TIN) if he or she has not done so. However, if the applicant has an existing TIN, the PBR will validate it against records.

The applicant then pays for the BN registration at the Cashier. He or she presents the Official Receipt of payment to the DTI releasing office for the BN certificate. He or she can now get the SSS, Philhealth, and Pag-IBIG Employer's Registration Numbers (ERNs) from the PBR teller. An applicant can also retrieve an email notification containing the ERNs issued by these agencies.

The certificate of registration or employer ID can now be secured from agencies upon presentation of PBR-generated ERNs.

For partnerships and corporations, a PBR kiosk is stationed at the SEC Main Office. To avail of the service, an applicant should fill out the PBR application form and submit this to the teller. He or she should present the original and photocopies of complete SEC registration documents (i.e., SEC registration documents and Articles of Partnership/Corporation) for verification purposes. The teller submits the application form to SSS, Philhealth, and Pag-IBIG online and, once the form had been found to be compliant, receives the ERNs from the said agencies and presents these to the applicant. The applicant may then proceed to the said agencies to get the certificate or employer's ID by presenting the PBR-generated ERNs. SEC, however, only accepts companies registered through SEC Head Office since these companies already have pre-generated TINs.

For cooperatives, whose registrations must be coursed through the Cooperative Development Authority (CDA), integration into the PBR will still be provided for in the future upgrade of the system.

III. ANALYSIS

Based on the interviews of key informants and an analysis of its current operations, the PBR has not yet fully achieved its vision and objectives. Among the reasons cited were failures in systems relative to the process as well as in the interconnectivity and interoperability of the IT services of the relevant agencies. These problems have prejudiced commitments in the accomplishment of required tasks, thereby affecting project deliverables, timelines, and completion.

A. Results of Consultations

To understand the underlying reasons for the delays in the full implementation of the PBR, consultations were conducted, through meetings and group discussions, with DTI officials and staff members in charge of the PBR to assess the current state of the PBR system. This was followed by a series of meetings and interviews with various PBR partners such as the SEC, CDA, BIR, SSS, and PhilHealth (refer to Annex 1 for the schedules of the interviews). Some of the critical findings of the interviews are summarized below.

1. Consultations with the PBR Team Members

- a. There are internal problems with the service provider of the PBR. The establishment of the PBR was bid out and awarded sometime in 2007 to SunPhilCox JV Inc. On October 2011, there was a Deed of Assignment from Sun Micro Systems to Acuity Technologies Inc. During this transfer, it was noted that there was no proper turnover of PBR documentation and workflow from the previous project manager of the original JV to the current project manager/contractor, Acuity Technologies Inc. The PBR team members have lost confidence in the capability of Acuity Technologies Inc. to fulfill its terms of engagement.
- b. The PBR team members are busy with the PBR roll-out and thus do not have enough time to monitor the development and progress of the PBR project.

2. Consultations with the SEC

- a. The PBR teller stationed at the SEC has very minimal transactions each day, ranging from two to ten.
- b. The SEC's process of verifying and validating business name applications is not part of the PBR system deployed at its premises.
- c. Data sharing is limited to the SEC providing information to the PBR; the PBR does not share information with the SEC.
- d. The current mode of data sharing between the SEC and PBR is "sneakernet," i.e., physically carrying an electronic storage (CD or flashdrive) from the SEC to the PBR and transferring the data into the system of the latter.

- e. The SEC will implement the iREGISTER system in 12 to 18 months. This system is envisioned to allow online registration with the SEC.

3. Consultations with the SSS

- a. The PBR system automatically links to the SSS's Employee Registration system and the SSS does not charge any cost for data sharing.
- b. With the change in the SSS administration, there is a new staff in charge of SSS-PBR connectivity/data sharing, who still has to learn the PBR process.
- c. The PBR system does not have facilities to electronically accept and store the documents required by the SSS in business name registration.
- d. There are no mandatory requirements in PBR online application for SSS, BIR, and PhilHEALTH registration. The registrants have the option to choose with whom to register among SSS, BIR or PhilHEALTH during registration. There are business registrants who are actually hesitant to use the PBR system because of the assessment cost. SSS clearance is also disregarded by some LGUs.
- e. The PBR does not provide feedback to the SSS.
- f. The SSS wants to use the information available in the PBR to increase the number of SSS registrants/enrolments.
- g. The number of PBR transactions related to SSS as of 29 May 2012 are shown below:
 - i. Total no. of employer applications: 2,167
 - ii. Total no. of approved employer applications : 1,632
 - iii. Total no. of rejected applications: 535

