

PHILIPPINES



MILLENNIUM DEVELOPMENT GOALS

LOCALIZATION TOOLKIT

Based on the Naga City Experience



FRANK M. MENDOZA
Naga City MDG Focal Person

***Published by UN-Habitat Philippines
in coordination with the Naga City Government***

***Printed by
Goldprint Publishing House, Naga City***

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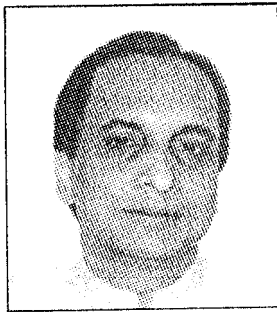
Naga City, October 2005

Acknowledgment

My sincere thanks to former United Nations Resident Coordinator Ms. Deborah Landey for giving a face to the abstraction that is the UN and the MDG thru her sorties to the provinces including Naga and its surrounding towns; to Mayor Jesse M. Robredo for entrusting me with the task of localizing the MDG in Naga City giving me the opportunity to learn new things and share the same with other cities; to Ms. Lowie Rosales, UN Habitat country program coordinator, for being supportive of our local initiatives even if these were treading new grounds; to Mr. Emmanuel Buendia, UNDP Governance Portfolio manager, who drove home the point that good governance is married to MDG and that one cannot live without the other; to Mr. Jaime San Antonio, program coordinator of the UN Local GAINS for the MDG Project, for showing me the other facets of MDG and how they can be deployed in support of localization; to Mr. Klaid Sabangan, Philippine Urban Forum MDG facilitator, for being a model of tact and dedication inspiring us in cities to give our best in this campaign; to my colleagues at city hall for their readiness to test new approaches even if this meant tedious work and the inconvenience of leaving the familiar and the usual; to my colleagues from the 14 pilot cities for readily sharing their lessons in their own localization efforts which proved invaluable in fine-tuning our own; to Mr. Dave Bercasio of the Naga City People's Council, along with his staff, for their no-holds-barred incisive inputs on how we should go along with the localization effort; to Mike Rico of the Naga City Visitors Center for lending his creative talents in preparing this toolkit for printing; and finally to my beloved wife Weng for giving me an endless rush of inspiration that kept me on track despite the daily distractions of work and home. And to my parents, I dedicate this humble work.



Resident Co-ordinator
United Nations System's Operational Activities
for Development in the Philippines



MESSAGE

In the year 2000, world leaders meeting at the dawn of the Millennium, committed themselves to launch a concerted attack on poverty, illiteracy, hunger, unsafe water, disease and urban and environmental degradation by adopting a set of eight goals.

Through the Millennium Declaration, 191 UN member-states, including the Philippines, committed to achieve a set of development goals and targets called the Millennium Development Goals or MDGs.

Several cities in the Philippines took this challenge and crafted their own response and plan on how to contribute to the attainment of the Eight Goals in their own unique ways. This toolkit is part of an enormous synergy of several key resource cities in the country to ensure the integrated and systematic attainment of the Millennium Development Goals.

The United Nations System in the Philippines congratulates the Naga City Local Government for coming up with the MDG Localization Toolkit, aimed at aligning local initiatives with MDGs. This toolkit will serve as a guide in ensuring that the MDG programmes of the local governments are identified, measured and funded. This will also be the tool for cities and municipalities to monitor and benchmark progress on the Goals with other localities.

We commend the tremendous contribution of this model initiative undertaken by Naga City in leading the progressive realization of

the MDGs. We hope that cities and municipalities in the Philippines undertake the simple and helpful recommendations of this toolkit in their communities, where it matters the most.

The Philippines stands today as one of the countries most determined and mobilized to attain the MDGs. With the continued support of Local Government Units of espousing this MDG Localization Toolkit in their communities, the Millennium Development Goals is definitely within reach.

Let us build on the gains and opportunities offered by continued and evolving partnership with local governments to advance the Millennium Development Goals!



DR. ZAHIDUL HUQUE

United Nations Resident Coordinator a.i.



Resident Representative
United Nations Development Programme
Makati City, Philippines



MESSAGE

First of all, I would like to congratulate our local MDG champions for this great achievement! We are truly proud of Naga City Local Government for spearheading this effort to document their experience and lessons learned to help us in the localization of the Millennium Declaration and the Millennium Development Goals MDGs in local development programs and plans.

We at the United Nations Development Programme (UNDP) believe that localizing the Millennium Declaration and the Millennium Development Goals - from the center to the local communities - can be an effective means of achieving human development goals, with focus on the poor and the most vulnerable groups. Empowering local governments to carry out their decentralized responsibilities and in the process, come up with innovative ideas, help bring the decision-making closer to the people as well as lead to a more responsive and effective local governments that address people's needs, ensure transparency and accountability, and encourage people's participation.

We are truly privileged to be a partner in the publication of MDG Localization Toolkit. We would like to commend the United

Nations- Habitat (UN-Habitat), the Naga City Local Government and other partners involved in this collaborative effort in promoting the popularization and optimal use of the toolkit. It is our hope that this toolkit will open new avenues to improve the quality of local governance in the Philippines, and serve as a catalyst for sharing of ideas and experiences with other countries.



KYO NAKA

Resident Representative a.i.

United Nations Development Programme



Office of the City Mayor
City Government of Naga
Naga City, Philippines



MESSAGE

The common reaction among local officials when confronted with the Millennium Development Goals (MDG) is: "Been there, done that!" To a large extent, that is true. But also to a greater extent is it also true that many of us do not exactly know how far our cities have gone in the area of poverty alleviation. All we know is that we are doing things our people wants.

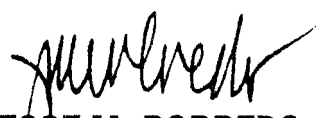
The MDG comes as a tool to orient our effort towards the poorest and the most disadvantaged segments of our community. It doesn't necessarily dictate what we have to do. On the contrary, it reinforces many of the things we are doing. Thus the reaction "been there, done that" has a ring of truth in it. What MDG adds is focus to bring the benefits of our development effort to the people who needs them most. And to do this, MDG has goals, targets, a timetable, and measures.

Oftentimes, we have a tendency to treat programs espoused by external institutions as distinct undertakings separate from our day-to-day activities, with their own system and procedures and their own special way of making things happen. So much so that when the external institutions end their assistance, the programs end with them. One word that ensures that nothing of the sort would happen is "localization." Localization is integrating the millennium goals,

targets, and measures into local development programs. It aligns local resources, local activities and local outputs with the MDG targets, and ultimately, with the millennium goals and the city's vision.

Underpinning the process espoused in this toolkit is good governance. Good governance ensures the observance of participatory processes, engenders partnership, promotes transparency, and institutionalizes accountability. Remove good governance and MDG will be a sham. Practice good governance and MDG will come as a matter of course.

We thank the United Nations for making Naga City *the* MDG Resource City of the 14 pilot cities—now resource cities in their own right. The privilege allowed us to test new approaches early on, learn from our missteps, and distil the practices that proved effective in the long run. Our MDG focal person has tried to put them all together in this booklet. We hope other cities will find it useful and, more importantly, enrich it with their own experience and lessons for the benefit of other LGUs.



JESSE M. ROBREDO
Mayor, Naga City

Preface

This toolkit builds on the experience of Naga City in localizing the Millennium Development Goals. It is intended for MDG localization officers or focal persons of cities as well as their technical working groups (TWG). Focal persons of other LGUs however will find this equally useful.

The initial localization approach adopted by Naga City, as probably with most other cities, was to match on-going programs with each of the millennium goals and targets. The expectation was that the programs will take care of generating the desired millennium results. But things did not always turn out the way they should. What the programs delivered did not necessarily match the desired millennium targets. In many instances, they benefited the poor but barely touched the lives of those in extreme poverty and the greatly disadvantaged.

The risk here is that because LGUs have done the matching of programs with goals and targets, they believe they are already in compliance with the MDG. Whether the programs hit the intended MDG beneficiaries or not, in the numbers required to meet the 2015 targets, in the manner and quality responsive to the beneficiaries, is a matter entrusted to the bureaucracy's usual way of doing things, which may generate splendid reports but less than desirable results.

Learning from its experience, Naga City takes the localization effort a step forward by introducing an approach to avoid this "business as usual"

pitfall. It harnesses the powerful tools of results based management (RBM) to ensure that the city's bureaucracy and its civil society partners are focused on delivering the millennium targets aligning resources, activities and outputs accordingly and measuring progress along the way.

