

NATIONAL COMPETITIVENESS COUNCIL GOVERNANCE PROJECTS FOR MCC

Status Report as of June 2010



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National Competitiveness Council Governance Projects for MCC

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Policy Improvement Projects (PIPs) on Governance

Overview

In its Board Meeting on 12 December 2008, the Millennium Challenge Corporation (MCC), recognizing the Republic of the Philippines' "capacity as partner to address corruption and poverty reduction," wrote to the President of the Philippines about the need to appoint a "Point of Contact" (POC) outside the government team, to pursue the governance enhancement's which were needed for achieving Compact Country eligibility.

The President appointed the National Competitiveness Council's private sector co-chairman to become the "Point of Contact" which the MCC Board agreed to. The POC will substantially bring the PPP approach towards generating relevant policy improvement projects that will meet the eligibility criteria of the MCC in the areas of Ruling Justly, Investing in People, and Economic Freedom. Specifically, it needed to hurdle the Control of Corruption indicator which is the pass-or-fail measure under the "Ruling Justly" category that the Philippine Government.

Thus, MCC invited the Philippines to participate in a **Policy Improvement Process** whereby the Philippines together with MCC will implement an action plan that will help the country meet eligibility indicator criteria, particularly "Control of Corruption". The following are the three (3) primary objectives under the PIP:

- to develop an operational tool to assess, monitor, and improve performance on the eligibility criteria;
- to provide a basis for policy dialogue with MCC about reform efforts; and
- to highlight enhanced governance, through policy improvement projects, in several key government functions and achieve improved perceptions from stakeholders in the short to medium term

To take a fresh approach in ensuring the success of the PIP, the PIP Point of Contact (POC) from the Private Sector defined the main task is to put in place innovative action plans to meet the aforementioned indicator criteria, and devolved responsibility for the implementation and monitoring of the most senior level of government (Executive Secretary).

The POC embarked on the development of a unique and innovative approach on the Philippine PIPs by having a strong **Public-Private Partnership** to ensure a successful implementation of said PIPs. This will be achieved by creating a team composed of the most senior government official in the concerned department as champion, and a person from the private sector as a co-champion. This Public-Private Partnership approach was well received by MCC officials in the POC's initial meeting with them in Washington D.C. on April 23-24, 2009, when he unveiled the nine PIP projects.

The PIP team identified several initiatives to be taken by certain government agencies which could be strongly supported to completion and institutionalization. Using the principle of the Pareto Rule, the PIP projects were constituted with external stakeholders working closely with empowered agencies for improved delivery of public service in the short and medium term leading to an improved COC perception. MCC officials lauded the unique and innovative approach to policy improvement as the process took shape promptly and with broad-based and active participation of public and private sector partners.

After thorough consultations with the concerned public and private sectors, the Government of the Republic of the Philippines (GRP) submitted to the MCC its Policy Improvement Projects Final Action Plan namely: 1) Developing 120 LGUs as Sparkplugs for Economic Development; 2) Institutionalization of the Balanced Scorecard System in Six (6) National Government Agencies, and 3) Improving Transparency in Budget Delivery. This action plan aims to enhance GRP's efforts in controlling corruption and instituting good governance in the public sector which should ultimately result in continuing improvements in the COC index. The GRP commits to the various goals and integrity development action plans spelled out in these PIPs which are briefly described in the following sections.

PIP Objectives

1. Serve as a roadmap to improve the perception on the country's control of corruption particularly on the factors where the Philippines fared rather poorly in the corruption survey.
2. Establish an indicator and monitoring system that is linked to the projects and activities to allow an objective assessment of performance and thus provide regular progress reports to the public.

PIP Key Success Factors

1. In addition to the effective championing of the PIP Teams with the leadership of the private sector and full support from the government counterparts – the projects must clearly be action oriented and time bound. They must be S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, Time-Bounded) projects.
2. “I am delighted to hear that the President has taken an active interest on this issue. Over the last several years, I have worked with 6 different governments that developed policy improvement plans (PIPs) and I would say that high level political will is the single most important determinant of whether PIP ends up being a “paper exercise” or something that effectively bolsters a country’s ongoing reform efforts and helps the government improve its performance on the MCC indicators” – MCC Official
3. It is important to have an effective top-level performance monitoring unit to keep track of progress to-date of the PIPs vis-à-vis their overall objectives – “Experience of other Compact Partners”.
4. It is important to disseminate the above progress reports to specific/focused target audiences, especially those preparing aggregated indicators, e.g. WBI governance indicators, who have diverse sources of information for evaluation.

