

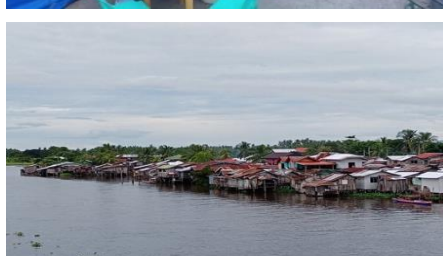


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Moving Urban Poor Communities in the Philippines Toward Resilience (MOVE UP 3)

INDEPENDENT FINAL EVALUATION



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Final Independent External Evaluation Report

29 December 2020

Intervention Name	Moving Urban Poor Communities in the Philippines Toward Resilience (MOVE UP 3)	
Partners	CARE (Lead Agency) Action Against Hunger PLAN International Philippines Assistance and Cooperation for Community Resilience and Development (ACCORD)	
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The views and opinions expressed in this report are those of the authors and do not necessarily reflect the views and policies of the Project Consortium.



EXECUTIVE SUMMARY

An external evaluation was conducted from 10 October 2020 to 21 December 2020 for the third phase of the Moving Urban Poor Communities in the Philippines toward Resilience (MOVE UP 3) Project in the Philippines. Contributing to the resilience building of urban poor populations in highly urbanized cities that are most vulnerable to disasters, MOVE UP 3 specifically aimed at increasing the preparedness and risk reduction capacities of the local populations and government units through the replication and scaling up of interrelated urban resilience strategies on alternative temporary shelters (ATS) and resilient livelihoods (RL) including social protection and risk transfer, in hazard-prone, urban poor communities in Marikina City and Taguig City in Metro Manila, Cebu City in the Visayas, and Cotabato City in Mindanao. The external evaluation determined if the project has achieved its intended objective; identified the contextual factors that have enabled or hindered the delivery of the expected outcomes; assessed the overall performance of MOVE UP 3; and provided recommendations on how the project could further be scaled up or replicated.

Results

The adaption and replication of urban resilience strategies in Cotabato City met most project targets in accordance with the project design and objectives. A total of 20,019 directly benefited from the project while 76,716 indirect beneficiaries were identified as potentially benefitting from improved LGU plans, programs and services through integration of MOVE UP strategies. However, what is not clear is the emphasis on the adoption of risk transfer schemes being integrated in the project.

In Cebu City, replication of urban resilience strategies at the barangay level met the objectives and essential indicators of the Project. A total of 1,591 households were able to participate and adopt resilient strategies, including risk transfer schemes such as micro-insurance in the two barangays. However, the integration of urban resilience strategies (ATS and RL) in the contingency, disaster risk reduction management, and development plans, among others at the city level was limited.

The uptake of urban resilience strategies reached limited results in Marikina City and Taguig City. No actual PWGs were formalized in both cities and the MOUs remained in the legal offices for review. Taguig City declined the partnership with MOVE UP citing many ongoing engagements. There was a repeated remark for any project to be accepted to go through the local chief executives (LCEs). This low interest from the

LCEs may not be attributed to the irrelevance of the partnership offered but the strategy used, especially in reference to the limited uptake of Marikina and Taguig. Hence, a return to the drawing board requires the consortium's full consideration.

As a complementary approach to the replication and scaling up of urban resilience model urbanized cities across the country, the policy advocacy resulted in two major milestones of the project: (1) Project's contribution in the updating of the National Disaster Risk Reduction and Management Plan (NDRRMP 2020-2030), and (2) MOU with DSWD on collaboration to promote and strengthen resiliency and disaster risk reduction management, and climate change adaptation.

Enabling Factors

Emerging enabling factors that contributed to an efficient, coherent and hopefully, sustained project interventions are: (a) buy-in of CLGU; (b) sustained involvement of local partners; (c) community organizing and capacity building done by implementing NGO partner; (d) project design and focus on poor and vulnerable groups; (e) consultations, and orientation meetings/seminars in communities undertaken to manage engagement terms and expectations; (f) evidence-based advocacy; and (g) complementation, synergies and strategic positioning among Project Partners

Challenges and Limitations

The following reflect some project challenges and limitations: (a) short project term; (b) overlapping/conflicting work schedules of project partners, (c) Security concerns; (d) COVID-19 pandemic and Massive flooding; and (e) no support from LCE.

Overall Assessment of the Performance

The overall assessment for MOVE UP 3 meets expectations of the intended results. Performance consistently met expectations in all essential areas of enquiry and the overall quality of work was fairly good. The most critical expectations were met.

Lessons Learned

Revisiting Malabon City & Valenzuela City indicated that provision of support system from both the project implementers and beneficiary communities enabled the urban poor communities to have a sense of ownership, social authorship and social protection. The shift from policy infusion to accommodate earlier resilience-building experiences into a modification request kept the project on active mode.

Evidence-based policy advocacy identified gaps in resilience building and strategic entry points for policy engagement. Champions on national and subnational levels provide evidence for advocating replication and scaling up of urban resilience model.

The scaling up strategy needed more social preparation. It calls for strong advocacy to build legitimacy and enabling environment. PWG/ TWG is a crucial component of the project providing platform for inter-agency/inter-unit participation and coordination.

Good Practices

Three good practices are identified:(1) Building Community-Based Resilience Capacities through community savings group (CSG), (2) Evidence-based advocacy resulting from Champions' innovative interventions towards crafting change-making policies, and (3) Multi-stakeholder planning and implementation through PWG/TWG.

Recommendations

Based on evaluation findings, ten (10) recommendations are put forward: (1) Commitment of the LCE must be secured first at the same time work on the barangay level to gain support; (2) City /Barangay Resolutions must be secured after the MOU/MOA has been signed to secure continuance of the project; (3) Pursue collaboration with the Local Government Academy (LGA) for capacity building of LGUs urban resilience model; (4) Barangay level assessment results will be strongly considered in site selection of future projects; (5) Provide longer project duration to allow sufficient time to implement, review and monitor the initial results of the project; (6) Continue building up policy advocacy and actual integration into LGU/LGA policies the crafting and/or improvement of Contingency and DRRM plans, with ATS and RL as part of the planning frame; (7) Explore further diversification of RL appropriate to local context, capacities and resources; (8) For BARMM which continues to be in transition as it completes its normalization processes, immediate need is to review the newly set up policies and corresponding governance mechanisms, and identify the areas where the urban resilience strategies for integrated disaster risk management can be included; (9) MOVE UP may consider scaling up of ATS solutions to Transitory Shelter to Permanent in collaboration with UAP-Emergency Architects; and (10) Develop a reasonable, not too expensive system or design that people can adopt on a permanent basis considering local context.

Key words: *Resilience Building, Urban Resilience Model, urban resilience strategies, Alternative Temporary Shelter System, Resilient Livelihood, Risk Transfer, Social protection, MOVE UP Philippines*

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List of Acronyms

AAH	Action Against Hunger
ACCORD	Assistance and Cooperation for Community Resilience and Development
AIP	Annual Investment Plan
ATS	Alternative Temporary Shelter
BARMM	Bangsamoro Autonomous Region in Muslim Mindanao
BCP	Business Continuity Plan
BLGU	Barangays Local Government Unit
CBED	Community Based Enterprise Development
CCA	Community and Cultural Affairs Division
CDRRMO	City Disaster Risk Reduction Management Office
CLGU	City Local Government Unit
CP	Contingency Plan
CRA	Community Risk Assessments
CSG	Community Saving Group
COVID-19	Coronavirus disease 2019
DAC	Development Assistance Committee
DOLE	Department of Labor and Employment
DRRM	Disaster Risk Reduction Management
DRRMP	Disaster Risk Reduction Management Plan
ECHO	European Civil Protection and Humanitarian Aid Operations
EHA	Evaluation of Humanitarian Action
FGD	Focus Group Discussion
HIP	Humanitarian Implementation Plan
KII	Key Informant Interview
LDRRMP	Local Disaster Risk Reduction and Management Plan
LMO	Land Management Office
MASIDO	Marikina Shoe Industry Organization
MEAL	Monitoring, Evaluation, Accountability and Learning
MMDA	Metro Manila Development Authority
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSC	Most Significant Change
MSMFMA	Marikina Small and Micro Footwear Makers Association
NDRRMC	National Disaster Risk Reduction and Management Council
NGO	Non-Government Organization
OCD	Office of Civil Defense
OND	Oblates of Notre Dame
OECD	Organization for Economic Cooperation and Development
PWG	Project Working Group
RL	Resilient Livelihoods
TOR	Term of Reference
TWG	Technical Working Group

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1 | INTRODUCTION

This report presents the key findings and recommendations of an external evaluation conducted for the third phase of the Moving Urban Poor Communities in the Philippines toward Resilience (MOVE UP 3) Project in the Philippines. MOVE UP 3 consolidated the experiences and lessons from two earlier phases (MOVE UP 1 & 2), and replicated and scaled up the urban resilience model and its components in the cities of Cebu, Cotabato, Marikina, and Taguig. As envisioned, a strong advocacy component was implemented at the barangay, city and national levels to facilitate the uptake of the urban resilience model in highly urbanized cities across the country.

The primary objective of MOVE UP 3 is to contribute to increasing the resilience of urban poor populations in highly urbanized cities in the Philippines that are most vulnerable to disasters. Specifically, the project aims to increase the preparedness and risk reduction capacities of the local populations and government units through the replication and scaling up of interrelated urban resilience strategies on alternative temporary shelters (ATS) and resilient livelihoods (RL), including social protection and risk transfer, in hazard-prone urban poor communities in Marikina City and Taguig City in Metro Manila, Cebu City in the Visayas, and Cotabato City in Mindanao.

The objectives of MOVE UP 3 were accomplished through the replication of strategies on ATS and RL including risk transfer in Cebu City in the Visayas and Cotabato City in Mindanao and scaling up the urban resilience model in the rest of Metro Manila, with efforts particularly focusing in Marikina City and Taguig City. The third phase also consolidated the lessons and experiences from the three iterations of MOVE UP Philippines to inform policy recommendations at national, subnational and local levels that integrate urban resilience strategies. The project logical framework is enclosed in this report as Annex A. Under the logical framework, the following result areas were identified:

Result 1: Tested and refined urban resilience model adapted and replicated in highly urbanized, hazard-prone cities in Cebu and Cotabato;

Result 2: Urban resilience model scaled up in Marikina and Taguig; and,

Result 3: Replication and scaling up of urban resiliency model advocated at city, subnational and national levels.

Implemented from 1 July 2018 to 30 September 2020¹, MOVE UP 3 was jointly managed by a consortium of humanitarian organizations - CARE Netherlands (CARE) through CARE Philippines, Plan International (PLAN) and Action Against Hunger (AAH). Headed by CARE, the consortium implemented MOVE UP 3 together with a local partner, namely: Assistance and Cooperation for Community Resilience and Development (ACCORD). CARE oversees the overall management and progress of the project, coordination with other urban resilience projects, and harmonization of approaches across geographic and thematic areas of implementation. There were three project coordinators: one project coordinator per city for replication - Cebu (Plan) and Cotabato (CARE thru its local partner ACCORD) and a project coordinator for scaling up Metro Manila (AAH). One project officer per city supported the project coordinators in the implementation of the urban resilience strategies. There were four technical specialists who provided support and technical assistance of implementation: ATS Specialist (CARE), Livelihoods Specialist (AAH), Advocacy Specialist (CARE), and Monitoring, Evaluation, Accountability and Learning (MEAL) Specialist (AAH).

The total project budget is 1.111.111,11 euros with contribution from European Commission - Civil Protection & Humanitarian Aid Operations (ECHO) amounting to 1.000.000,00 euros.

The duration of the evaluation was from 10 October 2020 to 21 December 2020². The evaluation was conducted by an independent external evaluation team: two (2) from Metro Manila, one (1) from Cebu City and two (2) from Davao City. Additionally, two (2) researchers per area and one (1) admin staff assisted the external evaluation team.

¹ The project was extended for three (3) months due to the COVID-19 pandemic. The addition of 3 months to the Project's duration allowed some recovery from the disruption caused by the pandemic and the prevention and control measures put in place by the national government that also became barriers to implementation of key project activities.

² The evaluation team requested for two (2) weeks extension due to Typhoon Vamco. Known in the Philippines as Typhoon Ulysses, Typhoon Vamco was a powerful and deadly category 4 typhoon that struck the Philippines on November 11, 2020. Heavy rains caused by the typhoon overflowed rivers, causing severe flooding in Marikina City (Wikipedia 2020).



2 | METHODOLOGY

2.1 Objectives of the Evaluation

The objectives of the evaluation are to:

- a. Determine if the project has achieved its intended objectives looking at the results chain – inputs, activities and results;
- b. Identify the contextual factors that have enabled or hindered the delivery of the expected outcomes;
- c. Assess the overall performance of MOVE UP 3 in terms of the Organization for Economic Cooperation and Development- Development Assistance Committee (OEC-DAC) Criteria for evaluation of humanitarian action (EHA): Relevance/ Appropriateness, Connectedness, Coherence, Coverage, Efficiency, Effectiveness, Likelihood of Impact, and Design of the Project; and
- d. Examine evidence-based lessons learned, reflect on the challenges encountered and provide recommendations on how the project could further be scaled up or replicated and the impact maximized in similar projects, especially MOVE UP 4 through revisiting previous and current phases of MOVE UP Philippines.

The Term of Reference (TOR) of the evaluation is enclosed as Annex B.



2.2 Study Areas

The study areas cover the following: Cebu City and Cotabato City for the replication of urban resilience model, and Marikina City and Taguig City for the scaling up.

In Cebu City, the two pilot barangays of the project were covered in the evaluation: Barangays Apas and Basak Padre. In Cotabato City, the evaluation focused on the main replication site of the project- Barangay Poblacion Mother and the five clustered barangays, namely: Poblacion 7, Rosary Heights 3, Rosary Heights 8, Rosary Heights 10, and Rosary Heights 11, which included the project, as agreed upon with the City Local Government Unit (CLGU).

Two previous MOVE UP Philippines project areas under MOVE UP 1 and 2 - Malabon City and Valenzuela City- were revisited to assess the replicability and scalability of ATS and RL.

2.3 Data Collection Methods

The primary data collection methods used for the study were the following: review of secondary data, modified survey, focus group discussion (FGD), key informant interview (KII), and Most Significant Change (MSC) Stories³. Due to the short period of time and constraints because of COVID-19, access to a representative sample through a probabilistic sampling approach was not pursued. Instead convenience sampling was used for both project sites and beneficiaries. As discussed during the Project Briefing on 13 October 2020, the modified survey was intended to capture the voices of the different vulnerable groups. The Inception Report indicating the evaluation instruments for the evaluation is enclosed as Annex C.

Key informant interviews (KIIs) were conducted with key stakeholders consisting of consortium member organizations, private sector, partner organization, city government officials, the community saving groups (CSGs), Barangays LGUs (BLGUs), CLGUs, Project Consortium, and the Champions. The interview guides designed and approved at the inception stage were used to elicit specific information as well as stakeholder perceptions on project implementation and its results. Focus group discussions (FGDs) were conducted with a broad range of stakeholders of MOVE-UP 3 in the communities including CSGs, BLGUs, CLGUs, and project beneficiaries, and Project consortium. The list of evaluation participants is attached as Annex D.

The evaluators reviewed project documents that include the approved project proposal, progress reports, outputs of the project such as activity completion reports, quarterly reports, interim report and progress updates, among others. ATS and, livelihoods assessments, risk transfer study, policy review, Disaster Risk Reduction Management Plan (DRRMP), Contingency Plan (CP), Annual Investment Plan (AIP) and other development and sectoral plans were reviewed. Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA), executive orders, memorandum circulars, resolutions were likewise reviewed. Minutes of meeting, results of any planning processes and other relevant materials from primary and secondary sources were also included in the review.

³ The Evaluation Team included the Most Significant Change (MSC) approach. Stories of change are similar to case studies. However, they are always focused on change. Stories of change usually attempt to show how a project or program has contributed to change within the lives of its targeted beneficiaries, or to other forms of change such as policy or organizational change.

The list of documents reviewed is attached as Annex E. Meanwhile the results of the modified survey are integrated across the report.

2.4 Constraints and Limitations

Conducting research in time of COVID-19 pandemic with limited face to face interactions is very challenging. Online interviews via Zoom or phone call interviews were conducted.

Internet connectivity was also a major concern. Connection was unstable, with the evaluation team experiencing frequent disconnections or difficulties in connecting due to poor or no signal.

Flooding brought about by Typhoon Vamco in Metro Manila disrupted the scheduled FGDs, MSCs and KIIs in Marikina City and Taguig City. The evaluation team in Metro Manila requested for a two- week extension of the data gathering. In Cotabato City, the evaluation activities were disrupted by flooding in Brgy. Poblacion Mother.

Scheduling was also challenging considering the different priorities of the target informants such as livelihoods, work, families, COVID-19 response efforts of Local Government Units (LGUs).



3 | INTENDED RESULTS OF THE PROJECT

The expected results of MOVE UP 3 are the adoption and replication of urban resilience model in highly urbanized, hazard-prone cities in Cebu in the Visayas and Cotabato in Mindanao, and the uptake of the urban resilience strategies in the policies and plans based on the experiences and best practices of MOVE UP 1 and 2 in Marikina City and Taguig City. The scaling up in Marikina City and Taguig City was complemented with policy advocacy on national and subnational levels intended to provide the enabling environment for the replication and scaling up by cities.

3.1 Replication Areas

Two highly urbanized cities in Visayas and Mindanao were selected for replication of the urban resilience model. City-level support was generated from Cotabato City with selected one pilot barangay but included five clustered barangays for replication by the LGU beyond the project term. In Cebu City for Visayas, the adoption and replication occurred at the barangay level.

Cotabato City

In Cotabato City, main replication site was Barangay Poblacion Mother which was selected out of the initial six (6) prioritized barangays. Main selection criteria centered on high exposure to hazards and level of vulnerability as well as urban poverty incidence. Openness and security were also considered in the final selection. However, agreement with the CLGU was to include the five other nominated barangays for capacity building. The City LGU through its selected units dealing with disaster risk management (headed by the City Disaster Risk Reduction Management Office (CDRRMO)) led the replication with support from the MOVE UP Project in the five clustered barangays: Poblacion 7, Rosary Heights 3, Rosary Heights, 8, Rosary Heights 10, and Rosary Heights 11. These barangays were identified as high risk in terms of exposure to hazards coupled with high vulnerabilities.

To formalize the project partnership, a MOA was officially signed between the Project Consortium and the Cotabato City LGU, represented by its City Mayor on June 2019. The MOA signified the complete adoption of the project strategies with full support from the LGU filtering down to the barangay levels. To help direct and oversee project implementation as well as localize and implement strategies, a Project

Working Group (PWG) composed of relevant city units working on Disaster Risk Reduction Management (DRRM) was organized as part of the participatory and transparent project approach that also builds up trust, ownership and accountability among project partners. Another PWG was organized at the pilot barangay level. Also, Technical Working Groups (TWGs) were organized to directly address concerns on ATS and resilient livelihoods (See Annex F for PWG/TWG composition).

The main entry points for adopting urban resilience incorporating the ATS systems in the LGU contingency plans as well as facilitating resilient livelihood strategies were implemented though with varying degrees of adoption and implementation (See Annex G for the list of project activities). Notably, the COVID-19 pandemic affected the last stretch of the project implementation. Most capacity building activities were provided covering DRRM assessments and planning as well as livelihood assessments, CSG orientations and Community Based Enterprise Development (See Annex H for the list of Capacity Building Trainings). In particular, building the capacities of the City LGU staff (from specific offices like CDRRMO, and Community and Cultural Affairs Unit) was directed to help them in replicating the project strategies in other barangays. Mentoring was done as they observed and took part in implementing project activities to prepare for their role in replicating these beyond the project term.

Output-wise, a refined Contingency Plan (focused on earthquake but can also be adopted to other hazards like floods and typhoons) of Poblacion Mother was completed, with the five clustered barangays also formulating their Contingency Plans (also focused on earthquake) incorporating key sections based from the Community Risk Assessments (CRA) done. Contingency Planning workshops were also conducted with the Cotabato Division schools in February 2020 though final plans were not provided. However, the City DRRM plan (2016-2022) was not revised or improved as the timing for plan revision was not yet due, with the pandemic affecting further discussions on the plan considering shift in LGU response priorities. Despite this, the City's DRRM Plan was influenced by the Action to integrate investment on ATS. For its 2020 Annual Investment Plan (AIP), the City LGU allocated PhP 2 Million for ATS procurement and improvement of its camp coordination and management services. Furthermore, the LGU adapted ATS designs from the MOVE UP ATS Menu of Options and redesigned them to fit the context and available shelter capacities of Cotabato City.

For resilient livelihoods, eight (8) CSGs were formed and an additional association supported covering the persons with disability sector. Of the nine groups supported

for livelihoods, seven (7) were organized coming from the main pilot barangay, Poblacion Mother, while the two other community associations have memberships coming from other city barangays. Community organizations formed covering the vulnerable sectors, majority of whom are women (various age groups including elderly and/or senior citizens; social status such as solo parents, pregnant and lactating women; ethnicity though majority are Maguindanaoans) plus inclusion of those coming from persons with disabilities (persons who are blind).

After 15 months of project implementation, the CSG orientations started in September 2019 with the last orientation done in February 2020, a month before the pandemic hit the country. CSG discussions started at the barangay level after the 2019 national elections and the TWG on RL at the City level met in October 2019 for further discussions though prior PWG meetings included discussions on RL (See Annex G for project activities). Social preparations and organizing for RL took time which included stakeholders' consultations and mapping in November 2018, CRA in March 2019, and the Barangay Livelihood Assessment in August 2019. Awareness raising was also done to encourage and engage community members to participate in the CSG since they were careful due to the issue of financial scams in the region. This process only indicates the need for longer social preparation time to address emerging issues and to factor in the project implementation schedule known intervening events (e.g., Bangsamoro Autonomous Region in Muslim Mindanao or BARMM) plebiscite and the national elections) considering project term was only short (24 months). Again, COVID-19 provided additional challenges in the delivery of project components, with most livelihood project support package/turnover done during the pandemic period (July 2020).

Significantly in Cotabato City, orientation about CSG was expanded to other barangays beyond those identified for the project. The CSG concept was acknowledged as a good entry point for engaging community groups to start small in working together on livelihood-related activities. Through the expanded links of the project, CSG orientations were extended to DOLE-beneficiaries and to communities under the support of the Oblates of Notre Dame (OND) - Reconciliation Center. A total of 124 Department of Labor and Employment (DOLE) beneficiaries and 22 OND beneficiaries were given orientations toward the last quarter of 2019. The OND beneficiaries are leaders coming from five livelihood groups organized by the OND, each with around 22-25 members. These leaders re-echoed the CSG Orientation to their respective groups.

In terms of social positioning, the RL component through CSG organizing at the individual, household and community levels contributed in improving the status of vulnerable urban poor sectors, particularly women. Based on the survey and interviews, women felt empowered as they were able to improve on their skills and became productive, contributed to their family's income and were given opportunities to participate in community decision-making as they became part of the project working group or were consulted in some project activities at the barangay level.

At the City level, the RL strategy using the CSG as entry point was adopted and integrated as part of the city's regular program activities and with commitment to replicate this to the rest of the barangays. The Community and Cultural Affairs Division (CCA) under the Mayor's office) was given the responsibility to organize and monitor the CSGs. Some of the CCA staff were given CSG orientation and were asked to observe other CSG activities in preparation for their role beyond the project term.

Overall, replication in Cotabato City met most project targets in accordance with the project design and objectives. Based on ACCORD's Final Report (2020), a total of 20,019 were directly benefited from the project while 76,716 indirect beneficiaries were identified as potentially benefitting from improved LGU plans, programs and services through integration of MOVE-UP strategies. However, what is not clear is the emphasis on the adoption of risk transfer schemes being integrated in the project.

Cebu City

In Cebu City, the MOA between the project and the Cebu City CLGU was not materialized due to the changes of leadership and administration after the election in May 2019. The Project spent an ample time preparing and orienting the city and barangay levels (CLGU and BLGUs) about MOVE UP 3. The orientation activities included a Learning Exchange Visit to Quezon City and Valenzuela City DRRMO on November 19-21, 2019.

In the absence of a MOA, there was no direct collaboration with the City LGU, except for the training /workshop with contingency planning. The creation of the working group at city level was not also materialized. But the Project was able to tap individuals (government offices) at the City level as partners in the implementation of the project. These individuals came from the CDRRMO, Department of Social Welfare and Services (DSWS), City Councilors, Department of Interior and Local Government

(DILG), School DRR focal person, and Provincial Disaster Risk Reduction Management Office (PDRRMO).

The project pursued and forged an MOU with Barangay Apas and Basak Pardo to implement the urban resilience model at the barangay level on July 10, 2019.

At the barangay level, the participants were able to gain knowledge on Participatory Hazard, Vulnerability and Capacity Assessment/Community Risk Assessment (CRA), Baseline Assessment (DRR and Livelihood), Urban Resiliency, Disaster Preparedness, ATS and resilient livelihood strategies. The two (2) pilot areas, represented by key sectors, were able to draft their contingency plans on the different hazards such as fire, flood, typhoon, and earthquake on September 2019 to January 2020. The DRRM and contingency plans were drafted from these two (2) barangays but approval of harmonized DRRM plans and contingency plans (CP)s by both LGU and School DRRM teams and the Department of Education (DepEd) Cebu City was not accomplished.

For alternative temporary shelter (ATS), fabricated tents were distributed by the Project to the two barangays and Cebu City in July 2020 and November 2020, respectively. In Brgy. Apas, five (5) tents measuring 6m x 9m were stored in their gym which could be of great use to the local community for evacuation during disasters, such as fire. In Basak Pardo, the tent was set up in their evacuation center. The tent was also used during the barangay assembly (Fig. 2). In Cebu City, 14 tents (7 tents with a dimension of 12 m x 6m; 7 tents with a dimension of 6m x 6 m) were distributed last November.

For the resilient livelihood (RL) project, aside from bringing additional income to the local community, it also helped in shaping and development of the members' value formation (frugal, hard work, transparency, and value for time and money). It also helped develop the skills on how to market/sell the products as well as proper management of the business. In Apas, they took the opportunity provided by Ayala Management in collaboration with the Barangay LGU to display and sell their products at the Ayala Central Bloc Mall located in IT Park, Brgy Apas. As to the sustainability of their chosen RL, the group had plans on proper marketing of their products such as selling via online through facebook, giving free taste of their food products to possible customers and sell products within and outside the community. The chosen RL was very timely and appropriate in addressing the needs of the

community, especially during this pandemic despite of the challenges as the availability of the supplier and the delay in delivering the needed equipment, such as the freezer.

MOVE UP really helped encourage the members to save and venture in business, especially those families greatly affected by the pandemic. Notably, the RL was able to provide jobs not only for individuals, but also for most member families by working together as a team in producing/procuring and selling/reselling their products. The insurance fund or commonly called the social fund is also one of the best features in CSG in Barangay Apas, wherein they set aside certain amount of money for emergency and other purposes depending on the rules set by the group. Their social fund amounting to PhP 5.00/member was able to help the members who were victims of fire in their community.

There were several mentoring and coaching sessions, such as simple bookkeeping, financial literacy and management, conducted in the barangays on different aspects of running RL projects. Based on the Baseline Assessment Results, 70 percent of the respondents do not have knowledge on livelihood-related projects. Out of the 16 CSGs organized by MOVE UP in Barangays Apas and Basak Pardo, 15 CSGs were able to develop and submit CBED/Business proposals. One CSG was not able to submit any business proposal because it was organized a bit late in August 2020.

Generally, replication in Cebu City represented by two (2) barangays met the objectives and essential indicators of the Project. Based on the Monitoring and Evaluation Assessment (August 2018 – June 2020) 1,591 households were able to participate and/or adopt resilient strategies, including risk transfer schemes such as micro-insurance in the 2 barangays. There were also 1,440 urban poor households who participated in developing the harmonization of LGU and school contingency plans that incorporate age, gender, and ability-sensitive/appropriate ATS systems and resilient livelihood. Through the contingency plan, both ATS and RL are integrated into the barangay plans. The integration of urban resilience strategies (ATS and RL including risk transfer) in the contingency, disaster risk reduction management, and development plans, among others at the city level was submitted for review.

3.2 Scaling Up Areas

MOVE UP 3 targeted the cities of Marikina and Taguig to scale up its urban resilience model. These two cities have manifested notable records in resource mobilization and management during disasters. Together with the successes of the piloting of urban

resilience building in Q-CAMANAVA areas (i.e. Quezon, Caloocan, Malabon, Navotas and Valenzuela), the consortium deemed it ready to institutionalize its resilience modeling gains. Marikina and Taguig were identified to advance the project's contributions for adoption as policies at both local and national levels, hence, their anticipated involvement.

The scaling up strategy focused on Marikina and Taguig can be described as two-pronged. As envisioned, one is through demonstration of the two cities, Marikina and Taguig adopting urban resilience strategies in policies or plans, the uptake based on the experience and lessons from MOVE UP 1 and MOVE UP 2. The second, a complementary approach, is a policy advocacy at the national and subnational levels, intended to provide the enabling environment for the replication and scaling up by other highly urbanized cities across the country.

Subnational Policies and/or Plans Integrating Urban Resilience Strategies

To facilitate results, the project commissioned a group, composed of individuals who have extensive experiences in policy research and advocacy and were involved in previous MOVE UP phases, to conduct the policy research on how to best integrate urban resilience strategies with ATS and RL components. Fourteen relevant national and subnational policies, four (4) from DILG, one (1) from DOLE, five (5) from DSWD, two (2) from MMDA, one (1) from NDRRM-OCD, and one (1) from PUCP were identified and assessed. The assessment yielded five (5) priority policies for consideration, and later on cut down to three (3) priority policies as follows:

- a. Harmonized National Contingency Plan (HNCP) for West Valley Fault Earthquake with the OCD-NDRRMC including the Review of the NCR Development Plan 2017-2022 and the Metro Manila Earthquake Contingency Plan (Oplan Metro Yakal Plus) with the Metro Manila DRRMC of the Metro Manila Development Authority (MMDA) to Strengthen Urban Resiliency
- b. Sustainable Livelihood Program (SLP) based on DSWD MC No. 22 Series of 2019, with the National and NCR Offices of the DSWD
- c. Review of Marikina City LDRRMP and Earthquake Contingency Plan and Recommendations to Strengthen Urban Resiliency in Marikina City

Notably, the project successfully engaged Marikina City in the review of its LDRRMP and Earthquake Contingency Plan. The review resulted in significant recommendations as follows:

On Urban Resiliency, DRRM, Climate Change Adaptation

- a. Annual updating of LDRRMP and CP for all types of hazards with approved ordinance or resolution (p.36)
- b. Regular meeting of Technical Working Group for Contingency planning for Marikina City DRRMC guidance (p.36)
- c. Requiring all new constructions and renovations of essential structures and houses in all low-lying and frequently flooded areas in the city to construct and design their houses on stilt. MSO will provide free design of stilt houses (p.47)
- d. Develop a TWG that will keep the manual of Operation updated with E.O. (p.46) or TOT for LDRRM Officers, staff and members of LDRMMC (p.50) or Basic Disaster Risk Reduction Management Training (p.50)

On RL with Risk Transfer Mechanism Including Social Protection

- a. To have an efficient and orderly camp management in evacuation centers and for faster distribution of reliefs/needs (p.64)
- b. Allocation of budget to fund risk financing for city government employees and constituents (p.67). Creation of ordinance and /or executive order for risk financing (p.67).
- c. To have available recovery assistance for the victims and business community after the disaster. Recovery package for the business community such as referrals to banks and loan institutions, provision of tax reliefs and incentives (p.71).
- d. Business continuity Plan (BCP) for private sector that details their coordination mechanisms with the suppliers or service providers to continue their operations during emergencies. This is vital to sectors necessary for lifelines such as hospitals, transportation, water, electricity, and food (p.55).
- e. Recovery assistance for victims such as provision of basic materials for house repair and assistance to access funding institutions to help victims to start anew (p.71).

Furthermore, the project came up with recommendations to enhance the existing Marikina City Earthquake Contingency Plan with alignment to MOVE UP's Urban Resiliency, DRRM, ATS and Resilient Livelihood with Risk Transfer Mechanism

including Social Protection policies. All these recommendations were submitted for consideration.

Integration of Urban Resilient Strategies into CLGU's DRRM and Contingency Plans

Urban resilience model uptake reached limited results in Marikina and Taguig. The two LGUs initially expressed interest and support to the project during the Stakeholders Meeting in October 2018 in Taguig City and on June 20, 2019 in Marikina City. There were efforts done through series of meetings and consultations involving key officials and offices from both cities but remained as “attempts.” Drafts of the MOUs were crafted for signing with the list of the departments forming the PWGs. Taguig City identified its PWG from 16 different sectors while Marikina CDRRMO identified and endorsed ten (10) offices to complete their PWG. However, no actual PWGs were formalized in both cities and the MOUs remained in the legal offices for review.

On March 5, 2020, Taguig City, through the Office of the City Administrator, formally declined the offered partnership with MOVE UP citing too many ongoing engagements with current partners as reason. The remaining planned activities towards achieving the expected outcomes, specifically in Marikina City, were cancelled due to the government-imposed restrictions to help contain the COVID-19 pandemic.

On COVID-19 Modification Request

While policy advocacy continued, primarily at the national level, policy refinements of the CLGU plans to include COVID-19 plans and practices were considered taking into account the implications for project implementation brought about by the pandemic. Consequently, the COVID-19 pandemic presented the project with more challenges but also with some opportunities that the consortium quickly seized. MOVE UP adjusted its policy dialogue approach and provided tangible inputs on resilient livelihoods in Marikina City and ATS/ Community Quarantine Facilities in Taguig City to demonstrate in a more explicit manner urban resilience strategies.

In Marikina City, the Action in collaboration with Marikina Shoe Industry Organization (MASIDO) and Land Management Office (LMO), introduced RL in the form of cash assistance of PhP 15,000 to members of Marikina Small and Micro Footwear Makers Association (MSMFMA) and CHAMPACA Homeowners Association on September 18, 2020.

Targeting is a major step of every emergency response -who are targeted depends on the program objective. CARE often relies on community-based targeting using local criteria and village committees to select the most vulnerable households within the community (CARE Emergency Toolkit.org). The selection of beneficiaries in Marikina City did not undergo the community-based targeting, instead, the shoemakers' and homeowners' associations were identified by Marikina Mayor Marcy Teodoro through MASIDO and LMO respectively.

After a series of consultations and deliberations within the associations, MSMFMA identified 2 to 3 employees severely affected by the pandemic coming from the 18 small shoe factories under the association. These 50 beneficiaries consisted of 26 males and 24 females; 14 of which are senior citizens and two (2) PWDs coming from seven (7) barangays in Marikina.

The CHAMPACA Homeowners Association on the hand had 42 female and 9 male beneficiaries with eight (8) elderly for a total of 51. Eight mentioned they came from Antipolo, Pasig and Rizal. Thirty-seven beneficiaries who received 15,000.00 had business capital counterpart ranging from 500.00 to 51,500.00 while 14 beneficiaries did not have business capital counterpart.

All the 101 beneficiaries are into micro-enterprise /small trade business such as selling/reselling (frozen meat products, biscuits, shoes, beauty products), food processing (peanut butter, chili-garlic sauce, *atsara*) *sari-sari* and *karinderya*.

The Project saw this intervention as the opportunity to capacitate the beneficiaries in developing and writing business proposals. More importantly, the introduction of the CSG concept with emphasis on risk transfer encouraged majority of them to get the insurance offered by Red Cross during the cash turnover activity.

The Resilient Livelihood After Action Reviews on October 29 and 30, 2020 generated positive responses from the beneficiaries citing easy access to the cash distribution, CBP mentoring, enrolment in insurance, selection and feedback mechanisms as reasons.

Similarly, the project acknowledged the donation and demonstration set up of the 15 ATS to the CSWDO Taguig an entry point to re-introduce the ATS solutions not just for evacuation purposes but also for addressing the immediate needs for COVID -19 quarantine facility in the city.

CSOs, Academic, and Private Sector Platforms Mobilization

The project considerably worked with 130 of 440 targeted officials, staff and representatives (60 women, 70 men) from 35 of 40 targeted different offices, agencies, CSOs, and the private sector at the national, subnational and city levels.

The continuity of the project can also be attributed to the support and commitment of Malabon City, Valenzuela City and Quezon City as urban resilience champions. Their constant participation in the stakeholder's meetings, consultations, seminar-workshops, and monitoring and evaluation activities helped influence major players in DRR initiatives.

Likewise, the RILHUB Webinar Exchange Series and other information dissemination activities provided fitting avenues for wider audience for urban resilience policy advocacy, capacity building, and social protection. Further, these webinars gave opportunities for different stakeholders to share their own urban resilience practices. Marikina City was even invited as a resource in discussing with other LGUs CQF and other measures introduced in the time of the pandemic. Marikina and Taguig participated in capacity building activities on Contingency Planning, ATS and Camp Coordination and Camp Management, Rapid Gender Analysis, among others.

Overall Assessment

Overall, the uptake of urban resilience strategies reached limited results in Marikina City and Taguig City. No actual PWGs were formalized in both cities and the MOUs remained in the legal offices for review. Taguig City formally declined the offered partnership with MOVE UP citing too many ongoing engagements.

As gleaned from the minutes of the meetings, activity reports and confirmed through ground interviews with LGU key officials, there was a repeated remark for any project to be accepted to go through the local chief executives. This low interest from the LCEs may not be attributed to the irrelevance of the partnership offered but the strategy used needs refinement, especially in reference to the limited uptake of Marikina and Taguig. Hence, a return to the drawing board requires full consideration from the consortium.

3.3 National Advocacy

As a complementary approach to the replication and scaling up of urban resilience model, a strong policy advocacy at the national and subnational levels was pursued to provide the enabling environment to facilitate the uptake of the Project's urban resilience model in highly urbanized cities across the country.

The policy advocacy resulted two major milestones of the project: (1) Project's contribution in the updating of the National Disaster Risk Reduction and Management Plan (NDRRMP 2020-2030), and (2) MOU with DSWD on collaboration to promote and strengthen resiliency and disaster risk reduction management, and climate change adaptation.

In partnership with the Partners for Resilience, the project contributed to the updating of the National Disaster Risk Reduction and Management Plan (NDRRMP 2020-2030). Based on the assessment of the project of the updated NDRRMP 2020-2030, the following areas of the urban resilience model are incorporated in the plan (MOVE UP PH Final Report 2020):

- a. Integration of ATS/temporary shelters system in the 'Preparedness' pillar and not only as part of the response capacity;
- b. Inclusion of strengthening and protection of livelihood assets, as part of mitigation and preparedness;
- c. Gender and disability-inclusive services integral to CCCM;
- d. Creation of clear guidelines on facilitating access of the most vulnerable to risk transfer and social protection mechanisms;

The Project Consortium signed a MOU with DSWD on collaboration to promote and strengthen resiliency and disaster risk reduction management, and climate change adaptation on December 11, 2020 at DSWD Central Office. The partnership initiative intends to provide free voluntary technical support and assistance from the Consortium to:

- a. DSWD's SLP in developing Disaster Resilient Livelihoods (e.g. protection of assets through micro-finance/insurance, market diversification and strengthening strategies);
- b. DRMB in developing ATS/Housing Model for Disaster Resiliency; and

- c. Development of Learning Modules and Knowledge Products on increasing Disaster Resilient Livelihoods for Urban Poor beneficiaries.

