

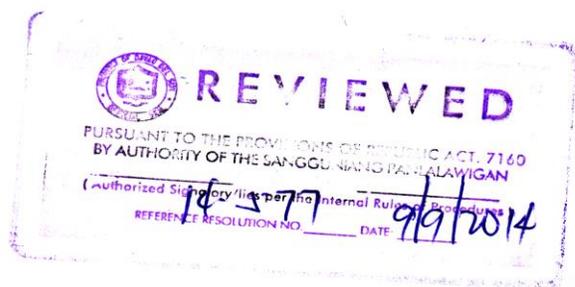
CHAPTER 2

GENERAL DEVELOPMENT FRAMEWORK



2.1 SWOT Analysis

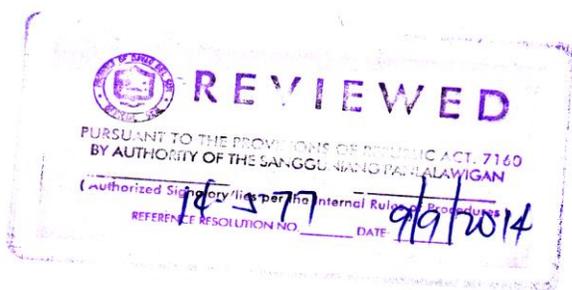
The municipality's strengths, weaknesses, opportunities and threats can be utilized to generate feasible alternative strategies for development. An assessment tool called "SWOT analysis" is being used by development planners to determine the distinct comparative features of a certain area and use the baseline data to address questions relative to the sectoral development concerns.



Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

2.1.1 SWOT Matrix

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Prevailing favorable peace and order situation. 2. Presence of irrigation facilities. 3. Presence of agri-industries. 4. Availability of basic facilities and services 5. Presence of Community/People's Organizations; NGOs 6. Presence of Local Economic Enterprise 7. Presence of Cooperatives 8. Presence of Communication facilities and services 9. Sufficient Farm-to-Market Roads 10. Proximity to Provincial Capital 11. Positive social preparation of the people 12. Availability of power supply 13. Availability of manpower and labor force 14. Availability of fishpond area 15. Availability of large scale agri area 16. Supportive Elected officials 17. Socially prepared irrigators associations 18. Presence of Investment Incentives Code 19. Presence of Revised Revenue Code 20. Presence of Water Districts and Waterworks Association 21. Presence of Solid Waste Management Code <p>Presence of quarry area</p>	<ol style="list-style-type: none"> 1. Insufficient job opportunities 2. Outflow of production income 3. Proximity to the capital town 4. Unviable Local Economic Enterprise 5. Untapped potential Local Economic Enterprise 6. Weak/lose of linkage and networking of existing cooperatives 7. Insufficient irrigation water supply 8. Insufficient source of potable water supply 9. Absence of processing facilities for value added crops for commercial purposes 10. Agriculture and agri-industrial pollution 11. Presence of illegal and destructive fishing 12. Beach shoreline erosion and siltation 13. Improper solid waste disposal 14. Presence of squatters of ROW and dwellings in critical areas 15. Insufficient area for low cost/socialized housing 16. Limited post harvest facilities 17. Absence of Vocational and Tertiary educational facilities 18. Absence of gasoline filling stations <p>Uncontrolled sand and gravel quarrying</p>



Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
 SECRETARY TO THE SANGGUNIANG

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Presence of : <ol style="list-style-type: none"> a. SMICZMP b. DAR-ARCP c. NAPC-Kalahi d. MBUSSP-DILG e. Balay Davao Sur f. CRMP g. DOLE/IPEC Child Protection Program 1. Availability of Financing and Banking Institutions 2. Availability of Private and Public Tertiary health facilities 3. Availability of Private and Public Secondary and Tertiary Education Facilities 4. External Funding assistance : CDF Cong/Senate 5. Development spill-over from Digos City (north) and Padada (south) 6. Introduction of Ethanol gas as additive to gasoline 	<ol style="list-style-type: none"> 1. Unpredictable weather and climatic conditions 2. Occurrence of flash floods 3. Fluctuations of market price of agricultural crops 4. Prices increases of productions inputs 5. Increase in fuel prices 6. Occasional visits of terrorist groups.

