

## **Development Management Framework of Sogod, Southern Leyte**

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This study aimed to create a development management framework of Sogod, Southern Leyte in congruence with good governance and sustainable development. Using a qualitative descriptive research design, the study presents the municipal profile of Sogod in terms of its population, land classification, annual budget and expenditures, types of businesses and different projects implemented and how these factors create an impact on the total development of Sogod. Moreover, using the SWOT analysis, LGU performance matrix and Goal Oriented Project Plan (GOPP), this study also tried to determine the different problems, challenges, strengths and weaknesses being encountered by Sogod LGU, which can be used in development management planning of the municipality.

Using the SWOT and content analysis of the interview and focused group discussion with the research key informants, the study found out that the core problem being faced by the Sogod LGU is inappropriate town planning which results to plethora of issues and problems categorized into economic, political, environmental and social. Hence, the development management framework utilized the Goal Oriented Project Plan (GOPP) to come up with feasible programs and projects which can be implemented within five-year time frame to improve the socio-economic, political condition of Sogod, Southern Leyte. These programs and projects include institutional and community development, infrastructure, economic enterprise, environmental management and Comprehensive Land Use Plan (CLUP).

After thorough assessment conducted in the study, it can be inferred that in attaining sustainable growth and development, there must be balanced among its main indicators such as environment, economic, political and social indicators. Economic growth under the vision of sustainable development does not equate to jeopardizing the environment or other basic services intended to the people. Hence, a development management framework for sustainability was crafted for future researches and studies.

***Keywords: Development, Management, Framework, Local Government Unit (LGU), Sustainable Development, Goal Oriented Project Plan, SWOT Analysis***

### **Rationale of the Study**

The concept of governance is now becoming synonymous with economic growth and sustainable development. Many countries around the globe have started to embrace management as a critical factor to a country's development manifested in terms of innovation, human development, increased gross domestic product per capita, education, health and standards of living to mention a few. There may be ambiguity and very fine delineation between the concepts of governance and development, however, the efficient application of good governance ultimately results in

bringing development in various sectors in the community (Islam, 2017). Additionally, it has been claimed that improving governance capacity is considered one of the important factors in promoting sustainable development (Shi, Han, et.al, 2019).

### **Theoretical Framework**

Quality strategic planning and strategy delivery is increasing in importance as a process and sets of tools that guide the development of a municipality (MDSP, 2010). This entails strategic planning and delivery as important aspects that must be considered in municipal development especially with limited resources and increasing public demand. Specific to this study, planning and delivery through good governance are given emphasis in analyzing the development management of the municipality of Sogod, Southern Leyte. That is to say, efficient municipal planning and implementation of policies intended for economic growth and viability, shall incorporate sustainable development, municipal problems and needs of the people.

### **Statement of the Problem**

This study aimed to come up with a proposed municipal development management framework to the Local Government Unit of the Municipality of Sogod, Southern Leyte including the selected barangays based on the existing structures, systems, and processes that promote transparency, integrity, and quality of service delivery for continuing good governance reform and sustained local development initiatives.

Specifically, this study sought to answer the following questions:

1. What are the profiles of municipality of Sogod and the selected barangays in terms of:
  - 1.1 Human Resources:
    - 1.1.2 Population;
    - 1.1.3 Projected Population and Total Number of Households;
  - 1.2 Physical Resources Endowment:
    - 1.2.1 land area;
    - 1.2.2 land classification;
    - 1.2.3 Sources of Income;
    - 1.2.4 Revenues and Expenditures;
    - 1.2.5 Existing programs and projects implemented within the last five years; and
    - 1.2.6 Registered business establishments of Sogod and its classification?
2. What are the major problems, issues and concerns encountered by the LGU Sogod in municipal management?

### **Significance of the Study**

Most of the municipalities in the country have not been studied at length concerning development administration. This may be one of the most prevalent reasons why these municipalities failed to evolve into becoming cities or earning higher income classification. In the same manner, none of the barangays in the Philippines have undergone an audit of the seal of

good local governance since the scope of this program implemented by the Department of Interior and Local Government only covers the provinces, cities and municipalities.

### **Scope and Delimitation of the Study**

The study covered the Municipality of Sogod, Southern Leyte and the selected fifteen barangays (15) out of forty-five (45) barangays. The identified fifteen (15) barangays were grouped according to land characteristics, classified into coastal, mountainous and town center. Using purposive sampling, each group was chosen with five (5) respondents in terms of highest annual internal revenue allotment. The distribution of target respondents that will be included in the study is comprised of 5 barangays located within the town center, five mountain barangays, and five coastal barangays. The municipal and barangay data used were from the fiscal year 2015 up to 2019 and is highly dependent on the availability of records. In some cases, such as migration pattern and employment records, data were not readily available as of this writing since a separate study by the LGU is yet to be finalized.