The partnership initiative shall recommend institutional arrangements and relevant policies from the above-mentioned support subject to the approval of DSWD.

The Project Consortium and DSWD agree to work together on the following activities to attain the purpose of the partnership initiative:

- a. To review DSWD MC No. 22, series of 2019 or the Comprehensive Guidelines on the Implementation of SLP to consider best practices and policies on resiliency, Disaster Risk Reduction and Management (DRRM) and Climate Change Adaptation; and
- b. To review DSWD Administrative Order (AO) No. 13, series of 2015 or the Disaster Response Operation Guidelines, and DSWD Administrative Order (AO) No. 9, series of 2014 or the Guidelines in the Implementation of Temporary Shelter Assistance and Prioritization of Victims of Disaster/Internally Displaced Persons to consider best practices and policies on innovating alternative temporary shelter; and
- c. To recommend institutional arrangements and relevant policies for approval of DSWD management, including but not limited to the following:
 - Knowledge Products and Learning Material Development and Institutionalization of Knowledge Sharing and Management Mechanisms between the DSWD-SLP and the Consortium on Disaster Resiliency for Livelihoods and Business Continuity Planning;
 - Market access, expansion and linkages for SLP Associations through regular of electronic platforms (e.g. through SLP's Produktodo branding);
 - Policy Evaluation and Research or Program Impact Analysis for the SLP;
 - Partnership engagement for training and capacity building; and
 - Knowledge Products and Learning Material Development and Institutionalization of Knowledge Sharing and Management Mechanisms between DRMB and the Consortium on areas related to ATS, and Emergency Shelters.



4 | ENABLING AND HINDERING FACTORS

4.1 Enabling Factors

Reviewing project implementation documents and validating through the evaluation interviews and survey conducted, emerging enabling factors that contributed to an efficient, coherent and hopefully, sustained project interventions are enumerated.

4.1.1 Replication Areas

- a) *Buy-in of CLGU, especially through official endorsement of the Local Chief Executive (LCE) as reflected in the Memorandum of Agreement (MOA) signed between City and Project Consortium*

The MOA reflected the formal partnership between the Cotabato City LGU and the Project Consortium (The MOA is attached as Annex J) highlighting the responsibilities of each partner. With the endorsement of the LCE, all LGU units supported and provided resources (personnel and finances) to implement the project. The clear project focus and strategies (ATS and RL) are good entry points to encourage LGU endorsement as these provide tangible proofs of project contribution. The strategies also constitute basic needs and priorities related to DRRM that will support the LGU and its constituents.

- b) *Sustained involvement of local partners from planning to implementation at both city and barangay levels*

The formation of a Project Working Group (PWG) and Technical Working Groups (TWGs) for ATS and Resilient Livelihoods) is an effective strategy to promote internal ownership and accountability for the program as well as facilitate program integration within existing LGU/LGA practices. The PWG/TWG further expanded partnerships with other local government agencies (LGAs) [e.g., DOLE, DepEd, CSWDO) that promoted better functional relationships across various city and agency units that facilitated the work for MOVE UP 3.

c) Community organizing and capacity building done by implementing NGO partner

Organizing which forms part of social preparation, is an important component to generate support from intended community partners. If communities are not organized, sustainability will be a challenge though capacity-building and monitoring should also be an integral part. Capacity building is a crucial part of organizing to help increase confidence in managing community groups/organizations.

d) Good communication and coordination between partners facilitated by implementing NGO

Proactive role of implementing NGO to build smooth relationships among different project partners and facilitate constant coordination, particularly through the PWG/TWG mechanism. Coordination sustained and communication was maintained through provision of updates during pandemic with the use of online technology.

e) Project focus on poor, vulnerable groups for promoting equity-based schemes especially in response to disasters, with CSGs as attractive mirrors to encourage community participation

Inclusiveness as a major consideration in project implementation as implementing partner took efforts to ensure that sectoral issues and needs of the disadvantaged groups have been incorporated in the project design. Formation of CSGs targeted the most vulnerable though CSG memberships are predominantly female. Inclusion of a PWD organization (Blind Massage Association) provided additional diversity in membership though it may be good to expand further the inclusion of other disadvantaged groups such as out-of-school youths. CSGs apart from increasing awareness on the value of savings and facilitating provision of capital. It also served as venues to facilitate better community relationships as CSG meetings allow members to interact with one another and build trust.

4.1.2 Scaling Up

a) Consultations and seminars in communities undertaken to manage engagement terms and expectations

Social preparation is always an integral part of implementing any local initiative. For MOVE UP 3, those areas where previous cycles were implemented under the

project, the task of introducing the third phase was easier to do. As for areas where the initiative is relatively new, the first orientation activity was followed with random visits and periodic meetings to build trust and confidence, and finally getting the communities onboard through the organized groups existing in their areas. Understandably, this process is most evident for the RL component of the project where in most cases, assistance was in cash form. In Marikina City, informants recounted orientation sessions, which according to them would be vital for livelihood survival in the short term and, indeed, livelihood resilience or dynamism in the long term.

“It was the first time we received this kind of assistance. We even joked around to better find an NGO that can really help us bounce back from our losses. The orientation, financial literacy and writing business proposals have prepared us to become wiser in handling money and to become innovative.”

~Male Informant, FGD-CBO, Marikina

“There were orientations and consultations on how they are going to use the money or how they would invest the money and how to gain more. The beneficiaries were told not to spend everything if they felt they had enough to start or to restart their business. They were encouraged to open a bank account or to engage in cooperatives here in Marikina. The orientations I should say helped them to be more responsible for the assistance given them.”

~Female informant, KII-LGU, Marikina

b) *Needs-based approach taken for RL towards proposal development*

Apart from engaging the beneficiaries in discussions on how to establish livelihood and manage finances including savings and insurance, forms were also distributed asking them to fill out information on what their needs were, which livelihood they wanted to build, and what were the resources required.

There were two meetings with Sir Aldin including filling out the forms. It was like a seminar -workshop where we needed to accomplish our task. At first, some of us were having a hard time filling out the forms. Some of us did not finish school and others are senior citizens already. We are not used to writing and submitting this kind of requirement. Eventually, all of us were able to submit our proposals and we felt it was such an accomplishment.”

~Male Informant, FGD-CBO, Marikina

Notably, in Marikina, *sari-sari* stores appeared to be the most common choice among the beneficiaries. This is not surprising as it is easiest to set up with very few requirements.

“Most of us ventured in sari-sari store because you don’t need big capital; if you have five thousand, you can put up one already. You can fill up your store with that amount. Some are into selling barbeques, frozen meat products, salted eggs, peanut butter. There are others who do doormats, fabric softener and dishwashing liquid, beauty products- anything that we can sell to earn money for our survival. The cash assistance from MOVE UP really helped us a lot.”

~ Female Informant, FGD-CBO, Marikina

c) *Selection of beneficiaries done mostly with equity lens, but accommodations remain an issue*

Objective set of criteria supposedly forms the basis for selecting beneficiaries under MOVE UP 3. At bottom, individuals and groups considered poor and vulnerable in normative terms should be prioritized as they are also the ones to always be disproportionately affected by disasters and contingencies on the basis of their economic status, age, gender identity, ethnicity, disability, etc.

In the case of Marikina City, the LMO, in consultation with the officials of the HOAs, is in charge of identifying the informal settler families as recipients of various social assistance programs under the assumption that this sector is the one with the greatest need for aid. She explained:

“These informal settlers really are in need of assistance. Every time there are programs from the city like livelihood, relief goods, they are our priorities.”

~Female informant, KII-LGU, Marikina

She further pointed to a master list of members of homeowners’ association which served as the original source from which the final beneficiaries would be determined. According to her, it was a common knowledge in the community who are well-off and who are deprived, so it was quite easy to finalize the list. *“Since our office is also in charge of the associations, we them very well and we can easily identify those who are really in need,”* she noted, adding that they even went house to house together with a MOVE UP 3 project implementers to check the conditions of beneficiaries before distributing the PhP15,000 worth of assistance.

Despite what seemed as reasonable manner of selecting beneficiaries, it proved challenging to justify and communicate the concept of equity at a time when practically everyone needed any form of help at any amount after being ravaged by massive flooding (amid a pandemic). Social tension appeared unavoidable:

“To be honest, there are those who question our decision. They would say, they, too were also in need and affected by the pandemic. I myself was a beneficiary but we needed to keep it a secret from the other members of the association because they would question me for sure. I believe I was chosen because I have seven (7) children and my shoe business really suffered from the lockdown. Perhaps the LMO also believed that I could be trusted and I would be able to use the money wisely. However, if I would be the only one to choose the beneficiaries, I would like the selection to be open to the association and to deliberate on it, so there will be no question as regards the process. They also considered the time and the limited number of target beneficiaries in choosing the beneficiaries.”

~Female Informant, President HOA, Marikina

“Being one of the officials of the association, I was tasked to choose 50 beneficiaries. It was clear to us to choose 2-3 employees who are gravely affected by the pandemic and to prioritize senior citizens, PWDs, and solo parents from the 16 factories under the association. We requested to the project if it is possible to divide the amount-say, 30,000,00 among all our employees, since everybody needs assistance. They said it was not allowed, so chances are the other employees will know about it. No secret remains a secret specially during the meeting.”

~Male Informant, KII-CBO, Marikina

Moreover, an informant from a community-based organization expressed disappointment over how the selection process was done in haste with little consideration of the emphasis for the most disadvantaged sectors to be targeted ideally. The ongoing COVID-19 pandemic affected such process, but it was also caused by having to comply with a tight deadline under the project. A male informant detailed the circumstances:

“If given longer time and we don’t have this pandemic, for me, I felt it was rushed. At first, there was timetable. Then there were delays in the mayor’s approval. For me, if it was given more time, we could have explained to the shoe factory owners and to the target beneficiaries. I’m sure we would be able to identify the most deserving of the

employees-should they be seniors, PWDs, solo parents, or those who really have nothing at all? I feel we could have discussed it further and not just for compliance.”

~ Male informant, KII-CBO, Marikina

d) *Project’s overall relevance expressed in several forms, sometimes beyond original plan*

Several remarks were given about the relevance of the project. In Marikina City, the project responded to actual needs and priorities of the beneficiaries amid multiple crises (i.e. pandemic, flooding, joblessness, etc.).

“This project gave us the opportunity to start up our small business. This is one project gave me hope that I will be able to survive despite the many disasters we encountered. Even if the engagement was so short- only two months, I learned a lot of things-from proposal writing, saving and even the importance of getting insurance. I understand that this is a project different from the ones given to us before.”

~ Female informant, FGD-CBO, Marikina

Another informant stated this dilemma emotionally, pointing to the massive flooding that wreaked havoc on lives and livelihoods in Marikina. She noted that the provision of livelihood assistance really helped beneficiaries set up an alternative source of income, but such calamity terribly affected the beneficiaries, on top of an ongoing pandemic whose end is not yet in sight. Resilience in this context is being put to a test.

“The 51 beneficiaries from our HOAs were really grateful from the assistance they got from MOVE UP. This project saved them from their worst situation because of the pandemic. They dreamt and prayed for somebody to help them during the pandemic and it was MOVE UP that answered that prayer. Everybody was so enthusiastic and motivated. They even created a group chat on FB, so they would be able to continue communicating with one another and at the same time promoting their own products. I think that it was a good way of checking on each other. It was some kind of social support. Unfortunately, Typhoon Ulysses brought another blow to their not so stable situation.”

~Female informant, KII-LGU, Marikina

e) *Evidence-based advocacy resulting from Champions' interventions towards crafting change-making policies*

Champions and community beneficiaries are elements of social capital that spell the difference in development work. At policy levels, champions having mustered enough information and the right fix to promote the objectives, must sit with decision makers to craft policies. One unique feature here is to make them part of the process- from planning to implementation since ownership and authorship of any endeavor proceeds to building confidence, and eventually self-reliance that are precursors to shaping resilience.

The Action successfully engaged the policy advocacy champions from previous MOVE UP areas of Malabon, Valenzuela, Quezon City to share their experience and learning in implementing urban resilience strategies. CSG Federation Chairperson Rovena Bautista and other chairpersons have been influential for those who want to form their own association.

The constant participation of the ATS solutions specialists from Malabon City DRRMO Head Roderick Tongol, Valenzuela City DRRMO Head Dr. Arnaldo Antonio, and UAP-Emergency Architects Chairperson Architect Jose Miranda, to name a few, contributed to the integration of urban resilience advocacy in the subnational and national levels. Marikina City, through its Coordinator, Dr. Christopher Guevarra, City Epidemiologist and Surveillance Unit (CESU) also shared the city's notable response and experience in addressing COVID-19 pandemic in one of the RILHUB Webinar Exchange Series.

f) *Complementation, synergies and strategic positioning among Project Partners*

Complementation between MOVE UP and Partners for Resilience (PFR) is demonstrating the mutual benefits of the MOVE UP agenda enriching the local planning activities supported by PFR, and in collaborating on national and subnational policy advocacy. Various CSO platforms for collaboration such as DRRNetPhil are also continuously maximized for lobby and advocacy. Champions developed from earlier MOVE UP phases are contributing to advocacy activities.

Consolidated lessons and experiences from the MOVE UP and MOVE UP 2 projects. The lessons and experience provide a solid foundation, and the

collaboration among respective beneficiaries of MOVE UP 2 and this Action will provide greater impetus for replication and scaling up, including at the level of subnational/national plans and policies, of the Action's urban resilience model.

Integrated lessons learned from, and actively develop synergies with consortium partners' relevant programmes.

- CARE and ACCORD's Partners for Resilience 2016-2020 programme
- Plan's ongoing project on Social Protection funded by the EC which applies approaches in promoting social safety nets among government and poor households in the proposed areas
- *Build Up Project* which uses a child-centered urban resilience framework.

Organize regular Convergence forums with CSOs, academic institutions and private sector networks as platforms for promoting urban resilience model. At international level, the Action participated in the Asian Ministerial Conference on Disaster Risk Reduction (AMCDRR) in Mongolia and the Asia Pacific Conference in Korea, both in August 2018, in which the Action shared and highlighted urban resilience strategies on ATS, engaging with urban poor communities and working with local authorities. The Action will again participate in the AMCDRR in June 2020.

The Project particularly ACCORD helped organize the National Disaster Resilience Summit spearheaded by the Office of Civil Defense. Designed to become a venue for sharing good practices, lessons, and experiences, the Action showcased strategies including urban resilience approaches. Recommendations formulated from the Summit would then be used in the NDRRM Plan updating.

4.2 Challenges and Limitations

In terms of factors that provided challenges and limitations in project implementation, the following reflect these considerations:

4.2.1 Replication Areas

a) *Short project term with intervening events during project period affecting project implementation*

The initial 24 months was considered insufficient to effectively implement all project interventions including assessing the impacts of these. In Cotabato City, major intervening factors that limited and/or temporarily stopped project activities were the BARMM Plebiscite in January 2019 and the National Elections in May 2019. For the plebiscite, work was halted in December 2018 for security purposes (with bombing/s experienced in the city). The same was true for the National Elections when project activities were limited from April to June 2019.

Updating of the City Contingency Plan was not done due to different planning cycle, although the CDRRMO included in its 2020 AIP budget allocation the procurement of ATS.

In Cebu City some of the CBED group were not able to implement their business plan due to time constraint (less than 2 years) and the pandemic crisis.

b) *Overlapping/Conflicting work schedules of project partners*

For most involved LGU/LGA units, there were limited personnel handling the DRRM portfolio. Hence, with several priorities and responsibilities in their specific units, there were difficulties in attending meetings and fulfilling tasks as schedules would clash with other tasks and priorities. As the City Administrator articulated, "*patong-patong na problema -- elections, bagyo, baha, Covid.....di makatutok sa isang direksyon lang.*" [There were overlapping problems -- elections, typhoons, floods, Covid....we cannot focus on one direction only].

Initially, there were concerns about the shifting personnel attending project activities resulting in constant orientation for those in attendance. This was later resolved by agreeing on the identification of project focal persons and their alternates. Also, schedules with community members had to be matched since many prioritize their livelihood concerns during the day. Project implementers had to adjust their schedules to match availability of community partners.

Updating of the Contingency Plan, especially at the city level was not done due to different planning cycle. The plan was not yet due for refinement hence, not prioritized with the COVID pandemic further diverting the LGU priorities.

c) *Security concerns*

Cotabato City is considered a conflict-sensitive area due to its location, history and local context. Security issues remain a major concern when doing project implementation. Main barangays for project implementation have human-induced hazards such as high criminality rate; this is also true for some of the clustered barangays. Its social context requires caution in entry and engagement for project-related activities. As a resolution, project implementers especially from the partner NGO need to coordinate with the barangay officials when they have to do work in the area. Village leaders usually accompany the NGO project partner staff when they go on fieldwork. There are other protocols such as not working beyond 5pm in the project areas.

d) *Formation and monitoring of CSGs*

Community members were initially unresponsive, uninterested in participating in the CSGs reflected in the low attendance. They also had more pressing priorities, specifically for survival attending to livelihood needs. Additional unresponsiveness was attributed to the fear of another financial scam similar to the '*kappa*' investment issue that was widely reported.

To resolve this, more active house-to-house visits were done in some puroks to invite participants and to explain the nature of the livelihood focus (community-based and controlled). Time related to project activities was also adjusted to fit to the most available time of the target participants [e.g., fish vendors busy in the morning and only available by afternoon].

e) *COVID-19 pandemic as major limiting factor affecting project implementation*

The pandemic that caught everybody by surprise created major restrictions in movements of people due to quarantine measures. By mid-March of 2020, the pandemic changed local realities in terms of safety and health protocols that limited movements, particularly during the Enhanced Community Quarantine (ECQ)

period. All project activities had to cease pending further instructions from the government's Covid Inter-Agency Task Force.

With mobility restricted, project activities on ground were not implemented or were delay for implementation. For continuity, the NGO partner shifted to providing occasional updates virtually. LGU/LGA focus was diverted to finding appropriate COVID responses. Hence, LGU/LGA partners became busy attending to this rather than the project implementation.

Community members were most hit as many lost or had limited opportunities to engage in livelihood considering majority worked in the informal sector. As a result, some CSGs (at least three) stopped their contributions and meetings. Some identified livelihood activities were also not allowed for safety reasons such as massage services which greatly affected the blind masseurs in terms of loss of income.

The pandemic however, also provided opportunities to showcase project flexibility as direct support was given in response to the pandemic. Six portable washing facilities designed as PWD-friendly were provided; hygiene kits, relief packs (fresh produce, not canned goods) and personal protective equipment distributed to Poblacion Mother and other clustered barangays. Livelihood support was also provided through organizing a mobile 'palengke' (market) with two supported CSGs participating.

f) No MOU between the City LGU and Project

In Cebu City, no MOU between the City LGU and Project was accomplished due to the change of administration. City LGUs were not so cooperative in supporting DRRM-related activities.

4.2.2 Scaling Up Areas

The following factors provided challenges and limitations in project implementation:

- a) *Office of the local chief executive as essential entry point—but potentially observed also as a bottleneck*

As the gatekeeper of any city or municipality and the first responder in any disaster or emergency, LGUs would basically serve as the entry point to introduce and thereby implement MOVE UP 3. In theory such view has been well incorporated into the project design in which LGUs are adequately informed about the project objectives and components.

“There was a letter addressed to Mayor Teodoro offering this kind of livelihood assistance. Mayor Marcy assigned to us (LMO) this project since we are in charge of the informal settlers in the city. I did not recall any delay or problem in implementing the project since our LCE has approved it.”

~Female informant, KII-LGU, Marikina

“Before the implementation of any projects, it should have prior approval from Office of the City Mayor. Once the MOA has been signed, then we can implement the project. We received the MOVE UP letter on September 22 for the donation of the the ATS. We brought the letter to his office and he gladly approved the donation.”

~ Female Informant, KII-LGU, Taguig

Nonetheless, positive observations were made particularly in conducting technical consultations with specific units. As informants in Taguig noted:

“May be your strength (MOVE UP) is your capacity to give what the LGU needs by considering our situation. During the meeting, they introduced to us who is MOVE UP and the purpose of the tents and how they can be useful during the time of pandemic. They gave orientation and they showed us how to assemble the tents.

~Female informant KII, LGU (Taguig)

However, some gaps were observed in certain areas of the preparatory phase, especially with respect to ensuring buy-in from the Office of the (LCE) through proper orientation and sustained coordination. This consequently affected how the project was implemented as against the plan. For instance, in Taguig, only the ATS component was rolled out, partly due to lack of awareness of the RL component and its linkages to the broader goal of building systemic resilience. As informants put it:

“May be the explanation should be clear to convince the higher ups. Was I right there should have been livelihood component of the project? Had it been explained well, then they will understand that it will benefit the communities.”

~Male informant, KII-LGU, Taguig

b) Concerns on the outdated primary data of CLUP and CP specifically in Taguig City

Taguig City seemed not to have prioritized the offer of MOVE UP to help review their plans as these were outdated and needed technical experts to do it.

c) COVID-19 pandemic as major limiting factor in terms of project targets/ activities Implementation

The COVID-19 pandemic resulted in mobility restrictions that greatly affected the implementation of the project. Actionable plans were put on hold following the strict safety health protocols set by the LGUs and IATF. Moreover, LGUs focused on addressing the pandemic as their priority.

d) Massive flooding in Metro Manila specifically in Marikina and Taguig

All sectors of the society were greatly affected by the massive flooding brought about by Typhoon Vamco, specifically in Marikina on November 12; however, the urban poor suffered more from this disaster. Most of the beneficiaries of RL reported loss or damage to property including their startup businesses financed by MOVE UP.

e) Short project term and conflict with LGU schedules

The lack of familiarity of the project was evident among relevant and direct implementers from the ground such as CDRRMO of Taguig City. This can be attributed to the lack of PWG formed at the onset of the project.

The short and overlapping timeframes hastened the process of establishing the scalability of the project. Assessment of level of interest of the target city beneficiaries should have been done prior to the onset of the project. In the case of Taguig City, it has the financial capability already to augment the city's need for modular tents, but they welcomed donations like the ATS.

5 | ASSESSMENT OF OVERALL PERFORMANCE OF MOVE UP 3

5.1 Assessment Guidelines and Scale

The overall performance of the project was assessed using the Organization for Economic Cooperation and Development- Development Assistance Committee (OECD-DAC) Criteria for evaluation of humanitarian action (EHA). Table 1 indicates the guidelines of the assessment and Table 2 shows the rating scale of the assessment, with 1 as the lowest and 5 as the highest.

Table 1. Overall Assessment Criteria and Guidelines

CRITERIA	ASSESSMENT GUIDELINES
Project Design	The evaluators look into the quality of the project's preparation and design; the quality of the internal logic of the project's design, considering how practical and coherent are the project's; the strategy for sustainability, including scalability and replicability, of project results been defined clearly at the design stage of the project; and any significant change or adaptation made while implementing the project.
Relevance/ Appropriateness	The evaluators look at whether interventions, policies and strategies relevant to the beneficiaries' needs as well as national, subnational, cities, barangays and donor priorities.
Connectedness	The evaluators examine whether the interventions will likely to continue beyond the project period and consider interconnected issues looking into the financial, technical and institutional arrangement of the project.
Coherence	The evaluators assess if the existing interventions, policies and strategies are consistent, minimize duplication and ensure that all policies consider humanitarian and human-rights concerns.
Coverage	The evaluators are looking at the extent at which the interventions reached the most marginalized, vulnerable population and at-risk groups.
Efficiency	The evaluators are looking at how economically resources/inputs (funds, expertise, time etc.) are converted to results – Value for Money (VFM).
Effectiveness	The evaluators look at the extent to which the project's objectives were achieved – with analysis on project resources spent and achievements - or are expected to be achieved, considering their relative importance.

Likelihood of Impact The evaluators look at the likelihood of the interventions producing positive and negative, primary and secondary long-term effects in a direct, indirect, intended or unintended way. Moreover, the study look at ways how the positive impact expected to continue as a result of this project once it is concluded and identify potential good practices and models of intervention that could inform similar projects in the future, especially those that local institutions could incorporate into national, subnational and local policy and implementation

Table 2. Rating Scale of the Assessment

RATING	DEFINITION
1	Unsatisfactory
2	Improvement needed
3	On average meets expectations
4	Meets expectations
5	Exceptional

Performance was **consistently below expectations in most areas** of enquiry related to the evaluation criteria. Overall performance in relation to the evaluation criteria is **not satisfactory** due to **serious gaps in some areas**. Significant improvement is needed. Recommendations to improve performance are outlined in the evaluation report and CARE will monitor progress in these areas.

Performance **did not consistently meet expectations in some areas** of enquiry related to the evaluation criteria. Performance **failed to meet expectations in one or more essential areas** of enquiry. Some improvements are needed in one or more of these. Recommendations to improve performance are outlined in the evaluation report and CARE will monitor progress in these key areas.

On average, performance **met expectations in all essential areas** of enquiry related to the evaluation criteria and **overall quality of work was acceptable**. Eventual recommendations over potential areas for improvement are outlined in the evaluation report.

Performance **consistently met expectations in all essential areas** of enquiry and the **overall quality of work was fairly good**. The most critical expectations were met.

Performance **consistently met expectations due to high quality of work performed** in all essential areas of enquiry resulting in an **overall quality of work that was remarkable**.

5.2 Replication Areas

Overall, the replication process in Cebu City & Cotabato City generally met expectations and the quality of work was fairly good. This was validated in both the

survey results and evaluation interviews wherein most project ratings were between 4-5 scale.

Table 3. Assessment of the Replication Areas

CRITERIA	RATING
Project Design	4.5
Relevance/ Appropriateness	4.5
Connectedness	4.5
Coherence	3.5
Coverage	3.5
Efficiency	4
Effectiveness	4
Likelihood of Impact	4.5

The CSGs and the corresponding livelihood support were one of the most highlighted project support and contribution. Also, the capacity building sessions both for the ATS and RL components were highly appreciated for the new and/or additional knowledge and skills provided that will help in the tasks of the participating partners, apart from building confidence at the individual level.

In particular, the City LGU of Cotabato City provided integration of the ATS and RL strategies in their plans and budgets as acknowledgement of their support of the strategies. For ATS, while the DRRM plan was not refined during the project period, budgetary support was provided for the inclusion of a P2 Million budget in its 2020 AIP for procurement of a more context-based ATS. This will form part of improving their camp coordination and management services, with an ATS that is designed and fabricated to provide dignified and safe evacuation spaces for evacuees, and some retrofitting of evacuation centers to address differentiated needs of women, children, older persons and persons with disabilities.

In Cebu City, however, there was a limited support from the CLGU due to change in administration after the 2019 elections. The collaboration with agencies like DOLE, DTI was also limited due to the pandemic. It is noted in this report that the projects were implemented and acceptable in the local or community level but it seems that City LGU is uncooperative with the partnership.

In Barangay Basak Pardo in Cebu City, contingency plans for fire and flood were drafted. However, it seems that disaster preparedness was not clear to the beneficiary partners. Some constituents cannot link disaster preparedness from the economic project that they are implementing. In Barangay Apas, the DRRMO and the Barangay Council were able to craft contingency plans for typhoon and flood as a result of the assessment done by the barangay personnel with the help of the project. Through this plan, needs and priorities of the barangay were addressed to prepare individuals and mitigate risks in times of disasters to develop a risk-resilient community.

As to the RL component, the Cotabato City LGU is institutionalizing the CSG as part of its regular programs and services under the Community Affairs Office (CAO) which has been tasked to replicate and monitor the CSG processes in other city barangays. In fact, the CAO staff were provided with CSG orientation and observed the CSG processes as these were implemented to prepare them for their role.

In Cebu City, only women's groups and some senior citizens tapped; other vulnerable sectors not responsive to join. There was less participation of men in the project planning and implementation. This circumstance occurred because men preferred to deliver their products rather than be involved in the planning and implementation of the project. Other men preferred to engage in other livelihood like 'habal-habal' drivers. Other men were not just interested in the nature of the activity like cooking and soap making.

Lastly, the ATS and RL components became venues to improve the social positions of the targeted urban poor population. Planning activities and CSG formation empowered majority of the women partners in particular, both financially and socially. The participatory and multi-stakeholder processes in doing project planning and implementation further contributed to dialogue capacities of the urban poor as they are given a voice in the mechanisms set in place.

5.3 Scaling Up Areas (Marikina & Taguig)

Overall, the scaling up of urban resilience strategies in the cities of Marikina and Taguig generally met expectations and the quality of work was fairly good. This was validated in both the survey results and evaluation interviews wherein most project ratings were between 4-5 scale.

Table 4. Assessment of the Scaling Up Areas

CRITERIA	RATING
Project Design	3
Relevance/ Appropriateness	4
Connectedness	4
Coherence	4
Coverage	4
Efficiency	4
Effectiveness	3
Likelihood of Impact	4

Quality of Project Design: 3

The performance of the project implemented in the scaling up areas- Marikina City and Taguig City met expectations in limited essential areas of inquiry related to the evaluation criteria. On the outset, the project set its objectives of engaging two of the capable cities in Metro Manila as regards disaster risk and management strategies. Although the scaling up strategy did not directly target specific beneficiaries, it would indirectly benefit those in the vulnerable sectors -women, elderly and PWDs. The Policy Review, as one effective strategy, enabled the project to identify policies relevant to ATS solutions and resilient livelihood incorporating risk transfer.

The stakeholders meeting provided the levelling off for the consortium and the targeted cities to forge partnerships. However, the succeeding engagements aimed at forming the PWG for each city did not yield positive results. The low interest of the LGUs /LCEs resulted in the limited success of the project.

The project was built on the successes of the urban resilience model developed in MOVE UP 1 and MOVE UP 2 intended to be shared with the target cities and the intended review of their DRRM and contingency plans as entry points may need refinements as strategies for buy-in.

To say that “no major disaster is expected during the implementation of the project” is unrealistic given the nature of the target areas -prone to natural hazards such as flood, fire and earthquakes including the vulnerability of the target beneficiaries. The COVID-19 pandemic experience clearly tested the project’s flexibility to modify its strategies.

On average, the project met expectations in some essential areas of enquiry specifically the Review of Marikina City LDRRMP and Earthquake Contingency Plan and Recommendations to Strengthen Urban Resiliency in Marikina City, implemented COVID-19 Response project in the two cities and engaged multiple agencies and other stakeholders in its urban policy advocacy campaign.

Relevance/Appropriateness: 4

The project is highly relevant and complementary to the priority of subnational and national government agencies in Metro Manila aimed at strengthening existing plans in particular the Harmonized National Contingency Plan for Magnitude 7.2 Earthquake. Moreover, the urban resilience model and its components- ATS, Resilient livelihood including Risk Transfer relevant to the DSWD programs. Although the project seemed not have been appealing in the two target cities-Marikina and Taguig, it successfully engaged key NGAs, CSOs, and private sector in various platforms to discuss policies pertaining to urban resilience model.

The COVID-19 pandemic opened an opportunity for the project to modify its strategy addressing the immediate needs and priorities of the situation. The introduction of resilient livelihoods including risk transfer was modified by giving financial support to re/start the livelihood activities of the CSG members in Valenzuela including Marikina as its new implementation site. The ATS solutions, originally intended as evacuation shelters, were modified and transformed as quarantine facilities in Malabon City.

Overall, the project met expectations on the needs of the intended beneficiaries.

Connectedness: 4

Notably, the project generated support for continuity of initiatives It has facilitated/generated support for continuity of initiatives on ATS and RL by linking to key NGAs – DSWD, DOLE, NDRRM, DOF, NPAC, MMDA, etc. Similarly, the project was able to tap the LMO for the HOAs and MASIDO for the MSMFMA in Marikina for the roll out of the RL seed capital. Similarly, the CSWDO in Taguig City for the donation and demonstration set up of 15 donated ATS units.

Both Marikina and Taguig have the financial and technical capacities to support the project based on the assumptions. Marikina, known for its advancement in urban resilience strategies, positively worked with the consortium on the Review of Marikina

City LDRRMP and Earthquake Contingency Plan and Recommendations to Strengthen Urban Resiliency. Taguig on the other hand, appreciated the potential use of ATS units in the evacuation areas.

To sustain its policy advocacy, the project conducted a webinar series in partnership with RILHUB promoting ATS and RL to include Risk Transfer. Fifty-two champions re-affirmed their commitment to policy advocacy campaigns.

Coherence: 4

Project strategies consistent with needs and priorities of city (east quadrant); Although no PWG/TWG was formed at the city levels needed as an important mechanism for project coordination and complementation of work, the project was able to achieve the three significant contribution to both national and subnational agencies.

- a. Harmonized National Contingency Plan (HNCP) for West Valley Fault Earthquake with the OCD-NDRRMC including the Review of the NCR Development Plan 2017-2022 and the Metro Manila Earthquake Contingency Plan (Oplan Metro Yakal Plus) with the Metro Manila DRRMC of the Metro Manila Development Authority (MMDA) to Strengthen Urban Resiliency;
- b. Sustainable Livelihood Program (SLP) based on DSWD MC No. 22 Series of 2019, with the National and NCR Offices of the DSWD to be signed in December 2020; and
- c. Review of Marikina City LDRRMP and Earthquake Contingency Plan and Recommendations to Strengthen Urban Resiliency.

Coverage: 4

The project demonstrated an inclusive coverage of vulnerable sectors and high-risk areas, with integrative responses for IRM and RL including capacity building. It has worked with 130 officials (60 women, 70 men) from 35 different offices, agencies CSOs and private sector of the national, subnational and city levels.

In Marikina, After a series of consultations and deliberations within the associations, MSMFMA identified 2 to 3 employees severely affected by the pandemic came from the 18 small shoe factories under the association. These 50 beneficiaries consisted of 26 males and 24 females ; 14 of which are senior citizens and two (2) PWDs coming from seven (7) barangays in Marikina After a series of consultations and

deliberations within the associations, MSMFMA identified 2 to 3 employees severely affected by the pandemic came from the 18 small shoe factories under the association. These 50 beneficiaries consisted of 26 males and 24 females; 14 of which are senior citizens and two (2) PWDs coming from seven (7) barangays in Marikina

The CHAMPACA Homeowners Association on the hand had 42 female and 9 male beneficiaries with eight (8) elderly for a total of 51. Eight mentioned they came from Antipolo, Pasig and Rizal. Thirty-seven beneficiaries who received 15,000.00 had business capital counterpart ranging from 500.00 to 51,500.00 while 14 beneficiaries did not have business capital counterpart.

The consortium consistently worked with various stakeholders, promoting urban resilience model.

Efficiency: 4

The project has systematically tracked its planned activities and achievements.

Work plans to match priorities during COVID-19 period and realistic project outputs; provided support to address COVID-19 needs.

Orientation meetings and mentoring sessions on Livelihood Development Plan were conducted for the RL component in Marikina. Action After Review was carried out in Marikina for the relevant feedback on the project. Various platforms (zoom, FB messenger, phone) were used to ensure timely delivery of the services (consolations, Action After Review, monitoring).

Effectiveness: 3

Primary project strategies (scaling up) of institutionalizing ATS and RL with risk transfer component are responsive to needs in building resilience of urban poor communities in highly urbanized cities most vulnerable to disasters; however, it has not reached the formal agreement that would facilitate the realization of the intended goals. It can be noted that there was significant gap in the implementation of the activities. In Marikina, the stakeholders meeting in June 20, 2019 was followed only on January 21, 23, and February 4, 2020. In Taguig, chronology of engagements showed gaps in the project management: Stakeholders meeting/Coordination/Roundtable meetings on November 2018, July 4, 8, and September 26, 2019 and February 5, 2020;

the meetings were spent on introducing/reintroducing the project's objectives with different officials in the two cities.

Proposed inputs to the NDRRM Plan from the Partners for Resilience Alliance and MOVEUP Consortium (October 2020 version subject for final approval) and the MOA with DSWD for signing are considered significant gains of the project.

Monitoring and evaluation of the project evident with the voluminous Activity Reports, Minutes of the Meeting, Information dissemination through various platforms both print and broadcast including social media; however, the reports, specifically the minutes of the meeting, lack substantial details for easy referencing; secondary data are hard to read.

Likelihood of Impact: 4

The initial gains in integrating urban resilience strategies on ATS and RL (including risk transfer) in the following national and subnational policies are expected to create positive impact in long-term effects directly and indirectly.

- a. Harmonized National Contingency Plan (HNCP) for West Valley Fault Earthquake with the OCD-NDRRMC including the Review of the NCR Development Plan 2017-2022 and the Metro Manila Earthquake Contingency Plan (Oplan Metro Yakal Plus) with the Metro Manila DRRMC of the Metro Manila Development Authority (MMDA) to Strengthen Urban Resiliency;
- b. Sustainable Livelihood Program (SLP) based on DSWD MC No. 22 Series of 2019, with the National and NCR Offices of the DSWD; and
- c. Review of Marikina City LDRRMP and Earthquake Contingency and Social Protection at the Barangay level. Their modeling defines project gains for replicability and scalability purposes as envisioned.

The four ATS models developed for different context can be good investments for the city and barangay LGUs: Temporary Covered Court Partition Confinement (Indoor) for COVID-19 PUIs and with mild symptoms, Steel and Plywood, PVC Tent and Barrel Vault Confinement (Outdoor) for COVID-19 patients.

The RL strategy provides opportunity for the urban poor to engage in community saving groups, and venture to cooperatives that offer safer and sustainable investment.



6 | LESSONS LEARNED AND GOOD PRACTICES

6.1 Revisiting Malabon City and Valenzuela City: A Tale of Two Cities

Malabon and Valenzuela were pilot cities for the MOVE UP projects on Resilient Livelihood (RL) and Alternative Temporary Shelter (ATS) implemented from February 2016 to March 2019. They have been commended for their achievements as pilot areas. The consortium believed these cities may have gained more levels of progress even after the project period, the pandemic notwithstanding. Hence, this narrative looks into how they fared during this evaluation period focusing more on their status after March 2019 including this on-going pandemic period. (20 months) This is divided into two parts featuring Valenzuela's RL experience and Malabon's ATS involvement. Highlighting the component where each city excelled provides a better focus on modeling for sharing purposes. From the brief exchanges, it was noticeable how both performed in pursuing RL and ATS; but for purposes of this report, they are featured on what they did best against the challenges they have encountered. Voices from the ground are triangulated with secondary data.

For MOVE UP, the urban poor are assumed to suffer the most during disasters that responding government agencies rightfully should prioritize. To assist government, MOVE UP lived up to its name by mobilizing multi- stakeholders in confronting realities obtaining on the ground to which the pilot communities in these two cases, responded with equal zeal. Governments respond urgently the best way they could through relief and rehabilitation activities. As chaotic as emergency cases go, sometimes efforts mustered by community beneficiaries on the ground are overlooked yet in the consortium's framework, the urban poor communities are at the core.

