



Fly High: Philippine Software 2010

*Enabling the Philippine Software Industry for Breakthrough Growth
in the Next Five Years*

Presented by

**The Philippine Software Industry Association
Commission on Information & Communication Technology
Microsoft Corporation**

Prepared by

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Table of Contents

1. “Flight Plan” Overview	3
2. Executive Summary	5
1. Introduction	
2. Why IT Matters	
3. Project Objectives	
4. Project Design	
5. Summary of Major Projects	
6. The “Fly High” Acronym	
3. Action Areas	
1. Grow Domestic Demand for Software	9
2. Develop Skilled Software Professionals	12
3. Increase Software Exports	14
4. Improve Intellectual Property Compliance	16
5. Build Infrastructure for Industry Growth	18

Flight Plan Overview

The Philippine Software Industry Association (PSIA) and the Commission on Information & Communications Technology (CICT), with the support of Microsoft Philippines, undertook a series of consultative workshops to identify action items required to stimulate growth of the Philippine software sector. Principal inputs for the workshop included a quantitative software industry maturity model developed by XMG-Market Intelligence, an overview of the Philippine software industry prepared by PSIA, and a development roadmap for the Philippine information & communications technology (ICT) and IT-Enabled Services (ITES) sectors prepared by CICT.

The workshop participants included representatives of the software industry, academe, government, business chambers, and media. Following a round of sector-focused workshops, a multi-sectoral, culminating workshop was conducted. Participants in the workshop identified five priority Action Areas and 21 Action Items for urgent implementation. They are:

Grow Domestic Demand for Software Products & Services

1. Promote Software Development Quality Standards
2. Encourage Collaboration among Domestic Software Companies
3. Develop and Implement a Strategic Marketing Communications Program to Increase Awareness of Local Software Solution Developers among SMEs
4. Leverage Existing Government Procurement Regulations to Strengthen Focus on Software Solutions and Stimulate Demand
5. Create an Incubation Program to Support Startups
6. Extend Financial Assistance to SMEs Investing in Software

Develop Skilled Software Professionals

7. Implement an Annual Skills Inventory and Job Survey
8. Introduce Competency-Based Training for IT Workers
9. Establish a National Certification Program for IT Professionals
10. Extend Training of IT Professionals to Include Business Education

Increase Software Exports

11. Increase International Awareness of the Philippines' Offshore Software Industry ("Brand Philippines")
12. Promote Strategic Partnerships with Foreign Companies (and Countries)
13. Address the Opportunities Presented by "Niche Market" Leadership

Improve Intellectual Property Compliance

14. Create a Domestic Software IP Exchange
15. Develop and Implement a Broad-Based IP Campaign
16. Introduce the Concept of "Digital Communities"
17. Review Prevailing Legal Status of IP Regulations to Protect SMEs

Build Infrastructure for Industry Growth

18. Build and Operate Shared Development Centers
19. Clarify Policies on Emerging Communication Technologies
20. Provide Financing Opportunities to Small IT Enterprises (SMITEs)
21. Activate the Concept of Community eCenters (CeCs)

Objectives for each of the five Action Areas were developed by participants. Timelines were developed for each Action Item, and responsible entities identified.

The “FLY HIGH” Acronym

During the course of the project it was proposed that the project be titled to better communicate its purpose and objectives. Ultimately, a consensus was developed for the title, ***Fly High: Philippine Software 2010***. “Fly High” is meant to convey the lofty potential of which the Philippine software industry is capable. “Philippine Software” identifies the sector. “2010” provides a time-bound objective.

Participants later suggested that this title could be used as an acronym to clearly communicate the goals of the project in precise language. As an acronym **FLY HIGH** serves as a slogan representing the quantifiable goals of the 21 Action Items encompassed in the five Action Areas. Success of the individual Action Items is intended to be demonstrated by the degree of achievement of the objectives set forth in the **FLY HIGH** slogan.

- F:** Fifty software development companies aligned with international quality standards;
- L:** Locate operations of 50 foreign-based software companies in the Philippines;
- Y:** Yes to development of “Brand Philippines”;

- H:** Hire 100,000 software workers and support improved recruitment, re-tooling, and retention;
- I:** Increase intellectual property compliance for software three percent annually;
- G:** Government software investment to increase 10 percent annually; and,
- H:** Have social and physical infrastructure in place to support industry goals

Executive Summary

1. Introduction

The ***“Fly High: Philippine Software 2010”*** Project started in early 2005. It was funded by Microsoft, and led by the Philippine Software Industry Association (PSIA) and the Commission on Information and Communications Technology (CICT). The intention of the Project was to produce a realistic and practical series of action steps for the country’s software industry that will contribute to President Gloria Macapagal-Arroyo’s 10-Point Economic Program to “BEAT THE ODDS.”