### **Related Literature**

In the Philippines, the Philippine Development Plan 2017-2022, spearheaded by the National Economic Development Authority (NEDA) initiated a program called “*Ambisyon 23 Natin 2014*” which aims to attain “*Matatag, Maginhawa, at Panatag na Buhay Para sa Lahat.*” This specific government program works in congruence with UN SDG, in promoting sustainable development in terms of economic growth in the country based on specified standards. This particular government program was adopted on October 2016, following the PDP 2011-2016, representing the collective visions of the Filipino of the things to achieve on the year 2040. To make sure on the implementation, NEDA also works in coordination with other departments in the national government, thereby requiring cooperation among the different agencies both in national and local arena. It also recognizes the important roles of the LGU and other implementing agencies for its success, through good governance.

The Department of Interior and Local Government (DILG), in an aim to promote continuing reform on public governance and local development initiated a program on Seal of Good Local Governance (SGLG), to symbolize integrity and excellent performance in the local government. It is an emerging and progressive assessment system to give distinction to remarkable local government across several areas comprising of financial administration, disaster preparedness, social protection, peace and order, business-friendliness and competitiveness, environmental management, and tourism, culture and the arts. The initial gains achieved by the Department when this program was implemented three years ago inspired the Department to continue raising the bar of governance by exacting meaningful outcomes.

Many of the websites maintained by the national government agencies, state universities and colleges and to some extent the local government units have included a transparency seal section indicating the transmission of valuable information freely available to the general public and interested stakeholders. Transparency initiatives in service delivery are defined as an attempt by the state or citizens to place information or processes that were previously opaque in public domain, accessible for use by citizen groups, providers or policy makers (Joshi, 2010). Stasavage

(2003) viewed transparency as involving public release by bureaucrats of information they use in making decisions. He added transparency would be a relevant consideration in any area of government service where bureaucrats or politicians choose policies based on anticipated outcomes, and where actual outcomes are affected by unanticipated events.

### **Related Studies**

The UNDP Philippine Program Office reported the challenges the country has yet to overcome such as the continued wide disparities in income and quality of life across regions and sectors; the number of poor people remained high (26.5 percent of the total population lives below the poverty line, including 10 million women). Although the country is abundant in natural resources, environmental assets remain unavailable to poor groups owing to exclusion, insecure land tenure, lack of access to technologies; or the resources 26

are degraded. Social inequities are rife and impact indigenous people, fisher folk, women, and the informal sector the most. Indigenous people make up about 15 percent of the population and occupy an estimated 17 percent of the total land area. The struggle to secure land or ancestral domains is a leading cause of instability in areas of indigenous people. In the 2013 Human Development Report, the Philippines scored 0.418 in the Gender Inequality Index, reflecting inequalities in labor market participation, political representation, and access to health services. In the field of education, Velmonte (2020) also claimed that politics in education also lead to a broken system resulting from biased programs which are not necessarily responsive to the actual needs of education system.

### **RESEARCH METHODOLOGY**

Different primary and secondary data were collected following combination of different research methodologies, both from the municipal and barangay level. Primary data were gathered using a set of interview questionnaires as adapted from the Seal of Good Local Governance (SGLG) and the Local Productivity and Performance Measurement System (LPPMS).

The study carried out by the researcher used multi-phase sampling method, also known as double sampling. It is a sampling method in which certain items of information are drawn from whole units of a sample and certain other items of information are taken from the sub-sample.

