

# A Qualitative Analysis of the Initiatives and Adaptive Measures of the Community Association Officers under CMP and HDH in Response to COVID-19



**Atty. Junefe G. Payot**  
*Executive Vice President*

**Philip Robert C. Flores, MBA**  
*Vice President for Settlements  
Management Group*

**Glenda Marie T. Castro**  
**Catherine P. Cervantes**  
**Czarina Faye I. Mangapit**  
**Jamille L. Obcena**  
**Ciara Gabriela M. Villanueva**  
*Researchers*

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## **Acronyms**

ALPAS - Aniban ng Lehitimong Paninirahan na Ligtas sa Sakuna

CA - Community Association

CCTV - Closed-circuit Television Camera

CDP - Center for Disaster Preparedness

CMP - Community Mortgage Program

COVID-19 - Coronavirus Disease 2019

DILG - Department of the Interior and Local Government

DOH - Department of Health

DSWD - Department of Social Welfare and Development

FAIR - Flexible, Affordable, Innovative, and Responsive

FDUP - Foundation for the Development of the Urban Poor

HDH - High-Density Housing

HOAI - Homeowners' Association Incorporated

ISFs - Informal Settler Families

KSA - Key Shelter Agency

LGU - Local Government Unit

MBLA - Masterlist of Beneficiaries and Loan Apportionment

MBs - Member-Beneficiaries

NCR - National Capital Region

PWDs – Persons with Disabilities

SAP - Social Amelioration Program

SHFC - Social Housing Finance Corporation

## **Definition of Terms**

**Bantay Bayan** - A youth-led citizen watch program composed of volunteers and organizations that monitor the performance of local government units (LGU) in response to this public health crisis (Inquirer, 2020).

**Community Association (CA)** - An organization composed of officers and member-beneficiaries registered with HLURB for the purpose of availing loans under the Community Mortgage Program (CMP) of the SHFC.

**Community Mortgage Program (CMP)** – A financing scheme wherein informal settlers, slum dwellers, or community members of blighted areas are assisted in purchasing the land they occupy or the land they will be relocated to through Community Association (CA).

**Coronavirus Disease 2019 (COVID-19)** - An infectious disease caused by a virus that spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes (WHO, 2020).

**High-Density Housing (HDH)** – Another socialized housing program by the SHFC to ensure safe and flood resilient permanent housing solutions for the ISFs living in the danger zones of NCR. It is designed to address the decreasing availability of parcels of land in the key cities and their increasing prices by constructing multi-story housing units.

**Homeowner's Association (HOA)** – An organization in a subdivision, planned community, or condominium responsible for making and enforcing rules for the properties and their residents.

**Informal Settler Family (ISF)** – It refers to a family living in a housing unit or facility constructed in danger zones.

**Key Shelter Agency (KSA)** - It is a government attached body mandated to provide different housing programs in the country and the SHFC is one of the key shelter agencies under the Department of Human Settlements and Urban Development (DHSUD).

**Member-beneficiary (MB)** - The SHFC requires that a member-beneficiary is a Filipino citizen of legal age, but not more than 60 years old, upon loan release and has certified under oath that he has not been a recipient of any loan from the CMP. Additionally, MB must not have participated in other government housing programs, does not own or co-own real property, is not a professional squatter as defined in RA 7279, and is a structure owner, renter, or sharer at the site.

National Capital Region (NCR) – It is also known as Metropolitan Manila and is the capital region of the Philippines.

Social Amelioration Program (SAP) - This is the cash aid program of the government during the quarantine period for the 18 million poorest families affected by the COVID-19 pandemic in the country.

Social Housing Finance Corporation (SHFC) – One of the KSAs created through Executive Order No. 272 (E.O.272) to direct the transfer of the Community Mortgage Program (CMP), Abot Kaya Pabahay Fund (AKPF) program, and other social housing powers and functions of the National Home Mortgage Finance Corporation to the SHFC. It is mandated to propagate housing programs for formal and informal settlers in low-income groups.

### I. Introduction

#### A. Background of the Study

The novel coronavirus 2019 or the COVID-19 has greatly affected the Philippines, as with the rest of the world. It showed the country's lack of preparedness to face a national health crisis. From the lapses in health services to the effects of economic fall-out, the low-income sector is among those who are most affected (Adle, 2020). While the national and local government units (LGUs) are key players to efficiently curb the spread of local transmission of COVID-19 infections, the Filipino community also has a significant role especially when it comes to information dissemination (Cordero, 2020).

The Philippines started to experience first-hand the horrors of the coronavirus when the first positive case was reported on January 30 of this year (Paris, 2020). However, it was only on March 15 when the Philippines was placed under its first lockdown due to the increasing number of COVID-19 cases (Dancel, 2020). Domestic access to the 17 districts of Metro Manila placed under lockdown was also restricted whether through air, land, or sea (Santos, 2020).

In this study, we highlight the initiatives and adaptive measures of our communities under the Community Mortgage Program (CMP) and High-Density Housing (HDH) project in terms of their response to the COVID-19 pandemic. Initiatives, in this context, are defined as actions done by the community association officers to protect their constituents from the effects of the coronavirus, as well as to help alleviate any personal challenges or issues their fellow community members might be facing in relation to the pandemic. Adaptive measures, on the other hand, are defined as the adjustments made by societal institutions, such as the government and private organizations, in response to the COVID-19 pandemic. These initiatives and adaptive measures may be concrete, such as building facilities, or abstract, such as a change in policy.

Since the goal of both CMP and HDH is to create communities that are self-sufficient and self-governing, knowing the initiatives and adaptive measures in these communities are important to gauge their independence and compliance on the new normal. It is also for us to understand the community leaders' drive and preparedness to take action in this pandemic, may it be in disseminating information or providing the needs of their members.

### **B. Objectives**

#### *General Objective*

To analyze the initiatives and adaptive measures implemented by the association officers in adapting to the new normal brought by the COVID-19 pandemic.

#### *Specific Objectives*

1. To determine the strengths, weaknesses, opportunities, and challenges of CA officers in this time of the pandemic;
2. To determine the initiatives and adaptive measures through the strengths, weaknesses, opportunities, and challenges of CA officers; and
3. To recommend based from the identified SWOC strategies of the CA officers in response to the COVID-19 pandemic



## II. Review of Related Literature

### A. Global-Scale Preparedness to Health Crisis

#### *Outbreak, Epidemic and Pandemics in History*

After decades of being complacent about our protection from modern medicine, outbreak, epidemic, and pandemic are now back on the vocabulary of researches and even individuals (Moukaddam, 2020). Contagious diseases continue to threaten and disrupt human populations throughout history, from Herpes and Legionnaires' disease in the 1970s, to AIDS, Ebola, the severe acute respiratory syndrome (SARS), and now COVID-19 (Jones, 2020). The spread of infectious diseases around the globe heightened the "global connectedness" and also highlights the unsanitary conditions of places. The reason why there are alarmed public for many infectious disease is because of the reduced immunity and under-vaccination to the emergence of new viral strains (Moukaddam, 2020).

In History, we are actually at much greater risk of hyperbolic fears and misplaced priorities. Historical examples of horror and panics about epidemics that were not materialized were H1N1 influenza in 1976, 2006, and 2009. There are also many societies worrying about a small threat such as the risk of Ebola spreading in the United States in 2014, while ignoring much larger ones hidden in plain sight (e.g. SARS-CoV-2 had killed roughly 5000 people by March 12 (Jones, 2020). The coronavirus pandemic has become a global misfortune far from any in our lifetimes but, as historians remind us, this is "neither our first nor our most deadly war with an infectious disease" (Marshall, 2020).

#### *Global Actions*

The global community and political leaders were called on by health leaders to support this collaboration of global leaders to provide the necessary to accelerate the work towards protecting the world from COVID-19 (World Health Organization, 2020).

It would place great pressure on our economies to heighten a global health problem with a massive economic and financial crisis. Even after the brunt of the health crisis has passed, the work crisis that will ensue will have a great impact on each individual (Organisation for Economic Co-operation and Development, 2020). The global COVID-19 most important response to date has been that to successfully slow transmission and protect health systems. May it be in health or home setting, it is essential to diagnose and isolate effectively for all cases of COVID-19 including cases with mild or moderate disease (World Health Organization, 2020).

### *Lessons from Southeast and East Asian Countries*

The crisis has adversely affected the Southeast and East Asian region—paralyzing the economy (Searight, 2020) and testing the stability of the country-level health sector (World Health Organization, 2020). Despite this, the United Nations (UN) (2020) recognized the timely responses to learn from Southeast Asia, which have “acted swiftly” to slow down the rapid spread of the virus. Many studies, news, and research articles have also named Singapore, South Korea, Taiwan, and Vietnam as among the countries in the region that have efficiently handled the situation in their backyard. While these countries responded differently, they have shared common characteristics to at least champion the first wave of the pandemic:

- early domestic and foreign travel restrictions (World Health Organization, 2020);
- speedy and decisive policy decision-making based on health- and science-based evidence research (Le Thu, 2020; Our World in Data, 2020);
- government transparency, planning, and preparedness (Abuza, 2020);
- lessons from 2003 severe acute respiratory syndrome (SARS) outbreak (Le Thu, 2020; Our World in Data, 2020) and
- quality public health care system (World Health Organization, 2020)

There is a need to reflect on the initial responses of the countries that have handled the pandemic better, included are frontliners from Singapore, Taiwan, and South Korea (Bremmer, 2020).

For instance, the unfortunate experience of Singapore in 2003 SARS outbreak has guided the country to adapt well to the COVID-19 pandemic (Kaguyo, Kengne, & Dandara, 2020). The commonalities of every successful response of these Asian countries was from a wake-up call back in 2003, the severe acute respiratory syndrome (SARS) outbreak (Hsu and Tan, 2020). It is a reminder of how two decades ago, people died and economies suffered so “they flattened their curves before the rest of the world understood there would be curves to flatten” (Rogers, 2020).

Another example is in Taiwan, where every name has a health-care record which allows the medical frontliners to access medical information online. It gives health officials near real-time data on hospital visits and alerts on the risk of every patient involved, including their travel history (Gao and Farr, 2020). The same with Taiwan’s measure, Singapore also has high adaptive measures in response to the recent pandemic. One of which is that diagnostics, health care, and testing shouldered by the government which “reduces barriers for individuals seeking help” (Hsu and Tan, 2020).

### **B. Country-Level Preparedness to Health Crisis**

#### *Philippine's Emergency Response to COVID-19 Pandemic*

This section looks into how the Philippines fared in addressing the health crisis in comparison to their neighboring countries in the South East Asia region.

When the first local transmission of the coronavirus was confirmed in March 2020, the national government has placed the country under a public health emergency (Official Gazette, 2020). Shortly after the public health emergency was put in full swing, a week later, the whole country was placed under a State of Calamity for six months (Office of the President, 2020). As part of the response efforts to address the viral outbreak, the policy-making body Inter-Agency Task Force (IATF) on Emerging Infectious Disease was created to enact the National Action Plan or the "overall national strategy to deal with the COVID-19 problem and its aftermath" (Tomacruz, 2020). Among the government's first containment measures included the imposition of stringent nationwide community quarantine and public health minimum health standards such as social distancing, proper hand washing, and wearing of masks. However, despite these interventions, the number of confirmed positive cases continues to rise.

From March to April 2020, a study of the University of the Philippines (David, Rye, & Agbulos, 2020) have seen the "success" of the Enhanced Community Quarantine as "transmission rates have gone down," which means "the curve is close to flattening" in the National Capital Region (NCR). But because of the lack of mass testing, contact tracing, and slow building of isolation facilities, the country floundered in its fight against the fast-spreading disease. The lack of a coherent pandemic response plan also resulted in an overwhelmed health care system (Sullivan, 2020), higher unemployment rate, among other effects. The lockdown was modified and extended, but the disease spread exponentially until we have become the coronavirus hotspot in the region in August 2020 (Sullivan, 2020). The country lagged behind its neighbor in the region.

#### *Planning and Preparedness to Disease Outbreak*

The early recognition of emerging infectious disease on a large-scale outbreak has been done even before the pandemic happens, the disaster plans we have were focused on responding to recurring weather extreme events like typhoons and flooding (International Medical Corps, 2012; Sering, 2013; Henig, 2020). Like other contemporary disasters, such as climate change, the Philippines is not well-prepared to face a pandemic outbreak (Wyns, 2020; Sering, 2013).

This has been proven by numerous global-scale rankings on country-level pandemic preparedness, which exposes the poor status of our healthcare system. A 2019 Global Health Security Index (Johns Hopkins Center for Health Security, 2019) placed the country in the 53rd

spot out of 195 countries in terms of epidemic preparedness. While the rank is above average, the country scored zero in five health security indicators. Among the indicators include rapid response, which shows that the country failed to provide planning and preparedness—from emergency response to risk communication and travel restriction (Johns Hopkins Center for Health Security, 2019). Another evaluation of global health experts, which was funded by philanthropic organization Bloomberg, shows that the country lags behind immunization, national legislation and financing, and coordination and advocacy. Based on their scoring on epidemic preparedness, the country scored 52, which means that it has more work to do to improve its preparedness for another outbreak (Prevent Epidemics, 2020).

However, there is a survey from Statistica conducted in February 2020 with regards to the government actions towards COVID-19, found that “most of the Filipinos surveyed believed that the government had acted appropriately to handle the outbreak” (Sanchez, 2020). These actions were based on the 4-pillar socioeconomic strategy against COVID-19 under President Duterte’s administration: (Department of Finance, 2020)

Pillar I: Emergency support for poor and low-income households, small business employees, and other vulnerable groups through various assistance programs and wage subsidies.

Pillar II: Expanded medical resources to fight COVID-19 and ensure the safety of frontliners (health insurance coverage for all COVID-19 patients; special risk allowance, hazard pay, and personal protective equipment (PPE) for frontline health workers; increased testing capacity; etc.).

Pillar III: Monetary actions to keep the economy afloat and other financing support for emergency response and recovery initiatives.

Pillar IV: An economic recovery program to create jobs and sustain growth, including Bayanihan II.

### **C. Role of Community Leaders During Times of Crisis**

#### *Community Leaders’ Practices, Roles, and Responsibilities*

In the article of Cordaid (2020), one of the community leaders highlighted the emergence of different subsistence of a community in Jagobiao, Mandaue Cebu wherein they call it “back to basic” because they’ll go back to activities like fishing, planting vegetables, etc. on the days that they don’t work. This would help them meet their needs in the time of pandemic. They also provided a system that they would cluster the communities into smaller groups in order to gather and disseminate information easily.

At a time of a pandemic, community leaders have learned to connect to their constituents through different channels of communication, especially to those who are most vulnerable to the crisis and have special needs, such as the elderly, persons with disability (PWD), and those who are illiterate (Oxfam, 2020). Leaders are responsible for integrating responses across the public, private, sectors and non-governmental organizations, even outside the health sector. These partnerships may be produced rapidly, but they form a vital network of relationships, alliances, and horizontal structures of coordination (Ahern and Loh, 2020).

The role of community leaders has been deemed as important now more than ever. As UN-Habitat (2020) put it, “this crisis should be seen as an opportunity to give a stronger role to community organizations because they know how to reach the most vulnerable.” Members of small communities or homeowners’ associations depend on their set of officers as much as the public relies on government officials to make informed decisions during a crisis (European Centre for Disease Prevention and Control, 2020). For this, the UN-Habitat (2020) sees the role of community leaders as indispensable as their role as partners in the humanitarian aspect of the pandemic showed to be significant. With this responsibility, they also need support in terms of information, resources, and partners to represent them to other communities, organizations, and authorities (Oxfam, 2020). To add, according to Sri Sofjan, the co-chair of the World Urban Campaign, there is a need to “develop new ways of recognizing the role of grassroots communities and to amplify bottom-up processes in decision-making” (UN-Habitat, 2020).

### **D. Resiliency During Crisis**

#### *Community Resilience*

Community resilience is the ability of a group of people living together to respond, to adapt, and recover from the effects of a difficult circumstance (Patel, Rogers, Amlot, & Rubin, 2017; Community Resilience, n.d). A resilient community is described as having a high level of community strength with an ability to control stress. In contrast, a community with low resilience may result in vulnerability, leading to a recovery of setbacks after adversities (Callueng, Aruta, Antazo, & Briones-Diato, 2020).