Anti-Corruption Programs of Government

In order to give impetus to the anti-corruption initiatives of the GRP which are slow in taking root, it is proposed that four of these projects be included in the list of PIPs in Governance and in Competitiveness to avoid duplication and facilitate monitoring:

- a) Reforming the Procurement Process
- b) Ensuring a Performing Bureaucracy
- c) Reducing Red Tape
- d) e-Government Accounting System and Internal Control System

For more details about the PIPs, please refer to the following sections.

Progress Report

PIP 1 – Development of the Subic-Clark-Metro Manila-Southern Tagalog (Region 3, NCR and 4A) Intermodal Logistics Corridor for Competitive Transport Supply Chain.

This entails the preparation of a masterplan that envisions the Subic-Clark-Metro Manila-Batangas north to south corridor as a seamless intermodal logistics corridor that will enhance the economic development and growth of Luzon, in particular and the country, in general.

Champions: Public Sector - Chairman of the Subic-Clark Alliance for Development (SCAD)
Private Sector- Mr. Meneleo J. Carlos, Jr.
Dr. Fiorello Estuar
Prof. Enrico Basilio

Objectives

- Exploit the Philippines' strategic location as a provider of value added materials and services in the supply chain of markets in the countries around the region, especially China
- Decongest Metro Manila by gradually shifting the cargo traffic to the international ports of Subic and Batangas
- Provide gateways that would enhance Southeast Asia regional connectivity with other regions
- Identify and address infrastructure gaps needed to promote seamless movement of goods and people
- Consider coastal crane barging as an alternative and complementary strategy for moving cargos

Control on Corruption (COC) Indicators

- Number of new investors in the Corridor
- Amount of new investments in the Corridor
- Number of jobs created
- Number of shipcalls at the ports of Subic and Batangas
- Cargo traffic volume
- Number of supporting infrastructure projects completed/developed

Status

The Terms of Reference (TOF) for the masterplan on the Development of the Subic-Clark-Metro Manila-Southern Tagalog Intermodal Logistics Corridor for Competitive Transport has been completed. The TOR defines/outlines the overall framework including the specific activities leading to the preparation of the masterplan. This initiative is being undertaken in view of the National Competitiveness Council's vision for the development of an intermodal logistics system covering the Mega Manila area (from Subic through Clark to Batangas) that will be integrated globally and be competitive in cost and quality. This project is also aimed at decongesting Metro Manila by gradually shifting cargo traffic from Manila to Subic and Batangas.

A Thought Leaders' Forum facilitated by Dr. Dante Canlas was conducted in the last week of June to further refine the roadmap and identify activities to move forward.

*Note: Please see the attached PIP Framework for details.

Progress Report

PIP 2 - Developing 120 LGUs as Sparkplugs for Governance and Economic Development

Poverty is the key issue in the Philippines. Poverty forces people into a “kapit sa patalim” mentality encouraging corruption. Thus, the need for jobs to people have income and poverty/corruption reduced. The National Government has programs to address poverty and create investments/jobs. However, effects take time to trickle down to the people.

On the other hand, the Local Government Unit or LGU (City, Municipality, Province) is the political unit closest to the people with its residents and business enterprises immediately feeling the trickledown effect of LGU policies, regulations and services including the impact of investments on the LGU’s economic development. Thus, there is a need to harness LGU Local Chief Executives as sparkplugs for economic development in a bottoms up approach to economic development to supplement the top-down approach of the National Government.