2.1.2 Strategies Matrix

Strengths/Opportunities	Weaknesses/Opportunities
<ul style="list-style-type: none"> ➤ S104 - Enhance/Strengthen coordination among NGOs & GOs in the provision of basic services & facilities ➤ S605 - Enhance viability and introduction of Local Economic Enterprise ➤ S7S1102 - Provision of Seed Capital ➤ S1305 - Technical Trade Skills Enhancement ➤ S1402 - Marketing of value added/processed products ➤ S1505 - Recycling of waste/by products ➤ S4S6S12S13S18S19 - Conduct IEC, strengthening promotion of local economic enterprise ➤ S2206 – Provide construction materials & aggregates 	<ul style="list-style-type: none"> ➤ W101 - Provide skills training ➤ W1W202 - Provision of funding assistance ➤ W1201af - Implement the plan ➤ W11W1301f - Enforce laws ➤ W1601b - Fund Sourcing ➤ W14W15W1605 - Source external funding; Land Banking for socialized housing program



REVIEWED

PURSUANT TO THE PROVISIONS OF REPUBLIC ACT, 7160
BY AUTHORITY OF THE SANGGUNIANG MUNICIPALALAWIGAN

(Authorized Signatory/Member of the Internal Rules and Procedures)
REFERENCE RESOLUTION NO. 14-577 DATE 9/9/2014

Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

Strengths/Opportunities	Weaknesses/Opportunities
<ul style="list-style-type: none"> ➤ S16S22S20T1T2 - Strict enforcement of appropriate laws ➤ S7T3 - Strengthening linkages between and among cooperatives ➤ S9T4S9T3S7T4 - Strengthening tie-ups with marketing outlets and supplies 	<ul style="list-style-type: none"> • W19T2 - Riverbank Stabilization • W16T3 - Fund sourcing for rehab and construct post harvest facilities • W7T1T4 - Desilting waterways used for irrigation • W12T2 - Rehabilitation and planting of mangrove area • W13T2 - Info dissemination and implementation on proper waste disposal (RA 9003) • W6T3T4 - Strengthening and operationalize the cooperatives and town twinning

2.2 Vision

A dynamic agri-industrialized municipality with sustainable resources, socially and ecologically responsive citizenry, living in a developed, wholesome, peaceful and orderly environment.

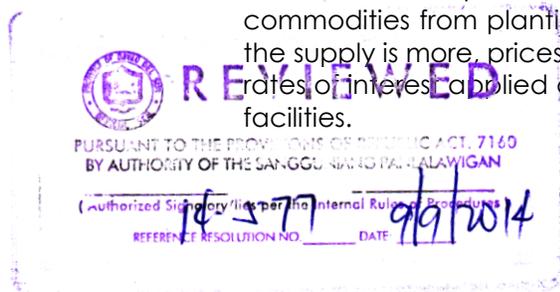
2.3 Mission

It is the commitment of the municipal government to develop itself into a responsive, responsible, and dynamic catalyst of change by promoting opportunities for socio-economic development and mechanisms for people's political advancement, promoting the development of its resources through judicious and sustainable utilization as well as protect them from abuse and illegal exploitation in order to create wholesome, ecologically-balanced, peaceful and orderly environment.

2.4 Major Concerns

2.4.1 Poverty Alleviation

- Most of the municipal population derive their income from agriculture as small landowner cultivators, farm laborers, leaseholders, and agrarian reform beneficiaries. Agricultural production input costs are steadily increasing but the market prices of farm products are either controlled or manipulated by traders and middlemen.
- Most farmers depend on their "suki" for production inputs and supply of commodities from planting to harvest seasons. During harvest time, because the supply is more, prices of farm products dive – this is aside from the usurious rates of interest applied on credit for inputs used and the lack of post-harvest facilities.

