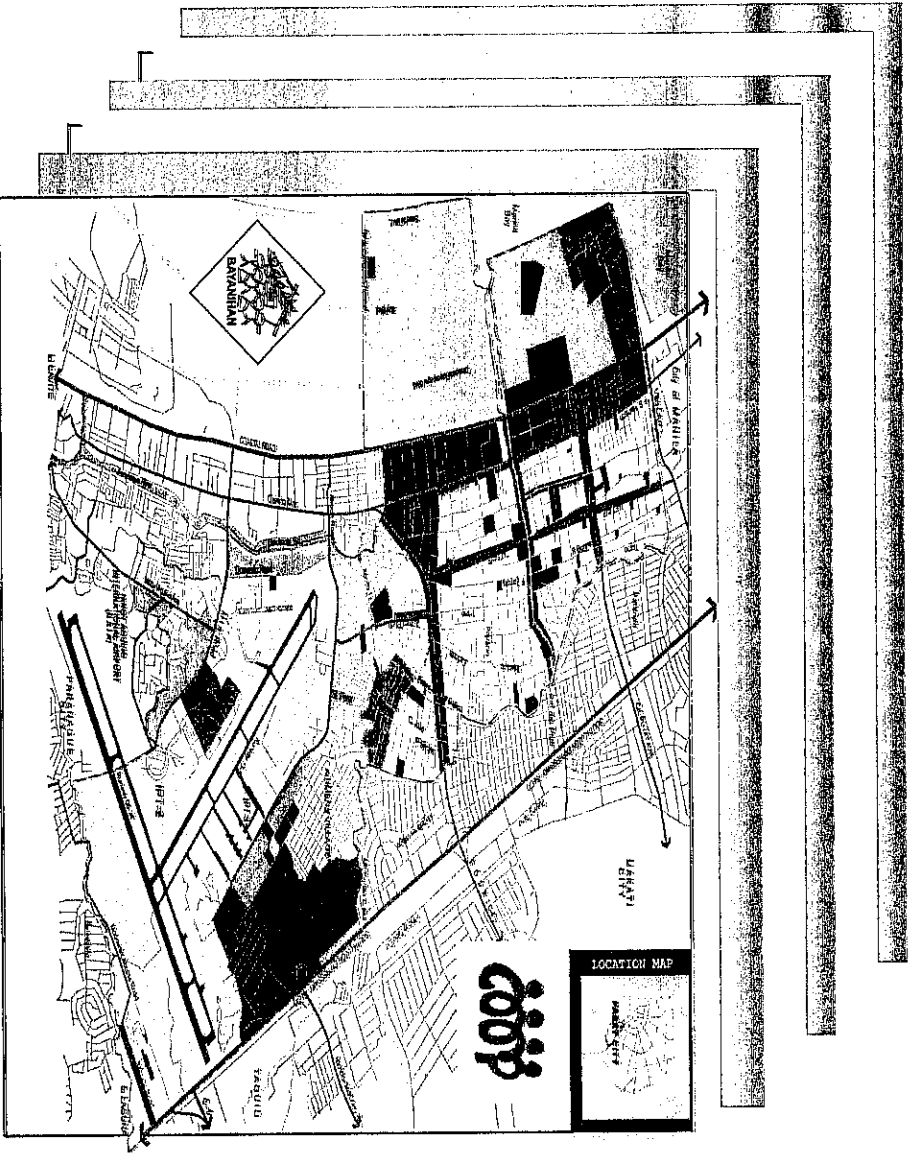


Bayan (HUMAN) ORIENTED BARANGAY DEVELOPMENT PLAN (MANUAL)



ACKNOWLEDGMENTS

The partnership of the Pasay City Government (LGU) and the Brotherhood of Christian Ministers of Pasay City (BCMP) wishes to acknowledge the following organizations and government offices who paved the way for the implementation of CBMS/FBI Ex MDG LAP in Pasay City:

- UN Habitat
- United Nation Development Programme (UNDP)
- Commission on Population – National Capital Region (POPCOM-NCR)
- Pasay City Mayor's Office
- Pasay City Council
- Pasay City Administrator's Office
- Pasay City Planning and Development Office
- MIMAP-CBMS Network Coordinating Team
- Department of Interior and Local Government (DILG)
- Goshen Multi-Purpose Cooperative
- Yahad Consumer and Credit Cooperative
- Barangay 193, 186, 179, 184, 201
- Liga ng mga Barangay

In the course of researching and preparing this report, the writers have become obliged to a large group of individuals for the inspirations, assistance, encouragement, and moral support to this endeavor.

Atty. Wenceslao B. Trinidad
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Ms. Lowie C. Rosales
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CBMS Enumerators

People of Pasay

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BAYANIHAN ORIENTED BARANGAY DEVELOPMENT PLAN (MANUAL)

1

1.1 Introduction

Barangays are the building blocks of cities. The development of a city depends largely on the vitality, health and dynamism of the different barangays which comprise the city. Economic activities occurs in specific barangays be it in formal economic institutions in the New Reclamation Area and Villamor Air Base –New Airport Area; in local commercial establishments in Taft Avenue and Harrison St or rental houses in San Rafael and San Isidro Districts. Taken together, these activities comprise the city economy by providing employment, spurring investment, generating income and building a revenue base for the city. Any serious problems and deficiencies in the barangays in turn affect the pace of development not only in the barangay but in the city as a whole.

The primary objective of city development is improving the quality of life of its residents who are all living in barangays. Thus any city development effort should start with barangay development which is initiated, defined and planned not only by barangay officials but by residents and other barangay stakeholders as well.

This Manual on Millennium Development Goals-responsive Barangay Development Planning aims to provide a guideline to the barangay on how to enhance their planning, programming and budgeting work. This BDP Manual provides an integrated approach to gender and population and development perspectives. Gender Population and Development integration in planning was initiated to improve development planning and make development plans more effective, efficient and equitable. By doing so, the planners are able to have a comprehensive view and understanding of the existing situation that guides them to determine what actions to be taken so that different segments of the population will achieve their desired quality of life. Without this holistic view of the situation, the planners might choose a development path that may not effectively, efficiently and equitably bring about better life for the people. This Manual also treats seemingly separate activities into one single and continuous process.

1.2 Legal Mandate

Development planning is mandated by law. The Local Government Code of 1981 (R.A. 7160); The Urban Development and Housing Act of 1992 (RA 7279); and The Social Reform and Poverty Alleviation Act of 1997 (R.A. 8425) all mandated the formulation of local development plans.

As defined by the Local Government Code, the barangay is "the primary planning and implementing unit of government policies, plans, programs, projects and activities in the community, and as a forum wherein

the collective views of the people may be expressed crystallized and considered”

Furthermore, the Local Government Code also stipulated the creation of Barangay Development Councils (BDC). Sec. 106 states that “each local government unit (including barangays) shall have a comprehensive multi-sectoral development plan to be initiated by its development council and approved by its sanggunian. For this purpose, the development council at the barangay level, shall assist the corresponding sanggunian in setting the direction of economic and social development, and coordinating development efforts within its territorial jurisdiction.

PHILIPPINE LEGISLATION, MANDATED DEVELOPMENT PLANS AND PARTICIPATORY PLANNING POLICIES		
<p>The Local Government Code of 1991 (RA 7160)</p>	<ul style="list-style-type: none"> • The Comprehensive Land Use Plan (CLUP) which is a long-term guide for the development of the area legislated through the Zoning Ordinance covering 10-15 years • The Comprehensive Development Plan (CDP) which is a medium-term plan of action implementing the CLUP that can cover a period of 3-6 years • The Local Development Investment Plan (LDIP) which is a short-term plan containing the programs and projects based on the CLUP and CDP which covers a period of 3 years • The Annual Investment Plan which is a tool for annually linking the approved CDP and LDIP with the annual City Budget 	<p>Book 1, Chapter 1, Section 3 (f) & (1) Book 1, Chapter 4, Section 34, states that “local government units should promote the establishment and operation of people’s and non-governmental organizations to become active partners in the pursuit of local autonomy.” Book 3, Section 476, b (7), describes among the responsibilities of the City Planning and Development Coordinator to “promote people participation in development planning within the local government unit concerned.”</p>
<p>The Urban Development and Housing Act of 1992 (RA 7279)</p>	<ul style="list-style-type: none"> • The National Urban Development and Housing Framework, prepared by the Housing and Land Use Regulatory Board every five years, refers to the comprehensive plan for urban and urbanizable areas aimed at achieving the objectives of the Urban Development and Housing Program 	<p>Article 1, Section 2 (e): Encourage more people’s participation in the urban development process.</p>
<p>The Social Reform and Poverty Alleviation Act of 1997 (RA 8425)</p>	<ul style="list-style-type: none"> • An area-based, sectoral and focused intervention to poverty alleviation to institutionalize and enhance the Social Reform Agenda (SRA) which embodies the results of the series of consultations and summits on poverty alleviation. 	<p>Section 2, 4 (b): The SRA shall be enhanced by government in equal partnership with the different sectors through appropriate and meaningful consultations and participation in governance.</p>

		<p>Section 5 (g): Institutionalization of basic sectoral and NGO participation in effective planning, decision-making, implementation, monitoring and evaluation of the SRA at all levels.</p>
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The Implementing Rules and Regulations of the Local Government Code provided that the barangay development council shall have the following functions: *"mobilize people's participation in local development efforts ; prepare barangay development plans ; and monitor and evaluate the implementation of national or local programs and projects."*

