



**W E L C O M E**

**N Hotel, Cagayan De Oro City**

**May 24, 2017**





NATIONAL  
COMPETITIVENESS  
COUNCIL | PHILIPPINES



# Global and Regional State of Philippine Competitiveness

N Hotel, Cagayan De Oro City

May 24, 2017

---

**MARINA N. SALDAÑA**

**Presenter**

# Mandate: Executive Order No. 44



## Advise

the President on policy matters affecting competitiveness of the country



## Promote & develop

competitiveness strategies and push for the implementation of an action agenda for competitiveness and link it to the PH Development Plan



## Provide

inputs to the Philippine Development Plan, Investment Priorities Plan, Export Development Plan



## Recommend

to Congress proposed legislation regarding country competitiveness

## Strategize and execute

steps to improve PH competitiveness

# Vision – Mission Statement

## VISION

- A more competitive Philippines
- Instill a Culture of Excellence
- Public-Private Collaboration as a development engine

## MISSION

To build up the long-term competitiveness of the Philippines through:

- Policy reforms
- Project implementation
- Institution-building
- Performance monitoring

# Work Program

**Benchmark**  
against key global  
competitiveness  
indices

**Map**  
each indicator to  
the agency  
responsible

**Focus on**  
lowest-  
indicators

**Track**  
city  
competitiveness  
and key indicators

Concentrate on  
specific projects  
(**Special Projects and  
Working Groups**)

**Link** work to Philippine  
Development Plan,  
National Budget,  
Legislative Executive  
Development Advisory  
Council, Cabinet Agenda

# NCC Projects

**Sectoral focus**

**Working Groups**

**Geographical Focus**

**RCC, CMCI**

**Institutional focus**

**PGS -Balanced Scorecards**

**Process Improvement Focus**

**Automation**  
**EODB, GO-OBLS, IABPI, NQI**

**Regulatory focus**

**EODB, Repeal Project**

**Customer focus**

**BPLS M&E, AESC**

# GLOBAL COMPETITIVENESS REPORT CARD

REPORT	2017	2016	2015	2014	2013	2012	2011	2010	CHANGE 2010/11 to LATEST	SOURCE	TOP 1/3
1. Doing Business Report		99/190	103/189	95/189	108/189	138/185	136/183	148/183	↑ 49	International Finance Corporation	63
2. Economic Freedom Index	58/180	70/178	76/178	89/178	97/177	107/179	115/179	-	↑ 57	Heritage Foundation	60
3. Corruption Perceptions Index		101/168	95/168	85/175	94/177	105/176	129/183	134/178	↑ 33	Transparency International	58
4. Global Competitiveness Report		57/138	47/140	52/144	59/148	65/144	75/142	85/139	↑ 28	World Economic Forum	47
5. Global Enabling Trade Index		-	n/a	64/138	n/a	72/132	n/a	*92/125	↑ 28	World Economic Forum	46
6. Travel and Tourism Report	79/136	n/a	74/141	n/a	82/140	n/a	94/139	n/a	↑ 15	World Economic Forum	45
7. Global Innovation Index		74/128	83/141	100/143	90/142	95/141	91/125	-	↑ 17	World Intellectual Property Organization	47
8. Global Information Technology Report		77/139	76/143	78/148	86/144	86/142	86/138	-	↑ 9	World Economic Forum	48
9. E-Government Index		71/193	--	95/193	--	88/191	--	78/184	↑ 7	United Nations	64
10. Fragile States Index		54/178	48/178	52/178	59/178	56/177	50/177	-	↑ 4	Fund for Peace	118
11. Global Gender Gap Report		7/144	7/145	9/142	5/136	8/135	8/135	9/142	↑ 2	World Economic Forum	47
12. World Competitiveness Yearbook		42/60	41/60	42/60	38/60	43/59	41/59	-	↓ 1	International Institute for Management Development	20
13. Logistics Performance Index		71/160	n/a	57/160	n/a	52/155	n/a	44/155	↓ 27	World Bank	53

Reached the Top 3<sup>rd</sup> of the World Rankings

Latest Performance

# GLOBAL COMPETITIVENESS REPORT CARD

REPORT	2010/2011	2016/2017	GOAL (Top 3rd)	CHANGE 4 to 6 years
<b>1. Doing Business Report (IFC)</b>	148/183	<b>99/189</b>	63	<b>↑ 49</b>
2. Economic Freedom Index (HF)*	115/179	58/180*	60	<b>↑ 57</b>
3. Corruption Perceptions Index (TI)	134/178	101/175	58	<b>↑ 33</b>
4. Global Competitiveness Index (WEF)	85/139	57/138	47	<b>↑ 28</b>
5. Global Enabling Trade Index (WEF)	92/125	64/138	46	<b>↑ 28</b>
6. Travel and Tourism Report (WEF)	94/139	79/136	45	<b>↑ 15</b>
7. WIPO- Global Innovation Index (WIPO)	91/125	74/128	47	<b>↑ 17</b>
8. Global Information Technology Report (WEF)	86/138	77/139	46	<b>↑ 9</b>
9. E-Government Index (UN)	78/184	71/193	64	<b>↑ 7</b>
10. Fragile States Index (FFP) **	50/177	54/178	118	<b>↑ 4</b>
11. Global Gender Gap Report (WEF)	9/142	7/144	47	<b>↑ 2</b>
12. World Competitiveness Report (IMD)	41/59	42/60	20	<b>↓ 1</b>
13. Logistics Performance Index (WB)	44/155	71/160	53	<b>↓ 27</b>

REACHED THE TOP THIRD

LATEST PERFORMANCE

UPGRADE











DOWNGRADE

\*with 2017 Results, \*\*reverse ranking (1 as worst)

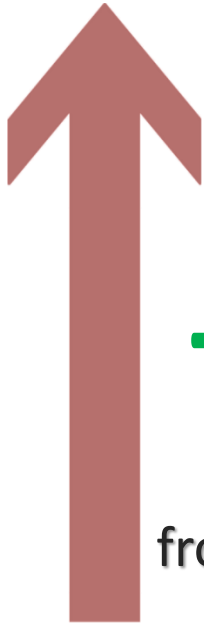


# GLOBAL COMPETITIVENESS REPORT

## PHILIPPINES and ASEAN

Country/Economy	2016 (out of 138)	2015 (out of 140)	2014 (out of 144)	2013 (out of 148)	2012 (out of 144)	2011 (out of 142)	2010 (Out of 139)	Change 2015-2016	Change 2010-2016
 Singapore	2	2	2	2	2	2	3	0	1
 Malaysia	25	18	20	24	25	21	26	-7	1
 Thailand	34	32	31	37	38	39	38	-2	4
 Indonesia	41	37	34	38	50	46	44	-4	3
 Philippines	<b>57</b>	<b>47</b>	<b>52</b>	<b>59</b>	<b>65</b>	<b>75</b>	<b>85</b>	<b>5</b>	<b>28</b>
 Vietnam	60	56	68	70	75	65	59	-4	-1
 Lao PDR	93	83	93	81	n/a	n/a	n/a	10	-12
 Cambodia	89	90	95	88	85	97	109	1	20
 Myanmar	---	131	134	139	n/a	n/a	n/a	--	--
 Brunei Darussalam	58	n/a	n/a	26	28	28	28	--	-30

# Top 4 Gains Since 2010/11



**+57**

**No. 58**

from No. 115

**ECONOMIC  
FREEDOM  
INDEX**



**+49**

**No. 99**

from No. 148

**DOING  
BUSINESS  
REPORT**



**+33**

**No. 101**

from No. 134

**CORRUPTION  
PERCEPTION INDEX**



**+28**

**No. 57**

from No. 85

**GLOBAL  
COMPETITIVENESS  
REPORT**





NATIONAL  
COMPETITIVENESS  
COUNCIL | PHILIPPINES



# NCC Programs and Activities

N Hotel, Cagayan De Oro City

May 24, 2017

---

**FAISAH G. DELA ROSA**

**Presenter**

# WORKING GROUPS

SECTORAL FOCUS

# Working Groups

- Anti-Corruption
- Anti-Smuggling
- Business Permits and Licensing System
- Education and Human Resources Development
- Judicial System
- National Quality Infrastructure
- Nutrition and Food Sec\*
- Performance Governance System
- Power and Energy
- Transport and Infrastructure

# EASE OF DOING BUSINESS

PROCESS IMPROVEMENT FOCUS

# EASE OF DOING BUSINESS



**No. 148**  
*out of 183*  
*economies*



**Administrative Order 38**  
**Ease of Doing Business Taskforce**



**REFORMS**



**+49**

NOTCHES



2011-2017

**No. 99**

*out of 189 economies*

# PHILIPPINES vs ASEAN (2016-2017)

ASEAN		2017 REPORT (190 economies)	2016 REPORT (189 economies)	Change 2016-2017
1	Singapore	2	1	↓ 1
2	Malaysia	23	18	↓ 5
3	Thailand	46	49	↑ 3
4	Vietnam	82	90	↑ 8
5	Brunei Darussalam	72	84	↑ 12
6	Indonesia	91	109	↑ 18
<b>7</b>	<b>Philippines</b>	<b>99</b>	<b>103</b>	<b>↑ 4</b>
8	Cambodia	131	127	↓ 4
9	Lao PDR	139	134	↓ 5
10	Myanmar	170	167	↓ 3

