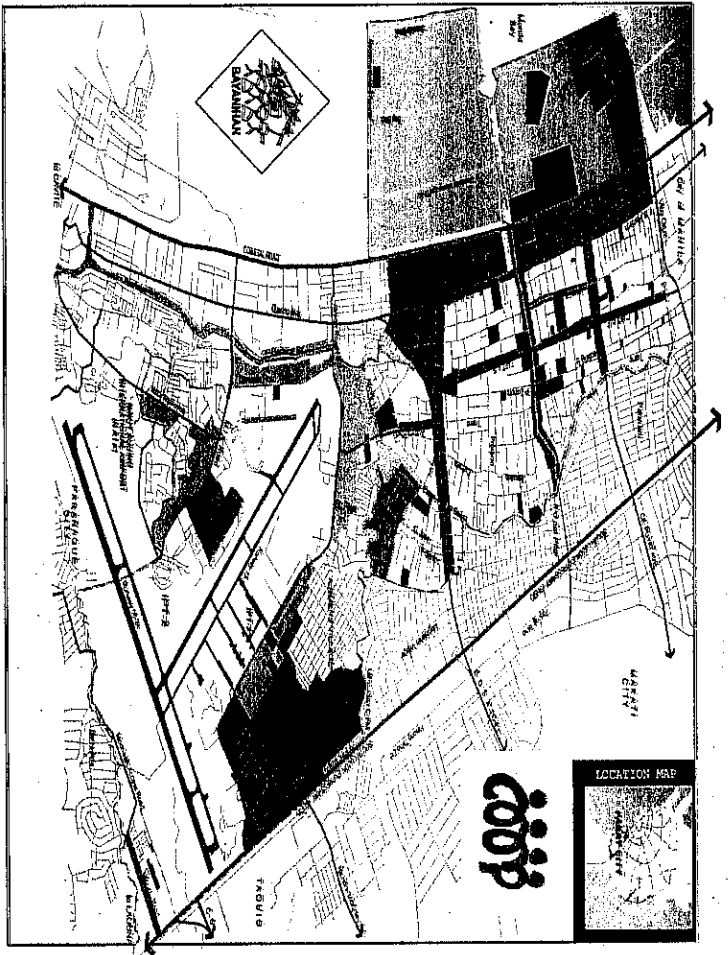


Bayanilihan ORIENTED BARANGAY DEVELOPMENT PLAN (Workbook)



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People of Pasay

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BAYANIHAN ORIENTED BARANGAY DEVELOPMENT PLAN (WORKBOOK)

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.

The 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. The 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. The Manual also treats seemingly separate activities into one single and continuous process.

1.2 OBJECTIVES

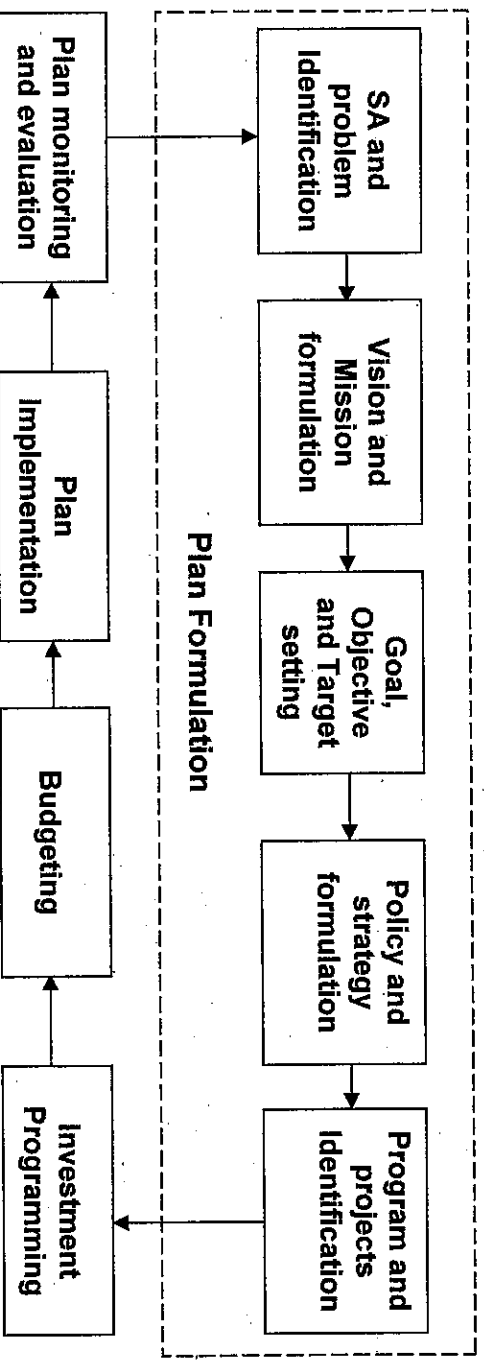
This Manual provides a methodology to assist department and barangay officials, staff and other community stakeholders in preparing an Annual Investment Plan/Barangay Development Plan; program the implementation of a range of programs, projects and tasks; prepare an annual and multi-year budget; and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

1.3 PLANNING ORGANIZATION

In preparing an MDG-responsive Barangay Development Plan, the Barangay Chairman should create a Barangay Planning Team (BPT). BPT 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. It shall also serve as the secretariat of the Barangay Development Council.

1.4 THE PLANNING PROCESS

Figure 1. The Planning Process



1.5 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.

1.5.1 SITUATIONAL ANALYSIS (SA) AND PROBLEM IDENTIFICATION (Session 1 & 2)

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.

1.5.2 VISION AND MISSION (Session 3)

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, ensure 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.

1.5.3 GOALS, OBJECTIVE AND TARGET SETTING (Session 4)

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.

1.5.4 FORMULATION OF POLICIES AND STRATEGIES (Session 4)

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 responds to the causes of the problem in order to achieve the stated goals, Objectives and targets

1.5.5 IDENTIFICATION OF PROGRAMS AND PROJECTS (Session 4)

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.

1.5.6 SETTING THE PLAN IMPLEMENTATION MECHANISMS (Session 5)

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.

1.5.7 INVESTMENT PROGRAMMING AND BUDGETTING (Session 5)

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.

1.5.8 PLAN IMPLEMENTATION (Session 5)

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.

1.5.9 PLAN MONITORING AND EVALUATION (Session 6)

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.