4. Consultations with the BIR

- a. The PBR directly connects to the BIR's iREGISTER System.
- b. The PBR should consider including the BIR's secondary registration, e.g. Issuance of permit to print.
- c. There should be a new Memorandum of Agreement (MOA) between the DTI and BIR regarding PBR data sharing since nobody knows where the copy of the first MOA regarding the PBR project is.
- d. The BIR attributed the slow take off of the PBR project to lack of policy.
- e. The BIR suggests that the PBR should issue a unique business identification number (e.g., TIN) that will be used and honored by other agencies as the ONLY official business registration number.

5. Consultations with the CDA

- a. The CDA was not included as part of the business registration process in the implementation phase of the PBR.
- b. The CDA currently uses the Registration Information System (RIS) and Cooperatives Annual Performance Reports (CAPR).
- c. The CDA is not ready for centralized registration due to clients' privacy issues.
- d. All documents should be completed prior to registration with the CDA.
- e. Name reservation and validation are done in the 17 regions.
- f. Cooperative name registration (reservation) can be done in the PBR.
- g. The CDA also emphasized the lack of policy and a MOA between the PBR and CDA.

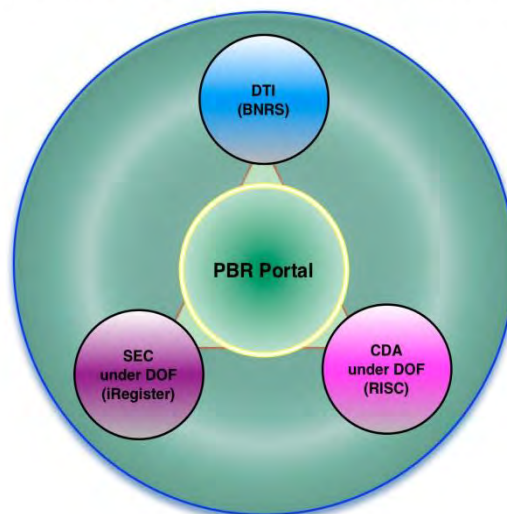
B. Observations and Analysis

There are four major factors - process, people, technology, and resources – that would determine the success or failure of the project. The major considerations for each of these factors are described below.

1. Process

The PBR should serve as the single window for business registration. Figure 2 shows the primary government agencies involved in business registration, namely, the DTI for sole proprietorships, the SEC for corporations, and the CDA for cooperatives.

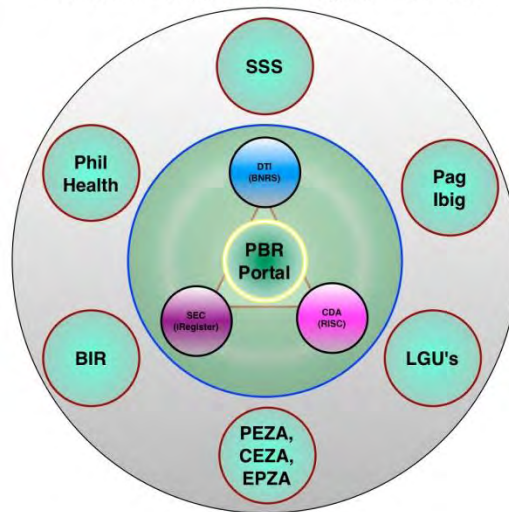
Figure 2: Primary Agencies involved in Business Registration



The PBR system should focus on the processes of these primary agencies for it to successfully serve as the single window for business registration in the country.

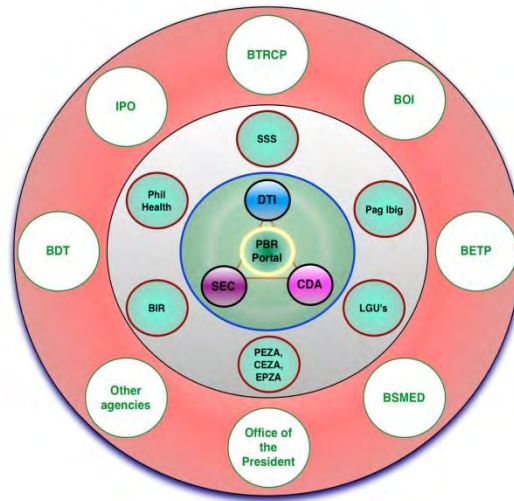
Figure 3 shows the agencies that provide the necessary permits/licenses for business operations. After harmonizing the business processes of the primary agencies, the PBR should now consider the peculiarities of the processes of each of these business registration-related agencies. It appears that peculiarities in the form of data exchange format, connectivity, security, etc. have yet to be addressed in the PBR system.