1.3 Objectives

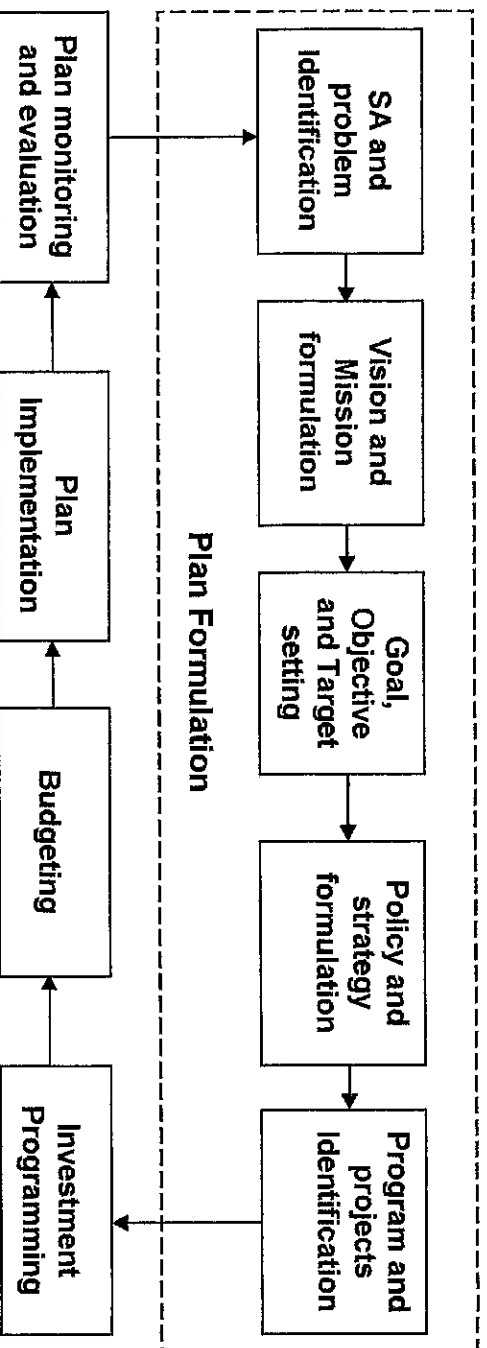
This Manual provides a methodology to assist department and barangay officials, staff and other community stakeholders in preparing an Annual Investment Plan/Barangay Development Plan; program the implementation of a range of programs, projects and tasks; prepare an annual and multi-year budget; and evaluate the implementation of the programs and projects in the Annual Investment Plan/Barangay Development Plan. The Manual is a guideline for sector/department and barangay officials, staff, barangay residents, and other barangay and city stakeholders in preparing an Annual Investment Plan and Barangay Development Plan.

1.4 Planning Organization

In preparing an MDG-responsive Barangay Development Plan, the Barangay Chairman should create a Barangay Development Council (BDC). BDC shall serve as the technical working group of the barangay in conducting the studies, surveys, analysis, organization of barangay consultations and putting together reports necessary in the formulation of the Barangay Development Plan.

1.5 THE PLANNING PROCESS

Figure 1. The Planning Process



1.6 Overview of the Planning Process

The planning process consists of several stages, namely plan formulation, investment, budgeting; plan implementation, plan monitoring and evaluation. As Figure 1 shows, plan formulation involves several activities: situational analysis and problem identification, charting the vision and mission, setting goals, objectives and targets, formulation of policies and strategies, identification of programs and projects and selling the plan implementation mechanisms and structures.

1.6.1 SITUATIONAL ANALYSIS (SA) AND PROBLEM IDENTIFICATION

The SA describes the condition of the area or the locality in terms of its strengths, weaknesses, opportunities and threats, and the factors that brought these issues and concerns. Based on the area or the locality's comparative advantages and potentials, the area or the community decides what it wants to become in the future. This desired future state is the vision of the locality and its people.

The SA also identifies the determinants or causes of the prevailing situation. These determinants or causes explain why the condition in the area or the locality is the way it is, whether it is desirable or not. A desirable condition is the area or the locality's strength while its problem or weakness or threat is its undesirable condition.

The Community-Based Monitoring System (CBMS) Results or Socio-Economic Profile (SEP) of the area or the locality is the best guide for accomplishing the situational analysis. There is a need to have a complete, up-to-date and reliable SEP to guide and facilitate the preparation of a good SA. The gender-responsive POPDEV core indicators of the SEP show whether the locality's situation is desirable or not. When data in the SEP are

sex-disaggregated data it facilitates the gender gaps and gender-differentiated impacts of policies, programs and projects are identified. The analytical frameworks provided should guide planners in undertaking the SA.

1.6.2 VISION AND MISSION

After analyzing the situation, the planner, in consultation with the target beneficiaries formulate their vision and mission or the desired future state of their locality and people. This is an important part of the planning process since these define the direction, ensures that the vision and mission capture the aspiration of the women and men in the locality and keeps the community in its course despite changing demands of constituents and shifting political and economic forces.

1.6.3 GOALS, OBJECTIVE AND TARGET SETTING

In setting goals, objectives and targets (or the desired outcomes of solutions to identified problem situations), there is a need to specify who are affected by a particular problem situation and involved them in identifying the desired outcome.

1.6.4 FORMULATION OF POLICIES AND STRATEGIES

In the formulation of the strategies, the gender-responsive POPDEV planning approach tells us to explicitly recognize the many interacting gender, population and development factors affecting or causing a problem situation. It is important to identify these factors because they are the areas where appropriate interventions can come in.

Policies and strategies respond to the causes of the problem in order to achieve the stated goals, objectives and targets

1.6.5 IDENTIFICATION OF PROGRAMS AND PROJECTS

Policies and strategies have to be translated into concrete and implementable programs and projects to address the specific direct or indirect causes related to the problems. Program and project need to be assessed and prioritized based on the seriousness of the problem and or their potential to generate the greatest impact. They should directly address the problems of target beneficiaries and promote women's and men's equitable access to and control of benefits and resources.

1.6.6 SETTING THE PLAN IMPLEMENTATION MECHANISMS

Preparation for the implementation of the plan should be done. The local development plan is multi-sectoral in nature. It contains programs and projects that respond to the different sectoral and multi-sectoral concerns of the area or the community. As such, the attainment of the goals, objectives and targets requires concerted efforts of different sectoral groups.

Therefore, a mechanism should be put in place to coordinate the various groups involved in plan implementation. This should include the target beneficiaries, the LGUs, private sectors, government and non-government organization as well as other agencies doing related activities and providing services. Role and responsible these entities in plan implementation should be defined and acceptance of and commitment to their identified roles and responsibilities of these entities in plan implementation should be defined and acceptance of and commitment to their identified roles and responsibilities should be taken.

1.6.7 INVESTMENT PROGRAMMING AND BUDGETTING

In investment programming, the program and project concepts identified in the development plan are developed and then screened, classified, prioritized and ranked using some investment criteria that reflect the area's or the locality's development priorities. This is to ensure that there is sufficient financing to effectively and efficiently implementing the priority programs and projects. The programs and projects included in the investment program are expected to contribute to the attainment of the area or the locality's vision, goals, objectives and targets. In order that investment programming would result in effective, efficient and equitable investment program, it should be based on a good development plan that, in turn, was based on a sound SA.

1.6.8 PLAN IMPLEMENTATION

In plan implementation, project activities are undertaken to achieve desired outputs by using the various inputs such as human resources, budget and facilities. Implementation puts to test the LGUs capability in terms of managing human resources, financial resources, equipment and facilities and mobilizing other potential partners such as civil society, business groups, women's groups and individuals in implementing the plan. The sustainability of the program will also depend on these capacities. Thus, the LGUs implementing programs and projects should constantly refer to the programs' and projects' objectives and planned activities to make sure that these are met or followed accordingly. Any departures from the plan should be properly evaluated against such considerations as cost effectiveness, long term versus short-term effects, intensive versus extensive impact, and others.

In plan implementation, for example, if we are interested in improving the health of specific groups of the population, then all the different activities of the different agencies and bodies have to be coordinated so that the overall impact becomes larger, or in such a way that each individual agency's contribution accumulates towards the achievement of the goal.

1.6.9 PLAN MONITORING AND EVALUATION

Plan monitoring ensures that the intended beneficiaries are actually reached the intended beneficiaries of the program or project. Statistics and

information should be generated to determine the project's performance such that intended/planned activities are systematically and timely implemented and appropriate interventions are undertaken in cases of deviations.

Plan evaluation looks at the direct and indirect results or impact of the program, as well as the intended and unintended effects. At the end of the planning period or upon the completion of a program or project, evaluation is undertaken to determine: 1) whether the started goals, objectives and targets of the plan or the program/project have been achieved; and 2) whether the program/project has to be expanded, redesigned or scrapped.

As in plan monitoring, sex-disaggregated indicators are needed to permit more comprehensive assessment. Also, the result of plan evaluation should be considered in the program implementation or the next planning cycle, or both.

IMPROVING SITUATIONAL ANALYSIS (SA) USING POPDEV APPROACH

2

In preparing the MDG-responsive Barangay Development Plan, four (4) basic questions should be asked. These are:

1. Where are we now?
2. Where would we like to be?
3. What issues do we need to address to get there?
4. What actions do we need to take to get there?

2.1 PLAN FORMULATION: Situational Analysis : Where are we now?

In answering the first question, BDC needs to undertake a situation analysis. A situation analysis provides the barangay a detailed profile of their community. It is like a medical chart of a patient which contains the results of different tests showing the health condition of the patient. Thus, the situation analysis will show a detailed and comprehensive description of the current conditions of the sector and the barangay will cover areas such as demography or population, economic development, social conditions, physical status including infrastructure, environment and finance among others.

The City Planning Development Office (CPDO) has done a comprehensive household survey this year 2005 called Community-Based Monitoring System (CBMS) in 201 barangays in Pasay. CPDO conducted a 100% household survey in each barangay.

