

# UUSC IN THE PHILIPPINES: POST-YOLANDA IMPACT ASSESSMENT

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## TABLE OF CONTENTS

|  |           |
|--|-----------|
| <b>Executive Summary .....</b>                         | <b>3</b>  |
| <b>Overview of UUSC’s Response .....</b>               | <b>7</b>  |
| <b>Impact &amp; Key Lessons Learned .....</b>          | <b>15</b> |
| <b>Appendix A: Key Partners &amp; Activities .....</b> | <b>26</b> |
| <b>Appendix B: Partner-Level Outcome Chart .....</b>   | <b>28</b> |

## EXECUTIVE SUMMARY

On November 8, 2013, Super Typhoon Yolanda struck the Philippines, taking the lives of an estimated 6,300 individuals, destroying nearly 1.1 million houses, and displacing 4.4 million people. In total, roughly 16 million people were impacted.

UUSC responded quickly. Just a week after the storm, we hired a consultant on-the-ground, Rainera (“Rene”) Lucero, to assist with partner outreach, coordination, and strategic planning. Two weeks later, UUSC staff visited the Philippines to conduct a needs assessment and meet with potential partners. Three weeks after the typhoon, UUSC had already provided three emergency grants. In total, UUSC provided more than \$750,000 in funding (2013-2017) to 17 partners to provide immediate relief and support longer-term recovery, focused on building community resiliency from trauma and rebuilding sustainable livelihoods.

Employing an eye-to-eye partnership model, UUSC funded a range of grassroots, community-based organizations to develop innovative and sustainable solutions for relief, recovery, and reconstruction efforts, especially for those marginalized from traditional relief efforts. In this regard, UUSC focused its response on reaching women, LGBTQI communities, farmers and fishers, and indigenous people.

UUSC’s grantmaking response consisted of **three phases**:

- First, UUSC provided grants to support initial **relief** to address the immediate needs of food, water, shelter and clothes.
- Second, UUSC focused on partners working on **recovery** efforts, primarily through the restoration of livelihoods, community organizing, increasing food sovereignty, and addressing trauma.
- Finally, as UUSC prepares to exit our work in the Philippines, we are focused on helping our partners **plan** for future disasters as well as to **strengthen their capacity and the sustainability of their work once UUSC funding ends**.

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As the country moves forward and UUSC’s support for Yolanda recovery winds down, I traveled to the Philippines in February 2017 for a series of impact-assessment meetings and site visits with our local partners. In total, 12 of our partners participated in the meetings, which took place in Cebu City. Following the meetings, I was also able to visit the communities of two of our partners: Pambansang Koalisyon ng Kababaihan sa Kanayunan (National Rural Women Coalition, “PKKK”) in Biliran and the Rural Development Institute (RDI) in Ormoc, as well as the Cebu offices of our partners, Visayas Primary Health Care Services (VPHCS) and the Philippines Association of Community Resiliency Model Skills Trainers (PhilACTS).

Assessing the impact of a three-year disaster recovery program is not a straightforward task, particularly in the Philippines, where much of the population now lives in fear of President Duterte’s brutal and illegal drug war. Yet, during my time there, as I listened to our fearless partners and met the people in the communities in which they work, it was clear to me that **UUSC and our partners in the Philippines have achieved some extraordinary successes**.

For the most part, the greatest impacts of UUSC’s Philippines program fell into four broad categories:

- **Engagement with local government** units (LGU), which leveraged UUSC funds support from the Philippine government, resulting in **real benefits** to our partners and their communities.

- A demonstrated ability of our partners to grow their projects, often in ways that highlight a **fundamental sustainability** in their approach.
- Strengthened relationships across the country, as our partners became a **community unto themselves**.
- An increase in partner capacity and the capacities of their communities to **persevere in the face of great personal and organizational challenges**.

In addition, according to data reported by our partners, UUSC-funded projects have thus far benefited (directly or indirectly) **more than 52,000 individuals**. That amounts to ~\$14 per beneficiary, and an average of ~1,300 beneficiaries per grant.

I was able to see some of our impacts first-hand when I traveled to Biliran and Ormoc to see the work PKKK and RDI have been doing in their communities. For instance, when I met with the Fisherfolks and Farmers of Barangay San Roque Women's Association (FFSWA), one of the women's' groups supported by PKKK, we gathered in a meeting space donated by the LGU, and the women told of how the FFSWA (with PKKK's assistance) had helped them strengthen and grow their livelihoods in the aftermath of Yolanda, as well as how the government has stepped in – a direct result of FFSWA and PKKK's advocacy – to help. For example, in addition to donating their meeting space, one LGU (the local Department of Environmental & Natural Resources) had recently asked the FFSWA to manage and carryout a mangrove reforestation project in the area.