Everything starts with securing the mandate from the political leadership—both the mayor and the local legislative body, along with the creation of the TWG. Everything should start from them. Baseline and 2015 values for the Philippine and any new local millennium targets are then set with their annual values. Using the RBM framework, these targets are situated as outcomes and the corresponding outputs, activities and inputs are then identified for each of them as well as the responsible office for each output. Performance measures (or success indicators) are crafted for each level. Implementation plans and risk indicators are then formulated by the concerned offices with the listed inputs becoming their respective MDG budget. During implementation, civil society partners check actual performance against the success and risk indicators.

This approach does not require radical changes to the nationally set targets and indicators which are treated as *outcomes* facilitating consolidation at the national level. Only the success and risk indicators of the city's own outputs, activities and inputs—duly aligned with the targets—are localized.

We hope this approach will help cities and other LGUs uplift the lives of their most marginalized and disadvantaged constituents. We look forward to a 2015 with significantly less Filipinos in abject suffering and misery. We hope this toolkit will contribute in its own little way to this noble undertaking.



FRANK M. MENDOZA
MDG Localization Officer
Naga City

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STEP 1

The mayor leads the way



WHY

The success of any local program depends on the support of the mayor. Without it, nothing is bound to be achieved. Right at the start therefore, the mayor must be on top of the Millennium Development Goals (MDG) localization effort.



NATURE OF ACTIVITY

Drafting an executive order and having it approved by the mayor.



OUTPUT

Executive Order designating the MDG focal person, the Technical Working Group (TWG) members and the Secretariat.



HOW

1. City administrator drafts the executive order designating the MDG focal person, the MDG Secretariat and the members of the TWG. The focal person can be the head of a particular office or any person of sufficient rank to be able to rally, in representation of the city mayor, the other departments and offices behind the localization effort. The TWG members from the city government should be senior personnel (not necessarily the head) from the designated offices who enjoy the confidence of the department head. There should be a balanced representation of men and women in the TWG. The membership will come from the following offices and entities:

- Public Employment Services Office (PESO),
- Urban Poor Affairs Office (UPAO),
- City Health Office (CHO),
- City Nutrition and Population Office (CNPO),
- City Environment and Natural Resources Office (CENRO),
- City Engineer's Office (CEO),
- City Social Welfare and Development Office (CSWDO),
- City Planning and Development Office (CPDO),
- City Agriculturist's Office (CAgO),
- Department of Education (DepEd), City Division Office
- City Gender and Development (GAD) focal person
- Federation of Parents, Teachers and Community Association (PTCA)
- Partner civil society organizations including target beneficiary groups

Either the CPDO or the CSWDO may be designated as the Secretariat. The Executive Order should include a directive to the focal person to prepare a timetable detailing the steps for mainstreaming MDG in local plans and departmental budgets. The plan can hew to the steps indicated in this toolkit, or it may be an abbreviated variant to account for the peculiarities specific to a city. The Executive Order may read as follows:

EXECUTIVE ORDER NO. 2005-____

DESIGNATING THE MDG FOCAL PERSON, THE TECHNICAL WORKING GROUP AND THE SECRETARIAT

WHEREAS, the Philippines and the other member states of the United Nations affirmed in September 2000 their commitment towards reducing poverty and the worst forms of human deprivation;

WHEREAS, in keeping with those commitments, the member states adopted the Millennium Development Goals (MDG);

WHEREAS, the Philippines has adopted national targets for the MDG;

WHEREAS, there is a need to further localize these targets for integration into the city's programs and budget;

WHEREAS, there is a need to set up an entity responsible for localizing the MDG;

NOW, therefore, by the powers vested in my by law, I, _____, mayor of _____ City, do hereby create the MDG Technical Working Group with the following composition and functions:

1. _____ is herein designated as the city's focal person for the localization of the Millennium Development Goals.
2. The _____ Office is herein designated as the Secretariat for the localization effort.
3. The following offices and civil society organizations, thru their heads, shall designate their representative to the MDG Technical Working Group within one week from effectivity of this order:
 - Public Employment Services Office (PESO),
 - Urban Poor Affairs Office (UPAO),
 - City Health Office (CHO),
 - City Nutrition and Population Office (CNPO),
 - City Environment and Natural Resources Office (CENRO),
 - City Engineer's Office (CEO),
 - City Social Welfare and Development Office (CSWDO),

- City Planning and Development Office (CPDO),
 - City Agriculturist's Office (CAgO),
 - Division Office of the Department of Education (DepEd)
 - City GAD focal person
 - Federation president of the Parents Teachers Community Association (PTCA)
 - Liga ng mga Barangay
 - One representative from each civil society organization representing the following sectors and interests: (a) women, (b) urban poor, (c) children, (d) environmental groups
4. The MDG focal person shall call and preside over the meetings of the TWG. He shall convene the TWG within two weeks from effectivity of this order to finalize the timetable for mainstreaming the MDG in local plans and budget.

This executive order shall take effect immediately.

_____ City: _____, 2005

City Mayor

Attested by:

5. The process already in place for the selection of private sector representatives in the city's special bodies may be

used for the selection of the civil society organization representatives.

6. Copies of the signed Executive Order are circulated to all the listed offices, the GAD focal person, the civil society organizations, and the designated MDG focal person along with the notice for the first meeting of the TWG. The invitation to the civil society organizations should further include a list of documents that must be submitted in support of the designation of their respective representative such as a board resolution accepting membership in the TWG and a board resolution designating the representative.



DURATION

Two days.

STEP 2

Get the sanggunian on board



WHY

Attaining the MDG targets requires money and only the sangguniang panlungsod has the power to allocate budgetary resources. Support by the sanggunian is therefore crucial to the mainstreaming of the MDG. Like the mayor, it too must be on board as early as possible.



NATURE OF ACTIVITY

Drafting a sanggunian resolution and liaising with sanggunian members for its approval.



OUTPUT

Sangguniang panlungsod resolution mandating the integration of the MDG in the city's development program and giving them priority in the allocation of the city's budgetary resources.



HOW

1. Focal person drafts resolution mandating the integration of the MDG in the city's development programs.
2. City mayor endorses resolution to the sangguniang panlungsod for its approval.
3. Days before the session, focal person personally apprises members of the sangguniang panlungsod and provides them copies of the draft resolution, executive order and Second Philippine Progress Report on the MDG for their information.

_____ , 2005

Hon. Juan dela Cruz
City Councilor
Sangguniang Panlungsod
_____ City

Dear Councilor dela Cruz,

Please find attached a copy of the Millennium Development Goals (MDG) and its status as contained in the Second Philippine Progress Report. As a signatory to the MDG, the Philippines is mandated to localize the MDG by making them integral to local development programs and annual budget. The more compelling reason is the need to improve the lives of Filipinos living in extreme poverty and disadvantaged situations.

In this connection, may I request for the passage of a resolution supporting the localization of the Millennium Development Goals, mandating their integration in the city's

development programs and prioritizing them in the allocation of the city's budgetary resources.

Very truly yours,

City Mayor

RESOLUTION NO. 2005-101

RESOLUTION MANDATING THE INTEGRATION OF THE MILLENNIUM DEVELOPMENT GOALS IN THE DEVELOPMENT PROGRAM OF THE CITY

WHEREAS, [this portion can pick up from the same clauses in the executive order]

NOW, THEREFORE, on joint and collective motion,

BE IT RESOLVED, as it is hereby resolved, to mandate the integration of the millennium development goals in the development programs of the city government, requiring all concerned offices to align their annual programs and resources in support of the MDG, and calling on the city's civil society organizations to undertake parallel effort in support of the MDG.

xxx



DURATION

Three weeks. The resolution can be passed in a single session under special business or order but if the same is referred to a committee, then it could take at least three weeks to have it reported back in plenary and approved by the sangguniang panlungsod.

STEP 3

Putting the TWG up to speed



WHY

The TWG will be the workhorse of the localization effort. For them to be effective, they should know what the MDG is all about and how its localization will be carried out. This will also be a chance for the civil society representatives and their city hall counterparts to get together and know each other in preparation for the tasks ahead.



NATURE OF ACTIVITY

Orientation and planning session of TWG members.



OUTPUT

A timetable for the localization process, a simple stakeholder analysis, and corresponding assignments for the TWG members.