In the Philippine context, however, resilience is commonly attached to an attitude of having strong coping mechanisms amidst the challenges of life, a notion that stemmed from its faith-based culture and positive mentality (Wilkinson, 2015). Many, however, have called out that the Filipino resilience has been romanticized for far too long, and is inappropriate especially since the onset of the coronavirus pandemic (Marquez, 2020; Mejia, 2020). The resilience of a Filipino community, then, must be thought of in a different light. One core characteristic connected to it is the community’s ability to adapt and make their own initiatives (Oxfam, 2020).

While resilience and adaptability are two different things, both are inseparable characteristics of a developed community (World Bank, 2020).

### *Initiatives and Adaptive Measures*

Adaptive and resilient communities are those that are informed during a crisis and have good communication relations with external parties. Communities and stakeholders must have top-tier coordination to execute an effective crisis communication (Oxfam, 2020; World Bank, 2020). For instance, the importance of an open dialogue between the vulnerable communities and city government officials was emphasized in a 2006 Center for Disaster Preparedness (CDP), which included communities from Dagupan City and some parts of Luzon (United Nations, 2007). It was only after the communities initiated to air their grievances to their local government officials that disaster mitigation activities were developed. This project resulted in a better understanding of disaster risk and development projects, not to mention the relationship that was formed in the process.

Digital literacy among community members is also an initiative in this pandemic since the information regarding the COVID-19 pandemic is mostly on digital platforms (Charlton, 2020). It is also important, then, for community leaders to lead by example in scrutinizing the information that is being spread regarding the global outbreak.

Moreover, access to basic services makes a resilient community. Slum communities are highly vulnerable to the effects of a crisis, with poor access to health care services, basic utilities, and sanitation (International Institute for Environment and Development [IIED], 2020). This perennial problem of inequality is the result of the “lack of attention to the urban poor by decision-makers and development agencies in the last five decades” (UN-Habitat, 2020). In relation to inequality, the significance of having an owned land and property is highlighted in times of a crisis. This is evident, for instance, to the community of small-scale farmers in Leyte that needs to adapt or “better cope with the threat of food insecurity brought on by the pandemic” (Development and Peace, 2020). The community’s experience is a testimony that having an increased adaptive capacity to make a livelihood enabled them to help themselves and the less fortunate neighboring communities.

Resilient communities are also those that have members engaged in the activities of the group (Centers for Disease Control and Prevention, 2019). These communities must have leaders who invest not just in facilities, but also people (World Bank, 2020). In sustaining the community through a crisis, the individual contributions of members, and their ability to show courage to adapt to change is significant as adaptability is an ongoing process to a transformative change, which leads to communal resilience (International Federation of Red Cross and Red Crescent Societies [IFRC], n.d). Investing in the people also means that leaders must be able to

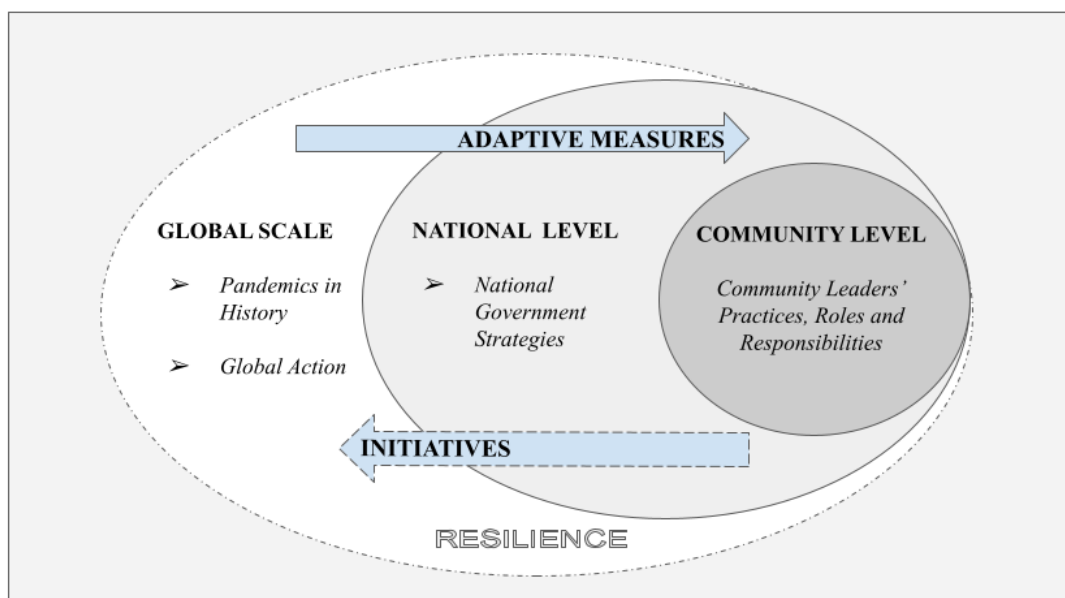
manage the stress within the community by efficiently updating their constituents with accurate information (Centers for Disease Control and Prevention, 2019).

The Filipino communities have always been hailed for their culture of resiliency and their ability to adapt and take the initiative to help one another survive. But all sectors who would not normally work with one another until a crisis occurs must collaborate, so the most vulnerable sectors of our society are capacitated enough in reality.

### III. Conceptual Framework

The conceptual framework indicates that the initiatives and adaptive measures are prerequisites in order to obtain resilience throughout at the global and local level. It shows that the adaptive measures of the global community is conformed throughout the local level which includes communities in the country. On the other hand, the initiatives or the efforts made by the communities can be reflected on the local transmission and the number of cases of COVID-19 on the national and global scale. It was also presented in the concepts that there were pandemics in the past that gave rise to plans being adapted in the present extensively. Global and national actions and strategies is put into information to be integrated into the practices, roles, and responsibilities of the community leaders as well as individuals.

**Figure 1.** *Conceptual Framework of the Qualitative Analysis of the Initiatives and Adaptive Measures of CA officers under CMP and HDH in response to COVID-19 Response Study*





### IV. Research Methodology

#### A. Research Design

A qualitative research design was used in the study. Qualitative research focuses in understanding the beliefs, experiences, attitudes, and behavior of a particular group of individuals (Pathak, Jena, & Kalra, 2013).

The design was used in the study to explore the insights and experiences of the CA officers in making initiatives and adaptive measures to help their communities be resilient at this time of the pandemic.

#### B. Locale of the Study

The participants of the study are CA officers who are bonafide residents of the five homeowners' associations (HOAs) included, namely: ALPAS I HOAI, Denilla Ville HOAI, Ernestville HOAI, Golden Shower HOAI, and West Land HOAI. While ALPAS and Ernestville are High-Density Housing (HDH) projects, the other three are part of the Community Mortgage Program (CMP). In this study, the researchers have opted to divide ALPAS-1 HOAI into their three clusters—clusters A, B, and C—and treat them as separate communities due to the fact that each cluster has its own set of officers who are independent of each other, for the most part. In this section, the five HOAs will be briefly described.

Aniban Para sa Lehitimong Paninirahan na Ligtas sa Sakuna Homeowners Association Inc. or ALPAS-1 HOAI has 546 member-beneficiaries (MBs) based from the Masterlist of Beneficiaries and Loan Apportionment (MBLA) who, as mentioned above, are divided into three clusters who run independently of each other. The community is located in Barangay Muzon, San Jose Del Monte, Bulacan.

Denilla Ville Homeowners Association, Inc. in Barangay Bignay, Valenzuela City was founded in the year 2013. Currently, the community is composed of 135 MBs.

Ernestville Homeowners Association, Inc. is located in Barangay Gulod, Novaliches, Quezon City. The community's formation was intertwined with that of their mobilizer's—Foundation for the Development of the Urban Poor (FDUP). According to the FDUP, the officers and key leaders of Ernestville HOAI went through a series of leadership and technical training related to shelter planning for them to understand the whole process and take an active role in the project development phase.



Golden Shower Homeowners Association, Inc. is a small community of 202 MBs in Brgy. Pinagbuhatan, Pasig City.

Finally, West Land HOAI is an even smaller community of 74 MBs from Marikina City.

### *Selected Cities*

The study identified the cities in Metro Manila which have been flattening the curve one month after the nationwide lockdown was imposed. In order to do that, we looked into the DOH records of COVID cases in Metro Manila in April 2020.

One indicator to say that the city has started to flatten the curve is through checking the doubling time (PricewaterhouseCoopers, 2020). Doubling time is the number of days it takes for the cases in an epidemic to double (Patel & Patel, 2020). So, if the city has recorded a high doubling time, the spread of the virus is slow (Patel & Patel, 2020).

From April 12 to 30, the doubling time of the Philippines has been more than five days, which means that the virus is spreading slow (PricewaterhouseCoopers, 2020). The cities of Marikina, Pasig, and Valenzuela, among others, have also a doubling time of more than five days. During that time, the entire country was placed under an ECQ.

Study suggests that interventions like social distancing and lockdown has an effect on the doubling time (Patel & Patel, 2020). A University of the Philippines (UP) study (David, Rye, & Agbulos, 2020) showed that there was a "success" in Luzon-wide ECQ as "transmission rates have gone down" in April, which means "the curve is close to flattening" in the National Capital Region (NCR).

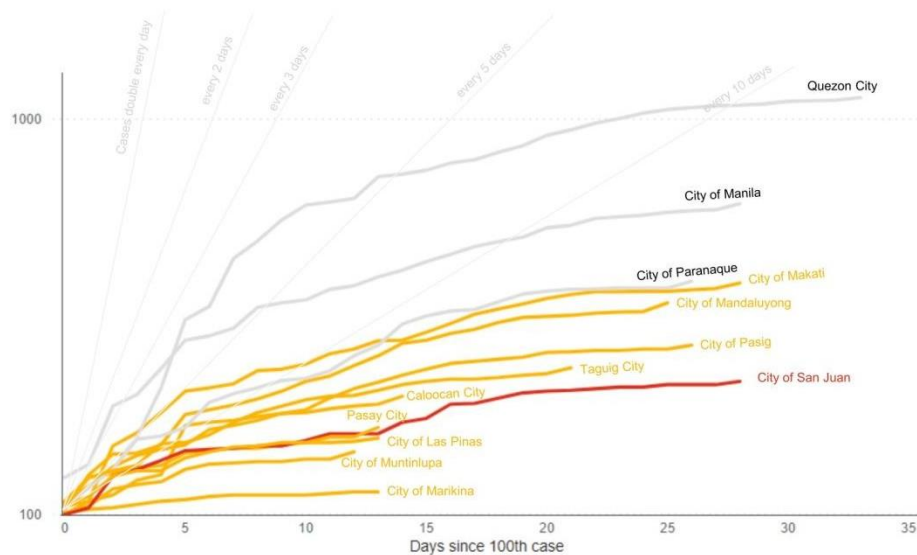
Following these records and findings, the study established the following criteria, which determined the cities to select the community associations from:

1. There should be an increase in the time it takes for COVID-19 cases to double in number (see Figure 2); and
2. They must be among those with the lowest number of COVID-19 cases in respect to their population size at the time of data collection (see Table 1).

The study also set the criteria to provide a general view on how SHFC communities located in cities with the lowest COVID-19 cases have adapted well to the pandemic under lockdown.

Since the cities of Marikina, Pasig, and Valenzuela meet the criteria, the participants of the study were narrowed down to the communities located in these areas.

**Figure 2.** *Doubling Time of COVID-19 Cases in Metro Manila*



Note. The cities of Valenzuela, Malabon, and Navotas, as well as the municipality of Pateros, are not in the graph because they have not reached 100 cases as of April 30, 2020. Data visualization adapted from PWC; data from Philippine DOH COVID-19 Data Drop as of 30 April 2020 (PricewaterhouseCoopers, 2020).

**Table 1.** *Number of COVID-19 cases as percentage of population*

City	Number of COVID-19 Cases <sup>a</sup>	Population <sup>b</sup>	Number of COVID-19 Cases as Percentage of Population
Caloocan	8,874	1,583,978	1%
Las Pinas	4,055	588,894	1%
Marikina	3,674	450,741	1%
Valenzuela	5,872	620,422	1%
Pasig	6,433	755,300	1%
Quezon City	23,699	2,936,116	1%
Muntinlupa	4,469	504,509	1%
Taguig	8,019	804,915	1%
Parañaque	6,740	665,822	1%
Manila	16,674	1,780,148	1%
Malabon	4,511	365,525	1%
Mandaluyong	4,662	386,276	1%
Pasay	5,867	416,522	1%
Makati	8,147	582,602	1%
Pateros	1,298	63,840	2%
San Juan	2,302	122,180	2%
Navotas	4,426	249,463	2%

Note. <sup>a</sup> From “City vs COVID,” University of the Philippines, 2020

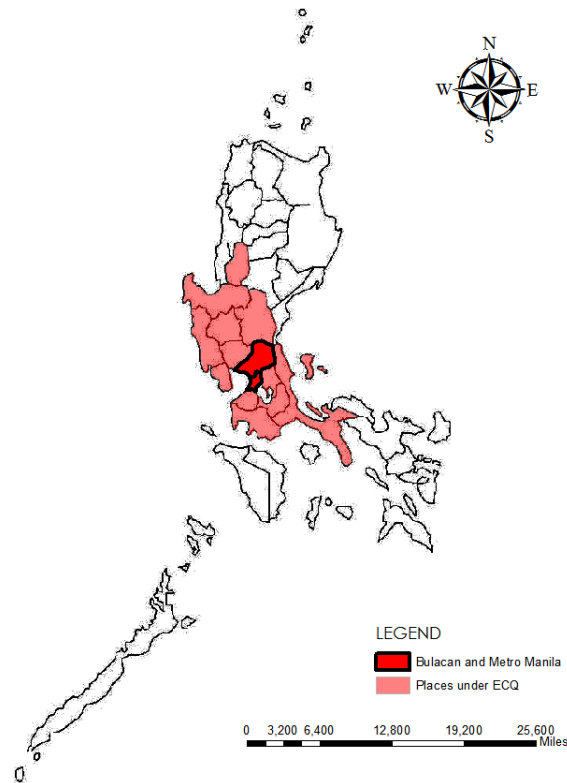
<sup>b</sup> From “Philippines: Metro Manila,” City Population, 2020

### ***Selected Community Associations***

The study used a different set of criteria to select the community associations in the cities of Marikina, Pasig, and Valenzuela. The criteria are as follows: (1) they have availed at least the lot acquisition from the SHFC, (2) more than 50% of their MBs have already transferred to the community with at least six months of residency, (3) their CA officers are duly registered to DHSUD or other entities, and (4) they have undergone ECQ (*see Figure 3*).

The ALPAS-1 HOAI, Ernestville HOAI, Denilla Ville HOAI, Golden Shower HOAI, and West Land HOAI were selected since they passed the screening criteria.