One of the most exciting developments in Boroc, where our partner RDI is working with farming communities on sustainable livelihood development, is an upstart turmeric processing operation supported by RDI. While not a part of RDI's initial proposal, when RDI's Executive Director noticed that the farmworkers were simply burning the invasive turmeric root, she taught them how to turn it into its more valuable form (powder), lobby the LGU for a blender to help with production, and then ensure that the powder found its way to market. Before leaving Boroc, I also had the opportunity to participate in an inspirational "Passing-On the Gifts" ceremony with RDI and the community it supports. Gathered at a nearby school, community members who had received the last round of livelihood materials (in this case a goat, a chicken, and some roots and seeds for planting) from RDI passed these items on to the next round of recipients, who would then use these materials to support their own livelihoods before passing them on to the next group of recipients in a few months. To me, this looked a lot like sustainability in action and it spoke of the promise of RDI's work and the future of the rural communities in Ormoc.

I was also able to visit the Cebu headquarters of PhilACTS – an organization that represents perhaps UUSC's most lasting impact in the Philippines. After initially supporting a U.S.-based nonprofit, TRI, in its trauma resiliency work in the Philippines, UUSC ultimately supported and provided the funding needed to form PhilACTS, a Philippines-based organization to sustain and expand the application of CRM skills in the Philippines. Since its formation, in addition to training thousands of individuals in CRM skills and expanding its scope from post-Yolanda support to support for those impacted by the current "war on drugs," PhilACTS has linked with another UUSC partner, the National Association of Social Work Educators, Inc., giving PhilACTS exposure to a network of educational and other institutions, and thus a broader platform to spread the use of CRM skills for varying needs.

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Given the importance of disaster response to UUSC and its members, another goal of the Philippines impact assessment was to learn lessons about our disaster response methodology. Indeed, at the impact assessment meetings and in reflections and discussions that followed, some key learnings emerged.

Perhaps the most important takeaway is that UUSC's historic philosophy – our rights-based focus, eye-to-eye partnership model, and flexibility of funding – is a key asset to marginalized communities in the wake of a

disaster. Partner after partner praised UUSC's responsiveness, our commitment to those most marginalized, and our partner-centric approach. Rene, our consultant on-the-ground in the Philippines, embodied all of this, and the program's success is due in no small part to her commitment and vision.

Some additional considerations regarding UUSC's future disaster responses, which emerged from the impact assessment, include:

- The responsiveness and effectiveness of local government should be an important consideration in designing a response, as it can be a difference-maker in recovery.
- There may be a need for disaster response-related technical assistance for partners (i.e., "Disaster Response 101").
- The most marginalized communities need immediate relief because government aid is often delayed (if it ever arrives).
- Disaster responses should be comprehensive and include a mental health component.
- Communities tended to organize *themselves* after Yolanda and the best results were achieved when CSOs sought to capitalize on – rather than supplant – those efforts.
- Enormous amounts of funds in the wake of disaster can overwhelm small organizations.

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As UUSC winds down its work in the Philippines, I am confident that we have supported strong partners who have done – and will continue to do – important and impactful work for marginalized communities. From the growth of CRM to the strengthening of disaster-resilient livelihoods, UUSC's partners have made a real difference in many people's lives after Yolanda.



## OVERVIEW

On November 8, 2013, Super Typhoon Yolanda<sup>1</sup> struck the Philippines, taking the lives of an estimated 6,300 individuals, destroying nearly 1.1 million houses, and displacing 4.4 million people. In total, roughly 16 million people were impacted.<sup>2</sup> UUSC responded quickly. Just a week after the storm, we hired a consultant on-the-ground, Rainera (“Rene”) Lucero, to assist with partner outreach, coordination, and strategic planning. Two weeks later, UUSC staff visited the Philippines to conduct a needs assessment and meet with potential partners. Three weeks after the typhoon, UUSC had already provided three emergency grants. In total, UUSC provided more than \$750,000 in funding (2013-2017) to 17 partners<sup>3</sup> to provide immediate relief and support longer-term recovery, focused on building community resiliency from trauma and rebuilding sustainable livelihoods.

Employing an eye-to-eye partnership model, UUSC funded a range of grassroots, community-based organizations to develop innovative and sustainable solutions for relief, recovery, and reconstruction efforts, especially for those marginalized from traditional relief efforts. In this regard, UUSC focused its response on reaching women, LGBTQI communities,<sup>4</sup> farmers and fishers, and indigenous people.<sup>5</sup>

UUSC’s grantmaking response consisted of **three phases**:

- First, UUSC provided grants to support initial **relief** to address the immediate needs of food, water, shelter and clothes.
- Second, UUSC focused on partners working on **recovery** efforts, primarily through the restoration of livelihoods, community organizing, increasing food sovereignty, and addressing trauma.
- Finally, as UUSC prepares to exit our work in the Philippines, we are focused on helping our partners **plan** for future disasters as well as to **strengthen their capacity and the sustainability of their work once UUSC funding ends**.<sup>6</sup>

## IMMEDIATE RELIEF

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<sup>1</sup> The storm is known as Typhoon Haiyan outside of the Philippines.