HOW

1. Each member is given a copy of the executive order, the sangguniang resolution if already available, and the Second Philippine Progress Report on the MDG which contains the Philippine targets, at least two days before the meeting.
2. Focal person convenes the meeting and briefly goes thru the executive order and sanggunian resolution stressing that MDG localization is a priority undertaking of the city government and is fully backed by the mayor and the sangguniang panlungsod.
3. Focal person presents the MDG and the Philippine targets discussing each one in turn, opens the floor for clarifications and further discussion. Objective is to let everyone get a good grasp of what the MDG and the Philippine targets are all about.
4. Group conducts stakeholder analysis for each of the goals. The intent is simply to identify who are the possible partners (Template 3.1) who could help attain the goals locally and who would be the potential beneficiaries. The stakeholder analysis will be used as reference in the succeeding steps as well as for coming up with a list of invitees for the forthcoming workshops. If the group desires for a more comprehensive stakeholder analysis, they may do so.
5. Focal person walks the TWG thru the localization process and explains the accompanying matrices. The steps in this toolkit is the proposed localization process. Agreement is reached on the specific dates for each of the steps, workshop flow is then discussed and further refined.
6. List of invitees is finalized from the Stakeholder Analysis Matrix. Additional representatives should be named from the nutrition and population office, city health office, civil

- society organizations working for children, the urban poor, women, education, and the environment, and at least six punong barangays representing the Liga ng mga Barangay
7. Group agrees on work assignments. Assignments here would refer to who's in charge of making the reservation for the venue, procuring the supplies, making the invitations to the participants, and the like. Equipment required may also be listed. (see Template 3.2)
 8. Important: The CPDO is assigned to generate the local baseline and 2015 values for the 15 Philippine targets which should be ready before proceeding with Step 4. In coming up with the figures, the CPDO can supplement city government data with those from the provincial government and those from national agencies such as the DepEd, Commission on Higher Education, National Statistics Office, Department of Environment and Natural Resources and the Department of Health. Figures extrapolated from regional summaries however should be used only as a last recourse as they cannot capture a single city's conditions. If the city has undertaken the gathering of Core Local Poverty Indicators (under DILG's CLPIMS project) or similar community based information system, then much of the baseline data will be available. (See Template 3.3)



DURATION

One day.



INDICATIVE MEETING FLOW

STEP 3 MEETING: Putting the TWG up to speed		
TIME	ACTIVITY	PRESENTER
1:00 – 1:30 PM	Preliminaries	Secretariat
1:30 – 2:00	Presentation of Executive Order and sanggunian panlungsod resolution (if already available). Discussion on the importance of mainstreaming the MDG in local development effort and how it will be done. Questions and comments will be encouraged.	Focal person
2:00– 2:30	Presentation of MDG, the 15 Philippine targets and national accomplishments using the second progress report as reference. Questions and comments will be encouraged	Focal person or resource person
2:30 – 2:45	BREAK	
2:45 – 3:15	Brief stakeholder analysis	Focal person
3:15 – 3:45	Walk-thru of the localization process	Focal person
3:45 – 4:30	Formulation of implementation plan and assignments	Focal person



SAMPLE TEMPLATES

Template 3.1- Stakeholder Analysis Matrix

GOAL	IMPLEMENTORS/PARTNERS	BENEFICIARY GROUPS
1		
2		
3		
4		
5		
6		
7		
8		

Template 3.2- Timetable for the Mainstreaming of MDG in _____
City

STEP	DATE	PAX	VENUE/EQPT REQUIRED	BUDGET
Step 4				
Step 5				
Step 6				
Step 7				
Step 8				
Step 9				
Step 10				
Step 11				
Step 12				
TOTAL ESTIMATED COST				

Template 3.3- Philippine Target Base Year Values for ____ City

Goals	Philippine Targets	Base Year Values of indicators	2015 Target Values
1. Eradicate extreme poverty and hunger	1. Halve the proportion of people living in extreme poverty between 1990 and 2015.	<i>(Proportion of people in extreme poverty 1990. Ex 16%)</i>	8%
	2. Halve the proportion of population below the minimum level of dietary energy consumption and halve the proportion of underweight children (under five years old)	<i>(Proportion of city population below minimum dietary energy consumption as of 2005. Ex. 20%)</i>	10%
2. Achieve universal primary education	3. Achieve universal access to primary education by 2015	<i>(Proportion of underweight children in the city under five years old as of 2005. Ex. 6%)</i>	3%
		<i>Participation rate of children in the city 6-11 yrs old as of SY 2004-05. Ex. 90%</i>	99%
3. Promote gender equality	4. Eliminate gender disparities in primary and secondary education preferably by 2005 and all levels of education no later than 2015	<i>Cohort survival rate as of 2004-05. Ex. 71%</i>	99%
		<i>Simple literacy rate of children 6-11 years old. Ex. 90%</i>	99%
4. Reduce child mortality	5. Reduce children under-five mortality rate by two-thirds by 2015	<i>Proportion of women to men enrolled at all levels of education as of 2005. Ex. 49%</i>	50%
		<i>Infant mortality rate as of 2005. Ex. 12 deaths per 1,000 live births</i>	4 per 1,000

<p>5 Improve maternal health</p>	<p>6 Reduce maternal mortality rate by three quarters by 2015 (half by 2000, half by 2015) 7 Increase access to reproductive health (RH) services to 60% by 2005, 80% by 2010 and 100% by 2015 8 Halt and reverse the spread of HIV/AIDS by 2015</p>	<p>Maternal mortality rate in the city as of 2005. Ex. 100 per 100,000 live births Proportion of mothers with access to reproductive health services in 2005. Ex. 60% Number of HIV/AIDS seropositive cases in the city in 2005. Ex. 0</p>	<p>25 per 100,000 100%</p>
<p>6 Combat HIV/AIDS, malaria and other diseases</p>	<p>9 Halt and begin to reverse the incidence of malaria and other major diseases by 2015</p>	<p>Malaria morbidity rates (among city residents) in 2005. Ex. 18 cases per 100,000 population Malaria mortality rate among city residents in 2005. Ex. 1 in 100,000 cases TB morbidity rate among city residents in 2005. Ex. 23 cases per 100,000 TB mortality rate among city residents in 2005. Ex. 3 per 100,000</p>	<p>0</p>
<p>7 Ensure environmental sustainability</p>	<p>10 Implement national strategies for sustainable development by 2005, to reverse loss of environmental resources by 2015 11 Halve the proportion of people with no access to safe drinking water or those who cannot afford it by 2015 12 Achieve a significant improvement in the lives of at least 100 million slum dwellers by 2020 13 Develop further an open, rule-based, predictable, non-discriminatory trading and financial system; include a commitment to good governance, development and poverty reduction—both nationally and internationally 14 Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debts sustainable in the long term 15 Provide access to affordable essential drugs, in cooperation with pharmaceutical companies</p>	<p>Proportion of population with no access to safe drinking water. Ex. 10%</p>	<p>5%</p>
<p>8 Develop a global partnership for development</p>			

Notes on Template 3.3:

- This matrix shall be prepared by the CPDO. The CPDO shall first review the full Second Philippine Report to get a good grasp about the scope of each Philippine target. Reading it will reveal that some of the targets are actually made up of several sub-targets. For instance, target #9 has several sub-targets each of which should have its own base year value.
- CPDO should decide on what would be the base year. Should it be 2000 as per UN mandate? Or the year the city embraced MDG? This toolkit suggests that the base year be the year nearest the year the city started MDG. The reason is that this will place the 2015 outcome under the full control of the implementers, and therefore establish full accountability on those responsible. It will also expedite the gathering of information as records are easier to retrieve. Setting it to 2000 makes the first five or so years beyond the implementers' intervention and therefore poor showing in those years could be made a convenient excuse for not making significant progress. Note that even the national government does not follow the year 2000 as base. The base year for the national targets hops around different years starting as early as the late '80s. Which is which?. We're here to change lives, not to chase numbers. So adopt whichever is most convenient, you can't go wrong on that. Get the numbers in and get the heck out the door and start changing people's lives.
- Most of the baseline data are available right within city hall. The CDPO can get the data from the City Health Office, City Population and Nutrition Office, DepEd, Commission on Higher Education, the local water district, the City Environment and Natural Resources Office, the Local Civil

Registrar and the statistical reports of the National Statistics Office. Before CPDO personnel are sent outside, it is best to formulate the targets first so that they'll know what to look for. Avoid the urge to gather a mountain of data, that's a waste of effort. Just pick out those corresponding to your targets.

- Targets where the source of local data is not quite clear may be left blank. They may have to be replaced later by proxy targets more realistic and meaningful locally. Falling under this category would be the targets of Goal 8 and some of those of Goal 7.
- When facing a blank wall, always remember the rule: We're here to change people's lives, not chase numbers. Don't be a tickler for preciseness and accuracy, statistics never is.

STEP 4

Zeroing in on the targets

 **WHY**

The Philippines has come up with 15 national targets for 2015. Some of these targets may not be relevant to a city, or they may be relevant but the corresponding data will be difficult to obtain, these must either be dropped or replaced with proxy targets. New ones may also be formulated to make the MDG in tune with the local situation.

 **NATURE OF ACTIVITY**

Workshop attended by TWG and additional representatives from concerned offices, civil society organizations and punong barangays. Note that this will be the first of a series of activities in a 2-day localization workshop

 **OUTPUT**

List of local targets culled from the Philippine targets plus any new ones deemed relevant locally.