Champions: Public Sector - USec. Austere Panadero, Department of Interior and Local Government (DILG)
Private Sector - Mr. Ruy Moreno

Objectives

- Develop 120 LGUs as sparkplugs of economic development by identifying the LGU’s competitive advantage (people, resources, location) and supporting policies to attract investments in the sunrise industries, namely: Agri-Business; IT-Enabled Services; Health, Wellness including Retirement; Supply Chain Industries; Manufacturing; Electronics; Mining; and Tourism
- Cluster the LGU leagues and National Government Agencies to support and enhance regional productivity and competitiveness
- Develop and implement a mini-strategic plan per LGU to be monitored by various stakeholders in the public and private sectors at the local and national levels

Control on Corruption (COC) Indicators

- No. of LGUs with mini-strategy plans linked to sunrise industries
- No. of clusters
- No. of programs established/implemented between local and national business chambers
- No. of monitoring visits by senior government officials and foreign officials to LGUs to help review/appreciate implementation of mini-strategy plan
- No. of investments in the LGUs in the sunrise industries

- Reduction of IRA as % of LGU income
- Public receptiveness thru communications and dialogue

Status

120 LGUs have been identified to serve as sparkplugs and shepherd this program, in partnership with various industry and policy champions. These LGUs are clustered based on the eight sunrise industries where the Philippines is competitive and the market is global in nature. These industries are: Agribusiness; IT-Enabled services; Health, Wellness including Retirement; Supply Chain Industries; Manufacturing; Electronics; Mining and Tourism.

A roadmap per LGU will be crafted by 2011 that will define the strategic interventions for each LGU to achieve an increase of 5% in the GDP of the LGU sparkplugs.

Note: Please see the attached PIP Framework for details.

Progress Report

PIP No. 3 – Streamlining Business Permit and Licensing System (BPLS) in 120 LGU Sparkplugs

Streamlining the BPLS of 120 LGUs through the joint efforts of various stakeholders, achieving a critical mass in aid of transparency and best practices at LGU level towards improving the country's overall competitiveness comparable to the mean of the indicators in the World Bank's Doing Business Report.

*Champions: Public Sector - USec. Zenaida Maglaya, Department of Trade and Industry (DTI)
USec. Austere Panadero, Department of Interior and Local Government (DILG)
Private Sector- Mr. David Balangue*

Objectives

- Streamline the BPLS of 120 LGUs in cities nationwide through the concerted efforts of the LGU and related bodies such as Leagues of Cities, Provinces, and Municipalities and the Union of Local Authorities of the Philippines (ULAP), business associations, academe, multilateral agencies, relevant national government agencies and other stakeholders, achieving a critical mass in aid of transparency and best practices in BPLS at the LGU level towards improving the country's overall competitiveness.

Status

A Survey on Business Registration Process Quality and Management conducted by the Ateneo School of Governance for NCC was completed in May 2010 covering the period February to April 2010 and covered the 17 LGUs in Metro Manila. The survey was meant to determine private sector perception on LGU efficiency on the issuance of business permits and licenses as determined by the number of steps needed to obtain/renew a permit and the length of time needed to do so. The study identified nine of 17 MM LGUs wherein business permit processing is done in one week or less. These 9 LGUs are Muntinlupa, Marikina, Las Pinas, Makati, Navotas, Paranaque, Caloocan, Mandaluyong and Malabon.

The next step is to achieve a total processing time of three (3) days for all the LGUs in Metro Manila with the help of DILG. At the same time, the program will also cover all 272 LGUs in Regions 3 to 4A which contributes 50% of GDP.

A regular conduct of surveys in Metro Manila and other key cities will be undertaken in partnership with concerned development partners to determine private sector perception on LGU efficiency in the issuance of business permits and licenses.

*Note: Please see the attached PIP Framework for details.

Progress Report

PIP 4 – Institutionalization of the Balanced Scorecard System in Six (6) National Government Agencies

The Performance Governance System (PGS) is a local adaptation of the Balanced Scorecard (BSC) for tracking performance using critical measures to ensure organizational reform.

The PGS allows for multi-sectoral participation in translating the agency vision into executable strategies and realizable initiatives. In order to achieve breakthrough results in the governance arena, the agencies need to undertake the following stages:

1. Initiation

- Revisiting Vision, Mission, Goals, and Core Values
- Crafting the Strategy Map and Governance Scorecard

2. Compliance

- Cascading the high-level strategy into the geographical units of the agency including attached agencies
- Alignment of units and resources in support of the high-level strategies and initiatives

3. Proficiency

- Execution of strategies
- Monitoring strategies

4. Institutionalization

- Conduct of impact evaluation

One of the more challenging projects being done in the Philippines is the implementation of the PGS in key government agencies.