<sup>2</sup> [https://en.wikipedia.org/wiki/Typhoon\\_Haiyan](https://en.wikipedia.org/wiki/Typhoon_Haiyan).

<sup>3</sup> For a brief description of UUSC’s main Philippines partners, see Appendix A.

<sup>4</sup> Despite a reputation for tolerance, in 2013, 65% of Filipinos reported believing that homosexuality was “morally unacceptable” placing the Philippines behind countries like South Africa (62%) and China (61%), and just ahead of countries like India (67%) and Senegal (68%) according to a Pew survey on “morality.” And, although the Philippines has not specifically criminalized homosexuality, there are still no laws on the books that protect LGBTQI populations. These attitudes have traditionally had negative impacts on economic opportunities for LGBTQI individuals further exacerbated in the wake of a natural disaster and hindered organizing efforts within the LGBTQI community. Pew Research Center, “Global Views on Morality” (2014), *available at*: <http://www.pewglobal.org/2014/04/15/global-morality/table/homosexuality/>.

<sup>5</sup> The areas most impacted by Typhoon Yolanda were also home to at least 50 indigenous communities, and initial data gathered after the storm estimated that at least 9,000 indigenous peoples’ families were in need of immediate assistance. As the International Work Group for Indigenous Peoples’ Affairs put it after the typhoon, “The poor socio-economic conditions of [ ] indigenous peoples made these communities most vulnerable [to] . . . the impact of typhoon Yolanda.” See IWGIA, “Philippines: Indigenous communities hit by Typhoon Yolanda” (Nov. 15, 2013), *available at*: [http://www.iwgia.org/news/search-news?news\\_id=864](http://www.iwgia.org/news/search-news?news_id=864).

<sup>6</sup> UUSC has also agreed to support existing partners (and one new partner, IBON, using unrestricted funding) in responses to the Duterte regime’s program of extrajudicial killings targeting those with alleged connections illegal drugs.

Immediately after the typhoon, UUSC utilized its existing networks and our consultant's local expertise to identify grassroots partners doing emergency relief work in the areas most impacted by the storm. UUSC provided emergency grants to the UU Church of the Philippines (UUCP), CPD-DR, and the Cebu-Bohol Relief and Rehabilitation Center (CRRC) to provide immediate aid in the form of food, clothing, house repair, kitchen repair, and cooking supplies.

Ultimately, some of this initial support went beyond traditional humanitarian aid. While it was meant to only support immediate relief efforts in the Guibitngil community off the coast of Northern Cebu, UUSC's grant to CRRC also supported – at the community's request – the establishment of a small “sari-sari” store in Sitio Bakyad, owned and operated by a local women's organization. **The Sitio Bakyad store has been so successful that it eventually served as the model for another store in Sitio Lipata.** Women in these areas can now supply goods for the local fishermen without having to go to the mainland. In addition, the women in charge of the stores now receive a fixed monthly income.

UUSC also supported indigenous communities impacted by the storm. It turns out that the indigenous Tumanduk people *never* received government aid after Yolanda; **if it had not been for UUSC's immediate support to CPD-DR, the Tumanduk would not have received any typhoon relief**, underscoring the importance of UUSC's emergency response strategy, to provide post-disaster aid to the most marginalized, who are often overlooked in the wake of disasters. To this end, CPD-DR's coordinator told us that “*even one seed or one piglet*” can make a difference in a person's survival.

## RECOVERY: LIVELIHOODS, ORGANIZING, & TRAUMA RESILIENCY

### Situational Overview

In the aftermath of Yolanda, an estimated six million workers lost income sources as a result of infrastructure damage, lack of market access, and disrupted cash flow.<sup>7</sup> Farming and fishing were severely affected. Key farm assets such as crops, livestock, and farm equipment were destroyed by wind damage and powerful storm surges. OCHA reported 30,000 small-scale fishing<sup>8</sup> boats damaged by the typhoon with over 10,000 boats lost or destroyed. In total, income losses were estimated to be up to 70 percent.<sup>9</sup>

The storm's impacts were more than just financial. According to research by the U.S. Department of Veteran Affairs and the National Center for PTSD, studies of severe natural disasters show that more than 50% of those affected by disasters suffer from “clinically significant distress or psychopathology.”<sup>10</sup> In addition, “[a]lmost always, women or girls [are] affected more adversely than men or boys,” and “disasters occurring in developing countries cause more numerous and severe mental health consequences than do disasters in developed countries. On average, natural disasters in developing countries had more severe effects than did incidents of mass violence in developed countries....”<sup>11</sup> Yet, despite being recognized as one of the most urgent medical

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<sup>7</sup> [https://en.wikipedia.org/wiki/Typhoon\\_Haiyan](https://en.wikipedia.org/wiki/Typhoon_Haiyan).