Source: Published Doing Business Report



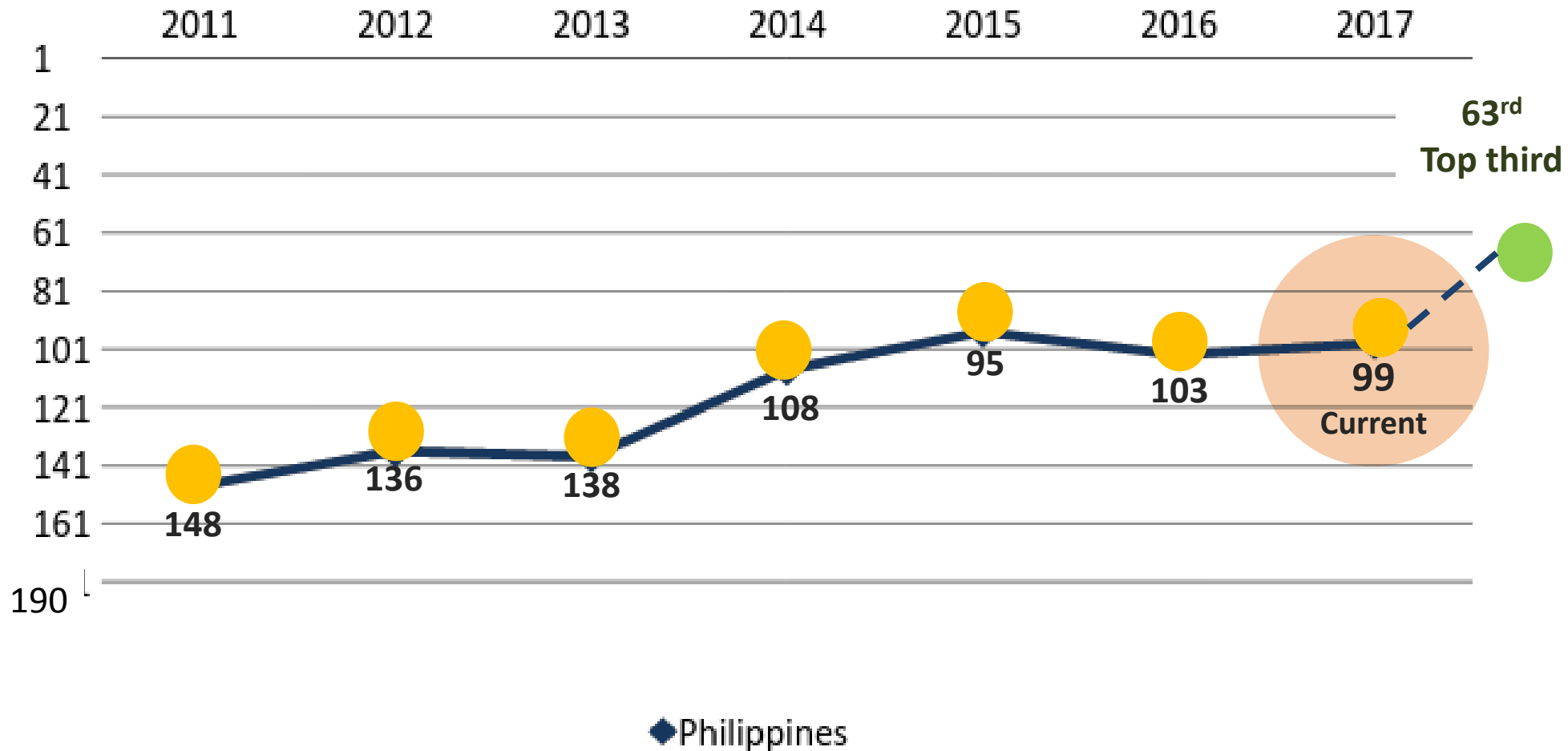
# PHILIPPINES vs ASEAN (2011-2017)

Economy	2017 (190)	2016 (189)	2015 (189)	2014 (189)	2013 (185)	2012 (183)	2011 (183)	Change 2016- 2017	Change 2011- 2017
Singapore	2	1	1	1	1	1	1	-1	-1
Malaysia	23	18	18	6	12	18	21	-5	-2
Thailand	46	49	26	18	18	17	19	3	-27
Brunei Darussalam	72	84	101	59	79	83	112	12	40
Vietnam	82	90	78	99	99	98	78	8	-4
Indonesia	91	109	114	120	128	129	121	18	30
<b>Philippines</b>	<b>99</b>	<b>103</b>	<b>95</b>	<b>108</b>	<b>138</b>	<b>136</b>	<b>148</b>	<b>4</b>	<b>49</b>
Cambodia	131	127	135	137	133	138	147	-4	16
Lao PDR	139	134	148	159	163	165	171	-5	32
Myanmar	170	167	177	182	NDA	NDA	NDA	-3	12

Source: Published Doing Business Report

# Doing Business Report: Philippines

## 2011-2017



Source: Published Doing Business Report

# PHILIPPINES DOING BUSINESS INDICATORS (2016-2017)

INDICATORS	2017 REPORT (190 economies)	2016 REPORT (189 economies)	Change 2016-2017
1. Starting a Business	171	165	↓ 6
2. Dealing w/ Construction Permits	85	99	↑ 14
3. Getting Electricity	22	19	↓ 3
4. Registering Property	112	112	--
5. Getting Credit	118	109	↓ 9
6. Protecting Investors	137	155	↑ 18
7. Paying Taxes	115	126	↑ 11
8. Trading Across Borders	95	95	--
9. Enforcing Contracts	136	140	↑ 4
10. Resolving Insolvency	56	53	↓ 3

*Source: Published Doing Business Report*

# PHILIPPINES DOING BUSINESS INDICATORS (2011-2017)

INDICATORS	Published Rankings								
	2017 (190)	2016 (189)	2015 (189)	2014 (189)	2013 (185)	2012 (183)	2011 (183)	Change 2016- 2017	Change 2011- 2017
1. Starting a business	171	165	161	170	161	158	156	-6	-15
2. Dealing w/ construction permits	85	99	124	99	100	102	156	14	71
3. Getting electricity	22	19	16	33	57	54		-3	-22
4. Registering Property	112	112	108	121	122	117	102	0	-10
5. Getting Credit	118	109	104	86	129	126	128	-9	10
6. Protecting Investors	137	155	154	128	128	133	132	18	-5
7. Paying Taxes	115	126	127	131	143	136	124	11	9
8. Trading across borders	95	95	65	42	53	51	61	0	-34
9. Enforcing contracts	136	140	124	114	111	112	118	4	-18
10. Resolving Insolvency	56	53	50	100	165	163	153	-3	97

*Source: Published Doing Business Report*

# UPGRADES & DOWNGRADES

Philippine Rankings (2011-2017)

Resolving  
Insolvency

**+97**

From 153 to 56

Dealing with  
Construction  
Permits

**+71**

From 156 to 85

Getting  
Electricity

**+32**

From 54 to 22

Paying  
Taxes

**+11**

From 124 to 115

Getting  
Credit

**+10**

From 128 to 118

Trading Across  
Borders

**-34**

From 61 to 95

Enforcing  
Contracts

**-18**

From 118 to 136

Starting  
a Business

**-15**

From 156 to 171

Registering  
Property

**-10**

From 102 to 112

Protecting Minority  
Investors

**-5**

From 132 to 137

# NEW ZEALAND G2G KNOW HOW

Supplying New Zealand solutions to grow  
your capability

Ease of Doing Business in the Philippines:  
Exploratory Support Exercise



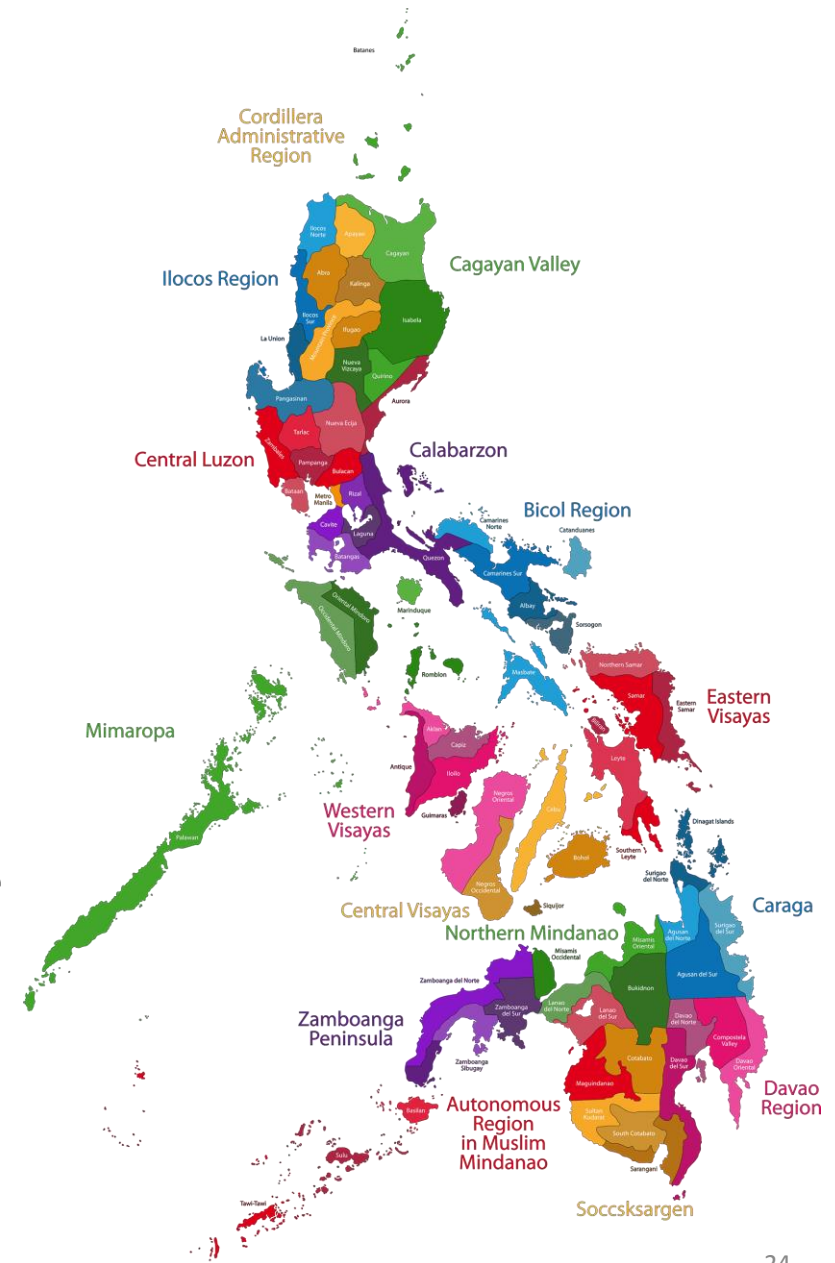


# Scoping Mission : Methodology

**Individual meetings with DTI, SEC, CDA, DICT, DOF**

**Workshops / visits with LGUs  
Quezon City, Lapu Lapu (and other regional cities) and Davao (and other regional cities)**

**Interviewed 21 corporations, 23 sole proprietors and 15 co-operatives**





---

## What NZ experts heard from businesses and entrepreneurs

---

- “Elapsed time for registration of corporations (end to end) is typically 1 – 2 months” if there are no hiccups
- Frequent trips to offices required as a result of:
  - Key people not being available (e.g. for signatures)
  - Requirements are not consistent with published information (e.g. on the website) or have changed without being communicated
  - Online services not available / website down
- Waiting time is significant – sometimes several hours + travel time to offices – results in min. ½ day away from businesses per interaction with agency / LGU
- Lots of duplication of same basic information required for forms:
  1. SEC / DTI / CDA
  2. Clearances – Barangay, Fire, Sanitation, Location, etc
  3. LGU
- Frustration with name reservation process for corporations – “10 name suggestions required until one is approved”

---

## What NZ experts heard from businesses and entrepreneurs

---

- Use 3<sup>rd</sup> parties (lawyer, accountant, representative) to complete process because it is too much hassle to complete by business directly – some with “special access” to agencies / LGUs
- “User experience on websites is poor” – takes a long time to find information required
- No pro-active communication from agencies to businesses – typically have to call or visit the office to find out status of processing
- “No lunch break” means that during lunch hours there may only be 1 or 2 counters open
- Sometimes frontline staff are not knowledgeable on specifics of the process or recent changes to the processes
- Mayor’s permit sometimes not granted or severely delayed if mayor does not like a new business
- Confusion about whether “Green Lane” process is still available / in use