**Figure 3.** *Location map of the areas in Luzon placed under ECQ until May 15, 2020.*



### C. Process Flow of the Study

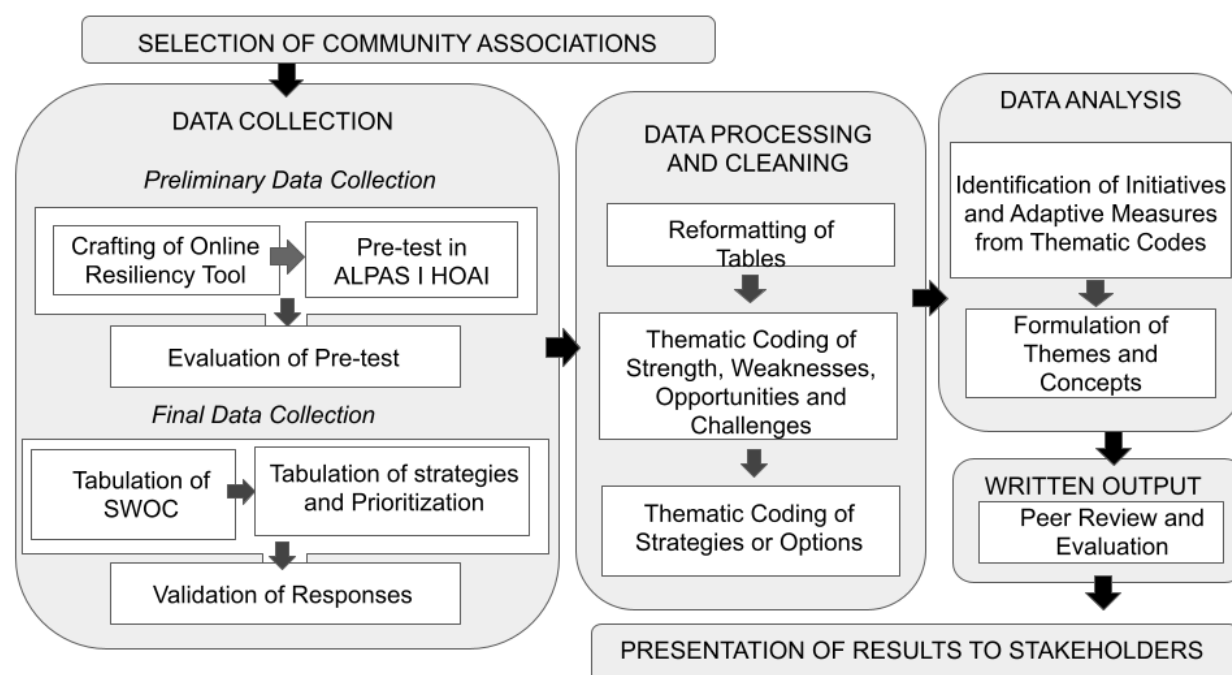
The process of writing this study can be divided into five parts: (1) data collection with CA officers, (2) data processing and cleaning, (3) data analysis, (4) writing the paper, (5) and data presentation. This section is intended to explain each part of the process. For a summary, Figure 4 shows a clear picture of the process.

The data collection process was divided into the preliminary data collection and the final data collection. The preliminary data collection involves crafting the online questionnaire followed by the pretest with 30 respondents from ALPAS-1 HOAI which were selected through purposive and snowball sampling. As it is part of the mandate of SMG to improve the well-being of the community members, especially for those who belonged to the marginalized sectors, purposive sampling was utilized to identify respondents who belonged to such sectors, namely: senior citizens, persons with disabilities (PWDs), and members of the LGBTQIA+ community. The following groups were also included in the study using purposive sampling: solo parents,

families with infants and toddlers (aged 1-4), families with children (aged 5-9), youth (aged 13-19), office-based employees, work-from-home (WFH) employees, and online sellers. Different groups were identified and included in the study to represent different perspectives that may have been affected by the COVID-19 pandemic. Eventually, snowball sampling was also used in the study. After the pretest that took place in ALPAS-1 HOAI, the method and objectives of the study were evaluated and revised, including the shift from a quantitative to a qualitative method. The shift to qualitative analysis was due to the pretested survey forms, the researchers became fully aware of the leading questions after being evaluated.

The final data collection was done through a group interview with the CA officers regarding their strengths, weaknesses, opportunities, and challenges (SWOC) as a community at the height of the pandemic, which included tabulating responses, formulating strategy, and identifying which strategies each HOA would prefer to prioritize. Afterward, data was processed and analyzed using thematic analysis to find common and outstanding responses from the seven group interviews. With the completion of the written output, it will then be subject to a peer review for further improvement of the study, which will then be presented to the communities and stakeholders involved.

**Figure 4.** *Process Flowchart of Highlighting the Initiatives and Adaptive Measures of the CA officers under CMP and HDH for COVID-19 Response Study*



### D. Data Collection

The study used the group interview to collect responses from the CA officers about their opinions and perspectives on the initiatives and adaptive measures they have done at the height of the pandemic. The group interview is a method that systematically questions the respondents simultaneously to elicit ideas, opinions, and perceptions from them (Lewis-Beck, Bryman, Liao, 2004; Chang & Hsu, 2006).

The researchers prepared a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) matrix as a guide question. The questions in the matrix are categorized into four parts: strengths, weaknesses, opportunities, and challenges. The questions range in different topics which included the initiated programs and projects by the CA officers as strengths and opportunities and the lack of programs and services as weaknesses and challenges, among others.

In an in-depth group interview with the CA officers, the researchers were able to flesh out the SWOC of the initiatives and measures implemented in the community under lockdown.

During the group interview, the researchers have recorded the responses of the officers in a spreadsheet real-time. The researchers asked the CA officers to identify the SWOC in their community. After the SWOC was identified, the researchers asked CA officers to identify strategies that they would like to propose to resolve their weaknesses, maximize their opportunities, and overcome their challenges. These strategies were prioritized based on the following criteria: acceptability, urgency, effectiveness, and cost. After the prioritization, the officers select which strategy they would want to prioritize and implement first (*See Annexes*).

The group interview was conducted online through a video conferencing platform Zoom. The data collection phase was done from July to October. The group interview has at least 2 to 10 participants from each association.

### E. Data Analysis

The data collected from group interview was analyzed using a thematic analysis. Thematic analysis aid the researcher to “analyze the data for specific themes, aggregating information into large cluster of ideas and providing details that support the theme” (Creswell, 2013).

From the SWOC matrix, the researchers have grouped similar concepts under two major categories: initiatives and adaptive measures of the CA officers. These similar concepts were then sorted into a single and common themes, which provide the insights on the specific and actual interventions that the CA officers have done during the lockdown period. These themes may also provide understanding of the results of the initiatives and adaptive measures that the CA officers have implemented.

Further, the following steps were also done to break down the data from the group interview, in order:

1. Strategy Formulation: The CA officers were asked of solutions that they think of to resolve the weaknesses and challenges in their community
2. Prioritization matrix: Introduces criteria that helped the CA officers to select strategies as their top priority for implementation
3. Thematic Analysis: Examining and recording common codes and themes based from the SWOC and identified strategies

### **F. Ethics**

The researchers have informed the CA officers about the purpose of the study before the group interview. They were also asked for their permission to record their responses that will only be used for the study.

### V. Results and Discussion

#### A. Themes for the Initiatives of The CA officers

##### 1. Initiatives

###### *a. Adopting New House Rules*

Due to the threat of the COVID-19 pandemic, most of the communities have adopted new policies to protect their constituents from getting infected with the virus. Regular clean-up drives and disinfection of the common areas and facilities have been a common strategy of the communities involved in the study. For cluster B of ALPAS-1 HOAI, Sundays are dedicated to the disinfection of the common areas, so much so that sari-sari stores are closed on this day. In ALPAS-1 HOAI Clusters A, B, and C, for instance, you will not see children playing in the streets, ideally, because their respective CA officers have prohibited them from stepping outside their homes as children are also at risk of getting the virus, especially those with underlying medical conditions (Centers for Disease Control and Prevention [CDC], 2020). At some point in the lockdown, visitors were not allowed to enter the associations as a precautionary measure. When the lockdown restrictions loosened, so did the respective communities' policies. For clusters A, B, and C ALPAS-1 HOAI, only a maximum of five visitors are allowed per unit, given that the visitors have provided medical documents proving that they are clear of any symptoms of the coronavirus, they will not be loitering, and that they will not stay beyond curfew hours. In line with the CDC's (2020) call for everyone to stay at home, it is not only the visitors who are banned from loitering but even the community members themselves. Should any of them need to step out of their units, the mandatory wearing of face masks are required in observance of the policy of the Department of Health (DOH) (Lazaro, Tupas, Cabrera, & Villanueva, 2020).

###### *b. Creation of an Online Community*

Due to the nationwide observance of social distancing, these homeowners' associations had to learn to build a community in the virtual realm. The new policies that these groups have adopted changed the way they communicate with each other. From the way their respective CA officers met, down to the manner of information dissemination to all their constituents, what used to be a few steps away is now just a click away. The CA officers have moved from meeting together in an office to discuss policies and concerns through Facebook messenger and other



social media platforms. The officers of cluster B of ALPAS-1 HOAI have even requested from the local government two-way radios to communicate with each other, and a sound system that they are now using to make public announcements.

### ***c. Strengthened Partnership with the Local Government***

Since the COVID-19 pandemic, some of the respondents have found that their homeowners' association's relationship with their respective LGUs, including the barangays, was strengthened because of the constant communication and coordination in between as an effort to hasten the COVID-19 response in their respective cities. For example, the officers of cluster A of ALPAS-1 HOAI reported that their community members have partnered with the Public Order and Safety Office (POSO) for the safety and security of their community.

### ***d. Demand for Livelihood Training***

One of the sectors most affected by the COVID-19 pandemic is the economy. In the Philippines, almost 3.5 million employees have either suffered from pay cuts or lost their jobs altogether (Jaymalin & Romero, 2020). It is no surprise then that livelihood programs and training were in demand in the communities that we have studied. While clusters A, B, and C of ALPAS1 HOAI received some form of livelihood training from the local government, this cannot be said for the other four communities. For instance, while a few community members from Golden Shower Ville HOAI have undergone a livelihood seminar during the pandemic, their CA officers stated their dissatisfaction as only a select few within the community were given such an opportunity. As families represented in each community fight for their survival in the middle of this pandemic, the CA officers desire to be able to conduct livelihood programs for their constituents have not died down.

## **2. Weaknesses**

### ***a. Misunderstandings within the Community***

Since everyone in the community is adjusting to the changes and new policies brought by the pandemic, disputes have emerged between the CA officers, as stated by cluster A of ALPAS1 HOAI, Denilla Ville HOAI, and Ernestville HOAI. In the adjustment period that the community is still in, disorganization and disagreement on which is the better route to take in terms of protecting their respective constituents was found to be common among the communities included in the study.

Respondent 1 said:

Nag-uusap yung tatlong HOA [cluster] hindi naging align sa mga protocols na pinatutupad kasi yung kabila [na cluster] may kanya-kanya ring ano, uh, pinatutupad. Hindi na nagiging align doon sa napag-usapan. Medyo naging— pero may ano naman po, may, uh, lalo na 'tong pandemic, may nabuong ano, uh, protocols at naipatupad naman po kahit papaano ng maayos.

The conflict and misunderstandings between the officers that have translated into a disorganized environment have also trickled down to the other community members. In Golden Shower HOAI and cluster A of ALPAS I HOAI, for example, there were misunderstandings among the members because of their officers' poor information dissemination regarding government provisions such as relief operations and the Social Amelioration Program of the Department of Social Welfare and Development (DSWD).

### ***b. Lack of Disaster Preparedness***

An unfortunate common factor among these homeowners' associations is their lack of preparedness should a calamity or an emergency take place, as four of the seven communities have admitted. One of the major concerns were issues on fire hazard.

To that issue, respondent 1 said the following about her community:

Actually na observe lang po namin noong dumating po dito yung [mobilizer] syempre po yung gamit nilang truck is yung malaki talaga, yung pang maramihan. Hindi po siya nagkasya doon sa gate na talagang main gate ng ALPAS. Imagine paano yung bumbero, paano dadaan doon diba kung magka-sunog dito. Kung matataas po... mali po yung sukat [ng gate].

To that statement, respondent 2 added, “Hindi pa po tama yung height. Hindi pasok doon sa standard ng Bureau of Fire [Protection].” Respondent 3 joined in the conversation saying, “Mayroon po [na fire extinguisher] kaya lang expired.” He also added, “Sa emergency light, mayroon nga po kami dito pero hindi naman nakasaksak, wala siyang outlet.”

The common reason for this is a lack of resources to acquire the safety nets that they need. Safety and security then, in this context, is also a matter of financial capability (International Federation of Red Cross and Red Crescent Societies [IFRC], n.d.).

### *c. Roles of Officers are Not Maximized*

Since the pandemic, the respective CA officers of the communities were able to use this time to identify some of the aspects in their governance that needed improvement. Four of the seven sets of respondents identified that the committees they have established, as well as the roles of most CA officers, were not being maximized. For instance, out of the several committees that Golden Shower HOAI has, only three are active; while in West Land HOAI and Denilla Ville HOAI have, only one committee is currently active—the finance committee for the former, and the peace and order committee for the latter. However, a committee being active does not mean efficiency, as in the case for West Land HOAI wherein despite the finance committee's presence, the CA officers said that they have not been able to collect monthly dues that are meant to sustain the needs of the community as a whole. Similarly, despite the presence of the building committee in Ernestville HOAI, their president admitted that the committee has not been efficient in handling property obstructions in the community

## **B. Themes for the Adaptive Measures of The CA officers**

### *1. Strengthening partnerships with the LGU*

A community cannot thrive on its own without the help of other institutions, particularly from the local government unit and barangay of its territorial jurisdiction, especially in this time of a pandemic. The LGUs, together with the barangay, play a vital role in the community and its people as they shall ensure and support, provide basic services and facilities, promote health and safety, maintain peace and order, and preserve the comfort and convenience of their inhabitants, among others (The Local Government Code of the Philippines, 1991). Having said that, the five CA officers believe that they should continue on strengthening their partnership with the LGU and barangay for the continuous flow of social services, completion of the projects that were put on hold, and making important information accessible to their constituents. The officers of the respective homeowners' associations have found that one of the keys to coping through the pandemic is through keeping close contact with their respective local government units. To regularly follow up on their requests and up-to-date with the LGU's schedule of programs was perceived as a good strategy by cluster B of ALPAS-1 HOAI as a way to increase the opportunities that they can give to their constituents. Aside from the practical methods such as assigning key persons to coordinate with the LGUs and staying updated and organized with the LGUs' contact information, continuously establishing rapport with the LGU is important in order to constantly receive services from them, such is the case for cluster C of ALPAS-1 HOAI. As the president of cluster C mentioned, “Kumpleto naman po from governor to kapitan, mayroon po kaming contact numbers exclusive po iyon sa mga officers. From time to time, nakakausap naman po kung mayroong ibabagsak si LGU para kung may programa, maibibigay naman po agad.”

### ***2. Limiting interactions with others***

The respective officers of the homeowners' association had to limit their interactions with neighbors and guests by implementing curfew measures to promote social distancing and to minimize the spread of the virus (Khatatbeh, 2020). Hence, community members must stay at home during curfew hours from 8:00 PM to 5:00 AM, particularly those vulnerable people such as the senior citizens and children below 18 years old who are prohibited to leave their homes at all, such is the case in Ernestville HOAI and cluster A of ALPAS-1 HOAI, respectively. If a community member needs to go outside, then a face mask must be worn when leaving the unit to still observe the safety protocols. Visitors and even delivery couriers are also not allowed to enter the Ernestville HOAI so all deliveries must be dropped off at the community gate to avoid interactions.

Meanwhile, other communities have loosened up their policies on accepting visitors when the ECQ was lifted. The homeowner's association officers of the ALPAS-1 HOAI Cluster B have allowed a maximum number of five visitors per household unit provided that the visitors will not loiter around the building and the community, as explained by one of the CA officers:

Kapag ang bisita ay galing sa probinsya, kailangan nila magpakita ng medikal certificate at isang linggo lang po ang pwedeng itagal nila. Kapag naman po galing lang within Bulacan, pwede po silang magtagal ng hanggang one month kapag immediate family 'yang bisita. Kapag may bisita, maximum of five visitors lang ang allowed at hindi sila pwedeng magpakalatkalat at magpunta sa ibang building.

Lastly, their meetings have now turned into an online discussion via group chat. For instances that a community member has no mobile phone or has weak to no internet connection at all, then the CA officers would conduct a house-to-house visit to update the community member or provide the minutes of the meeting.

### ***3. Heightening safety and security***

The safety and security measures of each community were heightened since the outbreak of the COVID-19 disease because the CA officers and community members are becoming more cautious about their well-being. For instance, the CA officers and community members have gotten more involved in volunteering to guard the community gate. Most of the homeowner's association officers have now realized the importance of having security guards to patrol in the community at night; hence, they wish to request from the LGU or mobilizer to deploy security personnel in their area.