<sup>8</sup> Anecdotally, we were told while visiting a community in Biliran (Feb. 2, 2017) that people in the area were reluctant to eat fish after the storm because the fish were feeding on the dead bodies floating in the bay. This further impacted the fishing industry, on which so many in the area rely for their livelihood.

<sup>9</sup> Multi-cluster Needs Assessment, Final Report, Philippines, Typhoon Yolanda.

<sup>10</sup> PTSD: National Center for PTSD, <http://www.ptsd.va.gov/professional/pages/effects-disasters-mental-health.asp>.

<sup>11</sup> *Id.*

needs during or in the aftermath of a disaster, mental health needs are often overlooked by large aid agencies and international NGOs.<sup>12</sup>

### UUSC Response

In order to address these and other long-term recovery challenges facing marginalized communities in the Visayas, **UUSC made 36 grants to a dozen organizations, totaling almost \$600,000.**

**Livelihood Support.** Fourteen of these grants (worth approximately \$220K) specifically addressed livelihood support, particularly among women and indigenous people, with a focus on agricultural reform and capacity building. Special attention was given to issues of landlessness and agrarian reform, and a number of UUSC's partners worked specifically to assist Agrarian Reform Beneficiary Organizations (ARBOs) – groups that are entitled, under Philippine law, to certain government benefits and assistance.<sup>13</sup> A significant focus of the response was addressing concerns related to food security, which – already a concern before the storm – was severely compromised by the vast destruction of farmland in the mostly rural areas of the Visayas.

To this end, UUSC supported projects and programs that helped communities perform needs assessments and develop sustainable and disaster-resilient livelihood solutions. Working in the barangay of San Roque in Biliran,<sup>14</sup> for example, **PKKK** helped a group of nearly fifty women start a revolving loan fund, which provided start-up and enhancement capital for sari-sari stores, fishing supplies, piglets, chickens, and sewing materials. With the assistance of **RDI**, a woman's organization in Boroc has entered into the production and sale of turmeric, which was only discovered (by RDI's Executive Director) after project implementation began.

**Community Organizing.** Six of UUSC's grants (worth roughly \$55K) helped organize women and other vulnerable populations facing heightened risks in the aftermath of the typhoon. To support the LGBTQI community, for instance, UUSC provided a grant to **Bisdak Pride**, which focused on organizing the Visayas' LGBTQI community and strengthening LGBTQI individuals' understanding of their rights. Bisdak Pride established sub-groups and networks within different island and rural communities and brought together members of the LGBTQI community in Yolanda-affected areas.

UUSC also supported **CPD-DR's** efforts to organize and build capacity within the Tumanduk, one of the indigenous communities hardest hit by Yolanda, through support to the Tumanduk General Assemblies. The two General Assemblies supported by UUSC brought together more than 1,000 indigenous people and indigenous peoples' advocates, with the goal of raising awareness of indigenous peoples' rights and issues.

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<sup>12</sup> PRI, "A discussion of the European refugee and migrant crisis" (Oct. 6, 2015), *available at*:

<https://www.pri.org/stories/2015-10-06/live-video-discussion-european-refugee-and-migrant-crisis>.

<sup>13</sup> Known as CARP, the Comprehensive Agrarian Reform Program – overseen by the Department of Agricultural Reform (DAR) – is the redistribution of agricultural lands to landless farmers and farmworkers. Started in 1988 under Cory Aquino, the program's goal is "equitable land ownership with empowered agrarian reform beneficiaries who can effectively manage their economic and social development to have a better quality of life." Through CARP, DAR offers support to ARBOs, such as infrastructure, marketing assistance, credit assistance, and technical support programs. The existence of CARP and programs like it (and agencies like DAR) certainly contributed to the impact of UUSC's work in the Philippines. Though certainly flawed, the Philippines government is functional and at least moderately accountable to its people. See Department of Agrarian Reform, "What is CARP?," *available at*: <http://www.dar.gov.ph/ra-6657-what-is-carp-comprehensive-agrarian-reform-program>.

<sup>14</sup> Biliran sits just northwest of Tacloban, the hardest-hit area of the Philippines.