Various factors play pivotal roles in the intervention processes. Using the urban poor's lens in pursuing project objectives is not a new sustainability recipe as this has been used in decades of development work in the Philippines. However, can we say that the boats sailed a bit away from the shores of capability building? Perhaps the issue now is to determine whether the levels of community participation have reached a higher bar to steer the boat more rapidly with less trepidation to overcome the onrushing waves. To say they did more now is a welcome bonus seeing them move towards the sea of self-reliance. They are like grasping the hull to push the boat forward awaiting a heave-ho that will define their resilience. A second look at how social positioning influences the RL component bears scrutiny.



Social positioning and resilience: The Valenzuela Experience

...hindi lang tinayo ang (CSG) para yumaman tayo kundi yumaman din ang ating pagkatao. The CSG is not only organized for us to get rich, but also for us to enhance our personhood. (Ms. Rovelyn Bautista, Chairperson, CSG Federation)

The rise of Community Savings Groups (CSGs)

Poverty is both a child and a parent of development. Initiatives in development work identified the poor as targets like a child to be brought up with care and support. On one hand, development efforts have seen the participation of communities like parents nurturing their families, their environment and sustaining group cohesion in times of crises. CSGs were organized even before 2016, but they have been activated through Move Up's interventions A member recalled:

Organisado na kami sa CSG Evolution noon pa. Kaya lang ngayon lang kami nagkaroon ng mas pormal na pagkakilanlan dahil mayroon na kaming mga sapat na kaalaman sa pagbuo ng by-laws at iba pang dapat intindihin na tinuro ng Move Up. Lima kami na original CSGs noong 2017, ngayon 20 plus na kami.

~Woman leader, CSG Evolution

We were organized as early as even before Move Up came in 2016, but it is only now that we have been formalized by them, given a sense of identity and boosted with appropriate trainings on how to craft by-laws and meet requirements to safeguard our group gains. There were five of us original CSGs in 2017. Currently, we are now 20 plus CSG groups.

Membership recruitment has no restrictions. Anyone can be a member as long as they abide by the main consideration which is to save money in their group treasury which they call *impukan*. Their members' savings while based on affordability with 100 pesos a week multiplied into two to five shares per member are closely monitored. If they slacked, corresponding penalties agreed upon are imposed. Transparency of records is kept as monthly meetings are scheduled when members could check their status.

Their savings cycle begins in January each year and by December of that year, they claim their savings in lumpsum. A social fund box where each member contributes according to affordability is also an additional source of money in times of emergency. Nothing is left in their coffers by December. Even if there is extra money left in their

social fund box, these are also released to members pro-rata according to their savings. Hence, the more they save, the more shares they will receive at the end of the year. Other than their personal savings, they can also partake of the amount of money shared to the CSG from their group's businesses if they participated including interests from loans released. In other words, the system allows them various ways to increase their group collections and in turn increase their shares.

Happiness is high in the global human development index (HDI). The Filipino spirit of enjoying the holidays even on modest amounts without borrowing from others is already an achievement these groups are happy about. In their daily grind, setting an amount for savings has been difficult at first, but when they got their shares every December in the first three years of inception, more members got encouraged to join. Another member shared:

Meron nga pong nagpatotoo sa amin...umiyak po sya, umiyak po din ako., kasi po sabi nya ... salamat daw sa grupo kasi dati daw po tuwing December, wala silang handa, naghahanap pa sila ng ihahanda, nung nasali sila sa impokan... kasi may shareout kami tuwing December, may handa na po sila, hindi na sila nawawalan ng handa sa mesa.

~Male leader, CSG Pentecost

A member cried expressing her gratitude for joining the CSG. Every Christmas, she lamented that she had nothing prepared to enjoy the occasion (sometimes they have to look for money elsewhere); but now, we have food on the table and ever since they did not have to go look somewhere (for money).

Among the more successful CSGs, the Evolution mechanics group just had their Christmas party last December 16 and the leader reported to us that some members received from 10,000.00 to 50,000.00 depending on their savings.

When the pandemic broke in March 2020, they had to release their savings collected for the first quarter to tide over members who lost their livelihood until now. On top of that, some members who had some amount to spare provided their fellows groceries. One CSG in Catmon even donated groceries to Taal Volcano victims in January 2020. The CSGs lifted their dignity where even in their marginalized status, they are starting not to depend on government subsidies alone especially that there are criteria for such eligibility. As both a child and a parent of development, CSGs allow them to be nurtured and be a nurturer at the same time. Earning money is not the only measure

of advancement but so does embracing one another in a social sphere that signals the need for caring as high on the group's indicative lens.

Capability building as a driving force to group cohesion

There was at least a year of community organizing followed by continuous trainings provided by the consortium and refining partnership at the city level (2016-2017). When the members were ready to operate their savings group, the decision to form the group was done with enough understanding of what organizations entail. Trainings included functional literacy and building community-based enterprises.

The leaders then trained their members with additional experiences they learn running their own businesses. A barometer for success is manifested on how people exhibited dependability, industriousness and gain mutual respect and trust with each other. These traits were emphasized many times by both leaders and members as essential to group cohesion. One member expressed her role as a leader:

After kami mag-training, obligasyon po naming ituro yung natutunan namin, anong dapat gawin,... ang kagandahan sa PLAN tuloy tuloy ag pagturo sa amin- hindi kami iniwan kahit nagka pandemic hanggang ngayon po, nagtatawagan po kami.

~Woman leader, CSG Evolution

After we are trained as leaders, we are obligated to render similar trainings to our members on what to do. PLAN continued to mentor us even when the pandemic started until now. We call each other as they do check on us too.

A member also added:

Tinuruan din ang pamilya naming...hindi lang sa pag saving ... iba pa rin na meron kang paglalaanan, kung paano namin gagamitin.

~Woman member, Arkong Bato

They also taught our family members- not only the importance of saving but also how we could use it.

Others pitched in:

...natuto sila kasi yung iba hindi marunong manahi, natutong manahi, yung iba, hindi marunong gumawa ng isang negosyo, na trai train naming sila , yung halimbawa a pares po ako, may negosyo tuturuan ko sya kung paano magbenta, natuto po sya, dating mahiyain, natuto po syang magbenta sa ibang tao hanggang na ano pa sya na bihasa na , hanggang hindi lang yon, natuto na syang mag angkat ng ibang paninda, para lang matuto- ito po ang naitulong ng MOVE UP sa amin: disiplina, pag iimpok, at saka po kung paano makisalamuha sa ibang tao, ganun po.

~Women member, CSG Arkong Bato

They were taught skills so that one who is not good at sewing, she had to learn; others were trained on running a business like me and because I have a business myself, I will teach them how to sell. One was taught how to do it and in time he became a proficient seller. Later, he also learned how to procure goods to sell by himself. This is what MOVE UP taught us: discipline, how to save, and how to confidently face others.

Tinarget din po naming yung kanilang values formation...kaya nagkaroon din sila ng malasakit sa kapwa...naturuan sila ng positive or good vibes so sila din ma ibahagi nila ito.yung totoong malasakit... kapag nauna yung character, blessings will follow.

~Woman leader, CSG Federation

We targeted training our members with values formation- this why they showed empathy for others- we passed on positive and good vibes so they can also share similar traits. Character is foremost; blessings will follow after.

Ang isang member dapat meron yung katapatan, kasi sometimes, dapat tapat ka talaga, atsaka yung maaasahan ka, at saka yung kasipagan mo, kasi po kung hindika makapagkatiwalaann din,napautang ka, hindi mon a binalik, doon ang kasiraan ng isang CSG. Dapat mapagkatiwalaan ka talaga.

~Woman member, CSG BARBU

A member should show sincerity, dependability, industriousness, and most especially trustworthiness. When you borrow and you do not pay back as agreed, the whole group suffers.

Recognition of women as great levelers

Women stereotyped as mere care givers is indeed an understatement. Among the CSGs, they have become the sticky glue that put together the groups to unimaginable heights by tending to broken spirits, exuding warmth to douse failing hopes and creating a way out of no way without calling attention to themselves as movers. When asked why there are more women members in the CSGs, an official said, “It is considered a given.” This statement echoes the sentiment that through generations, women bore the world on their shoulders (an oft quoted statement showcasing how women have been regarded). As this official puts it,

Sila kasi yung may time e...usually mga asawa nila nagtrabaho, ang isang babae naka base lang sa bahay... nag aalaga, so may time sila mag attend ng meetings, magbuo ng CSG kasi sila din may hawak sa budget kaya hindi sila target.

~LGU City Official, Malabon

They (women) have the time... their husbands are working, and the woman is just based at home... tending to the children so they have time to attend meetings, to form CSGs and normally they hold the money so there is no reason to target them.

Women’s work is downgraded just because their activities are considered unpaid labor since they do not receive salaries or wages. And one wonders who has the time really? The daily clock of women’s work goes beyond the usual paid labor from 8:00 A.M to 5:00 P.M. Her work starts upon waking up at dawn till evening after preparing supper and putting the kids to sleep. Yet, they are not simply given recognition in the equation of people in position. To the contrary, they are sometimes better than officials who simply await actions from the ground before they do their part. Women CSG leaders look into their members’ predicaments and act decisively and timely. They are listened to notwithstanding their positions because some are mothers. In return, their members recognize the extra gesture taking cognizance of the role of women leaders albeit inaudibly expressed. A young member has this to say:

Ako po kasi maam, .. bumabase ako sa sinasabi po ng mother ko po...madalas din po ako kasi wala sa impukan.. ang pagkaalam ko po sa mga kwento nya talagang malaking tulong ang MOVE UP kasi po nung ginawa ng mother ko nun, yung gumagawa sila ng dishwashing (liquids), laking tulong sa mga beneficiaries yun.

~Male informant, CSG Arkong Bato

In my case maam, I depend on what my mother says. Sometimes, I cannot attend meetings but she tells me MOVE UP greatly helped our members. I know they have livelihoods like making dishwashing liquids.

Sharing is an egalitarian manifestation observed in difficult situations from people of humble origins who draw strength from each other individually and collectively. A young member recalls how a woman leader helped him,

Nawalan ako ng trabaho nung nagsara yung katayan (butcher shop where he works). Nakiusap po ako sa CSG mechanic group “ate baka puede po akong matutong mag mekaniko, so tinagnggap po nila ako. ... Inampon po nila ako. Doon po ako tumanda, doon na rin ako nagkaroon ng asawa’t anak, so ilang years na rin po kaming nagkasama, nag pursige ako na maging mekaniko ... natira ako sa kanila nung 2012 hanggang ganap akong mekaniko nung 2015 at nahikayat ako ni ate na maging myembro ng CSG. Sumang ayon ako kasi may tiwala ako sa kanya.

~Male member, CSG Evolution

I lost my job when my workplace closed (butcher shop). I requested the CSG in mechanic group through its woman manager to teach me how to be a mechanic. She took me in like an “adopted” child. I stayed there for a long time until I got married and had 2 children. I became a regular mechanic in 2015 although I entered their employ in 2012. Now I have regular earnings, so she encouraged me to become a CSG member. I agreed as I have trusted her.

The poor have limited choices. Over time, they develop a culture of poverty that makes them followers with no inkling that they too can become leaders so they can also influence others. That is the role of champions in advocacy work. A Barangay woman *kagawad* provided them the opportunity to be trained in various seminars offered. MOVE UP puts a premium on champions who they define as leaders that could influence others. Women seriously consider challenges, and they could overturn dire events that block their advancement. Once they discover their potentials through given opportunities, they serve with passion and dedication. A woman CSG leader recalls:

Taong bahay ako nun, ngayon po nag invite po si Kagawad Annie Baluyot sa mga iba ibang klaseng seminar.. mahiyain po ako nun..hindi ako lumalabas ng bahay hanggang sa nag attend ako ng seminar about sa financial literacy.. at saka sa tungkol sa mushroom..nag interest ako sa mushroom kasi mahilig ako sa pagtanim. Nagawa ko

naman yung processo at nagkaproduction ... ngayon ganap na akong lecturer. Sometimes nag we webinar kami.

~Woman leader, CSG Barbu

I was a stay-at-home mom. Our Kagawad Annie Baluyot one time invited us to attend a series of seminars. I have always been shy, and I do not socialize. Then I attended the financial literacy seminar. Later on, I signed up to the mushroom production. I took interest in this because I do urban gardening. I went through the process and I knew I can do it. Now I am a lecturer on mushroom production; sometimes we do lectures through webinars.

Another woman leader added:

Kasi po sa amin, kami po lagi yung adviser, dahil ang tao hindi nakakalabas at ang daming nawalan. Nag isip kami ng paraan.. pi nalagyan naming ng kahoy yung mga motor nila so naging “rolling store.” Sa kanto sila tumatabi.. dala mga gulay, prutas. Yung mga kalalakihan na iba naging riders namin sa ginawa naming online business. Nawalan sila ng trabaho sa pabrika, kung dati may sahod sila na 600 per day, ngayong pandemic nagka kasahod sila ng 3,000 per day kasi sila taga deliver ng mga gulay, at prutas dinadala sa ibat ibang lugar. May naka bili na ng sasakyan sa kanila.

~Woman, leader CSG Evolution

In our case, we as leaders are advisers. Because people cannot go out due to the pandemic, many lost their means of livelihood. We thought of a way. The men attached wood crates on their motorbikes, so it became a “rolling store.” They fill these up with vegetables and fruits to be displayed and sold at strategic places (near peoples’ homes); another was to encourage our menfolk who lost their jobs in the factories to become our deliverers on our online business. It prospered. If they earn 600 pesos a day at the factory, they now earn 3,000 a day as riders. One has even bought himself a vehicle.

During normal times, life is already tough for most informal settlers along the coastlines. Somehow people overcame their depression as nothing untoward made news headlines from these areas. Then came the pandemic. Others succumbed to depression especially when they were not granted the *ayuda* (relief) from government. The women at the CSG figured how to find a way out of no way. Before the typhoon came, a woman leader recounted:

Nabigyan po kami ng isang livelihood, yung patahian na dati basahang lang, ngayon nabigyan kami ng grant, kaya may kurtina na at gloves yan ay para dun sa CSG... pero meron din akong sariling negosyo, yung homemade na kakanin, nagtinda ako nung kasagsagan ng pandemic, so may pinansalba sa mga pangangailangan, yung may kaya nagtutuloy tuloy kami ng hulog – yung social fund naming ngayon ginana naming tulong sa mga tao na nasalanta ng pandemic, bumili po kami ng bigas tapos dinistribute naming sa mga members naming.

~Woman leader CSG Disiplina

We were given a livelihood project- mechanized sewing of handcloths, later we were given a grant, so our products now included curtains and gloves- that is our group business. Aside from that, I have my own individual business – producing and selling homemade snacks which I sold especially during the height of the pandemic until now. In effect, some of us have money to spare which we still put in the group savings. Now the earnings from the money saved were used to help our members who have been seriously hit by the pandemic.

The lesson here is not to judge them in terms of their ability to expand the economic pie than in their capacity to share it among themselves. They may not be as productive but their enormous generosity of giving when they too have less is an enduring success.

The livelihood projects were so designed by the group such that their products and services should not compete with each other but to complement. When the CSG Federation was formed, the chairpersons automatically became officers of the Federation. The chairperson of the Federation is a woman. One of the leaders explains the results of how they allotted ways to avoid competition. Also, the products produced by them revolves around the members. For example, they buy rice from their members and in turn the tricycle driver members deliver the goods their groups sell outside of their circles:

Meron dito mekaniko, may mananahi, may pagkain (luto), may bigasan, may dishwashing, meron sa ganito, may kanya kanyang talent so may kanya kanyang focus. Mas lalago ang ipon nila kaya nag bo boom ang kanilang negosyo.

-Woman leader, CSG Evolution

We have mechanics, dressmakers, cooks, rice dealers, soap and detergent makers- different products and services so there is a chance for our businesses to prosper because each has his own focus.

It takes a spark plug from among them to keep the hopes alive. They strive to rise above their situation as opportunities come.

Internal values personified within the CSG

In its full sense, participation is a way by which people are able to control events and processes that shape their lives. Why do they prefer to keep the CSGs?

...pag pumasok ka, bubuksan ka namin, gusto mong sumali, pasasalin ka namamin, mabilis makapasok sa grupo naming sa CSG, madali ding umalis kung gusto mo, pero mahirap pag bumalik ka, kasi kapag ikaw ay umalis may dahilan ka. Ngayon kung ang dahilan ay aalis muna ako kasi wala kang trabaho, hindi naming kaya hulugan, Ok po yun. Pero kung ang rason mo ay dahil hindi mo gusto yung leader, hindi ka na makakabalik...wala naman pong umaayaw within ang isang cycle. Tinatapos po nila at saka aayaw sa next.

~Male leader, CSG Pentecost

If you want to become a member, we allow you. It is easy to be join, but it is also easy to leave. If your reason for leaving is your inability to pay, because you got unemployed, it is still all right with us. However if your reason is because you do not like the chairperson, you may not be able to be renewed... although nobody ever left within a cycle. Others who intend to leave finish a cycle then they may not return for the next.

They are comfortable with easy arrangements, without the use of rigid criteria. Their operations are informal and no layers of bureaucracies are telling them what to do nor for them to hire staff to man these processes. Everything revolves on trust. The CSG is succeeding because they are not hampered by undergoing a lot of formalities. Hierarchies do not exist. Problems are resolved among themselves.

Resilience, being the eventual goal of unified efforts remains a tight aspiration that binds and tests peoples' capacities to secure their well-being individually and collectively. Examining what worked and what did not in order to replicate and later scale these up in other communities gave birth to various resilience models.

To put social positioning at a higher notch- the rights-based approach instead of needs-based one may be infused. In an equitable, egalitarian setting, rights must not be compromised. Communities do not need economic packages; it is their right to

move towards economic emancipation by giving them the stimulus to learn through participation in decision making and negotiating their entitlements. The CSGs have cleared the path moving towards self-reliance. It is a small step that needs to be supported by stakeholders not to tell them what to do but to listen to where they want to go and reflect with them how these should be accomplished. Participation goes beyond involvement in this or that project. The dynamic interplay of all major players and support groups must be equitably delivered from among themselves. Thus, resilience is not an end in itself but a desired destination constantly breaking mindsets when results at times defy logic and expectations.

Creating Spaces; Upholding Dignity: The Malabon ATS Experience

These models (ATS) are developing designs, they have to be deployed, tested and we have to hear from the users (community) on how they adapt, and how efficient they are so we will improve with them according to their needs. If the acceptability of the community is high, the model is effective.

~ Architect Jose Miranda, President, United Architect of the Philippines

Surviving disasters is second nature to Malabonians. Their experiences on these were mostly caused by fire for more than a decade already. The rigor of planning done to arrive at more accurate interventions involving countless partners, established ways by which the ATS became more efficient and effective against all kinds of disaster.

While Move UP 2 is still enforced in Malabon in 2018, a big fire gutted its barangay Catmon declaring Malabon into a state of calamity. This incident could have triggered the completion of Malabon's contingency plans on ATS through a series of continuous meetings and consultations. Logistics in the amount of .5 million pesos were provided by the city government and developed a mobile storage system so that the materials can be deployed anywhere in the city. In addition, one of its barangays not covered by the project allocated PHP 2 million for ATS. The following milestones provide background to why Malabon continuously improve its Disaster plans even after the project period ended in March 2019.

Table 5. Milestones for the Establishment of the ATS

Dates	Activities/Incidents/Events	Organizations/Agencies/Communities
2016-2017	One Year Social Preparation; Identification of Sites; Objective setting	ACCORD, Plan International, Action Against Hunger (AAH), CARE International and local partners
February 10, 2017	Big fire in Barangay Dulong Hernandez displacing about 750 families	City Officials, CPD, Barangay Officials
2018		
January 25, 2018	Preliminary Planning by all partners for ATS, RL and RI	City PWG, United Architects of the Philippines (UAP), CUAP
February 1, 2018	First, Technical Working Group Contingency Planning	City Officials/ DRMMO, Barangay Representatives, Accord
February 8, 2018	Second, TWG Updating Contingency Plan	City Officials/ DRMMO, Barangay Representatives
February 20, 2018	Third, TWG Updating Contingency Plan	City Officials/ DRMMO, Barangay Representatives
March 16, 2018	Initial Selection of ATS Designs appropriate to community needs, capacities and gaps	TWG member
April 3, 2018	Fourth, TWG Contingency Planning with additional agencies	MDRRMO, CPD, CSWD, CUP, CHO, GSD, Engineering, LBO
May 24, 2018	Big fire gutted 450 houses displacing 1,000 families in Barangay Catmon, Malabon	City and Barangay officials and community
2019		
March 2019	Move Up 2 End of project period	
April 8-10, 2019	ATS Designs criteria planned and parameters for operations set using a multi-stakeholder participatory approach	DRMMO, Engineering, CSWD, CPDD, CUPAO. CHRO, HRD, Accord
November 2019	Eight media personnel from Europe observe fire drill conducted at Panghulo, Malabon	MDRRMO, PNP, Barangay officials and community members
2020	COVID-19 Pandemic	
June 19, 2020	Received the 36 -bed quarantine facility donated to the city government Set up the systems and structures of community quarantine facilities	City government after the project period
June 24, 2020	Received trainings from experts sharing the lessons, insights, and experiences in setting up Community Quarantine Facilities	RILHub attended by 98 participants Joint partnerships of Move Up, the City government and UAP-EA
August 2020	Completion of the Czech Humanitarian Aid donations--temporary shelter and other wash facilities to increase disaster preparedness and capacities of Malabon	ACCORD and Czech Government Representatives, City Government
September 5, 2020	Fire broke out in Barangay Tugatog displacing 30 families (already complicated by Pandemic)	LGU, city and barangay officials with beneficiaries
September 17, 2020	Camp Coordination and Camp Management training	RILHub attended by 335 participants

Source: ACCORD

Bridging gaps by government and partners

Move UP's three years' achievement played remarkable influence in putting in place guidelines, policies, directions to disaster preparations including assigning responsibilities of personnel. The city government admits that the responses to the repeated disasters have been reactive. Lately, minutes of meetings showed involvement of Barangay representatives whose perceptions may lend to looking at things from the realities obtaining on the ground. Time and again, putting square pegs on round holes happen when desired results are not met because of ill preparations. The series of planning involving multi-stakeholders bode well in strengthening group efforts.

Catmon was the first barangay to be installed with ATS in 2018 as an offshoot of the fire that leveled it on May 24, 2018. Arnel Mendoza who is in charge of operations said the “beauty of this is that all personnel were trained by MOVE UP and partners before the set up including heads of families with the guidance of the architects.” When fire broke out in Barangay Tugatog on September 5, 2020 displacing 30 families, the response to control it has been faster. Adjustments were made. Before the pandemic, Val Flores (head of CUPAO) said, “the city was now more prepared after the lessons learned in the past fires and with the ATS set up, despite the pandemic already here, the standards (procedures) were more or less perfected.” Arnel confirmed this: “we adjusted; there was need for more spacing at least one meter (between family evacuees) because of the pandemic. We also had to put wash areas. We did these even if the MOVE UP project ended already.”

Space, privacy and safety

One thing that was observed by the evacuees was the wider space provided for each family which ensures not only a comfortable atmosphere but also privacy and safety. Because of the pandemic, adjustments were made. The shelter units are measured to accommodate the specifications set by the architects. Also, there were community “guards” assigned for each unit to keep the families safe. The deployment of purok leaders as facilitators greatly helped disaster teams as harassed as the evacuees when there were no back up support. There were also reports of theft, and even people trying to forget their miseries turn to drinking and gambling. These are now controlled with some help. Unlike in the past, the Barangay officials took turns in monitoring the center and with the thousands of evacuees they were undermanned.

One mother recalled that the tent has become a “a home” to them with all the comforts of home with just their family and not comingled with crowds of people. It is perhaps this reason why a barangay captain was hesitant at first to accept the ATS because their tendency is to extend and refuse to leave the camp. Flood victims are easier to deal with sometimes because in some cases, they still have homes to go back to. Fire victims on the other hand, return to a charred area leveled after structures are gobbled by fire.

Coping during the pandemic

Fire, flood and other natural causes of disasters including man-made ones are dealt with through the years. Now comes a new enemy that adds a higher toll on already vulnerable communities. Malabon’s mobilization of all its resources became a model with the ATS used as quarantine facility donated and set up by MOVE UP and partners. The site is an amphitheater that can accommodate 36 patients in comfortably partitioned ATS units. There were eight beds per unit with ventilation and two doors to enable entrance and exits for front liners. There are units for the vulnerable groups such as pregnant and lactating mothers and senior citizens. The facility is also made accessible to PWDs (wheelchaired) by putting ramps. The more critical patients have higher partitions which the hospital director said could help prevent the spread of the virus. Even detainees are assigned a section with additional guard from the PNP and the BGNP because it is not right to restrain them while being hospitalized.

Strategically, the amphitheater housing the ATS is just adjacent to the *Ospital ng Malabon* and Malabon City Hall. It is like an extension of the hospital, since it has no facility for COVID-19 patients. The ATS quarantine facility is equipped with WASH areas, hospital beds with oxygen tanks, and donning / doffing areas for medical staff. The nurses’ station occupied one tent complete with supplies and materials. They assigned one pulmonologist, two infectious disease specialists and one infection control nurse other than the doctors and nurses specifically for COVID-19 patients.

There are IEC materials distributed every now and then to remind people the importance of hygiene and sanitation. The parking area nearby was cordoned with visible signages expressing instructions for all sorts of inquiries from relatives. Hospital Director Dr. Mitzi Tanchoco expressed some of the reasons why they did not have many cases:

Malabonians are properly educated on COVID-19. They are aware that the facility is strictly secured from outsiders. There is a guard 24/7. There are barriers already placed at the parking lot boundaries. Only the ambulance, and vehicles of the hospital are allowed to park.

When asked about the vulnerable groups, she answered:

PWDs and pregnant women are secured at the stage. Because there are stairs going up, our engineering department had to put ramps so wheelchair patients can be transferred easily. Recovering patients are moved to the Office of the Senior Citizens' Association (OSCA) building. Like the quarantine area, this recovery area also has a set of nurses and doctors with appropriate medical equipment in case of emergency.

This mobilization being done in Malabon is a perfect sample of cooperation, collaboration and coordination. The UAP-Emergency Architects together with the city engineers designed and constructed the facility with constant consultation with Dr. Tanchoco and other medical staff. Safe to say, this ATS quarantine facility is within the health standards set by DOH and IATF. MOVE UP's response to the need of its partner city and the fallibility of the ATS solutions design have been proven to be relevant, effective and can be replicated by cities with the same concern.

Looking up to the future

COVID-19 may be the worst enemy here, but there is a more pernicious one that awaits any government. When fire victims go home, there is no home to return to. This is also a permanent scenario that cannot be resolved by ATS alone. The LGUs may consider creating a space for the victims. UAP proposes a "transitory shelter" or TS. It is more than a temporary one. There may be legal ramifications because of the status of their residential areas being either owned by private individuals or government. Yet, ironing out this status may be less headache for government and less costly too, if they can acquire these spaces and build what UAP has in mind. Architect Miranda succinctly described a plan:

The LGU considers an equitable space...and while doing that they will lay the foundation up to a certain point. We raise the level of responsibilities of communities. When posts are built including the GI sheets for roofing, communities can gradually provide other materials. For instance, tarpaulin can

be used as walls which are affordable for communities. What is being addressed here is the putting up of cheaper shelters- still transitory but better than temporary. Tarpaulins can be good for 3-5 years.

Collectively, we have to keep looking for ways to eliminate man-made disasters that exacerbate nature's wrath. The first we can control; the second we can reduce by creating spaces far from dangerous zones. In doing so, there should be avoidance of labeling such as using evacuees or informal settlers. Why should there be so much concrete jungles with malls and expressways and less residential areas that provide housing to people. The right to decent and safe housing has never been much an issue as now. Resilience is built on more solid and more permanent solutions. We have hurdled the first stage by making communities aware and stakeholders helping to reduce the losses of lives and properties. We are safe now. The anticipated bigger disaster looms over us. Replications and scale ups are logical paths, but these are too linear. We keep on looking for the many paths to this one truth- the right to live with dignity and comfort.

Select Significant Stories

Arnel Mendoza: The 24 -hour Action Man

Where there is fire

Arnel is not the typical person who started from less and became a model worker who did more. Instead, his voice all throughout the interviews and his constant presence in the many aspects of disaster work in Malabon had been exemplary. He walks you through the ins and outs of the disaster events from 2014 to the present when MOVE UP has not figured into the Malabon disaster scene yet. This is because he was the *Kagawad* whose term was to end in June 2018 MOVE UP's second year of implementation. A month before that on May 24, 2018, a big fire gutted Barangay Catmon, where Arnel played a great role since it was also his place of residence.

Fire is the greatest menace in Malabon. Two big ones occurred in the last three years. Twice, Malabon declared itself in a state of calamity. Arnel who was the focal person for disaster activities in Catmon ended his term as *kagawad* (councilman) and was absorbed as Operations Officer at the MDRRMO. As a fire victim himself and a trained leader, his next employment as an official for disaster management in 2018, proved to be an asset for the city government. He served as an SK chair then as three-term-*kagawad* with 16 years of government service including 2 ½ years with MDRRMO.



Malabon CDRRMO staff demonstrate putting up the ATS.

During his stint with the Barangay, he said, they were just reacting to incidents where they mainly do relief operations. Now, fire became bigger and more widespread affecting thousands of families. They were trained by the Civil Service Commission, CSWD and some NGOs that brought with them experts on all sorts of disaster preparedness. He remembered when evacuees would go to the centers during emergencies, there would always be confusion especially when thousands poured in in droves. Before government personnel enter the evacuation areas, evacuees are already there and choosing areas where to stay. The rule followed by them is “first come first serve.” After the training, the LGUs have improved their systems. Arnel led his team to man the centers which were spread over various areas: schools, badminton courts, tennis court, barangay hall including the barangay compound. There was no single evacuation center yet. “We were on 24-hours watch so we have to schedule barangay officials on rotation. Even if I was assigned Monday, I had to monitor every day to avoid conflicts from among beneficiaries including theft. There are more belongings brought in than people. Where there is fire, there is chaos and disarray.

The personal is political

A personal experience leads one to be more reflective and moved to action when occasion calls for it. Arnel’s story started when he was young.

“We lost our family home twice because of fire when I was little. As I reflect on those times, I feel how difficult they have been. My siblings and I have to be sent to our relatives and stay there for a month to be fed with shelter above our heads. My parents were busy making our new home. It was so difficult to rise from the rubles again. They say, it is better to have been robbed rather than being a victim of a fire incident. This is because, as a fire victim, one has to begin from scratch again especially now when it is so difficult to build a house.”

As he observed what evacuees undergo now, he also recalled how it was back then which he may not have noticed being young. “It is so hard in the past as you may contract an illness from the unkempt surroundings. What pains me also is when people have to wait for food. People scramble for these contributing to the disarray.”

When asked how he managed the onslaught of evacuees at present (Tugatog experience), he said they devised a way so that the evacuees will cooperate. He said, “it was easier with Tugatog because there were only 30 families as compared to 3,000 evacuees in Catmon before. Also, we now have the ATS unlike before when they were just brought to basketball courts without tents.” They hired community (*purok*) leaders to take charge of the families that were separated into units allowing for privacy and more space. These *purok* leaders were trained to be gentle in their ways of communicating with their fellow community members. He said:

“Tell them, we are not imposing on you but you have to be orderly so that we can set up your shelters (referring to the ATS). The evacuees themselves cleaned the area for set up, put their belongings on the side, each mother and father took care of their children. All cooperated and others from the engineering department and with the guidance of the architects, the ATS were assembled as fast and with ease.”

As an official, Arnel with the MDRRMO, took a closer look at his colleagues’ actuations while the evacuees are still being managed at camp. One barangay official said, “you have already been given your fill, you prepare to leave now. We already helped you. You cannot stay here forever.” As Architect Miranda explained, the basic rule in sheltering is 24 hours. Ideally, they should be provided with a roof over their head after leaving the camp. “This is the dilemma,” he adds, “if after a week, the evacuee is still sheltered, he will feel very comfortable and would not like to leave.”

Arnel’s personal experience as an evacuee and as a barangay official whose term has ended when disasters still loom over his community, was provided options. His Barangay Captain said he will be given a position in the Barangay to do what he does best or to heed the Mayor who offered him to work with the government’s disaster unit. His personal preference was to apply in the government’s Sports department. However, he felt his job as an all-around “go to guy” in disasters is still beginning. He decided to join the city staff under MDRRMO.

Ways forward

When asked about his view for the future, he answered, “I owe MOVE UP my comprehensive training in camp management and my confidence to engage with people from all walks of life. We are fortunate to have a local government with partners like MOVE UP that listens to our stories grappling with difficulties but are willing to rise above these.” The pandemic has given the country much challenge and Malabon was so lucky enough to have been provided ATS for quarantine facility as part of the COVID-19 Response of MOVE UP 3. In parting, he spoke for a wider application of the good things

happening: “My only recommendation is to widen the scope of support. We had the ATS set up only in five Barangays out of the 21 Barangays in Malabon. As a show of appreciation to MOVE UP, I will continue to share all the experience and skills I have gained from the training and to continue being part of its advocacy campaign activities.”

The motivation to step up all these is seen in the “fire” in his eyes in light of their preparation for the “Big One.”



Evaluators with Mr. Arnel Mendoza.

Jackielyn Querol: A woman for all reasons

Beginnings of a change maker

There is a “super woman” amidst this pandemic. She carried on her shoulders 28 bike riders who have abandoned their street jaunts and now settled comfortably as mechanics in their group self- help shop. Jackie, 39 is the eldest of eight siblings. Being the eldest, she took responsibility of helping her parents send her siblings to school. She stopped after finishing first year high school and did odd jobs: salesperson, rider-deliverer, maintenance person. She attended Alternative Learning Systems (ALS) and leaped frog to 4th year after passing the accelerating exams enabling her to graduate high school. While working as a janitor at the University of Santo Tomas (UST), she recounted as one of her unforgettable moments sitting as a model for the UST Fine Arts students. This is not surprising as she is good looking with a statuesque figure. What she did for her own family, she did with her co-bikers and their families.

She was a former member of riders traipsing around the country with their bikes before MOVE UP appeared in their lives. Her mechanics group testified how she reversed their mindsets and became group -employed by adding their personal funds to the 50,000.00 start up fund provided by Action for Hunger. They considered the pandemic as an opportunity for their skills when the whole country’s crippled transportation service relied

on motorbikes for deliveries. Currently, with Jackie as their one-woman manager, secretary, bookkeeper, treasurer and negotiator, their shop earns from 20,000.00 to 60,000.00 gross sales per day and their group savings reached half a million pesos.



Jackie shows a fully supplied store, in front of the CSG Evolution Mechanic shop.

Christmas 2020 is really a reason for celebration. Albert, presently a member of the CSG mechanic group started as a young apprentice at the age of 15 in their shop. As a former *matadero* (butcher) whose job became unstable due to the pandemic earning 300 to 500 pesos a day (on call), he is now earning 14,000.00 a week regularly as a full-fledged mechanic at age 28. Albert recounted, “back then, I cannot even provide food on the table on Christmas Day. For the first time, I went to department store to buy clothes for my four children.”

The CSG Team Mechanic evolved from a mother CSG Evolution, one of the five original CSGs established by the consortium in Valenzuela in 2017. Jackie’s experience as former CSG Evolution chairperson has prepared her to manage the mechanics group more effectively and efficiently. She became one of the nine members of the CSG Federation Board elected by all members.

Woman leader at the helm

Motor biking is normally a man’s turf. Few women are found to be leading the pack in their travels. Either they ride together with the males or ride separately but slower than the males. Jackie is the exception. She literally leads in any type of endeavor. But she claims that she met a lot of challenges as a leader. When a supplier for dishwashing chemicals were introduced, she convinced her members to try first before declining. They

were supplied the materials. Thinking that as riders they can reduce costs of delivery by doing deliveries themselves, they soon realized that their tiring efforts are not worth the trips. There was a low turnout of value for money, so they did not pursue. They tried to venture on the *bigasan* (rice trading) business. It was not as profitable, but it assured members that they have rice to eat because it is available for them to either sell or use for themselves. For many, rice is a necessity that could be eaten even without any viand.

When the mechanic shop slowly gained more customers, so did her mechanics and their goods. Suppliers of motor oil and other accessories gave them the leeway to address needs of their customers more profitably including helmets. In all these, Jackie managed everything with the help of her brother and husband. Her husband trains the upcoming mechanics while her brother supervises the riders that respond to online deliveries.

Ways forward

As regards the future of the mechanics' shop, Jackie has already prepared requirements for their business permit application. The past year was a productive one, but she says that she needs to secure her members' status. She said, they hired a part time accountant to be paid 1,700 pesos retainers fee to help them with their documents. She acknowledges her limitations in running the business legally. She put all efforts to keep the momentum high this time to learn the ropes of how to incorporate the business. She is always ahead of her peers because she had suffered some setbacks in the past losing considerable money in the process. She said, her members are hardworking and did their savings dutifully. She does not want a reversal of sorts, so she keeps herself a step ahead of her members who have all put their trust in her. To be fair, she said almost half a million pesos of their shop's money on hand are those of the members. Mutual respect for each other's roles kept them successful and she wants that this will be sustained.

Thinking ahead too as an officer of the Federation, Jackie broached the idea of making some CSGs more "skills and interests - focused." For example, without abandoning the general groupings, she suggested the establishment of a dressmaking group, trike drivers' group, vegetable and fruits group, foods group, rice dealers' group and others. As the CSGs expand, she realized that during meetings, there are many offshoots of discussions because members have varying interests. Sometimes confusions ensue because many concerns are discussed all at once creating standoffs. It takes a toll on others who have no added businesses but are only more interested in knowing the status of their shares. Giving her mechanic group as an example, she says, "When common knowledge and interests are discussed, decisions are easily arrived at."

They allow the general groups remain as savings and loans group purposes considering that members want their original groups intact. The Federation says they will consider her suggestion as it is gaining support from members. The holidays put all meetings on the back burner so it is not yet known how this idea will prosper.

As a change maker, Jackie's success story may be shared with other upcoming champions of CSGs and other government endeavors not only for Valenzuela's growing CSGs but for all others facing disasters, crises and the like.

6.2 Lessons Learned

Based on the findings from previous MOVE UP 1 & 2 projects (Malabon City and Valenzuela City) and experiences from project implementation of MOVE UP 3, the following lessons emerged:

- a. Survival is not anymore, the end-goal of the urban poor. Provision of support system from both the project implementers and beneficiaries' communities (as in the case of Malabon and Valenzuela), enabled these groups to have a sense of ownership, social authorship and social protection mechanisms; however, they are still prone to risk exposure as in the case of Malabon where one CSG's saving amounting to 1.1M is on loan (700k borrowed by only one member) and one CSG's saving amounting to 100k was not remitted by the chairperson.
- b. The decision to shift from policy infusion to accommodate earlier resilience building experiences into a modification request kept the project on active mode.
- c. Champions at national levels, sub-national and local levels provide evidence for advocating replication and scaling up of urban resilience model.
- d. Vertical scaling up (Institutional /legal/ political) for Marikina and Taguig needed more social preparation. It calls for strong advocacy to build legitimacy and enabling environment. PWG/ TWG as crucial component of the project needed follow-up.
- e. Evidence-based policy advocacy (national and subnational) identified the gaps in DRR and strategic entry points for engagement (policy reforms)
- f. Need for improved generation of localized data for more context-based and detailed risk assessment to be factored into building up, reviewing or refining the Contingency and/or DRRM plans:
 - Gather data for use in risk assessments/situation analysis that will include history of hazards/disasters, vulnerabilities, poverty index, population characteristics, barangay resources, and other relevant data.
 - Strengthen not only data gathering but data recording and repository at barangay level to support continuous updating of DRRM data.