1.6 BDP WORKBOOK

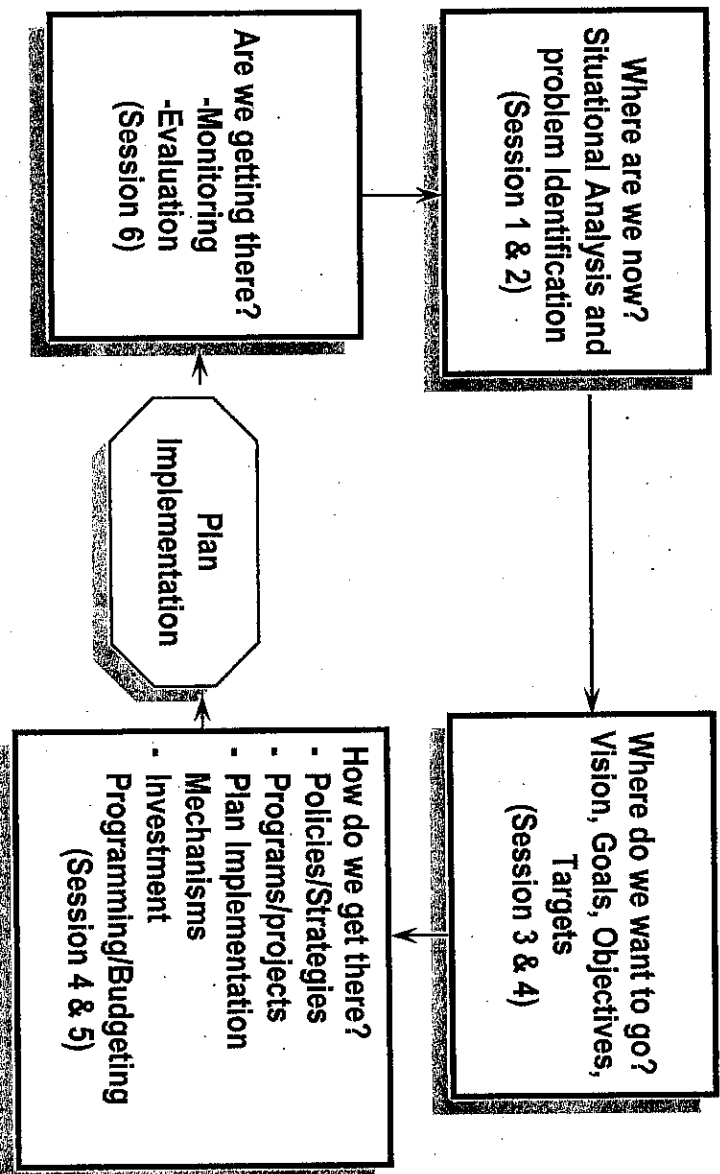
This BDP Workbook will provide the planners and/or Barangay Development Council (BDC) Members an easy tool that would guide them to make the MDG responsive Barangay Development Plan. This BDP Workbook has the following sessions:

- Session 1: Improving Situational Analysis (SA) Using POPDEV Approach
- Session 2: Problem Identification and Initial Prioritization
- Session 3: Improving the BDP (Vision, Mission) Using the POPDEV Approach
- Session 4: Guiding Plan Formulation of Goals, Objectives, Targets and Policies, Programs, Projects Using the Development Plan Matrix
- Session 5: Improving Local Investment Programming
- Session 6: Gender-Responsive Monitoring & Evaluation (M & E)

SESSION 1. IMPROVING SITUATIONAL ANALYSIS (SA) USING POPDEV APPROACH

2

The Planning Process Overview



SESSION 1 OBJECTIVES:

- Get familiar with the concepts and processes of situational analysis.
- Understand the importance of a good SA in planning
- Learn how to identify problem situations

SESSION OUTLINE:

1. Situational Analysis (SA)

- What is SA?
- Why SA?
- What is a good SA?

2. Improving SA

- Using the POPDEV planning approach

3. Workshop

Where are we in the planning process?

THE BARANGAY PLANNING PROCESS

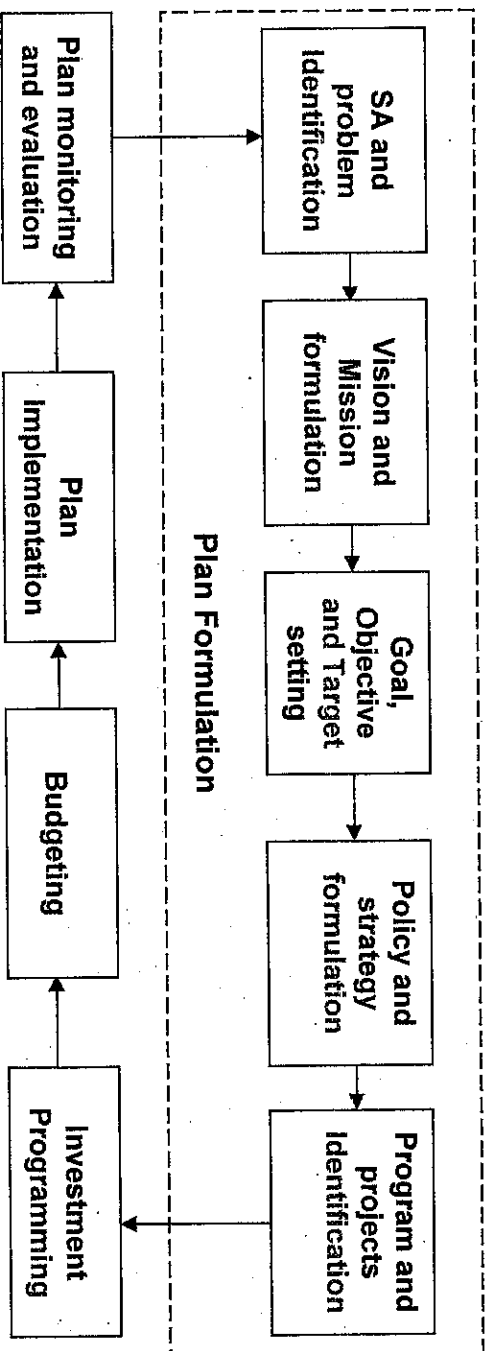
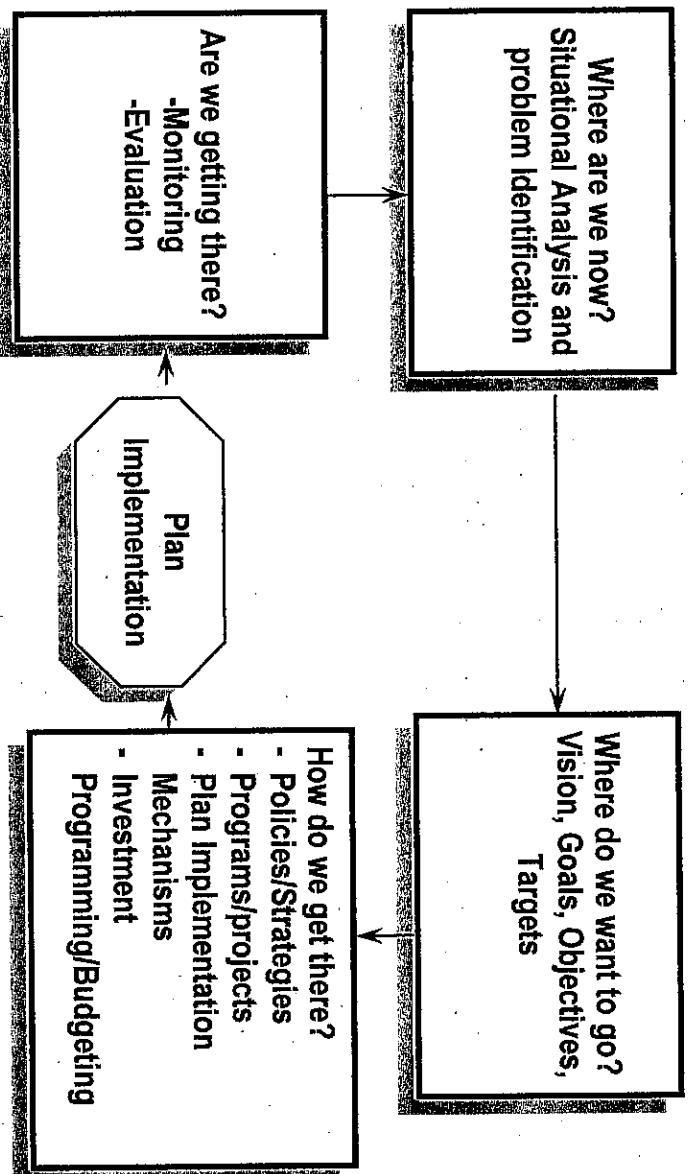