---

## What NZ experts heard from businesses and entrepreneurs

---

- Rules in regulation (legislation) out of sync with current practices – e.g. holding face to face AGMs with overseas shareholders
- Chicken and egg situation for paid-in capital from overseas shareholders – uncertainty over which bank clearance is required (i.e. company bank account doesn't exist so needs to be paid into another account)
- No aggregate payment of all fees and charges in one payment – some components can be paid in cash only (e.g. stock and transfer book)
- Lack of consistency at LGU level – different requirements between LGUs (difficult for businesses with operations across LGUs)
- 100% of businesses / proprietors / cooperatives we asked would like a fully electronic, online process

---

## What NZ experts heard from agencies / LGU

---

- Procurement process is lengthy and complicated – many failed attempts that require re-tendering – hard to make progress quickly
- Issue with contracting of providers in some cases – no access to source code / data
- Internet stability, bandwidth, speed, reliability
- Authoritarian approach of mandating change does not always work
- Internal perception by staff that streamlined / online processes will lead to redundancies -> resistance to change
- Uncertainty over application and use of electronic signatures
- Many opportunities to link databases between national agencies as well as national agencies and LGUs but has been difficult to implement

---

## General themes observed during the Scoping Mission

---

- **“Actual customer experience varies (significantly) from agency view”**
- **“Focus on immediate area of operation only”** – limited visibility / awareness of end to end journey for customer
- **“Compliance mindset”** – agencies / LGUs are typically referring to businesses / entrepreneurs as “taxpayer”
- **“Limited data”** on filing agent / businesses – limited evidence of segmentation of the businesses and filing agents
- **“Passive feedback”** - limited scope of customer feedback
- **“Inconsistency”** - wide range of different requirements / clearances by LGU
- **“Hidden requirements”** - change of requirements or “new”, undocumented requirements
- **“Duplication”** – multiple collection and data entry (both by customer and agencies)

---

## Implications for businesses

---

- Process is “too hard” - motivation for non-compliance – operating without license or use of “fixers”
- Productivity loss for the economy (1m+ days of economic activity lost)
- Millennials losing faith / confidence in Government (local and national)
- Reduced (overseas) investor confidence in processes, reluctance to invest
- High barriers to entry especially for young / first time entrepreneurs. Impacts the “backbone” of the economy hardest - micro enterprises and small/medium sized enterprises

---

## Next steps

---

Report with detailed findings and recommendations by July 2017

NZ Government will work with NCC to explore follow-up opportunities

**Ideally – roadmap of initiatives and programmes in the short term to take advantage of opportunities to**

- Step-change improvement for businesses, entrepreneurs and cooperatives
- Ranking for starting a business in top 60 in 2018

# Current EODB initiatives : Proposed Expanded ARTA

- The bill proposes some basic changes in the business permitting and licensing activities of government. It addresses many of the common issues faced by businesses and entrepreneurs at both at the national agency and local government level as well as the tricky issue of fees for obtaining permits.



# Current EODB initiatives : Proposed Expanded ARTA

The objectives of the proposed bill are as follows:

- Provide a business environment conducive to the establishment and operation of businesses in the country;
- Simplify business permit and licensing system procedures and streamline requirements at national and local levels;
- Promote transparency in government with regard to business registration and other manner of transacting with the public to reduce red tape and expedite permitting, licensing and other similar transactions in government.

# Current EODB initiatives : Proposed Expanded ARTA

- NGAs and LGUs must provide a **COMPREHENSIVE CHECKLIST** of requirements for every type of license, clearance and/or permit being issued.



- A **SINGLE OR UNIFIED BUSINESS APPLICATION FORM** shall be used in processing new applications for business permits and business renewals which consolidates all the information of the applicant by various local government departments.

# Current EODB initiatives : Proposed Expanded ARTA



## PREScribed PROCESSING TIME

- **MSMEs** : maximum three **(3) working days** for **simple applications** and ten **(10) working days** for **complex applications**.
- For **special types of businesses** that require clearances, accreditation and/or licenses : **30 working days** *(or as determined by the government agency or instrumentality concerned, whichever is shorter)*.

## REGULATORY IMPACT ASSESSMENT

All proposed regulations **shall undergo regulatory impact assessment** to establish if the proposed regulation does not add undue regulatory burden to business entities and national and local government agencies.

# Current EODB initiatives : Proposed Expanded ARTA

## CENTRAL BUSINESS PORTAL

- The DICT shall establish a Central Business Portal which shall serve as a central system to receive applications and capture application data from business entities.



## PHILIPPINE BUSINESS REGISTRY DATABANK

- Business licensing and/or permitting agencies will have access to the Philippine Business Registry Databank to verify validity, existence and other information relevant to a business entity.

REGIONAL COMPETITIVENESS  
COMMITTEES  
CITIES AND MUNICIPALITIES  
COMPETITIVENESS INDEX

**GEOGRAPHICAL FOCUS**



*Building local competitiveness is critical to  
enhancing long-term national  
competitiveness*

# CITIES AND MUNICIPALITIES COMPETITIVENESS INDEX (CMCI)



Cities & Municipalities Competitiveness Index

*Started 2013*

# OVERVIEW

The Cities and Municipalities Competitiveness Index is an annual ranking of Philippine cities and municipalities developed by the National Competitiveness Council through the Regional Competitiveness Committees (RCCs) with the assistance of the United States Agency for International Development.





# ABOUT THE RCCs

## Regional Competitiveness Committees



# ABOUT THE RCCs

## Regional Competitiveness Committees



50%  
Public

50%  
Private

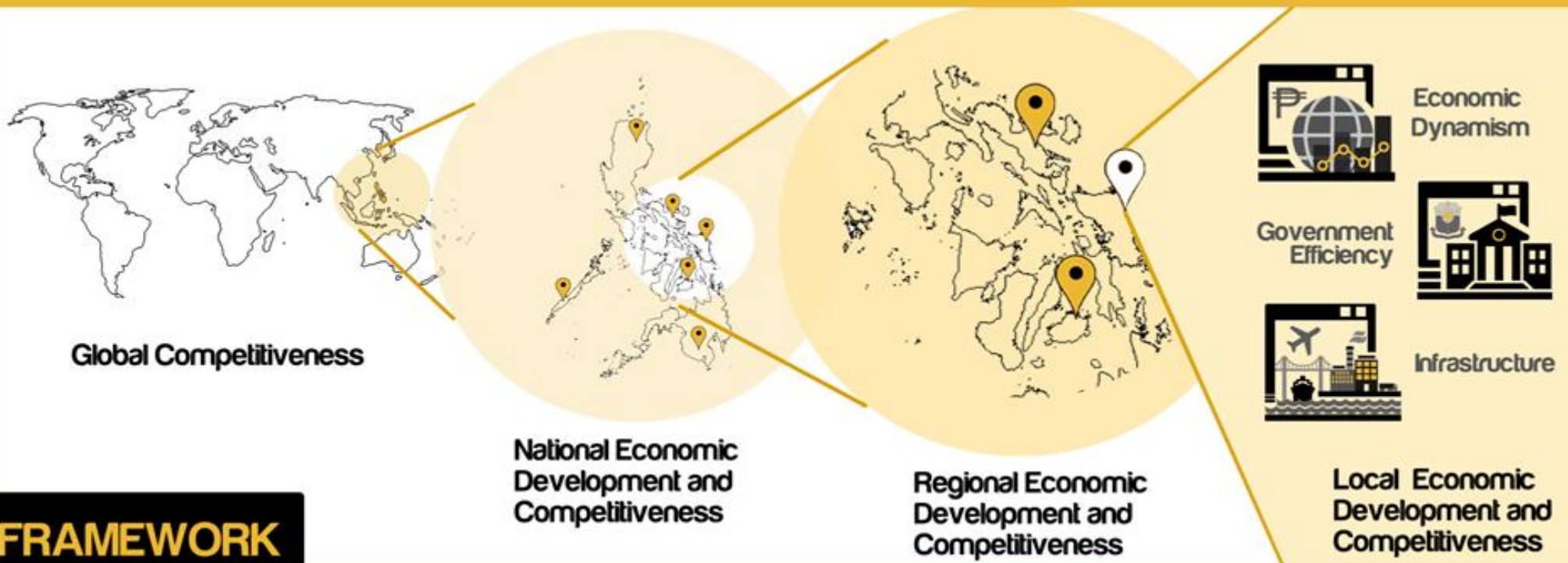


# USES OF THE INDEX



# ABOUT CMCI

## FRAMEWORK



# ABOUT CMCI

## PILLARS



**Economic Dynamism**



**Government Efficiency**



**Infrastructure**

# Economic

<b>Economic Dynamism</b>	<b>Main Indicators</b>
<b>Size of the Local Economy</b>	Gross Sales and Total Capitalization of Registered Firms
<b>Growth of the Local Economy</b>	Percent Change of Sales and Capitalization from past year
<b>Structure of Local Economy*</b>	Shares of agriculture, industry and services in total registration*
<b>Safety Compliant Business*</b>	Number of Occupancy Permits approved*; Number of approved fire safety inspection
<b>Increase in Employment</b>	Number of Employees from registered firms
<b>Cost of Living</b>	Local Inflation Rate
<b>Cost of Doing Business</b>	Cost of utilities, wages and land
<b>Financial Deepening</b>	Number of financial institutions in the LGU
<b>Productivity</b>	Gross Sales of Registered Firms divided by Number of employees
<b>Presence of Business Organizations</b>	Total number of Business Groups in the LGU

# Governance

Governance	Main Indicators
<b>Compliance to National Directives</b>	Presence of Comprehensive Development Plan (CDP); Age of CDP in years
<b>Investment Promotion Capacity</b>	Presence of Investment Promotion Code, Unit, staff and ordinance
<b>Business Registration Efficiency</b>	Number of Steps and Days in Getting Building and Occupancy Permits
<b>Capacity to Generate Local Resource</b>	Ratio of LGU collected Tax to Total LGU revenues
<b>Capacity of Health Services</b>	Number of health professionals
<b>Capacity of School Services</b>	Ratio of Teachers and Students in secondary education
<b>Recognition of Performance</b>	Number of awards conferred to LGU
<b>Compliance to Business Permits and Licensing System (BPLS) Standards</b>	BPLS Automation, Number of steps and days for new and renewal of business permits
<b>Security (Peace and Order? Law Enforcement? Police Visibility?)</b>	Ratio of number of policeman in locality to total population of LGU*
<b>Social Protection</b>	Ratio of number of local citizens with PhilHealth Registration to total population of LGU*

