Any enterprise is built by wise planning, becomes strong through common sense, and profits wonderfully by keeping abreast of the facts.

Proverbs 24:3-4
Planning is a way of thinking oriented towards the future that anticipates change and designs solutions to address expected difficulties and thereby improve the quality of decision-making.
Planning is essentially problem-solving. It is a systematic process of establishing ends (goals, policies, outcomes) that define direction of future development and of determining means and procedures to achieve the end.
DEFINITION

PLANNING (COMMON SENSE)

Generic Planning is ‘ubiquitous’ – it can be done by anyone anytime anywhere

But “professional” planning is governed by professional principles, standards and laws.
DEFINITION

PLANNING (COMMON SENSE)

• As an *activity*, its primary concern is to visualize future possibilities and intentionally choose, guide, and/or create current behaviours, structures, and/or tools to achieve and/or target toward desirable future states.

• As a *process*, it refers to the methods, mechanisms and tools for accomplishing the activity, especially in a group or social
DEFINITION

PLANNING (COMMON SENSE)

• As a **discipline**, it refers to the body of knowledge, related to all aspects of planning, held symbolically or in the minds of practitioners, researches, and theorists.

• As a **profession**, it refers to the group of individuals carrying appropriate skill sets who fulfill an agreed upon social responsibility to guide these processes.
DEFINITION

PLANNING (ACADEME)

Planning is a sequence of deliberate purposeful actions designed to solve problems systematically, by foreseeing and guiding change through rational decisions, reconciling public and private aims, and arbitrating between competing social, economic, political and physical forces.
DEFINITION

PLANNING (ACADEME)

Planning *allocates* scarce *resources*, particularly *land* and other *resources*, in such a manner as to obtain the *maximum practicable efficiency and benefit*, for individuals and for society as a whole, while respecting the needs of *Nature* and the requirements of a *sustainable future*. 
“Developing the plan is actually laying out the sequence of events that have to occur for you to achieve your goal.”

- George L. Morrisey
FIVE (5) FRIENDS OF PLANNING

1. **WHO?** The person(s) who will carry out the plan.
2. **HOW?** The specific steps or tasks required.
3. **WHEN?** The time needed for each step and the date the goal will be achieved.
4. **WHAT?** The personal and community resources needed.
5. **WHY?** The reasons for working toward a goal (motivation)
**PLANNING PRINCIPLES**

- *Comprehensive* – all significant options and impacts are considered
- *Efficient* – the process should not waste time or money
- *Inclusive* – people affected by the plan have the opportunity to get involved
- *Informative* – results are understood by stakeholders (people affected by a decision)
PLANNING PRINCIPLES

- *Integrated* – individual, short-term decisions should support strategic, long-term decisions
- *Logical* - each step leads to the next
- *Transparent* – everybody involved understands how the process operates
"the process of determining goals and designing the means by which these goals may be achieved."

- Robert Young
A planning process is also a means of developing policies and programs to fulfill diverse needs and goals.

The process boils down to two main parts:

- Elaboration of ends
- Specification of means
Essential Elements of Planning (Conyers and Hills, 1984)

1. To plan means to choose
2. Planning as a means of allocating resources
3. Planning as achieving goals
4. Planning for the future
Rationality and Decision-making

The concept of rationality is central to the notion of a cyclical process of planning.

• as an approach,
  ‘rational’ basically means that is founded on the principles of reasoning rather than simply on emotions or inspired guesswork.
Rationality and Decision-making

• where goals of behavior are concerned, ‘rationality’ is generally taken to mean that one seeks to obtain the maximum output for a certain input, or alternatively, to minimize the inputs required to obtain a certain output.
Three steps needed in Realizing a Rationally Calculated Decision

1. **Considers all alternatives (courses of action)**

2. **Identifies and evaluates all the consequences**

3. **Selects that alternative in terms of his most valued ends**
Rational Approach to Planning

Real-life planning decisions do not follow the rational approach, to wit:

1. many planning decisions are reactive in nature and have shorter time horizon;
2. there is often lack of resources that frustrates articulation of systematic methodologies; and
3. the structure of the rational approach may not fit with the nature of the planning problem.
When viewed as a process, planning always involves:

1. The careful definition of the problem.
2. The development of goals and objectives;
3. The collection of data;
4. The identification and analysis of alternatives; and
5. The implementation of a program or course of action.
TWO COMPONENTS OF THE PLANNING PROCESS