Figure 1. The Planning Process

ANOTHER VIEW OF THE BARANGAY PLANNING PROCESS



WHAT IS AN SA?

- 0 Assessment of the many interacting factors affecting a locality and its people
- 0 Reviews past and present conditions of an area and asks:
 - How are we doing?
 - Are the situations in the locality desirable or not?
 - What factors brought these about?
- 0 Identifies the locality's strengths, weaknesses, opportunities and threats.

WHY CONDUCT SA?

- Have comprehensive view or understanding of the locality's conditions to determine its development concerns
- Know what interacting factors brought about these development concerns
- Objective basis for development planning, decision making and action

WHAT IS A GOOD SA?

- Able to capture comprehensive and correct view of the situation
- Based on adequate, timely, relevant, and reliable data and information
- Identifies the population groups affected by a particular situation- who they are, where they are, and the extent of their situation

BARANGAY CBMS SURVEY RESULTS AND SEP

Critical in the preparation of the Situational Analysis is a timely, comprehensive and reliable **SOCIO-ECONOMIC PROFILE OR SEP (CBMS Survey Results)**

□ What is an SEP?

- Compilation of data and indicators that describes characteristics of a locality and its people; and
- Allows the POPDEV analysis in each step of the planning process

□ Why prepare an SEP?

- Local development planning demands substantial data inputs especially in the SA; and
- SEP is the primary basis of the SA

How to prepare the Situational Analysis (SA)?

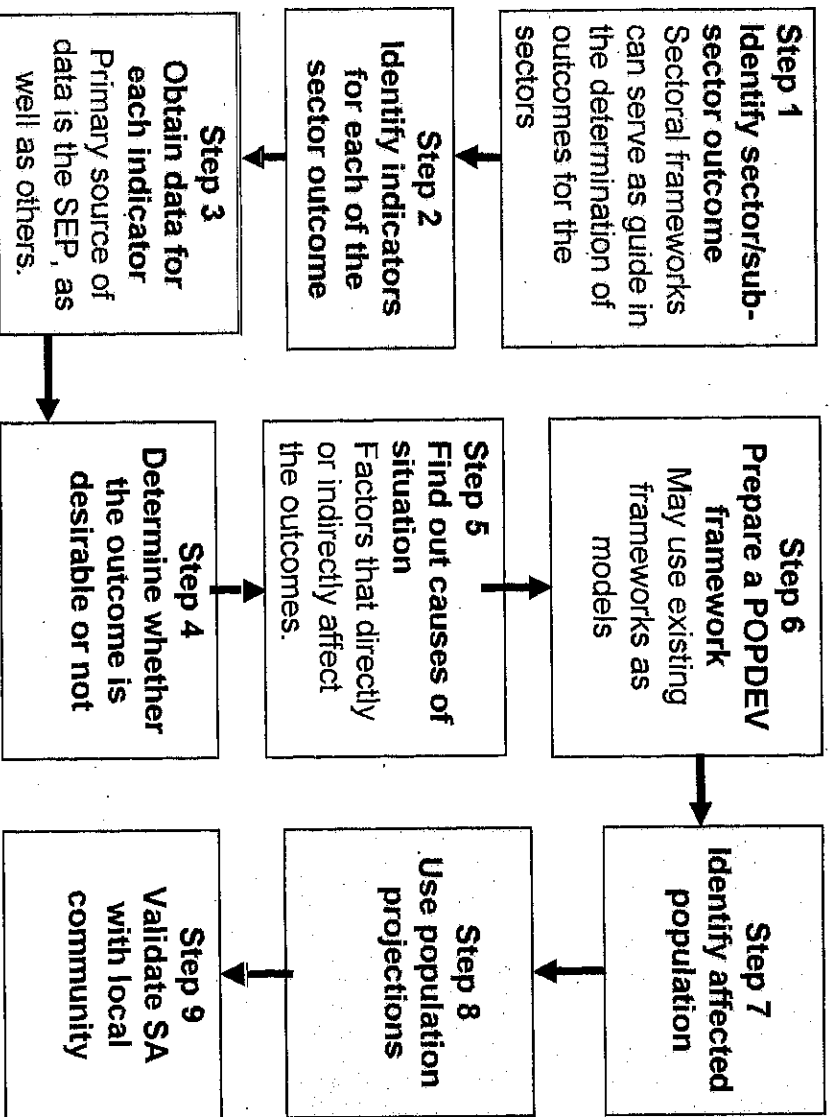


Table 1. Sample Situational Analysis (SA) Form

Devt 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	

SA Form

Outcomes	Problem/Strength			Determinants		Target Population
	Name	Value	Standard	Proximate	Underlying	

STEPS ON SA PREPARATION

Step 1: Identify sector/sub-sector outcomes

The Barangay CBMS survey results yields five major problems. Classify the major problems into areas of concerns or sub sector/sector outcomes. The Sectoral frameworks can serve as guide in the determination of outcomes for the sectors. **(See Table 1)**

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.