Meanwhile, those communities with security guards impose proper guidelines and protocols for the entry and exit of the community members and visitors, such as placing a disinfection mat for the motorcycles in the entry and exit point, creating a logbook, and putting

vehicle stickers for easier identification. The Bantay Bayan Team of ALPAS-1 HOAI Cluster C would also like to require the printing of ALPAS ID, temperature checking upon entry of visitors, in addition to presenting the required documents like swab tests, clearances, and medical certificates that are asked from visitors. Such practices are viewed to lessen the risk of bringing the virus to the community if implemented regularly.

The respective CA officers also perceived the installation of CCTVs and streetlights as a necessity in the community. Three CCTVs are installed in the three entry and exit points of West Land HOAI as they have no street lights near the gate. According to the homeowner's association officer of West Land HOAI, "Gusto naming maglagay ng CCTVs sa loob ng community saka 'yung ilaw kasi hindi maiwasang mayroong mga pumapasok na hindi kanais-nais."

### ***4. Improving information dissemination***

Due to the community quarantine and workers being displaced, majority of the community members rely on LGUs for the provision of relief goods, cash assistance, skills and livelihood training, milk supplements, feeding program, and sanitation kits, among others, in order to survive. While the primary assistance was provided to the five communities, many of its community members were not able to receive the same aid due to poor information dissemination, particularly on the SAP in ALPAS-1 HOAI Cluster A. Such unfortunate event calls for better information dissemination practice to ensure that no one in the community gets left behind. The CA officers thought of designating a community member who will provide their own verified list of beneficiaries to the LGU and help schedule the distribution. Such example is the COVID-19 Response Team created ALPAS-1 HOAI Cluster C that focus on pandemic-related matters. Aside from keeping all of the members in the loop about the updates, the homeowner's association officers may also remind the community members through group chat, posting of tarpaulin, and conduct house-to-house with the use of a megaphone. The LGU is also encouraged to directly hand the relief goods to the beneficiaries, as suggested by the CA officers of Denilla Ville HOAI.

### **5. Increased sense of responsibility**

Having heard and seen the needs of their community members, the respective officers of the homeowners' associations share the same desire to help their fellow community members sustain their needs for food, financial, medical, particularly for the senior citizens, pregnant or lactating mothers, persons-with-disabilities, displaced workers, and the children. The most

requested provision by the community members are the skills and livelihood training, mainly because over three million Filipinos lost their job due to the health crisis (Marquez, 2020); hence, new learnings can help them land a job or generate their source of income. For instances where the training were already provided, the dilemma now is to encourage the community members to actively participate in the activities, as explained by one of the officers of ALPAS Cluster B, “Iyong challenge po sa amin kasi naibigay na lahat sa amin. Kapag hindi po namin iyon inasikaso o pinagyaman, mababalewala po lahat ng pagod at pag-initiate ng officers.” The CA officers also prioritize the school supplies of the students by requesting for laptops, gadgets, and internet connections for online class to help them continue their education.

### ***6. Strengthening the organization***

In these trying times are when the community members need the leadership of their respective officers the most; yet, several issues have only worsened the disputes among the CA officers. For instance, the lack of financial transparency of the cluster A officers of ALPAS-1 HOAI made the community members distrust them. Hence, in the hope to resolve the issue, the members perceive that a re-election would be a good decision, as explained by the officer of ALPAS-1 HOAI Cluster A, “Siguro po ang solusyon diyan ay re-election...para isa na lang ‘yung susundin ng mga tao para align na ang lahat.”

On a similar note, replacing the inefficient building committees in Ernestville HOAI with qualified people was also considered a good idea in order to maximize the workforce. Meanwhile, maintaining good communication and conducting regular meetings and monitoring was deemed beneficial to institutionalize the systems in each committee of the homeowners' associations.

### ***7. Preparing for disasters and calamities***

Since the pandemic, the CA officers have been more alert to prepare for unfortunate events especially that they lack the equipment and facility for disasters, such as emergency lights and street lights, fire hydrants, and fire exits in ALPAS-1 HOAI, West Land HOAI, and Denilla Ville HOAI. Due to this sign of unpreparedness, they now prioritize to look for potential partner stakeholders who can help them install such facilities and provide them the needed equipment. Similarly, all of the CA officers of the communities also wish for them to be equipped with seminars, training, and drills on disaster risk preparedness. In ALPAS-1 HOAI, they utilize their Facebook page by posting the emergency contact numbers for everyone's information.

### ***8. Prioritizing health and sanitation***

Ten months since the pandemic yet only the Denilla Ville HOAI was provided with face shield, alcohol, and facemask from their respective LGU, while the four communities still have pending request for hygiene kits and sanitation, swab testing, thermal scanners, fumigation, and disinfection. All of the communities are also still unequipped with facilities for disinfection and quarantine and even social distancing markers. The lack of facilities made the CA officers utilize what they have in the community, such as using the vacant units in ALPAS I HOA Cluster A as the temporary quarantine facility. “Sa ngayon po may mga bakanteng units. Baka pwede po naming ipaalam sa SHFC na gawing quarantine facility for the meantime habang may virus pa.”

Similarly, the cluster officers of ALPAS I HOAI created its COVID-19 Response Team in-charge of information dissemination, particularly on the safety measures and protocols. Other communities have also undergone disinfection from the barangay, which they opt to request to conduct again at least once a month. Furthermore, almost all of the communities also wish to receive other health services, such as free mental, medical, and dental check-ups, and medicines and vitamins for vulnerable groups.

### ***9. Imposing sanctions and penalties***

Implementing rules and regulations and safety protocols in the communities without appropriate sanctions and penalties may only encourage non-compliant community members to conduct violations even more. Such is the case in all of the communities that may have lack the rule of law and resort to giving verbal warnings instead. According to the research article “What is Good Governance?” (2009), the rule of law should be exercised through fair legal structures that are just and fairly enforced to all of the members. Such a loose grip for non-compliance has already affected the efficiency of CA officers. An example would be the building committee in Ernestville HOAI who might be replaced for failing at clearing the obstructions with someone more qualified for the position. The lack of punishment may have caused him to be completely removed from the position when he could’ve faced sanctions in the first place. Moreover, community members may have strictly complied with the payment terms of monthly dues if penalties are implemented. Hence, the majority of the communities are in favor of creating sanctions and penalties approved by the General Assembly through a board resolution.



### V. Summary and Conclusion

The CA officers have different approaches to COVID-19 pandemic and have significant common initiatives and adaptive measures. These five communities are well-informed of the health protocols and guidelines that need to be followed. Protocols from the national government were followed, in particular, wearing of masks, curfews, social distancing, and virtual arrangements. Dealing with the coronavirus that is contagious, the majority of strategies identified were on prioritizing health and sanitation, although there are financial limitations like the lack of disinfection and quarantine equipment and facilities. In addition, members were mostly in need of support for their everyday needs. Because of these limitations, there were disagreements within the community leaders.

Some weaknesses and challenges were associated with the initiatives and adaptive measures of officers. Since everyone is still in the adjusting period of the changes and new policies brought by the pandemic, the conflict and misunderstandings between the officers have translated into a disorganized environment which trickled down to community members. Conflicts arise because of unemployment and inaccessibility to goods and services. The CA officers wanted income-generating opportunities because many of them have lost their jobs during quarantine and have experienced difficulty in providing for the needs of their household. The interviewed CA officers were mostly requesting training, programs, and seminars to implement as the quarantine eases.

Understanding the change the community has to go through, highlights the adjustments that the officers need to impose for their constituents. There were identified concerns that are not on the scope of the pandemic but are still relevant on how the governance of the community association works especially on the financial transparency and stability. Disaster preparedness, besides the COVID-19 pandemic, is also a concern in the communities assessed. CA officers expressed their apprehension towards the lack of equipment and facilities. There were demands for assistance or resources that needed to be strategized further and needed to be followed up, such as streetlights and fire extinguishers.



### VI. Recommendations

The presence of all the CA officers of each community is important during the discussion in order to obtain different perspectives and to avoid repetition of meetings and overlap of data. Data collection through online group interviews were challenging due to technical difficulties; hence, contingency plans—such as but not limited to, substitute speakers and tabulators, and alternative meeting applications—would be beneficial.

The SWOC analysis is also presented in order to craft more strategies that are not limited to those that have been identified during the group interviews. It is important to note also that the use of strategy formulation in the study is not limited to this COVID-19 pandemic. For the application of the strategies, the community members' commitment and participation can also be addressed, not only in response to the COVID-19 pandemic but also strengthening the community in the long-run.

Themes were created in order to see the overall initiatives and adaptive measures of the seven governing systems. Most of the strategies created by different sets of officers were similar, mostly reiteration of protocols and provision of social needs, but they have different priorities in their identified strategies (*see highlighted strategies in Annexes*). The following are recommendations for the priorities of each HOA that can be considered as the basis for improvement of the existing issues and needs in their respective communities:

#### a. ALPAS-I HOAI Cluster A

Cluster A of ALPAS I HOA officers would like to *prioritize the utilization of vacant units as quarantine facilities* and the *placement of markers in the community* in response to COVID-19 pandemic. In order to utilize the vacant units, it is recommended to get the needed permits for the use of the unoccupied units as well as the placement of markers. For the standard precautionary measure, the placement of markers should have a space interval of six feet, and the quarantine facilities should have physical barriers and limited seats or beds.

In the Community Needs Assessment of ALPAS-I HOA, the highlighted issues of the respondents were the basic service and financial transparency which is associated with the identified strategies of this study, *to reiterate the decision of not purchasing from Sun Asia, but proceeding with the application to Meralco* and *to create an Audit Committee who will handle financial matters*. It is recommended to establish and settle their electricity first, with constant communication with Meralco for the application and needed processes and documents. Residents must also be aware of the shifting of suppliers in order to prepare for the changes that will occur. It is important to be transparent with the Community Association in any important decisions or updates that

will take place in the community especially when it comes to money. The Audit and Inventory Committee together with the Financial Management Committee should be transparent on all transactions made and plan for the resources needed in the association. This would be deemed beneficial especially in this time of pandemic when our salary is at risk because of health hazards and limited opportunities.

### **b. ALPAS-I HOAI Cluster B**

In line with the priority set by Cluster A, the *creation of a Basic Services Committee to handle their application* will be a great help in designating a focal person to contact regarding updates on the proceedings of the application. It is the same with the second strategy highlighted which is *to assign officers to directly connect the department for a faster follow-up*. These strategies prevent confusion among members of the community since documents or processes will be handled by the same set of people.

The community experienced flooding caused by blocked drainage, they also want to prioritize the *coordination with their contractor to resolve the drainage problem*. It is recommended to immediately look into the problem of the drainage because flooding would cause a lot of damages if not resolved, this would not only affect Cluster B but also the rest of the community members. Proper evacuation plans and early warning systems must also be deliberated among the members in order to prepare for uncertainties like flooding.

### **c. ALPAS-I HOAI Cluster C**

Sectoral groups such as, but not limited to, the elderly, children, women, PWDs, and LGBTQIA+ want to be prioritized by the officers of Cluster C of ALPAS-1 HOAI. They would like *to request for the provision of necessary services for these sectoral groups* and in order to do so they want *to build their rapport with the Office of the Mayor to continue the flow of social service to the community*. The necessary resources or programs needed by the association should also be planned and prioritized since there are requirements and processes to be followed, may it be health and maternal services needed by the elderlies, PWDs, and mothers or education needed by the children in the community. The budget, lead offices, and beneficiaries should be considered in planning for these services in order to target people who are actually in need. For now, the focus of the HOA is *to follow-up on the progress of requests regarding basic services, recreational areas, and streetlights*.

### **d. Denilla Ville HOAI**

The *request for security guards from the LGU, Mobilizer, or barangay* were highlighted in the identified strategies of the officers of the Denilla Vill HOAI. The

request of the security guard might be a lengthy process in this pandemic, an alternative course of action for the protection of the community is recommended. The officers or a committee could take part in guarding the premises of the community. Emergency hotlines must also be posted in case of disputes or accidents inside. The request for guards can still go on but contingency plans must be considered.

The *request for livelihood and health programs from LGU* was also determined in the prioritization. The officers already requested health programs from the LGU, they just need to follow-up on that request. They also wanted to create a list of the targeted beneficiaries which is a good initiative.

### e. Ernestville HOAI

There is an ongoing *request for a Multi-purpose hall and a request for an occupancy permit that needs to be followed up*. It is recommended to follow-up online or assign a focal person in this time of pandemic to limit social interaction. Most of the strategies given by Ernestville HOAI officers are the only reiteration of the precautionary measures in response to COVID-19 since their guards and members are active in protecting their community. Although, it is highlighted that they lack streetlights and *want to request the streetlights from the LGUs*.

### f. Golden Shower HOAI

The officers of Golden Shower HOAI have been very specific to their priority this COVID-19 to which is *to utilize the livelihood committee and conduct house to house survey to determine the skills of the household members*, for them to request targeted livelihood programs. There are institutions that can recommend livelihood programs in this Community Association. The initiative of conducting surveys for opportunities will be beneficial but must follow safety protocols in doing so. It is also recommended that they would request assistance from researchers in the field of assessing the appropriate livelihood in a community.

Guards were also requested by Golden Shower HOAI officers for their safety and security especially in monitoring at night. Strategies in line with this are *to ensure that gates are closed by 10 PM and to change the gate's padlock every year*. These given strategies are feasible and can be implemented without requests or permits, they just need the cooperation of every member of the community.

Lastly, they have identified the need to finish their drainage system. This might not be related to COVID-19 but the *follow-up requests for the unfinished drainage system* is crucial since the wastewater in the community can also be a health hazard.

### **g. Westland HOAI**

The officers of Westland HOAI presented a *bayanihan* strategy that is also included in their prioritized activity, which is *to encourage the whole community to contribute to the stock of hygienic kits like alcohol, masks, and face shields, especially if another strict lockdown is imposed*. This strategy can be integrated with different communities. The resources are always crucial in this time of the pandemic, it is always included in plans, may it be a human, financial, or material resource. It is recommended to know where we can get this resource before getting into financial and process constraints.

They also want to prioritize the *request for fire extinguishers in their multi-purpose hall and the installation of gate and streetlights*. This is reflective of the safety and security of the Community Association that also needs immediate action.

The goal of this study is to understand our communities better in order for the SHFC to help them better. With that, the researchers hope that this study may serve as an introduction to further studies on the response of communities to a pandemic or disaster. It would also be interesting to look into the comparison of different community associations who are in the early stages of resettlement, comparison between the different perceptions from before the pandemic using qualitative analysis, or a study on member-beneficiaries who have not yet moved to the settlement communities and their experience during the COVID-19 pandemic.

We also recommend that further studies be conducted from the responses, especially on the weaknesses identified in the SWOC matrix. For example, the sudden rise of unemployment among the community members as a direct effect of the pandemic, for example, would be a beneficial study to get into.

Due to the COVID-19 pandemic, physical interaction with the communities that might have added to the depth of the research was limited. With that, the researchers recommend that a study similar to this may be conducted again, but with more face-to-face methods as facial expressions and general observations, which enrich the data, are either limited or taken away from virtual forms of data collection.

Furthermore, the researchers hope that this study may serve as a guide for government agencies and NGOs in helping communities in need, however way possible. The responses of the HOA officers were the sole basis for the analysis in the study; hence, the results of the strategic formulation and prioritization can be used in crafting the plan not limited to the creation of a budget, but also for helping with possible requests and M&E programs.