# Infrastructure

Infrastructure	Main Indicators
<b>Basic Infrastructure: Roads</b>	Existing Road Network
<b>Basic Infrastructure: Ports</b>	Distance of LGU Center to Major Ports
<b>Basic Infrastructure: Availability of Basic Utilities</b>	Average hours of utility services per day; Percentage of households with utility services
<b>Basic Infrastructure: Public Transportation</b>	Number of Public transportation vehicles
<b>Education Infrastructure</b>	Ratio of Number of secondary schools and classrooms and secondary school going age population*
<b>Health Infrastructure</b>	Ratio of Number of public and private health facilities and beds to total population*
<b>LGU Investment in Infrastructure</b>	Ratio of total investment of LGU in infrastructure to total LGU budget
<b>Accommodation Capacity</b>	Number of DOT Accredited Accommodations
<b>Information Technology Capacity</b>	Number of cable, internet and telephone/mobile providers
<b>Financial Technology Capacity</b>	Number of Automated Teller Machines



# Ranks Local Governments in 5 Categories

## Competitiveness Ranking Categories



3rd to 6th Class  
Municipalities



1st to 2nd Class  
Municipalities



Component  
Cities

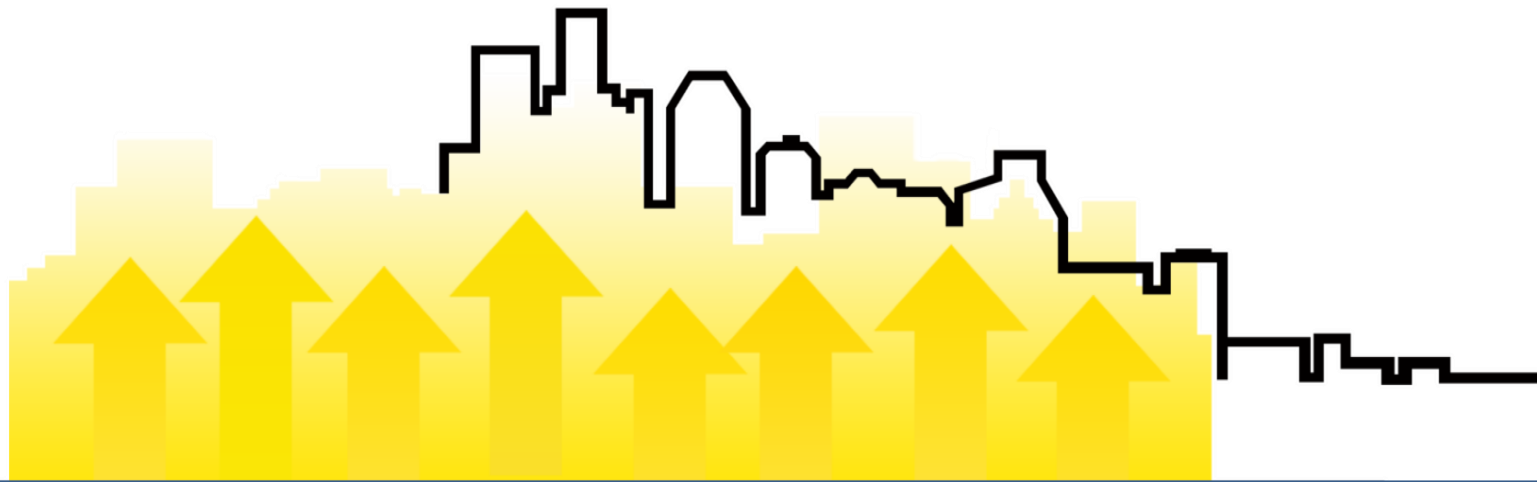


Highly Urbanized  
Cities



Provinces

# Data Collection Methodology



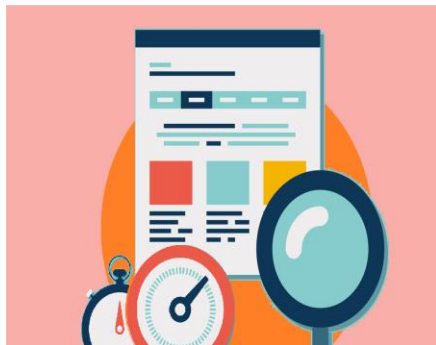
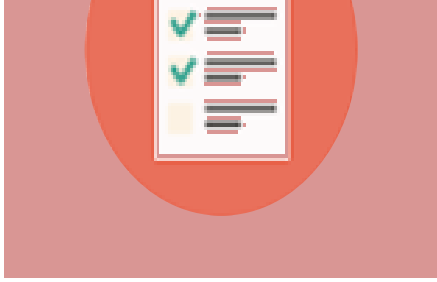
# START



**NCC sends CMCI  
survey forms to  
RCCs**

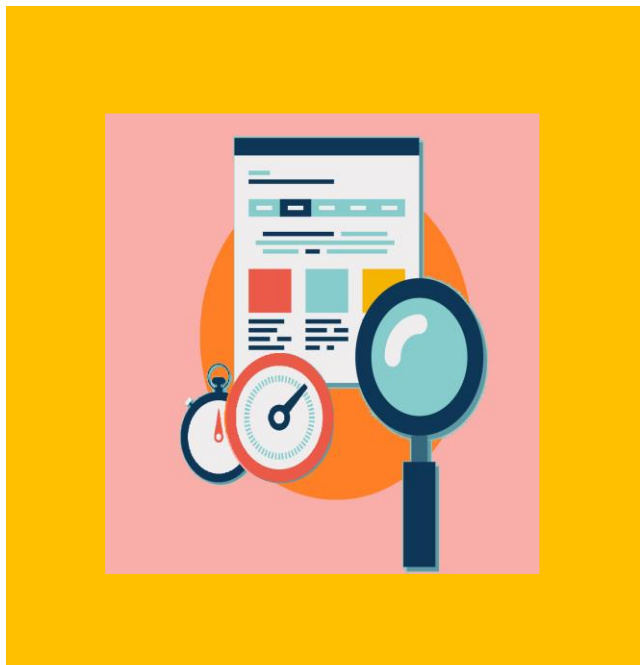
**1**





**RCCs distribute  
CMCI survey forms  
to LGUs**

**2**



# LGUs fill out CMCI survey forms



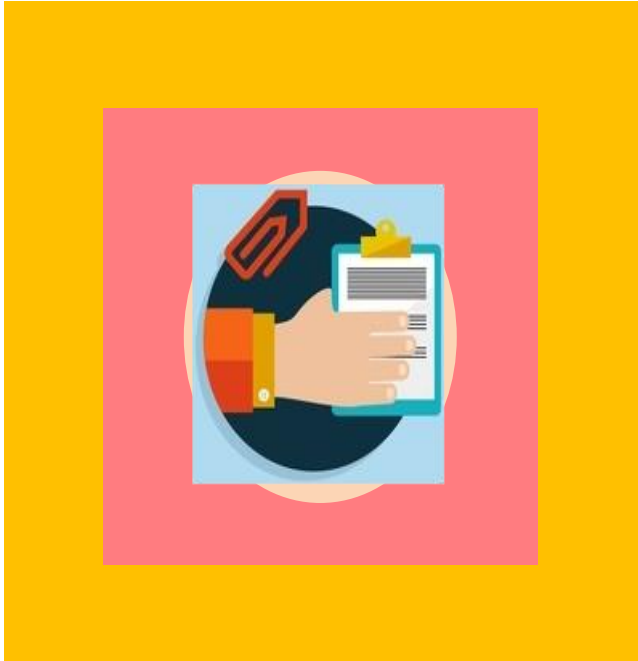
# 3



**RCCs collect survey forms and validate LGU submissions**



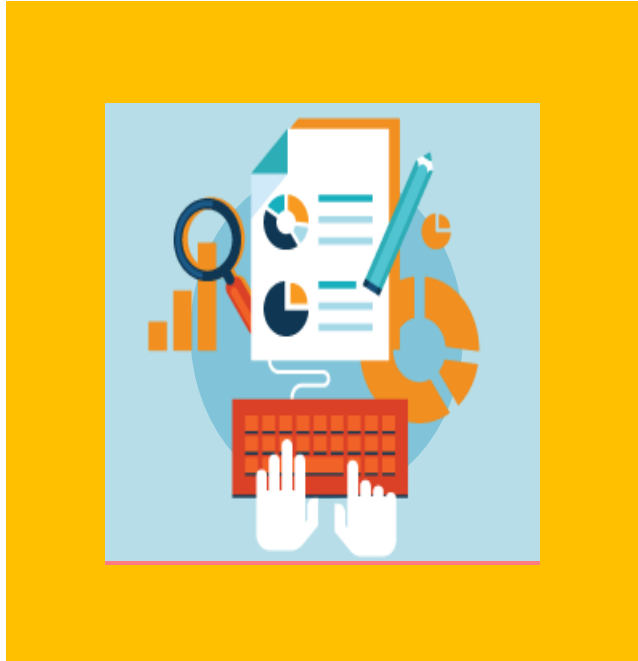
**4**



**RCCs submit  
regional validated  
data to NCC**

**5**





**NCC processes regional data to come-up with national rankings**



**6**





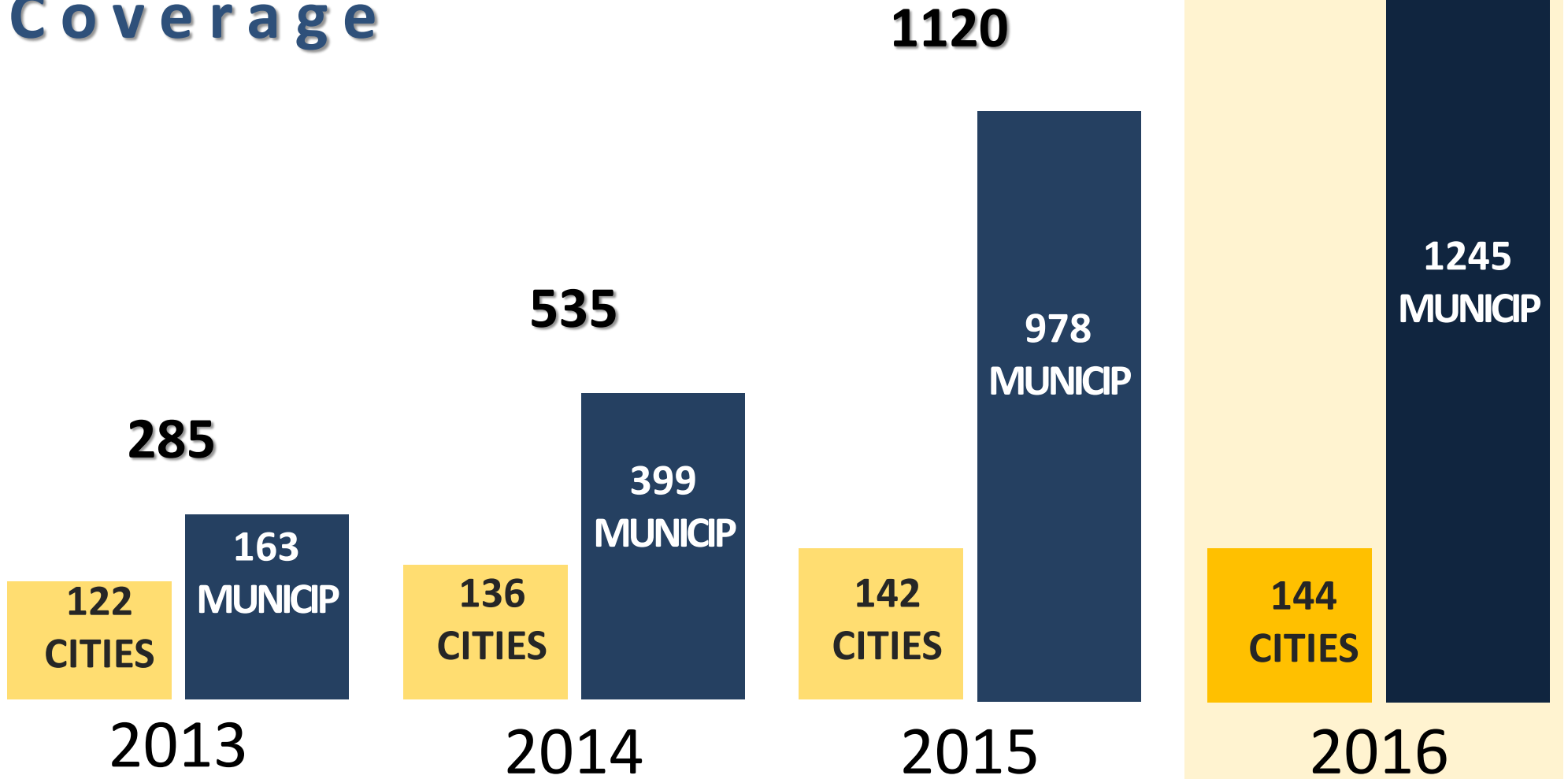
**NCC presents results  
and awards best  
performing localities**