The path to economic growth and poverty reduction requires many stepping stones. Some of the most important ones are improvements in the following sectors:

- Transportation
- Infrastructure
- Health
- Education
- Peace and Order
- Revenue generation

In an environment of transparency and accountability it has to be coupled with greater vigilance against corruption. The National Competitiveness Council, with the agreement of the Millennium Challenge Corporation, has identified eight Process Improvement Projects (PIPs) dealing with governance and competitiveness that will achieve breakthrough improvements in the above sectors. For these PIPs and reforms to succeed, there must be CULTURE CHANGE in the concerned organizations. Change that will institutionalize good governance, not dependent on a single administration. So that even up to 2030, beyond the current or succeeding administration, will have the capacity for sustained development.

Champions: Public Sector- Chairman Francisco Duque III, Civil Service Commission (CSC)
Private Sector- Dr. Jesus Estanislao

Objectives

The Implementation of the Balanced Scorecard (Performance Governance System) in 12 key government agencies is a priority project of the Private-Public Partnership composed of hundreds of business leaders, coordinated by the Executive Secretary and led by the Private Sector Representative.

Upon the implementation of the Performance Governance System in these key departments, it is expected that sustainable culture change will be achieved which can be replicated in other national government agencies.

Status

For the first round (**Batch 1**), 6 government agencies most crucial to achieving the goals of economic growth and poverty alleviation were targeted, i.e. Departments of Transportation and Communications, Public Works and Highways, Health, and Education. To help build a better business climate, MCC also focused on the Bureau of Internal Revenue (BIR) and the Philippine National Police (PNP). The PGS in these 6 agencies was launched in May 2009.

The following additional agencies (Batch 2) are now being initiated to PGS:

1. Department of National Defense
2. Department of Budget and Management
3. Bureau of Customs
4. Department of Social Welfare and Development
5. Civil Service Commission
6. National Economic and Development Authority

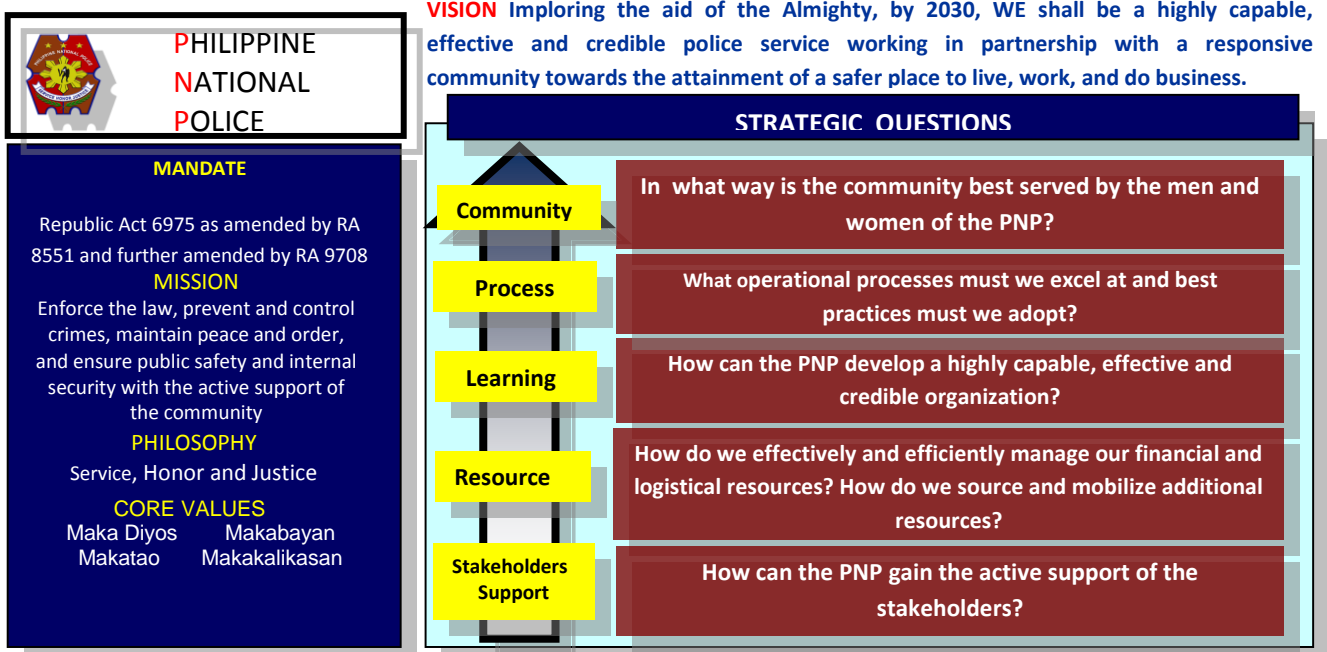
There are 4 Key Parameters of PGS as illustrated in the experience with PNP. These are clear direction for transformation, measurable objectives, performance and anti-corruption oriented, and lastly, private sector involvement. The inputs in the discussions were coordinated by the head of the agency to demonstrate his full support to the program but the younger professionals of the departments were the most articulate in churning out suggestions for improvements. After the initiation stage, it was made clear by the young professionals that they would take active role since they do not wish to make a career in an agency that is typecasted as “corrupt”. They will be doing their best to uplift the agencies' reputation to be at par with the best in the business sector.