- Related to data generation, do proper selection of participants for DRRM planning/CRAs especially at barangay level. Choose those who have a sense of history and experience of disasters in the area, and should not be limited only to barangay officials.
- g. Continue and expand (when necessary) participation and coordination work with different units/agencies working on DRRM using multi-stakeholder approach:
- Continue with formation and maintenance of PWG/TWG as a platform for working together, integrating and/or harmonizing programs and plans on DRRM, including resilient livelihoods. It can also help build more efficient and effective functional relationships across different city/barangay units working on DRRM.
 - Use the PWG/TWG as an opportunity to learn together, both in terms of generating additional knowledge through a series of capacity building on DRRM and RL and at same time, exchanging information and expertise to improve local plans and generating resources to support one another on similar work. It can further become a venue to appreciate each unit's work, concerns and contribution to DRM work.
 - Target to engage heads of offices or key decision makers of relevant offices as they can provide important inputs and can influence support to urban resilience strategies for expansion and institutionalization at city level. They can be potential champions to push forward the support for the project.
- h. Replicability of the urban resilience model at different levels of implementation (national, city, barangay) will produce different layers and impacts of chain effect, each relevant within their specific areas of jurisdiction and influence, including provision of resources:
- Integration at national level can impact on a wider scale of cascading policy changes on DRRM that will filter into the regional, city and eventually barangay level plans and actions. Policy advocacy and integration of the urban resilience strategies is critical so that the key components of the model can be featured when enhancing national level DRRM policies and priorities, creating changes in terms of policy direction including budget provision for cascading to the other layers of governance.

- City level implementation particularly when provided clear endorsement by the LCE can mobilize the support of relevant city units/offices to integrate the plans and strategies for implementation as may be appropriate in their areas of work. Institutionalization of the urban resilience strategies needs to be worked out through crafting and adoption of a city-level legislation or resolution integrating urban resilience strategies on ATS and livelihoods (including risk transfer) into the city's DRRM and contingency plans. This is necessary for sustainability of the urban resilience strategies beyond the term of political leadership (although priorities will be greatly influenced by the agenda of the LCE). City institutionalization is critical as the city has greater resources (compared to barangay) and with more influence, especially with LCE directing priority policies and programs. This has been exemplified in the case of Cotabato City wherein city units adopted certain interventions (e.g., CSG for CCA; ATS and other DRRM planning templates for CDRRMO) and integrated these as part of their regular programs and services and therefore, provided with budgetary requirements. The long-term support and monitoring will be enhanced with the clear adoption of city legislation related to these programs.
- Barangay level acceptance is likewise necessary as they bear the direct brunt of hazards and have the most need to find ways to address their exposure and vulnerabilities, in consideration also of their capacities. At the minimum, they can improve their DRRM and contingency planning integrating the urban resilience strategies, and when available, provide funds for implementation. Barangay experiences and outputs must form part of the valuable inputs towards enhancing the City's plans. They can also source out funds by getting support from the city or other donors backed up by enhanced DRRM plans and clearer priorities. It is therefore, crucial to build their capacities on a wider scale (not only barangay officials) so that more community members can be engaged on different areas of the urban resilience strategies.

6.3 Good Practices

Below are the good practices generated from the lessons which are worthy for replication. The details of those good practices are elaborated in Annex L.

- The good practice of the MOVE UP Project is the creation of community savings group that leads also to the establishment of their CBED group (Community-based Enterprise Development) or their chosen Resilient Livelihood.
- Evidence-based advocacy resulting from Champions' innovative interventions towards crafting change-making policies.
- Multi-stakeholder planning and implementation through PWG/TWG - to generate info and coordinate/complement support on similar work. Organizing and institutionalizing of a Project Working Group (PWG) that also acts as a resilience working group for the city. This means that the PWG will be the main planning mechanism and will also serve as a coordination platform for other resilience initiatives in the city.



7 | CONCLUSIONS

Contributing to the resilience building of urban poor populations in highly urbanized cities that are most vulnerable to disasters, MOVE UP 3 specifically aimed at increasing the preparedness and risk reduction capacities of the local populations and government units through the replication and scaling up of interrelated urban resilience strategies on alternative temporary shelters (ATS) and resilient livelihoods (RL) including social protection and risk transfer, in hazard-prone, urban poor communities in Metro Manila, Cebu City in the Visayas and Cotabato City in Mindanao.

The expected results of MOVE UP 3 is the adoption and replication of urban resilience model in highly urbanized, hazard-prone cities in Cebu in the Visayas and Cotabato in Mindanao and uptake of the urban resilience strategies in the policies and plans based on the experiences, learnings and best practices of MOVE UP 1 & 2 in Marikina City and Taguig City. The scaling up strategies in Marikina City and Taguig City was complemented with policy advocacy at the national and subnational levels, intended to enable the replication and scaling up by cities.

Overall, replication in Cotabato City met most project targets in accordance with the project design and objectives. A total of 20,019 were directly benefited from the project while 76,716 indirect beneficiaries were identified as potentially benefitting from improved LGU plans, programs and services through integration of MOVE-UP strategies. However, what is not clear is the emphasis on the adoption of risk transfer schemes being integrated in the project.

In Cebu City, replication of urban resilience strategies at the barangay level met the objectives and essential indicators of the Project. A total of 1,591 households were able to participate and adopted resilient strategies, including risk transfer schemes such as micro-insurance in the 2 barangays. However, the integration of urban resilience strategies (ATS and RL) in the contingency, disaster risk reduction management, and development plans, among others, at the city level was limited.

The uptake of urban resilience strategies reached limited results in Marikina City and Taguig City. No actual PWGs were formalized in both cities and the MOUs remained in the legal offices for review. Taguig City formally declined the offered partnership with MOVE UP citing too many ongoing engagements.



As gleaned from the minutes of the meetings, activity reports and confirmed through ground interviews with LGU key officials, there was a repeated remark for any project to be accepted to go through the local chief executives. This low interest from the LCEs may not be attributed to the irrelevance of the partnership offered but the strategy used needs refinement, especially in reference to the limited uptake of Marikina and Taguig. Hence, a return to the drawing board requires full consideration from the consortium.

As a complementary approach to the replication and scaling up of urban resilience model urbanized cities across the country, the policy advocacy resulted two major milestones of the project: (1) Project’s contribution in the updating of the National Disaster Risk Reduction and Management Plan (NDRRMP 2020-2030), and (2) MOU with DSWD on collaboration to promote and strengthen resiliency and disaster risk reduction management, and climate change adaptation.


The overall assessment of the performance of MOVE UP 3 meets expectations of the intended results. Performance consistently met expectations in all essential areas of enquiry and the overall quality of work was fairly good. The most critical expectations were met.

CRITERIA	Replication Areas	Scaling Up Areas
	Rating	Rating
Project Design	4.5	3
Relevance/ Appropriateness	4.5	4
Connectedness	4.5	4
Coherence	3.5	4
Coverage	3.5	4
Efficiency	4	4
Effectiveness	4	3
Likelihood of Impact	4.5	4



8 | RECOMMENDATIONS

Based on evaluation findings, these recommendations are put forward:

- a. **Commitment of the LCE must be secured first** at the same time work on the barangay level to gain support (*bibingka approach*); concrete evidence of the urban resilience model i.e., engaging them in study visits showcasing different ATS models, donation as an entry point for buy-in.
 - b. **City /Barangay Resolutions must be secured** after the MOU/MOA has been signed to secure continuance of the project (to address the anticipated ‘changing of the guards’ practice).
 - c. **Pursue collaboration with the Local Government Academy (LGA)** for continued capacity building of LGUs (Urban resilience model informed curriculum and monitoring).
 - d. **Barangay level assessment results should be strongly considered** in site selection of future projects. Although support from city/municipal government is crucial in the success of the project, experience teaches that barangay-level effort, such as the one experienced by Barangays Apas and Basak-Pardo in Cebu City, works even in the absence of city support.
 - e. **Expand/Orient other groups** such as Habal-habal Drivers Association, SK/Youth, Religiuos, and Tanod Groups for CSG-CBED in coordination and support with the BLGUs. Although CSG concept was open to all members in the community during the Project Orientation, it would be good to empower other groups aside from women and do online marketing, innovations, and constant monitoring on the demands of the market.
 - f. **Provide longer project duration** to allow enough time to implement, review and monitor the initial results of the project:
 - Organizing/Social preparation and addressing ground dynamics will take time, and 18 to 24 months of project duration is too short especially if community or LGU dynamics are more challenging [such as in conflict-sensitive areas]. Take note of known intervening events (e.g., elections) which can affect project
- 

implementation, plot it as part of project duration and identify its possible implications. Project partners may also be focused on other priorities that conflict and affect their participation in project activities.

- Some local planning cycles do not match the project timeframes (e.g., Cotabato LDRRM Plan covers 2016-2022). Hence, priority may not be given for immediate refinement of plans, particularly if LGUs have other priorities and affected by more pressing events.
- Not enough time to monitor and determine project impacts at community level if some DRRM and livelihood activities only done almost near project completion.

g. Continue building up policy advocacy and actual integration into LGU/LGA policies the crafting and/or improvement of Contingency and DRRM plans, with ATS and resilient livelihoods as part of the planning frame. This is to include in the priority programs and budget alignments support for these components to enhance DRRM responses.

- Continue working with LGUs and LGAs (like DepEd) in crafting improved and appropriate DRRM modules that are relevant for their purposes and priorities but with insertion of comprehensive understanding of ATS and resilient livelihoods.
- Work for harmonization of LGU and DepEd Contingency plans, with particular focus on integration of ATS systems. This is to ensure other options in cases of evacuations, with DepEd facilities not always the priority choice for housing evacuees. ATS models can be enhanced considering local context and needs including availability of space (indoor or outdoor) and financial resources.
- Continue to give attention to capacity building as it is a critical venue for influencing the crafting and approval of Contingency or DRRM plans. This should be designed to facilitate sharing of expertise, information and resources for an integrated DRRM response across units working within certain localities and affected by similar hazards. LGUs and DepEd DRRM Coordinators should be capacitated using simplified format, translated in the vernacular for greater understanding and completion of plan.

h. Explore further diversification of resilient livelihoods appropriate to local context, capacities and resources. Institutionalization of support for resilient livelihoods should be facilitated by integrating this into the LGUs plans and

investments, with specific city units identified as providing support in different forms e.g., direct financing, livelihood trainings, community savings, financial management, among others.

- Expand participation in livelihood activities and consultations to cover a diversity of vulnerable groups, encouraging participation not only among women but also the youth (out of school), PWDs, and other critical groups to help build up their social positions through provision of capacity building and direct livelihood support in the context of small community groups.
 - Include in assessment the potential for green skills or jobs that can support environment-friendly and sustainable livelihood options.
- i. **For BARMM** which continues to be in transition as it completes its normalization processes, immediate need is to **review the newly set up policies and corresponding governance mechanisms**, and identify the areas where the urban resilience strategies for integrated disaster risk management can be included. Policy review is critical to find the entry points that can be used to engage the BARMM leadership. Along with this is the identification of possible champion/s who can be the initial 'gatekeepers' who have influence and can move forward the agenda on building urban resilience.
- As a newly created region, BARMM will be in need of support to build up capacities of those working in government and hopefully, cascade this to the community level. This is an opportunity that can be latched on to expand the replication of MOVE-UP strategies but with particular sensitivity to the context of the region.
 - Critical to analyze and be familiar with the socio-cultural and political realities of BARMM and specific areas targeted for project intervention. It is necessary to conduct preliminary assessment of the concrete realities of target areas including the political dynamics between the regional government and the LGUs in order to strategize interventions appropriately. Security issues must also be considered in order to assess the feasibility of doing effective work in the area and not be hampered by constant conflicts that may escalate at any time. Gatekeepers are important to help do the assessments beyond desk reviews in order to have a clear grasp of actual ground realities.

- j. MOVE UP may **consider scaling up of ATS solutions** from Transitory Shelter to Permanent (concrete, plywood, fiber cement board) in collaboration with UAP-Emergency Architects.
- k. **Develop a (reasonable, not too expensive) system or design** that people can adopt on a permanent basis considering local (city) context (swampy areas, always flooded); design able to consider type of people's homes, continuance of livelihoods, even with rise and fall of water.



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ANNEX A. MOVE UP 3 Logical Framework

Title of the Action	Moving Urban Poor Communities in the Philippines Toward Resilience (MOVE UP Philippines)			
Principal Objective	To contribute to increasing the resilience of urban poor populations in highly urbanised cities in the Philippines that are most vulnerable to large-scale disasters			
	Short description	Objectively Verifiable Indicators	Target Value	Sources of Verification
Specific Objective	To increase the preparedness and risk reduction capacities of the local populations and government units through the replication and scaling up of interrelated urban resilience strategies on alternative temporary shelters (ATS) and livelihoods (including social protection and risk transfer), in hazard-prone, urban poor communities in Metro Manila, in Cebu City in the Visayas and Cotabato City in Mindanao	Harmonized city LGU plans incorporating appropriate and inclusive ATS and resilient livelihoods (including risk transfer) replicated and scaled up	4 cities	Copies of LGU and school contingency plans, DRRM plans, sector plans
		% reduction in the number of affected people (experienced, expected or modelled)	96500 or 30% of urban poor HHs in high-risk areas	Administrative records Risk assessment reports Documents of estimates of people potentially benefitting from ATS systems, resilient livelihoods including contingency plans, DRRM plans, annual investment plans, sectoral plans, comprehensive development plans
		Policy recommendations incorporating age-, gender- and ability-sensitive or -appropriate urban resiliency model deliberated and endorsed for approval at national level	1 set of policy recommendations	Policy review document Policy document on incorporating urban resilience strategies for Metro Manila Exchange of communication and/or Memorandum of Understanding/Agreement Documentation of regular activities or minutes of meetings
Results	Short description	Objectively Verifiable Indicators	Target Value	Sources of Verification
R1	The tested and refined urban resilience model adapted and replicated in	Number of cities with inclusive ATS systems incorporated in harmonized	2	Risk assessment report including aspects on ATS and livelihood needs, and environment

	highly urbanized, hazard-prone cities Cebu in the Visayas and Cotabato in Mindanao	LGU and school contingency plans		LGU and school contingency plans School and/or LGU Resolutions
		Number of households participating and/or adopting resilient livelihood strategies (including risk transfer) schemes such as micro-insurance	2,780	DRRM Plans, sectoral plans, research results or baseline studies result
		Number of urban poor households participating in developing harmonized LGU and school contingency plans that incorporate age-, gender- and ability-sensitive/appropriate ATS systems and resilient livelihood strategies	2,700	Harmonized school and LGU contingency plans Local DRRM plans Attendance sheets showing households' participation in the review and formulation of harmonized contingency plans of LGUs and schools incorporating ATS
R2	Urban resilience model scaled up in Metro Manila	2 subnational policies and/or plans integrated urban resilience strategies on ATS and resilient livelihoods (including risk transfer)	2	Policy review report Copy of revised guidelines/policies/plans Memorandum of understanding
		Two cities of Metro Manila integrated urban resilient strategies on ATS and resilient livelihoods (including risk transfer) into their DRRM and contingency plans	2	Copies of contingency plans, DRRM plans, sectoral plans and/or resolutions Workshop Documentation Reports Attendance
		Number of CSO, academic, and private sector platforms mobilized supporting policy advocacy and/or practice on urban resilience	4	Exchange of communication Minutes of meetings Documentation of activities

R3	Replication and scaling up of urban resiliency model advocated at city, sub-national and national levels	Urban resilience strategies incorporated in at least 1 policy document issued by national government agencies	1	Memorandum of agreement/understanding or exchange of communications Minutes of meetings and documentation of major activities Policy document recommending integration of urban resilience model or its components to identified policies, programmes or plans
		Number of champions at national, sub-national and local levels providing evidence and advocating for the replication and scaling up of urban resilience model	9	Certificate of recognition as urban resilience champion Attendance Sheets Activity Reports Project Outputs such as contingency and DRRM plans or policy recommendations
		Number of individuals and organizations accessing user-friendly knowledge products on tested tools, approaches, lessons and good practices	5,674	Distribution lists User feedback Tracking of social media engagement metrics Number of website hits and downloads Distribution list of knowledge products
		Number of individuals at local level expected to benefit from advocacy at city, sub-national and national levels, for replication and scaling up of urban resilience model	96500 or 30% of urban poor HHs in high-risk areas	Harmonized barangay, school and city contingency plans Harmonized National Contingency Plan for Magnitude 7.2 Earthquake Local DRRM Plans Local Climate Change Action Plans Local development plans Sectoral plans Local investment plans
R1 Activities Short	<ul style="list-style-type: none"> - Participatory assessment of ATS and livelihoods needs, and updating of risk assessments - Workshop to integrate ATS systems and resilient livelihood strategies in harmonized LGU plans 			

description	<ul style="list-style-type: none"> - Capacity building of targeted urban poor households and local government units on ATS and resilient livelihood strategies
R2 Activities Short description	<ul style="list-style-type: none"> - Enhance subnational plans to incorporate urban resilience strategies - Facilitate the integration of urban resilient strategies on ATS solutions and resilient livelihoods to City contingency and DRRM plans in Marikina and Taguig - Organize regular Convergence forums with CSOs, academic institutions and private sector networks as platforms for promoting urban resilience model
R3 Activities Short description*	<ul style="list-style-type: none"> - Policy dialogue with key national/subnational agencies on adopting urban resilience strategies - Capacity-building and engagement of Champions - Development and dissemination of good practices on urban resiliency
Pre-Conditions	<ul style="list-style-type: none"> - Urban resilience strategies on ATS and livelihoods fine-tuned by MOVE UP 2 will serve as basis for lobbying to national and subnational government agencies - Existing DRR laws and frameworks being used or supported during the Action remain in place and applicable
Assumptions	<ul style="list-style-type: none"> - National and subnational government agencies and city and barangay LGUs are interested in the urban resilience strategies, support the implementation of activities and make staff available to participate in the various activities - Exchange rate fluctuations remain sufficiently manageable to have significant barriers to full implementation of activities - Government agencies continue to be open to multi-stakeholder partnerships for resilience building - Beneficiaries engaged in the livelihood support activities are able to generate sufficient income to practice the mechanisms being supported by the action - No major disasters will significantly affect project implementation - School contingency plans are updated and in place
Risks	<ul style="list-style-type: none"> - Informal settlers in privately owned lands and public lands are displaced, relocated or are not able to take part in activities due to the transient nature of their work - Proposed shift to federalist government and other political developments at national and local levels may potentially affect structure and agenda of government agencies - Disasters from different natural hazards have a significantly detrimental impact on the target areas that prevent the further implementation of activities - Disruption in project activities due to election related activities - Changes in political structure at the barangay level - Extension of martial law in Mindanao may affect implementation in Cotabato in terms of security

Annex B. TOR – Independent External Project Evaluation



Funded by
European Union
Civil Protection and
Humanitarian Aid



TERMS OF REFERENCE INDEPENDENT EXTERNAL PROJECT EVALUATION

A. GENERAL INFORMATION

Project Name	Moving Urban Poor Communities in the Philippines Toward Resilience, (MOVE UP 3)
Location	Metro Manila: Marikina City and Taguig City Central Visayas: Cebu City Mindanao: Cotabato City
Project Duration	27 months
Project Start Date	01 July 2018
Project End Date	30 September 2020
Donor	European Civil Protection and Humanitarian Aid Operations (ECHO)
Consortium Lead Organization	CARE Netherlands through CARE Philippines
Consortium Partner Organizations	1. Plan International 2. Action Against Hunger (AAH) 3. Assistance and Cooperation for Community Resilience and Development (ACCORD)
Evaluation Type	Independent External Evaluation
Evaluation Dates	25 September to 30 Nov 2020

B. BACKGROUND

MOVE UP 3 builds on the lessons and gains from MOVE UP 1 and MOVE UP 2 - the two previous iterations of MOVE UP Philippines supported by ECHO - that developed, tested and refined strategies on urban resilience. This phase replicates the strategies on Alternative Temporary Shelter (ATS) and resilient livelihoods including risk transfer in two new cities - Cebu City and Cotabato City - that are highly vulnerable to large scale disasters, while scaling-up the urban resilience model in the rest of Metro Manila, with efforts particularly focusing on

Marikina City and Taguig City representing the eastern and southern quadrants. This phase also consolidates the lessons and experiences from the three iterations of MOVE UP Philippines to inform policy recommendations at national, subnational and local levels that integrate urban resilience strategies.

Champions from the city and barangay levels identified and built under previous phases are also engaged in the replication and scaling up activities. The Champions represent a diverse background and position as well as population groups in their communities including men and women, youth, community leaders and informal settlers. New Champions were also identified and selected from the new areas. The engagement of these Champions include sharing of their testimonies, serving as resource persons in trainings or workshops and as facilitators, rolling out and demonstrating the skills learned from Phases 1 and 2; mentoring the new Champions, and supporting the review and crafting of policy recommendations to incorporate urban resilience in national, subnational, city and barangay level policies.

Knowledge products developed from the MOVE UP Philippines' experiences, including policy research reports and recommendations, and information packages on ATS and resilient livelihoods including risk transfer, are being used and maximized to provide evidence and support the replication, upscaling and advocacy efforts of the project. The knowledge products consider simple and practical information on environmental management and sustainability. In addition, resilient livelihoods explore areas of green skills and green jobs to expand and diversify livelihood options such as urban gardening, solid waste management, recycling, etc.

Scaling-up activities are focused in two additional cities, Marikina City and Taguig City, to facilitate further uptake of the model by the neighboring cities. The replication cities of Cebu and Cotabato, provide modeling for the rest of Visayas and Mindanao and showcase areas for further expansion and uptake by other cities in these two major island regions. Specific local contexts are considered, specifically in Mindanao, where security situation can be more fluid.

Relevant civil society organizations (CSOs), the private sector, and where possible, organizations of marginalized groups such as women's and persons with disabilities associations, are tapped to support policy advocacy and promote practice on urban resilience. The engagement of the CSOs, the private sector, and community-based organizations will help sustain the outcomes beyond the project life.

C. AIM OF THE PROJECT

Principal objective

To contribute to increasing the resilience of urban poor populations in highly urbanized cities in the Philippines that are most vulnerable to large-scale disasters.

Specific objective

To increase the preparedness and risk reduction capacities of the local populations and government units through the replication and scaling up of interrelated urban resilience strategies on alternative temporary shelters (ATS) and livelihoods including social protection and risk transfer, in hazard-prone, urban poor communities in Metro Manila, in Cebu City in the Visayas and Cotabato City in Mindanao.

Result 1: The tested and refined urban resilience model adapted and replicated in highly urbanized, hazard-prone cities Cebu in the Visayas and Cotabato in Mindanao.

Beneficiaries

5,580 individuals and 80 organizations

Indicators

1. Number of cities with inclusive ATS systems incorporated in harmonized LGU and school contingency plans
2. Number of households participating and/or adopting resilient livelihood strategies including risk transfer schemes such as micro-insurance
3. Number of urban poor households participating in developing harmonized LGU and school contingency plans that incorporate age-, gender- and ability- sensitive/appropriate ATS systems and resilient livelihood strategies

Result 2: Urban resilience model scaled up in Metro Manila

Beneficiaries

440 individuals and 40 organizations

Indicators

1. Two subnational policies and/or plans integrated urban resilience strategies on ATS and resilient livelihoods including risk transfer
2. Two cities of Metro Manila integrated urban resilient strategies on ATS and resilient livelihoods including risk transfer into their DRRM and contingency plans
3. Number of CSO, academic, and private sector platforms mobilized supporting policy advocacy and/or practice on urban resilience

Result 3: Replication and scaling up of urban resiliency model advocated at city, sub-national and national levels.

Beneficiaries

102,120 individuals and 86 organizations

Indicators

1. Urban resilience strategies incorporated in at least 1 policy document issued by national government agencies
2. Number of champions at national, sub-national and local levels providing evidence and advocating for the replication and scaling up of urban resilience model.
3. Number of individuals and organizations accessing user-friendly knowledge products on tested tools, approaches, lessons and good practices.

D. PURPOSE AND OBJECTIVES OF THE EVALUATION

Rationale for the evaluation

The final external evaluation will be carried out towards the end of the project as planned and approved in the project proposal. The evaluation results are expected to inform current projects especially MOVE UP 4 and other programs of CARE and the Consortium members including ECHO in their future funding strategies and programing.

MOVE UP 4 aims to aims to build resilience among the urban poor communities in Mindanao by adapting, consolidating and disseminating the urban resilience models developed under MOVE UP 1 to 3. The interventions are designed to support strategically selected cities where conflict and natural disasters cause urban displacement either within the cities, or cities receiving or sending internally displacement people (IDPs) between the cities/municipalities. MOVE UP 4 is being implemented in Marawi City in the BARMM; Surigao del Sur and Tandag City in CARAGA (Region 13); Misamis Oriental, Cagayan de Oro City, Iligan City and the Province of

Bukidnon in Northern Mindanao (Region 10); and North Cotabato and Kidapawan City in SOCCSKSARGEN (Region 12).

Objectives of the evaluation

This final external evaluation adheres to the evaluation criteria for evaluating humanitarian action and international development from the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD).

The aim is to evaluate the overall performance of the intervention and to determine if the project has achieved its intended objectives looking at the results chain – inputs, activities and results – and the contextual factors that have enabled or hindered the delivery of the expected outcomes. The evaluation will revisit previous and current phases of MOVE UP Philippines and examine evidence-based lessons learned, reflect on the challenges encountered and provide recommendations on how the project could further be scaled up or replicated and the impact maximized in similar projects especially MOVE UP 4.

E. SCOPE OF THE EVALUATION

The evaluation will cover the project duration from 01 July 2018 to 30 September 2020 and the replication areas of Cebu City in Central Visayas and Cotabato City in Mindanao as well as the scaling up areas of Marikina City and Taguig City in Metro Manila. The evaluation will focus on the beneficiaries targeted by the project such as individuals, urban poor communities, local government units, subnational and national government agencies, civil society organizations, academic institutions and private sector organizations.

Specific issues to be covered:

- The evaluation needs to look at the project within the challenging urban resilience strategies incorporating ATS and resilient livelihoods including risk transfer mechanisms in the urban settings in Luzon, Visayas and Mindanao.
- The evaluation should emphasize how projects of this nature can be improved further as well as highlight limitations in different urban community contexts, specifically in the urban cities such as Metro Manila in Luzon, Cebu City in the Visayas and conflict-prone areas such as Cotabato City in Mindanao.
- Analysis on the replicability and scaling-up the good practices and lessons learned, providing specific recommendations, especially for MOVE UP 4.

The more specific issues that will be covered are elaborated through the suggested evaluation questions organized in Annex 1 following the OEC-DAC Criteria for Evaluation of Humanitarian Action (EHA), which are briefly discussed below.

F. EVALUATION APPROACH AND QUESTIONS

The OEC-DAC Criteria for EHA that this study adheres to are the following:

- **Relevance/Appropriateness** – Is the intervention in line with local needs and priorities as well as donor policy? Is it tailored to local needs, increasing ownership, accountability and cost-effectiveness accordingly?
- **Connectedness** – Is the intervention carried out in a context that takes longer-term and interconnected issues into account?

- **Coherence** – Does the intervention minimize duplication of efforts and ensure that all policies consider humanitarian and human-rights concerns?
- **Coverage** – Does the intervention reach marginalized and vulnerable population groups facing life-threatening conditions wherever they are?
- **Efficiency** – Does the intervention considered the most efficient approach to achieve the outputs (qualitative and quantitative) as a result of the inputs?
- **Effectiveness** – Is the intervention achieving its objectives or whether these can be expected to happen on the bases of the outputs?
- **Likelihood of Impact** – What difference does the intervention make on individuals, gender- and age-groups, communities and institutions?

An additional criterion, **Design of the Project**, is included to revisit the overall design of the project and highlight any significant change or adaptation made in the course of implementing the project, most important of which is the impact of the COVID-19 pandemic.

It must be noted that on 8th Feb 2020, the Department of Health (DoH) urged the public to avoid organising and attending activities that would entail gathering a big number of people. On 8th March 2020, President Rodrigo Duterte issued Proclamation 922 that placed the country under state of public health emergency. Another declaration followed on 12th March 2020 that placed the whole Metro Manila under community quarantine. Another declaration was issued on 16th March 2020 which took effect the following day that enforced enhanced community quarantine in the whole Luzon. Soon after, local government units across the country started declaring community quarantines in their respective territories. The lockdown suspended classes at all levels, mass transport systems, public gatherings, and other social activities to help contain the transmission of COVID-19. These events have also significantly affected the implementation of project activities.

While evaluation questions have been developed to help the evaluator(s) assess the project against the proposed criteria (refer Annex 1), the evaluator(s) is highly encouraged to adapt the evaluation questions and data gathering methods to the current COVID-19 situation. The changes or adaptations should be reflected in the Inception Report and should be agreed between CARE and the evaluator(s).

The independent external evaluation is encouraged to use the OECD-DAC criteria for EHA in the data analysis and reporting while being mindful of the adaptations in the methodology that may need to be done because of the COVID-19 situation. The evaluator(s) may adapt the OECD-DAC criteria for EAH using a rating table (refer to Annex 2) and include it as part of the final evaluation report.

G. EVALUATION METHODOLOGY

This section outlines the suggested methodological approach for the evaluator(s) to collect quantitative and qualitative data and the chronological steps of the evaluation process, which may be modified based on the current situation and explained in the proposal. The evaluator(s) should develop instruments and methods that collect to an extent possible sex-, age- and ability-disaggregated data and analysis of inclusivity. The instruments need to provide triangulation of data where possible.

Evaluation briefing

Prior to the evaluation taking place, the evaluator(s) should attend a technical briefing with the Consortium Project Working Group that the Consortium Coordinator leads. In case face-to-face

briefing is not possible due to reasonable constraints, briefings by telephone or online must be scheduled and agreed in advance.

Desk review

The evaluator(s) will undertake a desk review of project documents that include the approved project proposal, progress reports, outputs of the project (such as activity completion reports, quarterly reports, interim report, other progress updates, ATS and, livelihoods assessments, risk transfer study, policy review, DRRM/CP/AIP/Development/sectoral plans, minutes of meetings, MOU/MOA, executive orders, memorandum circulars, resolutions, etc.), results of any planning processes and other relevant materials from primary and secondary sources.

Sampling

The evaluator(s) should clearly state the sampling approach in terms of sites and beneficiaries. Due to the short period of time and constraints because of COVID-19, access to a representative sample through a probabilistic sampling approach may be quite challenging. Thus, **convenience sampling** is suggested for both project sites and beneficiaries. As mentioned in the evaluation scope section, the aim is for the evaluation to ideally cover the replication areas of **Cebu City** in Central Visayas and **Cotabato City** in Mindanao as well as the scaling up areas of **Marikina City** and **Taguig City** in Metro Manila. Both Cebu City and Cotabato City cover two partner barangays each. The interventions in Marikina City and Taguig City are more focused at the city level. The criteria for the selection of beneficiaries should involve the Consortium Project Coordinators. The sampling approach should be adjusted and further detailed by the evaluator(s) in the Inception Report.

Inception Report

At the end of the desk review period and before any field mission, if it will be possible, the evaluator(s) will prepare and submit an Inception Report. The report will be written in English and will include the following sections:

- Key elements of the TORs to demonstrate that the evaluator(s) will adhere to the TOR;
- The methodological approach to the evaluation may include the suggested evaluation matrices and templates annexed to the TOR. The evaluator(s) should specify how the data will be collected to answer the evaluation questions (refer to Annex 1), pointing out the limitations to the methodology, if any, and the choice of sites for field visit, if it will be possible;
- The data collection tools (FGD, KII, survey questionnaires);
- A detailed evaluation workplan;
- State adherence to the Evaluation Policy of CARE and Consortium Partners; and
- Outline the Evaluation Report format.

The Inception Report will be discussed with the Consortium Project Working Group before it is finally approved by the Consortium Coordinator.

Field Mission / Data Collection

Primary data collection techniques

As part of the evaluation, the evaluator(s) will interview key project stakeholders (national/local project staff, national/subnational agency representatives, local authorities, civil society leaders, community members and ECHO representative, if possible and available). The evaluator(s) will use the most suitable format for these interviews, which should be explained in the Inception Report. The evaluator(s) should collect information directly from project beneficiaries, if this is

possible and can be arranged accordingly. To enrich triangulation, the evaluator(s) should gather information from various sources.

Field visits

It is suggested that the evaluator(s) visit the project sites and the facilities provided to the beneficiaries (if any). However, because of the current COVID-19 situation, field visits to Cebu City and Cotabato City may be excluded.

Secondary data collection and review

The evaluator(s) will further review supplementary or complementary documents and collect project monitoring data or any other relevant statistical data.

Debriefing and stakeholders' workshop

The evaluator(s) shall facilitate a learning workshop at country level to present preliminary findings of the evaluation to the project and key stakeholders; gather feedback on the findings and build consensus on recommendations; and develop action-oriented workshop statements on lessons learned and proposed improvements for the future.

Presentation of findings to the Project Steering Committee and ECHO

The evaluator(s) is expected to prepare a presentation of the evaluation report to the Project Steering Committee and ECHO.

Evaluation Report

The evaluation report shall follow the following format and will be written in English:

- **Cover Page**
- **Summary Table**
- **Table of Contents**
- **Executive Summary**

It must be a standalone summary, describing the project, main findings, conclusions and recommendations. This will be no more than 2 pages in length.
- **Background Information**
- **Methodology**

Describes the methodology used, provides evidence of triangulation of data and presents limitations to the methodology.
- **Findings**

Includes overall assessment of the project against the evaluation criteria, responds to the evaluation questions, all findings are backed up by evidence, cross-cutting issues are mainstreamed, and any unintended or unexpected outcomes are also discussed.
- **Conclusions**

Conclusions are formulated by synthesizing the main findings into statements of merit and worth, judgements are fair, impartial, and consistent with the findings.
- **Lessons Learnt and Good Practices**

Presents lessons that can be applied elsewhere to improve project performance, outcome or impact, and identify good practices (successful practices from those lessons which are worthy of replication). The details of those good practices will be elaborated in the template provided in Annex V.
- **Recommendations**

Recommendations should be as realistic, operational and pragmatic as possible, that is, they should take careful account of the circumstances currently prevailing in the context of the project, and of the resources available to implement them locally. They should

follow logically from conclusions, lessons learned and good practices. They should include an analysis on enhancing the quality of the MEAL framework/tool and project management process/response. The report must specify who needs to take what action and when. Recommendations need to be presented by order of priority.

- **Annexes**

These should be listed and numbered and should include the following, unless deemed not possible: Good Practice Template, Evaluation Criteria Rating Table, list of documents reviewed, list of persons interviewed, list of FGD participants, data collection instruments or tools and evaluation TOR.

The whole report shall not be longer than 30 pages, 50 pages including annexes. The draft report should be submitted no later than 10 calendar days after the data gathering. The final report will be submitted no later than the end date of the consultancy contract. Annexes to the report will be accepted in the working language of the country or project site (e.g. survey questionnaire, FGD tool and guide, KII tool and guide) subject to evaluation by the Consortium Project Working Group.

Debriefing and Presentation to the Project Steering Committee and ECHO

The evaluator(s) should provide a debriefing to field staff before leaving the project site, if field visits are conducted, and the members of the Consortium Project Working Group at country level. The evaluator(s) should also prepare a presentation to the Project Steering Committee and ECHO on the main findings, conclusions and recommendations of the evaluation. Relevant comments should be incorporated in the final report. In case a face-to-face debriefing is not possible due to budget, logistic or other valid constraints, debriefing will have to be done through Zoom or Skype.

H. KEY DELIVERABLES

The following are the evaluation outputs that the evaluator(s) will submit to CARE:

Outputs	Deadline
Inception Report	18 Sept 2020
Fieldwork and Field/Online Interviews	30 Oct 2020
Draft Evaluation Report	10 Nov 2020
Stakeholders Workshop	20 Nov 2020
Presentation to Steering Committee & ECHO	25 Nov 2020
Final Evaluation Report	30 Nov 2020

The quality of the Inception Report and the Final Report will be assessed by the Consortium Project Working Group who may request quality improvements, if necessary. All evaluation outputs will be delivered in English in MS Word document. The evaluator(s) will follow the recommended format, structure and length.

I. MANAGEMENT ARRANGEMENTS AND OVERALL WORKPLAN

The evaluation TOR was developed in a participatory manner with inputs from the Consortium Project Working Group. The TOR will be advertised internationally and locally and will be managed by CARE.

The evaluator(s) will directly report to the Consortium Coordinator while the Project Steering Committee will provide advisory role. The evaluator(s) will submit all the evaluation outputs directly and only to the Consortium Coordinator while the Project Steering Committee will ensure quality of the evaluation and decide whether the report is ready for sharing. The Consortium Coordinator will share a copy to key stakeholders for comments on factual issues and for clarifications. The Consortium Coordinator, with support from the MEAL Manager, will consolidate the comments and send these to the evaluator(s) by date agreed in the contract or as soon as the comments are received from stakeholders. The evaluator(s) will consider all relevant comments to finalize the report and will submit it to the Consortium Coordinator who will officially share with relevant stakeholders.

Profile of external evaluator(s)

The evaluation will be carried out by expert evaluation consultant(s) with the following profile:

- Extensive knowledge on disaster risk reduction including alternative temporary shelter, resilient livelihoods and risk transfer mechanisms;
- Grounded knowledge and experiences related to gender, vulnerability and conflict analysis;
- Significant field experience in evaluating humanitarian and development projects;
- Relevant degree or equivalent experience related to the evaluation to be undertaken;
- Significant experience in coordination, design, implementation, monitoring and evaluation of projects or programs;
- Good communication skills and excellent experience in facilitating workshops;
- Ability to write clear and useful reports (examples of previous work will be required);
- Fluent in English; and proficient in Tagalog and/or Cebuano will be an advantage;
- A good understanding of ECHO requirements;
- Ability to manage available time and resources and to work on tight deadlines; and
- Independence from the parties involved.

J. LEGAL AND ETHICAL CONSIDERATIONS

The ownership of the draft and final documentation belongs exclusively to CARE and ECHO. The document, or publication related to it, will not be shared with others before CARE delivers the final document to ECHO. CARE is to be the main addressee of the evaluation and its results might impact on both operational and technical strategies. However, CARE is likely to share the results of the evaluation with the following groups:

- Donor(s)
- Consortium partners
- Governmental partners
- Civil society partners
- Various co-ordination bodies

It is important that the Consultant(s) have no links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

Intellectual Property Rights

All documentation related to the evaluation shall remain the sole and exclusive property of CARE and ECHO.