Figure 3. Business Operational Requirements



The PBR system should also define the reportorial and information requirements of its users as shown in Figure 4, and respond to these. It may be generating some reports that are not definitive of the requirements of the intended agency users.

Figure 4. PBR Users



The PBR should simplify the process of creating, managing, and distributing business-related information by providing a "one-stop" system for businesses to secure and maintain licenses, permits and registrations both from the central and local government agencies.

2. People

Although there has been a series of consultative meetings with the partner agencies to involve them during the development and implementation stage of the PBR, it appears that some of the partner agencies lack the commitment to support the project. This is evident in the very limited number of transactions happening in the PBR kiosks at the SEC Main Office. It is also evident in the SSS implementers just coming on board during the conduct of this study when the PBR has been in existence for some time now. This may be due to a lack of buy-in from the implementers within the attached agencies. It has also been noted that the responsibilities of partner agencies have not been clarified.

3. Technology

The lack of connectivity between it and its partner agencies greatly hindered the PBR from achieving its vision and objectives. Another hindering factor is the use of the community edition of LifeRay as the PBR portal technology. PBR's major feature requirements, including analytics, rules engine integration, report engine integration, and workflow designer, are not available in the LifeRay community edition. Using this edition, it would be difficult to migrate the source code of the system to a different platform or to even simply adjust the business processes required by the DTI or the PBR. Given that the PBR needs to connect to different data sources, the developers may have a difficult time and require more programming effort to achieve connectivity between systems.

The absence of a fully redundant cluster system in the network architecture of the PBR may also have caused the system a significant downtime.

4. Resources/ Organizational Development

The lack of a MOA/Implementing Guidelines between DTI and the partner agencies may have led to an unclear definition of responsibilities.

The presence of conflicting Department Orders (DO No. 38 series of 2006 and DO NO. 11-13 series of 2011) as to who would be the Program Director of the PBR makes the situation worse. DO No. 38 assigned the MIS Director as the PBR Program Director while DO No. 11-13 assigned the Head of the Technical Committee on Business Registration System as concurrent PBR Program Director. DO No. 11-13, which is a later issuance, contains no mention of its provisions superseding the earlier DO.

It is also evident from DO No. 38 that the PBR, from day one, is a technology-driven project since an IT specialist rather than an subject matter (process) expert was assigned as leader.

Among the other deficiencies in the governance of the project are:

- a. The lack of, or insufficient, program advocacy that will focus on ensuring acceptability and use of the system by all project stakeholders;
- b. The lack of appropriate policies to support the implementation of the PBR, especially with reference to data sharing across the various agencies involved; and
- c. The absence of Project Management Office that shall oversee and coordinate the implementation of the project.

IV. RECOMMENDATIONS

A. Process and People

In implementing radical reforms in the business registration system, it is necessary to ensure as wide a **consensus** as possible **on the basic principles of the reform among the participating government institutions**. The success of the PBR relies on a clearly defined and documented process. It should be process-driven, and not technology-driven (as indicated in the original Vision of the project – “...*through the development of a web-based portal that is akin to the business portals of other countries*”). Therefore the following are highly recommended:

1. Review of the PBR Vision and Objectives;
2. Clarification of the definition and documentation of the business process involved in facilitating data interchange between and among the participating partners of the PBR; and
3. Conduct of the following activities:
 - a. Strategic Planning,
 - b. Roadmap Definition, and
 - c. Risk Management.

The DTI may also consider involving the Department of Finance as the co-owner of the project since two of the major partner agencies in business registration are under the latter.

B. Technology

The information systems of the DTI, SEC, and CDA shall work independently. The PBR shall then function as “the public cloud,” a conceptually single system built from multiple nodes that have their data synchronized through replication. Figures 5 to 7 show the PBR’s conceptual, technology, and physical architectures, respectively.