2. Why IT Matters

The Philippines’ software industry has a significant role to play in the country’s economic development. To quote from one of the reports that was produced as part of the overall Project: “The software industry (including IT services) fuels the economic progress of a country. It contributes to economic growth through investments, employment, exports, and value-added output. In addition, the products and services of the software industry are used as significant inputs in other industries.”

3. Project Objectives

The objectives of the Project were:

1. To provide a forum for stakeholders in the software industry to focus on initiatives to expand and accelerate growth of the industry.
2. To identify “drivers” of software industry growth and innovative ways to leverage these drivers to accelerate growth; and,
3. To recommend specific action plans to accelerate industry growth.

4. Project Design

The project began with the development of a quantifiable tool to identify drivers of Software Industry development and increase understanding of how they influence growth of the industry. This tool was developed by XMGM-Market Intelligence. The tool, together with presentations by the Commission on Information & Communications Technology (CICT) and the Philippine Software Industry Association (PSIA), was used as a basis for a series of discussions with key stakeholders groups, including:

1. Relevant Industry Associations
2. Media
3. Chambers of Commerce
4. Select Government Officials
5. Association of Software Integrators of Davao (ASID), local government, academe, media

6. Cebu Software Association (CebuSoft), local government, academe, media

To integrate the inputs of these stakeholders, a culminating, two-day workshop was conducted. The overall purpose of the workshop was to consider alternatives for leveraging industry growth drivers, prioritize these alternatives, and propose action items to achieve their objectives (Note that the actual proposals for implementation of these plans was not part of the project.).

5. Project Output

The project has identified a number of recommended **Action Areas** that will contribute to achieving expansion and accelerated growth of the Software industry in the country. They are:

1. Grow Domestic Demand for Software
2. Develop Skilled Software Professionals
3. Increase Software Exports
4. Reinforce Intellectual Property Compliance
5. Build Infrastructure for Industry Growth

It was noted by participants that a close relationships exists between the Action Areas, and that failure to achieve objectives in one area will impinge on the capacity to achieve success in others. Conversely, success in one area increases chances for realizing objectives for other areas. **Active Items** were developed to realize the objectives identified by each Action Area.

6. Summary of Major Action Items

A total of 21 Action Items were agreed upon. Some of the Action Items are achievable in the short-term; others will require longer-term, sustained intervention. Some will require funding. The discussion of each Action Area that follows provides measures, timelines and accountabilities for each Action Item. Participants agreed that the private sector should take a leadership role in the implementation of the Action Items. Government's role should primarily be to provide support in terms of basic infrastructure, public policy, and a receptive business environment. The Action Items are:

Grow Domestic Demand for Software

1. Promote Software Development Quality Standards
2. Encourage Collaboration among Domestic Software Companies
3. Develop and Implement a Strategic Marketing Communications Program to Increase Awareness of Local Software Solution Developers among SMEs
4. Leverage Existing Government Procurement Regulations to Strengthen Focus on Software Solutions and Stimulate Demand
5. Create an Incubation Program to Support Startups
6. Extend Financial Assistance to SMEs Investing in Software

Develop Skilled Software Professionals

7. Implement an Annual Skills Inventory and Job Survey
8. Introduce Competency-Based Training for IT Workers
9. Establish a National Certification Program for IT Professionals
10. Extend Training of IT Professionals to Include Business Education

Increase Software Exports

11. Increase International Awareness of the Philippines' Offshore Software Industry ("Brand Philippines")
12. Promote Strategic Partnerships with Foreign Companies (and Countries)
13. Address the Opportunities Presented by "Niche Market" Leadership

Improve Intellectual Property Compliance

14. Create a Domestic Software IP Exchange
15. Develop and Implement a Broad-Based IP Campaign
16. Introduce the Concept of "Digital Communities"
17. Review Prevailing Legal Status of IP Regulations to Protect SMEs

Build Infrastructure for Industry Growth

18. Build and Operate Shared Development Centers
19. Clarify Policies on Emerging Communication Technologies
20. Provide Financing Opportunities to Small IT Enterprises (SMITEs)
21. Activate the Concept of Community eCenters (CeCs)

7. The "FLY HIGH" Acronym

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Participants later suggested that this title could be used as an acronym to clearly communicate the goals of the project in precise language. As an acronym ***FLY HIGH*** serves as a slogan representing the quantifiable goals of the 19 Action Items encompassed in the five Action Areas. Success of the Action Items is intended to be measured by the degree of achievement of the objectives set forth in the ***FLY HIGH*** slogan.