**END**

**7**

# CMCI2016

## Coverage



Out of 1,634 local governments in the Philippines

# 2016 Coverage (out of 1634 LGUS)

## 144 Cities (All Cities)



**34**  
Highly  
Urbanized  
Cities



**110**  
Independent Component  
and Component Cities

## 1245 Municipalities



**490**  
1<sup>st</sup> to 2<sup>nd</sup> Class  
Municipalities  
(326 first class and  
164 second class)



**755**  
3<sup>rd</sup> to 6<sup>th</sup> Class  
Municipalities  
(240 second class, 179 third  
class, 323 fourth class, 183  
fifth class and 9 Sixth class)

A total of **74 out of 81**  
provinces qualified for provincial  
ranking



# Remaining Provinces

- Abra, CAR
- Catanduanes, Region V
- Basilan, ARMM
- Lanao Del Sur, ARMM
- Maguindanao, ARMM
- Sulu, ARMM
- Tawi-tawi, ARMM

# LGU Coverage

Region	Number of LGUs with Data submission	LGUs covered from previous year/s without submission for this year	Total LGUs Covered	Total Target LGUs	% of completion
CAR	52	4	56	77	72.73
NCR	17		17	17	100.00
Region 1	124	1	125	125	100.00
Region 2	88	4	92	93	98.92
Region 3	120	5	125	130	96.15
Region 4A	142		142	142	100.00
Region 4B	58		58	73	79.45
Region 5	72	17	89	114	78.07
Region 6	68	19	87	101	86.14
Region 7	107		107	107	100.00

# LGU Coverage

Region	Number of LGUs with Data submission	LGUs covered from previous year/s without submission for this year	Total LGUs Covered	Total Target LGUs	% of completion
Region 8	97		97	143	67.83
Region 9	71	1	72	72	100.00
<b>Region 10</b>	<b>93</b>		<b>93</b>	<b>93</b>	<b>100.00</b>
Region 11	49		49	49	100.00
Region 12	50		50	50	100.00
CARAGA	73		73	73	100.00
NIR	48	7	55	57	96.49
ARMM	2		2	118	1.69
<b>Total</b>	<b>1331</b>	<b>58</b>	<b>1389</b>	<b>1634</b>	<b>85.01</b>

# Input Points

PILLARS	INDICATORS				SUB-INDICATORS				TOTAL NUMBER OF INPUTS			
	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016
Economic Dynamism	9	8	10	8	21	33	28	30	46	107	134	170
Government Efficiency	8	10	10	10	33	43	22	24	45	104	127	160
Infrastructure	10	10	11	10	18	61	39	33	18	137	205	311
<b>TOTAL</b>	<b>27</b>	<b>28</b>	<b>31</b>	<b>28</b>	<b>72</b>	<b>137</b>	<b>89</b>	<b>87</b>	<b>109</b>	<b>348</b>	<b>466</b>	<b>641</b>



# Completion Rates

<b>Completion Rate</b>	<b>2013</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>	
<b>PILLARS</b>	Cities	Municipalities	Cities	Municipalities	Cities	Municipalities	Cities	Municipalities
Economic Dynamism	52%	47%	83%	69%	83%	69%	88%	72%
Government Efficiency	46%	40%	85%	74%	89%	78%	89%	79%
Infrastructure	71%	63%	72%	64%	76%	71%	82%	72%
<b>TOTAL</b>	<b>56%</b>	<b>50%</b>	<b>79%</b>	<b>68%</b>	<b>83%</b>	<b>73%</b>	<b>87%</b>	<b>74%</b>

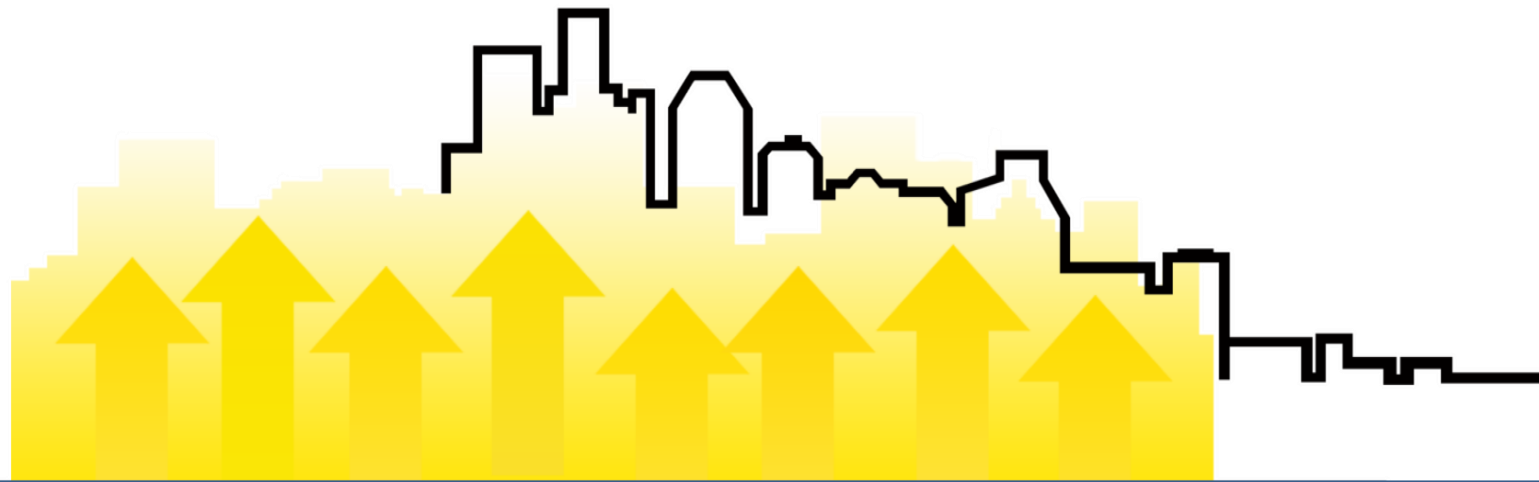
# Completion Rate per Region

REGION	CITIES	MUNICIPALITIES	AVERAGE
CAR	92.28%	80.74%	86.51%
NCR	92.98%	60.44%	76.71%
Region 1	85.65%	64.79%	75.22%
Region 2	88.73%	70.24%	79.49%
Region 3	90.74%	78.13%	84.43%
Region 4A	84.24%	83.39%	83.82%
Region 4B	86.74%	74.29%	80.51%
Region 5	92.95%	55.97%	74.46%
Region 6	87.14%	62.06%	74.60%
Region 7	71.47%	78.19%	74.83%
Region 8	82.59%	62.47%	72.53%
Region 9	84.08%	73.20%	78.64%

# Completion Rate per Region

REGION	CITIES	MUNICIPALITIES	AVERAGE
Region 10	72.32%	79.00%	75.66%
Region 11	92.82%	60.00%	76.41%
Region 12	81.44%	89.30%	85.37%
NIR	85.43%	70.19%	77.81%
CARAGA	99.43%	77.06%	88.24%
ARMM	77.09%		77.09%

# 2016 CMCI RANKINGS



# Highly Urbanized Cities: Overall Rankings (2015-2016)



Overall Rank (out of 34 LGUs)	Local Government	Province	Overall Score (out of 100)	Economic Dynamism Rank (out of 34 LGUs)	Economic Dynamism Score (out of 33.3333)	Government Efficiency Rank (out of 34 LGUs)	Government Efficiency Score (out of 33.3333)	Infrastructure Rank (out of 34 LGUs)	Infrastructure Score (out of 33.3333)
7	Cagayan De Oro	Misamis Oriental	40.3503	13	10.3205	6	18.4791	10	11.5506
29	Iligan	Lanao Del Norte	30.2044	12	10.4504	31	10.7794	21	8.9746

# Component Cities: Overall Rankings (2015-2016)



Overall Rank (out of 110 LGUs)	Local Government	Province	Overall Score (out of 100)	Economic Dynamism Rank (out of 110 LGUs)	Economic Dynamism Score (out of 33.3333)	Government Efficiency Rank (out of 110 LGUs)	Government Efficiency Score (out of 33.3333)	Infrastructure Rank (out of 110 LGUs)	Infrastructure Score (out of 33.3333)
40	Ozamis	Misamis Occidental	34.7502	55	9.0986	29	15.0975	44	10.5540
42	Oroquieta	Misamis Occidental	34.4398	51	9.3024	47	13.9009	35	11.2366
44	Gingoog	Misamis Oriental	34.2486	34	10.4159	37	14.3531	71	9.4796
47	Valencia (BK)	Bukidnon	33.8998	59	8.8773	25	15.4926	69	9.5298
52	El Salvador	Misamis Oriental	33.0215	80	7.6110	54	13.5924	26	11.8181
60	Malaybalay	Bukidnon	32.1844	50	9.3245	64	13.1389	62	9.7210
81	Tangub	Misamis Occidental	29.4017	81	7.5953	72	12.4138	76	9.3926