In order to address gender-specific risks, UUSC supported projects to empower women in areas affected by the typhoon. Support focused on initiatives with upstream solutions to rural poverty, with an emphasis on organizing and advocacy. Partnerships with **Lihok Pilipina** and **PKKK**, for instance, were developed to address gender-based violence and human trafficking risks in Samar, Leyte, Cebu, Negros, and Panay. Lihok organized women into watch groups to provide safe spaces and mechanisms to respond to women and children victims of abuse and exploitation, as well as to link up with other duty bearers in crisis intervention and rescue operations.

**PKKK** helped women organize, assert their rights, and avail themselves of myriad government resources. For example, women in San Roque were able to lobby the local Department of Labor & Employment (DOLE) to donate a meeting center for the women's organization, and the Department of Environment & Natural Resources (DENR) hired the same San Roque group to work on and manage a mangrove re-forestation project in the community. The National DOA has also requested PKKK's help to organize in other communities and to register local organizations with the relevant LGUs.

**Trauma.** Recognizing that trauma recovery is a critical component of disaster recovery that is often overlooked, UUSC made 16 grants (worth \$304,409) to eight organizations working on trauma recovery and resilience. In January 2014, just two months after the typhoon, UUSC partnered with the Trauma Resource Institute (**TRI**)<sup>15</sup> to conduct a series of trainings in the Community Resiliency Model (CRM) of trauma recovery. These and other trainings supported by UUSC built the trauma recovery and resiliency skills and capacities of thousands of humanitarian workers and leaders from local NGOs, national networks of NGOs, community-based organizations, international NGOs, and government agencies. Over the following three years, the CRM trainers were supported with follow-up trainings and training of community groups in order to build local capacity and strengthen individual and community resiliency to trauma from past and future disasters across different sectors of society.

Perhaps most significantly, after initially supporting a U.S.-based nonprofit, TRI, in its trauma resiliency work in the Philippines, UUSC ultimately supported and provided the funding needed to form a *Philippines* organization to sustain and expand the application of CRM skills in the Philippines: the Philippines Association of Community Resiliency Model Skills Trainers (**PhilACTS**). Since its formation, in addition to training thousands of individuals in CRM skills and expanding its scope from post-Yolanda support to support for those impacted by the current "war on drugs," PhilACTS has linked with the National Association of Social Work Educators, Inc. (**NASWEI**), another UUSC partner, giving PhilACTS exposure to a network of educational and other institutions, and thus a broader platform to spread the use of CRM skills for varying needs.

## **PLANNING FOR THE FUTURE: DISASTER PREPAREDNESS & RESPONSE MANAGEMENT**

### Situational Overview

As Yolanda demonstrated, the Philippines is one of the countries in the world most at risk of natural disasters. In fact, according to the International Disaster Database,<sup>16</sup> it is the fourth most at-risk country in the world in terms of climate-related natural disasters, such as typhoons, sea level rise, flooding and extreme temperature. Moreover, climate change and related weather trends suggest that events such as Typhoon Yolanda will be

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<sup>15</sup> Based in California, TRI ([see http://traumaresourceinstitute.com](http://traumaresourceinstitute.com)) is the proprietary owner of the CRM method and the recipient of 18 grants from UUSC since 2010. TRI was first identified as a potential UUSC partner after the 2010 earthquake in Haiti. Since then, TRI has received grants from UUSC to provide trauma resiliency training in Kenya, Lebanon, Nepal, the Philippines, and Rwanda.

<sup>16</sup> EM-DAT, The International Disaster Database (Centre for Research on the Epidemiology of Disasters), <http://www.emdat.be/database>.

more frequent and intense. For marginalized populations in particular, daily challenges are exacerbated by the impacts of natural disasters. High levels of poverty and inequality in the Philippines have resulted in “large demographics being unable to prepare, cope with, and recover from disasters.”<sup>17</sup>

While the Philippine government seems to “take disaster risk seriously and has devoted significant resources to build disaster capacity and reduce population exposure and vulnerability, nationally and locally,” the responsible local government units (LGUs) are “often understaffed or lacking professionalization and a significant gap exists as the [national DRRM agency] cannot supervise all the local councils.”<sup>18</sup> As the authors of one research paper put it, “Local political leaders’ support of disaster management, local appreciation of the importance of disaster management, funding, and training and support from the national government determine the effectiveness of local councils.”<sup>19</sup>

### UUSC Response

In light of the future risks posed by climate change, as well as the disparity between the government’s intentions and its capacity to adequately address disaster risk mitigation, UUSC provided **seven grants worth \$122K to five local organizations** working with communities and LGUs on disaster preparedness and response management.

Working with the indigenous Tumanduk population in Panay, for example, **CPD-DR** conducted trainings on disaster preparedness and helped develop disaster management plans for the community. Illustrating the dire need for this work, the Tumanduk told CPD-DR they had **not even heard of disaster preparedness before** CPD-DR’s intervention.