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## VIII. Annexes

Annex 1. *ALPAS-1 HOAI (Cluster A) SWOC Matrix*

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Strengthened partnership with the LGU, other NGOs, and barangay	Disputes between the officers	Oath-taking with the governor and mayor	Not all members received the refund from Meralco
Constituted sectoral groups: 1. Senior Citizens Movement 2. PWD Organization 3. Solo Parent Group	No financial transparency	Provision of a DRRM seminar from the barangay	
	Participation of members in illegitimate surveys		
	No fire exits and fire extinguishers	Provision of skills and livelihood training from the LGU and TESDA (welding, carpentry, and food processing, etc.)	Expensive water and electricity bills
PUIs and PUMs were home quarantined	Poor information dissemination (re: SAP forms and relief operations)		
Implementation of a rotating schedule for Bantay Bayan		Provision of 5,000 pesos worth of capital from the LGU	

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Livelihood Trainings (i.e. carpentry, welding, hairdressing, and health and wellness)	Social distancing markers and quarantine facilities are non-existent	Provision of tents and uniforms for Bantay Bayan from the LGU	Plenty of households do not have stable source of electricity which caused members to demand for a loan (for load) through a demonstration
Baking materials for a pastry-making livelihood program		Provision of speakers from the LGU for meetings and information dissemination in respect to social distancing	
Strong partnership with LGU	No pathwalks	Provision of relief goods (170) vitamins for community members, and medicines for senior citizens from the LGU	There is no area for the members' farm animals
Initiated for the request of scholarships for 27 students		5,000 livelihood fund from PESO	
Requested for financial aid (172) and gadgets assistance (182)	Lack of fire preparedness (no fire exits and fire extinguishers)	Scholarships from the LGU	Difficulty in reaching the quota of 250 subscribers required by internet providers to avail pathwalks and streetlights
Initiated a request for kids' milk supplements		Loan for electricity (350PHP)	
Health and Wellness Program (Zumba program)		Solid waste management from barangay	
Requested for tents, a sound system, flashlights, and 2-way radio		Implementation of a collection system	
Initiated applications for DOLE's TUPAD Program in behalf of displaced workers		Damayang Filipino Program (members were taught how to earn extra income from recycling)	

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Crafted an Interim Policy for safety and security	Lack of sanction and penalties for Interim Policy	Members built a partnership with the Public Order and Safety Office (POSO) to strengthen the safety and security in the community	Issue regarding fluctuation in their electricity
Implementation of an 8PM curfew for all ages			
Children below 18 are not allowed to leave their units			
No door-to-door deliveries	No issuance of Temporary Permanent Pass to a visitor who stays more than 1 month	Pending: Provision of CCTVs and streetlights by IMJWANKLIK	
Maximum of 5 visitors per unit with IDs and medical records			
No loitering, including visitors			
Installation of Fiber Optics	No One-Day Pass	Pending provision of pathwalks	
Removal of illegal obstructions			
Implementation of waste segregation			
Installation of a Material Recovery Facility	No pathwalks	Provision of an additional source of income through the Damayan Filipino Program	Poor drainage system
Conduct a clean-up drive every other day			
Information dissemination through the Building Committee, Facebook page, flyers, group chat			
Emergency contact numbers are posted on their Facebook page	Too low gate arc for big trucks		

**Annex 2. ALPAS-1 HOAI (Cluster B) SWOC Matrix**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Livelihood Trainings (i.e. carpentry, welding, hairdressing, and health and wellness)	Social distancing markers and quarantine facilities are non-existent	Provision of tents and uniforms for Bantay Bayan from the LGU	Plenty of households do not have stable source of electricity which caused members to demand for a loan (for load) through a demonstration
Baking materials for a pastry-making livelihood program		Provision of speakers from the LGU for meetings and information dissemination in respect to social distancing	
Strong partnership with LGU	No pathwalks	Provision of relief goods (170) vitamins for community members, and medicines for senior citizens from the LGU	
Initiated for the request of scholarships for 27 students		5,000 livelihood fund from PESO	There is no area for the members' farm animals
Requested for financial aid (172) and gadgets assistance (182)	Lack of fire preparedness (no fire exits and fire extinguishers)	Scholarships from the LGU	Difficulty in reaching the quota of 250 subscribers required by internet providers to avail pathwalks and streetlights
Initiated a request for kids' milk supplements		Loan for electricity (350PHP)	
Health and Wellness Program (Zumba program)		Solid waste management from barangay	
Requested for tents, a sound system, flashlights, and 2-way radio		Implementation of a collection system	
Initiated applications for DOLE's TUPAD Program in behalf of displaced workers		Damayang Filipino Program (members were taught how to earn extra income from recycling)	

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Cash assistance to community members (475PHP each member)	No other sources of income	Recognition of the HOAI: Oath-taking of the officers at the Mayor's Office	Slow processing of basic services, yet fees are very high
Meralco refund has been distributed to the members		Scheduled earthquake drill	
Removal of obstructions in open spaces		546 relief goods from the PCUP	
Pending initiative to put an elevated garden in the open (to be supervised by the senior citizens)			
Created a COVID-19 response team (with regular reminders and information dissemination regarding quarantine protocols through flyers, and their community Facebook page and group chat)	Participation of members in illegitimate surveys	Donation of milk (for at least 30 children ages 5 to 10) and slippers (for 100 children ages 3 to 10)	Lack of amenities due to budget constraint (e.g. daycare center)
Had swab tests done		One-time feeding program for children	
Crafted an interim policy with the assigned guard for extra safety and security measures			
No visitors allowed during the ECQ			
No door-to-door deliveries (all deliveries are dropped off at the gate/entrance)		Groceries and gift check donations for 10 breastfeeding mothers from the parish	
Only a maximum of 5 visitors per household allowed during GCQ and they are not allowed to loiter			



**Annex 3. ALPAS-1 HOAI (Cluster C) SWOC Matrix**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Distributed the refund from initial water deposit payment (1,000PHP each)	4 guards are insufficient to handle 546 families	Livelihood programs from the LGU (e.g. meat processing, candle making, welding, and dishwashing)	No progress with the promised livelihood programs
Log-in records of guests with ID verification upon entry			
Strong partnership with the LGU for the provision of livelihood programs			
Reiteration of the 14-day quarantine for members who are PUMs or PUIs		Starter kit from the LGU (5,000PHP cash incentive)	Problems with basic services
Swab tests, clearances, and medical certificates are asked from visitors			
Bantay Bayan Team for guest entry	Close ties between the guards and the members have caused issues (e.g drinking together)	457 families received relief goods and cash assistance	No progress with the request for an internet provider from the LGU
Mandatory wearing of face masks			
Information dissemination through social media (re: COVID-19 protocols)		Welding training from TESDA	No recreational area and a church (pending request)
Existing ID system for entry and exit of members		Damayan Filipino Program	
Meeting once a week (group chat or in-person)		Medicines for senior citizens and PWDs from the LGU	No streetlights (pending request)
Good relationship among the officers			

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Members volunteered to cook and donate food for fellow community members	Some of the members lost their jobs	Provision of relief goods from the barangay	No update regarding request on disinfection
Members volunteered to guard the guest entry and exit	Some of the members lack a source of income	Provision of face shield, alcohol, facemask, and SAP from the LGU	Limited slots for SAP even if qualified
Each house has a fire extinguisher	Some of the members were unable to pay the monthly amortization	Provision of medicine and vitamins for vulnerable groups from the LGU	No health programs for the members (e.g dental, pregnancy check-ups, medicine provision)
Installation of street light from community's fund	No monthly dues collection (March-May)	Provision of sim cards to college students from the LGU	No livelihood programs
Weekly disinfection	Misunderstanding between the officers due to the implementation of initiatives	Constant communication with LGU-CESO regarding PUIs and PUMs	No seminars, drills, and trainings regarding DRRM
Information dissemination through house-to-house, use of megaphone and group chat, and posting of tarpaulin			Peace and Order is the only active committee
	No Security Guards		
	No free testing center		

**Annex 4. Denilla Ville HOAI SWOC Matrix**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Cleaning of the whole area together with barangay disinfection	Building committee does not efficiently handle those considered obstructions of property	Barangay disinfected the community area	Ongoing request for a multi-purpose room/hall
	Disagreement on the issue of obstructions of property		No streetlight
	No office space		Ongoing occupancy permit
Conducted meeting about the guidelines and policies that will be implemented	No budget for resources (e.g office )	Active security guards from the SHFC	Lack of livelihood program initiatives
Only one entry and exit with disinfectant (e.g alcohol and disinfection mat for motorcycle)			
Members are required to wear face masks outside their units			
Curfew (8PM- 5AM)		Communication with barangay emergency response team (re: isolation area)	No fire hydrant
Visitors are not allowed beyond the community's gate			
Delivery couriers are not allowed beyond the community's gate			
No drinking inside the community			
No meetings during lockdown, only virtual information dissemination			

**Annex 5. Ernestville HOAI SWOC Matrix**

STRENGTHS	WEAKNESSES	OPPORTUNITIES
No meetings during lockdown, only virtual information dissemination	No disaster risk preparation	Relief goods from the LGU and Mobilizer
House-to-house information dissemination (only representative)		Employees who couldn't work and therefore weren't paid by their companies received 4,000PHP each from the LGU
Parents are regularly reminded that children are not allowed to loiter		Provision of SAP
Senior citizen are not allowed outside		School supplies and gadgets for students from the LGU
No problem with basic utilities and internet connection		Senior citizens, PWDs, and lactating mothers received 2,000PHP from the LGU
COVID-19 protocols are observed during garbage disposal and collection		
Initiative to pay the amortization and monthly dues even when there's 3-month moratorium		
100 pesos abuloy for each household for the death of a member		
Reminder of protocols and guidelines through group chat		

**Annex 6. Golden Shower HOAI SWOC Matrix**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Disinfection in all areas of the community	Some of the members do not practice waste segregation	Relief goods from LGU	Pending infrastructure project
Enclose the area by installing gates, which are being monitored	Monthly dues during pandemic have not yet been paid for	Disinfection with the help of barangay	
Six CCTVs were installed ( Veronica St., Catalina St., Central Area)	Trainings and seminars are not disseminated for other members	Provision of SAP	
Have own bank account with maintained savings since community members have initiative on paying monthly amortization	Limited knowledge and resources for disaster risk preparedness	Provision of laptops and tablets for students (elementary to college) by LGU	
Practice transparency on the incoming and outgoing cash flows on their bank account	Limited committees (Grievance, Maintenance, and Peace and Order) are being utilized		
Responsive on property repair issues (cementation and drainage system) with the help of their skilled members	No sectoral groups/ marginalized organizations inside the community	With the help of barangay, trees are trimmed to maintain safe distances away from overhead power lines	No mental health services
Provide instructions on how to handle suspected cases of COVID-19 and how to quarantine them			
Conducts meetings and disseminates information through virtual means of communication	No budget for organizing livelihood programs in the community		
Made signages for COVID-19 protocols	Miscommunication among members regarding system of SAP		
Resolved problems regarding peace and order and non-compliance of members to their rules and regulations			
Majority of the households have internet connection for online classes and work from home set-up			

**Annex 7. West Land HOAI SWOC Matrix**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Community officers are guarding the community gates to regulate people from coming in and out during lockdown period	No penalties, sanctions, and board resolutions regarding rules and regulations	Strong relationship with the barangay	No provision of gadgets for online class students
	No disinfection areas or social distancing markers	Received SAP twice during the quarantine period	
Barangay <i>tanods</i> help the community to maintain peace and order	Community members are sharing personal gadgets for work-from-home and online classes	4Ps members have received cash assistance from DSWD	PUV fares have surged during transportation ban
The community continuously pays monthly dues and amortization during the lockdown period. Finance committee is active in issuing certification and clearance to secure it	No penalties, sanctions, and board resolutions regarding rules and regulations	Received groceries from different sources (thrice from city government; twice from the barangay; once from congressman)	
	Community officers are not consistent in guarding gates; padlocks for gates are broken	DSWD had a feeding program for 45 children aged 3 to 5 years old every week since March; parents are claiming milk and food since start of lockdown	No hygienic kits like masks and alcohol
Garbage waste is segregated and scheduled for collection	Children are making excessive noise	Senior citizens are provided with vitamins delivered from the barangay	
The president represents the community in barangay meetings. She communicates it to officers who in turn relay information to members through online group chats	Poor internet connection	Standard health protocols are observed every time barangay officers visit the community	No livelihood programs/projects
No problem with basic utilities	Having problem with execution and system	Free check-up for pregnant women	
3 CCTVs are installed near the gates	Only the Finance Committee is active	Senior citizens have received social pension	No streetlight or gate lights
Community officers use the multi-purpose hall for meetings	Community members are not able to pay monthly dues	There are area coordinators for information dissemination	

## Annex 8. ALPAS-I HOAI (Cluster A) Strategy Formulation

OPTION / STRATEGY	Basis: Strengths	OPTION / STRATEGY	Basis: Weaknesses	OPTION / STRATEGY	Basis: Opportunities	OPTION / STRATEGY	Basis: Challenges
To encourage other officers to undergo the oath-taking ceremony with the LGU	Strengthened partnership with the LGU, other NGOs, and barangay	To conduct a re-election	Disputes between the cluster officers	To practice proper information dissemination in order to invite more members to participate in LGU-related activities	Conduct an oath-taking ceremony with the governor and mayor	To discuss among the officers the documents about the refund for the purpose of dissemination and transparency	Not all members received the refund from Meralco
To register the Senior Citizens Movement to the Office of the Senior Citizens Affairs of the LGU	Constituted: Senior Citizens Movement	To create an Audit Committee who will handle financial matters	No financial transparency		Provision of a DRRM seminar from the barangay	To reiterate the decision of not purchasing from Sun Asia, but proceeding with the application to Meralco	Expensive water and electricity bills
To look for federations or NGOs that provide financial/medical/social assistance to PWDs	Constituted: PWD Organization	To conduct proper information dissemination regarding such matters	Participation of members in illegitimate surveys		Provision of skills and livelihood training from the LGU and TESDA (welding, carpentry, and food processing, etc.)		
To register the Solo Parents Group to the LGU-City Social Welfare and Development	Constituted: Solo Parent Group	To discuss during the General Assembly the possible partner for the installation of fire exits, and the contributions per building for the purchase of fire extinguisher	No fire exits and fire extinguishers	To discuss among the officers regarding proper monitoring and documentation	Provision of 5,000 pesos worth of capital from the LGU		Issue regarding fluctuation in their electricity
To reiterate the 14-day quarantine protocols, including regular reporting to the barangay	PUIs and PUMs were home quarantined		Poor information dissemination (re: SAP forms and relief operations)	To strengthen the management and monitoring of the Building Committee	Provision of food and financial assistance from the LGU, PCUP, and the local parish in Muzon		

OPTION / STRATEGY	Basis: Strengths	OPTION / STRATEGY	Basis: Weaknesses	OPTION / STRATEGY	Basis: Opportunities	OPTION / STRATEGY	Basis: Challenges
To request from the LGU the equipment for safety & security such as radios, searchlight, yantok and the installation of a headquarter facility	Implementation of a rotating schedule for Bantay Bayan	To discuss during the General Assembly the utilization of vacant units as quarantine facilities and the placement of markers in the community	Quarantine facilities are non-existent	To follow-up the request from the LGU regarding the provision of pathwalks, scholarships, gadgets and milk supplements	Pending requests from the LGU: scholarships, gadgets, and milk supplements	To follow-up the pending request to the barangay regarding their drainage system	Poor drainage system
To implement sanctions and penalties once the POSO takes over the community	Crafted an Interim Policy for safety and security		No social distancing markers		Pending provision of pathwalks		
To discuss with officers about the proper sanctions and penalties for violators	Implementation of an 8PM curfew for all ages	To follow-up the request from the LGU regarding thermal scanners and other hygienic and sanitary kits	Lack of hygiene kits and sanitation	To note the children who did not receive slippers and to strengthen information dissemination	Provision of relief goods and slippers to 300 kids by an organized group of volunteers		
To implement sanctions such as verbal warnings, written warnings, and community service	Children below 18 are not allowed to leave their units	To coordinate with the Public Office and Safety Order (POSO) regarding the implementation of sanctions for violations	Lack of sanction and penalties for Interim Policy	To reiterate the importance of disinfection of the housing units to the members who are against it	Disinfection by the LGU and barangay		