# 1<sup>st</sup> and 2<sup>nd</sup> Class Municipalities: Overall Rankings (2015-2016)



Overall Rank (out of 490 LGUs)	Local Government	Province	Overall Score (out of 100)	Economic Dynamism Rank (out of 490 LGUs)	Economic Dynamism Score (out of 33.3333)	Government Efficiency Rank (out of 490 LGUs)	Government Efficiency Score (out of 33.3333)	Infrastructure Rank (out of 490 LGUs)	Infrastructure Score (out of 33.3333)
21	Manolo Fortich	Bukidnon	32.2456	44	8.9867	21	13.3997	35	9.8593
23	Maramag	Bukidnon	31.7050	60	8.6704	9	14.0735	79	8.9611
47	Balingasag	Misamis Oriental	29.6068	218	7.1728	15	13.7567	104	8.6773
58	Lala	Lanao Del Norte	28.9545	145	7.7421	104	11.4233	39	9.7892
60	Tagoloan (MO)	Misamis Oriental	28.9141	201	7.2433	91	11.6050	30	10.0657
78	Quezon (BK)	Bukidnon	28.1781	153	7.6897	42	12.6417	211	7.8467
80	Kapatagan (LN)	Lanao Del Norte	28.1403	58	8.7283	154	10.6400	96	8.7720
107	Baungon	Bukidnon	26.9659	293	6.6486	33	12.8584	268	7.4590
110	Opol	Misamis Oriental	26.9092	236	7.0807	74	11.8371	181	7.9915
113	Tubod (LN)	Lanao Del Norte	26.8748	161	7.5932	92	11.5959	241	7.6857
169	Claveria (MO)	Misamis Oriental	25.4879	290	6.6680	123	11.1116	238	7.7084
179	Lugait	Misamis Oriental	25.3172	206	7.2117	89	11.6582	373	6.4473
199	Villanueva	Misamis Oriental	24.7733	321	6.4091	181	10.1187	148	8.2456

# 1<sup>st</sup> and 2<sup>nd</sup> Class Municipalities: Overall Rankings (2015-2016)



Overall Rank (out of 490 LGUs)	Local Government	Province	Overall Score (out of 100)	Economic Dynamism Rank (out of 490 LGUs)	Economic Dynamism Score (out of 33.3333)	Government Efficiency Rank (out of 490 LGUs)	Government Efficiency Score (out of 33.3333)	Infrastructure Rank (out of 490 LGUs)	Infrastructure Score (out of 33.3333)
223	Talakag	Bukidnon	24.0766	222	7.1688	204	9.6921	304	7.2157
227	San Fernando (BK)	Bukidnon	23.9979	273	6.7963	249	9.0752	162	8.1264
229	Don Carlos	Bukidnon	23.9228	142	7.7887	290	8.2187	197	7.9154
239	Pangantucan	Bukidnon	23.6967	303	6.5139	212	9.6098	255	7.5730
263	Impasug-Ong	Bukidnon	23.0680	281	6.7183	260	8.9028	273	7.4468
264	Lantapan	Bukidnon	23.0641	247	7.0364	307	7.8181	150	8.2096
270	Kalilangan	Bukidnon	22.7808	205	7.2135	336	7.1950	131	8.3723
281	Kibawe	Bukidnon	22.5580	255	6.9397	224	9.4393	393	6.1790
288	Jasaan	Misamis Oriental	22.4258	282	6.7138	308	7.7397	185	7.9723
313	Malitbog (BK)	Bukidnon	21.8171	262	6.8688	332	7.3262	249	7.6221
333	Libona	Bukidnon	21.1797	288	6.6733	289	8.2401	386	6.2663
387	Kitaotao	Bukidnon	19.0871	346	6.1951	337	7.1250	414	5.7669



# 3<sup>rd</sup> to 6<sup>th</sup> Class Municipalities: Overall Rankings (2015-2016)



Overall Rank (out of 755 LGUs)	Local Government	Province	Overall Score (out of 100)	Economic Dynamism Rank (out of 755 LGUs)	Economic Dynamism Score (out of 33.3333)	Government Efficiency Rank (out of 755 LGUs)	Government Efficiency Score (out of 33.3333)	Infrastructure Rank (out of 755 LGUs)	Infrastructure Score (out of 33.3333)
3	Calamba (MC)	Misamis Occidental	35.9428	13	10.9236	8	13.0237	16	11.9955
5	Jimenez	Misamis Occidental	35.0360	1	12.7852	76	11.2481	28	11.0026
6	Mambajao	Camiguin	34.4724	8	11.3643	90	11.0390	12	12.0691
14	Kolambugan	Lanao Del Norte	32.6167	34	9.7115	34	12.0602	32	10.8450
36	Bacolod (LN)	Lanao Del Norte	29.9822	100	8.5526	35	12.0119	108	9.4178
39	Laguindingan	Misamis Oriental	29.8311	183	7.9153	104	10.8916	27	11.0242
47	Alubijid	Misamis Oriental	29.3262	45	9.2478	106	10.8770	132	9.2014
52	Aloran	Misamis Occidental	29.1218	210	7.6815	9	13.0095	253	8.4308
62	Catarman (CM)	Camiguin	28.7300	384	6.6774	158	10.1867	17	11.8659
68	Plaridel (MC)	Misamis Occidental	28.5402	26	9.9565	237	9.1997	116	9.3840
74	Linamon	Lanao Del Norte	28.3069	356	6.8212	32	12.0941	114	9.3916
89	Initao	Misamis Oriental	27.6990	116	8.4040	134	10.4887	189	8.8063
91	Sumilao	Bukidnon	27.6531	258	7.4122	61	11.5333	206	8.7076

Legend:  
\* = Most improved LGU

# 3<sup>rd</sup> to 6<sup>th</sup> Class Municipalities: Overall Rankings (2015-2016)



Overall Rank (out of 755 LGUs)	Local Government	Province	Overall Score (out of 100)	Economic Dynamism Rank (out of 755 LGUs)	Economic Dynamism Score (out of 33.3333)	Government Efficiency Rank (out of 755 LGUs)	Government Efficiency Score (out of 33.3333)	Infrastructure Rank (out of 755 LGUs)	Infrastructure Score (out of 33.3333)
92	Baroy	Lanao Del Norte	27.6485	4	11.6838	445	6.9402	156	9.0244
109	Tudela (MC)	Misamis Occidental	27.2459	129	8.3375	211	9.4557	104	9.4528
111	Clarin (MC)	Misamis Occidental	27.1984	123	8.3602	311	8.3078	43	10.5304
122	Kinoguitan	Misamis Oriental	26.9366	492	6.1011	20	12.3670	239	8.4685
130	Cabanglasan	Bukidnon	26.8380	271	7.3650	84	11.1452	277	8.3278
134	Sagay (CM)	Camiguin	26.7518	503	6.0111	78	11.2168	100	9.5239
162	Medina	Misamis Oriental	26.1828	144	8.2234	320	8.2611	91	9.6982
163	Salay	Misamis Oriental	26.1803	287	7.2489	135	10.4847	244	8.4467
177	Manticao	Misamis Oriental	26.0041	371	6.7338	169	10.0615	130	9.2089
181	Panaon	Misamis Occidental	25.8793	207	7.7031	184	9.8070	266	8.3693
194	Sapang Dalaga	Misamis Occidental	25.6237	346	6.8942	71	11.3117	419	7.4178
197	Magsaysay (MO)	Misamis Oriental	25.5207	234	7.5599	151	10.2812	368	7.6796
207	Guinsiliban	Camiguin	25.4157	508	5.9950	143	10.3762	153	9.0445

# 3<sup>rd</sup> to 6<sup>th</sup> Class Municipalities: Overall Rankings (2015-2016)



233	Balingoan	Misamis Oriental	24.9006	192	7.8322	399	7.3642	89	9.7042
234	Naawan	Misamis Oriental	24.8942	309	7.1193	202	9.5263	288	8.2486
247	Mahinog	Camiguin	24.6504	443	6.4112	286	8.6227	94	9.6165
252	Lopez Jaena	Misamis Occidental	24.6169	184	7.9057	296	8.5062	296	8.2049
255	Talisayan	Misamis Oriental	24.4871	409	6.5829	153	10.2508	378	7.6534
256	Sultan Naga Dimaporo	Lanao Del Norte	24.4789	154	8.0799	355	7.8420	223	8.5569
257	Dangcagan	Bukidnon	24.4237	223	7.5952	203	9.5087	434	7.3198
279	Damulog	Bukidnon	24.0643	294	7.1940	227	9.2632	386	7.6072
290	Kadingilan	Bukidnon	23.8108	226	7.5840	273	8.8074	418	7.4195
316	Bonifacio	Misamis Occidental	23.3982	121	8.3644	401	7.3537	367	7.6801
342	Sugbongcogon	Misamis Oriental	22.9724	427	6.4875	133	10.4959	571	5.9890
345	Maigo	Lanao Del Norte	22.8298	51	9.0792	619	4.9123	183	8.8384
346	Gitagum	Misamis Oriental	22.8062	462	6.2823	389	7.4443	146	9.0795
355	Matungao	Lanao Del Norte	22.6372	615	5.2114	109	10.8080	517	6.6178
356	Lagonglong	Misamis Oriental	22.5921	407	6.5863	425	7.1281	173	8.8777

# 3<sup>rd</sup> to 6<sup>th</sup> Class Municipalities: Overall Rankings (2015-2016)



364	Binuangan	Misamis Oriental	22.4579	460	6.2928	365	7.7302	250	8.4349
385	Tangcal	Lanao Del Norte	21.9767	372	6.7329	428	7.1023	304	8.1416
394	Libertad (MO)	Misamis Oriental	21.9144	375	6.7223	456	6.8549	274	8.3372
414	Sinacaban	Misamis Occidental	21.4151	366	6.7502	427	7.1131	401	7.5517
558	Baliangao	Misamis Occidental	18.2444	509	5.9848	314	8.2886	686	3.9710
564	Don Victoriano Chiongbian	Misamis Occidental	17.8395	456	6.3185	610	5.0516	531	6.4694
575	Pantar	Lanao Del Norte	17.5454	434	6.4567	434	7.0269	683	4.0617
643	Pantao Ragat	Lanao Del Norte	15.5800	607	5.2877	696	2.9217	427	7.3706
658	Conception	Misamis Occidental	15.0707	590	5.4071	694	3.0160	514	6.6477
666	Kauswagan	Lanao Del Norte	14.6193	145	8.2219	711	2.2547	680	4.1426
694	Salvador	Lanao Del Norte	12.8616	654	4.8369	541	5.9774	725	2.0472
719	Sapad	Lanao Del Norte	10.5903	580	5.4662	716	2.0464	710	3.0776
721	Munai	Lanao Del Norte	10.3571	663	4.7628	724	1.6389	687	3.9554
733	Magsaysay (LN)	Lanao Del Norte	8.0017	653	4.8398	713	2.1210	739	1.0409
737	Nunungan	Lanao Del Norte	7.4621	663	4.7628	729	0.8493	728	1.8500
740	Poona Piagapo	Lanao Del Norte	7.1959	663	4.7628	734	0.5326	727	1.9005
741	Baloi	Lanao Del Norte	6.6861	667	4.7602	731	0.7274	734	1.1986
742	Tagoloan (LN)	Lanao Del Norte	6.3114	663	4.7628	730	0.7390	743	0.8095