2.1.2 What is Situational Analysis?

- It is an assessment of the many interacting factors (e.g., socio-economic, demographic, physical, political, cultural and institutional) affecting a locality and its people (men and women);
- It reviews past and present conditions of an area and asks:
 - a. How are we doing?;
 - b. Are the various conditions existing in the locality desirable or not?; and
 - c. What factors brought about the undesirable situations?
- It identifies the locality's strengths, weaknesses, opportunities and threats

2.1.2 Why Conduct a Situational Analysis?

- To have a comprehensive view or understanding of the locality to determine its development concerns and the people (men and women) and areas affected by them;
- To know what interacting factors (social, political, cultural, economic, demographic, institutional and others) brought about by these development concerns; and
- To have an objective basis for development planning, decision-making and action;
- To determine the target beneficiaries whom we want the interventions to affect; and
- To determine the differential impact of programs and projects to women and men.

As planners, we need to understand the different population and development factors that influence a particular situation in a locality. These factors determine the locality's comparative advantages. Comparative advantages and potentials are those features or characteristics of a locality that make it more competitive compared to other localities. Thus, a thorough and correct understanding of the situation is important in the formulation of a good development plan. That is why SA is the first step in the planning process and the basis of all the succeeding steps in planning. A poor SA could result in a poor or ineffective plan.

2.1.3 What is a Good SA?

- It is able to capture a comprehensive and correct view of the situation of a locality;
- It is based on adequate, timely, relevant and reliable data and information; and
- It identifies the population groups affected by particular situation – who they are (e.g., male, female, children, youth, elderly, persons with disabilities, indigents, etc.), where they, and the extent of their situation.

A good SA contains an accurate and comprehensive view of the conditions and dynamics of a locality and its people. It identifies and takes into consideration the differential needs of women and men in the locality. It also provides a basis for the formulation of a good comprehensive sustainable development vision, goals, objectives and targets of the locality. Likewise, it provides a wider range of options for identifying and choosing appropriate interventions to address the problem situations develop the potentials and thus attain the stated development vision, goals, objectives and targets, and helps identify correctly the population groups affected by specific situations.

Unless the correct population groups and areas are targeted, the planned interventions may not be effective and may not make a difference in the lives of women and men. To be able to accomplish all these tasks

objectively, a good SA must be based on adequate, relevant, timely, reliable and accurate information. The primary source of data for the SA is a good socio-economic profile (SEP) of the locality. That is why there is a need to have a complete, up-to-date, sex disaggregated and reliable SEP to guide and facilitate the preparation of a good and gender sensitive SA.

2.1.4 How to Prepare the SA?

There are several approaches on how to arrive at an acceptable situational analysis; the one we are introducing here is a combination of a POPDEV-sensitive and gender-responsive planning approach. In this Guide, we look at how the POPDEV planning approach might help us develop a good SA. It might be easier to work by sector, although the analysis of interrelationships is inter-sectoral in nature. It is therefore necessary to understand the different elements of the sectoral frameworks to serve as a basis for preparing the SEP and SA.

Table 1. Sample Situational Analysis (SA) Form

LGU : Province A

Sector: Social

Dev't Out comes/ Results	Indicators			Statement of Problem or Strength	Determinants			Target Population
	Name	Value	Planning Standard or other Reference Point		Proximate (Direct)	Underlying (Indirect)		
Health Status (Mortality)	Infant Mortality Rate (IMR)	58.21 (1995)	48.94 (National, 1995) 48.93 (1990)	Increasing high IMR compared with national figure and past data	Poor utilization of health care services -only 50% of children immunized - In 2000, only 75% of pregnant availed of pre-natal and only 51% of post natal services - More than 50% of pregnant and 55% of lactating with anemia (2000) - 50% of births attended by TBA - TFR of the province is equal to 4	Literacy rates for women in provinces is 70% Poor health services (hospitals and RHUs) Poor access to reproductive health services (only 1 hospital and 3 private hospitals) -Poverty incidence of provinces is at 55% - 56% of pregnancies considered high risk	Infants and mothers of poor families particularly in the first and second districts where IMR is higher than the province	

Below are the suggested steps in preparing the SA:

Step 1 : Identify Sector or Sub-Sector Outcome

Development outcomes of a sector are the end results that we expect the sector to accomplish to improve the lives of women and men. For example, in the health sector, we usually look at what is happening to the health status of the community by looking at its mortality, morbidity, and nutritional status and disability situations. It is suggested that the sectoral frameworks serve as guide in determining the outcomes of the different sectors.

Example: HEALTH OUTCOME: Mortality, Morbidity, Nutritional Status, Disability

Step 2 : Identify Indicators for each of the Sector Outcomes

For example, the health outcome of mortality may be indicated by infant mortality rate, maternal mortality rate, crude death rate, child mortality rate and so on.

Step 3: Obtain Data for each Indicator

The primary source of data is the Socio-Economic Profile (SEP). However, data from other sources may be relevant in coming out with comprehensive profile of the locality.

Step 4: Determine whether the Outcome is Desirable or Not

Using the data for our indicators, we compare the outcome with:

- Our past outcome (for instance, if our unemployment rate 5 years ago is 9% but now it is 7%, then we are improving)
- A planning standard (to determine how we fare against a prescribed ideal level)
- The outcome of a similar planning unit (example, comparing the poverty incidence of our municipality with that of the neighboring municipalities will tell us whether we are better off or worse off than them)
- The outcome of higher level planning units (province, region or country)
- Other reference points

Example :

Locality's present IMR – 60
Locality's past IMR – 58
Philippines – 34
Region A – 45
Another Locality – 43

From the comparison, we will be able to determine whether we are better off or not. If we are not better off, it becomes the basis for problem

identification. If better off, then it becomes strength of the LGU that might be good to be replicated and sustained.

To further enhance the analysis, we should further specify who are affected by the problem – women or men. If it affects women, we must determine whether it is a practical or strategic gender concern. It is also important to know how each problem situation affects women and men in their different roles.

Step 5: Find out the causes/ of the situation

By referring to the different sectoral frameworks discussed earlier, we can find out what factors directly and indirectly affect the outcomes. Also, by looking at the interactions of the population and development variables, we can likewise determine the different factors that brought about such a situation in a more systematic and comprehensive way.

We should understand and know the socio-economic, demographic, cultural, physical, political, financial and institutional factors which influenced the situation. These factors would provide us with relevant information and ideas on how to correct problem situations and enhance desirable outcomes. These factors are the potential areas for identifying the development interventions – policies, strategies, programs and projects – needed to either solve a problem or enhance strength.

Step 6: Prepare a POPDEV Framework

We may use the existing POPDEV framework as a model. The framework should show which factors are the proximate determinants and which are the underlying determinants.

Step 7: Identify Affected Population

For every problem situation, we should identify the specific population group or groups affected by the problem: Who are they? Where are they and How they are affected? This is to determine the extent to which the project is reaching them during monitoring process.

Example: **Who:** Infants and children of poor families

Where: In a poor community in Province A

Extent: High infant deaths per family

To integrate gender perspective in the analysis, the following questions should be asked in a given situation:

- a. Who are affected by the problem situation – women or men?
- b. Where are these women and men?
(use males and females by age)
- c. How are women and men affected?

- d. What is the extent of their problem?

Step 8: Use Population Projections

Population projections (including those of specific segments of the populations, e.g., women, children, farmers, fisher folks, uplands, etc.) are used to determine how many people will be covered by the program, project or services over the plan period.

This will provide us with some basis for determining the funding requirements of the project later on.

Step 9: Validate SA with Local Community

Usually, consultation with the community and the local officials is done through interviews or community meetings (e.g., *pulong-pulong*, Focus Group Discussions (FGDs) etc.). This will validate the findings and data gathered from the community.

The participation of and consultation with women in validating the situational analysis are crucial if the practical and strategic gender needs are to be considered in the context of their multiple roles. Otherwise, these concerns may remain invisible in the plan. Situational analysis, after all, serves as the basis for the formulation of appropriate as well as gender-responsive policies, strategies, programs and projects.

Below is a sample format of a systematic situational analysis (SA) based on the socio-economic profile (SEP) that was prepared for the social sector using the POPDEV approach.

PROBLEM IDENTIFICATION AND INITIAL PRIORITIZATION

3

3.1 Prioritizing Problems Situations

a) Why Prioritize Identified Problems?

- To find which ones to address during the plan period
- To decide which problems must be attended to first, next and so on
- To determine the value the locality places on the identified prevailing problems

b) How to Prioritize Situations?

In consultation with the community (especially with women and men), we prioritize the list of identified problems and concerns. This is important since available resources are limited and the LGU may not be able to address all the identified problems at the same time. The identified problems and concerns are prioritized according to a set of selection criteria.

c) Two Processes:

The first process is the sectoral classification and prioritization. Each sector will classify and prioritize problems.

The second process is multi-sectoral classification. All the participants/sectors convene as one group to classify and prioritize all the problems identified by the sector.

d) Set the Criteria

The planners choose a set of criteria, which might include the following:

- a. Urgency of the problem or concern
- b. Seriousness of the problem or concern
- c. Extent of the problem or concern – how many people (women and men) are affected
 - *Magnitude of directly affected population*
 - *Magnitude of indirectly affected population*
- d. Consequence of the problem
 - *Impact on the solution of other problems – who (women and men by age) are affected by these other problem situations*

- *Impact on strengths, potentials and opportunities of the area*
 - *Impact on other localities*
- e. Others

Urgency indicates the time response needed to solve a problem or alleviate negative effects of a problem situation. For instance, is it a life or death situation such as the occurrence of a calamity or an epidemic? If so, this should be given high priority.

Seriousness of the problem suggests the gravity of the problem even if it is not a life-or-death situation. For example, third degree malnutrition is more serious than first or second-degree malnutrition.

Extent of the problem implies the size or magnitude of the people or area directly and indirectly affected by the problem. The more people or the greater the area affected, the higher the priority compared with a problem that affects only a few. For instance, epidemic affects a lot of people; and 500,000 third degree malnourished children in Barangay A are worse than 10,000 third degree malnourished children in another barangay.