OPTION / STRATEGY	Basis: Strengths	OPTION / STRATEGY	Basis: Weaknesses	OPTION / STRATEGY	Basis: Opportunities
To reiterate that delivery services should wait at the gate entry point	No door-to-door deliveries	To resume the production of an ALPAS ID	No issuance of Temporary Permanent Pass to a visitor who stays more than 1 month	To identify other qualified members in order to recruit more	Members built a partnership with the Public Order and Safety Office (POSO) to strengthen the safety and security in the community
To reiterate the rules and requirements of visitors before entering ALPAS I HOA	Maximum of 5 visitors per unit with IDs and medical records	To identify the members who do not have an ALPAS ID yet	No One-Day Pass	To reach the quota by strengthening their marketing strategy in order to claim the promised materials from the company	Pending: Provision of CCTVs and streetlights by IMJWANKLIK
	No loitering, including visitors	To discuss during the General Assembly regarding the installation of emergency lights	No emergency lights	To list all senior citizens that were not provided with medicines and to strengthen information dissemination	Provision of medical assistance to senior citizens from the LGU
To strengthen the marketing strategy to be able to invite 250 subscribers to INJWAN KLIK in order to claim the promised Ph10,000 worth of materials for the improvement of the community	Installation of Fiber Optics	To follow-up the request from the LGU regarding the building of pathwalks	No pathwalks	To deposit recycled materials to the DFP weekly in order to collect more and to create a cooperative savings exclusive to DFP members from ALPAS	Provision of an additional source of income from recycled materials through the Damayan Filipino Program
To conduct General Assembly to discuss matters related to illegal obstructions	Removal of illegal obstructions	To coordinate with GBC regarding reconstruction of the gate arc	Too low gate arc for big trucks		

OPTION / STRATEGY	Basis: Strengths
To give verbal warnings to violators	Implementation of waste segregation
To request from the LGU the completion of the installation of an MRF	Installation of a Material Recovery Facility
To designate a garbage collection area and oblige the vendors to also clean-up their own space	Conduct a clean-up drive every other day
To coordinate with the officers about the information dissemination process from the Building Committees to the members	Emergency contact numbers are posted on their Facebook page
	Information dissemination through the Building Committee, Facebook page, flyers, group chat

## Annex 9. ALPAS-1 HOAI (Cluster B) Strategy Formulation

OPTION/ STRATEGY	Basis: Strengths	OPTION/ STRATEGY	Basis: Weaknesses	OPTION/ STRATEGY	Basis: Opportunities	OPTION/ STRATEGY	Basis: Challenges
To encourage the participants to continue their training	Livelihood Trainings (i.e. carpentry, welding, hairdressing, and health and wellness)	To prioritize the creation of social distancing marks for vendors to know the maximum capacity of buyers they can accommodate	Social distancing markers and quarantine facilities are non-existent	To make the representatives of Bantay Bayan will be responsible in maintaining the materials to ensure longevity	Provision of tents and uniforms for Bantay Bayan from the LGU	To create a Basic Services Committee to handle their application for electricity	Plenty of households do not have stable source of electricity which caused members to demand for a loan (for load) through a demonstration
To give the what is left of the capital to another person, should a member discontinue		To wait for SMG to facilitate its maintenance	No pathwalks	To request for fund materials	Provision of speakers from the LGU for meetings and information dissemination in respect to social distancing	To impose a policy that farm animals are not allowed in the community To allow a committee or a neutral body to resolve possible grievances To follow the advice of SMG personnel	There is no area for the members' farm animals

OPTION/ STRATEGY	Basis: Strengths	OPTION/ STRATEGY	Basis: Weaknesses	OPTION/ STRATEGY	Basis: Opportunities	OPTION/ STRATEGY	Basis: Challenges
<i>None identified</i>	Baking materials for a pastry-making livelihood program	To wait for the site development plan from the mayor's budget in 2022	No pathwalks	<b>To stay in touch with the LGU by sending photos for documentation to encourage them to give more aid</b>	Provision of relief goods (170) vitamins for community members, and medicines for senior citizens from the LGU	<b>To ask the barangay for help, especially for the legal processes</b>	Difficulty in reaching the quota of 250 subscribers required by internet providers to avail pathwalks and streetlights
				<b>To ensure that the investment will become profitable and sustainable</b>	5,000 livelihood fund from PESO	<b>To assign officers to directly connect the concerned parties for a faster follow-up</b>	Slow processing of basic services, yet fees are very high
		To tie up with an internet provider for 10,000 pesos worth of materials		<b>To stay in touch with the LGU by sending photos for documentation to encourage them to give more aid</b>	Scholarships from the LGU	<b>To request for aid from the LGU</b>	Lack of amenities due to budget constraint (e.g. daycare center)
<b>To continue to be active and updated to keep the bond with the LGU</b>	Strong partnership with LGU	To ask SHFC to allocate subsidy from water to fund fire exits for every building	Lack of fire preparedness	<b>Only occurred in the first few months / No further action needed</b>	Loan for electricity (350PHP)	<b>To coordinate with their contractor to look for the drainage</b>	Experienced flooding caused by blocked drainage
		To prioritize fire exits before extinguishers		<b>To regulate protocols on solid waste management which includes the building committee altering the community when garbage is about</b>	Solid waste management from barangay	<b>To assign officers to directly connect the department for a faster follow-up</b>	Lengthy process in order to have access to laboratory services and medicine for senior citizens

				to be collected			
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OPTION/ STRATEGY	Basis: Strengths	OPTION/ STRATEGY	Basis: Weaknesses	OPTION/ STRATEGY	Basis: Opportunities
To regularly follow up with the city council; is up to date with the schedule of programs relating to scholarships	Requested scholarships for 27 students	To push for livelihood trainings	No other sources of income	None identified	Implementation of a collection system
		To coordinate with PESO for any available jobs which will be relayed through the group chat		None identified	Damayang Filipino Program (members were taught how to earn extra income from recycling)
				To prioritize programs for elementary students	Recognition of the HOAI: Oath-taking of the officers at the Mayor’s Office
To regularly follow up with the municipal coordinator	Requested for financial aid (172) and gadgets assistance (182)	To consult with the the department in SHFC that handles complaints	Participation of members in illegitimate surveys	None identified	Scheduled earthquake drill
To regularly communicates with these sectors through group chats	Initiated a request for kids’ milk supplements	None identified	Delinquent members are spreading supposed false information to the community regarding governance in the community	None identified	546 relief goods from the PCUP
To gather women for projects in the city		To look for NGOs that can provide trainings on sanitation and hygiene, especially mothers	Lack of hygienic kits and sanitation efforts	None identified	Donation of milk (for at least 30 children ages 5 to 10) and slippers (for 100 children ages 3 to 10)

OPTION/ STRATEGY	Basis: Strengths	OPTION/ STRATEGY	Basis: Weaknesses	OPTION/ STRATEGY	Basis: Strengths	OPTION/ STRATEGY	Basis: Strengths
To continue to conduct the program on a regular basis	Zumba program	To follow-up on their request	Pending: stub donation from a joint project of the LGU and a church organization	To follow the guidelines provided by ManDD to remove obstructions	Removal of obstructions in open spaces	To monitor PUMs and PUIs	Created a COVID-19 response team (with regular reminders and information dissemination regarding quarantine protocols through flyers, and their community Facebook page and group chat)
To follow-up on their request	Requested for tents, a sound system, flashlights, and 2-way radio		Pending: Free seeds from DAR for senior citizens	To ensure the environment committee will impose rules and sanctions for illegal obstructions	Pending initiative to put an elevated garden in the open (to be supervised by the senior citizens)	To stay up-to-date with COVID-19 news and information, and shares such information with every building	
Members qualified for the program coordinated with the LGU	Initiated applications for DOLE’s TUPAD Program in behalf of displaced workers		Pending: Plans for parking and parking fee for additional funds of Cluster B	To wait for self-demolition of illegal obstructions To encourage senior citizens to take care of the botanical garden		To coordinate with BHERT for swab tests	Had swab tests done
Mediated by the Muzon Federation president to ensure the cash was distributed	Cash assistance to community members (475PHP each member)		Requested for internet connection, streetlights, CCTV from providers				
To assign the treasurer secure the funds	Meralco refund has been distributed to the members			To allow members to rent the chairs and the space as another source of fund for the communities	Requested for chairs and linoleum flooring for their meeting space		

OPTION/ STRATEGY	Basis: Strengths	OPTION/ STRATEGY	Basis: Strengths	OPTION/ STRATEGY	Basis: Strengths	OPTION/ STRATEGY	Basis: Strengths
To make sure everyone gets the refund	Meralco refund has been distributed to the members	To continue the implementation of the curfew	Establishment of a curfew (8pm)	To ask for more chairs to be donated for them	Requested for chairs and linoleum flooring for their meeting space	To be strictly implemented again when quarantine measures become stricter	No door-to-door deliveries Only a maximum of 5 visitors per household allowed during GCQ and they are not allowed to loiter
To regularly meet and orients on additional protocols from the city to be implemented in every cluster	Crafted an interim policy with the assigned guard for extra safety and security measures	To be discontinued since quarantine measures have loosened	No sari-sari stores open on Sundays to disinfect the spaces in the community Children are not allowed to leave their homes New source of fund from selling recycled materials	To request from the mayor’s office an earthquake drill and seminar at least twice a year	Regular reminders regarding disaster preparedness	Certain rules were implemented for different types of cases	No visitors allowed during the ECQ
To continue the curfew at 8pm		To ensure the security and building committees have created their own rules for every building		To wait for SMG to facilitate its maintenance	Cemented roads that connect to pathwalks	Officers solicited such information in the group chat for immediate contact	Collected emergency contacts of the members as part of disaster preparedness
To assign security to rove		To continuously practice of selling recycled materials					
Certain rules were implemented for different types of cases	To tie up with an internet provider for 10,000 pesos worth of materials						

OPTION / STRATEGY	Basis: Strengths	OPTION / STRATEGY	Basis: Weaknesses	OPTION / STRATEGY	Basis: Opportunities	OPTION / STRATEGY	Basis: Challenges
To verify the people who will be receiving the refund, and to inform the recipient to bring receipts and documents for validation	Distributed the refund from initial water deposit payment (1,000PHP each)	To manage performance of guards and to address issues regarding peace and order	4 guards are insufficient to handle 546 families	To build rapport with key persons with the Office of the Mayor to continue the flow of social service to community	Livelihood programs from the LGU (e.g. meat processing, candle making, welding, and dishwashing)	To build rapport with key persons with the Office of the Mayor to continue the flow of social service to community	No progress with the promised livelihood programs
To reiterate the entry and exit system, and to create a logbook and vehicle stickers for easier identification	Existing ID system for entry and exit of members Log-in records of guests with ID verification upon entry						
To provide the contact information of the LGU, and to assign a contact person for coordination	Strong partnership with the LGU for the provision of livelihood programs				Starter kit from the LGU (5,000PHP cash incentive)	To follow-up on the progress of requests regarding basic services, recreational area and streetlights	Problems with basic services
To inform barangay health worker regarding PUM and PUI for quarantine procedures and to assign focal person to contact from the officers	Reiteration of the 14-day quarantine for members who are PUMs or PUIs						
To require temperature checking upon entry of visitors, in addition to presenting required documents	Swab tests, clearances, and medical certificates are asked from visitors				457 families received relief goods and cash assistance		No progress with the request for an internet provider from the LGU



## Annex 10. ALPAS-1 HOAI (Cluster C) Strategy Formulation

OPTION / STRATEGY	Basis: Strengths	OPTION / STRATEGY	Basis: Weaknesses	OPTION / STRATEGY	Basis: Opportunities	OPTION / STRATEGY	Basis: Challenges
To require temperature checking upon entry of visitors, in addition to presenting required documents	Bantay Bayan Team for guest entry	To manage performance of guards and to address issues regarding peace and order	Close ties between the guards and the members have caused issues (e.g drinking together)	To build rapport with key persons with the Office of the Mayor to continue the flow of social service to community	457 families received relief goods and cash assistance	To follow-up on the progress of requests regarding basic services, recreational area and streetlights	No progress with the request for an internet provider from the LGU
To create signages regarding the mandatory wearing of face masks, and to implement verbal warnings for violators	Mandatory wearing of face masks			To request for the provision of necessary services for sectoral groups	Welding training from TESDA		No recreational area and a church (pending request)
To post protocols on every building by the building committee	Information dissemination through social media (re: COVID-19 protocols)				Damayan Filipino Program		
To provide minutes of the meeting disseminated by building coordinator	Meeting once a week (group chat or in-person)				Medicines for senior citizens and PWDs from the LGU		No streetlights (pending request)
To communicate consistently regarding issues and tasks	Good relationship among the officers						

OPTION/ STRATEGY	Based from: (Strength)	OPTION/ STRATEGY	Based from: (Weaknesses)	OPTION/ STRATEGY	Based from: (Opportunities)	OPTION/ STRATEGY	Based from: (Challenges)
To use the association's fund to buy relief goods for community members and designate a member who will disseminate food	Members volunteered to cook and donate food for fellow community members	To request livelihood programs from the LGU	Some of the members lost their jobs	To request the LGU to directly hand the relief goods to the members and to strengthen the information dissemination about the relief operation	Provision of relief goods from the barangay	To follow-up the request to LGU	No update regarding request on disinfection
To request for security guards from the LGU, Mobilizer, or barangay	Members volunteered to guard the guest entry and exit		Some of the members lack a source of income		Provision of face shield, alcohol, facemask, and SAP from the LGU		Limited Slots for SAP even if qualified
To encourage the member to update the officers regarding the condition of their own fire extinguisher	Each house has a fire extinguisher	To keep a financial record of the monthly amortization and remind the unpaid members about it through sending of notice letters to them	Some of the members were unable to pay the monthly amortization	To follow-up the request for cash assistance from the LGU and to encourage members to buy their own protective shields	Provision of medicine and vitamins for vulnerable groups from the LGU	To follow-up the request to LGU and create a list of the health beneficiaries	No health programs for the members (e.g dental, pregnancy check-ups, medicine provision)
To oblige the association to provide the maintenance and repair of the streetlights and to exempt the member who is already paying for the electric consumption of streetlight from paying the monthly dues	Installation of street light from community's fund		No monthly dues collection (March-May)	To encourage the vulnerable groups to have an active membership from the LGU's sectoral organizations to receive assistance	Provision of sim cards to college students from the LGU	To request for disaster risk training and seminars from the LGU and oblige all member to attend and participate	No livelihood programs

## Annex 11. Denilla Ville HOAI Strategy Formulation

OPTION/ STRATEGY	Based from: (Strength)	OPTION/ STRATEGY	Based from: (Weaknesses)	OPTION/ STRATEGY	Based from: (Opportunities)	OPTION/ STRATEGY	Based from: (Challenges)
To remind the members to conduct house disinfection	Weekly disinfection	To maintain the communication between the officers	Misunderstanding between the officers due to the implementation of initiatives	To get a list of students who received the free SIM and check if it is still active	Constant communication with LGU-CESO regarding PUIs and PUMs	To request from the LGU	No seminars, drills, and trainings regarding DRRM
To assign an officer to be in charge of effective information dissemination	Information dissemination through house-to-house, use of megaphone and group chat, and posting of tarpaulin						Students from elementary to highschool were not provided with supplies
		To create new committees and assign the officers who will lead them	Peace and Order is the only active committee	To maintain a constant communication with LGU-CESO	Implementation of a three-month moratorium of monthly amortization (March-May)	To request for security guards from the LGU, Mobilizer, or barangay	
						To request for free swab testing from the LGU	No free testing center

OPTION/ STRATEGY	Based from: (Strength)	OPTION/ STRATEGY	Based from: (Weaknesses)	OPTION/ STRATEGY	Based from: (Opportunities)	OPTION/ STRATEGY	Based from: (Challenges)
To craft penalties and sanctions for the rules and regulation to disseminate to members	Conducted meeting about the guidelines and policies that will be implemented	To reiterate the existing system to the building committee or to find more qualified people to replace those who are in the committee	Building committee does not efficiently handle those considered obstructions of property	To request for disinfection with additional fumigation for prevention of dengue	Barangay disinfected the community area	To create and send follow-up letter for Multi-purpose Hall	Ongoing request for a multi-purpose room/hall
To effectively reiterate and disseminate information to the members in speech and in print	Parents are regularly reminded that children are not allowed to loiter						
	Members are required to wear face masks outside their units						
	Visitors are not allowed beyond the community's gate						
	Delivery couriers are not allowed beyond the community's gate						
	No drinking inside the community						
Senior citizen are not allowed outside	To request for resources needed on LGU and/or NGOs	No budget for resources (e.g office )	To set reminder on SAP beneficiaries on process	Provision of SAP			
No office space							

