

## Chapter 2

# Development Issues and Concerns

## 2.1 Analytical Framework

The following illustrates the specific steps observed and the linkages in the identification and definition of Development Issues and Concerns that shall be addressed in this Plan document.

### 2.1.1 Available Plan Documents and Printed Reports

Primary inputs to the Problem Identification Process were largely drawn from the Angeles City's Updated Socio-Economic Profile (SEP). Said SEP contains a preliminary identification of the Proximate and Underlying Determinants (Immediate and Root Causes) of the City's Development Problems and Concerns. The political boundary of the City defines the Primary Level of Geographic Analysis. As part of the comparative analytical methodology, Sectoral Planning Standards and the performance of relevant Outcome and Output Indicators as interfaced with those of the other Geographic Areas – Higher than Angeles City – Regional and National were included as benchmarks. Using relevant Statistics and mapped information, Angeles City's current situation was analyzed relative to the factors that have continuously hindered or retarded its growth and development. In so doing, facilitating factors that would expectedly unlock the vast development potentials of the City were also identified.

On the other hand, barangays within the City serve as the major level of analytical disaggregation. Where deemed necessary, groups or clusters of barangays as well as geographically delineated areas such as the Clark Special Economic and Freeport Zone were also utilized in the analysis. The different barangays of the City were grouped in clusters using economic exchange and interconnectivity, and the dominant industries as categorizing character. Hindering or retarding factors for growth of these barangays were highlighted. Development opportunities that would anchor on the current strong points of the City were determined.

### **2.1.2 Interview with Key Informants**

The Planning Team's Sectoral Technical Working Groups (TWGs) created to do the Plan Preparation were time and again convened to ascertain the circumstances surrounding the City's development issues and concerns. All department heads and their respective technical staff provided incisive insights through their experiential views and commentaries. These were considered in the definition of said development issues and concerns.

### **2.1.3 Consultations with Various Development Stakeholders**

Political consideration of the economic problems facing the Angelenos was given forum through the three (3) public consultations conducted. Representatives from the business and the academe and non-government organizations gathered to meet and interact with City government officials

and employees in the determination of the City's problems and the proposed resolutions to the same.

The First Public consultation was held to generate inputs from various stakeholders as to the characterization of the development concerns and issues, the factors that gave way to them and the reasons for their continuing existence. Said public consultation was held on 16 December 2008.

Conducted on 05 May 2009, the Second Public Consultation was about the identification of the elements of the City's Vision and the various Strategies that must be adopted for its attainment.

The Third and Last Public Consultation was held on 14 July 2009, which aim was the identification and prioritization of Programs and Projects that must be implemented within the six-year plan period to pursue the identified development Strategies.

The nexus of Problem Identification and Identification of Interventions (Programs, Projects and Policies) has cast in stone the unity, coherence and effectiveness of the Plan in addressing the City's development concerns and issues and in pushing it forward to growth and development.

## 2.2 Beyond Profiling

The identification of Development Issues and Concerns was beyond profiling or mere description of the City and its populace. Initial problem profiling was supplemented by Cause/Determinant Identification from a review of existing City Accomplishment and Development Reports, Technical consultations with the City Government officials and employees, and Public Consultations. The Planning Team dug deeper into the root causes of the Development Issues and Concerns. Parallel effort to the identification of the real causes of development problems was on the evaluation of future interventions to ensure their propriety and effectiveness. As expected, immediate and short-term causes would require immediate and short-term responses. Long-range causes would call for more lasting and permanent solutions, which execution, when found beyond the timeframe of the Plan document was made part of the Long-Term Development Strategic Framework on which this Comprehensive Development Plan (CDP) is anchored.

## 2.3 Problem Trees

The Analytical Planning Tool used in the Problem Identification process was the Problem Tree Analysis. The advantage of this tool in terms of Depth and Comprehensiveness in analysis cannot be overemphasized. The Cause-Effect Relationship has accorded the Planning Team the opportunity to double-check on the logical connection between two known events.

Another benefit from the Problem Tree Analysis is the facility by which appropriate solutions and their connectivity were identified. Opposite the Problem Tree is the Objective Tree, another way of cross-checking whether the Problem Tree relations previously identified are valid.

The discussion of the development constraints or issues and concerns in the succeeding chapters below shows the interrelationships of the development problems identified in Angeles City as well as their proximate and underlying causes.