The key technology component for the PBR is the XML-based web services and the replication technology. The XML-based web services will allow and facilitate the communication between the different information systems of the main partners. The replication technology will then ensure that all transactions in the DTI, SEC and CDA systems will be replicated in the unified database system of the PBR.

Figure 5. PBR Conceptual Architecture

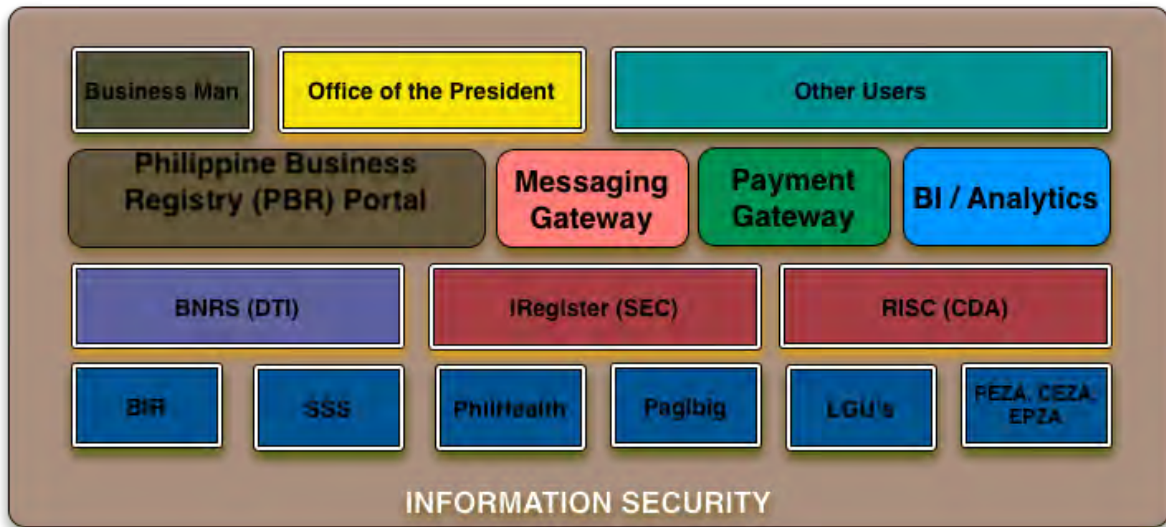


Figure 6. PBR Conceptual Technology Framework

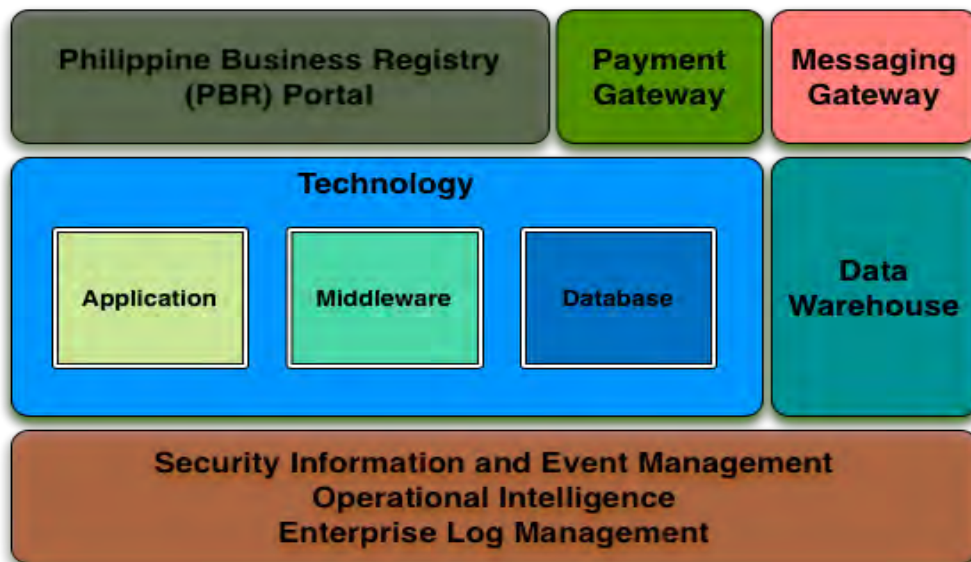
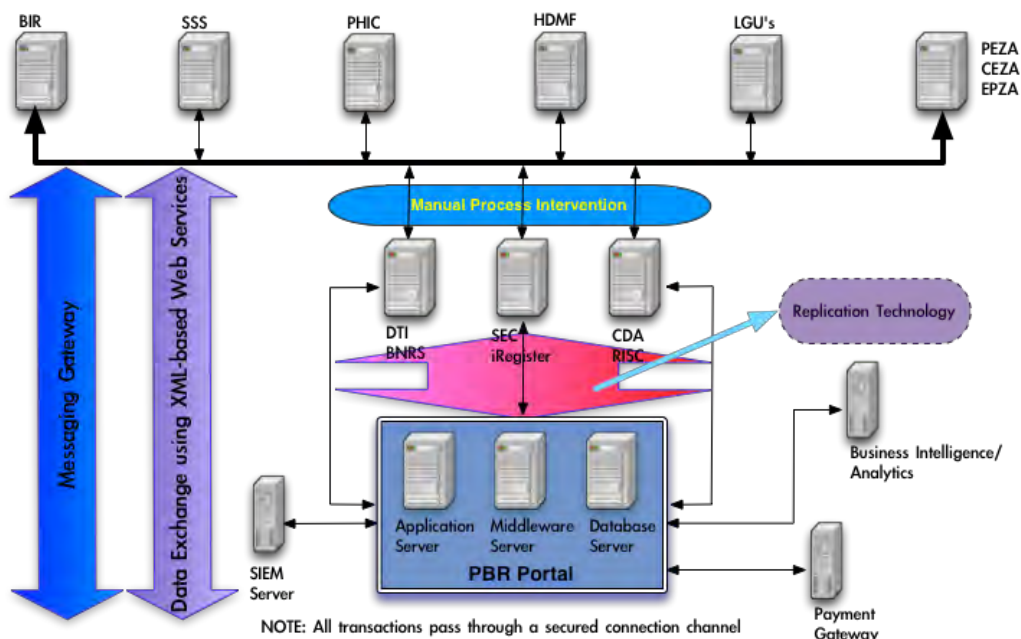