The Main Targets are career officials who will continue in government service and institutionalize the process. Special attention has been given to the mid and top level career officers who continued through different administrations.

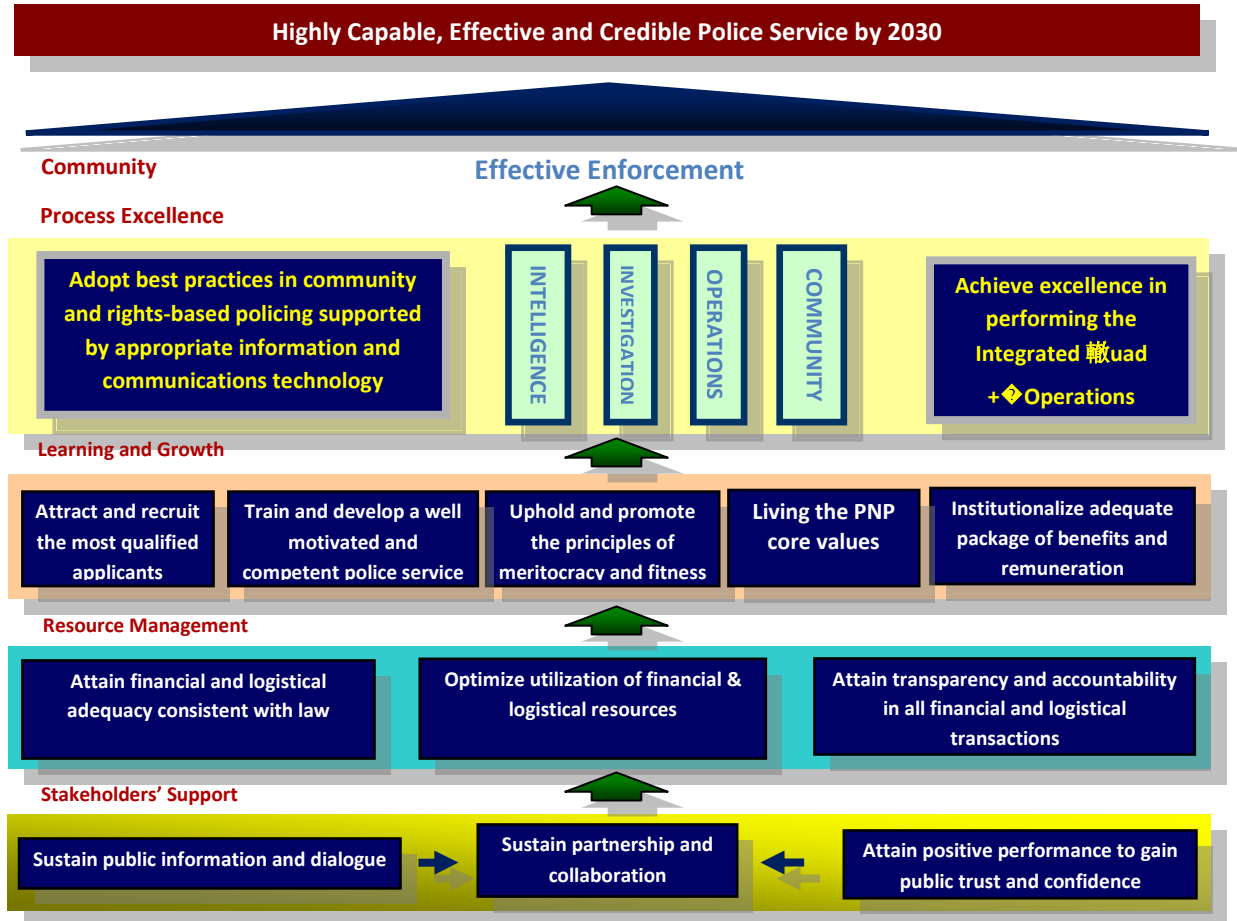
At the same time, business leaders who are considered as their main stakeholders were invited for their suggestions on where and how improvements can be achieved. The Development Academy of the Philippines joined forces with the Institute for Solidarity in Asia were responsible for bringing together the above various elements which are essential for a successful change program mechanism.