HOW

1. Invitation to this workshop is sent out at least a week in advance along with information materials on the MDG. Participants shall be as drawn from Step 3.
2. Focal person convenes the group for the workshop. Participants should not exceed 50 to be manageable. The workshop can have the following sequence of activities:
 - a. Message from the mayor. The mayor will impress on the participants that MDG is a major objective of the city government and that the workshop is one of several steps for its attainment in the city..
 - b. Briefing by the focal person on the purpose of the workshop which is to review the Philippine targets , to drop those not applicable to the locality and to formulate new ones deemed relevant to the city or to replace those whose data cannot easily be retrieved.
 - c. Briefing by the focal person on MDG and the Philippine's 15 targets using the Second Philippine Progress Report on the MDG as guide. Questions and discussions should be encouraged at this point.
 - d. Workshop. Participants are grouped by MDG goal as follows:
 1. Poverty alleviation cluster - Goal #1:
 2. Primary education cluster - Goal #2
 3. Women, gender issues cluster - Goal #3
 4. Health cluster - Goals #4, #5, #6
 5. Environment cluster - Goal #7
 6. Global development partnership - Goal #8

Each group should have at least one representative from the TWG, civil society and the Liga ng mga Barangay.

- e. Each group shall start from the list of Philippine targets. The following pointers can be used as guide for coming up with the local targets:
 - i. The members go thru their Goal's targets one by one. Each group should ask if the targets are relevant to their city and if data are easily available. If so, retain, if not, drop or replace with proxy targets.
 - ii. Aside from being responsive to local needs, the additional targets should have the following characteristics:
 - 1. It must make a direct and significant contribution to the attainment of the goal;
 - 2. Must be measurable and attainable by 2015 or earlier and the corresponding data can be obtained locally with minimal effort and at a low cost.
 - 3. Must be strategic. Failure to reach the target can have a negative consequence on the attainment of the goal in the city.
 - iii. Critical to remember: Number of targets per goal should be kept down to the minimum, preferably not to exceed three. Fewer is better here.
- f. Each group presents their output in plenary and comments are solicited. The focal person should be alert in weeding out targets which are not strategic

or are encompassed by other targets, or are difficult to measure.

- g. Plenary adopts each group report as discussed and amended.

 **DURATION**

First half of the morning session of the first workshop day.

 **SAMPLE WORKSHOP FLOW**

STEP 4 WORKSHOP: Zeroing in on the targets		
TIME	ACTIVITY	FACILITATOR
8:00 – 8:30	Registration	Secretariat
8:30 – 8:40	Preliminaries	Secretariat
8:40 – 9:00	Introduction of participants	Secretariat
9:00 – 9:10	Message	Mayor
9:10 – 9:30	Overview of workshop	Focal person
9:30 – 10:00	Participants are clustered into 6 groups. Each group reviews the Philippine target corresponding to their assigned goal. Adopts those applicable, drops those that aren't, adds others as the groups deems necessary subject to the guidelines on new targets.	Group activity
10:00 – 10:30	Group reporting within the allotted time. Discussion of reports should be encouraged, focal person actively solicits comments from the members. After discussion, each report, with modifications, if any, is approved and the targets adopted.	Focal person



Template 4.1- Local Targets Base Year Values for _____ City
 (Values and local targets are hypothetical examples)

Goals	Philippine Targets	Local Targets	2015 Target Values
1. Eradicate extreme poverty and hunger	1. Halve the proportion of people living in extreme poverty between 1990 and 2015. 2. Halve the proportion of population below the minimum level of dietary energy consumption and halve the proportion of underweight children (under five years old)	Proportion of urban poor households without security of tenure. [proxy indicator, can be gleaned from survey data of Urban Poor Affairs Office [UPAO]] Ex. 12% Proportion of urban poor households with malnourished children [proxy indicator, can be gleaned from UPAO and City Population and Nutrition Office [CPNO) records]. Ex. 8% Proportion of underweight children in the city under five years old as of 2005 [from CPNO]. Ex. 6%	8% 6%
2. Achieve universal primary education	3. Achieve universal access to primary education by 2015	Participation rate of children in the city 6-11 yrs old as of SY 2004-05 [from DepEd Division Office]. Ex. 90% Cohort survival rate as of 2004-05 [from DepEd Division Office]. Ex. 71% Simple literacy rate of children 6-11 years old [from DepEd]. Ex. 90%	99% 99% 99%
3. Promote gender equality	4. Eliminate gender disparities in primary and secondary education preferably by 2005 and all levels of education no later than 2015	Proportion of women to men enrolled at all levels of education as of 2005 [from DepEd and CHED]. Ex. 49%	50%

4. Reduce child mortality	5. Reduce children under-five mortality rate by two-thirds by 2015	Infant mortality rate as of 2005. Ex. 12 deaths per 1,000 live births [from Local Civil Registrar and City Health Office]	4 per 1,000
	6. Reduce maternal mortality rate by three quarters by 2015 (half by 2000, half by 2015)	Under-five child mortality rate in the city as of 2005 [from Local Civil Registrar and City Health Office]. Ex. 30 per 1,000 live births Maternal mortality rate in the city as of 2005 [from Local Civil Registrar and City Health Office]. Ex. 100 per 100,000 live births	10 per 1,000 25 per 100,000
5. Improve maternal health	7. Increase access to reproductive health (RH) services to 60% by 2005, 80% by 2010 and 100% by 2015.	Note that if the city is site of a regional or provincial hospital, records of the civil registrar should be purged of non-resident mothers' births to get the city's base figure of births Proportion of married couples [not more than 3 yrs. married] availing of the city's reproductive health services in 2005 [proxy indicator, from CPNO which has the number of couples attending pre-marriage counselling]. Ex. 70%	95%
	8. Halt and reverse the spread of HIV/AIDS by 2015	Number of HIV/Ab seropositive cases in the city in 2005 [from City Health Office and Department of Health]. Ex. 0	0
	9. Halt and begin to reverse the incidence of malaria and other major diseases by 2015.	Malaria morbidity rates [among city residents] in 2005 [from City Health Office and the Department of Health]. Ex. 18 cases per 100,000 population	0
6. Combat HIV/AIDS, malaria and other diseases			

4. Reduce child mortality	5. Reduce children under-five mortality rate by two-thirds by 2015	Infant mortality rate as of 2005. Ex. 12 deaths per 1,000 live births [from Local Civil Registrar and City Health Office]	4 per 1,000
5. Improve maternal health	6. Reduce maternal mortality rate by three quarters by 2015 (half by 2000, half by 2015)	<p>Under-five child mortality rate in the city as of 2005 [from Local Civil Registrar and City Health Office]. Ex. 30 per 1,000 live births</p> <p>Maternal mortality rate in the city as of 2005 [from Local Civil Registrar and City Health Office]. Ex. 100 per 100,000 live births</p> <p>Note that if the city is site of a regional or provincial hospital, records of the civil registrar should be purged of non-resident mothers' births to get the city's base figure of births</p> <p>Proportion of married couples [not more than 3 yrs. married] availing of the city's reproductive health services in 2005 [proxy indicator, from CPNO which has the number of couples attending pre-marriage counselling]. Ex. 70%</p>	<p>10 per 1,000</p> <p>25 per 100,000</p> <p>95%</p> <p>95%</p>
6. Combat HIV/AIDS, malaria and other diseases	7. Increase access to reproductive health (RH) services to 60% by 2005, 80% by 2010 and 100% by 2015.	<p>Number of HIV/Ab seropositive cases in the city in 2005 [from: City Health Office and Department of Health]. Ex. 0</p>	0
	8. Halt and reverse the spread of HIV/AIDS by 2015	<p>Malaria morbidity rates [among city residents] in 2005 [from City Health Office and the Department of Health]. Ex. 18 cases per 100,000 population</p>	0
	9. Halt and begin to reverse the incidence of malaria and other major diseases by 2015.	<p>Malaria mortality rate among city residents in 2005 [from City Health Office, Local Civil Registrar and the Department of Health]. Ex. 3 in 100,000 cases</p> <p>TB morbidity rate among city residents in 2005 [from City Health Office and Department of Health]. Ex. 23 cases per 100,000</p> <p>TB mortality rate among city residents in 2005 [from City Health Office, Local Civil Registrar and the Department of Health]. Ex. 3 per 100,000</p>	<p>0</p> <p>0</p> <p>0</p>