Figure 7. Physical Architecture of the PBR



The following briefly describe the key technology components illustrated in the PBR physical diagram.

1. **Web Services.** A Web service is a collection of protocols and standards used for exchanging data between applications or systems. Software applications written in various programming languages and running on various platforms can use web services to exchange data over computer networks like the Internet in a manner similar to inter-process communication on a single computer. In XML web services, all data to be exchanged is formatted with XML tags.

One of the primary advantages of the XML Web services architecture is that it allows programs written in different languages on different platforms to communicate with each other in a standards-based way. Using an XML-based Web services standard will eliminate the complexity of information exchange (at the technology level) amongst the government agencies participating in the PBR.

2. **Replication Technology.** Database replication technology is a software that moves and synchronizes data across the enterprise to meet a host of competing needs, including guaranteed data delivery, real-time business intelligence, and zero operational downtime.

A record-based replication is suggested for the PBR since data will come from three (3) major independent systems. This means that each time a record is modified in any of the 3 major databases, a logical change record (LCR) event is delivered to the replication partner (the PBR main database) to keep it in sync.

3. **Messaging Gateway.** The messaging gateway is the facility in the PBR that informs the users of their application/business name registration status. The message can either be in the form of email or SMS/MMS. The messaging gateway will also serve as the 2-step authentication process for users to retrieve their information.
4. **Payment Gateway.** A payment gateway is an e-commerce application service provider service that authorizes payments for e-businesses and online retailers.

The PBR, in its future state, should be able to accept business registration payments. Processes and implementing guidelines should be formulated and documented prior to the implementation of the payment gateway.

5. **SIEM Server.** The security information and event manager (SIEM) is a computerized tool used on enterprise data networks to centralize the storage and interpretation of logs, or events, generated by other software running on the network.

The PBR will benefit from the SIEM in several ways:

- a. Access to all logs of devices and applications can be provided through a consistent central interface;
 - b. The SIEM can provide secure, forensically sound storage and archiving of event logs which can be used for review and investigation purposes;
 - c. SIEM provides powerful reporting tools that can be run to mine the logs for useful information;
 - d. Events can be parsed as they hit the SIEM for significance, and thus alerts and notifications can be sent out immediately to interested parties as warranted;
 - e. Related events which occur on multiple systems can be detected, something which would be impossible if each system had a separate log; and
 - f. Events, which are sent from a system to a SIEM, remain on the SIEM even if the sending system fails or the logs on it are accidentally or intentionally erased.
6. **Business Intelligence/Analytics.** The Business Intelligence (BI) represents the tools and systems that will allow the users to gather, store, access, and analyze business registration data to aid in decision-making and improving the business registration process.
 7. **Manual Process Intervention.** In the process of automating systems, there will be an intervention of a manual process, especially in the environment of integrating different systems from different organizations. These manual processes should be properly listed and identified and must be embedded in the overall process of the PBR.