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Action Items by Action Area

Grow Domestic Demand for Software Products and Services:

Introduction: The creation of domestic demand for Software products and services is a principal factor affecting growth of the industry. Domestic demand reflects ICT software investment by government, business, and consumers. Growth in one area spurs growth in the others. The impact of this growth produces:

- Productivity and efficiency gains from widespread IT utilization
- Domestic job creation and revenue generation
- Enhanced competitiveness in the offshore market derived from a successful track record.

Rationale: The adoption of computer-based systems, both in the public sector and in the private sector, enables organizations to become more productive. This productivity in turn drives sustainable economic growth and makes firms more competitive.

Objectives:

- Stimulate demand among SMEs for locally developed software solutions;
- Stimulate development of locally developed software solutions;
- Build a local track record of technical capability, quality, and reliability that will increase competitiveness and the attractiveness of local software products; and,
- Accelerate Government adoption of ICT software solutions and ensure a transparent, “level playing field” in the bidding process for Government projects.

Action Items:

Action Item #1: Promote Software Development Quality Standards: The cost of participation in international certification programs has been a significant hurdle to certification. There is also very limited supply of qualified certifiers. These issues can be addressed by:

- Developing awareness programs on software quality principles and their impact on a developer’s capacity to grow;
- Seeking additional funding assistance for local assessors and for companies to undertake the assessment process; and,
- Introducing tax incentives for certification training.

Measure: Increased number of certified local software solution developers

Timeframe: Immediate

Accountability: PSIA, DOF, funding agencies

Action Item #2: Encourage Collaboration among Domestic Software Companies: This action item highlights the merits of cooperation linked with competition (co-opetition) in the domestic IT sector. There are many ways in which this approach can benefit individual companies with domain specializations while expanding the scope of the industry. Through

collaboration, companies with expertise in particular specializations can collectively leverage these specializations to provide comprehensive solutions. To achieve this synergy, there must be a respect for the rules, including adherence to IPR, and there must be a level of network readiness that permits open, unfettered exchange between companies.

Measure: Number of collaborative partnerships established

Timeframe: Immediate & Sustained

Accountability: PSIA

Action Item #3: Develop & Implement a Strategic Marketing Communications Program to Promote Local Software Solution Developers to SMEs: Frequently, SMEs are unaware of the benefits of investment in software solutions, and the return on investment in terms of lower cost, greater productivity, and better profitability. A strategic marketing communications program will promote these benefits through multiple non-traditional communication channels, such as PR, events, and direct communications.

Measure: Increased awareness of locally developed software solutions; increased sales to all sectors; growth of local software solution developers

Timeframe: Immediate

Accountability: PSIA, other private-sector associations

Action Item #4: Leverage Existing Government Procurement Regulations to Strengthen Focus on Software Solutions and Stimulate Demand: There are currently well-defined procedures for bidding on public sector projects (EO40/RA9184), but transparency and efficiency can be enhanced through private-sector advocacy for adherence to the WTO Agreement on Government Procurement. This agreement provides for transparent, open competition. Government should base ICT procurement decisions on relevant performance-related criteria such as total cost of ownership, feature set, security, overall performance. Accountability in the investment and implementation of software solutions will serve to aid government in becoming a model user of software. Also, government should demonstrate a bias for outsourcing software requirements — and acknowledge the role of software in efficient delivery of constituent services — so that it does not compete with the private sector for commercial opportunity but rather stimulates demand.

Measure: Increase in level of investment in locally developed software applications

Timeframe: Immediate

Accountability: DBM, COA, PSIA, other private-sector associations

Action Item #5: Create an Incubation Program to Support Startups: Startups will marketable concepts are hindered by scarce funding, management expertise, and business knowledge. A program providing for incubation programs in key areas of the country will foster development of marketable concepts, job generation, and economic development. It will stimulate demand by fostering the development of innovative software solutions. The program would include business mentoring, financing facilities, and business education.