## Annex 12. Ernestville HOAI Strategy Formulation

OPTION/ STRATEGY	Based from: (Strength)	OPTION/ STRATEGY	Based from: (Weaknesses)	OPTION/ STRATEGY	Based from: (Opportunities)	OPTION/ STRATEGY	Based from: (Challenges)
To effectively reiterate and disseminate information to the members in speech and in print	COVID-19 protocols are observed during garbage disposal and collection	To effectively reiterate and disseminate information to the members in speech and in print	Disagreement on the issue of obstructions of property	To constitute house-to house and scheduled distribution of relief goods and financial assistance with followed protocol	Relief goods from the LGU and Mobilizer	To request for resources needed on LGU and/or NGOs	No streetlight
To reiterate protocol that requires every individual to bring disinfectant	Only one entry and exit with disinfectant (e.g alcohol and disinfection mat for motorcycle)						
To schedule clean-up every week preferably Wednesday with officers	Cleaning of the whole area together with barangay disinfection						
To review, follow and disseminate LGU and barangay protocols.	Curfew (8PM-5AM)						
To provide hard copy of guidelines and protocols with penalties and sanctions for dissemination in every unit	No meetings during lockdown, only virtual information dissemination						
	House-to-house information dissemination (only representative)						
To provide notice and warning letters are given to those who were not able to pay.	Initiative to pay the amortization and monthly dues even when there's 3-month moratorium				Senior citizens, PWDs, and lactating mothers received 2,000PHP from the LGU		No fire hydrant

OPTION/ STRATEGY	Based from: (Strength)	OPTION/ STRATEGY	Based from: (Weaknesses)	OPTION/ STRATEGY	Based from: (Opportunities)	OPTION/ STRATEGY	Based from: (Challenges)
To inform members regarding the 100 pesos abuloy for a dead member.	100 pesos abuloy for each household for the death of a member	To request for seminars, trainings from the LGU and/or NGOs	No disaster risk preparation	To record and provide information for personal request and scheduled distribution of school supplies	School supplies and gadgets for students from the LGU	To follow-up on occupancy permit	Ongoing occupancy permit
To record contact numbers of officers in case of an issue	Communication with barangay emergency response team (re: isolation area)						
To inform the guards about visitors and outsiders to impose proper guidelines and protocols inside the community	Active security guards						

OPTION/ STRATEGY	Based from: (Strength)	OPTION/ STRATEGY	Based from: (Weaknesses)	OPTION/ STRATEGY	Based from: (Opportunities)	OPTION/ STRATEGY	Based from: (Challenges)
<b>To buy spray disinfection materials like bleach using association's fund</b>	Disinfection within all areas of the community	<b>To create sanctions and penalties for waste segregation and provide orientation for the community members re: solid waste management. Also, post public information campaign for proper solid waste disposal and segregation in visible areas</b>	Some of the members do not practice waste segregation	<b>To check the list of beneficiaries of relief goods beforehand by the HOA secretary and validators per street should check forms of beneficiaries before members could get assistance</b>	Relief goods from LGU	<b>To follow-up requests for unfinished drainage</b>	Pending infrastructure project
<b>To assign members and request guards from the SHFC or outside services to monitor the community especially at night, and ensure that gates are closed by 10PM. Also, to change the gate's padlock every year.</b>	Enclose the area by installing gates, which are being monitored	<b>To institutionalize the payment for monthly dues starting January 2021</b>	Monthly dues during the pandemic have not yet been paid for	<b>To request disinfection equipment from barangay at least once a month</b>	Disinfection with the help of barangay	<b>To request mental health services and trainings from barangay health centers; and organize a spiritual counselling with members to check on their mental health status</b>	No mental health services

**Annex 13. Golden Shower HOAI Strategy Formulation**

OPTION/ STRATEGY	Based from: (Strength)	OPTION/ STRATEGY	Based from: (Weaknesses)	OPTION/ STRATEGY	Based from: (Opportunities)
To assign someone to monitor the community using the installed CCTVs and maintain the said equipment.	Six CCTVs were installed ( Veronica St., Catalina St., Central Area)	To request trainings available for all the members	Trainings and seminars are not disseminated for other members	To give instructions prior to the distribution of SAP and remind members of the protocols through online group chats, text, barrage, and posters and flyers	Provision of SAP
To practice proper documentation of financial records, ensure that collectors have strategy to collect monthly amortization (per street) and follow-up collection through collaboration with officers. Also, to freeze monthly dues collection this pandemic but collect small contributions from recycling and sellers	Have own bank account with maintained savings since community members have initiative on paying monthly amortization	To request seminar and trainings and equipment for disaster risk preparedness	Limited knowledge and resources for disaster risk preparedness	To provide information for personal request and scheduled distribution of gadgets for online classes	Provision of laptops and tablets for students (elementary to college) by LGU
To provide receipt of fee collection for transparency, and to gain trust from members and create a database showing list of members and tracking of paid fees	Practice transparency on the incoming and outgoing cash flows on their bank account	To assign key members who will handle committees and conduct team building activities to strengthen leadership	Limited committees (Grievance, Maintenance, and Peace and Order) are being utilized	To prune trees and conduct oplan linis every month to maintain cleanliness in the community	With the help of barangay, trees are trimmed to maintain safe distances away from overhead power lines.
To create a list of skilled members with detailed information to easily identify their craft and conduct trainings and seminars for the unskilled and skilled members	Responsive on property repair issues (cementation and drainage system) with the help of their skilled members	To institutionalize sectoral programs and projects	No sectoral groups/ marginalized organizations inside the community	To conduct house-to-house and scheduled distribution of food and medical assistance (without disregarding protocols)	Food, medicine, leaflets regarding COVID-19 and health care volunteer from barangay



OPTION/ STRATEGY	Based from: (Strength)	OPTION/ STRATEGY	Based from: (Weaknesses)
To disseminate weekly reminders regarding quarantine protocols	Provide instructions on how to handle suspected cases of COVID-19 and how to quarantine them	To request livelihood programs to utilize the livelihood committee; and conduct house to house surveys to determine the skills of household members	No budget for organizing livelihood programs in the community
To conduct meetings via Zoom and disseminate information through text, online chats, and leaflets	Conducts meetings and disseminate information by virtual communication		
To install a bulletin board for easier access to information	Made signages for COVID-19 protocols		
To institutionalize the implementation of sanctions and penalties (existing: P50 penalty for absent members during the meetings)	To conduct house-to-house and scheduled distribution of food and medical assistance (without disregarding protocols)	To disseminate information to the members about prioritization of beneficiaries that it is a direct order from LGU	Miscommunication among members regarding system of SAP
To create a list of household units who need a stable internet connection and request from barangay to install an internet center in the community	Majority of the households have internet connection for online classes and work from home set-up		

**Annex 14. West Land HOAI Strategy Formulation**

<b>OPTION / STRATEGY</b>	<b>Basis: Strengths</b>	<b>OPTION / STRATEGY</b>	<b>Basis: Weaknesses</b>	<b>OPTION / STRATEGY</b>	<b>Basis: Opportunities</b>	<b>OPTION / STRATEGY</b>	<b>Basis: Challenges</b>
<b>To assign security guards to monitor guest entry and exit, and to ensure cooperation among members.</b>	Community officers are guarding the community gates to regulate people from coming in and out during lockdown period	<b>To issue a verbal warning to those who may violate community rules</b>	No penalties, sanctions, and board resolutions regarding rules and regulations	<b>To ensure that the community liaison to LGU spread information regularly so members are well-informed.</b>	Community officers have a strong relationship with the barangay	<b>To initiate a small campaign calling on monetary donation for students without gadgets to use for online class.</b>	No provision of gadgets for online class students
<b>To ask the government to hire and deploy security guards to the community. In the meantime, the officers can rely on barangay tanod to secure their gates.</b>		<b>To request for disinfection materials (e.g. bleach, alcohol, etc.) from the barangay</b>	No disinfection areas or social distancing marks		Received SAP twice during the quarantine period		
<b>The Peace and Order Committee will tie up with the barangay tanod to maintain peace and order in the community.</b>	Barangay tanods help the community to maintain peace and order	<b>To request for gadgets from the barangay for students online classes</b>	Community members are sharing personal gadgets for work-from-home and online classes	<b>To give a list of beneficiaries for cash aid like SAP to the field coordinator, and hand over cash aid and groceries directly to the members</b>	4Ps members have received cash assistance from DSWD	<b>To request for transportation from LGUs in case the fare in PUVs start to surge again</b>	PUV fares have surged during transportation ban
<b>The Finance Committee will audit finances monthly and release a report every three months. Financial reports and notices will be posted on a transparency wall or bulletin board.</b>	The community continuously pays monthly dues and amortization during the lockdown period. Finance committee is active in issuing certification and clearance to secure	<b>To update the rules and regulations written in 2013 with officers and relay it to constituents</b>	No penalties, sanctions, and board resolutions regarding rules and regulations		Received groceries from different sources (thrice from city government; twice from the barangay; once from congressman)		

OPTION / STRATEGY	Basis: Strengths	OPTION / STRATEGY	Basis: Weaknesses	OPTION / STRATEGY	Basis: Opportunities	OPTION / STRATEGY	Basis: Challenges
To remind the members to pay their dues on time by treasurer	Members with pending dues are obliged to use their 3-month advance payments to cover unpaid monthly amortization dues	To change the gate's lock every month. If someone breaks the padlock, he must shoulder the fee for repair.	Community officers are not consistent in guarding gates; padlocks for gates are broken	To submit a request letter to LGUs that vulnerable groups will receive any form of social assistance	DSWD had a feeding program for 45 children aged 3 to 5 years old every week since March; parents are getting milk and food donation since start of lockdown	To encourage the whole community to contribute for stock of hygienic kits like alcohol, masks, and face shields, especially if another strict lockdown is imposed	No hygienic kits like masks and alcohol
To decide whether or not each committee should impose sanctions and penalties for violations.	Garbage waste is segregated and scheduled for collection	To have a rotating schedule in guarding the gates.			Standard health protocols are observed every time barangay officers visit the community	To request for a livelihood program from TESDA	No livelihood programs/projects
To continue the active and efficient communication with the barangay for information dissemination	The president represents the community in barangay meetings. She communicates it to officers who in turn relay information to members through online group chats	To verbally discipline children making unnecessary noise	Children are making excessive noise		Free check-up for pregnant women		
To personally inform the members regarding COVID-19 protocols, especially those who do not have access to virtual forms of communication		To request for strong internet connection from the barangay	Poor internet connection		Senior citizens are provided with vitamins delivered from the barangay		

OPTION / STRATEGY	Basis: Strengths	OPTION / STRATEGY	Basis: Weaknesses	OPTION / STRATEGY	Basis: Opportunities	OPTION / STRATEGY	Basis: Challenges
<i>None Identified</i>	No problem with basic utilities	To have a monthly emergency meeting and monitoring	Having problem with execution and system	To submit a request letter to LGUs that vulnerable groups will receive any form of social assistance	Senior citizens have received social pension	To submit a request letter to barangay for subsidy or budget for a gate light.	No streetlight or gate lights
To upload CCTV footages for record purposes, and to update their software	3 CCTVs are installed near the gates	To talk about the function and roles of existing committees	Only the Finance Committee is active	To include all members in an online groups chat so they keep informed and updated	There are area coordinators for information dissemination		
To request for fire extinguishers in their multi-purpose hall	Community officers use the multi-purpose hall for meetings	To include status of paid dues on the monthly updates pinned in a transparency wall	Community members are not able to pay monthly dues				

**Annex 15. ALPAS-I HOAI (Cluster A) Prioritization**

OPTION / STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To encourage other officers to undergo the oath-taking ceremony with the LGU	3	2	3	3	<b>11</b>	2
To register the Senior Citizens Movement to the Office of the Senior Citizens Affair of the LGU	3	3	3	3	<b>12</b>	1
To look for federations or NGOs that provide financial/medical/social assistance to PWDs	3	3	3	3	<b>12</b>	1
To register the Solo Parents Group to the LGU-City Social Welfare and Development	3	3	3	3	<b>12</b>	1
To reiterate the 14-day quarantine protocols, including regular reporting to the barangay	3	3	3	3	<b>12</b>	1
To request from the LGU the equipment for safety & security such as radios, searchlight, yantok and the installation of a headquarter facility	3	3	3	3	<b>12</b>	1
To implement sanctions and penalties once the POSO takes over the community	3	1	3	1	<b>8</b>	4
To discuss with officers about the proper sanctions and penalties for violators	3	3	3	3	<b>12</b>	1
To implement sanctions such as verbal warnings, written warnings, and community service	3	3	3	3	<b>12</b>	1
To coordinate with the Public Office and Safety Order (POSO) regarding the implementation of sanctions for violations	3	3	3	3	<b>12</b>	1
To reiterate that delivery services should wait at the gate entry point	3	3	3	3	<b>12</b>	1
To reiterate the rules and requirements of visitors before entering ALPAS I HOA	3	3	3	3	<b>12</b>	1
To strengthen the marketing strategy to be able to invite 250 subscribers to INJWAN KLIK in order to claim the promised Ph10,000 worth of materials for the improvement of the community	3	3	3	3	<b>12</b>	1
To conduct General Assembly to discuss matters related to illegal obstructions	3	1	3	3	<b>10</b>	3
To give verbal warnings to violators	2	3	3	2	<b>10</b>	3
To request from the LGU the completion of the installation of an MRF	3	3	3	3	<b>12</b>	1
To designate a garbage collection area and oblige the vendors to also clean-up their own space	2	3	3	3	<b>11</b>	2

OPTION / STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To coordinate with the officers about the information dissemination process from the Building Committees to the members	3	3	3	3	12	1
To conduct a re-election	3	3	3	3	12	1
To create an Audit Committee who will handle financial matters	3	3	3	3	12	1
To conduct proper information dissemination regarding such matters	3	3	3	3	12	1
To discuss during the General Assembly the possible partner for the installation of fire exits, and the contributions per building for the purchase of fire extinguisher	3	1	3	1	8	4
To discuss during the General Assembly the utilization of vacant units as quarantine facilities and the placement of markers in the community	3	3	3	3	12	1
To follow-up the request from the LGU regarding thermal scanners and other hygienic and sanitary kits	3	3	3	3	12	1
To coordinate with the Public Office and Safety Order (POSO) regarding the implementation of sanctions for violations	3	1	3	1	8	4
To resume the production of an ALPAS ID	3	3	3	1	10	3
To identify the members who do not have an ALPAS ID yet	3	3	3	1	10	3
To discuss during the General Assembly regarding the installation of emergency lights	3	3	3	3	12	1
To coordinate with GBC regarding reconstruction of the gate arc	3	3	3	3	12	1
To practice proper information dissemination in order to invite more members to participate in LGU-related activities	3	3	3	3	12	1
To discuss among the officers regarding proper monitoring and documentation	3	3	3	3	12	1
To strengthen the management and monitoring of the Building Committee	3	3	3	3	12	1
To follow-up the request from the LGU regarding the provision of pathwalks, scholarships, gadgets and milk supplements	3	3	3	3	12	1

OPTION / STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To note the children who did not receive slippers and to strengthen information dissemination	3	3	3	3	12	1
To reiterate the importance of disinfection of the housing units to the members who are against it	3	3	3	3	12	1
To identify other qualified members in order to recruit more	3	3	3	3	12	1
To reach the quota by strengthening their marketing strategy in order to claim the promised materials from the company	3	3	3	3	12	1
To list all senior citizens that were not provided with medicines and to strengthen information dissemination	3	3	3	3	12	1
To deposit recycled materials to the DFP weekly in order to collect more and to create a cooperative savings exclusive to DFP members from ALPAS	3	3	3	3	12	1
To discuss among the officers the documents about the refund for the purpose of dissemination and transparency	3	3	3	3	12	1
To reiterate the decision of not purchasing from Sun Asia, but proceeding with the application to Meralco	3	3	3	3	12	1
To follow-up the pending request to the barangay regarding their drainage system	3	3	3	2	11	2