Using the locality's data, compare outcome with:

- Past data

- National data
- Regional data
- Data of a similar locality
- A planning standard

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/s 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? (use males and females by age)
- b. Where are these women and men?
- 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.

Conclusion

- SA is a comprehensive view or understanding of locality's conditions
- Understanding the conditions requires a framework that will show interrelationships of factors
- SA depends on adequate, timely, relevant, and reliable SEP
- Problems are identified via comparing locality's data with planning standards or comparing it with past data, or national or regional data, or data of similar locality

Workshop to guide SA formulation

- Identify the outcome of a sector (refer to the sectoral framework);
- Name/List the indicators needed to measure the outcome. Indicate the value and compare with the standard;
- Indicate if it is a problem or a strength;
- List the determinants and classify whether proximate or underlying (refer back to the framework); and
- Identify the target population.

SA Form

Outcomes	Name			Problem/ Strength	Determinants		Target Population
	Name	Value	Standard		Proximate	Underlying	

SESSION 2: PROBLEM IDENTIFICATION AND INITIAL PRIORITIZATION 3

SESSION 2 OBJECTIVES:

- 0 Learn simple approaches in prioritizing identified problem situations.
- 0 Apply these approaches in actual local situations.

SESSION 2 OUTLINE:

- 0 Why prioritize problem situations?
- 0 Prioritizing identified problems
 - Setting criteria
 - Ranking problems
- 0 Workshop

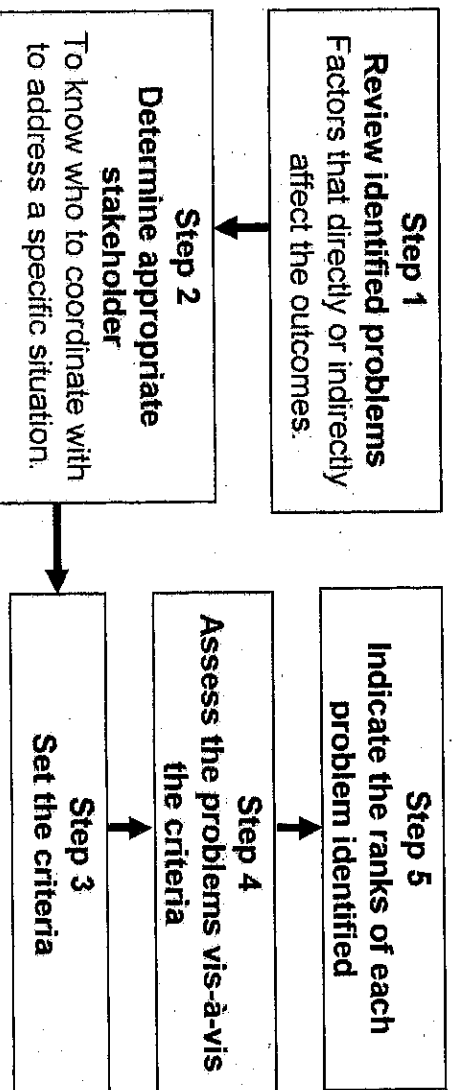
Why prioritize identified problems?

- 0 To find out which problems to address during the planning period
- 0 To decide which problems ought to be attended first, next and so on
- 0 To determine the value the locality places on the identified problems besetting the locality

Levels of Prioritizing problems

- Within the sector (e.g. Social sector)
- Inter-sector prioritization of identified problems

Steps on how to prioritize problems?



Tips in Identifying problems

- Problems are derived from the worse off situations of a locality
- Worse off situations are known by comparing data

- Problems always related to the sector or sub-sector outcomes

Template for Individual Rating Ex: Housing Sector

Problems/Issues	Criteria/Weights				Total
	Urgency (35%)	Seriousness (30%)	Extent (20%)	Consequence (15%)	
1. High price of land	35	30	18	15	98
2. High cost of housing	32	28	16	12	88
3. Lack of housing policy at the LGU level	28	30	15	12	85
4. Women's limited access to housing ownership	27	28	15	20	87
5. Complicated housing systems and procedures	33	30	18	12	93
6. Matching affordability levels with women's desired housing design	30	25	15	15	85
7. Integrating gender concerns in settlement planning	25	25	15	12	75
8. Acceptance of women in the housing industry	20	28	15	10	73

Step 1: Review identified problems

Factors that directly or indirectly affect the outcomes.

Step 2: Determine appropriate stakeholder

To know who to coordinate with to address a specific situation.

Step 3: Set the criteria

- The LGU chooses a set of criteria, which might include the following:
 - Urgency of the problem or concern
 - Seriousness of the problem or concern
 - Extent of the problem or concern
 - Magnitude of directly and indirectly affected population
 - Consequence of the problem
 - Impact on the solution of other problems
 - Impact on strengths, potentials and opportunities of the area
 - Impact on other localities
 - Others

Step 4: Assess the problems vis-à-vis criteria

- Break down a criterion into sub-criteria to reduce element of subjectivity;
- Assign weights to the chosen set of criteria, sum of all weights should not exceed 100%;

- Subject each local problem against a set of simple, common sense criteria – as an initial prioritization process;
- Prioritization can also be done through consultation with key informants

Step 5: Indicate the ranks of each problem identified

Workshop on Problem Prioritization

- Deliberate and agree on the criteria and weights to be used for prioritization problems;
- List all those identified as problems in the SA workshop. As much as possible, each sub-sector should list their problems;
- Each sector will rate the problems using the criteria (one sector – one rating sheet)
- Get the average scores of all the sectors for each problem
- Rank the problems

Workshop on Problem Prioritization

Problems/Issues	Criteria/Weights				Total
	Urgency (35%)	Seriousness (30%)	Extent (20%)	Consequence (15%)	

SESSION 3: IMPROVING THE BARANGAY DEVELOPMENT PLAN (VISION, MISSION) USING POPDEV APPROACH

SESSION 3 OBJECTIVES:

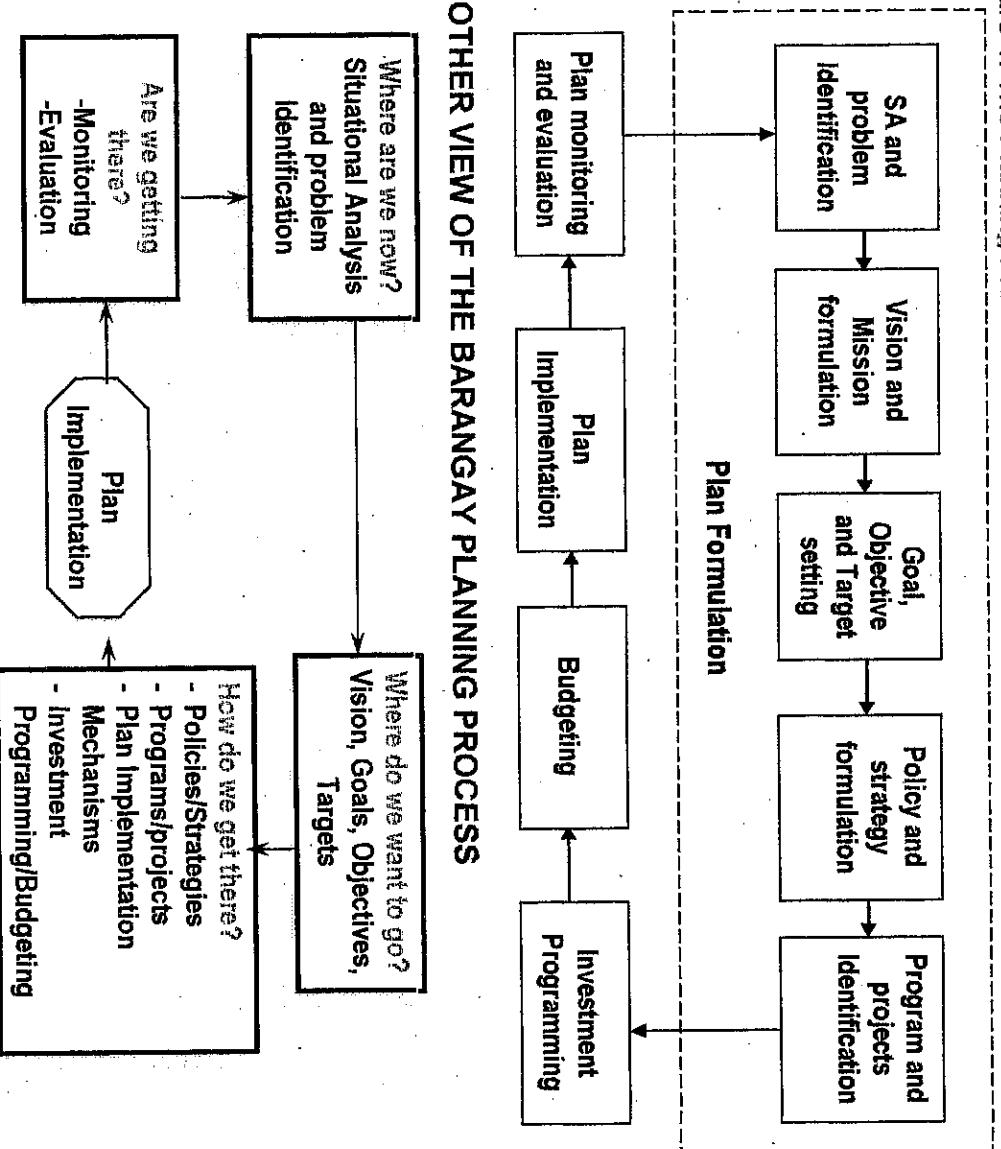
- ❑ Deepen understanding of the basic concepts of the plan formulation processes.
- ❑ Discuss the various concepts that guide and direct local development planning.
- ❑ Provide an opportunity to apply these concepts to their actual situations.

SESSION 3 OUTLINE:

- ❑ Guiding Plan Formulation: Vision, Mission, Goal, Objective, Target
- ❑ Formulating Plan Interventions: Policy, Strategy, Programs and Projects
- ❑ Workshop

THE BARANGAY PLANNING PROCESS

Figure 1. The Planning Process



Guiding Plan Formulation: Vision and Mission

A Good Vision Statement

- Captures the aspirations of the community and is shared by all sectors of the community.
- Is based on the locality's capabilities and comparative advantages.
- Is attractive, ambitious and achievable.
- Is consistent with higher and lower level visions.
- Is relatively long term - does not change as often as other components of the Local Development Plan (LDP).

Developing a Vision Statement

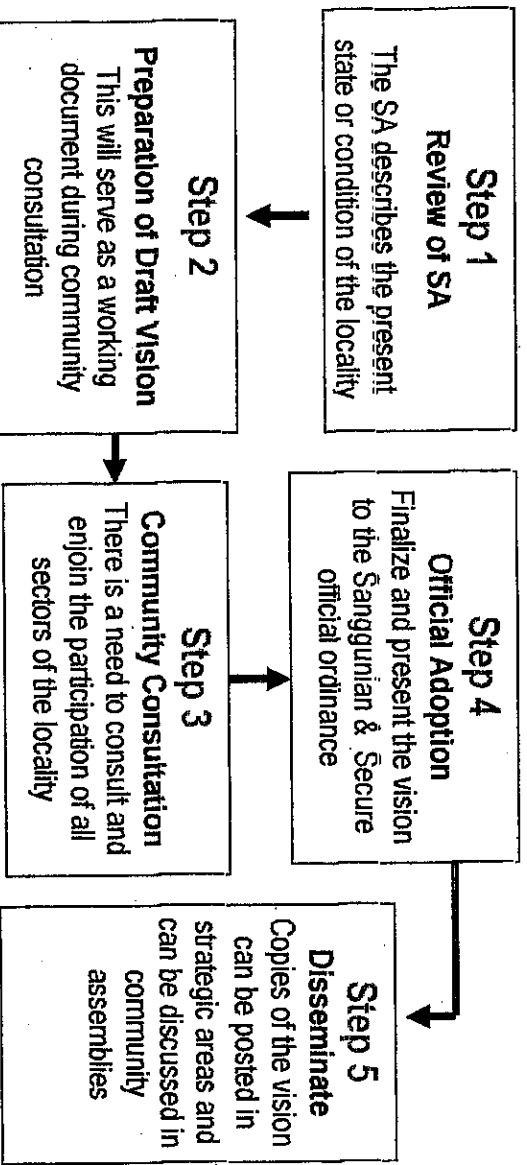
Requires:

- Consultation and participation of all sectors of the locality
- Checking for consistency against visions of higher and lower planning levels

Consistency Check for Vision

- Does it describe a preferred future state?
- Is the vision powerful? Can we relate to and work hard to achieve it?
- Is the vision compelling? Does it provide motivating force even in hard times?
- Does it captures your imagination, engages your spirit and inspire your performance?
- Can it be felt or experienced? Does it give people goosebumps when they hear it?