Measure: Number of incubators and number of success startups

Timeline: Immediate and on-going

Accountability: DTI, DOF, PSIA

Action Item #6: Extend Financial Assistance to SMEs Investing in Software: Malaysia has shown that extending financial assistance to SMEs to invest in software provides at least two important benefits. First, it strengthens business process efficiency and increases productivity of SMEs, improving their capacity to conduct business profitably. Second, it stimulates demand for products and services provided by local software solution developers.

Measure: Number of SMEs extended financing for investment in software solutions

Timeline: Immediate and on-going

First-Tier Accountability: DOF, PSIA

Develop Skilled Software Professionals

Introduction: The essential ingredient of the Software Industry is the availability of a trained workforce with the necessary skills and experience to meet workplace requirements. These skills may be in the areas of project management, solution architecture, systems analysis, programming, or any of a number of other areas related to the development, maintenance, installation, and operation of computer-based systems. Requirements can range from entrepreneurial development of a new software product, to the maintenance of a legacy system.

Rationale: Increasing the number of well-trained, highly skilled and competent individuals suited to a career in the Software Industry will stimulate growth of the industry, and the off shoring of increasingly higher-value added components of project and application development.

Objectives:

- Increase the responsiveness of the educational sector to industry needs;
- Provide practical training that encourages the adoption of new techniques and tools;
- Gain greater knowledge of existing and projected skill requirements;
- Implement certification standards for Software workers to ensure competitiveness;

Action Items:

Action Item #1: Implement an Annual Skills Inventory and Job Survey: At present, the IT industry lacks important data regarding the number of IT professionals and their capabilities, relative to current and projected future demand. There is a need to develop a systematic approach to collecting, analyzing, and disseminating this information, for the benefit of industry and of the country. Doing this will give confidence to the IT/Software planning process, and identify trends in demand for and availability of software-related skills.

Measure: Timely availability, reliability, and acceptance as an important tool by the industry

Timeline: Publication by the first quarter of 2006 and annually thereafter

Accountability: IT Foundation of the Philippines (ITFP)

Action Item #2: Introduce Competency-Based Training and other measures such as structured Internships to Enhance Employment Readiness: The Philippines currently produces many college graduates with the potential to be employed as ICT knowledge workers. But there is a gap between formal education and job-related training. This gap should be filled. One way is to assure that the educational sector is attuned to market needs. Another is to institutionalize structured internships in which students must work full-time for a significant period in a real-life development environment.

Measure: Software education curricula, faculty qualifications, requirements for graduation, graduates hired, employer satisfaction

Timeline: Immediate with full implementation by 2006; ongoing refinement thereafter

Accountability: PSIA, ITFP, educational sector, TESDA, CHED.

Action Item #3: Establish a National Certification Program for IT Professionals: The work of IT professionals is primarily technical in nature and requires basic competency and continual and regular skills upgrading. To encourage compliance with international standards and regular upgrading of skills, a national certification program should be developed that assesses and certifies the capabilities of individuals.

Measure: Recognition by industry, premium remuneration for certification, number of individuals seeking certification

Timeline: Full implementation within 2005

Accountability: TESDA, CICT, PSIA

Action Item #4: Extend Training of IT Professionals to Business and Management: The emergence of SMEs created by IT professionals introduces the need for relevant business skills training. Lack of these skills may limit the emergence of a vibrant domestic entrepreneurial IT sector. Business and management skills should be integrated into ICT curricula to address this knowledge and skills gap. Also, continual management training will enable professionals working within established organizations to grow into team and project leaders and achieve other senior positions.

Measure: Number of successful entrepreneurships, enhanced opportunity within organizations for advancement

Timeline: Immediate and on-going

Accountability: CHED, TESDA, CICT, PSIA

Increase Software Exports

Introduction: According to Gartner Research, the worldwide market for software solution and application development is worth approximately \$500 billion. India exports more than \$8 billion in software solutions and services annually. The Philippine software market is much smaller, and is estimated by the Department of Trade & Industry and the Business Processing Association of the Philippines, at \$186 million. There is much room to grow, and much opportunity. The competition to provide software solution services is, however, intense, with many other countries vying for a share of the outsourcing market.

Rationale: The Philippines has proven that it can deliver world-class, value-driven software products. However, negative perception of the Philippines in general inhibits opportunity generation in this area. A better country image as well as enhanced awareness of the capabilities of the Philippine software industry will support growth in demand for software solution development services by Philippine developers.