# Most Competitive Provinces: Provincial Rankings (2015-2016)



Rank	Province	Region	Score
1	Rizal	Region IVA- CALABARZON	35.6731
2	Cavite	Region IVA- CALABARZON	31.7951
3	South Cotabato	Region XII - SOCCSKSARGEN	30.8562
4	Laguna	Region IVA- CALABARZON	29.7725
5	North Cotabato	Region XII - SOCCSKSARGEN	29.5025
6	Sultan Kudarat	Region XII - SOCCSKSARGEN	29.3242
7	Bataan	Region III - Central Luzon	28.3139
8	Aklan	Region VI - Western Visayas	27.8863
9	Batangas	Region IVA- CALABARZON	27.8377
10	La Union	Region I - Ilocos Region	27.4245
13	Misamis Occidental	Region X - Northern Mindanao	26.8179
14	Misamis Oriental	Region X - Northern Mindanao	26.6139
16	Bukidnon	Region X - Northern Mindanao	26.5365
29	Camiguin	Region X - Northern Mindanao	25.2324
48	Lanao Del Norte	Region X - Northern Mindanao	22.6662

# Most Improved LGUs : Highly Urbanized Cities

## Region 10 LGU Rankings (2015-2016)



Overall Rank (2015)	Overall Rank (2016)	Difference	Rank	Local Government	Province	Region	City Classification
6	7	-1	18	Cagayan de Oro	Misamis Oriental	Region X - Northern Mindanao	Highly Urbanized City
22	29	-7	32	Iligan	Lanao del Norte	Region X - Northern Mindanao	Highly Urbanized City

# Most Improved LGUs : Component Cities

## Region 10 LGU Rankings (2015-2016)



Overall Rank (2015)	Overall Rank (2016)	Difference	Rank	Local Government	Province	Region	City Classification
75	47	28	11	Valencia (BK)	Bukidnon	Region X - Northern Mindanao	Component City
60	42	18	18	Oroquieta	Misamis Occidental	Region X - Northern Mindanao	Component City
95	81	14	24	Tangub	Misamis Occidental	Region X - Northern Mindanao	Component City
57	60	-3	54	Malaybalay	Bukidnon	Region X - Northern Mindanao	Component City
46	52	-6	63	El Salvador	Misamis Oriental	Region X - Northern Mindanao	Component City
22	40	-18	90	Ozamis	Misamis Occidental	Region X - Northern Mindanao	Component City
24	44	-20	94	Gingoog	Misamis Oriental	Region X - Northern Mindanao	Component City

# Most Improved LGUs : 1<sup>st</sup> – 2<sup>nd</sup> Class Mun. Region 10 LGU Rankings (2015-2016)



Overall Rank (2015)	Overall Rank (2016)	Difference	Rank	Local Government	Province	Region	Income Classification
313	107	206	14	Baungon	Bukidnon	Region X - Northern Mindanao	Second Class
413	263	150	28	Impasug-ong	Bukidnon	Region X - Northern Mindanao	First Class
359	227	132	37	San Fernando (BK)	Bukidnon	Region X - Northern Mindanao	First Class
165	78	87	72	Quezon (BK)	Bukidnon	Region X - Northern Mindanao	First Class
267	199	68	90	Villanueva	Misamis Oriental	Region X - Northern Mindanao	Second Class
349	281	68	90	Kibawe	Bukidnon	Region X - Northern Mindanao	Second Class
354	313	41	128	Malitbog (BK)	Bukidnon	Region X - Northern Mindanao	Second Class
80	47	33	142	Balingasag	Misamis Oriental	Region X - Northern Mindanao	Second Class
317	288	29	149	Jasaan	Misamis Oriental	Region X - Northern Mindanao	Second Class
132	110	22	161	Opol	Misamis Oriental	Region X - Northern Mindanao	Second Class
253	239	14	176	Pangantucan	Bukidnon	Region X - Northern Mindanao	First Class
70	60	10	185	Tagoloan (MO)	Misamis Oriental	Region X - Northern Mindanao	First Class



# Most Improved LGUs : 3<sup>rd</sup> – 6<sup>th</sup> Class Mun. Region 10 LGU Rankings (2015-2016)



Overall Rank (2015)	Overall Rank (2016)	Difference	Rank	Local Government	Province	Region	Income Classification
489	111	378	2	Clarin (MC)	Misamis Occidental	Region X - Northern Mindanao	Fourth Class
390	74	316	7	Linamon	Lanao del Norte	Region X - Northern Mindanao	Fifth Class
492	194	298	12	Sapang Dalaga	Misamis Occidental	Region X - Northern Mindanao	Fifth Class
300	130	170	38	Cabanglasan	Bukidnon	Region X - Northern Mindanao	Third Class
447	279	168	39	Damulog	Bukidnon	Region X - Northern Mindanao	Fourth Class
254	109	145	48	Tudela (MC)	Misamis Occidental	Region X - Northern Mindanao	Fourth Class
360	252	108	66	Lopez Jaena	Misamis Occidental	Region X - Northern Mindanao	Fourth Class
191	91	100	71	Sumilao	Bukidnon	Region X - Northern Mindanao	Fourth Class
182	89	93	77	Initao	Misamis Oriental	Region X - Northern Mindanao	Third Class
172	92	80	85	Baroy	Lanao del Norte	Region X - Northern Mindanao	Fourth Class
490	414	76	88	Sinacaban	Misamis Occidental	Region X - Northern Mindanao	Fifth Class
86	36	50	104	Bacolod (LN)	Lanao del Norte	Region X - Northern Mindanao	Fourth Class

# NEXT STEPS...



ECONOMIC DYNAMISM

GOVERNMENT EFFICIENCY

SUSTAINABLE  
COMPETITIVENESS

INFRASTRUCTURE

RESILIENCE

# Resilience as a Pillar

- It will measure how local governments have prepared their locations, environment, firms and people to respond to different kinds of shocks to ensure sustainability of their growth.
- Resilience is equivalent to sustainability beyond natural and man-made disasters

# SUSTAINABLE COMPETITIVENESS INDICATORS



Governance

**25%**

*10 indicators*

**2.5%**



Economic  
Dynamism

**25%**

*10 indicators*

**2.5%**



Infrastructure

**25%**

*10 indicators*

**2.5%**



Resilience

**25%**

*10 indicators*

**2.5%**

# Resiliency

Indicators	Sub-indicators
Organization and Coordination: Land Use Plan	Presence of Comprehensive Land Use Plan (CLUP), unit to implement, staff and local ordinance for implementation; age of CLUP (from Governance Pillar)
Organization and Coordination: Disaster Risk Reduction Plan	Presence of Disaster Risk Reduction Management Plan (DRRMP), unit to implement, permanent staff and local ordinance for implementation (from Governance Pillar)
Organization and Coordination: Annual Disaster Drill	Conduct of LGU-wide disaster drill (date of latest drill)
Organization and Coordination: Early Warning System	Presence of early warning system that integrates professional responders and grassroots organization
Resiliency Financing: Budget for DRRMP	Ratio of budget for DRRMP to total LGU budget; Contingency fund for disaster as % of total LGU budget (from Governance Pillar)

Indicators	Sub-indicators
Resiliency Reports: Local Risk Assessments	Availability of local Geohazard Maps from DENR; LGU Risk Profile from DSWD
Resiliency Infrastructure: Emergency Infrastructure	Number of ambulance, firetrucks, bulldozer, rubber boats, public infrastructure for evacuation; (Public and Private) , Presence of drainage systems in LGU Center
Resiliency Infrastructure: Utilities	Presence of Water Source; Distance of Water Source to LGU; Presence of Power Source; Number of Power Source to LGU, Presence of Generator Sets, Redundancy (more than 1 source of power, water, telecom, road, fuel)
Resilience of System: Employed Population	Share of Gross Number of Employees to Total Population of LGU, (Public (Employed by the LGU)+ Private(Based on BPLS))
Resilience of System: Sanitary System	Presence of a Sanitary Landfill; Distance of Landfill to LGU Center; Frequency of Garbage collection per month; Practice of Waste Segregation, Recycling/ Material Recovery Facility

# Scoring



# Scoring

- To standardize the computations, the standard formula for the human development index was adopted:

$$\frac{\text{Actual value}(x) - \text{Minimum Value}(x)}{\text{Maximum value}(x) - \text{Minimum value}(x)}$$

- The resulting value is then multiplied to the identified weight per indicator.

**NOTE:** Some data, such as those requiring a yes or no answer or growth rates, were subject to a special scoring system so they could be reflected in the rankings.



# Scoring (NCC Score Sheet)

Size of Local Economy: Total Annual Business Registrations (2013 Data)	215	Minimum Value		
	64,515	Maximum Value		
	1.0417	Sub-indicator Index Score		
City	DATA	Rank	Index Value	Sub Indicator Index Score
Quezon City (max value)	64,515	1	1.000	1.0417
Manila City	56,365	2	0.873	0.9096
Makati City	35,534	3	0.549	0.5722
Davao City	33,714	4	0.521	0.5427
Palayan City (min value)	215	124	-	-
Bais City (no data)	NDA	-	-	-

# Scoring (NCC Score Sheet)

Score: Size of Local Economy						
City	Registrations	Capital	Gross Sales	Permits	INDEX SCORE	RANK
Makati City	0.57217	0.01876	1.04167	0.15350	1.7861	1
Mandaluyong City	0.23318	1.04167	0.21202	0.03589	1.5228	2
Marikina City	0.24765	0.00089	0.05727	1.04167	1.3475	3
Quezon City	1.04167	0.00918	-	-	1.0508	4
Manila City	0.90964	-	-	0.12122	1.0309	5
San Fernando City (LU)	0.11476	0.00031	0.01066	0.84145	0.9672	6
Davao City	0.54269	0.00674	0.20139	0.07831	0.8291	7
Cebu City	0.51191	0.01623	0.23506	0.04203	0.8052	8
Navotas City	0.05766	0.00048	0.03474	0.66424	0.7571	9
Cagayan de Oro City	0.29560	0.00149	0.06966	0.18208	0.5488	10

# Scoring (NCC Score Sheet)

City	Size Score	Growth Score	Jobs Score	Cost of Living Score	Financial Institutions Score	Productivity Score	Business Groups Score	Cost of Doing Business Score	Economic Dynamism Total	RANK
Paranaque City	0.486673	1.345015	0.170489	4.038462	1.965932	4.166667	2.626812	2.927049	17.7271	1
Makati City	1.786144	1.329470	4.166667	4.038462	2.459016	0.352890	1.494565	1.585538	17.2128	2
Manila City	1.030860	0.830211	0.795580	4.038462	4.166667	-	4.166667	-	15.0284	3
Naga City (CS)	0.238959	1.296119	0.763814	3.269231	0.858094	0.186936	3.789251	3.611974	14.0144	4
General Santos City	0.252834	1.216520	1.102611	3.141026	0.943477	0.090988	3.381643	3.426312	13.5554	5
Mandaluyong City	1.523498	1.357431	0.393971	4.038462	1.434426	0.791455	0.951087	2.856594	13.3469	6
Valenzuela City	0.413707	2.048931	0.795277	4.038462	0.883709	0.210528	1.615338	2.995255	13.0012	7
Caloocan City	0.243603	1.243537	0.737986	4.038462	1.174010	0.123742	2.249396	3.033013	12.8437	8