The GENERAL PLAN
- Goals & Policies
  - adoption by legislative body

Implement
- Zoning Ordinance
- Subdivision Ordinance
- Growth Management Program

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Importance of Goals in Planning

Purposes of goals in the planning process:

1. As an end toward which all future actions specified in the plan are directed;
2. As a set of criteria in evaluating alternatives strategies and approaches; and
3. As a standard against which the success or failure of each action is measured.
Goal Formulation

Goal formulation or the process of determining what the people want their city/municipality to become is often considered the most important step in the planning process.
Importance of Goals in Planning

If you know where you are going, you would know how best to get there as well as how far or near you are to that destination at any point in time.
Developing Goals and Objectives

The process of designing a “vision” of the future and then to realize it would need goals and objectives to focus efforts and direct actions.

- In general, planning goals reflect the ideological positions and social values of those involved in the process.
- Within the planning process, goals provide directions: (i) plan-making; and (ii) evaluation and decision-making.
Broadly, goal-setting involves three interrelated activities:

1. Identifying present and future problems.
2. Determining community aspirations.
3. Identifying strategic issues and priorities.
A **goal** represents an end toward which planning efforts are directed.

An **objective** is an intermediate condition achieved along the pathway toward some larger desired accomplishment (outcome).

A **target** is a desired outcome that is more specific, measurable, attainable, realistic and time-bound (SMART).
Relationship of Goals, Objectives and Targets
Example

Problem Situation:
Poor health of infants and mothers in Barangay A

Goal Statement:
Improved quality of life of the community

Objectives:
1. Improved health of infants and mothers in barangay A.
2. Increase income and productivity of poor farmers in Barangay A
3. Generation of more job opportunities in the locality

Targets:
1. Reduce infant mortality rate in Barangay A from 50 to 40% by the end of the planning period.
2. Reduce maternal mortality rate from 10 to 5% by 2014.
Characteristics of The Planning Process

- **technical exercise**
  - elaboration of means
  - prediction of consequences

The planner **provides** the **technical base** for the political decision-maker.

- **comprehensiveness**
  under the rational approach

The planner is required to **consider all the alternatives** and all the consequences of these.
Characteristics of The Planning Process

- **allocative mechanism**
  - a means to allocate resources in the **most efficient manner** within a comprehensive framework.

- The **rational model** of decision making/planning assumes:
  - objectives can be **identified and articulated**
  - outcomes of alternative strategies can be **projected**
  - expected **utilities assessed** through objective criteria
  - respective **probability of occurrence** of relevant conditions can be **predicted** based on available information
Attributes of The Planning Process

- Science and Art
- Multidisciplinary
- Comprehensive
- Dynamic
- Continuous/Iterative
- Participatory
- Cyclic/Spiral
- Time Bound
Assumptions of the Planning Process

Planning is a **sequence of events** in which there are a number of decision points along the planning process – from the initial decision to plan to the point where the plan is implemented and carried out.
Assumptions of the Planning Process

The successful accomplishment of objectives depends on the cooperative activities of a number of individuals and groups; and

The achievement of planning objectives requires both a carefully constructed plan and an organized use of strategies for decision makers.
Requisites of the Planning Process

1. **Analyze and comprehend** existing situation;

2. **Forecasting** likely changes;

3. **Understanding** the extent of changes;
Requisites of the Planning Process

4 **Judging** their desirability;

5 **Deciding** upon the best strategy and tactics;

6 **Assessing** the chosen strategy and tactics
Planning as a Continuous Process

All planning is a continuous process which:

- works by seeking to **devise appropriate ways** of controlling the system concerned, and then by monitoring the effect on how far the controls have been effective or how far they need subsequent modifications.

- **concentrates on the objectives** of the plan and on alternative ways of achieving them, all set out in writing rather than detailed maps.
Planning as a Continuous Process

- emphasizes on **tracing the consequences** of alternative policies by evaluating them against the objectives in order to choose a preferred course of action.