Obviously, these criteria are not mutually exclusive. In fact, they overlap with one another. The general rule is: the more criteria a particular problem meets, the higher the priority of that particular problem becomes.

IMPROVING THE BARANGAY DEVELOPMENT PLAN (VISION AND MISSION) USING POPDEV APPROACH

4

4.1 What is a Vision?

- A vision is a desired state or scenario of a locality and its people.
- In broad statements, it describes what the locality and its women and men want to become or where to go, say in 20 to 30 years.
- A good vision statement captures the expression of people in all sectors of the locality. It recognizes gender issues and looks into a future where the people equality contributes to and benefit from development.
- It is based on the locality's capabilities and comparative advantages. It is attractive, and although ambitious, it is achievable.

4.1.1 Why is a Vision Important?

- A widely shared vision is the most powerful engine that drives the women and men to progress.
- It serves as the driving force that moves the entire community toward the achievement of a common development direction.
- It provides direction and guides all development efforts of the locality or community.

4.1.2 What is a Good Vision?

A good vision is always based on a good SA, which takes into account the locality's problems and gender issues, comparative advantages, potentials and capabilities. Hence, a good vision statement:

- captures the aspirations of the people in the community addressing their different needs and interests and is shared by all sectors of the community;
- is attractive, ambitious and achievable;
- is consistent with higher and lower level visions; and
- is relatively long term – does not change as often as other components of the Local Development Plan (LDP).

Moreover, a good vision statement requires the consultation with and participation of women and men in all sectors of the locality. It is also necessary that the vision is validated for consistency with the visions of higher and lower planning levels.

4.1.3 Vision Formulation: Where would we like to be?

Upon completion of the SA based on CBMS Results, the planners and/or BDC can now proceed to answering the next question: Where would we like to be?

In answering the question: "Where would we like to be?", the BDC will have to formulate a draft Vision for the barangay. The BDC will take the results of the SA, CBMS Diagnostic Report, Problem Identification/Ranking, and use these in formulating a draft Barangay Vision.

In formulating the draft Vision, the BDC Team should frame the question within a specific timeframe such as "Where would we want to be in five years?". In order to establish a reference to determine when the vision will be achieved and whether it will be achieved within that timeframe.

The Vision should be a shared aspiration or goal of the whole barangay and not just the BDC. Thus, it is important that consultations with as wide a cross-section of the sector or barangay as possible should be undertaken.

The Vision should also be measurable and verifiable so at the end of each year in the five- year timeline, the sector or barangay can measure its achievement vis-à-vis the Vision. After five (5) years, the achievement of the vision should be quantifiable. All strategies, programs and projects should be aligned to the vision and the achievement of such.

Features of the Vision include the following:

Graphic – It should evoke a vivid image sector official or residents of the barangay would like to see their sector or barangay transformed into. Example: A Tree-lined, Garden Barangay.

Specific – It should be descriptive and refer specifically to the sector or barangay. Example: The Heritage Center of the City. The Entertainment Zone. The Automotive Village.

Time-bound – The Vision should include a definite time frame for achieving the Vision. Example: Vision 2020.

Simple – the Vision should not have abstract and complicated words that are difficult to remember or understand. All residents of whatever income class or educational attainment should understand the Vision and relate to it.

Shared – The Vision should be based on common values, aspirations and dreams of as great a cross-section of the sector or barangay and not just the BDC or a few but influential residents.

In order for all stakeholders to have a common understanding of how to make their vision a reality, it is necessary that the Vision Statement be

translated into a Mission Statement with quantitative performance targets or indicators that embody the kind of development being envisioned.

VISION OF THE DAVAO REGION

"The Davao Region envisions itself as the country's Most Livable Region that is home to all peoples, creeds, and persuasions; plentiful in economic opportunities; responsive in its delivery of basic services; and ever mindful of its legacy to those who will inherit its future".

VISION OF LUCENA

"We envision a peaceful and progressive Lucena strategically positioned as a social and economic center in the Southeast Calabarzon Corridor, blessed with a God-loving and enlightened citizenry, enjoying life to the fullest, and equitably sharing the fruits of an ecologically-sound agro-industrial development."

Focus Questions on Vision Formulation

Focus Question: Vision

- If our Barangay/City/Province is successful today, how would you describe it?
- What conditions do you want to see in place in your City/Province?

4.2 What is a Mission?

It is a statement that helps define both what a local government unit and its constituents will and will not do to achieve their desired vision.

4.2.1 Why is a Mission Important?

It helps channel collective action into a common direction, so that women and men's energies and organization's resources serve a common purpose. It also provides meaning and motivation, since it can help women and men see how their work contributes to the attainment of the vision.

A sample Mission Statement could include the following quantitative performance targets:

- Reduce flooding by fifty percent (50%)
- Reduce traffic by thirty percent (30%)
- Totally eradicate drug addiction among the youth
- Minimize the incidence of crime by eighty percent (80%)
- Reduce unemployment by fifty percent (50%)

In quantifying the mission, the sector or barangay should choose indicators which are most relevant to the vision it has formulated. If the sector or barangay seeks to be a Heritage Barangay and a Tourist

Destination it should include in the mission indicators such as increase number of tourists, facilities and attractions.

Performance targets can also be presented in the form of maps showing the physical implications of the Vision formulated. Maps are visual images of describing future scenarios and attributes of the barangay.

The vision formulated as a result of the sectoral or barangay consultations will now serve as the focus of all efforts of the sector or barangay.

4.2.2 Mission Statement

We can also subject our mission statement to the following questions:

- 1) What services do we provide?
- 2) What is unique about our services and how do we deliver such services?
- 3) Who are our customers?

We can use the format below in formulating the mission statement:

Lucena City
Exists to _____ "essence"
By _____ "services"
Through _____ :approaches/strategies"

a) Some examples of mission statements:

Batangas City: "To improve the quality of life of the citizens through a sustained effort to attain a balance agro-industrial; to generate more employment opportunities and to provide adequately the basic infrastructure utilities, facilities and social services necessary to a wholesome community living."

Davao Del Norte: "We, the women and men of Davao Del Norte are committed to uplift the quality of life of all through the MBN (Minimum Basic Needs) Approach by providing adequate services and facilities, effective local governance, people empowerment and ensuring sustainable development." (Davao del Norte's Provincial Comprehensive Development Plan, 2001-2010)

GUIDING PLAN FORMULATION OF GOALS, OBJECTIVES, TARGETS AND POLICIES, PROGRAMS, AND PROJECTS

5

Goals, objectives and targets commonly imply a desired outcome or result in line with the stated vision. They tell us where we want to go or what we want to achieve. They are the basis of appropriate programs and policies. Although they all respond to the identified problems or concerns, they differ in some aspects. Moreover, the incorporation of POPDEV and gender into the plan's goals and objectives provides a basis for pursuing population, development and gender mainstreaming down to the level of strategies and projects in a consistent manner.

5.1 What is a Goal?

A goal is a broad statement of medium-range to long-range desired result or outcome. It addresses a general problem situation of a locality or community and its differential impact on women and men as derived from the situational analysis. It is a broad statement because it is multi-sectoral in nature.

A gender-responsive goal is based on a clear understanding of what is wrong about women's and men's lives and what specific changes are desired with respect to these problems. The goal of development planning is to ensure that the effects will be positive. However, the goal will never materialize unless the intention (with respect to gender) is explicitly articulated.

5.2 What is an Objective?

Objective is a more specific statement of a short-range desired outcome or result. It may be viewed as a subset of a goal and therefore contributes to the attainment of a stated goal. It responds to specific problem situations, usually sectoral in nature.

As in the formulation of the plan's goals, consultations with various stakeholders, including the women, should be conducted in the formulation of the objectives to ensure responsiveness and ownership. The objective's of the different sectors and sub-sectors should also be evaluated to ensure that they are vertically and horizontally aligned and compatible.

5.3 What is a Target?

A target addresses a specific problem or sectoral concern experienced by a specific group of people identified in the gender-responsive and POPDEV sensitive situational analysis. It is a very specific statement of a desired outcome or result, which is Specific, Measurable,

Achievable, Realistic and Time-bound (SMART) at the same time GREAT (Gender-Responsive, Equity-oriented; Aware of Socio-Economic differences in the lives of Target stakeholders). It is a subset of the objective, which contributes to the attainment of the objective. It may be viewed as the quantification of the objective.

5.4 How to Formulate Goals, Objectives and Targets?

Step 1: Set Goals

Using gender-responsive POPDEV approach, setting of goals starts with the review of the situational analysis.

Identify problem situations or concerns, which are multi-sectoral in nature; meaning, it encompasses several sectoral concerns.

For example: Problem situations identified in the SA

1. Poor health of infants and mothers in Barangay A
2. High incidence of poverty in Barangay A
3. High unemployment rate in Barangay A

Goal Statement. "Improve quality of life of the women and men in the Community" (Note that this goal is broad and multi-sectoral in nature because it encompasses more than one problem situation).

The following guide questions may be used in formulating goals:

1. Did the LGU consider gender as a factor in coming up with the goals?
2. Were women involved in the goal setting? In what capacity?
3. Are the target groups clearly specified in the goals? Are both women and men equally considered as participants and beneficiaries?
4. How were the issues situated in the goals?

Step 2: Formulate the Objectives

For each goal, formulate objectives based on the identified problem situations that might fall under a particular goal. Specify objectives in response to specific sectoral problems. Consider the following setting each objective:

- 1) Who are the women and men affected by the problem,
- 2) Where are the women and men affected by the problem, and
- 3) What is the extent of the problem experienced by women and men.

Illustration:

Based on the three sectoral problem situations identified in the Situational Analysis, our goal is "to improve the quality of life of the women and men in

the locality". Thus, improvement on the three problem situations are aspects of improved quality of life.