7. Ensure environmental sustainability	10. Implement national strategies for sustainable development by 2005, to reverse loss of environmental resources by 2015	Proportion of city solid waste collected and disposed in compliance with RA 9003 [from ENRO] Ex. 80%	99%
	11. Halve the proportion of people with no access to safe drinking water or those who cannot afford it by 2015.	Average water quality rating by the DENR of city rivers in 2005 [from DENR as per records of City ENRO] Ex. C+	A
8. Develop a global partnership for development	12. Achieve a significant improvement in the lives of at least 100 million slum dwellers by 2020	Average ambient air quality rating in 2005 [from DENR as per records of City ENRO]. Ex. Fair	Excellent
	13. Develop further an open, rule-based, predictable, non-discriminatory trading and financial system; include a commitment to good governance, development and poverty reduction—both nationally and internationally	Proportion of urban poor families with security of tenure [from UPAO] Ex. 94%	80%
	14. Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debts sustainable in the long term	Proportion of urban poor families all of whose school-age children are in school and no member of the household is malnourished or experienced illness in 2005 [collated from UPAO and DepEd] Ex. 75%	99%
	15. Provide access to affordable essential drugs, in cooperation with pharmaceutical companies.	Proportion of 2005 revenue from business tax [adjusted for any incentive] paid by firms more than half of whose production are sold outside the Philippines [proxy indicator from the City Treasurer's Office] Ex. 10%	50%
		Not captured locally	
	Proportion of city hospital clients/city health office at least half of whose prescriptions were served by the city hospital pharmacy [from city hospital or city health office] Ex. 70%	100%	

Notes on Template 4.1:

The third column (local targets) is what concerns us. Those are the local targets which will be the focus of the city's MDG localization effort. If we attain all those local targets, then we have attained the goals. We will be retaining the second column (Philippine Targets) just so we can relate our efforts with the national MDG campaign. This entire matrix is in effect, the city's Millennium Development Goals.

It is true that most of the illustrative targets in this template are applicable to other cities so they can be cut and pasted on your own local matrix but do strive to come up with your city's own targets. They will be more relevant to your people than these examples.

And don't forget our rule when coming up with those baseline figures. Don't lose sight of why we're doing MDG. It's not to dig out data and come out with precise poverty figures, it's to change people's lives. So don't spend an inordinate amount of time and resources chasing and fine-tuning numbers, use the bulk of your time and resources changing people lives.

STEP 5

Establishing annual values



WHY

Attaining the city's 2015 targets requires annual incremental accomplishments every year. Quantifying those annual accomplishments is necessary so that the corresponding results and activities for the year can be planned, budgeted and undertaken.



NATURE OF ACTIVITY

Continuation of the workshop in Step 4.

 **OUTPUT**

Annual values for each of the targets.

 **HOW**

1. Focal person reconvenes the workshop. Does a brief review of the local targets (output of Step 4) and then calls on the planning officer to lead the group in setting the annual values.
2. The planning officer presents baseline data of retained Philippine targets (see Template 4.1).
4. The planning officer leads the group in setting the annual targets. The planning officer must take into consideration the possible resource requirements and the capacity of the city to raise those resources (use Template 5.1).
5. For those with no baseline data as of the workshop date, the annual target values can be established as percentage values of the gap between 2015 and the current year. This makes it possible to set annual targets even if the baseline data (and the magnitude of the gap) is not yet available.
6. Focal person formally leads group in adopting the annual targets

 **DURATION**

Second half of the morning session of the first workshop day.



SAMPLE WORKSHOP FLOW

STEP 5 WORKSHOP: Establishing annual values		
TIME	ACTIVITY	PRESENTOR/FACILITATOR
10:30 – 10:50	Presentation of local baseline data of retained Philippine targets. CPDO proposes methodology for determining annual values for the targets	CPDO
10:50 – 11:20	Group sets annual values for each of the Philippine targets.	CPDO
11:20 – 11:50	Setting "percentage of gap" values for each of the additional targets	CPDO
11:50 – 12:00	Formal approval and adoption of annual values for all the targets	Focal person
12:00 – 1:00	Break	



SAMPLE TEMPLATE

Template 5.1- Annual Target Values

TARGET	Base Year	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15

STEP 6

From targets to results



WHY

Accomplishing the annual targets require the performance of activities, the application of resources, and the generation of results. This step will identify what are these activities and results which will contribute to the attainment of the targets.



NATURE OF ACTIVITY

Workshop attended by the same participants as those in Step 4. The workshop should be a continuation of the same workshop in Step 4.



OUTPUT

Results Matrix

A QUICK LOOK AT THE RESULTS CHAIN

Results chain is a key concept in Results Based Management (RBM). It shows the hierarchy of results leading to a desired developmental change.

The results chain follows a simple cause-and-effect series: input-activity-output-outcome-impact. That is, if the inputs are available and mobilized, then the activities can be undertaken, if the activities are done, then the output will be produced benefiting direct beneficiaries, if the output (along with other outputs) are produced and are availed of by the direct beneficiaries, then the outcome will be achieved which is enhancing the lives of the larger population, if the outcome (along with other outcomes) are achieved, then the city's vision will be attained.

The terms used in the results chain are usually defined as follows; "Input" is the financial, human and material resources, "activity" is the action taken or work performed through which inputs are mobilized to produce specific outputs; "outputs" are the products, services, or changes in local condition generated by the activities; "outcome" is the short to medium term effect of a set of outputs, "impact" (which can be the city's vision) is the long-term effect of a set of outcomes. "Outcome" can further be subdivided into several levels such as short-term and medium-term outcomes, intermediate and final outcomes, depending on their scope and relationship with the impact.

This toolkit borrows a lot of ideas from RBM but a full discussion of RBM is beyond its scope. The focal person and the members of the TWG are encouraged to read about RBM. A lot of materials can be downloaded from the web.



HOW

1. Focal person reconvenes participants
2. Focal person or a resource person discusses the results chain. The explanation is buttressed by tracing the input-activity-output-outcome-impact logic of local programs. The results chain is then applied to an MDG target. The target is situated at the outcome level. Each target will thus have its own results chain. A lead office is likewise identified per output which shall be responsible for raising the inputs and managing the activities to generate the output, either on its own or in coordination with other partners.
3. Focal person presents template for the MDG Results Matrix and explains the process for filling it up. Each target shall have one Results Matrix.
4. Participants then break up by the same MDG clusters as before, namely:
 - a. Poverty alleviation cluster - Goal #1:
 - b. Primary education cluster - Goal #2
 - c. Women, gender issues cluster - Goal #3
 - d. Health cluster - Goals #4, #5, #6
 - e. Environment cluster - Goal #7
 - f. Global development partnership - Goal #8

Each group should have at least one representative from the TWG, civil society and the Liga ng mga Barangay.

5. Each group then works on the result chain of each of their Goal/s' target. They must complete the chain for all their targets.
6. Reporting of group output. Focal person encourages critiquing and makes his or her own comments to improve each group output.



DURATION

First half day of the afternoon session of the first workshop day



SAMPLE WORKSHOP FLOW

STEP 6 STARTS HERE: From targets to results		
TIME	ACTIVITY	PRESENTOR/FACILITATOR
1:00 – 1:30	Discussion on Results chain. Exercise on identifying the results chain of existing programs leading to the city's vision. Placing MDG targets at the outcome level. Presentation of Results Matrix	Focal person or resource person
1:30 – 2:30	Workshop by group: Populating the Results Matrix.	Group activity
2:30 – 3:00	Presentation by three groups of their outputs, critiquing and plenary discussions	Group activity
	Working break during presentation	



SAMPLE TEMPLATE

Template 6.1- Results matrix

TARGET: Reduce under five mortality in 2005 to less than 1%	
OUTPUTS	ACTIVITIES
1. 1,200 nursing mothers trained in proper nutrition	a. Conduct 24 Mothers' classes
Lead Office: City Nutrition Office	b. Distribute 1,200 recipe booklets on affordable but nutritious food preparations

MDG LOCALIZATION TOOLKIT

<p><u>1,200 children immunized</u></p> <p><u>Lead Office: City Health Office</u></p>	<p>c. Disseminate immunization schedule thru posters and mobile PA in all 27 barangays</p>
<p>2. One public faucet installed for each cluster of 30 households in 11 urban poor settlements</p> <p><u>Lead Office: Task Force Tubig (CEO)</u></p>	<p>d. Immunize 1,200 children</p> <hr/> <p>a. Determine extent of Level 2 deficiency in urban poor settlements</p> <p>b. Install Level 2 systems in deficient urban poor settlements</p> <p>c. Monitor water quality monthly in at least 10% of public faucets in urban poor settlements</p>

STEP 7

Preparing for implementation



WHY

The matrices generated from the preceding steps would show that a target may require outputs from different lead offices or entities. To facilitate execution, the outputs should be clustered by lead office and an implementation plan subsequently prepared by each office.