The desired outputs are the Charter Statement, the Strategy Road Map, and the Balanced Scorecard. These are illustrated by the initial outputs of the Philippine National Police as shown below:


KEY ELEMENTS OF THE STRATEGY MAP AND SCORECARD



Aside from the usual vision, mission and values statements, the group was asked to answer strategic questions based on different perspectives, like stakeholder support, resource management, process excellence, etc.



They then mapped out these answers, and in the process, clearly defined the role of each strategic component in achieving their overall vision. So in this sample Strategy Map from the PNP, you'll see what strategies they've identified as stepping stones to becoming a highly capable, effective and credible police service.

 PHILIPPINE NATIONAL POLICE						
GOVERNANCE SCORECARD						
Perspectives	Objectives	Measures	Targets			Initiative/s
			2010	2020	2030	
Stakeholders' Support	Sustainable partnership and collaboration with the stakeholders	- Percentage of tourist destinations considered as gun free zones and discipline zones.	10% of the total tourist destinations.	50% of the total tourist destinations.	All tourist destinations.	Tourist oriented policing projects (Top Cops)
		Percentage of provinces with peace zones	10% of the total number of provinces.	50% of the total number of provinces.	75% of the total number of provinces.	- Implement Integrated Area Community Public Safety Plan (IACPSP)
		- Percentage of Barangays with Barangay Peacekeeping Action Teams	30% of the total number of Barangays	90% of the total number of Barangays	100% of the total number of Barangays	

PNP Performance Governance System (PNP PGS)

Then they eventually expanded the strategy map into the governance scorecard. For each area, they identified the objectives, measures, and specific targets for different points in time. They also pinpointed specific initiatives that will help achieve these objectives.

Accountability and Monitoring

Quarterly review of strategy maps, together with Civil Service Commission and private sector partners (like NCC and chambers of commerce) will work with the departments to review and monitor their progress quarterly.

Initial feedback to the sessions was very positive but will be regularly measured.

- The PGS focuses on the objectives of the department and tightens the connection of the programs and services.”
- “Having the senior employees do the PGS is like doing a blueprint for the next generation.”
- “We see it as: P – Performance management tool; G – Good grip to our performance; and S – Synchronize our Vision for sustainability.”

Next Steps for the 6 Departments

The maps and the scorecards are now being rolled out, to every corner of the organization and to all other partners and stakeholders. The goal is to ensure sustainability of the effort beyond the June 2010 elections. By early next year, other departments will also implement the system.

Finally, ISA will mount an Asia-Pacific Performance Governance Summit in September 2010 to provide a venue for sharing global best practices on governance. Batch 1 and Batch 2 agencies will be invited to share their outputs after completing the PGS revalida.

*Note: Please see the attached PIP Framework for details.

Progress Report

PIP 5 – Improving Transparency in Budget Delivery

To improve transparency in the budget delivery process, Department of Budget and Management (DBM) is intensifying its efforts to enhance its internal management system towards transparency, equity, and accountability. DBM operates under the principle that IT-based systems and improvements are effective anti-corruption tools since they reduce personal discretion and minimize direct contact between clients and process owners, while enhancing efficiency and transparency. Hence, DBM is currently developing and/or enhancing its Electronic Lump-sum Appropriations Monitoring (eLAMP) and Document Tracking System (DTS).