To achieve this goal, there's a need to formulate specific objectives such as:

1. **Improved health infants and mothers in Barangay A**
2. **Increase income and productivity of poor farmers in Barangay A.**
3. **Generation of more job opportunities in Barangay A.**

(Note that the above objectives respond to specific problems situations usually sectoral in nature. They contribute to the attainment of the goal)

The following questions may help in the formulation of the gender-responsive objectives:

1. Are the objective identified consistent in the SA?
2. Do the objectives incorporate gender concerns?
3. Will the objective address the practical & strategic gender needs of women & men?

Step 3: Set the Targets

For each objective, we set the targets. Several targets may be needed to cover all the concerns of a particular objective. We state each target in terms of the expected degree of improvement of a problem situation, clients/beneficiaries (making sure that we distinguish, where possible, women and men and their practical and strategic needs) and the time frame they are expected to be achieved.

Illustration:

To achieve Objective No. 1 which is "improved health of infants and mothers in Barangay A." we may state the target in the following manner:

- **Reduced infant mortality rate in Barangay A from 50 to 40 by the end of 2005.**
- **Reduced maternal mortality rate in Barangay A from 10 to 5 by the end of 2005.**

To achieve Objective No. 2, which is "increased income and productivity of poor farmers in Barangay A." we may state our target in the following manner:

1. **Increased Income of poor families in Barangay A by 30% in two years.**
2. **Increased investment on labor intensive industries in Barangay A by 10% by the year 2005.**

(Note that the above targets state the desired results which are Specific, Measurable, Attainable, Realistic and Timebound (SMART)).

The following are some considerations insetting gender-responsive and POPDEV-sensitive targets:

1. Does it contribute to the attainment of the objectives?
2. Does it address a specific or sectoral concern experienced by women and men or groups identified in the SA?
3. Does it have a reliable and quantifiable set of indicators that are gender-responsive and POPDEV-sensitive?
4. Does it address identified priority needs and targets as they relate to the different needs of women and men, particularly the practical and strategic gender needs?; and
5. Is it attainable and measurable within the life of the project?

Tips for Target Setting

Targets help raise the expectations of all those involved in program and project implementation. They also provide useful benchmarks against which implementers can measure their performance. Following are some tips for effective target setting:

1. Let everyone know what the Local Government Unit's targets are.
2. Make all targets SMART – Specific, Measurable, Achievable, Realistic and Time-bound and GREAT – Gender-responsive, Equality-oriented, Aware of socio-economic differences in the lives of Target stakeholders.
3. Base targets on accurate data.
4. Monitor and make regular assessments of the LGU's progress towards achieving their targets and find ways to overcome them.
5. Identify barriers that might hinder people/offices from achieving their targets and find ways to overcome them.
6. Make "setting of targets" an integral part of the quality assurance process.

Process Check for Consistency

In the POPDEV Planning Approach, it is important to check the consistency of the following:

- 1) Targets with the objectives;
- 2) Objectives with the goal; and
- 3) The goal with the vision of the locality.

This is to ensure that each contributes to the attainment of the high-level desired outcomes. It is also important to check the consistency of the locality's goals against higher and lower planning unit's goals and vision.

To check the appropriateness and consistency of stated goals, objectives and targets, the following may be used as guide questions:

1. Are goals, objectives and targets responsive to the problems and concerns identified in the gender-responsive SA? Are they consistent with the vision of the locality?
2. Will the stated objectives contribute to the attainment of the goals?

3. Will the targets contribute to the attainment of the objectives?
4. Are the goals, objectives and targets consistent with higher and lower visions, goals, objectives and targets?
5. Are there existing goals, objectives and targets that might be in conflict with these goals, objectives and targets?

5.5 FORMULATING PLAN INTERVENTIONS: POLICY AND STRATEGY, PROGRAMS AND PROJECTS

5.5.1 What is a Policy and Strategy?

In this Guide, the terms policy and strategy are used interchangeably. It is a statement of principle, thrusts or direction that guides the activities in the plan. It indicates "how" the goals, objectives and targets are to be achieved. It guides the identification of implementable activities – programs/projects to attain stated goals, objectives and targets.

In this formulation of strategies, the gender-responsive POPDEV planning approach tells us to explicitly recognize the many interacting population and development factors and gender issues affecting a situation. It is important to identify these factors because they are the areas where appropriate interventions can come in. These determinants or causes of the problems provide a clue on how to solve a particular problem.

We need to come up with a strategy to provide means of responding to the challenges identified in the SA. This will facilitate in formulating ways of achieving the stated goals, objectives and targets and will guide us in the identification of programs and projects that need to be implemented. Appropriate policies and strategies address specific determinants of the problem situations identified in the gender-responsive SA. The bases of appropriate policy/strategy are good situational analysis and goals, objectives and targets.

The formulated strategies have to be translated into concrete programs and projects that will achieve the vision and goals formulated early on.

5.5.2 Strategy Formulation: What issues do we need to address to get there?

The BDC can now proceed to the next phase of the process and answer the question: "What issues do we need to address to get there?"

In the preceding phases, the barangay's current conditions were identified and the vision for its future determined. In this phase, the BDC will identify the challenges in achieving the vision. Key issues will now be further assessed and prioritized according to urgency and available resources. Once the priority list is developed, the BDC should now identify

the corresponding options available to bridge the gap between the current situation and the achievement of the vision.

The purpose of this phase is to build on information generated from previous phases to define and prioritize barangay development issues and design appropriate, relevant and responsive strategies and actions to address them.

Based on the Situational Analysis, possible strategies should be identified and formulated. Strategies should be formulated according to the following:

Strengths-Opportunities Strategies. Strategies that maximize strengths of the barangay while utilizing opportunities around it.

Example:

Strength : Pasay is the country's booming commercial district.

Opportunity : There is an increase in number of working population from different areas.

Strategy : Develop a housing program for the housing population.

For barangays

Strength : The barangay has a number of heritage sites.

Opportunity : The City has been declared a Tourist Center.

Strategy : Develop heritage sites to promote tourist oriented activities in the barangay.

Weakness-Opportunities Strategies. Strategies which use opportunities to address weaknesses.

Example:

For sectors

Weakness : There is a high unemployment rate within Pasay City.

Opportunity : There is an increasing number of ICT jobs in the City.

Strategy : Develop a workforce development program focusing on ICT for city residents

For barangays

Weakness : The barangay has a lot of dilapidated and deteriorating residential structures.

Opportunity : There is a high demand for rental housing.

Strategy : Promote the improvement of deteriorating structures in the barangay by encouraging the conversion into rental housing.

Strengths-Threats Strategies. Strategies which use the barangay's strengths toward the threats.

Example:

For sectors
Strength : Pasay has the most outstanding social development program.

Threat : The proliferation of informal settlers remains

Unresolved Strategy : Develop an affordable housing program for the informal settlers.

For barangays

Strength : The barangay has sizable open land.

Threat : New commercial development in the adjacent city has drawn many residents to shop there.

Strategy : Encourage the development of commercial space in available land.

Weaknesses-Threats Strategies. Strategies which address weaknesses to minimize impact of threats.

Example:

For the sectors

Weakness : The cost of office space in Pasay is relatively high.

Threat : Commercial and business centers are emerging in nearby cities

Strategy : Provision of business retention incentives to firms currently located in the city; and/or develop satellite business centers which have lesser office space cost

For barangays

Weakness : The barangay has many informal settlers.

Threat : Poverty in the nearby provinces is causing increased migration in the barangay where many of their relatives live.

Strategy : Relocate, decrease or control the number of informal settlers in the barangay.

The strategies formulated will form the long list of barangay strategies which will then be evaluated as to which will be undertaken. The Sector should formulate a set of criteria relevant to the sector or barangay which it will use in evaluating the strategies identified. Weights should be given each criterion to determine the relative importance of each in relation to the set. Examples of criteria are:

- Financial viability
- Social and political stability
- Priority need or ranking in priority problem
- Connectivity to other strategies
- No. of beneficiaries and social impact
- Environmental implication
- Impact on barangay productivity

To validate the prioritized strategies formulated using the SWOT Analysis, the BDC will now use the results of the problem identification and prioritization; and the fishbone/ problem tree analysis done in the first phase. Using the priority problems defined, the BDC should then formulate strategies to address these priority issues and if needed, formulate related, corollary or sub-strategies to address the secondary causes of the main problem. A parallel fishbone or tree could be drawn to illustrate corresponding strategies to the priority problems.

The results of the two strategy formulation exercises can be compared and a final list of strategies chosen by using a set of criteria based on urgency, degree of impact in terms of its effect on interrelated problems, magnitude of contribution to the achievement of the vision among others.

The final list of strategies should be presented and discussed with the sector officials, Barangay Development Council and as wide a cross section of the sector or barangay as possible to get the community agreement and support to the strategies.

5.5.3 Program and Project Identification : What actions must we take to get there?

After evaluating the strategies and prioritizing them, programs and projects should then be identified for implementing each strategy. Programs and projects need not be limited to only physical projects, studies or activities. It should also include necessary policy recommendations, legislative action, regulatory reform and/or institutional changes necessary to carry out the strategy effectively. The programs and projects should not be limited to what the sector or barangay should be doing but also what the city government, national agencies and the private sector can do to carry out the strategy. Programs which require cooperation with other sectors or adjacent barangays, barangay clusters or several barangay clusters should also be identified if such programs are necessary to address barangay problems and achieve the barangay vision.

These should be in the following format.

Strategy 1

- Program 1
 - Project 1
 - Project 2
 - Project 3
- Program 2
 - Project 1
 - Project 2

Strategy 2

- Program 1
 - Project 1
 - Project 2

Example : Using the previous example of the problem of low achievement level of Pasay elementary students in math, science and English, we can formulate this into a strategy:

Strategy : Increase achievement levels of Pasay elementary students in Math, Science and English by undertaking an aggressive recruitment program.

Program 1 - Enter into a collaboration/partnership with the private sector.