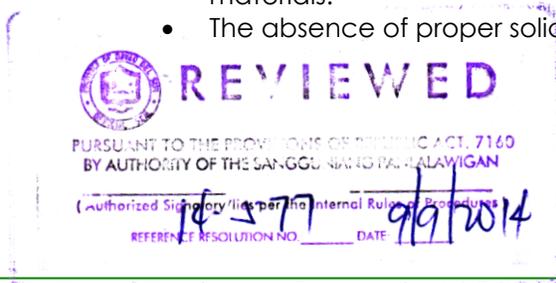


Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

- The bulk of produce of farmers are sold and processed outside of the municipality, thus explain the shortage of food and other farm commodities internally.
- The seasonal nature of agricultural farm production forced some families to let their children quit or stop schooling in all levels of education as shown in decreasing number of school children finishing elementary, secondary, and tertiary education. The main reason is for the children to assist their families in farm chores to earn extra income.
- The practice of mono-cropping and production of agricultural crops susceptible to world market prices fluctuation has contributed to the poor economic situation of the people. A fall-back position or safety nets in time of price decreases is absent.
- The need to institutionalize and strengthen the networking of existing cooperatives to provide necessary services and facilities from planting to harvest seasons.
- The need to generate employment opportunities to absorb the unemployed and new entrants to the labor force annually. The absence or lack of employment opportunities resulted to the outflow of skilled and semi-skilled workers.
- The need to establish an area for industrial use to attract investors and industrial locators to the municipality.

2.4.2 Environment

- The over-use of land resources and abuse in application of harmful farm chemicals resulting to damage and destruction of the soil and ecological balances.
- The aerial spraying and application of strong chemicals in banana plantations that is harmful to both human and animal population, including aquatic and marine resources.
- The direct disposal of solid and liquid wastes into the river system that pollute and deplete fish and marine resources.
- The inappropriate farm cultivation and management practices in hills and sloping areas that contribute to a large extent of erosion and flooding resulting to the siltation of river beds and deltas and the destruction of natural fish habitats.
- The use of poisonous substances, harmful chemicals and other forms of illegal fishing in both brackish and salt-water bodies in the municipality.
- The loss of mangrove habitat due to indiscriminate cutting and conversion of areas into fishponds.
- The need to preserve, control and regulate the extraction of non-metallic mineral resources such as sand and gravel, and mountain rocks as civil works materials.
- The absence of proper solid waste management disposal facilities.



Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

2.4.3 Absence of Major Economic Enterprise

- The need to strengthen and operationalize the Motor Pool facilities into a viable economic enterprise.
- The establishment of a municipal slaughterhouse for protection of the consumers and earn additional income for the municipality.
- The urgent need of developing a municipal public cemetery to arrest the cases of burials in private lots.

2.4.4 Peace and Order

- The need to maintain and sustain the industrial peace in agro-industrial establishments in the municipality.
- The need to judiciously award CARPable lands to bonafide and qualified program beneficiaries.

2.4.5 People Empowerment

- The need for increased involvement and participation of the population in local governance from needs identification to programs/projects implementation and monitoring.
- Assist the existing non-government and private organizations to enable them to maximize and enhance their participation in the over-all municipal development efforts.
- Motivation of greater and higher social responsibility that people are not only objects but at the same time subjects of development.

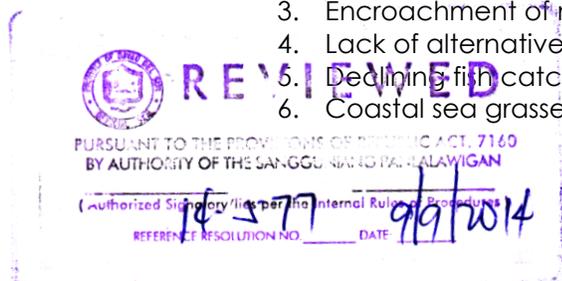
2.4.6 Infrastructure Support

- The provision of post-harvest facilities to ensure quality and prices of prime agricultural commodities.
- Improvement of secondary roads to link the Poblacion and other interior barangays to the national highway.