*Champions: Public Sector- Secretary Florencio Abad, Department of Budget and Management (DBM)
USec. Mario Relampagos, DBM
Private Sector- Ms. Tammy Lipana*

Objectives

- Automate the preparation of 1) **Special Allotment Release Orders (SARO)** for monitoring of Priority Development Assistance Fund (PDAF), Department of Public Works and Highways-Congressional Allocation for Infrastructure (DPWH-CA), School Building Program (SBP), and Internal Revenue Allotment (IRA), and 2) **Notice of Cash Allocations (NCA)** and budget releasing process nationwide
- Upgrade/enhance document management system to ensure accurate tracking of document approval status including accuracy of contents
- Ensure client satisfaction thru surveys

Status

To date, all 2009 data are available. However, data uploading will only take place with the approval of the new DBM secretary. As to the client satisfaction survey, the survey instruments have been drafted and prepared by the private sector and awaiting comments from DBM for further enhancements. The survey is targeted to be conducted by the fourth quarter 2010. The Document tracking system is currently being enhanced to make the documents available in pictures and figures, for inclusion. The E-lamp and enhanced DTS will be available by 2011.

Control on Corruption (COC) Indicators

Proposed Indicators	2008 (baseline)*	2009 (e-LAMP)	2010 (e-LAMP)
Percentage completion of eLAMP enhancements		Q4 2009 IRA enhancement utilization	
Cycle time from the SARO preparation until the release of NCAs for: -DPWH-CA -PDAF -IRA Cycle time of LOA for: -SBP -DPWH-CA	Cycle time currently being updated by DBM	-Q4 updated cycle/pilot -Q4 Enhancements -Pilot (Q4)	
Cycle time from release of funds to head office of government agency, release to regional/local offices, and reporting of consumption of funds back to DBM	Cycle time currently being updated by DBM	Q4 2009 Rollout study for Regional Offices	Q1 2010 Implementation of eLAMP Regional Office module
Number of transactions processed per month -Manual -Automated	Pending figures from DBM		

Note: Please see the attached PIP Framework for details.

Progress Report

PIP 6 – Globally Competitive Import and Export Clearance Processes

This project is aimed at reducing the customs dwell time of import and export of goods to 3 days within five (5) years

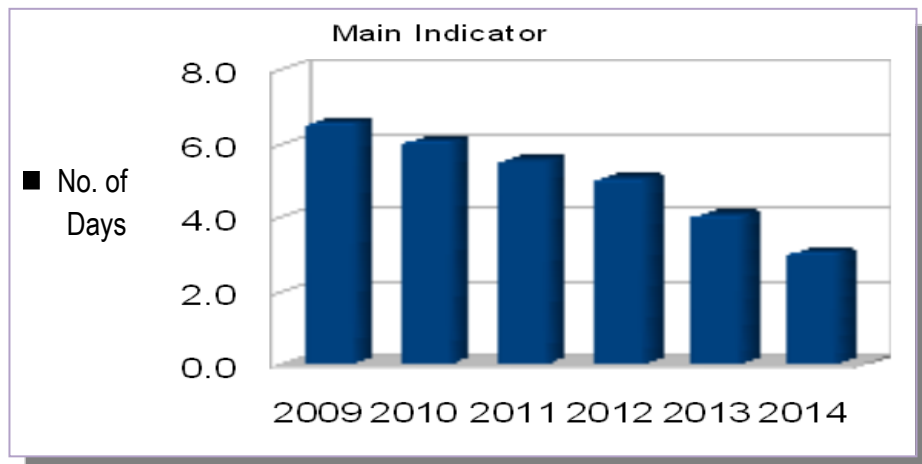
Champions: Public Sector- Commissioner Angelito Alvarez, Bureau of Customs (BOC)
Private Sector- Ms. Emma Teodoro

Objectives

- Consider an independent systems audit of the current and to be implemented systems in BOC
- Modify modules of the BOC systems through achievement of improvement targets within 5 years.
- Implement a trade single window by interfacing the 42 other government agencies (OGAs) into the customs E2M LCS by 2011 and implementing e-services in 32 OGAs by 2014.