NATURE OF ACTIVITY

Workshop to cluster the outputs by lead office and for each lead office, assisted by its civil society and barangay partners, to prepare an implementation plan, budget and list of partners.



OUTPUT

Implementation plan and proposed budget.



HOW

1. Before the start of the workshop, focal person identifies the lead offices mentioned in all the Results Matrices and counts the total number of outputs assigned to each lead office. This is to ensure that no output is orphaned when they are eventually farmed out to the various lead offices.
2. Focal person reconvenes participants and discusses how to fill up the implementation matrix.
3. Focal person regroups participants by lead offices named in the results matrices. Participants not belonging to the concerned office should join the group they prefer provided membership is evenly distributed among the groups.
4. Each group gathers the results matrices of the six original groupings and picks out those outputs assigned to it.
5. Each group then transfers the content of the output and activity columns of the results matrices to the corresponding columns of their implementation matrix. Focal person goes around to ensure that all outputs have been taken care of.
6. Each group proceeds with identifying and quantifying the required inputs for each activity and estimating their corresponding peso value.
7. During reporting, the focal person may do the reading of the group outputs soliciting comments or putting in his/her feedback along the way. This will save time.



DURATION

Second half of the afternoon session of the first workshop day.



SAMPLE WORKSHOP FLOW

STEP 7 STARTS HERE: Preparing for implementation		
TIME	ACTIVITY	PRESENTER/FACILITATOR
3:00 – 3:15	Instruction on how to prepare the implementation plan using the template.	Focal person
3:15 – 4:00	Group work on clustering the outputs by lead implementing office and formulating implementation plan	Group activity
4:00 – 4:50	Presentation of goupr outputs, critiquing and plenary discussions	Focal person
4:50 - 5:00	Admin announcements	Secretariat



SAMPLE TEMPLATE

Template 7.1- 200_ MDG Implementation Plan

GOAL																
TARGET																
OUTPUT																
LEAD OFFICE																
LEAD PERSON																
ACTIVITIES	TIMELINE												INPUTS	BUDGET	PARTNERS	
	J	F	M	A	M	J	J	A	S	O	N	D				

STEP 8

Anticipating the risks



WHY

Implicit in the results chain are assumptions of the existence of certain conditions. Without these conditions, the cause-and-effect chain will fail. To ensure success, these assumptions must be identified and managed properly.



NATURE OF ACTIVITY

Workshop to identify the assumption, analyze the risks, prepare mitigation strategies.



OUTPUT

Assumptions and risk analysis tables.

A QUICK LOOK AT ASSUMPTIONS AND RISKS

Will access to low-cost livelihood credit improve the lives of urban poor households? The wise answer is: it depends! It depends on whether the recipient household actually applies the proceeds of the loan to the project. It depends on whether that project is viable. It depends on whether that project is managed properly. It depends if a market exists and gives a viable price. It depends on whether input costs are low and stable.

In short, low-cost credit will improve the lives of urban poor families depending on the occurrence of certain things. Those "things" are your assumptions. And the possibility of any of them not occurring is the risk associated with it.

In the above example, the possible assumptions are:

- The recipient applies the proceed of the loan to a worthwhile project
- The project is viable
- The project is managed properly
- A market exists and gives a viable price
- Input costs, e.g. cost of electricity, are low and stable
- The general socio-economic environment is favorable to the project (there's a lot covered here)

(Note: For consistency, the above assumptions were phrased positively. Follow the same rule to simplify your life.)

What do we do with these assumptions? Make sure that they do occur for those things which are within your control and

formulate mitigating measures for those outside your control. Thus, in our example, the following may be the things to do to increase the likelihood that the loan will indeed improve the lives of urban poor households:

- Part of the loan proceeds may be given in kind and regular visitation by the staff of the lending office is done on the recipient household to discourage diversion of the cash proceeds.
- Do a simple feasibility study of the project to check its viability prior to loan approval.
- Enhance the entrepreneurial and management skills of the beneficiary thru trainings
- Pool similar input requirements of multiple loan beneficiaries and purchase them in bulk
- If the project is a bakery, hire experienced bakers who can knead dough efficiently

Next step would be to check out the likelihood of non-occurrence of your assumptions. The possibility of each one taking place have to be assessed in the light of the character of the loan recipient (in the above example), the prevailing and projected socio-economic, environmental—and in the case of this country, political—conditions, and such other factors as would impact on each assumption. This part of the chore is called risk analysis.

Statistical and mathematical formulas are used for risk analysis but we'll do it the painless way. Simply weigh two factors: possibility of non-occurrence (How likely will the assumed event or condition not happen?), and its impact (How bad will the situation be if the assumption don't happen?). In this toolkit, we put a rating of 1-3 for both factors, with 1 least likely and least negative impact, and get the product of the two to get

each assumption's risk rating. The higher the rating, the higher the risk.

Assumptions tie up our MDG results chain. Each chain depends on these assumptions to happen. If an assumption doesn't happen, then the chain weakens; if it's a major assumption, the chain could unravel and you could miss your MDG targets. Assumptions whose occurrence (or non-occurrence) are within your control you can manage. The really critical assumptions are those outside your control. These things you should anticipate by closely monitoring them and readying your mitigating measures.

Keeping watch means adding those assumptions to your set of performance measures which you monitor regularly. You can call them your risk indicators. You put your mitigating measures in motion once your risk indicators exceed acceptable values. Again, continuing our example, one risk indicator for the last assumption could be cost of power and the acceptable value could be P12.00 per kwh. If the cost of power exceeds P12/kwh, then execute your mitigating measure (e.g., if the project is a bakery, make use of your experienced baker and go back to manual kneading of dough instead of using electric powered machines).

Most of us in local governments seldom take time to find out the assumptions inherent in our programs and thus no mitigating measures are formulated. The most popular response when things go wrong is to blame somebody else.

There's no need to pass the buck if we anticipate the things that could go wrong and prepare for them in advance. So do take time to check your assumptions, formulate your mitigating measures for the high risk ones, and keep watch on them.



HOW

1. Focal person convenes Day 2 of the localization workshop
2. Focal person or resource person discusses the assumptions inherent in the results chain and the need to analyze the risks associated with them.
3. Workshop activity: Participants maintain their grouping by implementation group. Each group:
 - a. Identifies the assumptions implicit in each of their results chain
 - b. Conducts a risk analysis for each assumption
 - c. Formulates risk mitigation measures for high risk assumptions.
 - d. Identifies key risk indicators for monitoring purposes. Key risk indicators would be the assumptions with the highest risks.
4. During reporting, the focal person can do the reading of the group outputs soliciting comments or putting in his/her feedback along the way.



DURATION

First half of the morning session of the second workshop day.



SAMPLE WORKSHOP FLOW

STEP 8 WORKSHOP: Anticipating the risks		
TIME	ACTIVITY	PRESENTOR/FACILITATOR
8:00 – 8:15	Registration	Secretariat
8:15 – 8:30	Announcements and Preliminaries	Secretariat
8:30 – 9:30	Discussion on assumptions and risks	Focal person or resource person
9:30 – 10:30	Participant group by lead office	Group activity
10:30 – 12:00	Group reporting	Focal person



SAMPLE TEMPLATE

Template 8.1- Table of Assumptions

ASSUMPTIONS (IF)	RESULTS (THEN)
If the following initial conditions are true: 1. 2. 3.	Then inputs will be available for application
If the inputs are available for application and the following assumptions hold true: 1. 2. 3.	Then the identified activities can be performed
If the activities are performed and the following conditions hold true: 1. 2. 3.	Then the output will be generated.
If the outputs are generated and the following conditions hold true: 1. 2. 3.	Then the target will be realized.

Template 8.2- Risk Analysis

ASSUMPTIONS	IMPACT (Score: 1-3)	POSSIBILITY (Score: 1-3)	SCORE	COUNTER MEASURES

Note: Each assumption is assessed as to its adverse impact if not met and rated 1 for least adverse impact, 3 for greatest adverse impact. Their likelihood of occurrence is likewise scored, 1 for least likely, 3 for most likely. The scores column is the product of the preceding two columns. Mitigating measures must be formulated for those assumptions with very high scores (high risk).

STEP 9

Measuring progress



WHY

To focus implementation effort on those results that count, and inform those involved and MDG stakeholders how well everything is progressing, indicators must be in place.



NATURE OF ACTIVITY

Workshop to formulate the success indicators for each of the targets



OUTPUT

Performance matrix

A QUICK NOTE ON PERFORMANCE MEASURES

How do we know we are performing each level of the results chain properly? That is, how do we know that we have the proper inputs? How do we know that we are performing the activities properly (efficiently and effectively)? How do we know that we are delivering the required outputs? How do we know that we are generating the right outcomes? Performance measures (or indicators) at each level of the results chain will tell us.