2.4.7 Coastal Resource

The Participatory Coastal Resource Assessment (PCRA) conducted and validated during the barangay coastal management planning seminar-workshops and Malagal Bay Area – wide consultation workshops identified the following issues and concerns:

1. Beach and shoreline erosion and siltations
2. Illegal and destructive fishing
3. Encroachment of municipal fishing grounds by outsiders
4. Lack of alternative livelihood, prevalence of poverty
5. Declining fish catch
6. Coastal sea grasses destruction, mangrove cutting and conversion



Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

7. Lack of law enforcement and political will
8. Agricultural and agri-industrial chemical pollution
9. Segmented beach resorts
10. Improper domestic waste disposal

Analyzing deeper the identified issues and concern listed above (2.4.7), it would show that the major problems are the declining fish catch and prevalence of poverty incidence. The decline of fish catch may be attributed to erosion, siltation, and pollution. While the prevalence of poverty may be due to lack of alternative livelihood sources which will lead to illegal fishing practices, encroachment of municipal waters by outsiders because of laxity in the enforcement of fishery laws and lack of political will. Mangrove cutting and conversion into fishponds and destruction of coral reefs contributed to the main problem by destroying the natural habitat and spawning grounds of fishes.

2.5 General Goal (Terminal Performance Objective)

The municipal government as a system shall deliver efficiently, effectively, and productively the basic services as well as provide the needed facilities through partnership with the people to alleviate poverty and improve their quality of life.

2.6 Specific Goals

In order to attain the vision of an agro-industrialized municipality with sustainable resources, socially responsible and ecologically conscious citizenry living in a developed, wholesome, peaceful and orderly environment; the following goals are set:

2.6.1 Agricultural Development

Devise a rational and appropriate agricultural development programs geared towards optimizing production in crops, poultry and livestock, and fisheries for food security, processing and export purposes.

2.6.2 Environmental Management

Work out a comprehensive and sustainable eco-system, management programs and addressing the pollution, flooding and erosion, siltation and other environmental problems and ultimately preserve, conserve, rehabilitate, develop and maintain ecological balance.

2.6.3 Infrastructure Development

Provide necessary infrastructure support facilities that will enable and encourage farmers to increase agricultural production for self-sufficiency and processing, for convenience and comfort as well as more accessibility and mobility of the people to basic services.



Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

2.6.4 Peace and Order and Public Safety

To ensure prompt and timely response to call for assistance and proper enforcement of laws and instill discipline from among the law enforcers and the general public.

2.6.5 Agro-Industrialization

To promote and facilitate the agro-industrial development of the municipality by allocating areas for the purpose and provide incentives to attract private investors to locate their environment friendly industries in the municipality.

2.6.6 Economic Enterprise Development

To develop and promote viable and resource-based municipal economic enterprises as revenue generating programs to augment limited municipal fiscal resources to meet the ever-increasing demand for community services.

2.6.7 Local Governance

To establish and install a municipal government structure and organization with capable, humane, efficient, productive, and responsive stewards of the government.

2.6.8 People Empowerment

To gradually transform the people through non-government and people's organizations from beneficiaries, clients and receivers of government services to partners and stakeholders in total municipal development efforts.

2.6.9 Barangay Administration

To usher the barangays into a self-governing, self-managing, and self-reliant communities with capable, responsive, and responsible barangay officials.

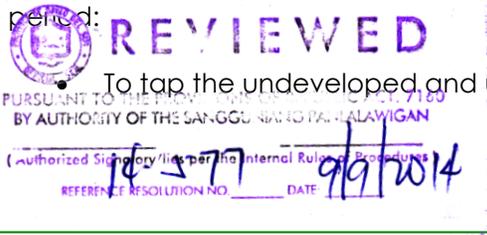
2.6.10 Coastal Resource and Forest Development

Full implementation of fishery laws and local ordinances and enact ordinances and formulate policies relative to environment protection, preservation and management to regenerate fish and marine resources.

2.7 Enabling Objectives

In order to attain the development goals and gradually realize the vision of the municipality, the following objectives are expected to be achieved within the planning period:

To tap the undeveloped and underdeveloped municipal resources and potentials.



Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

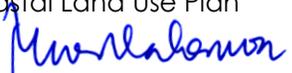
- To sustain the existing agro-industrial establishments in the municipality, increase agricultural production and eventually venture into processing for value-added purposes.
- To contain agricultural products for domestic distribution and consumption and ensure internal circulation of income via the networking of various cooperatives and other applicable schemes.
- To utilize the land and other natural resources rationally and appropriately while maintaining their sustainability.
- To control and regulate the indiscriminate conversion of land uses for sustainable land and traditional source of food as well as croplands.
- To protect the agricultural lands that are ecologically fragile and whose conversion will result to serious environmental problems.
- To protect the land and its resources against degradation and ecological devastation through proper management systems and practices.
- To provide applicable incentives to encourage investors and locators of environment-friendly ventures to establish industries in the municipality.
- To identify tourism potential sites, construct facilities, and provide services through private sector participation and initiatives.
- To acquire area or land-banking to locate investments and public use.
- To reclassify agricultural lands into agro-industrial and industrial uses to enable and facilitate agri-industrialization.

2.8 Targets

In general, the following major targets are to be achieved within the planning period:

- To reclassify about the six hundred (600) hectares of land in Guihing along the national highway covering the property of Lapanday Group of Companies as the municipal agro-industrial area.
- Designate the one thousand (1000) meter strip of land on both sides of the national highway from Leling to Paligue (except for areas designated as urban core/built-up areas and industrial areas) as agro-industrial zone of the municipality.
- To improve the infrastructure support facilities and provide public utilities for mobility and accessibility of the people.
- Concreting of municipal streets.
- Concreting of Hagonoy Crossing-Lapulabao-Poblacion-Sinayawan-San Isidro- Leling Provincial circumferential road.
- Improvement/upgrading of existing provincial roads.
- Improvement of barangay/farm-to-market roads.
- Construction of Lanuro diversion dam.
- Formulate and Legitimize the following framework and comprehensive plans and implementing rules and regulations (IRR).

 **REVIEWED**
Pursuant to the provisions of RA 7160
BY AUTHORITY OF THE SANGGUNIANG PANGALAWIGAN
Authorized Signatory/In-charge Internal Rules and Procedures
REFERENCE RESOLUTION NO. 14-277 DATE 9/9/2014

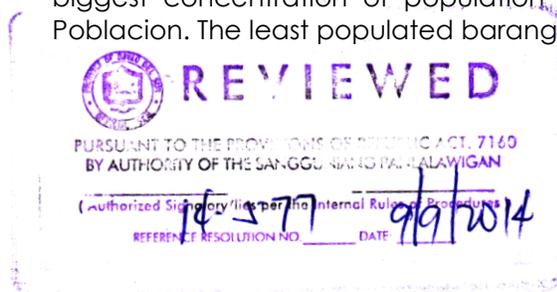

MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

- Municipal Environmental Code
 - Municipal Investment Incentives Code/IRR
 - Municipal Fishery Code
 - Municipal Cemetery Code
 - Municipal Public Market Code
 - Solid Waste Management Plan
-
- Increase agricultural productivity in grains, (rice and corn), coconuts, sugarcane, mango, bananas and other major agricultural crops by area expansion or increase average yield per hectare.
 - Relocation and construction of public market buildings, and provision of facilities and utilities.
 - Formulate plan and mechanisms to effectively regulate sand and gravel extraction and river control.
 - Establishment of barangay nurseries, tree parks, and bamboo planting along riverbanks.
 - Acquisition of additional municipal heavy equipments to improve its viability as an economic enterprise and when possible, additional two (2) units of dumptrucks and one (1) unit Payloader.
 - Construction of a transport terminal and completion of the municipal Gymnasium and Slaughterhouse for additional sources of revenues.
 - Reduce crime incidents against person and property to the minimal level.
 - Conduct personnel development trainings and capability enhancement seminars to municipal officials and employees.
 - To develop low-cost and socialized housing subdivisions in Guihing, Hagonoy Crossing, and Lapulabao-Mahayahay-Sacub area.
 - To establish a new municipal townsite in Mahayahay of about 20 hectares.