- Is **repeated** as the monitoring process throws up divergences between the planner’s intentions and the actual state of the system.
Planning as a Continuous Process

- involves a **sequence of stages** which are designed to:
  - link the **formulation of basic policy goals** with the design of specific projects; and
  - ensure that lessons learned from the implementation of these projects and programs are **fed back** into the subsequent planning cycles.
# PLANNING AS A CONTINUOUS PROCESS

<table>
<thead>
<tr>
<th>MODERN PLANNING</th>
<th>TRADITIONAL PLANNING</th>
</tr>
</thead>
<tbody>
<tr>
<td>A continuous process.</td>
<td>Planning as concerned with production of plans, giving a detailed picture of some desired future end state to be achieved in a certain number of years.</td>
</tr>
<tr>
<td>Concentrates on the objectives of the plan and on the alternative ways of reaching them.</td>
<td>Concerned to set out the desired future end state in detail, in terms land use patterns on the ground.</td>
</tr>
<tr>
<td>Emphasis is on tracing the possible consequences of alternative policies and eventually choose a preferred course of action.</td>
<td>Tended to proceed through simple sequence, best set out in Patrick Geddes : Survey Analysis-Plan.</td>
</tr>
<tr>
<td>Derived from the science of cybernetics (fundamentals of systems planning) as a new way of organizing existing knowledge as a complex interacting systems.</td>
<td></td>
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THE PLANNING CYCLE

1. SURVEYING THE ENVIRONMENT (What is)

2. SETTING DIRECTIONS (What ought to be)

3. PROBLEMS and CHALLENGES (Differences between what is and what ought to be)

4. RANGE OF SOLUTIONS (Ways to get from what is, to what ought to be)

5. BEST SOLUTION(S) (Preferred ways to get to what ought to be)

6. IMPLEMENTATION (Putting in place the best solutions)

7. EVALUATION (Did we get from what is to what ought to be?)
Planning is an ongoing process. When the public policies and implementing programs are in place, the cycle should be repeated.
THE PROCESS OF PLANNING

Establishment of goals and objectives

Collection and analysis of information

Recommendation of a course of action

Collection and analysis of information

Planning
PLANNING AS A PROCESS

Basic Goals

Monitoring and feedback

Study and Analysis

Implementation and effectuation

Plan or policy preparation

General level of Planning

Source: So and Getzels in Fainstein and Campbell, Eds., 2012
Basic Goals

1  BASIC GOALS

- Do we want to grow?
- Do we want arrest decline?
- Do we want to be a center for high-tech industry?
- What balance do we want between investments in highways and in mass transits?
PLANNING AS A PROCESS

2 STUDY AND ANALYSIS

- land use
- population trends
- economic base of the community
- physiographic features
- environment

General level of Planning

Basic Goals

Study and Analysis

Plan or policy preparation

Implementation and effectuation

Monitoring and feedback

Source: So and Getzels in Fainstein and Campbell, Eds., 2012
PLANNING AS A PROCESS

3 PLAN OR POLICY PREPARATION

• for the community as a whole or a segment

• a basic statement of:
  (a) how the community will develop
  (b) in what direction
  (c) at what pace

Source: So and Getzels in Fainstein and Campbell, Eds., 2012
PLANNING AS A PROCESS

4 IMPLEMENTATION & EFFECTUATION

- zoning ordinances
- land subdivision
- capital improvements programs
- general guidelines for:
  (i) private development
  (ii) public investment

Source: So and Getzels in Fainstein and Campbell, Eds., 2012
PLANNING AS A PROCESS

5 MONITORING AND FEEDBACK

- how well the plans are being carried out
- whether the goals are realistic
- whether the study and analysis foresaw new occurrences
- feedback as basis for redesign of plans and even the planning system

Source: So and Getzels in Fainstein and Campbell, Eds., 2012
PLANNING AS A PROCESS

General Level of planning

Basic Goals

Study and Analysis

Plan or policy preparation

Implementation and effectuation

Monitoring and feedback

Traditional method of planning

Examining inventories and trends

Forecasting the “demand”

Planning facilities and services

Source: So and Getzels in Fainstein and Campbell, Eds., 2012
“Lens of Rationality”
Rational Approach to Planning Process (Lein, 2003)

1. Identification of the problem and determination of need
2. Collection and analysis of data
3. Development of goals and objectives
4. Classify and diagnose problems
5. Identification of alternative solutions
6. Analyse alternatives
7. Evaluate and make recommendations
8. Develop an implementation program
9. Survey and monitor
Rational Approach to Planning Process
(Lein, 2003)

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- Survey and monitor
ANALYTICAL INPUTS TO MAKING PLANS (LEIN, 2003: 44-50)

DESCRIPTION & DOCUMENTATION

DEFINITION

PROJECTION

PRESCRIPTION
1. DESCRIPTION & DOCUMENTATION

Implies the careful collection and selection of data that will effectively characterize the important features, qualities, and quantities that will be discussed in the plan. At the most basic level, description enables the decision-maker to “see” the characteristics of the objects and features under consideration.
2. DEFINITION

Plays a dual role:

1. Provides detailed explanations of terms and concepts used in the plan; and
2. Helps fulfill the obligation of disclosure.