Project 1 - Organize an Education Development Council which involves private educational institutions, NGOs and business corporations primarily to provide technical and financial support to raising the achievement level.

Project 2 - Promote volunteers from Pasay professionals to donate a few hours of their time to teach math, science, and english in Pasay's public schools.

Project 3 - Encourage new graduates in math, sciences, and english to devote a year after graduation to teaching in Pasay schools. This will be supported financially by the Education Development Council and the City Government.

5.5.4 What is a Program?

A program is a package of interrelated projects that conforms to the direction set by the stated policy/strategy. It translates the chosen policy or strategy into implementable activities to attain the stated goals, objectives or target.

5.5.5 What is a Project?

A project is an activity or set of activities that put into action a chosen policy or strategy in order to achieve a goal, objective or target. It may be viewed as a subset of a program. It follows the direction set by stated strategy.

5.6 How to Formulate Policy/Strategy, Programs and Projects?

Step 1: Review the Determinants of Identified Problem Situations

It is important to specify clearly what the problem is and who are affected by the problem so that we know exactly WHO they are, WHERE they are and what is the EXTENT of their problems. This is necessary for us to determine the: (a) extent to which the project is reaching the affected population and (b) whether the project has made a difference in the lives of women and men.

We go back to the gender-responsive POPDEV-sensitive SA to identify the determinants of identified problem situations. Then look for all possible determinants or causes of a problem to get a wider range of options of addressing these determinants.

Then based on the SA, identify specific population groups affected by the problem. These are the target population groups intended to be reached. Some of the useful concepts in specifying target population are:

1. **Population-at-risk, population-at-need and population-at-demand.**
 - Population-at-risk refers to the segment of the total population that is most likely to develop the problem;
 - Population-at-need refers to the portion of the population-at-risk who are already exhibiting the problem;
 - Population-at-demand is that segment of the population-at-need who are availing of the project services.
2. **Direct targets and Indirect targets**
 - Direct targets are those whom the project aims to benefit and to whom the project services are delivered.
 - Indirect targets are those whom the project aims to benefit eventually, although they do not receive the project services.

Step 2: Formulate Policies and Strategies

Formulate gender-responsive and POPDEV-sensitive policies and strategies that respond to the determinants of specific problem situation to attain the goals and objectives that considers practical and strategic gender needs.

To translate the gender responsive in the plan's goals, objectives and targets, the following questions should be considered in the formulation of policies and strategies.

- Do the policies and strategies address the practical and strategic needs of women and men?
- Do they ensure the effective participation of both women and men?
- Do they generate and process gender-responsive data?
- Do they raise women's economic, social and political status?
- Do they install processes and procedures that take into consideration the unique time allocation scheme, work load and skills of women? And
- Are they able to articulate a clear approach for promoting women's participation and access to services, resources, opportunities, capacity development and information?

A gender-responsive development strategy, therefore, provides at least for affirmative action for women and at best for the transformation of local socio-cultural and political structures, beliefs and practices to eliminate gender divide.

Step 3: Check Consistency of Policies with Problems

We check consistency of policies and strategies with the identified problems, goals and targets and with each other. The following questions will serve as guide in checking consistency:

1. Does each policy/strategy address a determinant or cause of the problems identified in the gender-responsive SA?
2. Are the policies/strategies consistent with the stated goals, objectives and targets?
3. Are the policies/strategies consistent with each other and with other existing policies and strategies?
4. Are the policies/strategies consistent at all level? What action (e.g., legislative or executive) will these policies/strategies require?

Step 4: Check Consistency of Policies with Problems

Again, we refer back to the gender-responsive and POPDEV-sensitive SA to determine the factors that are responsible for the problem in order to identify what types of programs and projects are appropriate and adequate to achieve the objectives. This should be done in an orderly and logical way because all of the factors may be interrelated in terms of cause and effect.

After identifying the programs and projects, we need to identify their likely effects, both direct and indirect (and often unintended). This is necessary to identify what other projects may be implemented expanded to maximize the impact of the project under consideration or to minimize whatever impact the project might have.

Consider the following guide questions in designing programs and projects:

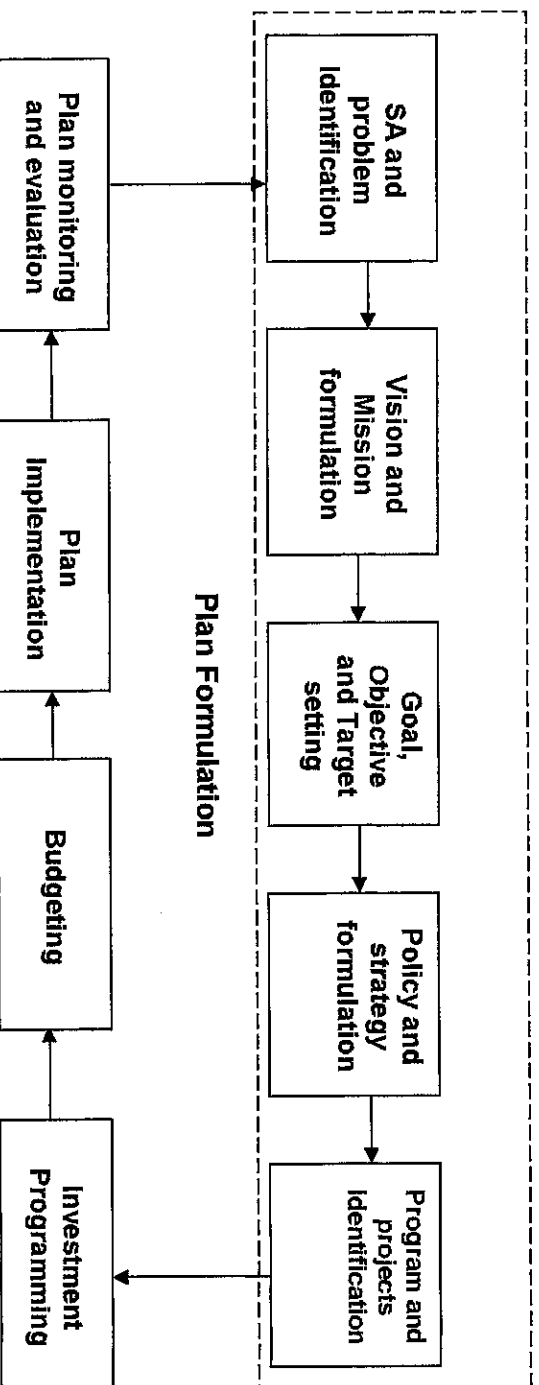
1. Were the programs and projects designed in consultation with women and professionals who have gender perspective?
2. Do they deal with helping women enjoy their human rights?
3. Do they directly contribute to the solutions of the gender issues or the attainment of women's empowerment and gender equality?
4. Are they clear about how women's capacities to participate in the planning, implementation and monitoring will be developed, enhanced and maximized?
5. Are they about the targeted end –of- the project benefits? Do they have monitoring mechanism indicators to ensure the extent to which these benefits will be attained?
6. Do they contribute to sustained capacity among institutions to promote women's empowerment and gender equality as a way of life?

IMPROVING THE LOCAL INVESTMENT PROGRAM (LIP)

6

In the previous sections, we saw how each step in the planning process inputs into the next step. We learned that the determinants or causes of a problem situation are the areas that allow us to identify appropriate development interventions – policies, strategies, programs and projects – for resolving the problem. We also learned that resources are often limited. Therefore, we need to assess and prioritize the identified programs and projects. This is where Investment Programming comes in. Without sufficient financing, programs and projects cannot be implemented effectively and efficiently. In this section, we are provided with concepts and tools on how to improve our investment programming.

The Planning Process



6.1 Local Investment Programming

6.1.1 What is Investment Programming?

It is the process of screening, classifying and prioritizing programs and projects to ensure that there is available sufficient financing to effectively and efficiently implement the priority programs and projects. In order that investment programming would result in an effective, efficient and equitable investment program, it should be based on a good POPDEV-sensitive and gender-responsive development plan.

6.1.2 What is An Investment Program?

Investment Program is a mix of priority programs and projects selected and developed from the initial program and project concepts. These programs and projects were identified in the development plan as the appropriate means of addressing the development problems and concerns of a locality and its people (both men and women). These may be implemented for one year or longer, i.e., five or 10 years.

An investment program may be developed at national, regional or local level. But regardless of the scope, all investment programs must be consistent with and supportive of the national development vision, goals, objectives and targets contained in the Medium-Term Philippine Development Plan (MTPDP).

At each stage of the process, the higher levels of government may add to or be deleted from the list, if we have identified additional complementary projects within their jurisdiction. We may also find certain projects as having potentially negative side effects on other LGUs or we may consolidate lower-level projects into a package that could avail of "economies of scale". It is also possible that higher-level units may be using different criteria and weights from those used by the lower-level LGUs and therefore, their priorities may differ.

6.1.3 Why Develop an Investment Program?

Development or better life has many facets – better health and nutrition, better health and nutrition, better education, satisfying jobs, greater mobility, greater peace and order, gender equality, and others. It indicates that society has unlimited wants and needs. These wants and needs are reflected in the development concerns of a locality and its women and men. However, available resources to meet these wants and needs are limited. Society is faced with resource allocation problem – how to allocate limited resources among compelling needs and wants. This is why planning is vital; for us to arrive at effective, efficient and equitable ways of allocating limited resources.

To ensure that the more important programs and projects are funded and implemented, investment programming is undertaken. In short, we develop a local investment program to optimally allocate limited resources to priority programs and projects, and thus achieve the greatest good for the greatest number of people in the area.

The 1991 Local Government Code mandates the development of the Local Investment Program (LIP). Section 296 of the Code states that: "It (LIP) is the basic policy that LGUs may create indebtedness and avail of

credit facilities to finance local infrastructure and other socio-economic development projects in accordance with the approved local development and investment programs. "Moreover, international and national financing institutions usually require the LGUs to have a list of priority programs and projects.