B. Resources

Since changes in the business registration process shall involve competencies from participating agencies, it is necessary for the lead agency to establish a Project Management Office (PMO) that shall follow-up and coordinate the overall reforms, ensuring consistency in the

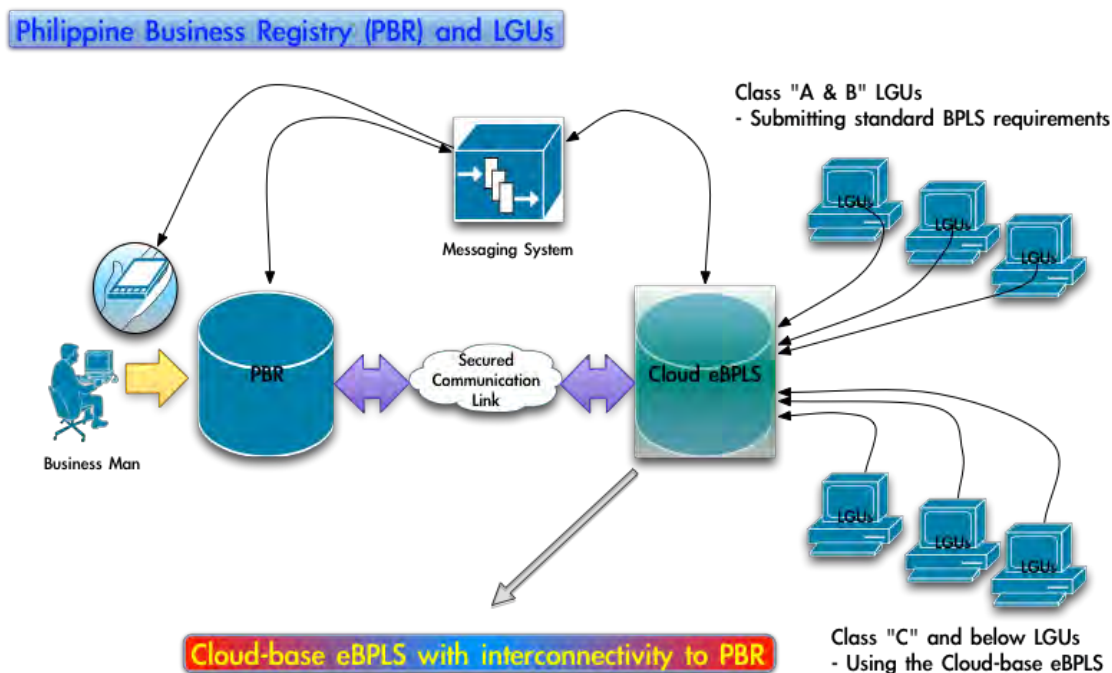
regulations, and overseeing the implementation of defined action plans. It is recommended that the PMO shall consist of one (1) technical lead manager and one (1) business leader or executive from each of the participating agencies. A third-party consultant/project manager is also highly recommended to help guide the overall implementation of the project. The organization of the Project/Program/Portfolio Management is key to success.

C. The PBR and the LGU

One of the major challenges facing the implementation of the PBR is the extension of its services to LGUs. Most LGUs, especially the bigger and more progressive ones, have already made significant progress towards developing their local systems/applications. Each of these LGU has embedded its peculiar processes in its system. This situation thus makes it difficult for the PBR to accommodate different business rules of the LGU.

One potential alternative that PBR can consider is the implementation of the cloud-base eBPLS. The cloud-based eBPLS will feature the standard requirements of the BPLS. This system can be developed and established through a collaboration process with the Department of the Interior and Local Government (*Figure 8*).

Figure 8. The LBR and the LGU



D. The PBR “Triangle Offense” and the “End in Mind”

The most valuable component that needs to be truly integrated in the PBR is the defined registration process of the DTI, SEC and CDA – the PBR “Triangle Offense” (Figure 9). Great focus on the three windows of business registration in the Philippines will definitely lead to the

end-in-mind result, which is a faster, secure and reliable business registration process (Figure 10).

