

PART 2 – PREPARING THE COMPREHENSIVE DEVELOPMENT PLAN

Chapter 1 – Setting the Vision

1.1 What is a Vision?

A vision is a desired state or scenario of the LGU and its people. It is the stakeholders' shared image of the LGU's future. It describes what the LGU wants to become or where it wants to go; it serves as an inspiration and a guide to action; it keeps the LGU in its course despite changing demands of constituents and shifting political and economic forces. It answers the question: *How do you see your LGU in the future?*

A vision should be as vivid as possible, so that it can serve as an inspiration as well as a challenge for all stakeholders.

1.2 Why is it important for an LGU to have a vision?

It is important for an LGU to set its vision because it serves as:

- a. an end toward which all future actions specified in the plan are directed;
- b. criteria for evaluating alternative strategies, approaches and policies; and
- c. standard against which success of each action is measured.

1.3 What is a good vision for an LGU?

A good LGU vision should not deviate from, but rather, be a local variation of the very aspiration of the national government that LGUs, as political and territorial subdivisions, attain *their fullest development as self-reliant communities* and become *effective partners in the attainment of national goals* (Sec. 2, a. RA 7160)

A good LGU vision, therefore, must have two major components to reflect its dual function as a political subdivision of the national government and as a corporate entity:

- a. *Desired role of the LGU* or the best contribution it can make to the development of the nation. This "outward-looking" component:
 - i. identifies the wider region to which the LGU relates or makes a unique or substantial contribution; and
 - ii. defines the LGU's role in that region both at present and in the future.
- b. *Desired state of the LGU* as an environment for its inhabitants to live and where they can make a living. This "inward-looking" component defines the condition of the following:
 - i. Local population (social sector)
 - ii. Local economy (economic sector)
 - iii. Natural environment (environment sector)
 - iv. Built form (infrastructure sector)
 - v. Local leadership/ governance (institutional sector)

A good vision statement should possess the following characteristics:

- a. **Achievable.** Though a vision is ambitious, it certainly must be achievable or well grounded on reality.
- b. **Inspiring.** It should encourage commitment and inspire enthusiasm. It should be powerful and compelling so that the people concerned can relate to it and work hard to achieve it. It should be a driving force even at trying times. It should capture the imagination, engage the spirit and inspire performance.
- c. **Easily understood.** It should be well articulated using simple language.
- d. **Distinctive.** It should build on the distinct character of the LGU, i.e., Marikina City as a river city should highlight in its vision its river resource.
- e. **Complementarity.** Neighboring LGUs should have complementary not competing visions, i.e., municipalities along the same zone do not all have to serve as ports.

1.4 Who is responsible for setting the vision?

Everyone in the community has a stake in setting the vision. The visioning exercise should be a highly participatory process because it entails determining the desired state or condition of the place where the people live and make a living. The LDC and its sectoral and functional committees shall be at the forefront of the visioning exercise. The technical and administrative aspects of the activity, however, shall be the responsibility of the LPDO.

1.5 When is a vision developed?

A vision must cover a fairly long time horizon. Therefore, the proper occasion for drafting one is in connection with the preparation of the Comprehensive Land Use Plan (CLUP). The CDP and other short – term plans must NOT have another vision statement. They should simply adopt the vision in the CLUP and must contribute towards its eventual realization.

But **if the vision is crafted during the CDP preparation process**, the Synchronized Local Planning and Budgeting Calendar suggests that the LGU vision may be formulated or re-visited within the month of July during an election year.

1.6 How is a vision developed?

There is no hard and fast rule in determining the process for developing a vision statement. It may be done through one or a combination of the following: household surveys, barangay consultations, seminar – workshops, and interviews.

If the city or municipality is crafting its vision for the first time, a series of workshops or focus group discussions involving various stakeholders representing the different development sectors and sub-sectors (social, economic, infrastructure, environment and institutional), and as many societal sectors (women, indigenous peoples, youth, business, academe, civil society organizations, religious, farmers, etc. as possible, may be conducted following the process suggested below:

- a. Begin by explaining the meaning, importance and the characteristics of a good LGU Vision.
- b. Elicit from the participants ideas on what they would like their city or municipality to be say, 12 to 30 years from now by posing trigger questions, such as the following:

To capture the “outward – looking” component of the vision –

- i. What role do you like your city/ municipality to perform in relation to the “outside world”, i.e., the province, the region and/or the country in general?

To capture the “inward – looking” component of the vision –

- i. What do you want your people to be? What are your aspirations as a people?
- ii. What do you desire to be the state of your local economy?
- iii. What do you dream to be the condition of your city’s/ municipality’s natural and built environment?
- iv. What do you desire from your local government?