6.2. HOW TO DO LOCAL INVESTMENT PROGRAMMING?

Step 1: Identify and Prepare Programs/Project Concepts

The identified programs and projects in the local development plan will now be translated into project concept. Below is the suggested format to comply with Stage 1.

LIP Form 1. Individual Project Concept

Proponent
Brief description of project
Problem/concern being addressed
POPDEV/Gender issues being addressed within the project
Objectives
Cost (Total and annual)
Location
Target beneficiaries
Source of funds
Proposed period of implementation
Status

Step 2: Prepare Master list of Projects by Sector

The individual proposed projects are consolidated into a master list showing costs and proposed schedule of implementation. LIP Form 2 contains the master list or long list of all programs and projects categorized by sector.

Determine if Capital or Non-Capital Project. The programs and projects are then categorized into capital and non-capital projects. Capital projects are those requiring relatively large, permanent and tangible investments. Non-capital projects are those related to installation or improvement of services and systems such as research and training. Capital projects are indicated with "C" while non-capital projects with "NC" in the LIP form.

LIP Form 2 – Master List of Projects by Sector

Reference Non-	Projects	Capital or Capital
1	Rice production enhancement	
2	Farm to market road	
3	Community-based forest management	
4	Training center for livelihood	
5	Enterprise development service	
6	Rehabilitation of tourist destinations	
7	Hospital building program	

6.3 SETTING THE PLAN IMPLEMENTATION MECHANISMS

6.3.1 What is Plan Implementation Mechanism?

In implementing the plan, there is a need to set up structures and mechanisms. Plan Implementation involves actually undertaking the various activities of the plan in order to convert its inputs to desired outputs or outcomes.

6.3.2 Why Prepare a Plan Implementation Mechanism?

Local Development Plan is multi-sectoral in character. It contains priority programs and projects that respond to the different sectoral and multi-sectoral concerns of the community. Thus, the attainment of planned development goals and objectives.

- Joint efforts and resources of development agencies at the community
- Women and men constituents, groups, institutions within and outside the community
- Implementation, including complementary efforts to translate the plan into concrete public as well as private investments and activities

The major implementation concerns include:

- Defining of roles and assigning of responsibilities to the different implementing agencies

- Identifying and setting in place the mechanisms for coordinating the various activities of the implementers
- Identifying and putting in place the various other implementation structures
- Developing a monitoring and evaluation system to assess the effectiveness and efficiency of the implementation of the programs/projects

At the start of the implementation process, the Local Government Council (LDC), through the Planning and Development Office, identifies structure and mechanisms to facilitate plan implementation. These structures and mechanisms include:

- Specific government agencies and private institutions
- The structures and staffing patterns within the LGU for coordinating the efforts of the different implementing bodies
- Mechanisms for involvement of civil society including women, such as support structures like day care center to allow women time and space to participate and GAD Committees or GAD focal points to monitor women's participation at various levels of implementation
- Equal opportunities for women and men to participation in the project
- Different implementation concerns
- System for monitoring and evaluation

6.3.3 Who are the Plan Implementers?

These are government agencies, NGOs and private sector entities that will play a role in implementing the various programs and projects of the Local Development Plan. The LDC defines the roles and responsibilities of these entities in plan implementation, gets the acceptance of their identified roles and responsibilities and makes the appropriate arrangements with each of the participating groups.

LGU Organization Structures and Mechanisms Involved in Plan Implementation

- Planning and Development Office – coordination of plan implementation.
- Fiscal Planning and Management Unit – preparation of financial plan, including analysis of current and future LGU income, to support plan implementation. (Local Budget Office, Treasurer's Office, Assessor's Office, Accountant's Office)
- Project Development and Operations Unit – project development and management unit of each office. May be set up for special projects.

- Monitoring and Evaluation Unit – local project monitoring committee.

LGU Development Regulation and Control Measures

- Zoning ordinance – a legal mechanism or tool to ensure that development projects are implemented according to the land use plan of the locality.
- Taxation measures – a mechanism to increase LGU revenues, provide tax incentives to motivate private sector participation, imposition of disincentives (higher taxes) to discourage activities not identified in the plan or not compatible with the overall development direction of the community.

Promoting and Marketing the Plan

□ Why?

- To ensure increased public awareness and understanding of the plan, including the specific policies of the local government.
- To generate broader public support, commitment and cooperation in plan implementation.
- To sustain mass dissemination of the development vision, goals, and programs/projects of the LGU and the local leadership.

Promoting and Marketing the Plan

□ Strategies

- Advocacy and Education
 - Use of Print and Electronic Media
 - Networking and Institutional Linkaging
- LGU should therefore do the following:**
- Strengthen information management capabilities
 - Develop human resources for communication
 - Manage production and mass or selective dissemination of multi-media information packages

Promoting and Marketing the Plan

- Why a Gender-Responsive POPDEV Plan?
 - Greater effectiveness
 - Greater efficiency
 - Greater equity

Legitimizing the Plan

- Plan legitimization involves the participation of all women and men stakeholders through a series of consultation toward achieving wider acceptance and official adoption of the plan.
- Acceptance of the plan by women and men of the community ensures their concerted effort toward the attainment of the plan's desired outcomes.
- Establishment of plan ownership and consequently leading to greater accountability.

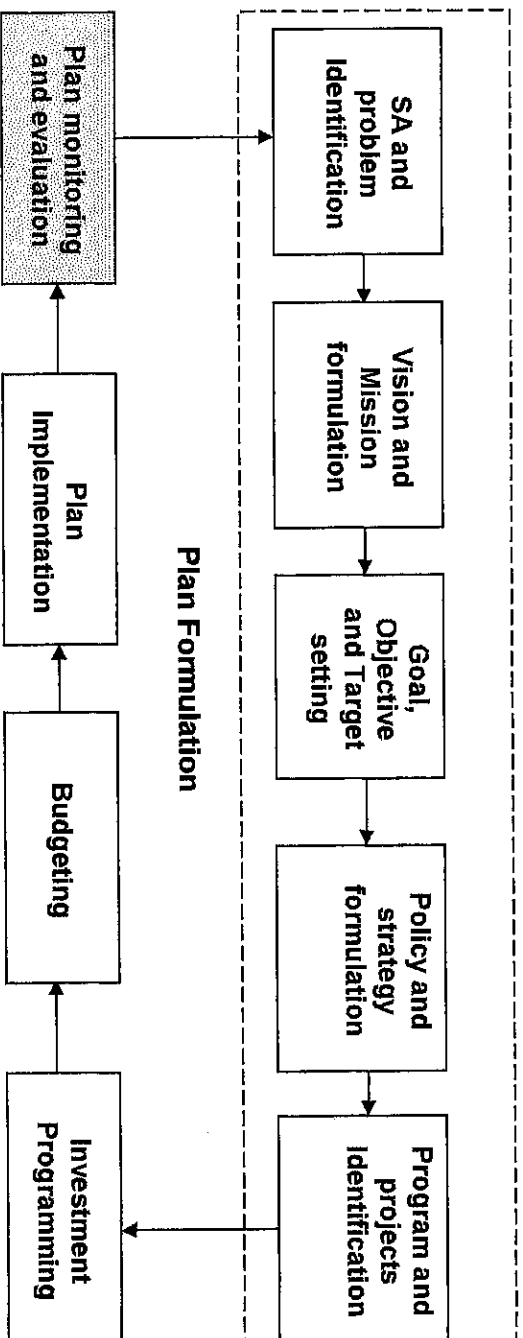
GENDER-RESPONSIVE MONITORING & EVALUATION (M&E)

7

7.1 Monitoring and Evaluation

During the implementation, the programs and projects are closely monitored to ensure that they are carried out as scheduled and within the budget, and more importantly, that the intended beneficiaries are reached. If not, corrective measures are instituted. At the end of the planning period or upon completion of a program or project, evaluation is carried out. In this section, we will provide with the concepts and tools of plan monitoring and evaluation (M&E).

The Planning Process



Monitoring and evaluation are performed to assess how faithfully and how effectively a plan is being carried out. At the macro level, monitoring and evaluation of the overall plan is done. At the micro level, monitoring and evaluation of a specific program or project is also performed (NEDA, 1994:34).

In monitoring and evaluating programs and projects, the following considerations should be taken into account (NCRFW 1993:33):

1. A systematic gender-responsive monitoring and on-going evaluation mechanism in the project design should be done.
2. If the project's monitoring and evaluation system is not appropriate or if it has no built-in M&E, one should be set up. In developing the system, the following concerns should be considered:

- a. The system should begin with the list of POPDEV-sensitive and gender-responsive indicators discussed under the SEP formulation.
- b. Involve beneficiaries in the development of POPDEV-sensitive and gender-responsive M&E (e.g., designating sex-disaggregated data requirements, collection and interpretation of data, etc.)
- c. Identify the appropriate list of POPDEV-sensitive and gender-responsive indicators to be able to explicitly measure the sex-differentiated effects and benefits of the project on target groups. There are three types of indicators that usually used for monitoring and evaluation, namely: *input indicators* which measure the resources available for the program; *the output indicators* which are the kind and magnitude of results that can be expected from good management of inputs including activities; and *outcome indicators* which measures the end result and how the project impacts on the quality of life.
- d. Identify and determine effects of projects on target groups.
- e. Institutionalize the designed POPDEV-sensitive and gender-responsive M&E into the project.

7.2 Monitoring

Monitoring requires an assessment of the progress of a development program or project. The assessment includes the identification of issued and problems encountered, with the end view of facilitating the projects implementation (NCRFW, 1993:31).