The performance measure for local targets (outcome) will preferably be measures that will generate information that feeds directly into the national targets. That makes the job of consolidating results into a national report easier. To do that, the performance measure will simply be a restatement of the target. If the target is "reduce under-five mortality rate," then the performance measure would simply be "under five mortality rate."

Formulating performance measures for outputs is not simply rephrasing an output statement into a measurable indicator. It requires forward thinking. For instance, if the desired output is "to have 1,200 nursing mothers trained in proper nutrition," the performance measure should not be "number of nursing mothers trained in proper nutrition." The proper performance measure must capture the reason why you need that output. Ask yourself, why do we have to train these nursing mothers? If there's no reason for training those

mothers, then that output should not have been there in the first place. But inasmuch as there must be a reason, find it. That reason is the essence for going thru all the hassles of raising the inputs, performing the activities to get that output. The obvious answer is that mothers need to cook nutritious food for themselves and their baby so that both will be healthy. That's the thing to measure! Thus your performance measure could be something like this: "Number of nursing mothers trained in mothers' class preparing nutritious food for their family." If this is too difficult to measure, try some proxy indicators such as: "Number of nursing mothers trained in mothers' class whose 0-5 children are not malnourished." This one is easier to get as the City Population and Nutrition Office regularly conducts Operation Timbang. Be creative. Take your mind several steps forward. Continually ask: Why this result? Why this output? And craft that ingenious performance measure.

Formulating performance measure for activities is a bit different. Activities are not results we can measure. Activity is a process. The thing to measure here would be how well those activities are being done. It's more on efficiency (cost per output) and speed of doing things (length of process per output).

Formulating performance measures for inputs is more straightforward. Presence of those inputs in the required quantities is sufficient measure.

Finally, we need to know how well we're doing as felt by our target beneficiaries. Are we delivering the outputs in

ways that benefit them? In the quantity they need? In the quality they desire? In short, are we responsive? The best performance measures here would be the degree of satisfaction of our target beneficiaries. Thus, an example would be: "Number of urban poor households satisfied with the maternal health services of the city health office." One tool which can be used to capture this type of feedback is the Citizens Report Card espoused by the former The Urban Governance Initiative (TUGI). Simpler and quicker methodologies may also be tapped.

Finally, a word of caution. Keep the number of performance measures to a strategic few. Too many may result in transgressing our golden rule: we're here to change lives, not chase numbers. Keeping track of all those measures requires time, money and personnel. The cost must not outweigh the benefit. So keep the number of measures down. One well-crafted forward-looking output indicator, one efficiency indicator, and of course the target indicator itself, would be a sufficient set for most targets. An effectiveness indicator (e.g. satisfaction rating by the beneficiaries), can be added for each of the goal, or for a cluster of related targets.

Again, the focal person and the members of the TWG are invited to check the web for materials on performance management and measurement. Give them a good read and you can use the knowledge to enhance not only MDG localization effort but the rest of your local development activities.



HOW

1. Focal person reconvenes the participants
2. Focal person or a resource person discusses performance measurement stressing the importance of aligning all the indicators with the target and the focus on outcomes. The participants are then walked thru on how to fill up the Performance Indicators Matrix.
3. Participants group by lead office and using the Implementation Plan matrix as guide, prepare the corresponding MDG Performance Indicator Matrix for each output, i.e., one performance indicator matrix for each implementation plan.



DURATION

Second half of the morning session of the second workshop day.



SAMPLE WORKSHOP FLOW

STEP 9 STARTS HERE: Measuring success		
TIME	ACTIVITY	FACILITATOR
1:00 – 2:00	Discussion on performance measures	Focal person or resource person
2:00 – 3:30	Workshop on performance measures	Group activity
3:30 – 4:30	Reporting/critiquing/improvement of group outputs. Some are approved and adopted as modified, if any, after each report	Focal person
4:30 – 5:00	Closing/distribution of certificates	Secretariat



SAMPLE TEMPLATE

Template 9.1-Performance Indicators Matrix

Target (Outcome) Indicator: Proportion of under five mortality in 2005		
OUTPUT/EFFICIENCY/QUALITY INDICATORS		INPUT INDICATORS
1. Proportion of nursing mothers practicing proper nutrition <u>Lead Office:</u> City Nutrition Office	a. Number of Mothers' class held	• Fund for office supplies
	b. Proportion of attendees satisfied with class	• Trainers' person-days
	c. Cost per participant	• Hall-days in 4 bgy. Multi-purpose center
	d. Number of recipe booklets distributed to nursing mothers	• vehicle days
	e. Cost per booklet	• Writer person-days
2. No. of immunized children who don't succumbed to target diseases within the year Proportion of mothers happy with immunization service Total immunization cost per child <u>Lead Office:</u> City Health Office	a. No. of bgy. zones with at least 5 posters	• Fund for printing expenses
	b. No. of zones reached by rolling public address system	• Fund for office supplies
	c. No. of children immunized	• Vehicle-days
		• Fund for office supplies
		• Person-days (barker)
	• Vehicle-days	
	• Fund for making and posting of hand printed cartolina posters	
	• Fund for medicines and medical supplies	
	• BHW person-days	
	• Vehicle-days	

STEP 10

Consolidating workshop output



WHY

The workshop output needs to be consolidated and its rough edges refined further in preparation for its presentation to the city mayor, its endorsement to the city development council, and adoption by the sangguniang panlungsod.



NATURE OF ACTIVITY

Deskwork by the TWG Secretariat



OUTPUT

Sorted and refined workshop output, localized MDG targets, and consolidated results and indicator matrices.



HOW

1. TWG Secretariat gathers all the workshop outputs
2. The outputs are reviewed and style may be refined. The documents shall be sorted as follows:
 - a. Executive Order
 - b. Sangguniang Panlungsod resolution
 - c. Stakeholder analysis
 - d. Summary of local targets per goal as culled from the output of Step 4 with corresponding 2015 and incremental annual values as culled from Step 5
 - e. For each target, have the following documents:
 - i. Results Matrix as culled from Step 6
 - ii. Assumption and risk analysis as culled from Step 7
 - iii. Implementation Plan with budget as culled from Goal Step 8
 - iv. Performance Indicators Matrix as culled from Step 9
3. The secretariat shall consolidate the above documents and prepare:
 - a. The city's MDG with its localized targets and indicators
 - b. Consolidated Results and Budget Matrix per target using information culled from Results Matrix and Implementation Plan
 - c. Consolidated Performance Monitoring Matrix by Target using information culled from the Performance Monitoring Matrix.
4. The secretariat shall prepare sufficient copies of 3a, 3b and 3c above, properly bound, for circulation to the city mayor, the

members of the sangguniang Panlungsod, the heads of the involved offices, and civil society partners represented in the workshop.



DURATION

One week.



SAMPLE TEMPLATES

Template 10.1- Results and Budget Matrix for the Year 2005

Outcome: Reduce under 5 mortality in 2005 to less than 1%			
OUTPUTS	ACTIVITIES	INPUTS	BUDGET
1. 1,200 nursing mothers trained in proper nutrition Lead Office: City Nutrition Office Budget: <u>P141,000</u>	a. Conduct 24 Mothers' classes Budget: <u>P44,000</u>	• P10,000 office supplies	P 10,000
		• 30 trainers' person-days	15,000
		• 20 half-days in 4 bgy. multi-purpose center	7,000
	b. Distribute 1,200 recipe booklets on affordable but nutritious food preparations Budget: <u>P97,000</u>	• 24 vehicle days	12,000
		• 30 writer person-days	17,000
		• P70,000 printing expenses	70,000
1,200 children immunized Lead Office: City Health Office Budget: <u>P266,500</u>	c. Disseminate immunization schedule thru posters and mobile PA in all 27 barangays Budget: <u>P10,000</u>	• P5,000 office supplies	5,000
		• 27 vehicle-days	15,000
		• P3,000 office supplies	3,000
	d. Immunize 1,200 children Budget: <u>P256,500</u>	• 5 person-days (barker)	2,000
		• 8 vehicle-days	4,000
		• P1,300 for making and posting of hand printed cartolina posters	1,300
2. One public faucet installed for each cluster of 30 households in 11 urban poor settlements Lead Office: Task Force Tubig (CEO) Budget: <u>P186,000</u>	a. Determine extent of Level 2 deficiency in urban poor settlements Budget: <u>P4,000</u>	• P234,000 medicines and medical supplies	234,000
		• 27 BHW person-days	7,000
	b. Install Level 2 systems in deficient urban poor settlements Budget: <u>P130,000</u>	• 27 vehicle-days	15,000
		• 10 UPAO person-days	2,500
		• 3 vehicle days	1,500
		• 800 pcs. initial gauge 40 1" GI pipes	89,000
		• 500 pcs. initial faucets	3,000
		• P5,000 initial for other plumbing supplies	5,000
	c. Monitor water quality monthly in at least 10% of public faucets in urban poor settlements Budget: <u>P52,000</u>	• 25 Task Force Tubig person-days	13,000
		• 20 initial truck vehicle days	20,000
		• 36 vehicle days	18,000
		• 72 TFT person-days	14,000
• P20,000 water testing supplies			20,000
TOTAL BUDGET			P582,500