TIP: A technical working group may prepare the groundwork for consensus taking from culling out from existing higher – level plans, laws, administrative issuances and related documents what role or function these “outsiders” have envisioned for the city / municipality to play in the wider region.

- c. Then, ask the participants to characterize the following “elements” of a vision by using “descriptors” or adjectives:
 - i. Qualities of the people as society;
 - ii. Nature of the local economy
 - iii. State of the natural environment
 - iv. Condition of the built environment
 - v. Capacity and qualities of the local leadership
- d. Match the descriptors with the vision elements, as shown in the example below:

Table 5 – Sample Vision Elements and Descriptors

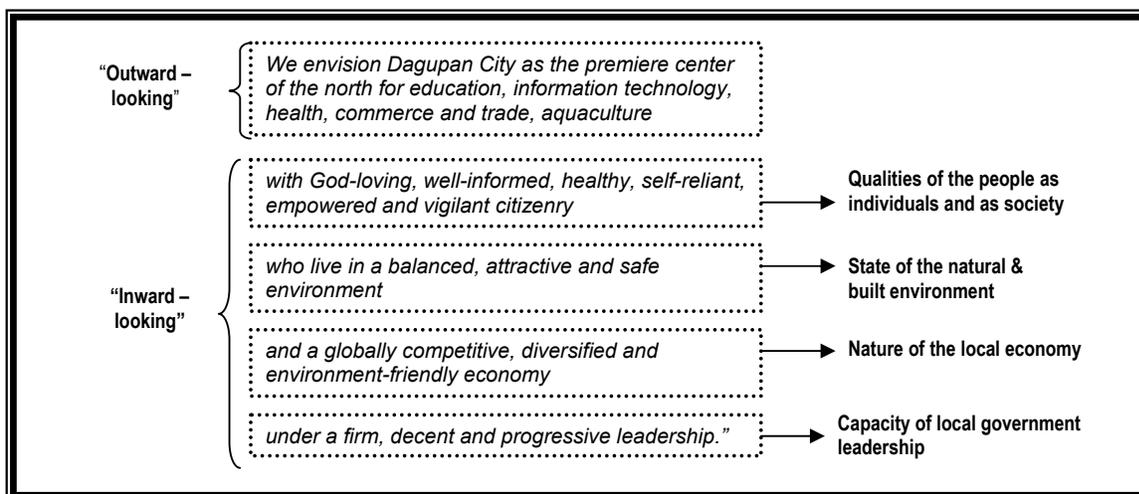
| VISION ELEMENTS | DESCRIPTORS |
|--|---|
| People as a Society and as Individuals | ○ God – loving, well – informed, healthy, self-reliant, empowered, vigilant |
| Local Economy | ○ Competitive, diversified, environment - friendly |
| State of the Natural Environment | ○ Clean, safe, restored |
| Condition of the Built Environment | ○ Balanced, planned, attractive |
| Capacity and Quality of the Local Leadership/ Governance | ○ Firm, decent, progressive |

Formulate a vision statement from the participants' declaration of the following:

- i. the role they desire for their city/municipality in relation to the “outside” world; and
 - ii. the descriptors they assigned to each vision element.
- f. Assign **success indicators** corresponding to each descriptor of the vision elements. The success indicators are the desired end-state scenarios about the development of each sector and sub-sector.

Success indicators measure the extent of achievement of desired results. They are needed for both goals and objectives and can be expressed either quantitatively or qualitatively. Indicators define how performance will be measured qualitatively or quantitatively.

Box 3 – Example of a Vision Statement Crafted Based on the Vision Elements and Descriptors



An Alternative Vision Statement: The General Welfare Goals

In the absence of a vision statement or pending the formulation of one, the LGU may consider adopting the general welfare goals as embodied in Section 16 of the Local Government Code. In a workshop or focus group discussion, the participants, considering one goal at a time, are asked: “What do you want to see occurring or happening in your city/town if this particular general welfare goal is already achieved or operational?”

The list of descriptors shown in Table 6 is a summary of outputs of workshops conducted in many LGUs throughout the country. This can serve as a take off point for any LGU. They can add other descriptors or remove from the list as appropriate.