Objectives:

- Enhance awareness of Philippine software capabilities in foreign markets;
- Leverage Government agencies in promoting the industry (DTI, DFA, CICT); and,
- Address niche markets that offer immediate opportunities and dominate segments as domain experts.

Action Items:

Action Item #1: Increase Foreign Awareness of the Philippines' Offshore Software Industry ("Brand Philippines"): A strategic marketing communications program principally leveraging non-traditional communication channels such as PR and events to promote awareness of Philippine software industry competencies will enhance awareness of Brand Philippines and build positive associations. Components of such a program might include:

- A "Hosted Buyer's Program" in which targeted companies which require outsourced software development services to the Philippines to meet with Philippine software developers.
- A formal program for the marketing of Filipino technical services for commercial attachés and other diplomats who perform similar functions. These individuals will be provided training, promotional materials, and Internet-based resources.
- A media relations initiative to assure regular dissemination of Philippine software success stories to local, regional, and international media.
- A regularly updated Philippine Software Internet portal to provide relevant data, case studies, and contact information.
- An online newsletter disseminated to key targets on a regular publishing cycle.

Measure: Growth in foreign projects and revenues, enhanced positive awareness indicated by receptiveness to the Philippines, positive media coverage, number of visitors to portal

Timeline: Immediately and on-going

Accountability: DTI Bureau of Export Trade Promotions, BOI, CITEM, DFA, CICT, PSIA

Action Item #2: Promote Strategic Partnerships with Foreign Companies: Philippine software solution developers should seek to be strategic partnerships with firms outside the Philippines that may find value in outsourcing software development services. The Philippines offers several benefits to such partners: lower costs for value-driven services, high productivity and quality, and quick turnaround due to time zone differences with the West.

Measure: Number of partnerships and projects and project scope and value

Timeline: Immediate and on-going

Accountability: PSIA, DTI

Action Item #3: Address Opportunities Presented by “Niche Market” Leadership: Niche markets for which the Philippines is particularly well suited include mobile/wireless applications, animation (a form of programming), and gaming Software. Mobile games alone are estimated to be a \$2.2 billion segment. Other firms have developed expertise in specific functional areas, such as finance and manufacturing. In addition, the country has already established itself as a prime location for the maintenance, support, and conversion of legacy mainframe and mid-range systems. By focusing on these areas of expertise, the Philippines has the opportunity to be perceived as a major player in these segments.

Measure: Number of specialist firms, growth in revenues, preeminence in industry

Timeline: Immediate and on-going

Accountability: Individual firms with support of PSIA

Improve Intellectual Property Compliance

Introduction: The Philippines seeks to become a significant supplier of Software Products and Services to the world. To be taken seriously — and protect its own intellectual property (IP) — the Philippines must adhere to accepted world standards of IP compliance.

Rationale: Intellectual property (IP) laws are a primary means of protecting Software innovation, for both individuals and enterprises. In addition, compliance with IP laws is viewed as a sign of the growing maturity of a country's software industry. There are many instances of foreign companies hesitating to set-up in the Philippines because of its poor record in protecting IP. Effective IP protection therefore promotes foreign direct investment and technology transfer into the country.

Objectives:

- Promote a culture that supports and respects IP, thus reducing IP violations;
- Increase the number of independent Filipino Software product developers;
- Set-up a mechanism for protecting IP within the country;
- Eliminate a significant barrier to foreign investment in software development
- Ensure compliance with IP and Patent laws.

Action Items:

Action Item #1: Create a Domestic Software IP Exchange: This project will provide a mechanism for individuals and companies to gain protection for Software products they have developed by facilitating the registration and copyright protection.

Measure: Number of registrations

Timeline: Immediate and on-going

Accountability: Intellectual Property Office

Action Item #2: Develop and Implement a Broad-Based IP Campaign: An effective campaign will likely have the following components:

- Integrate IP compliance as a separate subject in the Software curriculum in universities and training schools, and make it a prerequisite for completion of studies.
- Develop a standard Code of Ethics to be endorsed by industry associations (e.g., PSIA, ITAP, PCS), Chambers of Commerce and Business organizations, companies (both IT and non-IT), graduates of IT programs, Government employees, etc; and,
- Publicize "Software Heroes." Put a human face on IP protection by highlighting successful, young entrepreneurs, whose success would not have been possible without IP protection.