In the course of the implementation of a program or project, both the overall plan and the specific programs or projects are monitored to determine (NEDA, 1994:34):

- a. Whether the plan or the program/project is undertaken according to schedule and budget. If not, why? What needs to be done to put back on schedule and within the budget? Is there a need to revise either the schedule or the budget, or both?
- b. More importantly, whether the identified the identified female and male target beneficiaries of program/project are reached. If not, why? Was the situational analysis faulty? What changes need to be undertaken to reach the intended beneficiaries? If they were reached, was this done efficiently, effectively and equitably? If not, how can this be done?

7.2.1 What is Project Monitoring?

It is the systematic, timely and regular gathering of feedback about the progress of a project in terms of inputs, operations and outputs, and the timely provision of appropriate support or intervention.

7.2.2 What are the two Components of Project Monitoring?

A. Systematic, timely and regular gathering of feedback

Actual data is compared from plans and determines whether clearance from funding and backstop agencies has been sought about and whether there are any deviations from the original plans.

B. Timely provision of appropriate support or intervention

The project examines the causes of the deviations, identifies solutions, and persons likely to solve the problems, and determines the type and support and intervention necessary to correct the deviations.

7.2.3 Why do we Monitor a Project?

When we provide systematic, timely and regular information on a project's progress:

1. Monitoring helps in the immediate identification of strengths that can be replicated in current and future projects.
2. It helps determine weaknesses, gaps, errors and problems in the course of implementation and formulate possible solutions to these problems.
3. It facilitates the clarification and resolution of issues with project implementers.
4. It provides sex-disaggregated data which researchers and evaluators can use in the interpreting overall and differential impact evaluation results of females and males. It can also provide insights and lessons from the present project to be in development of future projects.
5. When we provide timely and appropriate support or intervention:
 - a. It promptly checks problems at an early age, thus preventing recurrences, unnecessary wastes in resources and possible damaging effects on the program.

- b. It helps in the early introduction and application of solutions that lead to the timely realization of the project's activities.

7.3 Evaluation

This refers to the systematic assessment of a planned, ongoing or completed intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. The intent is to incorporate lessons learnt into the decision-making process.

Evaluation may be done in two ways:

1. **On-going Evaluation** – On-going and periodic evaluation is conducted to provide early feedback to project management on the following concerns: policies affecting the project; attainment of sectoral goals and objectives; adequacy of institutional arrangements; and the appropriateness of project design and the level of resources.

One familiar activity is the conduct of mid-program and project evaluation to determine if the assumptions made regarding the project environment and target group are still valid. The review likewise helps determine whether the project should be modified due to environmental constraints. Moreover, the review can ascertain how natural phenomena, local political events, national and international incidents have affected the project (NCRFW, 1993:31).

2. **Post Evaluation** – On the other hand, post involves the systematic and objective assessment of completed development projects. It may be done at the end of the project or sometime thereafter, it analyzes project outcomes and the underlying factors which contribute to the project's success or failure so that it can identify the features that deserve replication in future projects as well as the pitfalls that need to be avoided.

7.4 Monitoring vs. Evaluation

What is the difference between monitoring and impact evaluation?

Project monitoring and impact evaluation are two interrelated processes. They are important elements of project management. They also require baseline information and documentation during implantation. Moreover, both involve a critical study of the various components and processes of a project and how these help in the attainment of the project's activities. Finally, they provide insights and lessons for use in the next project planning.

But there are a few basic differences between the two, namely:

Monitoring	Evaluation
Monitoring focuses on operations – the correspondence among inputs, activities, strategies and outputs. It asks the question: How is the project running?	Evaluation focuses on project effects. So it asks question: What difference did the project make?
Monitoring is conducted continuously from the start of implementation.	Impact evaluation is done after a project, or after a certain stage of it, has been completed.
Monitoring requires documentation of the project's progress during its implantation.	Impact evaluation necessitates documentation before, during and after the project's operation. Data gathered during monitoring are used as inputs during evaluation.
The person in-charge of project monitoring is actively concerned with conduct as well as the outcome of the project.	The project evaluator has no involvement with the day-to-day operations of a project. Ideally, the evaluator should maintain a detached and impartial view of the project.

7.5 Categories of Gender-Responsive POPDEV Indicators by Level

7.5.1 Inputs Indicators

Input indicators describe the quality and quantity of the various inputs to the development interventions as well as the past, present and expected future situation or condition of the locality and its people.

Quality and quantity of inputs to developmental interventions include:

- Physical resources such as raw materials, financial and human resources;
- Technology, including equipment, management systems;
- Development priorities of the LGU / national level; and
- Policies and strategies.

Input indicators used to make comparative descriptions of past, present and future situations are usually a set of key social, economic and demographic data such as:

- Population size and density;
- Size and wage rate of the labor force;
- Quality and quantity of natural resources;
- Social service, infrastructure organization; and
- Description/results of past, present and prospective development programs, etc.

7.5.2 Output Indicators

These indicators measure the quantity and quality of the goods and services produced directly by the completed program, project and other development interventions

Examples of output indicators are:

- For a community reforestation project, the number of hectares of land reforested and number of trees planted per person;
- For an immunization program, the number of children fully immunized, the infant mortality rate, and the morbidity rate by cause; and
- For a training program, the number of trainees by age and by sex and number of courses conducted.

7.5.3 Outcome Indicators

These measure the qualitative and quantitative results of the intervention in the short run (effects) and in the long run (impact) in terms of the extent to which the needs of the target beneficiaries are met. For example, in a training program, an effect indicator would be the unemployment rate and an impact indicator would be the level of well-being of the beneficiaries.

The distinction of the three categories of indicators is further illustrated in the following:

Program/Project (P/P) (Ex: Training Program)	P/P Implementation	Results of P/P Implementation	Outcome of P/P Implementation
<p><i>Input Indicators</i></p> <ul style="list-style-type: none"> - Unemployment rate (f/m) - Number of trainees (f/m) - Number of courses - Cost per trainee - Income level of participants (f/m) 		<p><i>Output Indicators</i></p> <ul style="list-style-type: none"> - Number of f/m who completed training (by age) - Number not able to complete training (f/m, age) - Number of courses completed - Actual cost of training 	<p><i>Outcome Indicators</i></p> <p>Short term</p> <ul style="list-style-type: none"> - number of f/m able to obtain work or start a business - income level (f/m) <p>Long term (impact)</p> <ul style="list-style-type: none"> - Unemployment rate (f/m, age) - Nutritional status (f/m, age) - Possession of household goods

Guide Questions to facilitate monitoring and evaluation:

1. Data Collection and Analysis
 - a. Does the project's M&E system explicitly measures the project's gender-differentiated effects on the target groups?
 - b. Are the data collected with sufficient frequency so that necessary projects adjustments can be made during the project?
 - c. Are the data fed back to project personnel and beneficiaries in an understandable form, and on a timely basis to allow project adjustments?
 - d. Are specific policies related to project implementation identified?
2. Has the project identified the POPDEV-sensitive and gender-responsive indicators to be monitored and the monitoring frequency?
3. Does the project include a mid-term or annual evaluation?
4. What mechanisms have been built into the project for corrective action on the basis of evaluation?
5. Are copies of the final evaluation report given to project developers, implementers and national decision-makers to guide them on insights and lessons learned for future use?
6. Are beneficiaries involved in designing data requirements?
7. Are beneficiaries involved in the collection and validation of data collected for monitoring purposes?

8. Operational – does the project have any of general and/or gender-differentiated negative effects on the beneficiaries which were identified in the course of the project implementation? If so, what attempt are being made to avoid, minimize or compensate those affected?
9. Organization – Has the project led directly or indirectly to the establishment of an organization, group, cooperative or other institutions or enterprise?
10. Socio-Economic
 - a. What are the levels of participation in the decision-making and of the project management? How can the participation be enhanced at all levels of project implementation?
 - b. What changes have resulted from the involvement in the project in terms of: work, home, local community and society?
11. Are appropriate control procedures in place to operationalize the designed M&E system?
12. Are concerned project personnel and management appropriately informed and trained on the use and importance of the designed M&E system?
13. Are the necessary logistics and support structures in place for the operation of the designed POPDEV-sensitive and gender-responsive M&E system?

Results Chain Performance Measure Budget Matrix

Why is measure important

- 1 What gets measured gets done!
 - How did we learn to spell words?
 - How did we learn our high school subjects?
 - Why do we stop our cars when it overheats?
- 2 Similarly, MDG introduced various measures of poverty incidence so that WE will be prompted do something about it and its manifestations
 - Income level
 - Infant mortality rate
 - Incidence of major diseases

Performance Measure Results Chain

1. Are set internally with the participation of key stakeholders, rather than handed down by some external entity. Facilitates meaningful Monitoring & Evaluation (M&E), promotes transparency and accountability
2. Measures are regularly collected to assist management make *timely* and key operational decisions so that program objectives are met, desired results are delivered
3. Must be composed of a series of measures building on each other and integrated into the various components of a program

Results Chain Performance Measure Budget Matrix

Project title:				Dept:	
RESULTS	STRATEGIC GOALS	MEASURE	TARGET this Year	BUDGETARY REQUIREMENT	
IMPACT (VISION)	(City Vision)	(Desired proportion of Residents satisfied with the city programs)	(% or Ratio)	N.A.	
OUTCOMES (MDG)	(MDG being addressed)	(Indicator for appropriate MDG)	(% or Ratio)	N.A.	
OUTPUTS	(Project Result)	(Proportion of target beneficiaries served) (Proportion of residents satisfied with the project)	(% or Ratio)	N.A.	
ACTIVITY	(Outreach)	(Proportion of barangays reached)	(% or Ratio)	N.A.	
INPUT	Materials	Unit of measure	Quantity	Actual Amount	
	Personnel, manpower	No. of man-days	Quantity	Actual Amount	
	Meals, venue	No. of pax/food cost/day	Quantity	Actual Amount	
	Transpo, Comm,	Gas Fuel in liters,	Quantity	Actual Amount	
TOTAL BUDGETARY REQUIREMENT (Php)					Summation