2.9 Alternative Spatial Strategies

a. Existing Settlement Patterns

The existing municipal development pattern follows the dominant economic activities approach where the municipality is divided into agricultural and agro-industrial districts. This alternative dispenses the development of the municipality in a way that the component barangays will avail of the basic services from the centers. But due to the absence of higher levels of services and the proximity of the capital City of Digos, these services will continue to be availed of in the provincial capital. With an average growth rate of 1.07%, the municipal population is estimated to reach 51,465 by the year 2015. The biggest concentration of population is expected to be in Guihing, Sinayawan, and in Poblacion. The least populated barangays will be Clib, La Union and San Guillermo.




MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

In terms of urbanization, Guihing will have the most number of people in the urban area which constitutes 69.14% per cent of the total urban population. In employment absorption, the agriculture and agri-industrial sector of the municipality will have the biggest share of the growth employment.

b. Alternative 1: Poblacion as a Service Center of the Municipality

As the seat of the municipal government, all the needed services from the government, be it local and national, will be made available in Poblacion. The rest of barangays will continue with their existing socio-economic activities. As a consequence, it is expected that commerce, trade and business transactions will affect the urban development of Poblacion eventually radiate to nearby barangays of Lapulabao, Sacub, Mahayahay, and Hagonoy Crossing.

With the presence of the facilities and services, such as schools, market, recreational, financing institutions and other business services, it is anticipated that the residents of the municipality will no longer to Digos City.

The resultant scenario then will help in the retention and circulation of income and production within the municipality; thereby increasing the revenue.

c. Alternative 2: Guihing as Agro-industrial Center and Poblacion as the Service Center.

The existing agro-industries are mostly located within the periphery of Guihing. These are the Davao Sugar Central Company (Sugar Milling and Refining), the Lapanday Group of Companies (Banana Export) such as the Guihing Agricultural Development Corporation; Malalag Ventures Plantation, Incorporated; Lorenzo and Son's Ventures, Incorporated; and Global Fruits Corporation; and First Davao Joint Ventures Company which is into mango production.

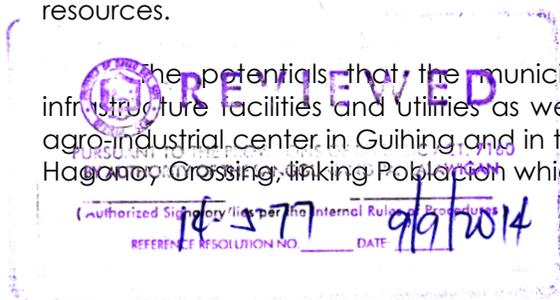
Being centrally located and the seat of the municipal government, barangay Poblacion will remain as the center of government services. All sub-provincial offices of national line agencies and municipal offices will be located in Poblacion.

d. The Preferred Strategy

Agro-industrialization and an expanded service center.

Within the next ten (10) years, the development strategy of Hagonoy shall anchor on agro-industrialization and an expanded service center. This is so because of the presence of agro-industries and vast agricultural potentials in terms of both human and natural resources.

The potentials that the municipality have in terms of land resources, existing infrastructure facilities and utilities as well as labor will warrant for the establishment of an agro-industrial center in Guihing and in the process will eventually develop the barangay of Hagonoy Crossing, linking Poblacion which is the service center.



Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG

To achieve this Bi-Polar strategy of agro-industrializing and expanding the service center, the municipality shall initiate development interventions together with the private sectors. With this preferred spatial strategy, the pace of development is envisioned to be faster as it dispenses the concentration of development to areas with high comparative advantages.

In the establishment of an agro-industrial center it is expected that agricultural productivity will be improved as inputs to agri-industries. This will mean adding value to raw agricultural products that will be processed. Thus, farmers will be assured of ready markets for their products encouraging them to produce more.

On the other hand, service centers are to be expanded to include the peripheral barangays of Hagonoy Crossing on the east and Mahayahay towards the west as well as Lapulabao on the south.



Maria Luisa C. Villahermosa
MARIA LUISA C. VILLAHERMOSA
SECRETARY TO THE SANGGUNIANG