K. TERMS OF PAYMENT

The terms of payment will be as follows:

Tranche	Percentage	Output
1	20%	Upon signing of Contract.
2	50%	Upon submission of the Draft Evaluation Report.
3	30%	Upon submission and CARE's approval of the Final Evaluation Report.

L. DOCUMENTS FOR SUBMISSION

The interested Consultant(s) should submit the following:

- Application Letter
- Narrative Proposal on the Initial Proposed Methodology
- Financial Proposal
- Curriculum Vitae of the Consultant(s)
- Portfolio of previous similar work
- Other documents that may be deemed relevant to the selection process

M. Attachments

Attachment 1: Evaluation Criteria and Detailed Questions

Attachment 2: Evaluation Criteria Table

Attachment 3: List of Documents for Desk Review

Attachment 4: Project Results and Indicators

Attachment 5: Good Practice Template

Attachment 1. Evaluation Criteria and Suggested Questions

To assess the project against each evaluation criteria, the evaluator(s) will respond to the following evaluation issues and questions:

Quality of Project Design

Was the project adequately designed? The following factors should be considered in determining the quality of the project design:

- The quality of the project's preparation and design:
 - The level of participation of all parties involved in preparation and design;
 - To what extent are issues of gender equity and vulnerability of specific groups are considered and addressed; and
 - The quality of the assessment, data available at the beginning of the project, assessments and other preparatory studies.
- The quality of the internal logic of the project's design, considering how practical and coherent are the project's:
 - Activities in contributing to the desired results;
 - Results in contributing to the project's specific goals;
 - Intentions in contributing to general goals;
 - Indicators to measure achievements; and

- Assumptions and risks it contemplates
- Has the strategy for sustainability, including scalability and replicability, of project results been defined clearly at the design stage of the project?
- Has there been any significant change or adaptation made while implementing the project and why?

Relevance/Appropriateness

A measure of whether interventions, policies and strategies to ensure consistency and minimize duplication. The following criteria should be used to determine the project's pertinence for the beneficiaries' needs as well as national, subnational, cities, barangays and donor priorities. The target populations' satisfaction with the project should be measured, with the methodology for this measurement disclosed. The evaluation should consider the following questions:

- The real needs and problems of the beneficiaries that the project aims to address:
 - Was the assistance appropriate with regards to the customs, practices, social organization, gender needs and vulnerability of the target population and groups?
 - Were beneficiaries consulted with regards to their needs and priorities?
- Evaluate the way in which recommendations made during the implementation of the project were integrated or used other identified opportunities and/or constraints that need to be accommodated in the implementation in order to increase the relevance, scalability, replicability and likelihood of impact of the project?
- Assess the validity of the project approach and strategy and its potential to be replicated and scaled-up.
- Were the expectations of the roles, capacity and commitment of stakeholders realistic and likely to be achieved?

Connectedness

A measure of whether the interventions will likely to continue beyond the project period and consider interconnected issues. The evaluation should take the following factors into account:

- Financial
 - Do partners have the financial capacity to take forward key activities beyond the project period?
 - Has government partners or other organizations committed a budget to this end?
 - Are any mechanisms planned for recovering their investments?
 - Has private investments and/or management been considered?
 - What are the potential linkages to other development and financing instruments or mechanism such as social protection?
- Technical
 - Does the project use and promote appropriate technology?
 - Can this technology be maintained after the project ends?
 - Do beneficiaries have enough support to achieve sustainable practices as well as direct results?
- Institutional
 - Do local institutions support the project?
 - Are training activities carried out effectively?
 - Has an exit plan been developed for transferring management responsibilities?

- Are responsibilities assigned to each actor in accordance with their capabilities and competence?

Coherence

The need to assess existing interventions, policies and strategies are consistent, minimize duplication and ensure that all policies consider humanitarian and human-rights concerns. The evaluation should consider the following:

- How did the project support or contribute to the achievement of national, subnational and local level plans, policies and priorities?
- Has CARE and the Consortium partners taken proper steps to ensure that the responses are coordinated with other agencies, institutions, government entities, CSOs and interested parties? What were the synergies or overlapping, if any?

Coverage

The extent at which the interventions reached the most marginalized, vulnerable population and at-risk groups. The evaluation should consider the following:

- How were the beneficiaries of the project selected? What were the criteria and the process of selecting the beneficiaries?
- To what extent were gender equity and vulnerability adopted and applied in selecting and involving the project beneficiaries?
- How were the beneficiaries involved in the project?
- To what extent were the targets in terms of coverage achieved?

Efficiency

A measure of how economically resources/inputs (funds, expertise, time etc.) are converted to results – Value for Money (VFM). The evaluation should consider the following:

- Were all the activities implemented necessary for achieving results?
- Were goods and services delivered on time? Were activities completed on time? Was the time taken reasonable and proportional to the results obtained?

Was the project gathering and using relevant information about the project's results and objectively verifiable indicators (OVIs)?

Effectiveness

The extent to which the project's objectives were achieved – with analysis on project resources spent and achievements - or are expected to be achieved, considering their relative importance.

- Has the project used previous good practices and lessons learnt?
- Was the project effective in adopting inclusive approach (gender, age and ability sensitive) during the project implementation?
- What were the reasons for possible deviations from planned activities, if there are, and what were the effects of the deviation?

Likelihood of Impact

The likelihood of the interventions producing positive and negative, primary and secondary long-term effects in a direct, indirect, intended or unintended way. Can positive impact be expected to continue as

a result of this project once it is concluded? What is the basis for this expectation? The evaluation should consider the following:

- Assess what likelihood of impact the project has made in strengthening the capacity and knowledge of national, subnational and local structures to encourage local ownership of the project.
- What were the incentives from the project that encouraged the buy-in from the cities and barangays?
- What incentives would encourage other cities and barangays to replicate similar initiatives?

Identify potential good practices and models of intervention that could inform similar projects in the future, especially those that local institutions could incorporate into national, subnational and local policy and implementation.

Attachment 2. Evaluation Criteria Table

The evaluator(s) should use the following table to rank the performance of the overall intervention using the OECD-DAC Criteria for EHA. The table (or a modified version) should be included as Annex to the evaluation report.

Criteria	Rating (1 low, 5 high)					Rationale
	1	2	3	4	5	
Project Design						
Relevance/Appropriateness						
Connectedness						
Coherence						
Coverage						
Efficiency						
Effectiveness						
Likelihood of Impact						

Below is the recommended guidance for rating.

Rating	Definition
1 Unsatisfactory	Performance was consistently below expectations in most areas of enquiry related to the evaluation criteria. Overall performance in relation to the evaluation criteria is not satisfactory due to serious gaps in some areas . Significant improvement is needed. Recommendations to improve performance are outlined in the evaluation report and CARE will monitor progress in these areas.
2 Improvement needed	Performance did not consistently meet expectations in some areas of enquiry related to the evaluation criteria. Performance failed to meet expectations in one or more essential areas of enquiry. Some improvements are needed in one or more of these.

		Recommendations to improve performance are outlined in the evaluation report and CARE will monitor progress in these key areas.
3	On average meets expectations	On average, performance met expectations in all essential areas of enquiry related to the evaluation criteria and overall quality of work was acceptable . Eventual recommendations over potential areas for improvement are outlined in the evaluation report.
4	Meets expectations	Performance consistently met expectations in all essential areas of enquiry and the overall quality of work was fairly good . The most critical expectations were met.
5	Exceptional	Performance consistently met expectations due to high quality of work performed in all essential areas of enquiry resulting in an overall quality of work that was remarkable .

Attachment 3: List of Project Documents for the Desk Review

The evaluator(s) should review the following documents during the desk review phase:

1. Project Proposal and Logical Framework
2. Project Implementation Work Plan
3. Above Standard Communication, Visibility and Information Plan
4. Baseline Studies and Assessment Reports
5. Policy Review, Assessment and Recommendation Reports
6. Related National, Subnational and City Level Policies and Reference Documents
7. Narrative Progress Reports
8. Interim Report
9. Approved Modification Request

Attachment 4: List of Project Results and Indicators

Intervention Logic		Objectively Verifiable Indicators
Specific Objective	To increase the preparedness and risk reduction capacities of the local populations and government units through the replication and scaling up of interrelated urban resilience strategies on alternative temporary shelters (ATS) and livelihoods (including social protection and risk transfer), in hazard-prone, urban poor communities in Metro Manila, in Cebu City in the Visayas and Cotabato City in Mindanao. Beneficiaries: 108,140 individuals and 206 organizations	Replication and scaling up of urban resiliency model advocated at city, sub-national and national levels.
		Target value: 4 cities
		% reduction in the number of affected people (experienced, expected or modelled).
		Target value: 96,500 or 30% of urban poor HHs in high-risk areas
		Policy recommendations incorporating age-, gender- and ability-sensitive or -appropriate urban resiliency model deliberated and endorsed for approval at national level.

		Target value: 1 set of policy recommendations
Result 1	The tested and refined urban resilience model adapted and replicated in highly urbanized, hazard-prone cities Cebu in the Visayas and Cotabato in Mindanao. Beneficiaries: 5,580 individuals and 80 organizations	Number of cities with inclusive ATS systems incorporated in harmonized LGU and school contingency plans. Target value: 2 cities
		Number of households participating and/or adopting resilient livelihood strategies (including risk transfer) schemes such as micro-insurance Target value: 2,780
		Number of urban poor households participating in developing harmonized LGU and school contingency plans that incorporate age-, gender- and ability-sensitive/appropriate ATS systems and resilient livelihood strategies Target value: 2,700
Result 2	Urban resilience model scaled up in Metro Manila Beneficiaries: 440 individuals and 40 organizations	2 subnational policies and/or plans integrated urban resilience strategies on ATS and resilient livelihoods (including risk transfer). Target value: 2
		Two cities of Metro Manila integrated urban resilient strategies on ATS and resilient livelihoods (including risk transfer) into their DRRM and contingency plans. Target value: 2
		Number of CSO, academic, and private sector platforms mobilized supporting policy advocacy and/or practice on urban resilience. Target value: 4
Result 3	Replication and scaling up of urban resiliency model advocated at city, sub-national and national levels. Beneficiaries: 102,120 individuals and 86 organizations	Urban resilience strategies incorporated in at least 1 policy document issued by national government agencies. Target value: 1
		Number of champions at national, sub-national and local levels providing evidence and advocating for the replication and scaling up of urban resilience model. Target value: 9

		Number of individuals and organizations accessing user-friendly knowledge products on tested tools, approaches, lessons and good practices.
		Target value: 5,674
		Number of individuals at local level expected to benefit from advocacy at city, sub-national and national levels, for replication and scaling up of urban resilience model.
		Target value: 96,500 or 30% of urban poor HHs in high-risk areas

Below is a more detailed metrics applied to measure the level of progress for two Specific Objectives (SO) and four Result level indicators:

SO Indicator 1: Replication and scaling up of urban resiliency model advocated at city, sub-national and national levels.

Levels of Progress (Scale: 1 to 5)	Description of the Levels of Progress
5 (1.00)	Local resources are committed or mobilized. Elements of appropriate and inclusive ATS and/or resilient livelihood (including risk transfer) are applied and/or being adapted.
4 (0.80)	Appropriate and inclusive ATS and/or resilient livelihoods (including risk transfer) is incorporated in DRR plan, contingency plan or sector plan of the relevant LGU, agency or sector at city/barangay level.
3 (0.60)	Partnership agreement is developed. Trainings or workshops are conducted. DRR plan, contingency plan or sector plan of the relevant LGU, agency or sector at city/barangay level is developed or being enhanced.
2 (0.40)	A multi-sector Project Working Group (PWG) is organized. Participatory risks and/or needs assessments are conducted or updated. DRR plan, contingency plan or sector plan at city/barangay level is reviewed.
1 (0.20)	Project orientation conducted. Stakeholders are mapped. Relevant LGU, agency or sector at city/barangay level expressed their commitment or support.

SO Indicator 3: Policy recommendations incorporating age-, gender- and ability-sensitive or - appropriate urban resiliency model deliberated and endorsed for approval at national level.

Levels of Progress Scale: 1 to 5	Description of the Levels of Progress
5 (1.00)	Finale policy recommendations are deliberated and endorsed for approval.
4	Adapted or enhanced policy recommendations are finalized by key stakeholders and

(0.80)	partners.
3 (0.60)	Initial policy recommendations are adapted or enhanced by key stakeholders and partners.
2 (0.40)	Results of policy review and initial recommendations are shared with and reviewed by key stakeholders and partners.
1 (0.20)	Relevant policy is identified, reviewed and initial recommendations are developed.

Result 1, Indicator 1: Number of cities with inclusive ATS systems incorporated in harmonized LGU and school contingency plans.

Levels of Progress (Scale: 1 to 5)	Description of the Levels of Progress
5 (1.00)	Local resources are committed or mobilized. Elements of appropriate and inclusive ATS system are applied and/or being adapted.
4 (0.80)	Appropriate and inclusive ATS system is incorporated in DRR plan, contingency plan or sector plan of the relevant LGU, agency or sector at city/barangay level.
3 (0.60)	Partnership agreement is developed. Trainings or workshops are conducted. DRR plan, contingency plan or sector plan of the relevant LGU, agency or sector at city/barangay level is developed or being enhanced.
2 (0.40)	A multi-sector Project Working Group (PWG) is organized. Participatory risks and/or needs assessments are conducted or updated. DRR plan, contingency plan or sector plan at city/barangay level is reviewed.
1 (0.20)	Project orientation conducted. Stakeholders are mapped. Relevant LGU, agency or sector at city/barangay level expressed their commitment or support.

Result 2, Indicator 1: 2 subnational policies and/or plans integrated urban resilience strategies on ATS and resilient livelihoods (including risk transfer).

Levels of Progress Scale: 1 to 5	Description of the Levels of Progress
5 (1.00)	Finale policy recommendations are deliberated and endorsed for approval.
4 (0.80)	Adapted or enhanced policy recommendations are finalized by key stakeholders and partners.
3 (0.60)	Initial policy recommendations are adapted or enhanced by key stakeholders and partners.
2 (0.40)	Results of policy review and initial recommendations are shared with and reviewed by key stakeholders and partners.
1 (0.20)	Relevant policy is identified, reviewed and initial recommendations are developed.

Result 2, Indicator 2: Two cities of Metro Manila integrated urban resilient strategies on ATS and resilient livelihoods (including risk transfer) into their DRRM and contingency plans

Levels of Progress (Scale: 1 to 5)	Description of the Levels of Progress
5 (1.00)	Elements of appropriate and inclusive ATS system and/or resilient livelihoods (including risk transfer) are being applied, practiced and/or adapted to new or emerging situations. Local resources are committed or mobilized.
4 (0.80)	Appropriate and inclusive ATS system and/or resilient livelihoods (including risk transfer) is incorporated in DRR plan, contingency plan or sector plan of the relevant LGU, agency or sector at city/barangay level.
3 (0.60)	Agreement is formalized. Trainings or workshops are conducted. DRR plan, contingency plan or sector plan of the relevant LGU, agency or sector at city/barangay level are developed or enhanced.
2 (0.40)	A multi-sector Project Working Group (PWG) is organized. Participatory risks and/or needs assessments are conducted or updated.
1 (0.20)	Project orientation conducted. Stakeholders are mapped. Relevant LGU, agency or sector at city/barangay level expressed their commitment or support.

Result 3, Indicator 1: Urban resilience strategies incorporated in at least 1 policy document issued by national government agencies.

Levels of Progress Scale: 1 to 5	Description of the Levels of Progress
5 (1.00)	Finale policy recommendations are deliberated and endorsed for approval.
4 (0.80)	Adapted or enhanced policy recommendations are finalized by key stakeholders and partners.
3 (0.60)	Initial policy recommendations are adapted or enhanced by key stakeholders and partners.
2 (0.40)	Results of policy review and initial recommendations are shared with and reviewed by key stakeholders and partners.
1 (0.20)	Relevant policy is identified, reviewed and initial recommendations are developed.

Attachment 5: Good Practice Template

The evaluation is expected to provide examples of Good Practices from the project. The examples should relate to the technical area of intervention, either in terms of processes or systems, and should be potentially applicable to other contexts where other projects of MOVE UP Philippines are being implemented and where CARE and its partners operate. The examples of Good Practices should be presented in the Executive Summary and the Main Body of the report.

Title of Good Practice
<i>(Max. 30 words)</i>
Innovative Features & Key Characteristics
<i>(What makes the selected practice different?)</i>
Background of Good Practice
<i>(What was the rationale behind the good practice? What factors/ideas/developments/events lead to this practice being adopted? Why and how was it preferable to other alternatives?)</i>
Further explanation of chosen Good Practice
<i>(Elaborate on the features of the good practice chosen. How did the practice work in reality? What did it entail? How was it received by the local communities? What were some of its more important/relevant features? What made it unique?)</i>
Practical/Specific Recommendations for Roll Out
<i>(How can the selected practice be replicated more widely? Can this practice be replicated (in part or in full) by other programs of CARE and its partners? What would it take at practical level? What would it take at policy level?)</i>
How could the Good Practice be developed further?
<i>(Outline what steps should be taken for the practice to be improved and for CARE and its partners to further capitalize on this good practice.)</i>

Annex C. Inception Report



Funded by
European Union
Civil Protection and
Humanitarian Aid



External Evaluation of the Moving Urban Poor Communities in the Philippines towards Resilience (MOVE UP 3)

The objectives, methods and respondents of the evaluation of MOVE UP 3 demonstrate the external evaluators' adherence to the key elements of the TOR. The external evaluators adhere to the Evaluation Policy of CARE and Consortium Partners.

Objectives

The objectives of the evaluation of MOVE-UP 3 are:

1. To determine if the project has achieved its intended objectives looking at the results chain – inputs, activities and results;
2. To identify the contextual factors that have enabled or hindered the delivery of the expected outcomes;
3. To assess the overall performance of MOVE- UP 3 in terms of the Organization for Economic Cooperation and Development- Development Assistance Committee (OEC-DAC) Criteria for evaluation of humanitarian action (EHA): Relevance/ Appropriateness, Connectedness, Coherence, Coverage, Efficiency, Effectiveness, Likelihood of Impact, and Design of the Project; and
4. To examine evidence-based lessons learned, reflect on the challenges encountered and provide recommendations on how the project could further be scaled up or replicated and the impact maximized in similar projects, especially MOVE UP 4 through revisiting previous and current phases of MOVE UP Philippines

Methods

As an organizing framework and data collection matrix, Table 1 shows the method of data collection, instruments and analysis of the data per objective of the evaluation. The primary data collection methods are: review of secondary data, modified survey, focus group discussion, key informant interview, and most significant of change (stories of change). Based on the review of secondary, advise from the MOVE UP Consortium, and the approved budget, Table 2 details the number of respondents for the modified survey in each project area; the number of FGDs for the community saving groups (CSGs), barangays, city and for the partners and line agencies. The number of KIIs are also indicated for the CSGs, barangays, City, Partners and the Champions.

As discussed during the Project Briefing on 13 October 2020, the modified survey is intended to capture the voices of the different vulnerable groups. A simple descriptive statistics will suffice to get the general profile of the survey respondents.

Given the limited time and the coverage and scope of the evaluation as reflected in the objectives, the team strategize to distribute the key questions in the modified survey, FGDs, and KIIs. See Attachment 1 for the modified survey, FGDs and KIIs instruments.

The Evaluation Team has decided to include the most significant of change (MSC). Stories of change are similar to case studies. However, they are always focused on change. Stories of change usually attempt to show how a project or program has contributed to change within the lives of its targeted beneficiaries, or to other forms of change such as policy or organizational change. This means a story of change is not normally developed until after a project or program has started, whereas a case study may be developed at any point. As shown in Table 2, there will be 2 respondents for the MSC in Cebu, 2 in Cotabato, and 9 in Metro Manila. The instrument for MSC is also included in Attachment 1.

Table 1. Organizing Framework and Data Collection Matrix

Research Objectives	Variable Indicator	Study Population	Method of Data Collection	Data Collection Instruments	Plans for Data Processing & Analysis
1. To determine if the project has achieved its intended objectives looking at the results chain – inputs, activities and results; (KRAs)	KRAs 1,2 &3; Beneficiaries & Indicators KRA 1 KRA 2 KRA 3 (Planned versus Actual results chain)	Informants / Respondents Representation	Review of Secondary Data, KII, FGD, Modified Survey and stories of change	Interview/ FGD Guide, Survey Questionnaire	Thematic Analysis Scale Comparative Analysis of planned versus actual inputs, activities and results based on the Project Logframe
2. To identify the contextual factors that have enabled or hindered the delivery of the expected outcome	Enabling and Hindering Factors	Informants / Respondents Representation	Review of Secondary Data, KII, FGD Modified Survey stories of change	Interview/ FGD Guide, Survey Questionnaire	Contextual Analysis Thematic Analysis
3. To assess overall performance of MOVE -UP 3 in terms of:	See Annex 1 of the TOR	Informants / Respondents Representation	Review of Secondary Data/ Project Reports	Interview/ FGD Guide, Survey Questionnaire	Scale

+Relevance/Appropriateness +Connectedness +Coherence +Coverage +Efficiency +Effectiveness +Likelihood of Impact +Design of the Project			KII, FGD Modified Survey and stories of change		
4. To provide recommendations on how the project could further be scaled up or replicated and the impact maximized in similar projects especially MOVE UP 4	Best Practices Scalability Replicability	Informants / Respondents Representation	Review of Regional and Global Practices and Framework, KII, FGD, Modified Survey and stories of change	Interview/ FGD Guide, Survey Questionnaire	Contextual Analysis Thematic Analysis

Table 2. Distribution of Informants/Respondents

Data Collection Methods / Areas	Cebu City	Cotabato City	Taguig City	Marikina City	Malabon City & Valenzuela City	National
Modified Survey	Total= 30 respondents	Total = 35 respondents		Total= 20 respondents	Total=60	
<i>*respondents are those who have participated in at least 2 project activities *selection of CBO based on recommendation of Project Consortium</i>	Basak Pardo- 15 respondents representing CSGs/different vulnerability groups Apas- 15 respondents representing CSGs/different vulnerability groups	Poblacion Mother - 10 respondents representing CSGs/different vulnerability groups For the 5 barangays- 5 respondents per barangay representing CSGs/different	no survey, city level engagement	Marikina Small and Micro Footwear Makers Association- 10 respondents Champaca III Homeowners	For Valenzuela City: 5 respondents per CSG: 5 CSGs and Federation of CSG For Malabon	no survey

<p><i>*CBOs are not homogenous (solo parents, women's groups, elderly, persons with disabilities, etc.),</i></p>		<p>vulnerability groups</p>		<p>Association, Inc -10 respondents</p>	<p>City: 5 respondents per CSGs; 6 CSGs=30</p>	
<p>FGDs</p>	<p>2 FGDs for CSGs (10 pax/ FGD) 2 FGDs for Barangays (5 pax/FGD) 1 FGD for City (5 pax)</p>	<p>2 FGDs for CSGs (10 pax/FGD) 3 FGDs for Barangays (5 pax/FGD) 1 FGD for City (5 pax)</p>	<p>2 FGDs for the City (5 pax/FGD)</p>	<p>2 FGDs for CSGs (5 pax/FGD) 2 FGDs for City (5 pax/FGD)</p>	<p>2 FGDs for CSGs (5 pax/FGD) 1 FGDs for Malabon City (5 pax) 1 FGD for Valenzuela City (5 Pax)</p>	
<p>CBOs *CBO officers in covered areas to be prioritized</p>	<p>1 FGDs for Apas CSGs -10 pax 1 FGD for Pardo- 10 pax</p>	<p>1 FGDs for Poblacion- 10 pax) 1 FGD for additional 5 barangays (2 pax per barangay)-10 pax</p>		<p>1 FGD Marikina Small and Micro Footwear Makers Association -5 pax 1 FGD Champaca III Homeowners</p>	<p>Valenzuela 2 FGD pax (5 pax/ FGD)= 10 pax</p>	

				Association, Inc -5 pax		
Barangay	1 FGD= 5 pax (BDRRMC) per barangay Total=2 FGDs with 5 pax/ barangay	1 FGD for Poblacion Mother = 5 pax (BDRRMC) 2 FGDS for the other barangays with 2 pax per barangay = 10 pax				
City	1 FGD= 5 pax	1 FGD= 5 pax	2 FGDs with 5 pax (CDRRMC) = 10 pax	2 FGDs with 5 pax (CDRRMC) = 10 pax	1 FGD for Malabon= 5 pax 1 FGD for Valenzuela = 5 pax	
KIIs - CBOs and Barangay/City LGUs	3-4 KIIs	3-4 KIIs	3-4 KIIs	3-4 KIIs	3-4 KIIs per area	
CBOs <i>*selection of CBO leader based on recommendation of Project Consortium</i>	- one active CBO leader who have participated in most project activities	- one active CBO leader who have participated in most project activities		- one active CBO leader who have participated in most project activities	- one active CBO leader who have participated in most project activities	
Barangay/City LGUs	- Chairperson of BDRRMC - Chairperson of CDRRMC	- Chairperson of BDRRMC - Chairperson of CDRRMC	- Chairperson of CDRRMC	- Chairperson of CDRRMC	Chairperson of CDRRMC	
Line Agencies	- Head of city level DSWD - DepEd official representing	- Head of city level DSWD - DepEd official representing	- Head of city level DSWD - other identified official as recommended	- Head of city level DSWD - other identified official as recommended	Head of city level DSWD - other identified official as recommended by	Head of NDRRMC DSWD DILG Urban Poor Commission identified

	participating school	participating school	ed by Project Consortium	ed by Project Consortium	Project Consortium	official as recommended by Project Consortium
KIIs - Project partners and other support groups	2-3 KIIs	2-3 KIIs	2-3 KIIs	2-3 KIIs	2-3 KIIs	2-3 KIIs
Project partners (consortium)	- Project staff in area	- Project staff in area	- Project staff in area	- Project staff in area		Project Consortium
Private sector	- recommended private sector partner in area, if any	- recommended private sector partner in area, if any	- recommended private sector partner in area, if any	- recommended private sector partner in area, if any	- recommended private sector partner in area, if any	- rep from private sector (providing ATS and/or rl support)
KIIs - champions	2-3 KIIs	2-3 KIIs	2-3 KIIs	2-3 KIIs		2-3 KIIs
Champions	- as recommended by Project Consortium	- as recommended by Project Consortium	- as recommended by Project Consortium	- as recommended by Project Consortium	as recommended by Project Consortium	- as recommended by Project Consortium
Most Significant Change (Stories of Change)	2 respondents	2 respondents	2 respondents	2 respondents	5 respondents	

Work Plan

Table 3 shows the detailed evaluation workplan. For data gathering, Table 4 shows the detailed work plan for the research assistants in their respective assigned areas.

Table 3. Evaluation Workplan

Work Project (WP) Activities	Dates
MOVE UP External Evaluation Meeting	Oct 7, 2020
Signing of Contract	Oct 9
WP 1. Evaluation Briefing: + Urban Resilience Framework + Summary of achievements and Results	Oct 13
WP 2. Instrumentation Workshop & Initial Outline of the Report	Oct 15
WP 3. Orientation & Training for RAs	Oct 19
WP 4. Desk review	Oct 13- 23
WP 5. Inception Report	Oct 23
WP 6. Data Gathering (Field Work/Online)	Oct 20- Nov 27
WP 7. Data Processing & Analysis	
7.1 Data Processing & Analysis per Result Area	Nov 28-30
7.2 Group Synthesis	Dec 3
WP 8. Report Write Up	Dec 4-5
WP9. Debriefing and stakeholders' workshop	Dec 1-5
WP 10. Presentation of findings to the Project Steering Committee and ECHO	Dec 8
Submission of Final Project Report	Dec 12

Table 4. Data Gathering Work Schedules

Activities	Dates
Initial levelling-off with potential RAs	Oct 16 (Friday)
Team Project Orientation	Oct 19
Area Contact-Building Evaluation Orientation (C/BLGUs) Secondary Data Gathering Initial identification of possible participants	Oct 20-23
Setting up Case Story, FGDs, KIIs, Survey schedules	Oct 26-30
Administer/Process Modified Survey Case Story, KIIs and/or FGDs	Nov 2-7
Case Story, KIIs and/or FGDs Finalize processing of modified survey	Nov 9-14
Submission of final modified survey results	Nov 15
Finalize Case Story, KIIs and FGDs	Nov 16-17
Submission of final documentation of Case Story, FGDs, and KIIs	Nov 18

Outline the Evaluation Report

the evaluation report shall follow the following format and will be written in English:

Cover Page

Summary Table

Table of Contents

Executive Summary

It must be a standalone summary, describing the project, main findings, conclusions and recommendations. This will be no more than 2 pages in length.

Background Information

Methodology

Describes the methodology used, provides evidence of triangulation of data and presents limitations to the methodology.

Findings

Includes overall assessment of the project against the evaluation criteria, responds to the evaluation questions, all findings are backed up by evidence, cross-cutting issues are mainstreamed, and any unintended or unexpected outcomes are also discussed.

Conclusions

Conclusions are formulated by synthesizing the main findings into statements of merit and worth, judgements are fair, impartial, and consistent with the findings.

Lessons Learnt and Good Practices

Presents lessons that can be applied elsewhere to improve project performance, outcome or impact, and identify good practices (successful practices from those lessons which are worthy of replication). The details of those good practices will be elaborated in the template provided in Annex V.

Recommendations

Recommendations should be as realistic, operational and pragmatic as possible, that is, they should take careful account of the circumstances currently prevailing in the context of the project, and of the resources available to implement them locally. They should follow logically from conclusions, lessons learned and good practices. They should include an analysis on enhancing the quality of the MEAL framework/tool and project management process/response. The report must specify who needs to take what action and when. Recommendations need to be presented by order of priority.


Annexes

These should be listed and numbered and should include the following, unless deemed not possible: Good Practice Template, Evaluation Criteria Rating Table, list of documents reviewed, list of persons interviewed, list of FGD participants, data collection instruments or tools and evaluation TOR.

Project Evaluation Research Team & Responsibilities

Team Member	Area of Specialization	Affiliation & Contact Details	Area of Responsibility
Dr. Jesse B. Manuta	DRR-CCA Environmental Policy	Dean, PWC of Davao, Davao City Mobile: +639177081961 Email: jbmanuta@gmail.com	Project Evaluation Overall Coordinator
Dr. Marilyn L. Ngales	Gender Studies and Advocacy Indigenous Peoples Education	Academic Program Coordinator & Faculty. Indigenous Studies, Graduate School Lyceum of the Philippines University, Intramuros, Manila Email: ngalesm8@gmail.com	Marikina City and Taguig City in Metro Manila
Prof. Leonora Astete	Community Organizing Indigenous Peoples Education	Community Program Manager, Community Outreach and Service Learning Lyceum of the Philippines University, Intramuros, Manila leo.hernandez.astete@gmail.com	Marikina City and Taguig City in Metro Manila
Dr. Julie B. Otadoy	Environmental Science	Faculty, Biology Department San Carlos University, Cebu City Email: juliebotadoy@gmail.com>	Cebu City in Central Visayas
Dr. Rosalinda C. Tomas	Community-based development/DRR-CCA Partnership building Participatory Research	Chairperson, Dept. of Anthropology Ateneo de Davao University 8016 Roxas Avenue, Davao City Email: rctomas@addu.edu.ph	Cotabato City in Mindanao

Prepared and Submitted by:



Jesse B. Manuta, PhD.

22 October 202

Attachment 1. Evaluation Instruments

1. Modified Survey Questionnaire (NCR)

SURVEY QUESTIONNAIRE (Modified)-NCR

**External Evaluation of the Moving Urban Poor Communities
towards Resilience (MOVE-UP) Project - Phase 3**



Introduction: Hi! Thank you for agreeing to be interviewed for this external evaluation of MOVE-UP Project 3. We are external evaluators commissioned by the consortium of Plan International, CARE Philippines, Acton Against Hunger, and ACCORD. We are doing this evaluation with the main objective of assessing the third phase of the urban resilience program. The results of this evaluation will shape the design and implementation of the next phase of the MOVE-UP project and will provide strategic insights for policy reforms at the national and sub-national levels. This survey may take 30 minutes of your time.

Data Privacy & Confidentiality Note: Your responses during this Survey and the results of the entire evaluation will be treated with strict confidentiality and used for research purposes only. Your personal information will be protected with anonymity. Should a partner-organization in the consortium need your contact details related to the evaluation, your consent will be first secured.

Consent- Interview: Are you willing to be part of the study and continue with the KII?
 Yes No
Are you willing cross-share your contact information with the consortium for official purpose/s?
 Yes No

Date of Survey: _____ **Interviewer:** _____

I. Respondent's Profile

1. Organization's Name:

2. Sector (CBO/Association, Barangay LGU, City LGU):

3. Name:

4. Designation/Position:

5. No. of years in the organization:

6. Purok / Barangay:

7. Contact No:

8. Email Address:

9. Sex at birth:

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	Others

10. Are you a member of any of these communities? Choose all that apply.

<input type="checkbox"/>	Persons with disability please specify:
<input type="checkbox"/>	LGBTIQ+
<input type="checkbox"/>	Youth (15 - 25 y/o)
<input type="checkbox"/>	Indigenous peoples
<input type="checkbox"/>	Seniors/older persons (60y.o. up)
<input type="checkbox"/>	Others: specify

11. Age: _____

12. Civil status:

<input type="checkbox"/>	Married
<input type="checkbox"/>	Separated
<input type="checkbox"/>	With partner (not married)
<input type="checkbox"/>	Single
<input type="checkbox"/>	Widow/Widower
<input type="checkbox"/>	Others, specify:

13. Educational attainment:

<input type="checkbox"/>	None
<input type="checkbox"/>	Elementary level
<input type="checkbox"/>	Elementary graduate
<input type="checkbox"/>	High school level
<input type="checkbox"/>	High school graduate
<input type="checkbox"/>	College level
<input type="checkbox"/>	College graduate
<input type="checkbox"/>	Vocational / technical (did not finish)
<input type="checkbox"/>	Vocational / technical graduate
<input type="checkbox"/>	Others, specify:

14. No. of children

<input type="checkbox"/>	None
<input type="checkbox"/>	1 - 2
<input type="checkbox"/>	3 - 4
<input type="checkbox"/>	5 - 6
<input type="checkbox"/>	7 - 8
<input type="checkbox"/>	9 - 10
<input type="checkbox"/>	11 and above

15. No. of household members

<input type="checkbox"/>	2 or less
<input type="checkbox"/>	3 - 5
<input type="checkbox"/>	6 - 8
<input type="checkbox"/>	9 - 11
<input type="checkbox"/>	12 - 15
<input type="checkbox"/>	More than 15

16. Ethnicity: _____

17. Religious Affiliation: _____

18. Main source of income:

	Informal sector: specify
	Government employee: specify
	Private employee: specify
	Transport (drivers)
	Others, pls. specify:

19. Secondary/Other sources of income:

	Informal sector: specify
	Government employee: specify
	Private employee: specify
	Transport (drivers)
	Others, pls. specify:

20. House and Lot Ownership

	Own house and lot
	Rent / Lease house
	Living with relatives or in someone's house
	Others, pls. specify:

II. Screener Question

21. Which project component/s under MOVE-UP 3 have your organization or agency been implementing or co-implementing?

	Alternative Temporary Shelter (ATS) only <i>(please skip Part IV)</i>
	Resilient Livelihood only <i>(please skip Part III)</i>
	Both ATS and Resilient Livelihood <i>(please answer all the succeeding questions)</i>

III. On Alternative Temporary Shelter (ATS)

22. Which design/s has/have been adopted to your local setting/context? Choose all that apply.

<input type="checkbox"/>	Single-storey slotted steel
<input type="checkbox"/>	Two-storey slotted steel
<input type="checkbox"/>	Street model
<input type="checkbox"/>	Container van
<input type="checkbox"/>	Kuhol tent
<input type="checkbox"/>	Barrel vault tent
<input type="checkbox"/>	Bunk beds
<input type="checkbox"/>	Temporary classroom partition
<input type="checkbox"/>	Others (please specify):

23. What were the factors that influenced this/these design/s in your local setting/context? Choose all that apply.

<input type="checkbox"/>	Needs of local communities/individuals to benefit from the ATS
<input type="checkbox"/>	Priorities and inputs of barangay or city/municipality LGU
<input type="checkbox"/>	Financial resources available for establishing the ATS
<input type="checkbox"/>	Other resources (physical/infrastructure, manpower, partnership) for establishing the ATS
<input type="checkbox"/>	Environmental considerations (risks and hazards such as flood, fire, etc.)
<input type="checkbox"/>	Others (please specify):

24. Which of the following have been conducted prior to setting up the ATS structures? Choose all that apply.

<input type="checkbox"/>	Community needs assessment (through survey, town hall meeting or group consultations). <i>Specify form --</i>
<input type="checkbox"/>	Environmental scanning or feasibility assessment
<input type="checkbox"/>	Participatory workshop or planning session with local communities/individuals
<input type="checkbox"/>	Pre-deployment capacity building with barangay or city/municipality officers and community leaders (e.g. ATS managers). <i>Specify form --</i>
<input type="checkbox"/>	Localized plans (e.g. DRRM, development) in the barangay or city/municipality. <i>Specify form --</i>
<input type="checkbox"/>	Others (please specify):

25. Please score the following statements based on the extent that you agree or disagree, with 5 being the highest and 1 being the lowest.

Statements	1	2	3	4	5
a. The ATS design is suitable to the needs of the individuals and the contexts of the communities.					
b. The communities have been adequately consulted in the designing of the ATS structures.					
c. There have been sustained engagement in the communities after the ATS structures have been built.					
d. Adequate and timely supports (products/services) were provided by <i>local duty-bearers (barangay or city/municipality)</i> in the establishment and maintenance of ATS structures.					
e. Adequate and timely supports (products/services) were provided by <i>project partners</i> in the establishment and maintenance of ATS structures.					
f. The space or place where the ATS structures were set up or designated to be set up feels safe and secure from immediate risks and threats.					
g. Building the ATS structures has been on time considering the urgency of needs in emergency situations.					
h. There is easy access to water supply in the ATS vicinity and sanitation and hygiene protocols are properly observed.					
i. Other basic services (e.g. relief goods) are regularly provided for individuals and communities using the ATS.					

26. With the COVID-19 crisis, how has the ATS in your area been affected?
Choose the best one that applies.

<input type="checkbox"/>	It has been retained as originally designed, although COVID-19 health and safety protocols were added in its management.
<input type="checkbox"/>	The original design was substantially modified to allow for arrangements in accordance with the COVID-19 health and safety protocols.
<input type="checkbox"/>	The ATS design as planned was overhauled and it shifted to <i>fully</i> become a quarantine facility for the community.
<input type="checkbox"/>	The ATS design as planned was overhauled and it shifted to <i>partially</i> become a quarantine facility for the community. The space for ATS needs as originally conceptualized is properly isolated for protection.

27. Would you like to elaborate more on the ATS in your community? How can it be further improved? Please state below.

IV. On Resilient Livelihood (RL)

28. What livelihood has been supported in your community?

Choose all that apply.