**Annex 16. ALPAS-I HOAI (Cluster B) Prioritization**

OPTION/ STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To encourage the participants to continue their training	3	3	3	2	11	2
To give the what is left of the capital to another person,should a member discontinue	3	3	3	2	11	2
To continue to be active and updated to keep the bond with the LGU	3	3	3	3	12	1
To regularly follow up with the city council; is up to date with the schedule of programs relating to scholarships	3	3	3	3	12	1
To regularly follow up with the municipal coordinator	3	3	3	3	12	1
To regularly communicates with these sectors through group chats;	3	3	3	3	12	1
To gather women for projects in the city	3	3	3	3	12	1
To continue to conduct the program on a regular basis	3	3	3	3	12	1
To ask the city council for the equipment to be used by the committee assigned to safety	3	3	3	3	12	1
Members qualified for the program coordinated with the LGU	3	3	3	3	12	1
Mediated by the Muzon Federation president to ensure the cash was distributed	3	3	3	3	12	1
To assign the treasurer secure the funds	3	3	3	3	12	1
To make sure everyone gets the refund	3	3	3	3	12	1



OPTION/ STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To follow the guidelines provided by ManDD to remove obstructions	3	3	3	3	12	1
To ensure the environment committee will impose rules and sanctions for illegal obstructions	3	3	3	3	12	1
To wait for self-demolition of illegal obstructions	3	3	3	3	12	1
To encourage senior citizens to take care of the botanical garden	3	3	3	2	11	2
To monitor PUMs and PUIs	3	3	3	2	11	2
To stay up-to-date with COVID-19 news and information, and shares such information with every building	3	3	3	2	11	2
To coordinate with BHERT for swab tests	3	3	3	3	12	1
To regularly meet and orients on additional protocols from the city to be implemented in every cluster	3	3	3	3	12	1
To continue the curfew at 8pm	3	3	3	3	12	1
To assign security to rove	3	3	3	3	12	1
Certain rules were implemented for different types of case	3	3	3	3	12	1
To be strictly implemented again when quarantine measures become stricter	2	3	3	3	11	2
To continue the implementation of the curfew	3	3	3	3	12	1
To be discontinued since quarantine measures have loosened	3	3	3	3	12	1
To ensure the security and building committees have created their own rules for every building	3	3	3	3	12	1
To continuously practice of selling recycled materials	3	3	3	3	12	1
To allow members to rent the chairs and the space as another source of fund for the communities	3	3	3	3	12	1
To ask for more chairs to be donated for them	3	3	3	3	12	1

OPTION/ STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To request from the mayor's office an earthquake drill and seminar at least twice a year	3	3	3	3	12	1
To wait for SMG to facilitate its maintenance	3	3	3	3	12	1
To wait for the site development plan from the mayor's budget in 2022	3	3	3	3	12	1
To tie up with an internet provider for 10,000 pesos worth of materials	3	3	3	3	12	1
Officers solicited such information in the group chat for immediate contact	3	3	3	3	12	1
To prioritize the creation of social distancing marks for vendors to know the maximum capacity of buyers they can accommodate	3	3	3	2	11	2
To request for fund materials	3	3	3	2	11	2
To wait for the site development plan from the mayor's budget in 2022	3	3	3	2	11	2
To tie up with an internet provider for 10,000 pesos worth of materials	3	3	3	2	11	2
To ask SHFC to allocate subsidy from water to fund fire exits for every building and to prioritize fire exits before extinguishers	3	3	3	1	10	3
To push for livelihood trainings	3	3	3	3	12	1
To coordinate with PESO for any available jobs which will be relayed through the group chat	3	3	3	3	12	1
To consult with the the department in SHFC that handles complaints	3	3	3	3	12	1
To look for NGOs that can provide trainings on sanitation and hygiene, especially mothers	3	3	3	2	11	2
To stay in touch with the LGU by sending photos for documentation to encourage them to give more aid	3	3	3	2	11	2

OPTION/ STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
Only occurred in the first few months / No further action needed	3	3	3	3	12	1
To regulate protocols on solid waste management which includes the building committee altering the community when garbage is about to be collected	3	3	3	3	12	1
To prioritize programs for elementary students	3	3	3	3	12	1
To follow-up on their request	3	3	3	3	12	1
To follow-up on their request	3	3	3	3	12	1
To create a Basic Services Committee to handle their application for electricity	3	3	3	3	12	1
To impose a policy that farm animals are not allowed in the community	3	3	3	3	12	1
To allow a committee or a neutral body to resolve possible grievances	3	3	3	3	12	1
To follow the advice of SMG personnel	3	3	3	3	12	1
To ask the barangay for help, especially for the legal processes	3	3	2	2	10	3
To assign officers to directly connect the concerned parties for a faster follow-up	3	3	3	3	12	1
To request for aid from the LGU	3	3	3	3	12	1
To coordinate with their contractor to look for the drainage	3	3	3	3	12	1
To assign officers to directly connect the department for a faster follow-up	3	3	3	3	12	1

**Annex 17. ALPAS-I HOAI (Cluster C) Prioritization**

OPTION / STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To verify the people who will be receiving the refund, and to inform the recipient to bring receipts and documents for validation	3	3	3	3	<b>12</b>	1
To reiterate the entry and exit system, and to create a logbook and vehicle stickers for easier identification	3	2	3	1	<b>9</b>	2
To provide the contact information of the LGU, and to assign a contact person for coordination	3	3	3	3	<b>12</b>	1
To inform barangay health worker regarding PUM and PUI for quarantine procedures and to assign focal person to contact from the officers	3	3	3	3	<b>12</b>	1
To require temperature checking upon entry of visitors, in addition to presenting required documents	3	3	3	3	<b>12</b>	1
To create signages regarding the mandatory wearing of face masks, and to implement verbal warnings for violators	3	3	3	3	<b>12</b>	1
To post protocols on every building by the building committee	3	3	3	3	<b>12</b>	1
To provide minutes of the meeting disseminated by building coordinator	3	3	3	3	<b>12</b>	1
To communicate consistently regarding issues and tasks	3	3	3	3	<b>12</b>	1
To manage performance of guards and to address issues regarding peace and order	3	3	3	3	<b>12</b>	1
To request for the provision of necessary services for sectoral groups	3	3	3	3	<b>12</b>	1
To build rapport with key persons with the Office of the Mayor to continue the flow of social service to community	3	3	3	3	<b>12</b>	1
To follow-up on the progress of requests regarding basic services, recreational area and streetlights	3	3	3	3	<b>12</b>	1

**Annex 18. Denilla Ville HOAI Prioritization**

OPTION/ STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To follow-up the request for disinfection to LGU	3	3	3	3	<b>12</b>	1
To request for school supplies to LGU	3	3	3	3	<b>12</b>	1
To request for security guards from the LGU, Mobilizer, or barangay	3	3	3	3	<b>12</b>	1
To use the association's fund to buy relief goods for community members and designate a member who will disseminate food	3	3	3	2	<b>11</b>	2
To encourage the member to update the officers regarding the condition of their own fire extinguisher	3	3	3	2	<b>11</b>	2
To create new committees and assign the officers who will lead them	3	3	3	2	<b>11</b>	2
To follow-up the request to LGU and create a list of the health beneficiaries	3	3	3	2	<b>11</b>	2
To request for disaster risk training and seminars from the LGU and oblige all member to attend and participate	3	3	3	2	<b>11</b>	2
To request for free swab testing from the LGU	3	3	3	2	<b>11</b>	2
To follow-up the request for SAP to LGU	3	3	3	1	<b>10</b>	3
To request livelihood programs from LGU	3	3	3	3	<b>12</b>	1

**Annex 19. Ernestville HOAI Prioritization**

OPTION/ STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To craft penalties and sanctions for the rules and regulation to disseminate to members	3	2	2	1	8	4
To effectively reiterate and disseminate information to the members in speech and in print	3	3	3	1	10	2
To reiterate protocol that requires every individual to bring sanitizers and alcohol and wear a face mask.	3	2	2	1	8	4
To schedule clean-up every week preferably Wednesday with officers	2	2	3	1	8	4
To review, follow and disseminate LGU and barangay protocols.	3	3	3	1	10	2
To provide hard copy of guidelines and protocols with penalties and sanctions for dissemination in every unit	3	3	3	3	12	1
To provide notice and warning letters are given to those who were not able to pay.	3	3	3	3	12	1
To inform members regarding the 100 pesos abuloy for a dead member.	3	3	3	3	12	1
To record contact numbers of officers in case of an issue	3	3	3	1	10	2
To inform the guards about visitors and outsiders to impose proper guidelines and protocols inside the community	3	3	3	1	10	2
To reiterate the existing system to the building committee or to create a new building committee with qualifications.	3	3	3	1	10	2
To request for seminars, trainings from the LGU and/or NGOs	3	3	3	1	10	2
To request for disinfection with additional fumigation for prevention of dengue	2	2	2	1	7	5
To set reminder on SAP beneficiaries on process	3	3	3	1	10	2
To constitute house-to house and scheduled distribution of relief goods and financial assistance with followed protocol	3	3	3	1	10	2
To record and provide information for personal request and scheduled distribution of school supplies	3	3	3	1	10	2
To request for resources needed on LGU and/or NGOs	3	3	2	1	9	3
To request for resources needed on LGU and/or NGOs	2	2	2	1	7	5
To follow-up on occupancy permit	3	3	3	3	12	1

## Annex 20 Golden Shower HOAI Prioritization

Golden Shower HOAI PRIORITIZATION						
OPTION/ STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To buy spray disinfection materials like bleach using association's fund	3	3	3	2	11	2
To assign members and request guards from the SHFC or outside services to monitor the community especially at night, and ensure that gates are closed by 10PM. Also, to change the gate's padlock every year.	3	3	3	2	11	2
To assign someone to monitor the community using the installed CCTVs and maintain the said equipment.	3	3	3	3	12	1
To practice proper documentation of financial records, ensure that collectors have strategy to collect monthly amortization (per street) and follow-up collection through collaboration with officers. Also, to freeze monthly dues collection this pandemic and collect small contributions from recycling and sellers	3	3	3	3	12	1
To provide receipt of fee collection for transparency, and to gain trust from members and create a database showing list of members and tracking of paid fees	3	3	3	3	12	1
To create a list of skilled members with detailed information to easily identify their craft and conduct trainings and seminars for the unskilled and skilled members	3	3	3	2	11	2
To disseminate weekly reminders regarding quarantine protocols	3	3	3	3	12	1
To conduct meetings via Zoom and disseminate information through text, online chats, and leaflets	3	3	3	2	11	2
To install a bulletin board for posting of information	3	3	3	2	11	2
To institutionalize the implementation of sanctions and penalties (existing: P50 penalty for absent members during the meetings)	3	3	3	2	11	2
To create a list of household units who need a stable internet connection and request from barangay to install an internet center in the community	3	3	3	2	11	2
To create a board resolution approved by the General Assembly regarding the implementation of sanctions and penalties for waste segregation and provide orientation for the community members re: solid waste management. Also, post public information campaign for proper solid waste disposal and segregation in visible areas	3	3	3	1	10	3
To institutionalize the payment for monthly dues starting January 2021	3	2	2	3	10	3
To request trainings available for all the members	3	3	3	1	10	3

OPTION/ STRATEGY	Acceptability	Urgency	Effectiveness	Cost	SCORE	RANK
To institutionalize sectoral programs and projects	3	3	3	2	<b>11</b>	2
To request livelihood programs to utilize the livelihood committee and conduct house to house survey to determine the skills of the household members	3	3	3	1	<b>10</b>	3
To disseminate information to members about prioritization of beneficiaries that it is a direct order from LGU	3	3	3	3	<b>12</b>	1
To check the list of beneficiaries of relief goods before hand by the HOA secretary and validators per street should check forms of beneficiaries before members could get assistance	3	3	3	3	<b>12</b>	1
To request disinfection equipment from barangay at least once a month	3	3	3	3	<b>12</b>	1
To give instructions prior to the distribution of SAP and remind members of the protocols through online group chats, text, barrage, and posters and flyers	3	3	3	3	<b>12</b>	1
To provide information for personal request and scheduled distribution of gadgets for online classes	3	3	3	3	<b>12</b>	1
To prune trees and conduct oplan linis every month to maintain cleanliness in the community						1
To conduct house-to-house and scheduled distribution of food and medical assistance with followed protocols	3	3	3	3	<b>12</b>	1
To follow-up requests for the unfinished drainage system	3	2	3	2	<b>10</b>	3
To request mental health services and trainings from barangay health centers; and organize a spiritual counselling with members to check on their mental health status	3	3	3	2	<b>11</b>	2
To request seminar and trainings and equipment for disaster risk preparedness	3	3	3	1	<b>10</b>	3
To assign key members who will handle committees and conduct team building activities to strengthen leadership	2	2	3	2	<b>9</b>	4



## Annex 21. West Land HOAI Prioritization

OPTION /STRATEGY	Acceptability	Urgency	Effectiveness	Cost	Score	Rank
To assign security guards to monitor guest entry and exit, and to ensure cooperation among members.	3	3	3	1	10	3
To ask the government to hire and deploy security guards to the community. In the meantime, the officers can rely on barangay <i>tanod</i> to secure their gates.	3	3	3	1	10	3
The Peace and Order Committee will tie up with the barangay <i>tanod</i> to maintain peace and order in the community.	3	3	3	3	12	1
The Finance Committee will audit finances monthly and release a report every three months. Financial reports and notices will be posted on a transparency wall or bulletin board.	3	3	3	3	12	1
To remind the members to pay their dues on time by treasurer	3	3	3	3	12	1
To decide whether or not each committee should impose sanctions and penalties for violations.	3	3	3	3	12	1
To continue the active and efficient communication with the barangay for information dissemination	3	3	3	3	12	1
To personally inform the members regarding COVID-19 protocols, especially those who do not have access to virtual forms of communication	3	3	3	3	12	1
To upload CCTV footages for record purposes, and to update their software	3	3	3	3	12	1
To request for fire extinguishers in their multi-purpose hall	3	3	3	2	11	2
To issue a verbal warning to those who may violate community rules	3	3	3	3	12	1

OPTION /STRATEGY	Acceptability	Urgency	Effectiveness	Cost	Score	Rank
To request disinfection materials (e.g. bleach, alcohol, etc.) from the barangay	3	3	3	3	12	1
To request for gadgets from the barangay for students online classes	2	2	1	1	6	5
To update the rules and regulations written in 2013. Officers will discuss the existing rules and regulations, and then relay the decision to the members. All rules and regulations must have a Board Resolution approved through a General Assembly.	3	3	3	3	12	1
To change the gate's lock every month. If someone breaks the padlock, he must shoulder the fee for repair.	2	2	3	3	10	3
To have a rotating schedule in guarding the gates.	2	2	2	3	9	4
To verbally discipline children making unnecessary noise	3	3	3	3	12	1
To request for strong internet connection from the barangay	1	1	1	1	4	3
To have a monthly emergency meeting and monitoring	3	3	3	3	12	1
To talk about the function and roles of existing committees	3	3	3	3	12	1
To include status of paid dues on the monthly updates pinned in a transparency wall	3	3	3	3	12	2
To ensure that the community liaison to LGU spread information regularly so members are well-informed.	2	3	3	3	11	1
To give a list of beneficiaries for cash aid like SAP to the field coordinator, and hand over cash aid and groceries directly to the members	3	3	3	3	12	1
To submit a request letter to LGUs senior citizens will receive any form of social assistance	3	3	3	3	12	1

OPTION /STRATEGY	Acceptability	Urgency	Effectiveness	Cost	Score	Rank
To include all members in an online groups chat so they keep informed and updated	3	3	3	3	12	1
To initiate a small campaign calling on monetary donation for students without gadgets to use for online class.	2	1	2	2	7	6
To request for transportation from LGUs in case the fare in PUVs start to surge again	2	2	2	2	8	5
To encourage the whole community to contribute for stock of hygienic kits like alcohol, masks, and face shields, especially if another strict lockdown is imposed	3	3	3	3	12	1
To request for a livelihood program from TESDA	3	3	3	2	11	2
To submit a request letter to barangay for subsidy or budget for a gate/ street light.	1	3	3	2	9	4