Definition also speaks to the issue of defining the planning problem and the relationships (logical connections) that characterize the variables that control or influence the problem.
3. PROJECTION

A plan employs numerous methods of forecasting to complete and evaluate various problem scenarios. Some projection techniques include:

1. Digital process models – describe computer simulation models to simulate key socioeconomic, environmental, or physical processes.
ANALYTICAL INPUTS TO MAKING PLANS (LEIN, 2003: 44-50)

3. PROJECTION

2. *Spreadsheet models* – define programs that have been developed using common spreadsheet or data management packages.

3. *General purpose simulators* – describe a family of computer languages developed specifically to support modeling efforts.
3. PRESCRIPTION

As a sequence of actions that become realized in the plan, prescription defines a multi-stage process:

1. Exploring the problems and forming a basic understanding of the relevant objectives and values.
2. Producing a set of alternatives.
ANALYTICAL INPUTS TO MAKING PLANS (LEIN, 2003:44-50)

4. PRESCRIPTION

2. Identifying the adverse and beneficial properties of the alternatives.
3. Evaluating alternatives.
4. Recommending the “best” alternative as the optimal solution.
Analytical Inputs to Making Plans (Lein, 2003: 44-50)

- Description and Documentation
- Definition
- Projection
- Prescription
Trends in economic growth and job creation

Develop future population growth

Estimated Demand for residential land use

Estimated changes in residential land

Project changes in open space, zoning, resource use, utility demand, and energy consumption

Effects can be evaluated

Address each new situation in relation to the goals expressed in the plan.
Definition of the Problem

Formulation of the right planning problems is the pivotal beginning place in the process of planning.

- Problem formulation begins with awareness of need, where need may be expressed in very specific terms.

- Defining the problem involves distinction between a problem and the ‘right’ problem.
Problems tend to be identified by reference to an expectation as against reality, i.e. is the problem the right problem?

Problem-solving is a ubiquitous human endeavor found in different facets of everyday life.

Planning is also a vital problem-solving endeavor; unfortunately, planning problems are not always solved successfully.

In the planning process, problematic situations are targets of identification.
Successful problem definition rest on how the problems are formulated. The attempt is made to:

1. Conceptualize the problematic situation – an “image” of what is involved;
2. Arrive at a representation of the problem situation – to explain what the “image” looks like;
3. Form a basis for generating solutions; and
4. Develop means to evaluate alternatives.
Data Collection

Data, information and intelligence are essential for good planning: *what type of information* and *how much data is needed to produce it?*

- Data collection and analysis actively direct the need to learn more about a given problem, its root causes, and to better understand the alternatives that may provide a solution.

- In data collection, **data** is useless unless it can become an **information**.
- Information describes the level of knowledge needed to solve a problem.
- Planning information should be able to answer in accurate and timely fashion critical questions concerning:
  - The nature of change.
  - The pattern of opportunity and constraints.
  - The important mitigating circumstances active in the planning area.
- Planning information base typically includes a mix of primary and secondary sources.
Identifying and Selecting Alternatives

- Consideration of the alternative solutions to a given problem is important for several reasons:
  
  1. It suggests options that encourage debate and discussion regarding a given solution;
  
  2. It provides a basing point for raising questions about planning strategies, the disposition of the motivating goals and objectives; and

  3. It assists in the process of setting priorities in respond to need.
For any problem, a number of alternatives can generally be devised to meet a particular objective and any one (or a combination of several) or may be more appropriate than the original idea under the given set of circumstances.

Creativity and thought are perhaps the two most critical influences conceptualizing alternatives.

With the tangible set of alternatives listed, focus shifts from development to question of selection.
Synthesis and Implementation

With the goals, objectives carefully articulated, data collected and analyzed, the problem well defined, and a set of alternatives selected, the plan begins to take shape, not just as a document, but as a well-integrated idea.
It takes creative thinking and critical evaluation to create the framework for action and to ensure that the plan will encourage good decisions.