<input type="checkbox"/>	Haircut / hair and make-up services
<input type="checkbox"/>	Massage and physical therapy services
<input type="checkbox"/>	Handicrafts and hand-made jewelleryes
<input type="checkbox"/>	Tables, chairs and furniture products
<input type="checkbox"/>	Soap, detergent and other hygiene products
<input type="checkbox"/>	Food catering or canteen
<input type="checkbox"/>	Food packs or processed products
<input type="checkbox"/>	Livestock, poultry and fish
<input type="checkbox"/>	Agricultural products (e.g. mushroom)
<input type="checkbox"/>	Others (please specify):

29. What were the factors that influenced this/these choice/s for livelihood? Choose all that apply.

<input type="checkbox"/>	Needs of local communities/individuals to benefit from the RL
<input type="checkbox"/>	Priorities and inputs of barangay or city/municipality LGU
<input type="checkbox"/>	Financial resources available for establishing the RL enterprise
<input type="checkbox"/>	Other resources (physical/infrastructure, technology, partnership) for establishing the RL enterprise
<input type="checkbox"/>	Environmental considerations (risks and hazards such as flood, earthquake, etc.)
<input type="checkbox"/>	Others (please specify):

30. Which of the following have been conducted prior to setting up the RL enterprise?

Choose all that apply.

<input type="checkbox"/>	Community/Livelihood needs assessment (through survey, town hall meeting or group consultations). <i>Specify form --</i>
<input type="checkbox"/>	Environmental scanning or feasibility assessment (e.g. market)
<input type="checkbox"/>	Participatory workshop or planning session with local communities/individuals
<input type="checkbox"/>	Pre-launch capacity building with barangay or city/municipality officers and community leaders (e.g., RL managers). <i>Specify form --</i>
<input type="checkbox"/>	Localized plans (e.g. DRRM, development) in the barangay or city/municipality. <i>Specify form --</i>
<input type="checkbox"/>	Others (please specify):

31. Did project beneficiaries for RL cover different sectors? Yes No

32. What groups/sectors were covered for RL in your community/barangay? Choose all that apply?

<input type="checkbox"/>	Youth (15 to 25 years old)
<input type="checkbox"/>	Women
<input type="checkbox"/>	Senior citizens / elders (60 years old and above)
<input type="checkbox"/>	Persons with disabilities
<input type="checkbox"/>	Indigenous peoples
<input type="checkbox"/>	LGBTQ+
<input type="checkbox"/>	Others (please specify):

33. Please score the following statements based on the extent that you agree or disagree, with 5 being the highest and 1 being the lowest.

Statements	1	2	3	4	5
a. The RL products/services match the needs and wants of the individuals and the contexts of the communities (marketability, profitability and sustainability).					
b. The communities have been adequately consulted in the development of RL enterprise proposals.					
c. There have been sustained engagement in the communities after the RL enterprise has been set up.					
d. Adequate and timely supports (products/services) were provided by <i>local duty-bearers (barangay or city/municipality)</i> in the establishment and operations of the RL enterprise.					
e. Adequate and timely supports (products/services) were provided by <i>project partners</i> in establishment and operations of the RL enterprise.					
f. The space or place where the RL enterprise was set up or designated to be set up feels safe and secure from immediate risks and threats.					
g. Rebuilding or repurposing the RL enterprise has been or would have been easy should different needs arise in emergency situations.					

34. What supports (if any) were provided after the establishment of the RL in your community? Choose those that apply.

<input type="checkbox"/>	Livelihood-related trainings such as financial literacy/management, marketing, etc
<input type="checkbox"/>	Financial advice from identified consultants / partners.
<input type="checkbox"/>	Organizational capacity building to support RL strengthening and sustainability.
<input type="checkbox"/>	Others (please specify):

--	--

35. With the COVID-19 crisis, how has the RL enterprise in your area been affected?

Choose the best one that applies.

	It has been retained as originally developed, although COVID-19 health and safety protocols were added in its management.
	The original enterprise was substantially modified to allow for a few products and services with increased demand during the COVID-19 crisis.
	The RL enterprise as planned was overhauled and it shifted to <i>fully</i> become a business that produce for and service needs during the COVID-19 crisis (e.g. mobile market amid local lockdowns).

36. Would you like to elaborate more on the RL in your community? Consider: a) What plans were developed to sustain RL beyond project period? b) How can it be further improved?

Please state below.

V. Partnerships

37. What partnerships or collaboration were developed to support the project? Choose those that apply.

	Barangay LGU resources were committed and mobilized, and partnership agreement developed. <i>Specify actual support --</i>
	City LGU resources were committed and mobilized, and partnership agreement developed. <i>Specify actual support --</i>
	Partnerships with other government line agencies developed. <i>Specify line agency and support provided:</i>
	Partnerships with other CSOs developed. <i>Specify CSO and support provided:</i>
	Others (please specify):

VI. On Overall Project Performance

38. How would you rate the overall project performance of MOVE-UP 3 as implemented in your community/barangay? Choose one, with 5 being the highest and 1 as lowest.

	1 Unsatisfactory	Performance was consistently below expectations in terms of achieving targeted objectives and deliverables.
	2 Improvement needed	Performance did not consistently meet expectations in terms of achieving targeted objectives and deliverables.
	3 On average meets expectations	On average, performance met expectations in terms of achieving targeted objectives and deliverables, and overall quality of work / implementation was acceptable.
	4 Meets expectations	Performance consistently met expectations in all areas of achieving targeted objectives and deliverables, and overall quality of work / implementation was fairly good.
	5 Exceptional	Performance consistently met expectations due to high quality of work performed in all areas of achieving targeted objectives and deliverables, and overall quality of work was remarkable.

39. Cite reason/s for giving the rating above.

*****END*****

Thank you for your time!

1.2 Modified Survey Questionnaire (Regional)

SURVEY QUESTIONNAIRE (Modified)- Regional

External Evaluation of the Moving Urban Poor Communities towards Resilience (MOVE-UP) Project - Phase 3



Introduction: Hi! Thank you for agreeing to be interviewed for this external evaluation of MOVE-UP Project 3. We are external evaluators commissioned by the consortium of Plan International, CARE Philippines, Acton Against Hunger, and ACCORD. We are doing this evaluation with the main objective of assessing the third phase of the urban resilience program. The results of this evaluation will shape the design and implementation of the next phase of the MOVE-UP project and will provide strategic insights for policy reforms at the national and sub-national levels. This survey may take 30 minutes of your time.

Data Privacy & Confidentiality Note: Your responses during this Survey and the results of the entire evaluation will be treated with strict confidentiality and used for research purposes only. Your personal information will be protected with anonymity. Should a partner-organization in the consortium need your contact details related to the evaluation, your consent will be first secured.

Consent- Interview: Are you willing to be part of the study and continue with the KII?
 Yes No
Are you willing cross-share your contact information with the consortium for official purpose/s?
 Yes No

Date of Survey: _____ **Interviewer:** _____

I. Respondent's Profile

1. Organization's Name: _____

2. Sector (CBO/Association, Barangay LGU, City LGU): _____

3. Name: _____

4. Designation/Position:

5. No. of years in the organization:

6. Purok / Barangay:

7. Contact No:

8. Email Address:

9. Sex at birth:

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	Others

10. Are you a member of any of these communities? Choose all that apply.

<input type="checkbox"/>	Persons with disability please specify:
<input type="checkbox"/>	LGBTIQ+
<input type="checkbox"/>	Youth (15 - 25 y/o)
<input type="checkbox"/>	Indigenous peoples
<input type="checkbox"/>	Seniors/older persons (60y.o. up)
<input type="checkbox"/>	Others: specify

11. Age: _____

12. Civil status:

<input type="checkbox"/>	Married
<input type="checkbox"/>	Separated
<input type="checkbox"/>	With partner (not married)
<input type="checkbox"/>	Single
<input type="checkbox"/>	Widow/Widower
<input type="checkbox"/>	Others, specify:

13. Educational attainment:

<input type="checkbox"/>	None
<input type="checkbox"/>	Elementary level
<input type="checkbox"/>	Elementary graduate
<input type="checkbox"/>	High school level
<input type="checkbox"/>	High school graduate
<input type="checkbox"/>	College level
<input type="checkbox"/>	College graduate
<input type="checkbox"/>	Vocational / technical (did not finish)
<input type="checkbox"/>	Vocational / technical graduate
<input type="checkbox"/>	Others, specify:

14. No. of children

<input type="checkbox"/>	None
<input type="checkbox"/>	1 - 2
<input type="checkbox"/>	3 - 4
<input type="checkbox"/>	5 - 6
<input type="checkbox"/>	7 - 8
<input type="checkbox"/>	9 - 10
<input type="checkbox"/>	11 and above

15. No. of household members

<input type="checkbox"/>	2 or less
<input type="checkbox"/>	3 - 5
<input type="checkbox"/>	6 - 8
<input type="checkbox"/>	9 - 11
<input type="checkbox"/>	12 - 15
<input type="checkbox"/>	More than 15

16. Ethnicity: _____

17. Religious Affiliation: _____

18. Main source of income:

	Informal sector: specify
	Government employee: specify
	Private employee: specify
	Transport (drivers)
	Others, pls. specify:

19. Secondary/Other sources of income:

	Informal sector: specify
	Government employee: specify
	Private employee: specify
	Transport (drivers)
	Others, pls. specify:

20. House and Lot Ownership

	Own house and lot
	Rent / Lease house
	Living with relatives or in someone's house
	Others, pls. specify:

II. Screener Question

21. Which project component/s under MOVE-UP 3 have your organization or agency been implementing or co-implementing?

	Alternative Temporary Shelter (ATS) only <i>(please skip Part IV)</i>
	Resilient Livelihood only <i>(please skip Part III)</i>
	Both ATS and Resilient Livelihood <i>(please answer all the succeeding questions)</i>

III. On Alternative Temporary Shelter (ATS)

22. Which design/s has/have been adopted to your local setting/context? Choose all that apply.

<input type="checkbox"/>	Single-storey slotted steel
<input type="checkbox"/>	Two-storey slotted steel
<input type="checkbox"/>	Street model
<input type="checkbox"/>	Container van
<input type="checkbox"/>	Kuhol tent
<input type="checkbox"/>	Barrel vault tent
<input type="checkbox"/>	Bunk beds
<input type="checkbox"/>	Temporary classroom partition
<input type="checkbox"/>	Others (please specify):

23. What were the factors that influenced this/these design/s in your local setting/context? Choose all that apply.

<input type="checkbox"/>	Needs of local communities/individuals to benefit from the ATS
<input type="checkbox"/>	Priorities and inputs of barangay or city/municipality LGU
<input type="checkbox"/>	Financial resources available for establishing the ATS
<input type="checkbox"/>	Other resources (physical/infrastructure, manpower, partnership) for establishing the ATS
<input type="checkbox"/>	Environmental considerations (risks and hazards such as flood, fire, etc.)
<input type="checkbox"/>	Others (please specify):

24. Which of the following have been conducted prior to setting up the ATS structures? Choose all that apply.

<input type="checkbox"/>	Community needs assessment (through survey, town hall meeting or group consultations). <i>Specify form --</i>
<input type="checkbox"/>	Environmental scanning or feasibility assessment
<input type="checkbox"/>	Participatory workshop or planning session with local communities/individuals.
<input type="checkbox"/>	Pre-deployment capacity building with barangay or city/municipality officers and community leaders (e.g. ATS managers) <i>Specify --</i>
<input type="checkbox"/>	Localized plans (e.g. DRRM, development) in the barangay or city/municipality. <i>Specify form --</i>
<input type="checkbox"/>	Others (please specify):

25. Please score the following statements based on the extent that you agree or disagree, with 5 being the highest and 1 being the lowest.

Statements	1	2	3	4	5
a. The ATS design is suitable to the needs of the individuals and the contexts of the communities.					
b. The communities have been adequately consulted in the designing of the ATS structures.					
c. There have been sustained engagement in the communities after the ATS structures have been built.					
d. Adequate and timely supports (products/services) were provided by <i>local duty-bearers (barangay or city/municipality)</i> in the establishment and maintenance of ATS structures.					
e. Adequate and timely supports (products/services) were provided by <i>project partners</i> in the establishment and maintenance of ATS structures.					
f. The space or place where the ATS structures were set up or designated to be set up feels safe and secure from immediate risks and threats.					
g. Building the ATS structures has been on time considering the urgency of needs in emergency situations.					
h. There is easy access to water supply in the ATS vicinity and sanitation and hygiene protocols are properly observed.					
i. Other basic services (e.g. relief goods) are regularly provided for individuals and communities using the ATS.					

26. With the COVID-19 crisis, how has the ATS in your area been affected?
Choose the best one that applies.

	It has been retained as originally designed, although COVID-19 health and safety protocols were added in its management.
	The original design was substantially modified to allow for arrangements in accordance with the COVID-19 health and safety protocols.
	The ATS design as planned was overhauled and it shifted to <i>fully</i> become a quarantine facility for the community.
	The ATS design as planned was overhauled and it shifted to <i>partially</i> become a quarantine facility for the community. The space for ATS needs as originally conceptualized is properly isolated for protection.

27. Would you like to elaborate more on the ATS in your community? How can it be further improved? Please state below.

IV. On Resilient Livelihood (RL)

28. What livelihood has been supported in your community?

Choose all that apply.

<input type="checkbox"/>	Food vending (street food, etc.) specify:
<input type="checkbox"/>	Fish vending
<input type="checkbox"/>	Massage and physical therapy services
<input type="checkbox"/>	Driving - jeepneys, tricycles, etc.
<input type="checkbox"/>	Sari-sari stores
<input type="checkbox"/>	Farming
<input type="checkbox"/>	Selling RTW
<input type="checkbox"/>	Selling food packs or processed products
<input type="checkbox"/>	Food catering or canteen
<input type="checkbox"/>	Others (please specify):

29. What were the factors that influenced this/these choice/s for livelihood? Choose all that apply.

<input type="checkbox"/>	Needs of local communities/individuals to benefit from the RL
<input type="checkbox"/>	Priorities and inputs of barangay or city/municipality LGU
<input type="checkbox"/>	Financial resources available for establishing the RL enterprise
<input type="checkbox"/>	Other resources (physical/infrastructure, technology, partnership) for establishing the RL enterprise
<input type="checkbox"/>	Environmental considerations (risks and hazards such as flood, earthquake, etc.)
<input type="checkbox"/>	Others (please specify):

30. Which of the following have been conducted prior to setting up the RL enterprise?

Choose all that apply.

<input type="checkbox"/>	Community/Livelihood needs assessment (through survey, town hall meeting or group consultations). <i>Specify form --</i>
<input type="checkbox"/>	Environmental scanning or feasibility assessment (e.g. market)
<input type="checkbox"/>	Participatory workshop or planning session with local communities/individuals
<input type="checkbox"/>	Pre-launch capacity building with barangay or city/municipality officers and community leaders (e.g., RL managers). <i>Specify form --</i>
<input type="checkbox"/>	Localized plans (e.g. DRRM, development) in the barangay or city/municipality. <i>Specify form --</i>
<input type="checkbox"/>	Others (please specify):

31. Did project beneficiaries for RL cover different sectors? ___ Yes ___ No

32. What groups/sectors were covered for RL in your community/barangay? Choose all that apply?

<input type="checkbox"/>	Youth (15 to 25 years old)
<input type="checkbox"/>	Women
<input type="checkbox"/>	Senior citizens / elders (60 years old and above)
<input type="checkbox"/>	Persons with disabilities
<input type="checkbox"/>	Indigenous peoples
<input type="checkbox"/>	LGBTQ+
<input type="checkbox"/>	Others (please specify):

33. Please score the following statements based on the extent that you agree or disagree, with 5 being the highest and 1 being the lowest.

Statements	1	2	3	4	5
a. The RL products/services match the needs and wants of the individuals and the contexts of the communities (marketability, profitability and sustainability).					
b. The communities have been adequately consulted in the development of RL enterprise proposals.					
c. There have been sustained engagement in the communities after the RL enterprise has been set up.					
d. Adequate and timely supports (products/services) were provided by <i>local duty-bearers (barangay or city/municipality)</i> in the establishment and operations of the RL enterprise.					
e. Adequate and timely supports (products/services) were provided by <i>project partners</i> in establishment and operations of the RL enterprise.					
f. The space or place where the RL enterprise was set up or designated to be set up feels safe and secure from immediate risks and threats.					
g. Rebuilding or repurposing the RL enterprise has been or would have been easy should different needs arise in emergency situations.					

34. What supports (if any) were provided after the establishment of the RL in your community? Choose those that apply.

<input type="checkbox"/>	Livelihood-related trainings such as financial literacy/management, marketing, etc
<input type="checkbox"/>	Financial advice from identified consultants / partners.
<input type="checkbox"/>	Organizational capacity building to support RL strengthening and sustainability.
<input type="checkbox"/>	Others (please specify):

35. With the COVID-19 crisis, how has the RL enterprise in your area been affected?
Choose the best one that applies.

	It has been retained as originally developed, although COVID-19 health and safety protocols were added in its management.
	The original enterprise was substantially modified to allow for a few products and services with increased demand during the COVID-19 crisis.
	The RL enterprise as planned was overhauled and it shifted to <i>fully</i> become a business that produce for and service needs during the COVID-19 crisis (e.g. mobile market amid local lockdowns).

36. Would you like to elaborate more on the RL in your community? Consider: a) What plans were developed to sustain RL beyond project period? b) How can it be further improved? Please state below.

V. Partnerships

37. What partnerships or collaboration were developed to support the project? Choose those that apply.

	Barangay LGU resources were committed and mobilized, and partnership agreement developed. <i>Specify actual support --</i>
	City LGU resources were committed and mobilized, and partnership agreement developed. <i>Specify actual support --</i>
	Partnerships with other government line agencies developed. <i>Specify line agency and support provided:</i>
	Partnerships with other CSOs developed. <i>Specify CSO and support provided:</i>
	Others (please specify):

VI. On Overall Project Performance

38. How would you rate the overall project performance of MOVE-UP 3 as implemented in your community/barangay? Choose one, with 5 being the highest and 1 as lowest.

	1 Unsatisfactory	Performance was consistently below expectations in terms of achieving targeted objectives and deliverables.
	2 Improvement needed	Performance did not consistently meet expectations in terms of achieving targeted objectives and deliverables.
	3 On average meets expectations	On average, performance met expectations in terms of achieving targeted objectives and deliverables, and overall quality of work / implementation was acceptable.
	4 Meets expectations	Performance consistently met expectations in all areas of achieving targeted objectives and deliverables, and overall quality of work / implementation was fairly good.
	5 Exceptional	Performance consistently met expectations due to high quality of work performed in all areas of achieving targeted objectives and deliverables, and overall quality of work was remarkable.

39. Cite reason/s for giving the rating above.

*****END*****

Thank you for your time!

FOCUS GROUP DISCUSSION (FGD) INTERVIEW GUIDE

External Evaluation of the Moving Urban Poor Communities towards Resilience (MOVE-UP) Project - Phase 3



Introduction: Hi! Thank you for agreeing to be interviewed for this external evaluation of MOVE-UP Project 3. We are external evaluators commissioned by the consortium of Plan International, CARE Philippines, Acton Against Hunger, and ACCORD. We are doing this evaluation with the main objective of assessing the third phase of the urban resilience program. The results of this evaluation will shape the design and implementation of the next phase of the MOVE-UP project and will provide strategic insights for policy reforms at the national and sub-national levels. This FGD may take one to two hours of your time.

Data Privacy & Confidentiality Note: Your responses during this FGD and the results of the entire evaluation will be treated with strict confidentiality and used for research purposes only. We may request for supporting documents with your approval to aid analysis as need arises. Meanwhile, your personal information will be protected with anonymity. Should a partner-organization in the consortium need your contact details related to the evaluation, your consent will be first secured.

Consent-Interview:	Are you willing to be part of the study and participate in the FGD? <input type="checkbox"/> Yes <input type="checkbox"/> No Are you willing cross-share your contact information with the consortium for official purpose/s? <input type="checkbox"/> Yes <input type="checkbox"/> No
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Date of Interview: _____ **Interviewer:** _____

I. Participant's Profile

Organization's Name: _____

Sector (CBO/Association, Barangay LGU, City LGU): _____

Purok: _____

Barangay: _____

Name:	Age:
Designation/Position:	No. of years in the organization:
Contact No:	Email Address:

Sex at birth:

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	Prefer not to say

Are you a member of any of these communities? Choose all that apply.

<input type="checkbox"/>	Persons with disability (please specify: _____)
<input type="checkbox"/>	LGBTIQ+
<input type="checkbox"/>	Indigenous peoples
<input type="checkbox"/>	Seniors/older persons (60y.o. up)

II. FGD Main Questions

12. Can you please describe the overview of project/s which you have implemented or co-implemented under MOVE-UP 3?

- What is [*understanding*] the project?
- How and when did it start? Who initiated and why?
- What activities were implemented in the beginning? What was your involvement?
- What community / individual needs and priorities were identified and included in project interventions? Were different community groups involved (check inclusion of vulnerable sectors)?

13. Can you elaborate more on the activities done during the implementation of MOVE-UP 3? To what extent has your organization/agency participated in and/or contributed to the project intervention cycle?

- What project activities were implemented? What were your involvements in these activities? How did you feel about your involvements?
- Were all planned interventions implemented? Did the project provide flexibility in terms of activities/targets? Why/why not?
- Was the period of implementation reasonable to cover targets agreed? Were supports and /or resources provided sufficient and provided on time? Why/Why not

Note: Probe the specific products/services provided and the resources mobilized (e.g. financial, physical, manpower, etc.), among others. Check the training/s provided, if any.

-
14. **What partnerships or collaboration were developed during project implementation? How would you describe the overall nature of collaboration/partnership you have had under MOVE-UP 3?**
- **Who were [other] stakeholders involved? What were their roles and supports provided?**
 - **Were there formal agreements (MOAs, MOUs, etc.) forged among partners / collaborators? What type of agreements and terms?**
 - **What policies were formulated to support the project? e.g., local circular or memos related to DRR response**
 - **Which aspects of the partnership have been sources of strength? of weakness to you? Why?**

Note: Probe their sense of autonomy, accountability and mutual trust over the project intervention/s and how these have affected their level of engagement.

-
15. **What factors enabled / helped the actual implementation of the project intervention/s? What factors hindered it?**

- **Which components [ATS/RL/ trainings, etc.] do you think have been more effective in meeting the project objective/s? What factors affected this?**
- **How did you address the challenges that you encountered in the project implementation? What were results?**

Note: Focus first on Pre-Covid period. Probe both the enabling and the hindering factors, at the level of the organization / network or partnership / and system or structure (e.g. access to public services or inadequate market linkage support).

-
16. **Given all the constraints, what adjustment measures or mechanisms have you incorporated into the project intervention/s?**

Specific to COVID-19, please tell us the ways by which the crisis has affected or shaped the intervention/s.

- **How did this affect your project participation? project activities?**
- **How did you/your group and other partners respond? What were initial results?**

Note: Probe, for instance, any abrupt adjustments in terms of ATS designs. Explore also the impact in terms of resource mobilization and allocation for Resilient Livelihood component.

17. **What lessons / learnings have you gathered from the project intervention/s, including those related to the pandemic? Please explain/elaborate.**

- **What would you consider as 'positive' results of the project interventions? Why?**
- **Did the project address your needs/priorities? Ask them to explain.**

Note: Probe their own strategies for resilience: how can we advance the practice of resilience in urban communities in a context where our own resilience as individuals and organizations are being tested?

7. **If you were to rate the overall project performance of MOVE-UP 3 between 1 to 5 -- 5 as the highest and 1 as the lowest -- how would you score the project's performance? Explain your rating.**

Note: As much as possible, group needs to have consensus. If unable to, record the different ratings and the number who indicated such and their reasons].

- 1 - Unsatisfactory: consistently below expectations, did not achieve targeted objectives and deliverables
 - 2 - Improvement Needed: did not consistently meet expectations in terms of objectives and deliverables
 - 3 - On average meets expectations: On average, met expectations and quality of work acceptable
 - 4 - Meets expectations: consistently met expectations in all areas, overall quality of work fairly good
 - 5 - Exceptional: consistently met expectations with high quality of work, remarkable
-

III. FGD Closing Question

8. **If a similar project will be replicated in another barangay/community, what would you consider will help encourage interest and participation among community, barangay and/or LGU partners?**

- **What are possible incentives to encourage and sustain participation?**
- **Which aspects or components of the project intervention/s or MOVE-UP 3 overall should be improved on? Please identify 1-2 recommendations.**

Note: Consolidate the answers. Explore other areas being missed in the discussion, if any (e.g. design for ATS or product innovation/market linkages for Resilient Livelihood)

****END/ Thank you!****

KEY INFORMANT INTERVIEW (KII) INTERVIEW GUIDE

External Evaluation of the Moving Urban Poor Communities towards Resilience (MOVE-UP) Project - Phase 3



Introduction: Hi! Thank you for agreeing to be interviewed for this external evaluation of MOVE-UP Project 3. We are external evaluators commissioned by the consortium of Plan International, CARE Philippines, Acton Against Hunger, and ACCORD. We are doing this evaluation with the main objective of assessing the third phase of the urban resilience program. The results of this evaluation will shape the design and implementation of the next phase of the MOVE-UP project and will provide strategic insights for policy reforms at the national and sub-national levels. This KII may take around one hour of your time.

Data Privacy & Confidentiality Note: Your responses during this KII and the results of the entire evaluation will be treated with strict confidentiality and used for research purposes only. We may request for supporting documents with your approval to aid analysis as need arises. Meanwhile, your personal information will be protected with anonymity. Should a partner-organization in the consortium need your contact details related to the evaluation, your consent will be first secured.

Consent- Interview: Are you willing to be part of the study and continue with the KII?
Yes No

Are you willing cross-share your contact information with the consortium for official purpose/s?
Yes No

Date of Interview: _____ **Interviewer:** _____

I. Informant's Profile

Organization's Name: _____

Sector (CBO/Association, Barangay LGU, City LGU): _____

Purok: _____

Barangay: _____

Name: _____ Age: _____

Designation/Position: _____ No. of years in the organization: _____

Contact No: _____ Email Address: _____

Sex at birth: _____ Are you a member of any of these communities? Choose all that apply.

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	Prefer not to say

<input type="checkbox"/>	Persons with disability (please specify: _____)
<input type="checkbox"/>	LGBTIQ+
<input type="checkbox"/>	Indigenous peoples
<input type="checkbox"/>	Seniors/older persons (60y.o. up)

II. KII Main Questions

18. What is your organization or agency? Briefly describe its work in relation to DRR responses and management.

19. What is the nature of your engagement under MOVE-UP 3 and its project intervention/s? Please walk us through your defined roles / responsibilities.

- **When and how did you get involve?**
- **What project activities/interventions did you participate in? What was your participation / involvement? What did you/your organization contribute?**
- **How did you feel about your participation / involvement?**
- **What were results of the project activities/interventions that you participated in or supported?**

Note: Probe the products or services or supports provided by the individual, organization or agency.

20. How would you describe the overall collaboration/partnership you have shared under MOVE-UP 3?

- **Who were other stakeholders / partners involved in the project? What were their contributions and involvement?**
-

-
- **What would you consider as strengths of the partnership/collaboration? Weaknesses or limitations? Why?**

Note: Probe services or supports provided by external partners (if any) and their sense of autonomy, accountability and mutual trust over the project intervention/s and how they have affected their level of engagement.

21. What results from the project intervention/s under MOVE-UP 3 have you gained?

- **What were positive results of the project interventions? What helped [facilitating or enabling factors] in generating these results?**
- **Did the project address your needs/priorities? Ask them to explain.**
- **What were some of the concerns [hindering factors or challenges] that emerged from project interventions? How did you address these concerns/challenges?**

Include context of COVID-19 pandemic: What were measures or mechanisms done to respond to the impact of COVID-19?

Note: Probe the measures or mechanisms adopted by the organization or agency given the COVID-19 impacts.

22. What lessons / learnings have you gathered from the project intervention/s, including those related to the pandemic? Please explain/elaborate.

III. KII Closing Question

23. Which aspects or components [ATS, RL, trainings, collaboration, etc.] of the project intervention/s or MOVE-UP 3 overall should be improved? Can you please identify 1-2 recommendations if a similar project will be implemented?

- **What are possible incentives to encourage and sustain participation?**

Note: Consolidate the answers. Explore other areas being missed in the discussion, if any (e.g. design for ATS or product

innovation/market linkages for Resilient Livelihood, capabilities developed within the entire experience).

****END/ Thank you!****



KEY INFORMANT INTERVIEW GUIDE FOR MOST SIGNIFICANT CHANGE (STORIES OF CHANGE)

External Evaluation of the Moving Urban Poor Communities towards Resilience (MOVE-UP) Project - Phase 3



Introduction: Hi! Thank you for agreeing to be interviewed for this external evaluation of MOVE-UP Project 3. We are external evaluators commissioned by the consortium of Plan International, CARE Philippines, Action Against Hunger, and ACCORD. We are doing this evaluation with the main objective of assessing the third phase of the urban resilience program. The results of this evaluation will shape the design and implementation of the next phase of the MOVE-UP project and will provide strategic insights for policy reforms at the national and sub-national levels. This MSC may take from one to one and a half hours of your time.

Data Privacy & Confidentiality Note: Your responses during this Most Significant Change (Story) and the results of the entire evaluation will be treated with strict confidentiality and used for research purposes only. We may request for supporting documents with your approval to aid analysis as need arises. Meanwhile, your personal information will be protected with anonymity. Should a partner-organization in the consortium need your contact details related to the evaluation, your consent will be first secured.

Consent- Interview: Are you willing to be part of the study and continue with the KII?
 Yes No

Are you willing cross-share your contact information with the consortium for official purpose/s?
 Yes No

I. Informant’s Profile

Organization’s Name: _____

Sector (CBO/Association, Barangay LGU, City LGU): _____

Representative’s Name: _____

Designation/Position: _____

No. of years in the organization: _____

Contact No: _____

Email Address: _____

Sex at birth:

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	Prefer not to say

Are you a member of any of these communities? Choose all that apply.

<input type="checkbox"/>	Persons with disability (please specify: _____)
<input type="checkbox"/>	LGBTIQ+
<input type="checkbox"/>	Indigenous peoples
<input type="checkbox"/>	Seniors/older persons (60y.o. up)

II. Modified Guide to MSC Technique (Individual Storytelling)

A. Introduction:

Stories of change are similar to case studies. However, they are always focused on change. Stories of change usually attempt to show how a project or program has contributed to change within the lives of its targeted beneficiaries, or to other forms of change such as policy or organizational change. This means a story of change is not normally developed until after a project or program has started, whereas a case study may be developed at any point.

Stories of change may be used to communicate specific concepts or ideas to different stakeholders. And they may be used to make reports to donors or governments more readable – to show the ‘human face’ behind statistics and broad statements.

1. Domains of Change:

- Changes in the quality of peoples’ lives
- Change in the nature of people’s participation in development activities
- Changes in the sustainability of peoples’ organizations and activities
- Any other changes

2. Purpose of this Activity

This activity is aimed to surface the lived experiences of selected members of associations/ organizations that participated in the Move Up 1 and 2 projects implemented by the LGUs of Marikina, Malabon and Valenzuela within Metro- Manila from 2016-2020. Selected members’ stories are gathered to provide information on how they as individuals changed and how their experiences impacted on their communities and society at large within the parameters of the domains of change.

B. Data Gathering Process

1. Introduce yourself/your team. Ask if the participant is comfortable in the present set up for interview (before this, communicate to them where, when, how and how many hours the activity will take). Simplify and state the purpose/ objectives of the activity and check if they understood.

2. Tell them they can speak in their preferred language (Tagalog, Cebu, English, etc.) to express themselves.
3. Ask permission for taping/recording their story.
4. Before proceeding, it is suggested that you show them a chart like the figure below for them to visualize the time line of events in their minds
5. Engage participants to tell their story as regards their lived experiences with this time frame: their status BEFORE the Move Up project was introduced in 2016 ; then DURING their membership with the association /organization (identify what association) from 2017-2019 until the project’s termination in March 2019; then, they walk us through what happened to them AFTER the end of the project from March 2019 to September 2020, highlighting their COVID-19 experience. (These lived experiences will hopefully manifest a culmination of how they may have obtained social positioning, how the ATS and RL interventions have impacted on them positively or negatively.

Before Move Up 1	Move Up 1	Move Up 2	After Move Up 2
Their status: (do they have work? homes, livelihood? Were they secure and safe in their homes?) these will not be asked by you but you can clarify if they expect more guidance	February 2016- September 2017 Their status or circumstances when the interventions have begun	July 2017 – March 2019 Their association or organization was established in early 2017. They explain if there are changes in their status.	April 2019 – March 2020 (before pandemic have March 20- September 20 (pandemic time)

6. Allow participants to tell their story on a free -flowing manner without unnecessary interruption. In case, they hesitate due to nervousness or a feeling that they have said enough, the interviewer can prompt them to substantiate (What incidents they may have said but are expressed vaguely or incoherently).
7. Any clarificatory questions may be asked but should be done as a follow through of what they have stated previously. In other words, there is no pre-prepared questions but interviewers are alerted to catch statements participants may say which the interviewer will base any follow up as needed. Make sure the stories also touch on responding to the objectives.
8. Encourage them to backtrack if they feel there are moments/ or events missed out.
9. Do your probing subtly in a friendly manner so they will cooperate more to provide relevant insights.
10. Whether face to face, or video -taped, make notations of their non-verbal expressions: facial expression and body movements. Keenly listen also to what is not being said. As previously mentioned the interviewer can clarify when some statements may need substantiation.

B. Analysis/ Interpretation

1. Transcribe the gathered data. Read and reread each story in order to acquire a “feeling” for them. Unlike other data gathering methods where analysis is only done after data have been procured, do your own analysis even during the interview by taking notes of significant information while recording the narrative.
2. Extract significant statements drawn from all the stories for pre-thematic identification. Categorize these working themes and put statements said under the sub-thematic themes (temporary analysis). It is important to record verbatim statements mentioned by the storytellers. Later determine what are common with those of others (if you are doing more than one story).
3. Write your draft. Any triangulation from secondary research may now be inputted to the gathered data. Triangulated data from secondary sources may make more credible and authoritative.
4. Finalize your stories with the themes already in place and discussed.

References

Creswell, J.W. (1998). *Qualitative Inquiry and Research Design. Choosing among Fove Traditions*. Thousand Oaks, CA: Sage Publications.