Table 6 – Examples of Descriptors for the General Welfare Goals

| GENERAL WELFARE GOAL | DESCRIPTORS |
|--|--|
| 1. Preservation and enrichment of culture | 1.1. Public library/museum and archives well maintained 1.2. Historical/heritage sites preserved 1.3. Adequate school facilities for pre-school, elementary and high school levels per municipality 1.4. Public parks well patronized by the community 1.5. Local language and literature promoted 1.6. Local festivals observed 1.7. Citizens literate in at least one language other than their native tongue 1.8. Local and foreign tourism vigorously promoted |
| 2. Promotion of health and safety | 2.1. Health center in every barangay 2.2. RHU/puericulture center/general hospital in every municipality 2.3. Pedestrian sidewalks/crossings or traffic signals provided in busy streets 2.4. Well-lighted streets 2.5. Drugstores or pharmacies in every barangay 2.6. Fire station and fire-fighting equipment in every municipality 2.7. Flood control and drainage structures functional 2.8. Widest possible coverage of level III water supply 2.9. Facilities to rehabilitate the mentally ill and drug users available 2.10. Health insurance coverage for all 2.11. Institutional ability to respond to disasters 2.12. No users/pushers of dangerous drugs 2.13. Physical fitness exercises well attended 2.14. Low incidence of mental illness |
| 3. Enhancement of people's right to a balanced ecology | 3.1. Acceptable ratio of built form to open space 3.2. Clean air monitoring and enforcement effective 3.3. Plenty of greeneries in public and private places 3.4. Acceptable waste management systems (liquid and solid) in place 3.5. Wildlife preservation areas well protected 3.6. Tree parks and green belts in abundance 3.7. Built up surfaces not completely impervious |
| 4. Encouragement and support for appropriate self-reliant technology | 4.1. Technical/vocational schools established 4.2. Complete coverage/adequate supply of electric power 4.3. Technology research and dissemination program for the use of indigenous resources and the reuse of recovered waste materials consistently pursued 4.4. Research and development programs for new products and processes 4.5. Indigenous property rights protected 4.6. Native ingenuity recognized 4.7. Regulated use of biotechnology 4.8. Linkages between academe and industry established |
| 5. Improvement of public morals | 5.1. Churches and other religious organizations actively involved in community affairs 5.2. Community reading centers well equipped and widely used 5.3. Freedom parks established 5.4. Bulletin/billboards in public places 5.5. Properly located and regulated gaming and amusement activities 5.6. Transparency in government transactions an established practice 5.7. Venues for airing complaints and grievances available 5.8. Public awareness of safe sex at a high level |

| GENERAL WELFARE GOAL | DESCRIPTORS |
|--|---|
| 6. Enhancement of economic prosperity and social justice | <p>6.1. Adequate infrastructure support for production activities</p> <ul style="list-style-type: none"> - Irrigation systems - Farm to market roads - Commercial/industrial zones - Agricultural supply stores <p>6.2. Adequate infrastructure support for distribution/consumption</p> <ul style="list-style-type: none"> - Grain drying - Agricultural product processing plants - Public markets <p>6.3. Modern communication systems in place</p> <p>6.4. Banks and other financial institutions available</p> <p>6.5. Well distributed farm lands</p> <p>6.6. Cooperativism widely accepted</p> <p>6.7. Rural industries proliferate</p> <p>6.8. Reduced insurgency and labor militancy</p> <p>6.9. Increased number of small entrepreneurs</p> <p>6.10. Increased local government revenues and receipts</p> <p>6.11. Full participation of the poor, the underprivileged, homeless, and landless citizens in opportunities to better their lives and livelihood.</p> |
| 7. Promotion of full employment | <p>7.1. Optimally utilized farm lands</p> <p>7.2. Fisherfolk given territorial use rights in municipal waters</p> <p>7.3. Availability of non-farm jobs</p> <p>7.4. Support facilities for informal businesses and small enterprises provided</p> <p>7.5. Opportunities for self-employment assured</p> <p>7.6. Investment information and job placement services available</p> |
| 8. Maintenance of peace and order | <p>8.1. Adequate facilities for police services (police headquarters and police outposts)</p> <p>8.2. Well-appointed courts</p> <p>8.3. Well-maintained jails and detention cells</p> <p>8.4. Facilities to prevent drug abuse available</p> <p>8.5. Rehabilitation centers for vagrants, beggars, street children, juvenile delinquents, and victims of drug abuse in place</p> <p>8.6. Legal assistance to paupers offered</p> <p>8.7. Sports promotion and development consistently pursued</p> |
| 9. Preservation of comfort and convenience | <p>9.1. Well provided access facilities for the handicapped and elderly in public places and buildings</p> <p>9.2. Clean functional public latrines</p> <p>9.3. Public toilets well maintained</p> <p>9.4. One-stop shops provided</p> <p>9.5. Modern telecommunications systems available and accessible</p> |