# Scoring (NCC Score Sheet)

City	Province	Region	Economic Dynamism	RANK	Government Efficiency	RANK	Infrastructure	RANK	Overall	RANK
Makati City	-	National Capital Region	17.2128	2	20.9999	4	15.02951	4	53.2422	1
Cagayan de Oro City	Misamis Oriental	Region X - Northern Mindanao	12.7282	9	20.3909	5	16.24422	2	49.3634	2
Naga City (CS)	Camarines Sur	Region V - Bicol Region	14.0144	4	24.3652	1	10.69563	18	49.0752	3
Davao City	Davao del Sur	Region XI - Davao Region	12.4436	11	18.9829	13	16.29023	1	47.7168	4
Marikina City	-	National Capital Region	11.2186	19	18.8354	16	15.41140	3	45.4654	5
Iloilo City	Iloilo	Region VI - Western Visayas	9.9827	23	22.2940	2	12.72621	7	45.0029	6
Cebu City	Cebu	Region VII - Central Visayas	12.5864	10	16.2118	55	14.88829	5	43.6865	7
							92			



Centre for Economic  
and Policy Research  
LONDON SCHOOL OF  
ECONOMICS

# PROVINCIAL RANKING

Qualification and  
Methodology



Cities & Municipalities Competitiveness Index

# Qualification of a Province

- There will be two qualifying measures for the provincial ranking:
  - 60%** of the Provincial Population and
  - 90%** of the LGUs in the Province shall be covered
- **Highly Urbanized Cities** shall now be **excluded** in the computation of **provincial scores**.

# Provincial Scoring

$$\sum_{i=1}^N w_i \text{ (LGU score) }_i, i = \text{all LGU scores in the province}$$

where:  $w = 0.5x + 0.5y$ ,

$$x = \frac{\text{LGU Population}}{\text{Total Provincial Population}}$$
$$y = \frac{\text{LGU Income}}{\text{Total Provincial Income}}$$

-For qualified provinces, the score is calculated as the **population** and **income weighted average** of the LGUs covered.

-Aggregate scores of LGUs covered.

-Scores are based on **overall scores** of participating **Cities (except HUCs)** and **Municipalities** in the **province** and not the category scores.

# Sample Provincial Scoring



LGU	LGU Population	% to Total Population	Population weight (0.5)	LGU Revenue	% to Total Revenue	Revenue weight (0.5)	Total LGU Weight	LGU Overall Score	Provincial Score
LGU1	28,063	0.16	0.08	1,321,628	0.04	0.02	0.10	11.122440	1.1635
LGU2	19,393	0.11	0.06	1,506,319	0.05	0.03	0.08	27.020065	2.2259
LGU3	35,779	0.21	0.10	2,702,841	0.09	0.05	0.15	23.132299	3.4858
LGU4	20,669	0.12	0.06	2,008,968	0.07	0.03	0.09	16.122988	1.5263
LGU5	66,951	0.39	0.20	21,848,648	0.74	0.37	0.57	26.048935	14.7867
<b>Total</b>	<b>170,855</b>		<b>0.5</b>	<b>29,388,405</b>		<b>0.5</b>	<b>1.00</b>		<b>23.1883</b>

Σ(Sum)

**PROVINCIAL SCORE**



# What to expect in #CMCI2017?

**CMCI2017** ranks local governments  
on **5 different categories**

**Highly Urbanized Cities**  
**Component Cities**  
**1<sup>st</sup> to 2<sup>nd</sup> Class**  
**Municipalities**  
**3<sup>rd</sup> to 6<sup>th</sup> Class**  
**Municipalities**  
**PROVINCES**



# CMCI2017 also recognizes **Most Improved Cities** and **Municipalities**

**→ Highly Urbanized Cities**

**→ Component Cities**

**1<sup>st</sup> to 2<sup>nd</sup> Class Municipalities**

**3<sup>rd</sup> to 6<sup>th</sup> Class Municipalities**



A total of **75 awards** will be given to the best performing local governments

## Categories

- Provinces (3)
- Highly Urbanized Cities (15)
- Component Cities (15)
- 1<sup>st</sup> and 2 Class Cities (15)
- 3<sup>rd</sup> to 6<sup>th</sup> Class Municipalities (15)
- Most Improved Cities (6)
- Most Improved Municipalities (6)



*“you cannot **manage**  
what you don't **measure**”*

Peter Drucker





*“Measurement is the first step that leads to control and eventually to improvement.”*

*If you can't measure it, you can't understand it, If you can't understand it, you can't control it. If you can't control it, therefore you can't improve it”*

**H. James Harrington**



***CONCLUSION***

**MEASUREMENT=IMPROVE  
MENT**

**NCC Philippines**

# MONITORING AND EVALUATION

CUSTOMER FOCUS



# BUSINESS PERMITS AND LICENSING SYSTEM



As of December 2016, **1,422 out of 1,516 LGUs (excluding ARMM LGUs)** reported to have completed and undergo BPLS streamlining program.







For its part, the National Competitiveness Council (NCC), in partnership with DTI Regional/Provincial Offices annually conducted two kinds of BPLS surveys as follows: (1) **Field Monitoring and Evaluation Survey** and (2) **Customer Experience Survey for Renewal of Mayor's Permits.**

# BUSINESS PERMITS AND LICENSING SYSTEM



Last August 30, 2016, a new **Joint Memorandum Circular (JMC) on Revised BPLS Standards** was signed by Department of the Interior and Local Government (DILG), Department of Trade and Industry (DTI), and Department of Information and Communications Technology (DICT) in compliance with the administration's pronouncement to further streamline business permitting procedures in all cities and municipalities.

# OLD vs NEW BPLS STANDARDS

	<u>JMC 2010</u>	<u>JMC 2016</u>
 PROCESSING TIME	New : 10 - 5 days Renewal : 5 days or less	New : 1 – 2 days Renewal : 1 day or less
 NUMBER OF STEPS	Max of 5 steps for New and Renewal of business registration	Max of <u>3 steps</u> for New and Renewal of business registration
 NUMBER OF FORMS	Unified Form	Unified Form (Print and Electronic document)
 NUMBER OF SIGNATORIES	Max of 2, Mayor and Treasurer/BPLO	Max of 2, Mayor and Treasurer/BPLO with alternatives



**BPLS  
FIELD MONITORING  
AND EVALUATION  
SURVEY**



# SURVEY OBJECTIVES

As part of the Good Governance and Anti-Corruption Cluster (GGAC) initiatives under the present administration. The survey was commissioned by the National Competitiveness Council (NCC) through the regional and provincial offices of the Department of Trade and Industry (DTI) and local academe to:



determine the profile of the businessmen in selected LGUs who applied for new and renewal of business permits;



determine the compliance rate of the selected LGUs in terms of the BPLS standards set for both new and renewal process;



ensure the implementation of the Nationwide Streamlining of BPLS Program through performance and customer feedback.








# SURVEY METHODOLOGY

The survey was conducted by local academe through triangulation method as follows:



- Based on the list of LGUs submitted by DILG-LGA [reported to be compliant] was provided to all regional focal person. A sample size of 20 respondents [10 for new and 10 for renewal] per LGU was determined in the conduct of the survey.

# NATIONWIDE COMPLIANCE RATE

	2014		2015		AREA (Example)
	NEW	RENEWAL	NEW	RENEWAL	
 Processing Time	90%	78%	93%	80%	CAR, IX VII, VIII
 Procedures/Steps	10%	22%	7%	20%	
 Procedures/Steps	58%	65%	72%	73%	CAR, I VII, XII
 Unified Form	42%	35%	28%	27%	
 Unified Form	59%	58%	69%	69%	CAR, I, II, and XII
 Signatory	41%	42%	31%	31%	IV-B, V, VI, VII, AND VIII
 Signatory	86%	85%	90%	89%	CAR, I, II, and XII
	14%	15%	10%	11%	

**BPLS  
CUSTOMER  
EXPERIENCE  
SURVEY**





# SURVEY OBJECTIVES



To assess the experience of the businessmen who renewed their Mayor's Permit in the renewal period of January to February 2016



To determine the satisfaction level of businessmen based on the CSI framework with the process of renewing their Mayor's Permit in their respective local government units (LGUs)



To encourage/facilitate private sector participation in the conduct of the survey through institutional support and active engagement in BPLS activities

# SURVEY METHODOLOGY

The survey was composed of two (2) parts:

- Business Profile of Renewals;
- Assessment of the renewal process in terms of BPLS Standards (Based on JMC no.1 s. 2010);
- Customer Satisfaction Index (CSI) Framework


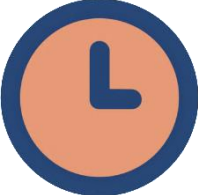







The framework of the BPLS CES is based on the American Customer Satisfaction Index (ACSI), a customer-based measurement system for evaluating and enhancing a performance. A set of indicators such as customer's expectations, perceived quality, perceived value for money, and overall satisfaction comprise the BPLS CSS index or score.

# SURVEY METHODOLOGY

## Customer Satisfaction Indicators

1. Expectations of the overall quality of the renewal process
2. Services of the LGUs considering all expectations
3. Speed of the renewal process
4. Number of steps involved
5. Number of signatures affixed to the business permit
6. Number of forms issued by the LGU to facilitate the renewal process
7. Delivery of the services of the BPLO frontliners
8. Cost of fees paid to renew business permit
9. Overall quality of the renewal process **this** year
10. Overall quality of the renewal process **last** year

# COMPLIANCE RATE: Renewal Period

	JAN TO FEB 2015	JAN TO FEB 2016	 CHANGE
 <b>Processing Time</b>	<b>89%</b> 11%	<b>88%</b> 12%	 <b>1%</b>
 <b>Procedures/Steps</b>	<b>77%</b> 22%	<b>80%</b> 20%	 <b>3%</b>
 <b>Unified Form</b>	<b>73%</b> 27%	<b>71%</b> 29%	 <b>2%</b>
 <b>Signatory</b>	<b>86%</b> 14%	<b>85%</b> 15%	 <b>1%</b>



NATIONAL  
COMPETITIVENESS  
COUNCIL | PHILIPPINES

**THANK YOU!**



[Fb.com/compete.philippines](https://www.facebook.com/compete.philippines)



[www.competitive.org.ph](http://www.competitive.org.ph)



[@NCC\\_ph](https://www.instagram.com/NCC_ph)