Figure 9. The PBR Triangle Offense

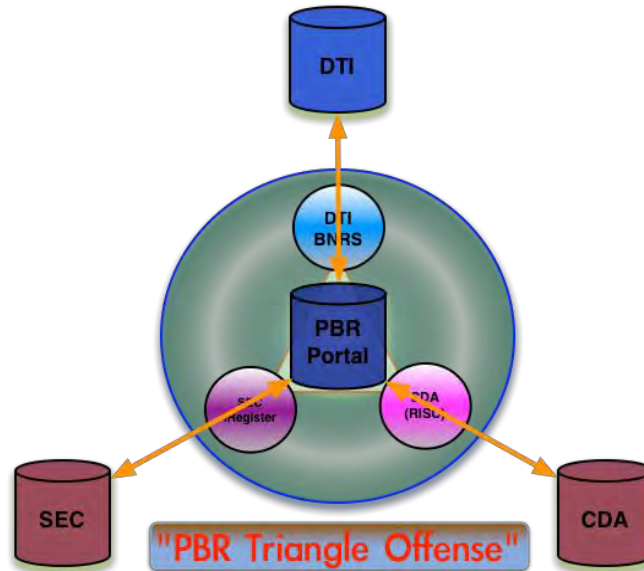


Figure 10. The PBR – Faster, Secure and Reliable Business Registration



E. Proposed Phases of PBR Implementation

The following phased activities are recommended to reform and reconfigure the operation of the PBR:

1. **Phase I-A:** Phase I-A involves the review of the current vision and mission of the PBR, formulation of the functional requirements of the new PBR, and the creation of the PBR roadmap. This phase shall also include the implementation of the quick fix of the current

PBR setup in order to make it usable while waiting for the rebuilding of the systems' infrastructure to be accomplished.

Activities:

- a. Strategic Planning Session. A review of the current vision-mission statement of the PBR will be undertaken. (Duration: 1 day)
 - b. Roadmap Definition Workshop. This will define the activities that need to be undertaken, the schedule of their implementation, and major milestone for the next 3 years. (Duration: 2 days)
 - c. Workshop Session with the major Stakeholders/Partners. This activity is specially designed for the DTI, SEC and CDA, which are the major players in the PBR. This workshop shall kick-off the identification of the PBR's functional requirements. (Duration: 2 days)
 - d. Functional Requirements Definition. This is the process of scoping the immediate functional requirements of the PBR involving the DTI, SEC and CDA. During this activity, the solutions architecture shall be defined. This is a continuation of item (c). (Duration: 60 days)
 - e. Documentation, Presentation and Approval of Functional Requirements. This shall be the final documentation and compilation of the functional requirements of the PBR involving the DTI, SEC, and CDA. (Duration: 15 days)
- 2. Phase I-B.** Phase I-B is the implementation of the new architecture of the PBR. This shall include the upgrading/enhancement of the current PBR hardware and network infrastructure. The implementation of the required solution should be able to accommodate the capacity requirements of the PBR in the next 5 years and the scalability needs of the functional requirements defined for the integration of the DTI, SEC, and CDA (Phase I-A).
- 3. Phase II.** Phase II shall be the implementation of the functional requirements defined in Phase I-A. It will integrate (from the perspective of the PBR) the database of the DTI, SEC and CDA to form a unified view of business registration. This shall involve the procurement of technologies and skills required to implement the functional requirements.

Activities:

- a. Hiring of a Procurement Consultant. Accessing the services of a procurement consultant will ensure the proper mapping of best-fit technology requirements against the functional requirements of the system. The procurement consultant should also come-up with the application and solutions architectures. (Duration: 6-8 months)
- b. Procurement of Required Technology and Solution. This is the procurement of the technology and solutions per the terms of reference formulated by the procurement consultant. (Duration: Agency-dependent)
- c. Implementation and full roll out of PBR Phase II. (Duration: 12 months)

- 4. Phase III.** Phase III shall be focused on the integration of the different systems (from the PBR's perspective) of the BIR, SSS, PHIC, HDMF, and SSS.