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

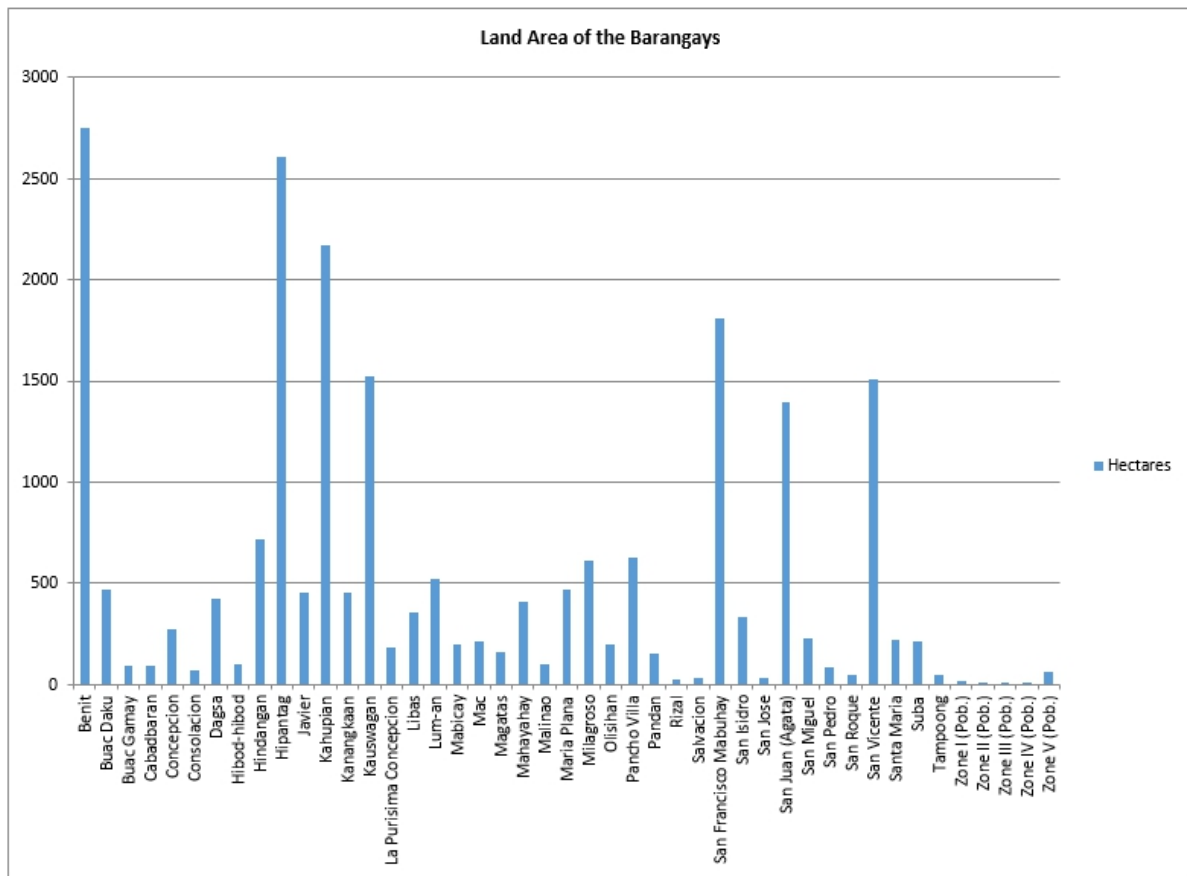
Making projections on population and total number of households is very important for strategic planning purposes. This can help the government to foresee and prepare for the expected basic services needed by the people. Hence, the Philippine Statistics Authority (PSA), formerly known as National Statistics Office (NSO), conducted a study showing the projected population and number of households from 2018 until 2027. Table 2 shows the projected population and expected number of households from 2018 up to 2027.

**Table 2**  
**Projected Population and Number of Households per Year**

<b>Year</b>	<b>Population</b>	<b>Household</b>
2018	47,306	10,284
2019	48,105	10,458
2020	48,918	10,634
2021	49,745	10,814
2022	50,585	10,997
2023	51,440	11,183
2024	52,310	11,372
2025	53,194	11,564
2026	54,094	11,759
2027	55,007	11,958

With the expected huge development of Sogod, Southern Leyte gearing towards urbanization, the projected population over the next ten years showed a steady annual increase of approximately 17% in both the population and households as shown in Table 2 above. These estimates prepared by the municipal planning office is based on the projections done by the central statistics agency of the government. Currently, the municipality is doing study on migration pattern to clearly show the flux of people transferring from other municipalities.

Given these data, it is interesting to note on the possible impacts of increasing population to the actual development of the municipality. According to the article *Urban Threats* (n.d) by the National Geographic, it is the promise of jobs and prosperity among other factors, pull people to cities, thereby most likely resulting to poverty and environmental degradation. This may mean possible increase in informal settlers and increasing rate of land conversion. On the contrary, Piketty (2014) in his book *Capital in the 21st Century* signifies the positive impact of increasing population in economic growth since higher population may mean more taxes to be collected by the government for development purposes.