As a “blueprint” for the future, the plan becomes a statement of policies that explains what the community wants to achieve relative to its environment and a physical document with specific language to illustrate, educate and direct the design of this future.
Implementation is one of the most difficult phases of planning because it moves us from the “science” of planning to the political realities in which planning operates.

Implementation must enable the outcome and may require bringing together the necessary legal instruments, policy mandates or building existing law and programs into the plan as part of its implementation.
Plan implementation may proceed in either two ways:

1. Adoption of the plan, letting its policy recommendations become translated into design and policy actions; or

2. Phased implementation where certain elements or recommendations of the plan are adopted according to a timing schedule.
MODELS OF THE PLANNING PROCESS
Brian McLoughlin

1. Decision to adopt planning
2. Goal formulation and objectives formulation
3. Possible courses of action study
4. Review of the plan
5. Action to implement the plan
6. Evaluation of the possible courses of action
George Chadwick

Problem Finding

1. Goal Formulation
2. Projection of Goals
3. Evaluation of Projection
4. Evaluation of Alternatives
5. Evaluation of Performance

System Description
System Modelling
System Projection
System Synthesis (alternatives)
System Control

Feedback
Alan Wilson

POLICY

DESIGN

UNDERSTANDING

1. Action
2. Goals
3. Evaluation
4. Plan Formulation
5. Design Techniques
6. Problem Formulation
7. System Models
8. Techniques
Stage 1: Preliminary recognition and definition of problems
Stage 2: Decision to act and definition of the planning task
Stage 3: Data collection, analysis and forecasting
Stage 4: Determination of constraints and objectives
Stage 5: Formulation of operational criteria for design
Stage 6: Plan design
Stage 7: Testing of alternative plans
Stage 8: Plan evaluation
Stage 9: Decision taking
Stage 10: Plan implementation
Stage 11: Review of planned development through time

Formal evaluation associated linkage

Informal evaluation associated linkage
Trochim (1999)

**Evaluation Phase**
- Utilization of results in management or decision-making
- Analysis of evaluation data
- Design: coordinating the components of the evaluation

**Planning Phase**
- Formulation of problem, issue, concern
- Conceptualization of possible alternatives, actions, strategies
- Detailing of alternatives & their implications

**Conceptualization**
- How to measure program, outcomes & target population
- Formulation of evaluation questions & hypothesis
- Implementation of selected alternatives

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THE PLANNING PROCESS

Conyers and Hill, 1984

Decision to Adopt Planning

Establish Organizational Framework for Planning

- Specify Planning Goals
- Formulate Objectives
- Collect and Analyze Data

Monitor and Evaluate

Implement

Selected Preferred Alternative

- Identify Alternative Courses of Action
- Appraise Alternative Course of Action

Select Preferred Alternative

Appraise Alternative Course of Action

Identify Alternative Courses of Action
GENERAL PLANNING PROCESS (Serote)

1. Data Collection and Inventory
2. Inter and Intra-Area Analysis
3. Goals/Objectives Setting
4. Generation of Alternative Strategies
   - Public Consultation No. 1
5. Evaluation & Selection of Preferred Strategy
   - Public Consultation No. 2
6. Detailing & Refinement of Preferred Strategy
7. Formulation of Policies & Implementation Tools
   - Public Consultation No. 3
8. Plan Adoption and Legitimization
9. Implementation, Monitoring and Feedback
The 12-Step Process to Comprehensive Land Use Planning

Source: CLUP Guidebook: A Guide to Comprehensive Land Use Preparation, Volume 1
Enhanced Comprehensive Land Use Planning (e-CLUP) Process