Davies, R. (2015). The ‘Most Significant Change’ (MSC) Technique: A Guide to Its Use. Available: https://www.researchgate.net/publication/275409002_The_'Most_Significant_Change'_MSC_Technique_A_Guide_to_Its_Use

Intrac (2017). Available: Most Significant Change. <https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Case-studies-and-stories-of-change.pdf>

Karlsson, G. (1995). *Psychological Qualitative Research fro a Phenomenological Perspective*. Stockhol, Sweden: Almqvist & Wiksell International

****END/ Thank you!****

Annex D. List of Evaluation Participants

I. PROJECT CONSORTIUM

1. Ansherina Grace Talavera (CARE)- Consortium Coordinator
2. Ronald Estera (CARE) - MEAL Specialist
3. Celso Dulce (CARE) - IRM Director
4. Raymund Laddaran (ACCORD) -Advocacy Specialist
5. Blenn Huelgas (Action Against Hunger) -DRR/CCA Coordinator
6. Fe Lagura (ACCORD) - Project Coordinator
7. Jennifer N. Furigay (ACCORD), MEAL Coordinator
8. Marice Hermosa (ACCORD)- ATS Specialist
9. Aldin Beta-a (AAH)- DRR Supervisor
10. Alwyn Darlen M. Arnejo (Plan International), Program Officer
11. Fidel Mariveles (Plan International), Program Officer
12. Christina Carreon (AAH)- Former MOVE UP 1 & 2 Head of Project

II. PRIVATE PARTNERS

1. Dr. Cherry Ballescas, Regional Centre of Expertise, Region 7, Cebu City, Philippines
2. Ma. Elmin Abayo, Kalanganan Fishpond Owners and Workers Multipurpose Security, Cotabato City
3. Ar. Jose Miranda, United Architects of the Philippines-Emergency Architects

III. CITY and BARANGAY LOCAL GOVERNMENT UNITS

Marikina City

Name	Organization	Designation
Noel Box	MASIDO	Head
Felomina Tiglao	MSO-LMO	Head
Rene Oliveros	MSO-LMO	Staff
Maria Eda Baruin	MSO-LMO	Staff

Taguig City

Name	Organization	Designation
Clark Clarence Santos	CDRRMO	Logistics Section Chief
Leovalyn Balderrama	CDRRMO	EMS Responder
Robert I. Cruz	CDRRMO	Logistics Clerk
Jan Ralph Nuñez	CDRRMO	Operations
Corinna Coria	CDRRMO	Medical Control
Maureen Nieves	CDRRMO	Encoder/clerk
Nikki Rose Operario	CSWDO	Head
Leilany Ursua, SWO III	CSWDO	Social Welfare Officer III
Edgardo Liongco	CSWDO	Disaster Focal Person

Bernadette Ong	CSWDO	Staff
Jhay-R Dela Cruz	CSWDO	Staff
JR Alvarez	CSWDO	Staff
Victor Arcueno	CSWDO	Staff
Albert Linao	CSWDO	Staff
Alvin Fontillas	CSWDO	Staff
Jason Sistoza	CSWDO	Staff
Gemma Dancil	DILG Taguig City	City Director
Darios Vallejos	Taguig CDRRMO	Deputy Head
Joselito Borboran	Taguig CDRRMO	Planning Officer
Generoso Ignacio	Local Housing Office And Local Land Titling Management Office	Officer in Charge in Local Housing & Local Land Titling

Mabon City

Name	Organization	Designation
Roderick Tongol	CDRRMO	Head
Aldrin G. Sevilla	CDRRMO	Research and Planning Officer
Arnel V. Mendoza	DRRMO	Operations Head
Carlos Flores	Community and Urban Poor Affairs Office	CUPAO - PDA
Arizza S. Apalis	PESO	OIC
Joy M. Miro	PESO	Staff
Emma F. Flores	City Cooperative Development Office	Staff
Engr. Baby Ruth B. Senaida	City Engineering Department/City Building Office	Officer in Charge
Mitzi A. Tanchoco	Ospital ng Malabon	Hospital Director
Manuelito B. Namuco	CSWDO	Crisis Management Officer
Divinia Ortega	Barangay Catmon	Brgy Kagawad for Livelihood
Mariedel Barbin	Barangay Potrero	Bgy Secretary former DRR focal person

Valenzuela City

Name	Organization	Designation
Dr. Arnaldo Antonio	CDRRMO	Head
Jessabel Reyes	CDRRMO	Social Welfare Officer
Edwin Pineda	CSWDO	DRRM Focal Point
Glenn Mark Lanozo	Superintendent Division Office, DepEd, Valenzuela City	Staff
Enrique Pineda, Jr.	CDRRMO	Staff
Michael Ramos	CDRRMO	Administrative Assistant
Vicente Saquing	Valenzuela City Engineering Office	Engineer I
Michael Sulla	Barangay Ugong, Valenzuela	SK Chairperson,

	City	
Ms. Dorothy Evangelista	CSWDO	Head

Cebu City

Name	Organization	Designation
Nelgen Cabaluna	Brgy. Basak Pardo Council	Brgy. Councilor
Ivy Pacana	Brgy. Basak Pardo Council	Brgy. Councilor
Catalina Cabardo	Brgy Basak Pardo Council	Brgy. Captain
Isidro Tumulak	Brgy. Basak Pardo Council	Brgy. Councilor
Romeo Hugo	Brgy. Basak Pardo Council	Brgy. Councilor
Allan F. Ybanez	Brgy. Apas Council	Brgy. Councilor
Virgil A. Cabigon	Brgy. Apas Council	Brgy. Chairman
Jan Nichol Verzosa	Brgy. Apas Council	Brgy. Councilor
Eddie O. Villar Jr.	Brgy. Apas Council	Brgy. Secretary
Rebecca C. Fordeliz	Brgy. Apas Council	Brgy. Councilor
Elizabeth G. Mana	Brgy. Apas Council	Brgy. Councilor

Cotabato City

Name	Organization	Designation
Dr. Danda Juanday	City Administrator's Office	City Administrator
Hajar Kabalu	Department of Education - Cotabato City	DRRM Coordinator, School Division Office Region XII
Reynaldo Ridaao	CDRRMO	LDRRMO IV
Ritchie Abing	CENRO	Administrative Asst. V
Oscar Rendon	City Planning and Development Office	Asst. City Planning Officer
Adela Basta	City Planning and Development Office	City Planning Officer
Rommel Pausal	City Assessor's Office	City Assessor
Belen Tanghal	Cooperative Office	Cooperative Officer
Norianne Mendoza	City Tourism Office	City Tourism Officer
Julieta Zambrano	City Engineering Office	City Engineer
Ranila Aspacio	Community & Cultural Affairs Division	Community Affairs Officer

Name	Barangay	Designation
Sittie A.Saban	Barangay Poblacion Mother	Purok Leader
Arafat Kasan	Barangay Poblacion Mother	Barangay Kagawad
Girlie Abo	Barangay Poblacion Mother	Barangay Kagawad
Sittie M. Lumayon	Barangay Poblacion Mother	Barangay Kagawad
Noraine M. Dimasangkay	Barangay Poblacion Mother	Barangay Kagawad
Aladin A. Abdullah	Barangay Poblacion Mother	Barangay Kagawad
Brahim B. Usop	Barangay Rosary Heights 10	Barangay Kagawad
Reineno A. Basa	Barangay Rosary Heights 8	Barangay Kagawad

Nora P. Langeban	Barangay Rosary Heights 3	VAWC Officer
Norhala Adam	Barangay Rosary Heights 3	Barangay Secretary
Malaira K. Acad	Barangay Rosary Heights 10	Barangay Treasurer
Edgardo Cambaya	Barangay Rosary Heights 8	Barangay Secretary
Rohana Sangki	Barangay Poblacion 7	Barangay Secretary
Ismael Mustapha	Barangay Rosary Heights 11	Barangay Chairperson
Nasser A. Usman Jr.	Barangay Poblacion Mother	Barangay Chairperson

IV. BARANGAY AND URBAN POOR COMMUNITIES

Marikina City

Association	Male	Female	Total
CHAMPACA III Homeowners' Associations	1	6	7
MSMFMA	4	2	6
Modified Surveys	3	17	20

Malabon City

Barangay	Male	Female	Total
Potrero SAMANAPO CSG	1	7	8
Catmon CSGs	1	3	4
Modified Survey	4	14	18

Valenzuela City

Barangay	Male	Female	Total
CSG Federation	1	5	6
CSG Members/Officials	4	5	9
Modified Survey	1	15	16

Cebu City

Barangay	Male	Female	Total
Apas	4	15	19
Basak Pardo	5	12	17

Cotabato City

Barangay	Male	Female	Total
Barangay Poblacion Mother	4	22	26
Expanded Barangays - Pob. 7, Rosary Heights 3, 8, 10, 11	8	8	18

Number of Participants of FGD, MSC and Modified Survey

Data Collection Method	Project Areas								Evaluation Extension Areas			
	Cotabato City		Cebu City		Marikina City		Taguig City		Malabon		Valenzuela	
	Total	# of Pax	Total	# of Pax	Total	# of Pax	Total	# of Pax	Total	# of Pax		
FGD	7	CSGs – 29 BDRRMC 0 6 BLGU- 8 CLGU-10	4	CSGs/CBED -12 BLGU - 20	2	Champaca HOA-4 MSMFMA -6	1	CDRMMO-6	3	CDRMMO -6 CSG SAMKANAPO (Potrero) – 7 CSG Catmon- 5	3	CDRMMO - 7 CSG Federation/ Champions - 6 CSG Members/ Officials -6
KII	7	*Brgy. Captain *2 CSGs *City Admin *DepEd Cot Division DRR *Private Sector *ACCORD	4	Champion- 1 CSG- 1 BLGU- 2	6	MASIDO, MSO- LMO, HOA, MSMFMA AAH	15	CDRRMO, CSWDO, DILG, LHOLLTMO , ACCORD	9 (3 Champions)	OIC, City Engineer / Building Official, City Engineering/Buildin g Office Hospital Director, Ospital ng Malabon Crisis Management Officer, CSWDO Brgy. Kagawad for Livelihood, Brgy. Catmon Chairperson, CSG Catmon Shelter Specialist/Area Coordinator, ACCORD Chairperson, UAP- Emergency Architects Head, CDRRMO Bgy Secretary (former) DRR focal person	3	SK Chairperson , Barangay Ugong Project Head (Former), MOVE-UP 2 Head, CSWD
Stories of	1	CSG	2	CSG/CBED-	3	MSMFMA	Non	None	2	Sitio 6 HOA,	3	Treasurer,



Change (Most Significant Change)			2			, HOA	e			Barangay Catmon	CSG BARBU Chairperson , CSG Canumay Chairperson , CSG Evolution (Mechanic Group)	
Modified Survey	45	CSG Officers & Members	30	CSG Officers & Members	20	CSG Officers & Members	None	None	18		1 6	CSG Officers & Members



Annex E. List of Documents Reviewed

Marikina City and Taguig City

Progress Reports/ Activity Reports

1. MOVE UP Philippines (Move Up 3) - Project Design
2. MOVE UP Philippines (Move Up 3) - Overview
3. MOVE UP - Urban Resilience Framework Matrix
4. MOVE UP Philippines (Move Up 3) - Project Logical Framework (Version 07.05.19) - FINAL.xlsx
5. MOVE UP Philippines (Move Up 3) - Approved Modification Request
6. 2020 MOVE UP PH Workplan Updated
7. 2020 MOVE UP PH Interim Report – FINAL
8. Resilience Knowledge Exchange Series Session 1 “From Design to Deployment: Gaps, Challenges, and Opportunities in Setting Up Community Quarantine Facilities” , June 24, 2020
9. Resilience Knowledge Exchange Series Planning for Typhoons During a Pandemic: A Practical Guide” , July 22, 2020
10. Resilience Knowledge Exchange Series “Camp Coordination and Camp Management (CCCM) & Internally Displaced Persons (IDP) Protection Training” -Session 5, September 15 & 17, 2020
11. Moving Urban Poor Communities in the Philippines Toward Resilience (MOVE UP Philippines) Progress Update As of April 2020
12. MOVE UP PH Qtr 7 Progress Report (Jan-Mar 2020).docx
13. MOVE UP PH Qtr 6 Progress Report (Oct-Dec 2019) – FINAL
14. MOVE UP PH Qtr 6 Progress Report Annex 3 - Social Media Reach
15. MOVE UP PH Qtr 5 Progress Report (Jul-Sep 2019) – FINAL
16. MOVE UP PH Qtr 3 -4 Progress Report (Jan-Jun 2019)
17. MOVE UP PH Qtr 2 Progress Report (Oct-Dec 18 2018) - FINAL.doc
18. MOVE UP PH Qtr 1 Progress Report (Jul-Sep 2018) – FINAL
19. Minutes of the Meeting (Marikina City, Taguig City and NGAs)
 - a. National Stakeholders’ Meeting, November 27, 2018
 - b. Coordination Meeting with Philippine Crop Insurance, June 11, 2019
 - c. Coordination Meeting with DSWD-SLP, June 13, 2019
 - d. Coordination Meeting with DOF - International Finance, June 13, 2019
 - e. Stakeholders Meeting with Marikina City DRRMC, June 20, 2019
 - a. Coordination Meeting with MMDA, June 27, 2019
 - b. Coordination Meeting with PAGASA, July 3, 2019
 - c. Coordination Meeting with Taguig DRRMO, July 4, 2019
 - d. Coordination Meeting with Taguig City Legal Counsel, July 8, 2019
 - e. Regional Disaster Risk Reduction Workshop, July 8-12, 2019
 - f. National Disaster Summit On the Road to Resilience: A Whole-of-Society Approach, July 30-31, 2019
 - g. Preparatory Meeting with QCDDRRMO for the MMC Meeting, August 20, 2019
 - h. Preparatory Meeting with Champions for the MMC Meeting, August 22, 2019
 - i. Round Table Discussion with Local Housing Office, Taguig City, September 26, 2019
 - j. Meeting with Mandaluyong DRRMO, October 23, 2019
 - k. Coordination Meeting with NAPC Coordination Meeting with NAPC, October 24, 2019

- l. Coordination Meeting with Presidential Commission of the Urban Poor Coordination Meeting with Presidential Commission of the Urban Poor, November 22, 2019
- m. 28th Metro Manila Council Meeting, December 10, 2019
- n. Meeting with Muntinlupa Department Heads Meeting with Muntinlupa Department Heads, December 11, 2019
- o. Round Table Discussion with Marikina CSWDO and Resettlement Chief, January 21, 2020
- p. Roundtable Discussion with Marikina CLGOO, January 23, 2020
- q. Roundtable Discussion with Deputy DRRMO of Taguig City, February 4, 2020
- r. Meeting and Strategizing of MOVEUP Project Urban Resiliency for Marikina, February 4, 2020
- s. Roundtable Discussion with DILG City Director of Taguig City, February 5, 2020
- t. Meeting with the DepEd Disaster Risk Reduction and Management Service, March 2, 2020
- u. Teleconference on Sustainable and Resilient Livelihood, March 24, 2020
- v. Online Forum with Micro-Insurance Service Provider RuralNet, June 4, 2020
- w. Virtual Convergence Forum on RTM. Convergence between LGU and Risk Transfer Service Providers, July 30, 2020
- x. Orientation on Resilient Livelihood for CHAMPCA III Homeowners Association, Inc. (CHAI), August 27, 2020
- y. Orientation on Resilient Livelihood for Marikina Small and Micro Footwear Makers Association, Inc. (MSMFMAI), August 28, 2020
- z. Orientation, Proposal Making, Consent for CHAMPCA III, September 2, 2020 (pictures only; no minutes of the meeting)
- aa. Orientation, Proposal Making, Consent for MOU, September 4, 2020 (pictures only; no minutes of the meeting)
- bb. Resilient Livelihood for Marikina Small and Micro Footwear Makers Association Inc. Online After Action Review , October 29, 2020
- a. Resilient Livelihood for CHAMPACA III Online Action After Review, October 30, 2020

Additional Documents Reviewed (Documents provided by ACCORD)

1. Malabon City Alternative Temporary Shelter (ATS) Deliberations and Selection March 16, 2018
2. City Project Working Group (PWG) Assessment and Planning, January 25, 2018
3. Updating DRRM Plan, Contingency Plan Training/Workshop February 21-22, 2019
4. Malabon City Alternative Temporary Shelter (ATS) Designing Workshop, April 8-10, 2019
5. Barangay Hulong Duhat Disaster Risk Reduction and Management Plan (2017-2020)
6. Contingency Plan ng Barangay Arkong Bato, Valenzuela City para sa Baha (Draft)
7. Contingency Plan for Barangay Catmon (Draft)

Cotabato City

1. Inception Report - MOVE UP, October 24, 2020
2. MOVE UP Final Report, November 2020
3. MOVE UP Final Report, updated September 9, 2020
4. Memorandum of Agreement between Cotabato City LGU and Project Consortium, June 2019
5. MOVE UP Progress Update, as of April 2020

6. Memorandum of Understanding between Office of the City Mayor - City Tourism Office, Cotabato City, Blind Massage Association and ACCORD (no date)
7. ACCORD Workplan, as of January 31, 2018
8. MOVE UP3 Cotabato City List of Project Activities
9. Minutes of Stakeholder Mapping - Poblacion Mother for Cluster 1, 2, 3, 4 (November 15-18, 2019)
10. Contingency Plan Para sa Lindol 2020 - Poblacion Mother
11. Contingency Plan Para sa Lindol 2020 - Poblacion 7
12. Contingency Plan Para sa Lindol 2020 - Rosary Heights 3
13. Contingency Plan Para sa Lindol 2020 - Rosary Heights 8
14. Contingency Plan Para sa Lindol 2020 - Rosary Heights 11
15. LDRRM Budget for Year 2020 under Annual Investment Program 2020 (signed by City Mayor)
16. Cotabato City Annual Investment Program 2019
17. Barangay Disaster Risk Reduction and Preparedness Plan, Poblacion Mother (no date)
18. Barangay Disaster Risk Reduction Management Council Plans 2017, Barangay Poblacion 7
19. Community Risk Assessment Report, Poblacion Mother (no date)
20. Cotabato City - List of Community Savings Groups (CSGs) Established (no date, excel data)
21. MOVE UP3 List of Project Activities - Cotabato City (no date, excel data)
22. MOVE UP3 Revised Workplan, June to September 2020

Cebu City

1. Brgy. Apas Contingency Plan: 1st Fire. Draft. December 2019
2. Brgy. Apas Contingency Plan: Typhoon. 1st Draft December 2019
3. Brgy. Apas Contingency Plan: Flood. 1st Draft December 2019
4. Brgy. Apas Contingency Plan: Typhoon. 1st Draft December 2019
5. Brgy. Basak Pardo Contingency Plan: Flood. 1st Draft December 2019
6. Brgy. Basak Pardo Contingency Plan: Fire. 1st Draft December 2019
7. Baseline Assessment Results. September 2019 Apas. MOVE UP Project. Funded by European Union Civil Protection and Humanitarian Aid
9. Baseline Assessment Results. September 2019 Basak Pardo. MOVE UP Project. Funded by European Union Civil Protection and Humanitarian Aid
10. Learning Exchange Visit – Move Up 3. 2019 Activity Report. Cebu LGUs November 19 – 20, 2019
11. MOVE UP 3 Project Activities conducted in Cebu City (September 2018 – September 2020)
12. MOVE-UP Philippines Revised Workplan (Period: June to September 2020)
13. Nuzir, FA, Premakumara, DGJ, and Dewancker, BJ. 2014. Planning Resilient City in Cebu: Lessons Learned and Practical Application. Conference: Proceedings of International Workshop and Conference on Re-shaping Urban Coastal Land-scapes. January 2014

Annex F. Cotabato City PWG/TWG Composition

COTABATO CITY - MEMBERS OF PROJECT WORKING GROUP/TECHNICAL WORKING GROUP

Project Working Group	City	Barangay
	City Disaster Risk Reduction and Management Office (Chairperson)	Barangay Officials
	City Administrator	Purok Leaders
	Sangguniang Bayan	Barangay Health Workers
	City Planning and Development Office	Barangay Nutrition Scholar
	City Environment and Natural Resources Office	Representatives from different organizations - elderly, persons with disabilities, KALIPI, women, etc.
	City Engineering Office	Department of Education - DRRM Coordinator
	City Assessor's Office	
	City Treasurer's Office	
	City Social Welfare and Development Office	
	City Health Office	
	City Agriculture Office	
	Under Mayor's office - Community and Cultural Affairs, City Tourism, CAO, Cooperative Office	
	Department of Education	
	Department of Labor and Employment	
	Public Employment Service Office	
	Department of Trade and Industry	
	Department of Interior and Local Government	
	Philippine National Police	
	Bureau of Fire and Protection	
	ABC Office	
	GSO, CBO	
TWG - ATS	City Engineering Office - LBO and Planning Division (Chairperson)	
	City Assessor's Office	
	Information and Technology Office	
	Department of Education	
	<i>Note: Other PWG members also sit as members</i>	
TWG -	City Social Welfare and Development	

Resilient Livelihoods	Office
	City Agriculture Office
	Community and Cultural Affairs Division
	City Cooperative Office
	City Tourism Office
	Trade and Industry Division
	Public Employment Service Office
	Department of Labor and Employment
<i>Note: Other PWG members also sit as members</i>	

Source: ACCORD records, December 2020

MEETINGS DONE BY PWG/TWG

PWG/TWG LEVELS	MEETINGS DONE	WHEN CONDUCTED	NUMBER OF PAX
City Level	Stakeholders Meeting	September 18, 2018	23
	Project Presentation at OCD XII	September 19, 2019	5
	Core Team Meeting	January 8, 2019	9
	Core Team Meeting	March 11, 2019	12
	PWG Meeting	June 14 2019	10
	PWG Meeting	September 5, 2019	34
	TWG Meeting on Resilient Livelihood	October 10, 2019	24
	PWG Meeting - RTD on Needs Assessment Results	February 18, 2020`	21
	ATS Deliberation - Clustered Barangays	February 19, 2020	13
	TWG Meeting for ATS	August 13, 2020	13
Barangay Level	Stakeholders Meeting - Poblacion Mother	November 9, 2018	35
	PWG Meeting - Poblacion 7	December 3, 2018	20
	PWG Meeting - Poblacion Mother	December 4, 2018	27
	PWG Meeting - Poblacion Mother	July 10, 2019	20

Source: ACCORD records, October 2020

Annex G. List of Project Activities

COTABATO CITY

ACTIVITY	DATE CONDUCTED	LOCATION
2018		
Meeting with the Cotabato City LGU Administrator's Office	August	Cotabato City
Stakeholders Meeting in Cotabato City (City Level)	September 19	Cotabato City
CORE Team Meeting - City Level	October 17	Cotabato City
Project Presentation at OCD XII	September	Cotabato City
Project Presentation in Poblacion 7	October	Cotabato City
Stakeholders Meeting in Poblacion 7	November	Cotabato City
Stakeholders Meeting in Poblacion Mother	November	Cotabato City
Stakeholders Mapping in Poblacion Mother	November	Cotabato City
Stakeholders Mapping in Pob. 7	November	Cotabato City
PWG Meeting in Poblacion 7	December 3	Cotabato City
PWG Meeting in Poblacion Mother	December 4	Cotabato City
2019		
CORE Team Meeting_City Level	January 8	Cotabato City
CORE Team Meeting - City Level	March	Cotabato City
CBDRM Training and CRA in Poblacion Mother	March	Cotabato City
CBDRM & Intro to CRA (City Level)	April	Davao City
MOA signing with Cotabato City LGU	June	Cotabato City
PWG Meeting - City Level (Cotabato City)	June	Cotabato City
PWG Meeting in Poblacion Mother	July	Cotabato City
IRM:CRA & CBDRM Training for Clustered Barangays	July	Cotabato City
Household Survey in Cotabato City	July	Cotabato City
CRA Training Workshop - City Level	July	Cotabato City
CRA Follow-up in Barangay Poblacion 7	August 28-29	Cotabato City
Livelihood Assessment in Poblacion Mother	August	Cotabato City
Barangay Council Meeting for Livelihood	August	Cotabato City
CSG Orientation for Community Organisation in Pob. Mother	September 26	Cotabato City
PWG Meeting - City level	September	Cotabato City
TWG Meeting on Resilient Livelihoods - City Level	October	Cotabato City
CSG Meeting with Purok Leaders	October	Cotabato City
CSG Orientation for Senior Citizen in Poblacion Mother	October 6	Cotabato City
CSG Orientation for Clusters 3 and 4, Poblacion Mother	October 7	Cotabato City
CSG Orientation for Purok Ulandangen 1, Poblacion Mother	October	Cotabato City

CSG Orientation for Cluster 1, Poblacion Mother	October	Cotabato City
Training of Trainers (ToT) for CSG Officers	October	Cotabato City
CSG Meeting for Senior Citizens Group, Poblacion Mother	October	Cotabato City
CSG Orientation for Solo Parents and Women's Organization	October	Cotabato City
CSG Orientation for OND (Reconciliation Center Inc.)	October 26	Cotabato City
CSG Orientation for DOLE Beneficiaries (Batch 1)	November	Cotabato City
CSG Orientation for DOLE Beneficiaries (Batch 2)	November	Cotabato City
CSG Orientation for DOLE Beneficiaries (Batch 3)	November	Cotabato City
CRA Follow-up in RH-3	November 5 - 6	Cotabato City
CRA Follow-up in RH-8	November 11 - 12	Cotabato City
CRA Follow-up RH-10	November 13 - 14	Cotabato City
IRM Training for Teachers	November 29 - 30	Cotabato City
CSG Islam 1st Meeting	December	Cotabato City
CSG 8th Meeting for Senior Citizens Group	December	Cotabato City
Lumayon 1 Kapaguyaga CSG 1st Meeting	December	Cotabato City
CSG Orientation Lumayon 5	December	Cotabato City
CSG Orientation Lumayon 4	December	Cotabato City
Islam CSG 2nd Meeting	December	Cotabato City
CSG Orientation Purok Dimakaling	December	Cotabato City
Solo Parent and Women 1st CSG Meeting	December	Cotabato City
Dimakaling CSG 1st Meeting	December	Cotabato City
CSG Orientation Purok Buliao 2	December	Cotabato City
Buliao 2 CSG 1st Meeting	December	Cotabato City
2020		
Community Risk Assessment Follow-up in RH-11	January 28 - 29	Cotabato City
CSG Orientation for Balut Vendors	February 16	Cotabato City
CSG Orientation for Persons with Disabilities	February 17	Cotabato City
Community-Based Enterprise Development (CBED) Training Batch 1	February	Cotabato City
Community-Based Enterprise Development (CBED) Training Batch 2	February	Cotabato City
Contingency Planning Workshop for Schools	February	Cotabato City
PWG Meeting: RTD on Needs Assessment Results	February 18	Cotabato City
ATS Deliberation for Clustered Barangays	February 19	Cotabato City
Contingency Planning Workshop for Schools	February 5 - 6	Cotabato City
Contingency Planning Workshop Follow Up for Schools	February 11	Cotabato City
Contingency Planning Workshop in Poblacion Mother	March	Cotabato City
Contingency Planning Workshop for Clustered Barangays	March 11	Cotabato City
Balut Vendors DOLE Mentoring	March	Cotabato City
Balut Vendors 1st CSG Meeting	March 7	Cotabato City
Turn-over of Livelihood (Buliao 2)	July	Cotabato City

Turn-over of Livelihood (Lumayon 4)	July	Cotabato City
Turn-over of Livelihood (Lumayon 1)	July	Cotabato City
Turn-over of Livelihood (Balut Vendors)	July	Cotabato City
Turn-over of Livelihood(Dimakaling)	July	Cotabato City
Turn-over of Livelihood (Sana All)	July	Cotabato City
TWG meeting on ATS City Level	August	Cotabato City
Pick-up PHS in CDO	August	Cagayan de Oro
Session on Livelihood for CACD	August	Cotabato City
CSG meeting/FGD for Dimakaling	August	Cotabato City
CSG meeting/FGD for Islam	August	Cotabato City
CSG meeting/FGD for Sana All	August	Cotabato City
CSG meeting/FGD for Buliao 2	August	Cotabato City
CSG meeting/FGD for Lumayon 1	August	Cotabato City
CSG meeting/FGD for Lumayon 4	August	Cotabato City
CSG meeting/FGD for Balut Vendors	August	Cotabato City
Skills Training for Fish Processing and Preservation	August	Cotabato City
Handover of Portable Handwashing Station and Presentation of ATS Prototype Barrel Vault Tent	September	Cotabato City
CCCM Training City Level	September	Virtual Training
ATS Exhibit	September	Virtual Presentation
Turnover of Fish to Kagkalimua CSG Group	September	Cotabato City
TWG Meeting on ATS	September	Virtual Meeting
Handover of ATS	September	Cotabato City
Community Audit	September	Cotabato City

Source: ACCORD-Cotabato records, October 2020

MARIKINA CITY, TAGUIG CITY AND NGAS

Activity	Place	Date	Time	No. of Participants
*Stakeholders' Meeting	Taguig City	October 2018		23
National Stakeholders' Meeting	United Architects' Building, Quezon City	November 27, 2018	1:00-4:30	74
Coordination Meeting with Philippine Crop Insurance Corporation	PCIC Office	June 11, 2019	11:00-12:30	6
Coordination Meeting with DSWD-SLP	DSWD Central Office, Quezon City	June 13, 2019	10:20-11:30	5
Coordination Meeting with DOF - International Finance	DOF -Manila	June 13, 2019	2:30-3:30	7
Coordination Meeting with Department of Finance (DOF) - Domestic Finance Group (DFG)	DOF-Manila	June 17, 2019	2:30-3:30	7
Stakeholders Meeting	LMO	June 20,		42

With Marikina City DRRMC		2019		
Meeting with MMDA Coordination	MMDA Office, Guadalupe, Nuevo, Makati City	June 27, 2019	11:00-1:30	5
Coordination Meeting with PAGASA	PAGASA Science Garden, Quezon City	July 3, 2019	1:52-3:00	6
Coordination Meeting with Taguig DRRMO	Megamall, Mandaluyong	July 4, 2019	11:06-12:10	6
Coordination Meeting with Taguig City Legal Counsel	Taguig City Hall	July 8, 2019	1:30-2:15	5
Regional Disaster Risk Reduction Workshop.	Bangkok, Thailand	JULY 8 – 12, 2019		32
National Disaster Summit On the Road to Resilience: A Whole-of-Society Approach	Novotel Manila Araneta Center, Cubao, Quezon City	July 30 - 31, 2019		
Preparatory Meeting with QC DRRMO for MMC Meeting	QC DRRMO	August 20, 2019	10:00-12:00	4
Preparatory Meeting with Champions for the MMC Meeting	Starbucks QC	August 22	10-12:00	5
Round Table Discussion with Local Housing Office, Taguig City	Office of the City Mayor, Taguig City Hall	September 26, 2019	10:30-12:30	4
Meeting with Mandaluyong DRRMO	DRRMO, Mandaluyong City	October 23, 2019	10:00-11:00	5
Coordination Meeting with NAPC	OSEC Conference Room, NAPC	October 24, 2019	1:32-3:00	6
Coordination Meeting with Presidential Commission of the Urban Poor	PCUP Conference Room	November 22, 2019	11:00-12:00	3
28 th Metro Manila Council Meeting	MMDA Office, Guadalupe Nuevo, Makati	December 10, 2019		
Meeting with Muntinlupa Department Heads Meeting with Muntinlupa Department Heads	DRRMO, Muntinlupa City	December 11, 2019	9:00-10:30	13
Round Table Discussion with Marikina CSWDO and Resettlement Chief	CSWDO office	January 21, 2020	2:00-3:30	6
Roundtable Discussion with Marikina CLGOO	CLGOO Office	January 23, 2020	2:45-3:15	2
Roundtable Discussion with Deputy DRRMO of Taguig City	DRRMO Office, Taguig City	February 4, 2020	2:00pm - 3:30pm	3
Meeting and Strategizing of MOVEUP Project Urban Resiliency for Marikina.	CLGOO Office	February 4, 2020	9:30-11:00	2
Roundtable Discussion with DILG City Director of Taguig City	DILG Office, Taguig City	February 5, 2020	10:00-11:30	4
Meeting with the DepEd Disaster Risk	E-meeting AAH	March 2,		8

Reduction and Management Service		2020		
Sustainable and Resilient Livelihood	Teleconference	March 24, 2020	1:30-4:00	16
Online Forum with Micro-Insurance Service Provider RuralNet	Google meet	4 June 2020		15
Virtual Convergence Forum on RTM. Convergence between LGU and Risk Transfer Service Providers	Webinar	July 30, 2020	2:00-3:30	40
Resilience Knowledge Exchange Series Session 1 “From Design to Deployment: Gaps, Challenges, and Opportunities in Setting Up Community Quarantine Facilities”	Zoom	June 24, 2020	4:00-6:00	98 (Maximum Participants)
Resilience Knowledge Exchange Series Planning for Typhoons During a Pandemic: A Practical Guide”	Zoom	July 22, 2020	2:00-4:00	132 (Maximum Participants)
Orientation on Resilient Livelihood for CHAMPCA III Homeowners Association, Inc. (CHAI)	Facebook group call	August 27, 2020	9:00-10:26	9
Orientation on Resilient Livelihood for Marikina Small and Micro Footwear Makers Association, Inc. (MSMFMAI).	Viber Group Call	August 28, 2020	9:00-11	9
**Orientation, Proposal Making, Consent for CHAMPCA III		September 2, 2020		
***Orientation, Proposal Making, Consent for MOU		September 4, 2020		
Resilience Knowledge Exchange Series “Camp Coordination and Camp Management (CCCM) & Internally Displaced Persons (IDP) Protection Training” -Session 5	Zoom	September 15 & 17, 2020	1:30 - 4:30	434 (Maximum Participants)
****Fund Release of 15,000.00 for 101 beneficiaries	Marikina City	September 18, 2020		
*****ATS Turnover and Demonstration Set up	Taguig City	October 9, 2020		
Resilient Livelihood for Marikina Small and Micro Footwear Makers Association Inc. Online After Action Review	FB Messenger	October 29, 2020	1:00-2:00	28
Resilient Livelihood for CHAMPACA 3 Online After Action Review	FB Messenger	October 30, 2020	4:00-5:00	31
*Progress Report Qtr. 2 October -December 2018 (No Activity Report/Minutes of the Meeting Submitted to the Evaluators for Review)				
**Pictures only (No Activity Report/Minutes of the Meeting Submitted to the Evaluators for Review)				
*** Pictures only (No Activity Report/Minutes of the Meeting Submitted to the Evaluators for Review)				
****From the Interviews (No Activity Report/Minutes of the Meeting Submitted to the Evaluators for Review)				
*****From the Interviews (No Activity Report/Minutes of the Meeting Submitted to the Evaluators for Review)				

Annex H. List of Capacity Building Trainings & Workshop

MOVE-UP 3 CAPACITY BUILDING LIST OF TRAININGS/WORKSHOPS PROVIDED ON DRM AND RESILIENT LIVELIHOODS Cotabato City

DATE CONDUCTED	TYPE OF CAPACITY BUILDING	TARGET GROUPS/LOCATION	TOTAL
DISASTER RISK MANAGEMENT			
March 25-27, 2019	Community-Based Disaster Risk Management (CBDRM) Training and Community Risk Assessment (CRA)	Poblacion Mother	37
April 11-13, 2019	CBDRM and Intro to CRA	City Level Offices	27
July 23-25, 2019	Integrated Risk Management- CRA and CBDRM Training	Clustered barangays - Pob. 7, RH 3/8/10/11	40
July 29-31, 2019	CRA Training-Workshop	City Level Offices	33
August 28, 2019	CRA Follow-up in Barangay Poblacion 7	Barangay Poblacion 7	47
November 5-6, 2019	CRA Follow-up in RH-3	Rosary Heights 3	48
November 11-12, 2019	CRA Follow-up in RH-8	Rosary Heights 8	43
November 13-14, 2019	CRA Follow-up in RH-10	Rosary Heights 10	46
November 29-30, 2019	IRM Training for Teachers - J. Marquez School	DepEd Teachers (Elem/HS)	39
January 28-29, 2020	CRA Follow-up in RH 11	Rosary Heights 11	51
February 5-6, 2020	Contingency Planning Workshop for Schools	Cotabato City	39
February 20, 2020	Contingency Planning Workshop Follow-Up for Schools	DepEd Teachers (Elem/HS)	30
March 2-5, 2020	Contingency Planning Workshop in Poblacion Mother	Poblacion Mother	42
March 9-11, 2020	Contingency Planning Workshop for Clustered Barangays	Pob. 7, RH 3/8/10/11	28
RESILIENT LIVELIHOODS			
August 14,	Livelihood Assessment, Poblacion	Poblacion Mother - different	30

2019	Mother		puroks	
August 16, 2019	Barangay Council Meeting for Livelihood Activities		Poblacion Mother	16
September 26, 2019	Community Savings Group (CSG) Orientation for Community Organizations in Poblacion Mother		Different puroks in Poblacion Mother	13
October 6, 2019	CSG Orientation for Senior Citizens, Poblacion Mother		Different puroks in Poblacion Mother	54
October 7, 2019	CSG Orientation Clusters 3/4		Poblacion Mother	237
October 8, 2019	CSG Orientation for Purok Ulandangen. 1		Poblacion Mother	7
October 9, 2019	CSG Orientation for Cluster 1		Poblacion Mother	46
October 12-14, 2019	Training of Trainers (ToT) for CSG Officers		Poblacion Mother	21
October 19, 2019	CSG Meeting with Purok Leaders		Poblacion Mother	19
October 26, 2019	CSG Orientation for Solo Parents and Women's Organization		Poblacion Mother	22
October 22, 2019	CSG Orientation for OND - Reconciliation Center Inc.		Different areas in Cotabato	22
November 7, 2019	CSG Orientation for DOLE Beneficiaries - Batch 1		Different areas in Cotabato	25
November 14, 2019	CSG Orientation for DOLE Beneficiaries - Batch 2		Different areas in Cotabato	62
November 21, 2019	CSG Orientation for DOLE Beneficiaries - Batch 3		Different areas in Cotabato	37
December 14, 2019	CSG Orientation Lumayon 4		Poblacion Mother	27
December 14, 2019	CSG Orientation Lumayon 5		Poblacion Mother	31
December 2019	CSG Orientation Purok Dimakaling		Poblacion Mother	
December 20, 2019	CSG Orientation in Purok Buliao 2		Poblacion Mother	28
February 16, 2020	CSG Orientation for Vendors		Balut vendors from different barangays	26
February 17, 2020	CSG Orientation for Persons with Disabilities (Blind Masseurs)		Blind Masseurs in Cotabato City	13
February 19-20, 2020	Community-Based Enterprise Development (CBED) Training - Batch 1		CSGs in Poblacion Mother	28

February 27-28, 2020 /February 29 - March 1, 2020	Community-Based Development (CBED) Training - Batch 2	Enterprise CSGS in Poblacion Mother	45
March 4, 2020	Balut Vendors DOLE Mentoring	Balut Vendors from different barangays	26
August 18, 2020	Session on Livelihood for CACD		4
August 28-29, 2020	Skills Training for Fish Processing and Preservation	Poblacion Mother	10
September 2020	Community Audit	Move-Up Partners	no data

Source: ACCORD Records - Cotabato City as of 21 October 2020

Annex I. MOA Between Cotabato CLGU and Project Consortium

MEMORANDUM OF AGREEMENT

This Memorandum of Agreement (MoA) is entered into and executed by and among:

COOPERATIVE FOR ASSISTANCE AND RELIEF EVERYWHERE (CARE) PHILIPPINES, a non-profit corporation organized under the laws of the District of Columbia, United States of America doing business as CARE Philippines, with address at 512 Cedar Executive Building II, 26 Timog Avenue corner Scout Tobias, 1103 Quezon City, represented by its Country Director, DAVID GAZASHVILI, hereinafter referred to as **CARE**;

and

PLAN INTERNATIONAL PHILIPPINES, a non-for-profit organization governed by SEC Number FN200903004, domiciled at address 4th floor, Bloomingdale Building, 204 Salcedo Street, Legazpi Village, Makati City, represented by its Country Director, DENNIS GUY O'BRIEN, hereinafter referred to as **PLAN**;

and

FUNDACIÓN ACCIÓN CONTRA EL HAMBRE (ACTION AGAINST HUNGER), with headquarters in Spain, a registered international non-governmental organization duly authorized to perform its humanitarian/development programs in the Philippines, located in 4th Floor Eurovilla 4 Building, 853 A. Arnaiz Avenue, Legazpi Village, Makati City, Philippines and represented in this agreement by its Country Director, GUY HALSEY, hereinafter referred to as **AAH**;

and

ASSISTANCE AND COOPERATION FOR COMMUNITY RESILIENCE AND DEVELOPMENT INC., a non-stock, non-profit organization duly registered and existing under Philippine laws, with principal office at Units 202-203 Casa Rafael Building, 1223 Quezon Avenue, Barangay Sta. Cruz, Quezon City 1104, represented by its Executive Director, SINDHY B. OBIAS, hereinafter referred to as **ACCORD**;

and

LOCAL GOVERNMENT UNIT OF COTABATO CITY, duly-represented in this MoA by its Local Chief Executive, ATTY. FRANCES CYNTHIA J. GUIANI-SAYADI, hereinafter referred to as **CLGU**.

CARE, PLAN, AAH, and ACCORD shall hereinafter be collectively known as the "**Consortium**"; and the Consortium and LGU shall hereinafter be collectively known as the "**Parties**".

BACKGROUND

WHEREAS, a Consortium is formed among PLAN, AAH, and CARE in partnership with ACCORD to undertake an action within the framework of the project

called **Moving Urban Poor Communities in the Philippines Towards Resilience (MOVE UP Philippines Project)**, funded by the European Civil Protection and Humanitarian Aid Operations (ECHO), hereinafter referred to as the **Project**.

WHEREAS, the Consortium has agreed to give the leadership of the Project to CARE which will be responsible for the proper implementation of the Project.

WHEREAS, the over-all objective of the project is *“to contribute to increasing the resilience of urban poor populations in highly urbanised cities in the Philippines that are most vulnerable to large-scale disasters.”*

WHEREAS, the specific objective of the project is *“To increase the preparedness and risk reduction capacities of the local populations and government units through the replication and scaling up of interrelated urban resilience strategies on alternative temporary shelters (ATS) and livelihoods (including social protection and risk transfer), in hazard-prone, urban poor communities in Metro Manila, in Cebu City in the Visayas and Cotabato City in Mindanao.”*

PROJECT STRATEGIES AND ACTIVITIES

WHEREAS, the Project aims to support the CLGU to strengthen and institutionalize policies and mechanisms for disaster resilience of urban poor communities by conducting the following major activities:

1. Participatory assessment of alternative temporary shelter and livelihood needs, and updating of risk assessments;
2. Trainings, workshops, other capacity-building activities and support to setting up of mechanism and systems on alternative temporary shelter and resilient livelihood strategies for targeted urban poor households and local government units;
3. Workshops to integrate alternative temporary shelter systems and resilient livelihood strategies in harmonized and enhanced local government plans such as Contingency Plans and Disaster Risk Reduction and Management Plans;
4. Policy dialogue with key subnational and national agencies on adopting urban resilience strategies;
5. Convergence forums with civil society organizations, academic institutions and private sector networks as platforms for promoting urban resilience model;
6. Identification, capacity-building and engagement of individuals and organizations who will become urban resilience champions; and
7. Development and dissemination of materials on good practices in urban resilience.

DEVOLUTION, DISASTER RISK REDUCTION, and COLLABORATION

WHEREAS, the CLGU and its constituent barangay local government units (BLGUs) are vested by Republic Act 7160, also known as the Local Government Code of 1991, and by Republic Act 10121, also known as the Philippine Disaster

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Risk Reduction and Management Act, with power and authority to manage their own development and achieve self-reliance and safety.

WHEREAS, the Parties recognize the importance of working together, and commit to collaborate for the successful implementation of the Project.