How to Formulate Vision?



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.

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.

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.

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?

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.

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.

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"

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)

**SESSION 4: GUIDING PLAN FORMULATION
OF GOALS, OBJECTIVES, TARGETS AND
POLICIES, PROGRAMS, PROJECTS
USING THE DEVELOPMENT PLAN MATRIX**

5

GOT 3Ps Guide (What action do we need to take to get there?)

Problems (concerns to be addressed)	Inadequate no. of textbooks for elementary level	Inadequate no. of classrooms and teachers
Determinants (Cause of the problems)		
Goals (Desired results/outcome)	Increase access to quality education	
Objectives (specific, short-range desired outcome, subset of goal)	Increase supply of textbooks by ___% at the elementary level by 2006	To provide enough classrooms in the elem and secondary levels
Targets (very specific desired outcome, subset of objective, contributes to the attainment of the objectives, SMART and GREAT)	10% yearly increase in the budget for the purchase of elementary textbooks Improved textbook-pupil ratio from ___ to ___ in 2006	Improved pupil-classroom ratio from ___ in 2000 to ___ in 2006 Improved teacher-pupil ratio from ___ in 2000 to ___ in 2006
Policy/Strategy (How the goals, objectives, targets are to be achieved)	Seek assistance of NGOs, foreign grants and civic oriented organizations Increase budget for the purchase of textbooks	Tap funding from congressman/possible sector advocate for the implementation of the Education for All (EFA)
Program (Appropriate and adequate intervention/solution to achieve the objectives)	Donated Book projects	School Building Project
Projects (Activities/ies implemented to maximize the impact)		
Target Beneficiaries (Who shall be served? No. of Male, No. of Female)		

What is a GOAL?

- Broad statement of desired outcome to be achieved in the medium and in the long term.
- Addresses a general or overall problem situation of the women and men of locality or community.
- Answers the question: Where do we want to go?

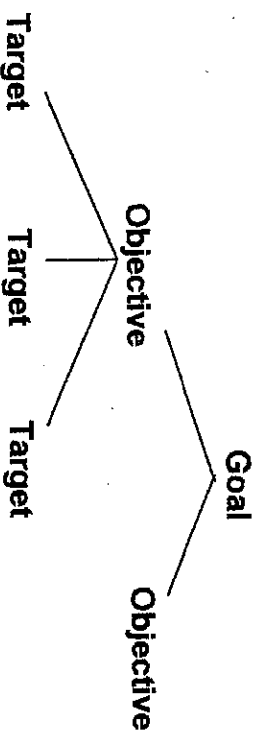
What is an OBJECTIVE?

- A more specific statement of a short range desired outcome or result.
- It may be viewed as a subset of a goal and therefore contribute to the attainment of a stated goal.
- They respond to specific problem situations usually sectoral in nature.

What is a TARGET?

- A very specific, measurable, attainable, realistic and time-bounded (SMART) statement of a desired outcome
- A subset of an objective, thus, contributes to the attainment of the objective
- May be viewed as the quantification of the objective

Relationship of GOALS, OBJECTIVES & TARGETS



Examples of GOALS:

- ✓ High and sustained economic growth
- ✓ Poverty alleviation
- ✓ Reduction of inequity
- ✓ Better quality of life

Examples

GOAL 1: High and sustained economic growth

OBJECTIVES:

- Improved agricultural productivity of both women and men farmers.
- Increased investments
- Employment generation

TARGETS:

- To increase the production of all food crops by an average annual growth rate of 7% within the plan period.
- To undertake crop zoning for the whole province within 3 years.
- To increase the average annual yield of palay by 0.3 metric ton per hectare in the next 5 years.

What is the basis of appropriate Goals, Objectives and Targets?

A **good SA** is the basis of appropriate goals, objectives and targets.

Importance of Appropriate Goals, Objectives and Targets: Goals, objectives and targets are the bases of appropriate and sustainable plan interventions – policies, strategies, programs, projects

Consistency Check for Goals, Objectives and Targets

- Are the goals, objectives and targets responsive to the problems and concerns of women and men identified in the SA?
- Will the objective contribute to the attainment of the goals?
- Will the targets contribute to the attainment of the objectives?
- Will the goals, objectives and targets contribute to intergenerational wellbeing of women and men?
- Are there existing goals, objectives and targets that are in conflict with the proposed goals, objectives and targets?

What is a policy or a strategy?

Steps in the formulation of policy/strategy

Example

□ PROBLEM	:	Poor health status of the population.
□ GOAL	:	Health for all by 2010
□ OBJECTIVE	:	Improved health of women and infants
□ TARGET	:	Reduction in IMR from 60 to 45 per 1,000 live births by 2007.
□ POLICY/Strategy:	:	Promotion of preventive rather than curative health care

* Promotion of primary health care

Why Policy/Strategy?

- To formulate ways of achieving the stated sustainable goals, objectives and targets.
- To provide means of responding to the problem situations of women and men identified in the SA.
- To guide the identification of programs and projects addressing the problem situations identified in the SA.

What are the bases of Appropriate POLICIES/STRATEGIES?

- A good SA
- Sustainable goals, objectives and targets

Guide Questions in Formulating POLICIES/STRATEGIES

- What is the problem/set of problems affecting women and men of different ages that we are addressing?
- What factors (social, economic, environment, etc.) have caused the problem situation?
- How can the causes of the problems be addressed?
- What are the priority areas for intervention?
- Which combination will yield the best and sustainable results?
- Are there existing policies/ strategies relevant to the problems?
- Is there a need to revise existing policies/strategies so that they are sustainable and are gender responsive?
- What actions (e.g. legislative or executive) will these policies/strategies require?

Consistency Check for Policy/Strategy

- Do the policies/strategies address the determinants of the problems affecting women and men identified in the SA?
- Are the policies/strategies consistent with the stated sustainable goals, objectives and targets?
- Are the policies/strategies sustainable and gender responsive?
- Are the policies/strategies consistent with other existing ones?
- Are the policies/strategies consistent at all levels?

DEFINING PROGRAMS AND PROJECTS

Steps in Identifying Programs and Projects

Bases for Appropriate & Effective PROGRAMS AND PROJECTS

- A good SA
- Gender-responsive sustainable goals, objectives, targets
- Gender-responsive sustainable policies/strategies

What are Appropriate and Effective PROGRAMS & PROJECTS?

- Addresses specific determinants of problem situations of women and men of all ages identified in the SA.
- Relevant to stated gender-responsive sustainable goals, objectives and targets.
- Conform with stated gender-responsive sustainable policy/strategy.
- Are themselves sustainable.