In the rural areas of Ormoc, **RDI** facilitated planning workshops to develop disaster risk reduction and management (DRRM) plans for the community. In total, RDI helped implement five DRRM plans. **Bidsak Pride** organized the LGBTQI community in the Visayas, specifically related to disaster response and preparedness. Bidsak Pride’s efforts were recognized by the local government when it received provincial accreditation from the Cebu Provincial Government as official disaster responders, as well as a seat in the Provincial Disaster Risk Reduction and Management Council.

## **HUMAN RIGHTS & EXTRAJUDICIAL KILLINGS (EJKs)**

### Situational Overview

In June 2016, the Philippines inaugurated a new president, Rodrigo Duterte, whose 20-year tenure as Mayor of Davao City included more than a thousand documented instances of extrajudicial killings (EJKs) and disappearances associated with his “Davao Death Squad.” In December 2016, Duterte admitted to personally committing at least three murders when he was Mayor, which led some of his critics in the Philippine Senate to call for his impeachment.<sup>20</sup>

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<sup>17</sup> PLOS, “Resilience and Disaster Trends in the Philippines: Opportunities for National and Local Capacity Building” (Sept. 14, 2016), *available at*: <http://currents.plos.org/disasters/article/resilience-and-disaster-trends-in-the-philippines-opportunities-for-national-and-local-capacity-building/>.

<sup>18</sup> *Id.*

<sup>19</sup> *Id.*

<sup>20</sup> The Guardian, “Philippine senators call for Duterte to be impeached over killing confession” (Dec. 16, 2016), *available at*: <https://www.theguardian.com/world/2016/dec/15/philippines-senators-duterte-impeached-killing-confession>.

Duterte campaigned for president promising to end the supposed scourge of illegal drugs in the Philippines, and vowed to dump so many corpses in Manila Bay that he would “fatten all the fish there.”<sup>21</sup> Since his election, Duterte’s war on drugs has had devastating consequences: more than **7,000 people have been killed** by police and vigilantes; **53,000 have been arrested**; and more than **1.1 million have “surrendered”** to authorities in order to avoid being killed.<sup>22</sup>

Duterte has also purged his administration of those he suspects of disloyalty and accused 150 public officials of involvement in illegal drugs, forcing them to resign or be dismissed. At his most brazen, Duterte had his leading critic in the Senate, Leila de Lima, charged with drug trafficking.

Duterte and his so-called drug war have been roundly criticized by the international community, condemned by the UN and international human rights groups, and could serve as grounds for a future investigation by the Prosecutor of the International Criminal Court.<sup>23</sup> In a February 2017 report, Amnesty International concluded that the killings may amount to crimes against humanity.<sup>24</sup>

Despite claiming that he would end the war on drugs after three-to-six months in office, Duterte recently pledged to continue the illegal campaign of EJKs through the end of his presidency in 2022.<sup>25</sup>

### UUSC Response

Against this backdrop, Rene organized a meeting of UUSC’s partners to discuss the impact on and responsibilities of human rights groups in the Philippines under Duterte. Many of our partners, initially reluctant to speak out against EJKs (in part for fear of their safety), soon expressed an interest in expanding the scope of their work to include human rights education and trainings.

Since then, UUSC has funded projects by existing partners, the National Association of Social Work Educators, Inc. (**NASWEI**) and Visayas Primary Health Care Services (**VPHCS**), to document instances of EJKs and provide human rights trainings to community leaders, respectively. UUSC is also supporting **IBON**, an international human rights organization based in the Philippines, in human rights documentation, training, and education programs across the Philippines.

In addition, three of UUSC’s partners – the Philippine Association of Community Resiliency Model Skills Trainers (**PhilACTS**), **Lihok Pilipina**, and **NASWEI** – have utilized the innovative techniques that were a central pillar of UUSC’s post-Typhoon Yolanda strategy to build trauma resiliency in communities affected by the drug war. UUSC’s partners have now trained civil society organizations, government officials, city social workers, police, and family members impacted by the drug war in these trauma-resiliency techniques.

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<sup>21</sup> [https://en.wikipedia.org/wiki/Philippine\\_Drug\\_War](https://en.wikipedia.org/wiki/Philippine_Drug_War).

<sup>22</sup> Reuters, “Duterte’s War” (Oct. 11, 2016), *available at*: <http://www.reuters.com/investigates/special-report/philippines-duterte-photos/>.

<sup>23</sup> Inquirer, “International court warns PH on killings” (Oct. 15, 2016), *available at*: <http://globalnation.inquirer.net/146810/international-court-warns-ph-on-killings>.

<sup>24</sup> Amnesty International, “Philippines: The police’s murderous war on the poor” (January 31, 2017), *available at*: <https://www.amnesty.org/en/latest/news/2017/01/philippines-the-police-murderous-war-on-the-poor/>.