NOW, THEREFORE, for and in consideration of the foregoing premises, the Parties agree that:

Article 1. PURPOSE. The purpose of this Memorandum of Agreement is to provide a framework for collaboration between and among the Parties for effective and efficient implementation of the Project.

Article 2. DURATION. This Memorandum of Agreement takes effect on the day that the signatures of all Parties have been affixed and will be concluded at the end of the Project on June 30, 2020.

Article 3. GENERAL UNDERSTANDING. The Parties shall perform the roles and responsibilities stated accordingly in Articles 5 and 6 of this Memorandum of Agreement. They further agree to the Project Coordination Structures and their Composition as stated in Article 4.

Article 4. COORDINATION.

4.1 A **Project Working Group (PWG)** shall be organized in the city, which shall be composed of city LGU departments/offices directly involved with the project results, which may include, but not limited to:

- a. City Administrator's Office
- b. Community Affairs and Cooperative Services Division, OCM
- c. City Disaster Risk Reduction and Management Office
- d. City Engineering Office
- e. City Environment and Natural Resources Office
- f. City Operations Office, DILG
- g. City Mayor's Office
- h. Building and Industrial Safety Inspection Division, CEO
- i. Persons with Disability Affairs Office
- j. City Planning and Development Office
- k. Public Employment Services Office
- l. Public Safety Office
- m. Sangguniang Panlungsod
- n. City Social Welfare and Development Office
- o. Urban Poor Affairs Office
- p. Liga ng mga Barangay

The City Mayor shall name in writing the representatives from the city government departments/offices. The barangay captains shall name in writing the official representatives from their respective barangays. There shall be two official representatives per office, one primary and one alternate.

4.2 The Consortium shall assign a Project team specific for the City, who will undertake all coordination with the CLGU.

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Article 5. ROLES AND RESPONSIBILITIES OF THE CONSORTIUM

- 5.1. Provide competent staff who will undertake quality implementation of all Project activities at the city and barangay levels.
- 5.2. Provide technical assistance for the enhancement of institutional capacity of CLGU and BLGUs on alternative temporary shelters, resilient livelihoods, and risk transfer mechanisms.
- 5.3. Provide modest resources such as food, venue, and supplies, among others, for the implementation of Project activities as identified in the attached Workplan.
- 5.4. Assess and identify fairly the selection of barangay as determined through a selection criteria set by the Consortium, with concurrence of the City Disaster Risk Reduction and Management Office.
- 5.5. Collaborate with the CLGU on the creation of the Project Working Group.
- 5.6. Lead the monitoring of the achievement of Project objectives, with participation of the CLGU and BLGUs and communities. Monitoring activities may include post-activity assessments, such as lessons learned sessions, documentation of emerging good practices, case studies, and formulation of exit strategies and/or sustainability schemes.
- 5.7. Provide updates to the CLGU and BLGUs on the progress of implementation through the regular PWG meetings.
- 5.8. Commit to abide by the highest ethical standards in the performance of this Agreement, which includes not engaging in any discriminatory or exploitative practices, or practices inconsistent with the rights set forth in the Convention on the Rights of the Child and take all appropriate measures to prohibit and prevent actual, attempted, and threatened sexual exploitation and abuse by all persons engaged in the Project, both from the LGU and Consortium.
- 5.9. Inform the Parties should there be any changes in plans, such as, but not limited to, change in the coverage areas through a formal letter prior to any implementation of the change and subject to the approval of ECHO.

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Article 6. ROLES AND RESPONSIBILITIES OF THE CITY LGU

- 6.1. Allocate staff members at the City level to function as focal persons for coordination purposes and administrative/logistical support for effective and efficient administration of the Project.
- 6.2. Provide technical oversight and support to the implementation of Project activities through the PWG.
- 6.3. Tap, mobilise, and engage relevant national and local government agencies/offices and instrumentalities relevant to the attainment of the Project's objectives.
- 6.4. Provide staff members of the Consortium work stations inside the City DRRM Office or other office space available. The work space shall include free use of electricity and internet as the CLGU's counterpart.

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- 6.5. Assist in the identification of qualified participants at the City level to attend training activities and workshops organized by the Project. The City shall also shoulder relevant costs of the City participants such as transportation and accommodation, if there will be any costs beyond the resources of the Project. Such costs shall be agreed upon by the Project team and LGU prior to implementation of activity.
- 6.6. Facilitate mediations and conflict resolutions that may arise at any phase during project implementation among the covered barangays and the city LGU.
- 6.7. Facilitate the safe access of Consortium staff and donor representatives to the project areas (barangays) and regularly provide security information to the Consortium.
- 6.8. If needed, provide suitable venue(s) for the training/assessment sessions, consultation-meetings, public fora, and other related activities at City and barangay levels.
- 6.9. Allow the Consortium to access and have copies for internal use of relevant public documents (secondary data and information) such as, but not limited to, City Development Plan; Annual Investment Plan; DRRM and Contingency Plans; Hazard, Vulnerability, and Capacity Assessment Data; and other documents necessary, for the Consortium to provide technical assistance to the City and to serve as input for the effective and efficient implementation of the Project.
- 6.10. Commit to abide by the highest ethical standards in the performance of this Agreement, which includes not engaging in any discriminatory or exploitative practices, or practices inconsistent with the rights set forth in the Convention on the Rights of the Child and take all appropriate measures to prohibit and prevent actual, attempted, and threatened sexual exploitation and abuse by all persons engaged in the Project, both from the LGU and Consortium.

Article 7. BINDING EFFECT & TERMINATION

- 7.1. This Memorandum of Agreement shall be binding upon all the Parties, their agents, representatives, assignees and successors-in-interest, and shall end when all the objectives of the Project are attained.
- 7.2. Force Majeure: This Memorandum of Agreement shall be terminated if the services required of the Consortium cannot be performed due to force majeure. In addition, the Consortium is allowed to terminate this Memorandum of Agreement in case of suspension of Consortium activities in the Philippines for security reasons. A Party shall communicate in writing within one week to all other Parties in case of force majeure.
- 7.3. Any Party may send a written notification to any other Party in case of breach of any provision of this Memorandum of Agreement, including all its annexes. If the Party or Parties that received the notice have not taken measures of rectification within a two-week period, the Party alleging the breach may terminate this Memorandum of Agreement in whole or in part by delivering a written notice to the Party or Parties concerned. A proof of delivery receipt by the other Party or Parties is required.

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- 7.4. The Consortium may suspend implementation of all or part of the Project if circumstances, chiefly force majeure, make it impossible or dangerous to continue implementing the Project. The Consortium must inform all Parties in writing of its decision, explaining its rationale.
- 7.5. The termination of this agreement will occur automatically in all cases where ECHO should terminate the contract binding it to the Consortium. A written notification stipulating the reasons for termination of the Memorandum of Agreement shall be given to city LGU at least thirty (30) days prior to the effectivity date of such termination.

Article 8. AMENDMENTS

- 8.1. Any amendment and/or changes to the present Memorandum of Agreement and/or its annexes shall be drawn up in writing and duly signed by the Parties.
- 8.2. Generally, any intention to modify the Project substantially will be the subject of a reasoned request addressed to ECHO for approval. In all cases, implementation of the required modification will be effective only after written and prior agreement from ECHO. In the event of refusal from ECHO, the Parties will not carry out any operations contravening this decision.

Article 9. CONCLUSIVE PROVISIONS

- 9.1. The provisions of the present Memorandum of Agreement shall prevail over any other verbal agreement made between all Parties.
- 9.2. All Parties' personnel and partners shall not be considered in any respect as being the employees or agents of each other.
- 9.3. In no case shall any Party be considered responsible for the damages (both physical and moral) to another Party in the course of the implementation of the activities subject to the current Memorandum of Agreement.
- 9.4. All Parties shall immediately inform one another of any exceptional situation that may occur with respect to execution of the current Memorandum of Agreement and which may compromise its execution and/or require it to modify the terms of this agreement.
- 9.5. For any reason, if any of the provisions of the Memorandum of Agreement becomes null and void, it shall specifically NOT affect the rest of the present MoA.

Article 10. SCOPE OF WORK ARRANGEMENT. For the efficient and successful execution of this Memorandum of Agreement, the Parties hereby commonly agree on the objectives, strategies and program of activities presented in detail in the approved Consortium Project Logical Framework and its succeeding changes as approved by ECHO (see Annex MOVE UP Philippines Approved Logical Framework).

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Article 11. SETTLEMENT OF DISPUTE

11.1 The Parties shall use their best efforts and endeavours to settle amicably or through negotiations any dispute, disagreement, misunderstanding, controversy, or claim arising out of, or relating to, this Memorandum of Agreement or the breach, termination, or invalidity thereof. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with an external party then obtaining, or according to such other procedure as may be agreed between the parties.

11.2 In case of unsuccessful conciliation or negotiations under Article 11.1, such dispute, controversy, or claim shall be referred by any Party to arbitration in accordance with an external party, such as lawyers' services, including its provisions on applicable law in Philippines.

11.3 The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim, or dispute.

Article 12. AUTHORIZATION. The Parties warrant that they are authorized by their respective Boards of Trustees/Directors, City Council/s and/or respective charters to enter into this Memorandum of Agreement. The Parties further warrant that all signatories appearing herein are duly authorized representatives of the entities they represent and are likewise duly authorized to sign this Memorandum of Agreement.

Article 13. LIST OF ANNEXES. The following annexes are an integral part of this Memorandum of Agreement:


- Annex I: CARE, Plan, AAH and ACCORD Charter of Principle/Registration
- Annex II: Approved Project Logical Framework
- Annex III: Workplan
- Annex IV: Project Organogram

Done in English in five (5) originals, with equal legal power, one original being CARE's, another one original being Plan's, another one being AAH's, another one being ACCORD's and another one original being city LGU's. All appendices and supplements to this MoA are considered its integral part.

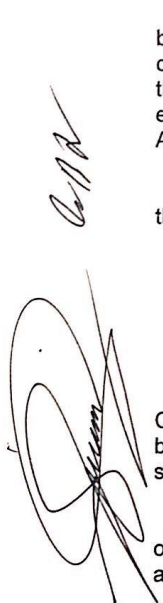
All signatories acknowledge that they have read the foregoing Memorandum of Agreement and by their signatures certify that they have full and complete authority to execute this document and all its appendices and supplements.

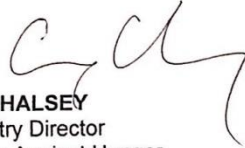
SIGNED BY the duly authorized representatives of the Parties:

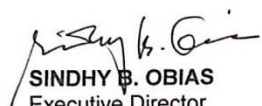
DAVID GAZASHVILI
Country Director
CARE Philippines
Date: _____




DENNIS GUY O'BRIEN
Country Director
Plan International Philippines
Date: 30 July 2019






GUY HALSEY
Country Director
Action Against Hunger
Date: _____



SINDHY B. OBIAS
Executive Director
ACCORD
Date: _____


ATTY. FRANCES CYNTHIA GUIANI-SAYADI
Mayor, Cotabato City
Date: _____

SIGNED by witnesses for each Party:


CELSO B. DULCE, JR.
Integrated Risk Management Director
CARE Philippines


CHRISNOBEL A. CRUZ
Urban DRR Program Manager
Plan International Philippines


JUAN BLENN HUEL GAS
DRR/CCA Coordinator
Action Against Hunger


MS. FE B. LAGURA
Project Coordinator
ACCORD


DR. DANDA M. JUANDAY
City Administrator
City Government of Cotabato

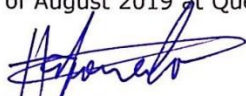
REPUBLIC OF THE PHILIPPINES)
QUEZON CITY) S.S.

ACKNOWLEDGMENT

BEFORE ME, a Notary Public for and in Quezon City, this 15th day of August 2019, personally appeared SINDHY . OBIAS, with Passport No. EB6759173, known to me and to me known to be the same person who executed the foregoing instrument and acknowledged to me to be her free, voluntary act and deed, consisting of nine (9) pages, including this page in which this acknowledgment is written, duly signed by them and their instrumental witnesses on each and every page hereof.

WITNESS MY HAND AND SEAL this 15th day of August 2019 at Quezon City.

Doc. No. 253;
Page No. 52;
Book No.XXX;
Series of 2019.


ATTY. HUBERT A. FORMENTO
Notary Public for and in Quezon City
Until December 31, 2019
IBP No. 097931; 1-19; Pasig/Roll No. 42946
PTR No. 7376670; 1-8-19; Q.C./Admin Case No. 059
MCLE Compliance No. V-1102479/2-1-17
Office Address: Suite 308-A Delta Bldg., West Ave., QC
Tel. No. 441-01-98

Annex J. Overall Assessment of Replication Areas

Cotabato

CRITERIA	RATING					RATIONALE
	1	2	3	4	5	
Project Design					x	need-based and participatory/ multi-stakeholder approach; project priorities match needs of local partners and provided initial buy-in
Relevance/Appropriateness					x	directly addressing needs for IRM [of LGUs/LGAs] and resilient livelihoods especially those from informal sectors; equity-based approaches and coverage
Connectedness				x		facilitated/generated support for continuity of initiatives (on ATS and RL) by linking to other units/networks e.g., RL to DOLE, Cooperative Office, CTO and ATS - inclusion in AIP of City
Coherence				x		Project strategies consistent with needs and priorities of city, barangay and local community partners PWG/TWG [at city and barangay levels] as important mechanism for project coordination and complementation of work
Coverage				x		inclusive coverage of vulnerable sectors and high risk areas, with integrative responses for IRM and RL including capacity building
Efficiency				x		IRM and RL orientations/trainings carried out in pilot [and replication barangays to be handled by city] to increase capacities and facilitate application in work or livelihoods Resources wisely used to address targets as provided including flexibility for project support with Covid pandemic by 2020
Effectiveness				x		corresponding project targets and activities directly addressing IRM and livelihood requirements of local communities and LGUs, with high premium in building and strengthening capacities through series of IRM and RL assessments, orientations and follow-up workshops
Likelihood of Impact				x		integrated in LGU processes, plans for IRM including ATS and RL components;

with specific city offices identified to continue efforts, including MOU done for one CSG (but needs follow-up, monitoring for completion)

Cebu City

CRITERIA	RATING					RATIONALE
	1	2	3	4	5	
Project Design				x		Technical assistance thru trainings/workshops and mentoring are indeed essential in capacitating the Barangay LGU and the community but donation in kind and/or cash will help in attracting more respondents to join the program. That's why endeavors in relation to resilient livelihood are definitely successful compared to the activities related to Disaster Risk Reduction Management. For the RL the recipients were provided by the MOVE UP Project with their needed equipment, machineries, financial aid for their start up business operations. While the project design with DRRM is more on capacity building thru trainings, meetings and the likes so more on assisting the key personnel with technicalities. Based on the KII with one of the Plan staffs, it was mentioned that basically the project will not really provide actual Alternative Temporary Shelter (ATS) to the barangay but as response to the current pandemic hence donation were made. Basically MOVE UP will just assist the barangay with seminars and help the barangay implementers meet with ATS engineers to plan and design their needed ATS in the area. It was not really part of the project deliverables. But with the donation, in some way it helps because the barangay officials are now open to the idea of setting up certain budget to fund building and establishment of ATS in the future.
Relevance/Appropriateness				x		The MOVE UP project is really relevant

		and timely especially that the recipients are slowly experiencing the harsh effects of climate change and pandemic crisis. It will really help in crafting plans for the individuals to be well-prepared or somehow mitigate the risks when crisis/disasters arises It will also help the community to be resilient amidst calamities.
Connectedness	x	The needs and priorities of the community were addressed. The barangay officials and implementers were also eager in continuing what MOVE UP has started even after the end of project. They make sure that there's continuity of the programs (CSG-CBED and DRRM activities, monitoring and follow-ups.
Coherence	x	The project was not able to seek the support of the current City DRRM although there was collaboration with the previous administration. There were really challenges after the election in 2019 due to change in admin and change of the officers-in-charge. There's no collaboration also with other government agencies like DOLE, DTI due to the current pandemic.
Coverage	x	In CSG-CBED, only women's organization and some members of the senior citizen association responded to the project undertakings. Other vulnerable groups were not able to participate even if there was an open invitation to all sectors because based on the KII and surveys, they were really not that responsive and passionate to join the program. With regards to DRRM, key personnel, some barangay officials, barangay health workers and volunteers and some presidents of CBOs were able to join in various activities. But roll-outs to other barangay workers and the constituents were not materialized due to COVID-19.

Efficiency	X	Activities implemented really help the barangay and the community. Mostly CSG-CBED groups were successful in their ventures although some had to stop operation due to COVID-19 and some also delayed their business implementation. There were also delays in the delivery of the project counterpart (equipment & machineries) to recipients due to the current pandemic.
Effectiveness	√	The MOVE UP project is really effective and that includes the organizers of the project. They were able to help the barangay officials and their recipients understand the importance of preparedness and resiliency during calamities. The barangay were able to assess the needs and priorities of the community in terms of DRRM. They were able to complete the barangay profiling thru the help of the project and able to craft the contingency plans of the 3 hazards that the barangay are prone to (Fire, Flood and Typhoon). They were able to collaborate with schools DRRM Office (elementary, junior and senior high school present in the barangay) and able to integrate their contingency plans with the barangay. With CSG-CBED, there's collaboration with Ayala Management and possible collaboration with DTI on skills development. The challenges cited were the current pandemic and the election in 2019. Monitoring, follow-ups or consultations e.g. visiting the member, asking her concerns, would have a great impact to the group. "Lahi ra gyud pag naay mangumusta". (There is difference if there is someone to check/ask your situation.).
Likelihood of Impact	√	With the creation of CSG-CBED groups, it

open door of opportunities to the members. Most members and their husbands lost their jobs due to pandemic. But with CSG-CBED it help them provide income to the family. There's also value formation and skills development among members. The value of cooperation, frugality, hard work, resiliency, value of time and money, etc. They also gained skills through trainings and mentoring like on how to handle/manage their chosen livelihood and how to market as well. With regards to DRRM, the respondents who were trained now have proper skills on how to manage and respond to emergencies and calamities.



Annex K. Overall Assessment of Scaling Up Areas

Marikina & Taguig

CRITERIA	RATING					RATIONALE
	1	2	3	4	5	
Project Design			X			need-based and participatory/multi-stakeholder approach; project priorities match needs of local partners but lacking strategies for buy-in; some risks and assumptions not realistic
Relevance/Appropriateness					X	directly addressing needs for IRM [of LGUs/LGAs] and resilient livelihoods especially those from informal sectors; equity-based approaches and coverage
Connectedness				X		facilitated/generated support for continuity of initiatives (on ATS and RL) by linking to Key NGAS – DSWD, DOLE, NDRRM, DOF, etc.
Coherence			X			Project strategies consistent with needs and priorities of city (east quadrant); No PWG/TWG was formed (at the city levels) as important mechanism for project coordination and complementation of work
Coverage				X		inclusive coverage of vulnerable sectors and high-risk areas, with integrative responses for IRM and RL including capacity building
Efficiency				x		<p>Orientations/training and info dissemination strategies carried out in various planforms</p> <p>Resources wisely used to address targets as provided including flexibility for project support with Covid pandemic by 2020</p>
Effectiveness			X			<ul style="list-style-type: none"> Primary project strategies (scaling up) of institutionalizing ATS and RL with risk transfer component are responsive to needs in building resilience of urban poor communities in highly urbanized cities most vulnerable to disasters; however, it has not reached the formal

agreement that would facilitate the realization of the intended goals.

- Proposed inputs to the NDRRM Plan from the Partners for Resilience Alliance and MOVEUP Consortium (October 2020 version subject for final approval) and the MOA with DSWD for signing are considered significant gains of the project
- Monitoring and evaluation of the project evident with the volume of Activity Reports, Minutes of the Meeting, Information dissemination through various platforms both print and broadcast including social media; however, the reports, specifically the minutes of the meeting, lack substantial details for easy referencing

Likelihood of Impact

x

The initial gains in integrating urban resilience strategies on ATS and RL (including risk transfer) in the following national and subnational policies are expected to create positive impact in long-term effects directly and indirectly

Annex L. Good Practices

Title of Good Practice

Building Community-Based Resilience Capacities: Community Savings Group (CSG) Towards Resilient Livelihoods

Innovative Features & Key Characteristics

The CSG is considered as an effective and revolutionary microfinance model to help poor communities to save money by organizing themselves into small community-based groups. The main intention of the CSG is to encourage and develop a culture of savings in the community, often not given attention due to more pressing financial concerns for survival. Key features of the CSG include:

- building up community savings for investment on agreed livelihoods or other projects;
- setting up of community-based and community-controlled enterprises that address direct livelihood needs of vulnerable groups (women, persons with disabilities, senior citizens, youth);
- providing loans to members based on agreed terms (interest rate, maximum loan period, etc.) that are more affordable and easily monitored;
- integrating capacity building to build up not only organizational strength but also facilitate individual (and collective) confidence-building through learning new skills related to organizational management, financial literacy, and alternative livelihoods, among others;
- building up of a social fund for emergency uses and support to members.
- promoting the value of cooperation among members and be productive; and
- opening door of opportunities to the group

CSGs provide increased financial security while at the same time, bring financial services closer to poor communities to promote secure investment with savings. What is very significant is the emphasis for urban poor communities to appreciate more and practice the value of savings as a form of investment for future needs. At the same time, this community activity encourages building better relationships and social cohesion as community members regularly meet and discuss common interests and goals.

Background of Good Practice

Majority of those from urban poor communities are engaged in the informal sector for livelihoods due to their limited access to capital, coupled with their low educational attainment that does not allow them to compete for better jobs. As such, income are unstable and often vulnerable to disasters and risks, with limited capacity for recovery without support from government or other sectors.

The CSG is appropriate in this context as it opens up a credit facility to community members as they pool their savings together. It acts as a self-help mechanism - members save frequently in small amounts and provides opportunity to have credit access on flexible terms, and as a basic form of insurance. It has resulted to the introduction of household level savings as a resiliency measure, with relevant outcomes acknowledged not only by those directly involved but even by barangay leaders and other community members.

CSGs as self-managed savings and credit groups are applicable almost everywhere, despite varying conditions in communities, whether rural or urban-based, where access to formal and affordable financial services is limited or lacking.

Further Explanation of Chosen Good Practice

CSG is a good concept that allows for pooling and build-up of capital that is reasonable and not burdensome for community members as they agree on the amount and terms. Hence, it is more acceptable as agreements are based on the capacities and needs of community members. The pooled savings are invested in alternative livelihoods that allows for the community savings to grow. Its basic advantages are as follows:

- very simple and easy to implement, applicable even with small groups ranging from 10 to around 25 people;
- transparent since all the rules and regulations are set and agreed by the members themselves;
- easy access to loans without interest or with low interest; members vote democratically to whom to give out loans in a given period; and
- local control and accountability directly with communities, with constant monitoring done through regularly agreed meetings.

While it is very practical, with easy steps for replication in communities, a major challenge is initially encouraging members to participate. At the start, there is a need to provide more orientation and/or awareness-building in order to allay fears stemming from reports and experiences about financial scams, or the belief that savings are not possible for those who are poor. Other challenges include:

- amount of saving might be small and therefore, not be enough to invest in some forms of livelihoods
- amount of money invested might be fixed and not appropriate to all members
- weekly group meetings might not be convenient for some members

The CSG shows that improving the financial condition of the poor does not have to be complex and expensive. Rather than depending on large financial institutions, savings group like the CSG thrive on the power of people to solve their problems, for peer-to-peer to support one another. What is only needed is a local NGO or support group to help initiate, provide orientation and trainings at the start, a few simple materials (money box with keys, notebook for accounting) and the cooperation of community members.

Practical/Specific Recommendations for Roll Out

CSG is a simple, transparent and locally controlled mechanism that addresses community needs for a safe and convenient place to save and receive access to small loans. The savings principle promoted by CSG is an efficient and cost effective way of improving a household's economy as well as increase diversity of resilient livelihood options. Vulnerable groups, particularly women can participate and play a central role in the leadership of the group thereby improving their social positioning in the community. The CSG concept empowers people to pursue development in their own terms while at the same time, the community engagement facilitates tighter social networks.

Scalability and self-replication are easy since the CSG concept is not costly and does not need expensive trainers. Livelihood assessment and financial literacy can be done by trained members, and in some cases by other linked support groups, including the LGU. The main concept however, can be shared directly through peer exchanges at the local level basing it on the actual experience of CSG members who are the best promoters of the concept and practice. Moreover, the CSG concept can be widely understood even by less educated community members. Sustainability of the practice can be found directly in the community as it only takes the strong will, agreement and cooperation of community members. Cost of maintenance is very low and no expensive tools are needed for continuity. At the very end, community members can join immediately because the savings group can contribute in making their lives better and give them a sense of belonging and power. They do not need to rely on dole-outs and capital injections, but the investment to save is one that they build up themselves as a group. They build their investment on assets (savings), not on debts.

For institutionalization of support to CSGs, it is practical to link with the LGU and work out its integration in the programs and services of relevant city units (e.g., Cooperative office, CSWDO, etc.). Best is to come up with legislation or resolution that articulates the direct form of support to CSGs, whether through continuing skills enhancement (financial management, other livelihood options) or capital build-up. This is to ensure continuity of support to improve group operations. Links can be developed also with industry partners that can be facilitated by local service agencies including DOLE and DTI. Industry partnerships are crucial to support the enhancement of alternative livelihoods that can be pursued including expanding linkages for product development, marketing as well as additional capital build-up.

If it will be replicated to other barangay, one contributing factor that will help in encouraging possible recipients to participate is to let them understand what they will benefit from their participation with the project. During orientation the recipients should understand the program, they should be aware of the benefits they can get from joining the activities. Also, during the orientation if they can invite probably members from the barangay council or members of a successful CSG-CBED groups where they can testify and share their experiences with MOVE UP, the support the project provided to the barangay and the impact of the project with regards to community development and resiliency.

How could the Good Practice be developed further?

The CSG is a model that can be replicated easily in other programs because of its simple steps and inexpensive start-up. Additional considerations to build up its strengths include:

Identify other livelihood options and supplementary trainings to diversify the livelihood package and avoid competition among target barangays/communities. Livelihood assessment or scanning can help in identifying what are needed and relevant products and services that are marketable.

Strengthen partnerships with city LGU and industry partners to provide community recipients/partners with livelihood trainings, additional capital, and access to markets. Institutional markets such as in shopping malls or hotels can be organized with city LGU or industry partners to expand product sales.

Secure assistance of the City LGU (as well as DOLE) for accrediting and/or registration of CSGs so they can have access to local grants and programs. Additionally, the policy environment can be explored to support development of resilient livelihoods by providing incentives to activities that promote savings and investments, including access to possible microfinance.

For Persons with Disabilities, provide more support in terms of regular work space and marketing of products or services (as in the case of the blind masseurs), skills training and additional capital. PWDs need more attention considering their relative disadvantage without negating the contributions they can provide in terms of their special skills that can also generate employment and/or income for them.

Consider for capacity building trainings on packaging, branding, marketing and promotions as well as continuing organizational management and strengthening including financial management.

To ensure safety and avoid trouble among members, plan where the money should be saved. Group can either continue with practice of keeping money in a cash box with different key holders or deposit this to the nearest bank.

Review the inclusion of risk transfer mechanisms to protect livelihoods in cases of disasters, including a pandemic like COVID. CSGs can work with relevant LGU units, NGOs, or commercial partners to look at the availability of micro-insurance packages that are appropriate for the urban poor and their small-scale enterprises.

Title of Good Practice

Evidence-based advocacy resulting from Champions' innovative interventions towards crafting change-making policies

Innovative Features & Key Characteristics

- Designation of Champions identified from competent, reliable and dependable major players that serve as catalysts for transformation;
- Dissemination approaches consist of various platforms that reach various audiences through research, social media public events and interactive discourses;
- Exchange of ideas and information are done through trainings, brainstorming, conferences, demonstrations and other venues of interaction;
- Inclusive and multi-level participants and audiences (professionals, vendors, seniors, youth, women)

Background of Good Practice

Resilience- building is multi-faceted and all -encompassing so for it to gain a solid foothold in arriving at desired results, the complexity of the tasks requires unity of action. If the wise man built his house upon the rock, the analogy bears scrutiny how development work proceeds. The wise man (Champion) uses discernment to choose the rock (organizations, structures, people) as site from which the house (resilient community) stands. It is preferred to use the convergences of skills, talents, and resources in building.

Further Explanation of Chosen Good Practice

Consultations work well in dealing with beneficiaries (government and communities). The usual entry point is government but in this case, the ultimate beneficiaries are the Urban Poor. Champions need to work overtime to sell the ideas of resilience to beneficiaries. One unique feature here is to make them part of the process- from planning to implementation since ownership and authorship of any endeavor proceeds to building confidence and eventually self- reliance that are precursors to shaping resilience and relationships. Champions then must push the agenda using resources at their disposal. The resulting outcome bodes well for the government and the governed with the understanding that they move forward in meeting equitable understanding of their specific roles.

Practical/Specific Recommendations for Roll Out

The good practice can be replicated and scaled up within the context of community needs at practical level. At policy levels, Champions, having mustered enough information and the right fix to promote the objectives, must sit with decision makers to craft policies. The advocacy communication task is a complex process. Trainings to expand more champions among other message deliverers and recipients who will push the goal forward must be a continuing exercise. When the change makers are capacitated, it follows that the people they influence will snowball to effect more desired results.

How could the Good Practice be developed further?

Champions and Community beneficiaries are elements of social capital that spell the difference in development work. The following steps may be points to build on:

- Identify strategies to build confidence of targeted beneficiaries who will later become champions
- Do a more thorough profiling of chosen beneficiaries so influencing them will be more defined.
- Categorize the targets according to interests, skills and potentials (for example, mechanics, farmers, vendors, vegetable/fruit dealers, rice dealers, handicraft makers) and as champions focus on how best they can complement each other in building communities; and
- Do orientations with them as specific groups to disseminate lessons learned from both internal and external experiences that have been embodied into policies.

Title of Good Practice

Organizing and institutionalizing a Project Working Group/ Technical Working Group (PWG/TWG) for urban resilience building initiatives in the City

Innovative Features & Key Characteristics

To help direct and oversee project implementation as well as localize and implement strategies, a Project (or program) Working Group (PWG) composed of relevant city units and other sectors working on disaster risk reduction, climate change adaptation, poverty alleviation, and livelihood, among others, was organized as part of the participatory and transparent project approach that also builds up trust, ownership and accountability among project partners. Another PWG was organized at the pilot barangay level.

The PWG serves as the main multi-stakeholder planning, coordination and implementation mechanism for resilience building programs and initiatives in the city and barangay levels. What needs to be strengthened at city level is the expansion of representation to include more sectoral groups (and not only state-based agencies), especially those from vulnerable sectors. This is to provide a venue for articulating their needs directly for inclusion in planning, and identifying their contributions in the process, noting they are not simply recipients but can be empowered to develop their own capacities.

Under the PWG, Technical Working Groups (TWGs) are organized to directly address concerns on alternative temporary shelter (ATS) and resilient livelihoods (RL). The TWGs act as core groups on identified concerns (ATS and RL), with membership focused on those whose areas of jurisdiction and expertise cover these concerns.

Background of Good Practice

Multi-stakeholder project/program working groups represent one platform for collaboration that can ensure representation of different sectors, especially of vulnerable groups. This is a fundamental shift in approach recognizing that different sectors are key development actors and require more cooperation and collaboration, especially among civil society, NGOs, sectoral groups and state-based agencies. This is also in recognition that no one group or sector has all the know-how, capacity and resources to address a specific concern. In the end, everybody will stand to benefit by collectively working towards a common agenda.

The PWG is a preferred alternative to the more traditional state oversight functions. Through this multi-stakeholder governance at city and barangay levels, plans and corresponding activities will be more participatory and inclusive. More effective coordination and mobilization of support for replication and even for scaling up can be facilitated.

Further Explanation of Chosen Good Practice

The PWG/TWG is a voluntary partnership that supports collaborative relationships among various groups, both public and private. Everybody agrees to work together to pursue a common purpose and targets, which in this case is on integrated disaster management. All partners further agree to undertake specific tasks and to share risks and responsibilities, resources and of course, benefits. Key effective features of this mechanism include the following:

- participatory, transparent, responsive, inclusive and consensus-oriented governance that constitutes part of an enabling mechanism both at city and barangay levels;

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- dialogical process of coming up with plans, decision making and implementation of responses to jointly perceived problems and concerns;
 - learning exchange through sharing of expertise and resources facilitated among multiple stakeholders involved; and
 - consensual decisions that can generate more legitimacy and can be more effectively implemented than the traditional state-based only response.

In the case of Cotabato City working through the PWG, relevant city units were able to commit their resources (financial, technical and personnel, among others) not only to implement but sustain the efforts introduced through the MOVE UP project. Project strategies were institutionalized into city programs and services such as the CSG (for RL) which will be supported through the Community and Cultural Affairs Division (CCAD) and the City Tourism Office (CTO), both under the Mayor's Office. The CCAD will do replication, monitoring and facilitating how to address the other CSG needs while the CTO will support the PWD-group (Blind Massage Association) in terms of providing them a strategic work space, capacity building and marketing of their services (completion of this support though has to be monitored as it was not completed during the project term due to the pandemic). Possibly a major influence in these decisions is the inclusion of the City Administrator in the PWG who can direct support from other city units. Apart from the city units, the DOLE was also mobilized to provide support to help prepare the CSGs for accreditation/registration so they can get support from other government agencies which have programs for small-scale livelihoods. For ATS, the CDRRMO was influenced in including in its annual budget the procurement of appropriate ATS with design based on the context of the area.

At the very end, it is hoped that the PWG as a cooperative process will address the inherent power imbalance by improving the social positioning of private and community groups as they become partners in planning and decision-making. This is a positive shift towards a more participatory and stakeholder-based democracy.

Practical/Specific Recommendations for Roll Out

Continue with formation and maintenance of PWG/TWG as a platform for working together, integrating and/or harmonizing programs and plans on DRRM, including resilient livelihoods. It can also help build more efficient and effective functional relationships across different city/barangay units working on DRRM. However, target more representation from [organized] sectoral groups at city level so that vulnerable groups, in particular, can have a voice in the PWG/TWG and be part of the development process. Take note also of possible layering of the PWG - a core group composed of major actors working on DRRM (maybe around 10 major actors), and a more *en banc* type PWG which has an expanded composition. This is to secure an easier attendance if only core group is needed and then expand to *en banc* where necessary. Maintaining a PWG of more than 20 members (as experienced in Cotabato City) will be a challenge in terms of generating attendance of all members.

Use the PWG/TWG as an opportunity to learn together, both in terms of generating additional knowledge through a series of capacity building on DRRM and RL, and at same time exchanging information and expertise to improve local plans and generating resources to support one another on similar work. It can further become a venue to appreciate each unit's work, concerns and contribution to DRRM work.

Develop a customized short course on urban resilience that can be provided to target major decision makers and/or influential persons, both from public and private sectors. This is to expand potential support for project strategies on urban resilience. These can be people who can become members of

the PWG/TWG.

Develop local champions (both at city and barangay levels) who will advocate for the project strategies, including the effectiveness of forming and maintaining a PWG/TWG as a mechanism for coordination and collaboration among different units and/or groups, both public and private.

How could the Good Practice be developed further?

Target to engage heads of offices or key decision makers of relevant offices as they can provide important inputs, make decisions and influence support to urban resilience strategies for expansion and institutionalization at city level. They can be potential champions to push forward the support for the project beyond any project term when they see and are convinced by the effective evidence of the project strategies.

For sustainability, work on the passage of a city [and corresponding barangay] resolution that will institutionalize the PWG/TWG for urban resilience building as well as the adoption of the urban resilience strategies covering ATS and RL. A local legislation will ensure that this governance mechanism and project strategies can have continuity even if there are changes in leadership (though the focus and corresponding resources may still be affected by the agenda of the LCE). However, once in place, it is a matter of finding a champion who can advocate for building up support for urban resilience building through the PWG/TWG using the strategies adopted from MOVE-UP. The fact remains that DRRM will continue to be a main agenda considering the emphasis in addressing DRRM concerns is still high as major cities all over the Philippines are constantly plagued by disasters due to our geographic location (typhoon-belt, earthquake prone).

About the Evaluators

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Dr. Manuta is the Dean of the Tertiary Education Department of the Philippine Women's College (PWC) of Davao in Davao City, Philippines. As a Fulbright Fellow, he obtained his PhD in Urban Affairs and Public Policy with concentration in Energy and Environmental Policy at the University of Delaware, USA. His research interests and engagement focus on resilience building, risk reduction, climate change adaptation, vulnerability assessment, disaster management, environment and resource management, and ancestral domain management.

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Rosalinda C. Tomas, PhD is an Associate Professor and currently the Chairperson of the Anthropology Department at the Ateneo de Davao University. As an AusAid scholar, she obtained her MS in Environmental Management in 2016 and PhD in Anthropology in 2001 at the University of Queensland in Brisbane, Australia. Her research interests and engagements focus on the environment and resource management, disasters and climate change, indigenous education and ancestral domain management.

Julie B. Otadoy, PhD

Dr. Otadoy is an Associate Professor of Environmental Science at the Department of Biology, University of San Carlos (USC), Cebu City, Philippines. She is also the Chair of the USC Research Ethics Committee and Project Leader of the USC Environmental Monitoring of the construction of Cebu-Cordova Link Expressway (CCLEX). As a Department of Science and Technology (DOST) scholar, she finished her PhD in Environmental Science and training on seagrass ecophysiology at the University of the Philippines in Diliman and University of South Florida, USA, respectively. Her research interests are in the areas of global biodiversity and conservation, functional ecology, parasitology, and topics in environmental science.

Marilyn L. Ngales, PhD

Dr. Marilyn L. Ngales is a gender and development specialist with focus on vulnerable groups. She took PhD courses at De la Salle University, Manila Claremont Graduate University, Los Angeles, California and the University of Baguio obtaining a PhD in Development Education. Her brief stint as gender and development specialist in Ethiopia, East Africa enriched her work as Director of Community Outreach and Service Learning at the Lyceum of the Philippines University, Manila. She pioneered research and development work with remote indigenous communities in the Philippines with themes on sustainable environment, gender inequalities and traditional ways of coping with disasters. These were presented to partner universities abroad: University College London, University of Tromsø, The Arctic University of Norway, University of Zurich, Switzerland. She also presented these studies to the following countries: Macau, Vietnam and Thailand. Dr. Ngales is currently the Academic Coordinator of Indigenous Studies in LPU's Graduate School.

Leonora H. Astete, M.A.

Mrs. Leonora H. Astete finished her MA in English Language and Literature Teaching at the Ateneo University, Manila. As Community Program Manager at the Lyceum of the Philippines University, she focuses her development work using qualitative research with appropriate tools involving indigenous populations. Her research study on the effects of climate change with indigenous women in the Sierra Madre Mountain Ranges has been acclaimed as a pioneering work. She teaches literature and research at the LPU with specialized topics sourced from fieldwork with indigenous groups' issues and concerns with education, land displacements, sustaining their environment, and coping with climate change. These studies were shared locally and abroad namely, Macau, Thailand, UK, Switzerland, and Norway.