Identifying Programs and Projects

Example

PROBLEM : Slow economic development of LGU

GOAL : Improved and sustained economic growth

OBJECTIVE : Improved productivity of rice farmers (women and men)

TARGET : To increase the harvest of low income farmers (women and men) from 50 cavans to 100 cavan per hectare by 2006

POLICY/STRATEGY : Promotion of agri-industrial development

PROGRAM : Comprehensive agrarian reform

PROJECT 1 : Provision of credit to women and men farmers

PROJECT 2 : Irrigation development

PROJECT 3 : Establishment of cooperatives for credit assistance for women and men farmers

PROJECT 4 : Construction of post-harvest facilities and farm-to-market roads

Conclusion

- Vision inspires people and drive them to change
- Goals, objectives and targets must be based on a good situational analysis that considers the different needs of women and men
- Policies and strategies should conform with goals, objectives and targets
- Programs and projects should be relevant to goals, objectives, and targets and conform with stated policy and strategy

WORKSHOP

Participants work by LGU

- Identify at least 3 problems affecting your locality/agency
- Set goals, objectives and targets that address the chosen problems.
- Formulate policies/strategies that contribute to the attainment of the stated goals, objectives and targets
- Identify programs/projects that conform with stated policies/strategies

Development Plan Matrix

PROBLEMS (Concerns of Women and men to be addressed)	Determinants of the Problem (Basis of policy, strategy, program/project)	GOALS, OBJECTIVES, TARGETS	POLICY/ STRATEGY (How)	PROGRAMS/ PROJECTS (Activities)	TARGET BENEFICIA- RIES (Who- women/men)

SESSION 5: IMPROVING THE LOCAL INVESTMENT PROGRAM (LIP)

6

SESSION 5 OBJECTIVES:

- Present the rationale and basic concepts of investment programming
- Discuss and apply the processes and tools of investment programming
- Introduce the different financing options for the investment program

SESSION 5 OUTLINE:

- Investment Programming
- Investment Program
- Importance of Investment Program
- Steps in Local Investment Programming
 - Identification and Preparation of Programs/Project Concept
 - Master listing of Projects
 - Screening of Programs & Projects
 - Prioritization & Ranking of Programs & Projects
 - Identification of Internal & External Funding
 - Estimating the Fiscal Balance
 - Matching of Available Funds with Funding Requirements

Investment Programming

It is the process of screening, classifying and prioritizing programs and projects to ensure that there is sufficient available financing to effectively and efficiently implement the priority programs and projects

Investment Program

It is a mix of priority programs and projects selected and developed from the initial program and project concepts. It can be implemented for one year or longer such as 5 or 10 years.

Why Develop an Investment Program

- limited government resources
- to ensure that the more important programs and projects are funded and implemented
- LGC 1991, Se. 296 – "It is the basic policy that LGUs may create indebtedness & avail of credit facilities to finance local infrastructure and other socio-economic development project in accordance w/ the approved local development & investment programs.

Steps in Local Investment Programming

1. Identification & Preparation of Programs/ Project Concept
 - Proponent

- Brief Description of Project
 - Problem/Concern being addressed
 - Gender Issues
 - Objectives
 - Cost (Total & Annual)
 - Location
 - Target Beneficiaries
 - Source of funds
 - Period of Implementation
 - Status
2. Master listing of Projects by Sector
 3. Screening of Programs and Projects
 - Redundant projects
 - Impractical/unrealistic projects
 - Undesirable
 - Inefficient
 - Conflicting
 - Complimentary
 - Compatible

3. Prioritization & Ranking of Programs & Projects Criteria:

- Urgency/seriousness of the problem being addressed
- Impact to the target men & women beneficiaries
- Feasibility of the program/project
- Cost-effectiveness
- Gender-responsiveness
- Environment-friendliness
- Sustainability
- Acceptability to the community

LIP Form 1. Prioritization & Ranking of Programs and Projects

Prioritization & Ranking of Programs and Projects Form 1		LIP			
Barangay:					
Criteria	Value / Weight (%)	Projects			
		1	2	3	4
Urgency					
Impact					
Feasibility					
Cost Effective					
Gender Responsive					
Environment-friendly					
Sustainable					
Acceptability					
TOTAL					

4. Identification of Internal & External Funding

- Estimating the annual costs of each project
- Estimating the total internal revenue (real property tax, business fees & licenses, other taxes, services & operations, IRA)

LIP Form 2. Projected Future Total Revenues

Projected Future Total Revenues							
LIP Form 2							
Year	Real Property Tax	Business Fees & Licenses	Other Taxes	Services & Operations	IRA	All Others	Total

Steps in Local Investment Programming

- Estimating the projected fiscal balance
Total internal revenue
Less: Operating expenses, capital outlay
salaries, allowances, etc.
Fiscal balance – amount for funding programs & projects
- Matching of available funds with the funding requirements of the LIP

LIP Form 3. Projected Fiscal Balance

Projected Fiscal Balance			
LIP Form 3			
ITEM	YEAR		
	1	2	3
Projected Revenue			
Less: Projected Operating Expenses			
Capital Outlay			
Non-Office Expenditure			
Obligated Debt Service			
Fiscal Balance			

LIP Form 4. Final Form for LIP

Final Form for LIP					LIP Form		
Rank	Proposed Project	Location	Fund Source	Cost Estimate			
				Total	Y1	Y2	Y3
4							

Plan Implementation Mechanism

- A plan implementation mechanism is necessary because a plan (LDP) and its programs and projects are multi-sectoral in character. Hence the achievement of planned development goals and objectives requires:
 - Joint efforts and resources of development agencies at the community are required.
 - Women and men constituents, groups, institutions within and outside the community
 - Implementation consists of complementary efforts to translate the plan into concrete public and private investments and activities.

Plan Implementation Mechanism

- Major Implementation Concerns:
 - Role definition and assignment of responsibilities of implementing agencies.
 - Mechanisms for coordination of plan activities and implementers, including other implementation structures and mechanisms.
 - Plan monitoring and evaluation system.

Plan Implementation Mechanism

- Structures and Mechanisms:
 - Specific government agencies and private institutions.
 - Structures and staffing patterns within the LGU for the coordination of plan implementation.
 - Mechanisms for the involvement of the civil society, including women, such as support structures like day care centers, GAD committees, etc.
 - Equal opportunities for women and men to participate.
 - Monitoring and evaluation system.

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.