Activities:

- a. Hiring of a Procurement Consultant. The procurement consultant shall be responsible for defining the functional requirements needed to interface the different systems from the BIR, SSS, PHIC, HDMF, and SSS. He or she will also be responsible for formulating the terms of reference for the technology requirements in scaling up the PBR to accommodate additional requirements. (Duration: 8-12 months)
 - b. Procurement of the Required Technology and Solution. This involves the procurement of the technology and solutions based on the terms of reference formulated by the procurement consultant. (Duration: Agency-dependent)
 - c. Implementation of and full roll out of the PBR Phase III. (Duration: 12months)
- 5. Phase IV.** Phase IV shall be the implementation of the extended PBR functionalities that shall allow other attached agencies of the DTI and other government offices, including the Office of the President, to participate in the PBR.

Activities:

- a. Hiring of a Procurement Consultant. The procurement consultant shall be responsible for defining the functional requirements needed to interface the different systems from the BOI, BTRCP, IPO, Office of the President, and other identified agencies. He or she is also responsible in coming up with the terms of reference for the technology requirements in scaling up the PBR to accommodate additional requirements. (Duration: 8-12 months)
- b. Procurement of the Required Technology and Solution. This activity involves the procurement of the technology and solutions required based on the terms of reference formulated by the procurement consultant. (Duration: Agency dependent)
- c. Implementation of and full roll out of the PBR Phase IV. (Duration: 12 months)

While technology is not simple, it is not a major issue in the successful implementation of the Philippine Business Registry. The "devil" is somewhere else - in the data, process, and political support. It is therefore recommended that the lead agency flexes its muscle in the organization, process and people. It is further recommended that the lead agency and participating agencies agree on standards (like XML-base Web Services), semantics and inter-operational procedure.

**ANNEX I.
Consultation Meetings Organized**

Title of Meeting	Date
Courtesy Meeting with Usec Maglaya	April 27, 2012
DTI PBR Team Meeting	May 18, 2012
Meeting with SEC	May 29, 2012
Meeting with BIR	June 7, 2012
Meeting with SSS	June 8, 2012
Meeting with CDA	June 14, 2012
PBR Update to Usec Maglaya	June 19, 2012
Meeting w/ PhilHealth	June 20, 2012
DTI PBR Inter-Agency Meeting	June 22, 2012
Meeting with ISSP Consultant	July 6 2012
Meeting with Staff of the Office of Secretary Domingo	August 24, 2012
Meeting with the PBR Committee chaired Usec Magalaya	August 31, 2012

ANNEX II. PBR Roadmap Framework

The PBR strategic roadmap is a plan to accomplish the system's strategic goal and describes why the goal is in place. It will enable the entire PBR Team and partner agencies to:

1. Revisit and review the current vision and mission of the PBR;
2. Formulate a new vision and mission of the PBR Project (if needed);
3. Define the PBR goals;
4. Analyze the gap and
5. Develop a tactical plan

It is suggested that the road map definition activity be organized around the following key areas:

A. Governance and Partnership, including:

- Leadership, alignment, and strategic partnerships
- Prioritization and governance
- Guiding principles
- Ongoing planning process

B. Information Management, including:

- Data access
- Common definitions
- Security
- Integration

C. Administrative Systems, including:

- Business process improvement

Roadmap Framework for PBR

Know Why

Definition and Scope

Going back to basics. Understand the PBR (base on RA 8792, E0 587 and DO No. 38).
Target Segments of PBR.
Contributors and partners of PBR.
Set strategic direction.

Know What

Direction

Definition of PBR Architecture.
Most important characteristics/features of PBR.
Challenges of successful implementation of PBR.
Set multi-year target for PBR.

Know How

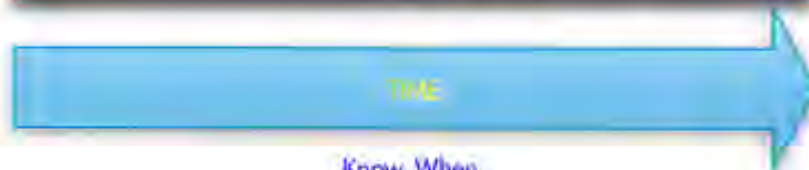
Technology Roadmap

Understand technologies that are most important to PBR.
Identify multi-generation technology investments to maintain usefulness and effectiveness of PBR.

To Do

Summary and Action Plan

What resources and investments are needed for PBR.
PBR project components with highest priorities.
Identification and tracking of risk areas for PBR successful implementation.



Know When