<sup>25</sup> Inquirer, “Duterte extends deadly drug war” (January 30, 2017), *available at*: <http://newsinfo.inquirer.net/866403/duterte-extends-deadly-drug-war>.

Most notably, **PhilACTS** has facilitated three training activities<sup>26</sup> in the city of Davao (President Duterte's hometown and where he once served as mayor) in 2017, two of which were requested and organized by the Ateneo de Davao University and the Davao City Anti-Drug Abuse Council (CADAC), as part of their joint community-based drug rehabilitation program. Participants included the Philippine National Police, the Philippine Drug Enforcement Agency, the Department of Interior and Local Government, the Department of Health, the Department of Social Welfare and Development, members of the religious sector, the Local Government of Davao City, including the CADAC, and various higher education institutions. Ateneo de Davao University and the Davao CADAC have also requested additional CRM training activities, including a training of CRM trainers and one designed specifically for the police force.

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<sup>26</sup> Davao SunStar, "Alvarez: A better way to handle stress and trauma" (January 23, 2017), *available at*: <http://www.sunstar.com.ph/davao/lifestyle/2017/01/24/alvarez-better-way-handle-stress-and-trauma-521685>.

## IMPACTS & KEY LESSONS LEARNED

With funding for the Yolanda recovery response being spent down this fiscal year (FY2017), UUSC visited the Philippines on January 31 - February 3, 2017, for a series of meetings and site visits in order to assess the impact of UUSC's response to Typhoon Yolanda and to learn lessons about our disaster response program. In total, twelve partners participated in the meetings, and UUSC was able to visit the communities and offices of four of our local partners.<sup>27</sup>

For the most part, the greatest impacts of UUSC's Philippines program fell into **four broad categories**:

- Engagement with local government units (LGU), resulting in real benefits to our partners and their communities.
- A demonstrated ability of our partners to grow their projects, often in ways that highlight a fundamental sustainability in their approach.
- Strengthened relationships across the country, as our partners became a community unto themselves.
- An increase in partner capacity and the capacities of their communities to persevere in the face of great personal and organizational challenges.

**Factors contributing to these successes** included:

- Working with dedicated organizations with established networks;
- The existence of a relatively responsive government/local government units;
- Hiring an experienced and highly trusted consultant on-the-ground (Rene);
- A commitment to capacity development across all partners;
- A focus on community organizing and advocacy;
- Technical support provided by UUSC and UUSC's consultant on-the-ground;
- Regular partner convenings and opportunities to share knowledge among partners;
- Production of learning materials and training modules;
- Flexibility of UUSC's funding;
- Site visits by UUSC<sup>28</sup> and UUSC's consultant on-the-ground; and
- Regular communication between UUSC staff and UUSC's consultant on-the-ground.

In addition, according to data reported by our partners, UUSC-funded projects have thus far benefited (directly or indirectly) **more than 52,000 individuals**. That amounts to **~\$14 per beneficiary**, and an average of **~1,300 beneficiaries per grant**. The below chart contains a breakdown of beneficiaries by partner organization.

### Total Beneficiaries of UUSC-funded Projects (So Far)

| Organization | Beneficiaries | Focus |
|--------------|---------------|-------|
|--------------|---------------|-------|

<sup>27</sup> UUSC visited the San Roque and Enage communities in Biliran to observe PKKK's work; the Boroc community in Ormoc to observe RDI's work; and the Cebu City offices of VPHCS and PhilACTS for a closer look at their daily operations. The only partners who did not participate in the trip were MAGNA Children at Risk (only received one CRM grant), PhilDHRRA (only a partner to facilitate the formation of PhilACTS), TRI (not Philippines-based), and the UUCP (only received an initial relief grant).

<sup>28</sup> UUSC staff (Rachel, Sushma, and Michael) visited the Philippines on three separate trips over the four years of support. Partners especially appreciated Sushma's visit, as she was the Chief Program Officer at the time and this title indicated a certain level of respect for our partners.



|                        |                            |                               |
|------------------------|----------------------------|-------------------------------|
| CRRC                   | 1,824 people <sup>29</sup> | Livelihoods; relief           |
| Sarilaya               | 500 people                 | Livelihoods                   |
| PKKK                   | 1,621 (almost all IPs)     | Livelihoods; organizing       |
| CPD-DR                 | 2,368                      | DRRM; livelihoods; organizing |
| Pagtambayayong         | 1,448                      | Livelihoods; organizing       |
| Bisdak Pride           | 2,400 (all LGTBQ)          | DRRM; organizing; CRM         |
| RDI                    | 1,302                      | Livelihoods; DRRM; organizing |
| PROCESS                | 5,099                      | Livelihoods; CRM; organizing  |
| Lihok Pilipina         | 1,004                      | Livelihoods; CRM              |
| VPHCS                  | 3,094                      | DRRM; CRM; organizing         |
| NASWEI                 | 1,723                      | CRM                           |
| PhilACTS               | 23,208                     | CRM                           |
| TRI                    | 1,895                      | CRM                           |
| MAGNA Children at Risk | 4,301                      | CRM                           |
| PhilDHRRA              | 455                        | CRM                           |
| UUCP                   | 184                        | Relief                        |
| IBON                   | TBD                        | EJKs                          |
| <b>Total</b>           | <b>52,426 individuals</b>  |                               |