The figure 3 above shows the distribution of land area of Sogod, Southern Leyte per barangay. Based on the information presented, the barangays that have the biggest chunks of the land area which comprise of *Benit* with 2,747.63 has. (12.23%); *Hipantag* with 2,610.68 has. (11.62%), *Kahupian* with 2,170.67 has. (9.66%); *San Francisco Mabuhay* with 1,812.71 has. (8.06%); *Kauswagan* with 1,522.83 has. (6.77%); *San Vicente* with 1,505.74 has (6.70%); and *San Juan* with 1,394.74 has (6.21%). Together, these seven barangays occupy 61.25% of the total land area of the municipality. These are the areas where agricultural lands, forests and mountain barangays are situated. It is important to note as part of the research that those urbanized barangays have lesser land area like Zone 1, Zone II, Zone III.

**Table 3**  
**Land Use and Proposed Conversion in Sogod**

Land Use Category	Existing (has)	Proposed (has)	Difference (has)
Residential	130.53	261.62	131.09
Commercial	82.22	116.97	34.75

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Road Network and Infra Utilities	89.57	190.40	100.84
Institutional	18.63	31.76	13.13
Parks/Playgrounds and other recreational	2.37	6.46	4.09
Socialized Housing	1.06	36.23	35.17
Industrial	22.08	23.15	1.07
Agricultural (Protection)	549	594	0.00
Agricultural (Production)	9,788.44	9596.57	-291.87
The Forest land (Protection)	8,167.09	8167.09	0.00
Forestland (Production)	0.11	0.11	0.00
Agri Industrial	147.42	147.91	0.49
Tourism	4.26	4.26	0.00
Cemetery	1.45	4.45	3.00
Open Grassland/Pasture land	100	100	0.00
Mineral/Quarry	86.36	86.36	7.40
Dump site	0.20	0.20	0.00
Cockpit	0.15	0.12	-0.03
Slaughter house	0.12	0.15	0.00
Water uses (protection)	78.96	78.96	78.84
Water uses (production)	30.81	62.59	31.77
Reclamation	1.79	6.96	5.15
<b>Total:</b>	<b>19,270</b>	<b>19,270</b>	

Analyzing the data presented in Table 3, page 52 it can be seen that in the existing land use, agricultural for production has the largest chunk of land usage at 9,788.44 hectares at 50.7% of the total land area of Sogod. This is logical since the municipality of Sogod is considered as mostly agricultural in nature. On the other hand, socialized housing is at 1.06 hectare; dump site with 0.20 hectare; forestland production at 0.11%; slaughter house with 0.12 hectare; cockpit at 0.15 hectare and reclamation area with 1.795 are some of the least number of land in the existing plan. However, in the proposed and on-going comprehensive land use, socialized housing and residential lands increased from 1.06 hectare to 36.23 hectares; and 130.53 hectares to 261.62 hectares respectively. This may be justified by projected increase in population at approximately 2% every year.

### Conclusion and Recommendations

Following the Goal Oriented Project Planning, the researcher has formulated a development management framework (output of the study) intended to enhance the town development of Sogod, Southern Leyte. Such logical framework is intended to attain full implementation of the Comprehensive Land Use Plan in the municipality in an aim to attain sustainable development and able to respond to the needs of the people.

In lieu with this study, the following recommendations are suggested:

1. The result of the study showed problem on inappropriate town development in the municipality of Sogod, therefore, it is suggested for future studies to assess the degree of implementation of the Comprehensive Land Use Plan (CLUP) to ensure proper land use.
2. Since the study was done including only the 15 barangays in Sogod showing different management strategies in maximizing resources, it is highly recommended to conduct a development management framework specific to barangays in terms of capital outlay, utilization of resources and sustainable development as well.
3. The researcher also deems it necessary for the Sogod LGU to consider the result of this study in order to promote sustainable growth in the municipality. This will also help the respective barangay officials to be able to fully implement the Comprehensive Land Use Plan (CLUP) which is best fitted to the needs of the people and availability of resources. This can be done through increased participation on consultation and planning by the different stakeholders of the community.
4. One of the challenges in completing the proposed projects and programs, as well as providing efficient social services delivery to the constituents is by increasing local financial revenue of the municipality. There were already pre-identified possible sources of local tax collection such as the Abaca Rehabilitation Program, quarry on gravel and sand, as well as increasing number of commercial establishments. In addition, the LGU may also strengthen its linkages with local entrepreneurs, other national agencies like DA, DILG, DOH, as well as foreign funding from other countries, ADB or World Bank.
5. Lastly, it is highly encouraged especially for the academic institutions, constituents of Sogod and other local stakeholders to increase active participation in the development process. The LGU alone, will not be able to attain sustainable growth without participation and shared vision of the people within the municipality.

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