SESSION 6: GENDER-RESPONSIVE MONITORING & EVALUATION (M & E) 7

SESSION 6 OBJECTIVES:

- Present the Gender-Responsive Monitoring and Evaluation System
- Discuss the Steps in Designing the Project Monitoring Scheme
- Introduce the Result Chain Monitoring System

SESSION 6 OUTLINE:

- Gender-Responsive Monitoring and Evaluation
- What is Project Monitoring?
- Two Components of Project Monitoring
- Why do we monitor a project?
- Steps in Designing a Project Monitoring Scheme (PMS)
 - Developing the Monitoring Objectives
 - Developing a Monitoring Plan
 - Gathering Information
 - Analyzing Information
 - Providing Support Intervention
- Evaluation
- Monitoring vs. Evaluation
- Gender-Responsive Indicators

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).

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.

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 project's 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):

- 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?
- 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?

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.

What are the two Components of Project Monitoring?

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.

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.

Why do we Monitor a Project?

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

- Monitoring helps in the immediate identification of strengths that can be replicated in current and future projects.
- It helps determine weaknesses, gaps, errors and problems in the course of implementation and formulate possible solutions to these problems.
- It facilitates the clarification and resolution of issues with project implementers.
- 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.

2) When we provide timely and appropriate support or intervention:

- It promptly checks problems at an early age, thus preventing recurrences, unnecessary wastes in resources and possible damaging effects on the program.
- It helps in the early introduction and application of solutions that lead to the timely realization of the project's activities.

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.

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.

Categories of Gender-Responsive POPDEV Indicators by Level

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:

- 1 Physical resources such as raw materials, financial and human resources;
- 2 Technology, including equipment, management systems;
- 3 Development priorities of the LGU / national level; and
- 4 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:

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

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:

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

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 Implementa tion	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 attempts 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 (See Annex)

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)	(% 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

**Sample of Accomplished Results Chain Performance Measure Budget
Matrix**

Project: Barangay Immunization Program					
RESULTS	STRATEGIC GOALS	MEASURE	TARGET this Year	BUDGETARY REQUIREMENT (Php)	
IMPACT (VISION)	Happy and Healthy San Josenos	Proportion of San Josenos who believe they are healthy because of the various programs of the city government	90 %	N.A.	
OUTCOMES (MDG)	MDG 4: Reduce Child Mortality	Under 5 Mortality Rate No. of mothers satisfied with the immunization program	10/1000 births 96%	N.A.	
OUTPUTS	Children Immunized	Prop of under 5 children immunized due to project No. of mothers happy with CHO personnel services	99 % 95 %	N.A.	
ACTIVITY	Barangay Immunization Drive	Proportion of barangays reached by immunization drive	100 %	N.A.	
INPUT	Vaccines	Boxes	125	590,000	
	Syringes	Boxes	1000	100,000	
	Personnel	Midwives man-days Nurses man-days	37 24	17,500 12,000	
	Promotional Radio Ads	No. of spots/station/day	4 spots	60,000	
	Fuel for Vehicle	Diesel Fuel in liters	200 ltrs	100,000	
TOTAL BUDGETARY REQUIREMENT (Php)					879,500

1. Situational Analysis (SA) Form

LGU:

Sector:

Outcomes /Results	Indicators			Statement of problem or strength	Determinants		Target Population
	Name	Value	Standard/ Comparison		Proximate (Direct)	Underlying (Indirect)	

4. Goals, Objectives, Targets (What action do we need to take to get there?) Form

Problems (concerns to be addressed)	Inadequate no. of textbooks for elementary level	Inadequate no. of classrooms and teachers
Determinants (Cause of the problems)		
Goals (Desired results/outcome)	Increase access to quality education	
Objectives (specific, short-range desired outcome, subset of goal)	Increase supply of textbooks by ___% at the elementary level by 2006	To provide enough classrooms in the elem and secondary levels
Targets (very specific desired outcome, subset of objective, contributes to the attainment of the objectives, SMART and GREAT)	10% yearly increase in the budget for the purchase of elementary textbooks Improved textbook-pupil ratio from ___ to ___ in 2006	Improved pupil-classroom ratio from ___ in 2000 to ___ in 2006 Improved teacher-pupil ratio from ___ in 2000 to ___ in 2006
Policy/Strategy (How the goals, objectives, targets are to be achieved)	Seek assistance of NGOs, foreign grants and civic oriented organizations Increase budget for the purchase of textbooks	Tap funding from congressman/possible sector advocate for the implementation of the Education for All (EFA)
Program (Appropriate and adequate intervention/solution to achieve the objectives)	Donated Book projects	School Building Project
Projects (Activities/ies implemented to maximize the impact)		

PLAN IMPLEMENTATION MECHANISM OR COMPLAN (FORM 5)

Rationale		Target Audience		Strategies				Reinforcement	
Goal	Objectives	Internal	External	Message	Medium	Time-frame	Budget	Feedback	Monitoring & Evaluation
MDG 1 Satellite Barangay Employment Office (SBESO)	1) Create, facilitate, enhance, preserve jobs at the barangay level 2) Provide accurate, relevant and timely labor market information at the barangay level	Mayor, Sanguniang Panglungsod, Key Departments heads and staff (BAC, PESO, CPDO, COOP, SMEDC, TESDC)	Bgy residents, SMES, TVET, TESDA, DOLE, church-based NGOs, (partners for development)	ONE JOB, ONE FAMILY	Wall Mural Slogan In 40 Strategic Locations	JUNE - AUG 2005	PHP 20,000	CALLS FROM WALL SLOGAN PHONE	LIST OF UNEMPLOYED FROM THE CBMS SURVEY VS LIST OF SBESO REGISTRANTS
				"WALANG TAMAD SA PASAY"	Brochures, Tarpulin Banners	JUNE 2005	PHP 15,000	CALLS FROM TARPULIN, BROCHURES' PHONE	
				TRABAHO ITAWAG MO: 551-5233	Community Validation (CBMS)	MAY-AUG 2005	PHP 300,000	SBESO REPORTS ON REGISTRANTS AND ENLISTMENTS TRAINED BGY RESIDENTS BY TESDC	LIST OF BUSINESS ESTABLISHMENTS THAT SUBMITTED JOB VACANCIES
					FGDs thru SMEDC, TESDC	MAY 2005	PHP 24,000	SEMINAR/WORKSHOPS AND COURSES FORWARD AND REVERSE EMPLOYMENT TRACERS	LIST OF EMPLOYED PERSONS THROUGH REVERSE AND FORWARD TRACERS

Sustainability Analysis Matrix

Intervention/Project						
Sector	Social	Economic	Environment	Social	Economic	Environment
Resource Build-up (Positive Effects)						
Value						
Resource Rundown (Negative Effects)						
Value						
Value						
Sustainable						
Net Effect						
Non-sustainable						
Mitigating Intervention (to minimize the non sustainability)						