Template 10.2- Goal 4 Results and Budget Matrix for the Year 2006

Target: Reduce under 5 mortality rate in children to less than 1%			
OUTPUTS	ACTIVITIES	INPUTS	BUDGET
1. 1,200 nursing mothers trained in proper nutrition Lead Office: City Nutrition Office Budget: <u>P141,000</u>	a. Conduct 24 Mothers' classes Budget: <u>P44,000</u>	• P10,000 office supplies	P 10,000
		• 30 trainors' person-days	15,000
		• 20 hall-days in 4 bgy. multi-purpose center	7,000
		• 24 vehicle days	12,000
	b. Distribute 1,200 recipe booklets on affordable but nutritious food preparations Budget: <u>P97,000</u>	• 30 writer person-days	17,000
		• P70,000 printing expenses	70,000
		• P5,000 office supplies	5,000
		• 27 vehicle-days	15,000
2. 1,200 children immunized Lead Office: City Health Office Budget: <u>P266,500</u>	a. Disseminate immunization schedule thru posters and mobile PA in all 27 barangays Budget: <u>P10,000</u>	• P3,000 office supplies	3,000
		• 5 person-days (barker)	2,000
		• 8 vehicle-days	4,000
		• P1,300 for making and posting of hand printed cartolina posters	1,300
	b. Immunize 1,200 children Budget: <u>P256,500</u>	• P234,000 medicines and medical supplies	234,000
		• 27 BHW person-days	7,000
		• 27 vehicle-days	15,000
		• 10 UPAO person-days	2,500
3. One public faucet installed for each cluster of 30 households in 11 urban poor settlements Lead Office: Task Force Tubig (CEO) Budget: <u>P186,000</u>	a. Determine extent of Level 2 deficiency in urban poor settlements Budget: <u>P4,000</u>	• 3 vehicle days	1,500
		• 800 pcs. initial gauge 40 1" GI pipes	89,000
	b. Install Level 2 systems in deficient urban poor settlements Budget: <u>P130,000</u>	• 500 pcs. initial faucets	3,000
		• P5,000 initial for other plumbing supplies	5,000
		• 25 Task Force Tubig person-days	13,000
		• 20 initial truck vehicle days	20,000
	c. Monitor water quality monthly in at least 10% of public faucets in urban poor settlements Budget: <u>P52,000</u>	• 36 vehicle days	18,000
		• 72 TFT person-days	14,000
		• P20,000 water testing supplies	20,000
TOTAL BUDGET			P582,500

Template 10.3- Goal 4 Performance measures matrix

Outcome (Target) Indicator: Proportion of under five mortality in 2006		
OUTPUT/EFFICIENCY/QUALITY INDICATORS		INPUT INDICATORS
1. Proportion of nursing mothers practicing proper nutrition Lead Office: City Nutrition Office	a. Number of Mothers' class held	• Fund for office supplies
	b. Proportion of attendees satisfied with class	• Trainors' person-days
	c. Cost per participant	• Hall-days in 4 bgy. Multi-purpose center
		• vehicle days
	d. Number of recipe booklets distributed to nursing mothers	• Writer person-days
	e. Cost per booklet	• Fund for printing expenses
		• Fund for office supplies
		• Vehicle-days
2. No. of immunized children who don't succumb to target diseases within the year Proportion of mothers happy with immunization service Total immunization cost per child Lead Office: City Health Office	a. No. of bgy. zones with at least 5 posters	• Fund for office supplies
	b. No. of zones reached by rolling public address system	• Person-days (barker)
		• Vehicle-days
		• Fund for making and posting of hand printed cartolina posters
	c. No. of children immunized	• Fund for medicines and medical supplies
d. Immunization cost per child	• BHW person-days	
		• Vehicle-days

STEP 11

Making it official

 **WHY**

The MDG documents must pass thru the city mayor, the city development council, and the sangguniang panlungsod before it becomes an official document ready for implementation.

 **NATURE OF ACTIVITY**

Preparation of communications and submission of consolidated documents, presentation of output before the city development council and the sangguniang panlungsod.

 **OUTPUT**

Officially approved and adopted local MDG.



HOW

1. Cover letter is prepared transmitting the consolidated output of the workshop to the city mayor. Attached to the cover letter is a draft of an endorsement letter by the mayor to the city development council
2. Once approved by the mayor and the endorsement letter signed, CPDO is tasked to convene the CDC where the outputs will be presented for adoption and endorsement to the sangguniang panlungsod.
3. Once endorsed by the CDC to the SP and the latter approves it, the documents then become the MDG localization blueprint for the city.



DURATION

One month.

STEP 12

Spreading the word



WHY

The localized MDG must transcend the confines of the sangguniang panlungsod and the city development council to be appreciated and be supported by the larger constituency. Letting the public know about the targets and indicators will also promote transparency and strengthen the accountability of those responsible for the targets.



NATURE OF ACTIVITY

Communication.



OUTPUT

1. Briefing materials on the localized MDG including the local indicators and target values for distribution to key constituency groups who could be partners in the mainstreaming effort (e.g., barangay officials, media, church, academe, CSOs, chambers of commerce).
2. Briefing of beneficiary groups as to what are the targets and indicators, what they could expect from the local MDG, and what is expected of them as citizens
3. Media exposure of the local MDG effort
4. Annual MDG accomplishment report
5. Billboards for MDG related projects.



HOW

1. Focal person coordinates with the city public information office for the preparation of public information materials. Same is made available for distribution during field sorties to promote awareness of the MDG. Press releases are likewise prepared for distribution to local media outlets.
2. Focal person coordinates with city hall offices with constituencies belonging to the extremely poor or disadvantaged groups and requests for inclusion in meetings they have scheduled with them during which the focal person discusses the local MDG.
3. Focal person directs the preparation of mid-year and annual accomplishment reports by the Secretariat. Said report shall essentially be a progress report of the local targets and

indicators, problems encountered, solutions implemented or proposed for implementation.

4. Focal person solicits support from the private sector for the erection of billboards in areas where there are MDG-related projects. The billboards should be of uniform design to gain an identity for MDG projects.



DURATION

Continuous starting from the day of the official adoption of the MDG.

STEP 13

Monitoring and evaluation



WHY

Implementation requires feedback to help steer activities towards the desired outcome. Monitoring and evaluation provides the feedback to the implementers. In addition, monitoring based on performance measures crafted in an open and participatory manner and undertaken by civil society partners strengthens transparency and facilitates accountability among those responsible.



NATURE OF ACTIVITY

Gathering the values for the agreed upon performance measures.



OUTPUT

Periodic values for the various performance measures gathered in coordination with civil society partners.



HOW

1. Civil society partners who are members of the TWG and those who took part in the workshops are organized into a monitoring and evaluation team. They set their own workplan furnishing the MDG focal person with a copy.
2. Focal person coordinates with the head of the implementing office as to the information requirement and monitoring timetable set by the M&E team. Information which may be requested by the M&E team shall be confined to the values of the performance measures for output, activity, and input and the status of the risk indicators as formulated in the preceding steps. Template 13.1 may be used for the purpose.
3. M&E Team may generate its own data from any of the indicators it deems important for cross checking purposes particularly those pertaining to client satisfaction. The result shall be furnished the implementing office for appropriate action.
4. Implementing office gathers the required values for each performance measures as well as for the status of each of the risk indicators. Frequency of gathering the data should not be determined by the requirements of the civil society M&E team but as frequently as may be feasible given the cost of gathering the information. Factual information is a

management requirement essential to continually align activities with desired results.

5. Information generated should be checked jointly by the implementing office and the M&E team against target (see template 13.2). Any slippage or deviation should be examined as to their reason and remedial actions implemented. Unfavorable risk indicators should alert the implementing office for activating the corresponding mitigating measures.
6. Performance may further be improved by benchmarking with best in class cities with similar measures and learning how they were able to generate exceptional results.



DURATION

Monthly to quarterly depending on the type of performance measures



SAMPLE TEMPLATE

Template 13.1- Performance Measurement Matrix

Results	Performance Measures	Frequency of collection	Responsible Office
Output			
Activity			
Input			

Template 13.2- Performance Measurement Monitoring Sheet

Results	Performance Measures	Target Value for the Period	Monitored Value
Output			
Activity			
Input			