Measure: Courses offered, adherence to Code of Ethics, awareness and credibility of heroes

Timeline: Full implementation within 2006

Accountability: PSIA, CebuSoft, ASID, educational institutions, IP coalition, IPO

Action Item #3: Introduce the concept of “Digital Communities”: Local Public officials should be made to understand the negative implications of willful violation of IP law, including the impact on tax revenues. By focusing on the revenue generation opportunities connected with compliance with IP regulations, and the non-financial benefits of being identified with enforcement of the regulations, LGUs can gain competitive advantage in their efforts to attract domestic and foreign software developers. Specific steps that can be taken include:

- Business permit renewal should be based in part on demonstrated compliance with IP law;
- IP compliance teams co-funded by private sector will educate industry participants and conduct inspections; and,
- At the national level, formal recognition can be given to successful efforts of local governments in reducing IP violations through the establishment of a value-added reward system.

Measure: Community buy-in, business permit renewal, number of compliance teams and quality and number of interventions, LGUs recognized

Timeline: Development and implementation with 2005

Accountability: CICT, DILG, IPO, LGUs

Action Item #4: Review Prevailing Legal Status of IP Regulations to Protect SMEs: SMEs are the driving force supporting technology and software innovation. It is important that their innovative capacity not be hampered by concerns that their intellectual property may be at risk due to weak implementation of IP law. IP protection can be achieved only by ensuring that intellectual property protection afforded to software SMEs under the law is meaningful, in agreement with international standards, and enforceable. For these protections to be accorded to SMEs, they must be rigorously and transparently applied to all software developers and users.

Measure: Number of innovations patented and number of violations prosecuted

Timeline: Immediately and annually thereafter

Accountability: IPO, DOJ, Congress, PSIA

Build Infrastructure for Software Industry Growth

Introduction: ICT hubs develop because of the presence of a number of components that stimulate development. These include educational infrastructure, a strong research and development culture, adequate funding, telecommunications infrastructure, and government incentives. It follows that the Philippine Government and ICT software-related private sector work cooperatively to assure these components are in place.

Rationale: A strong and resilient infrastructure is the basis on which the software industry will achieve growth. Supply cost-effective resources (the factors of Software production) will accelerate growth of the industry.

Objectives:

- Create an environment that welcomes investment in and growth of the Software Industry and that addresses the relevant issues of set-up, operation, and rapid change;
- Maintain cost-competitiveness across the various segments of the industry;
- Ensure availability of the critical resources necessary to support growth; and,
- Leverage CICT as a driver to support growth of the Software industry

Action Items:

Action Item #1: Build and Operate Shared Development Centers: This project addresses the needs of start-up Software companies/ventures to have access to the latest software engineering tools, in order to develop and test their software products.

Measure: Number of centers, center output

Timelines: Inauguration of first two centers within 2006

Accountability: CICT, DTI with support of PSIA, CebuSoft, ASID, funding agencies

Action Item #2: Clarify Policies on Emerging Communication Technologies:

Government should support the private sector with clear policies and a legal framework for leveraging emerging communication technologies to support innovation and greater connectivity and ensure security, safeguards against abuse and protection of the interests of providers and consumers.

Measure: Timely clarification of policies; introduction of new products based on emerging technologies and subscriber growth

Timeline: Immediate and on-going

Accountability: CICT, DTI, Congress

Action Item #3: Provide Financing Opportunities to Small IT Enterprises (SMITEs):

Entrepreneurship should be stimulated by the provision of practical venture financing alternatives. Government, funding organizations, and the private sector must work together to overcome hurdles to development of meaningful, timely, and substantial SME funding programs that support value-driven entrepreneurship.

Measure: Funding available, number of financiers, number of SMEs funded

Timeline: Full implementation within 2006

Accountability: DTI, CICT, venture capitalists, multilateral funding agencies with support of PSIA, CebuSoft, ASID

Action Item #4: Activate the Concept of Community eCenters (CeC): CeCs are an attempt to push IT training and capability down to the nation's 1,500 municipalities. The program will provide for the setup of a distinct Center in each LGU, and to provide computers, Internet connectivity, and hands-on training to interested citizens. It is anticipated that this will stimulate the growth of the Software industry by making the capabilities of computer technology available to a wider audience by providing: 1) Opportunities to work with major multinationals participating in the program as sponsor/partners; and, 2) Opportunities to acquire highly marketable skills such as enterprise solution implementation and management skills.

Measure: Number of municipalities covered, number of partners, quality of opportunities

Timeline: 100 centers a year beginning 2006

Accountability: CICT, LGUs with support of PSIA, CebuSoft, ASID and other national and local associations