1. Organize
2. Identify Stakeholders
3. Set the Vision
4. Analyze the Situation
5. Set the Goals and Objectives
6. Establish Dev’t Thrust and Spatial Strategies
7. Prepare the Land Use Plan
8. Draft the Zoning Ordinance
9. Conduct Public Hearing
10. Review, Adopt and Approve the CLUP and ZO
11. Implement the CLUP and ZO
12. Monitor and Evaluate the CLUP and ZO
SECTORAL DEVELOPMENT PLANNING PROCESS
(Ernesto M. Serote)
1. **Sectoral development issues and concerns.** The CDP formulation should benefit from the wealth of data gathered and analyzed during the CLUP preparation (e.g. Ecological Profile, maps, intra- and inter-area and inter-sectoral analyses).
2. **Detailed/further investigations.** If a particular issue in the CLUP is found to be inadequate, further studies and investigations should be conducted. These studies should iterate back to the elaboration of development issues and concerns.
3. **Sectoral development objectives and targets.** These are derived from the vision and goals of the CLUP. A useful input to this activity is the result of the vision-reality gap analysis. The General Welfare Goals can be used in the absence of a vision statement.
4. **Sectoral strategies and policies.** These are principles and values to guide the formulation and implementation of sectoral programs and projects. They are usually derived from various sources (e.g. development literature, relevant policies of the CLUP, or zoning ordinance and other local legislations).
5. **Sectoral programs and projects.** Programs and projects are the basis for determining the level of public investments needed to be appropriated for in the LGU’s annual budget.
6. **Project ideas or project briefs.** The CDP being an action plans should yield considerable amount of project ideas which are translated into project briefs of not more than one page.
7. **New local legislation.** To be implemented, some sectoral policies and programs may require enactment by the SB of regulatory measures or the provision of certain incentives to attract private investment.
CONCEPTUAL RELATIONSHIPS AMONG PLANNING ELEMENTS AND PROCESSES

MAJOR INPUT CATEGORIES

SOCIO-DEMOGRAPHIC
ECONOMIC
BIO-PHYSICAL
LEGAL-POLITICAL
INSTITUTIONAL
ENVIRONMENTAL
RESponsibility of sciences and tested experiences

RELATIONSHIP ANALYSIS

DETERMINATION OF ECOLOGICAL EXCHANGES AND DEPENDENCIES

PROJECTION OF ALTERNATIVE FUTURE STATES

KEY PROCESSES

EDUCATION, COMMUNICATION AND PUBLIC PARTICIPATION
ANALYSIS OF ALTERNATIVES
GOAL SELECTION
DECISIONS
ACTION IMPLEMENTATION

DESIRABLE OUTPUTS

ADEQUATE WATER SUPPLY
ECONOMIC
SUSTAINABLE DEVELOPMENT
GENDER EQUALITY
ENVIRONMENTAL QUALITY
CULTURAL INTEGRITY

RESPONSIBILITIES OF PUBLIC AUTHORITIES AND POLITICAL PROCESS

PRIMARY ACTION PLANNING RESPONSIBILITIES
MAJOR COMPONENTS OF THE PLANNING PROCESS

1. **Problem Diagnosis** – Planning begins with some sense of dissatisfaction with the status quo; if there were no problem, there would be no need for action. In many cases problems are not defined so clearly, and the planner’s task includes diagnosis prior to developing alternative solution strategies.

2. **Goal Articulation** – Goals relate to problem definitions. The translation of vague and incoherent goals into operational terms is one of the most difficult challenges of planning. The correct identification and clear articulation of goals and objectives are important and a critical part of the planning process.
3. **Prediction and Projection** – The development of alternative solutions to problems always requires projection into the future in order to estimate the conditions, needs, and constraints. Prediction and is essential for evaluating and selecting alternatives. Evaluation cannot be done without projecting the impacts of alternative proposals under possible future conditions.

4. **“Design” of Alternatives** – Planning is the *design of actions*. The capability designing alternative solutions ought to be one of the planner’s unique skills. The design of alternatives is as essential to planning as it is an integral part of decision making.

5. **Plan Testing** – Each option that has been developed or designed has to be subjected to another test: *is it internally consistent? And is it feasible?*
6. **Evaluation** – This stage begins when the planners have a number of alternatives they know can be implemented. If there is only one alternative, there must be a “go/no go” decision either to carry out the proposed set of actions or do nothing. In other contexts, with options to compare, decision makers have some freedom to estimate the relative impact of each. One option is to do nothing, and retain the status quo.

7. **Implementation** – Given the link between planning and action, implementation then becomes the indivisible part of the process that *links intentions with results*. A strong political commitment appears to be necessary, but not always sufficient, condition for the adoption and successful realization of results. Clearly defined goals, which are translatable into objectives that can be monitored, are important.
Major Components of the Planning Process

(Lein, 1992:74-86)

1. Problem Diagnosis
2. Goal Articulation
3. Prediction and Projection
4. “Design” of Alternatives
5. Plan Testing
6. Evaluation
7. Implementation
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DCERP, CHE, UPLB
THANK YOU!