Control on Corruption (COC) Indicators

Main Indicator



Sub Indicators

Description/Indicators	2008	2009	2010	2011	2012	2013	2014
Green Lane Processing	27%	30%	40%	50%	60%	70%	80%
Pre-Arrival Clearance	-	0%	10%	15%	20%	25%	30%
Customs Clearance Time (hours)	-	30	20	10	5	1	0.5
Shipments Required Paper Documents	-	100%	90%	80%	70%	50%	30%
Trade Single Window A. e2m LCS (OGAs)	-	5	20	42	42	42	42
B. e-Services (OGAs)	-	3	10	15	20	30	32
Time to Import (days)	-	16	15	12	10	8	5
Time to Export (days)	-	16	14	10	7	5	3

Status

- A roadmap and action plan to achieve 3 days dwell time is currently being prepared, using the revised Kyoto Convention modules. The results will be available in 3 months after the new administration finally signs in the MCC projects.

Note: Please see the attached PIP Framework for details.

Progress Report

PIP 7 - Citizens' Appeals and Complaints Monitoring System

Respond effectively to citizens' appeals and complaints by strengthening and expanding the capabilities of Malacañang to respond effectively to citizens' appeals and complaints.

In bringing Malacañang closer to the people, the confidence and respect of the Filipinos in their leaders will be restored similar to the Magsaysay administration in the 1950s.

The project is being done in coordination with Commission on Information and Communications Technology (CICT) and Civil Service Commission (CSC) provides a convenient and secure appeals and complaints processing mechanism for citizens, encourage transparency and accountability on day-to-day operations of relevant government offices and eventually empower individual citizens to effectively participate in and contribute to good governance practices.

*Champions: Public Sector- Office of the President
Private Sector- Ms. Helen Macasaet*

Objective

- Formulate a project roadmap that will lead to the improvement in public perception of the country's control of corruption and red tape as shown by Malacanang's response to, and action on, appeals and complaints by citizens
- Establish an indicator framework that will enable objective assessment of project performance
- Implement a monitoring system that provides the public periodic reports on progress vis-à-vis the indicator framework

Control on Corruption (COC) Indicators

- Timely achievement of pilot implementation milestones
- Average number of appeals/complaints received and processed by Malacanang on a daily basis and forwarded to relevant agencies
- Average turnaround cycle time for responding to appeals/complaints filed through Citizens' Appeal and Monitoring System (CAMS)
- Periodic ratings of citizens' satisfaction levels with the performance of Malacanang

Status

The launching of the virtual contact center on June 21 in Malacanang is ready. However, no action was undertaken while awaiting for the approval of the new leadership.

Note: Please see the attached PIP Framework for details.

Progress Report

PIP 9 - Instituting a Robust Investors' Assistance Process

Champions: Public Sector - Director General Lilia De Lima, Philippine Economic Zone Authority (PEZA)
Private Sector - Atty. Martin Lou Pascual

Objectives

- Create an Investment Promotion Assistance Team to involve all Investor Promotion Agencies, under the proposed Presidential Investors Relations and Assistance Team (PIRAT) to be located in Malacanang to handle investment promotions, grievances and complaints.
- Design and launch a website (www.INVESTPHILIPPINES.gov.ph) that serves as a central portal for basic information on investing in the Philippines including business application and registration procedures and forms.
- Institute an e-payment system for e-business application and registration
- Help Increase investments in the Philippines to 3% GDP

Control on Corruption (COC) Indicators

- An updated and well-maintained website/portal
- Number of hits and queries
- Number of investments
- Number of customers assisted
- Customer satisfaction surveys/ratings

Status

A Thought Leaders' Forum on Strengthening Investor's Assistance was conducted in April attended by members from local and foreign chambers. The attendees recognized the need to create the Presidential Investors Relations and Assistance Team (PIRAT), an inter-agency team tasked to focus on investor assistance and policy towards developing and supporting a business environment conducive to the promotion of investments/investors. It will be located in Malacañang to ensure the high level resolution of issues (i.e. business permits and licenses, infrastructure, peace and order, etc.) between the various government departments which regulate and support the entry of new investments and operations of current investors in the countryside. This setup will ensure consistency between national policies and implementation at LGU level on improving the investment climate. It is to be

noted that experts have advised that investments promotions are meaningless without a strong body addressing investors' complaint promptly and fairly.

The design of a centralized electronic on line government portal (www.INVESTPHILIPPINES.gov.ph) was completed and was presented on June 24 at the AMCHAM office, with members from both local and foreign chambers in attendance.

Note: Please see the attached PIP Framework for details.

FRAMEWORKS FOR THE PIPs