**1. Engagement with government.** Arguably the most significant impact of UUSC’s Philippines program was the degree to which it helped local communities and grassroots organizations **engage with and derive benefits from government**. Often, this engagement was with local government units (LGUs), which seemed relatively responsive to the needs and demands of the marginalized communities supported by UUSC’s grants and local partners. In addition, especially with our partners working primarily in CRM (such as PhilACTS and NASWEI), **the government even approached our partners and sought out their services or expertise**.

**Highlight:** With RDI’s assistance, a woman’s organization in Boroc **successfully lobbied the LGU to provide a blender to use in the processing of turmeric**.

**Highlight:** PROCESS **successfully lobbied for the passage of provincial ordinance #2016-19**, enhancing the capacity of municipal Violence Against Women (VAW) Desks and requiring the establishment of VAW desks at the barangay level. Since the ordinance’s passage, ten barangay executive orders have been passed creating new VAW desks and providing funds for VAW desk officers.

**Highlight:** PROCESS was invited to **participate in the government’s “Bottom-Up Budgeting”** process (which allows for LGUs to develop their own budgets based upon needs of their communities) regarding support for disaster-resilient livelihoods. Through this effort, PROCESS was able to secure **nearly three million Philippine pesos** (or roughly \$60K) to support livelihood development programs in their communities.

**Highlight:** CRM has become integrated into an **inter-agency community-based rehabilitation program** of Davao City (for drug surrenderees, by NASWEI) and has **been requested by and delivered to** (by PhilACTS) LGUs in the following locations: Tacloban, Cebu, Davao, Borbon, Labangon.

<sup>29</sup> Where data was reported as “families,” we multiplied the number of beneficiaries by four.

Importantly, support for partners who **explicitly used community organizing as a tool for achieving more successful advocacy outcomes** was a key component of UUSC’s response, and it bore significant fruit. Many of our partners spoke of the government as a “duty bearer,” and underscored the importance of “showing up” at the steps of government to demand that government fulfil its duty.<sup>30</sup>

Representative examples of how UUSC’s partners and the communities they served engaged with, advocated to, and received benefits/support from government entities are included below.

| Category                     | Impacts  |
|------------------------------|--|
| <b>Government Engagement</b> | <ul style="list-style-type: none"> <li>➤ Farmers’ associations assisted by Pagtambayayong have been able to <b>access significant government resources</b> in connection with livelihood development: <ul style="list-style-type: none"> <li>○ Beneficiaries have received: (i) a 200K Php<sup>31</sup> grant from the Department of Labor &amp; Employment (DOLE) to establish a sari-sari store; (ii) a 200K Php grant from DOLE to support a crab-fattening operation; and (iii) office materials and a tractor from the Department of Agricultural Reform (DAR).</li> </ul> </li> <li>➤ ARBOs attended a meeting with DAR and other government agencies regarding a proposed government crop insurance program, and ARBO attendees supported by Pagtambayayong successfully <b>advocated for the inclusion of a wider range of crops</b> in the program.</li> <li>➤ Women’s orgs supported by PKKK have shown an ability to assert their rights and avail themselves and their communities of government resources: <ul style="list-style-type: none"> <li>○ PKKK helped women in San Roque <b>lobby the local DOLE to donate the meeting center</b> for the women’s organization.</li> <li>○ The Department of Environment &amp; Natural Resources (DENR) hired the San Roque group to <b>work on and manage a mangrove re-forestation project</b> in the community.</li> <li>○ The San Roque women’s organization <b>received 26 sacks of seeds and 40 sacks of fertilizer from DOA</b>.</li> <li>○ The national DOA has <b>requested PKKK’s help to organize</b> in other communities and to register local organizations with the relevant LGUs.</li> <li>○ DOA in Enage has donated a hand tractor to the Enage org.</li> </ul> </li> </ul> |
| <b>Government Engagement</b> | <ul style="list-style-type: none"> <li>➤ The Enage people’s organization (PKKK) now has <b>partnerships with DAR</b>, as well as the LGUs that oversee coconuts and fisheries.</li> <li>➤ Bisdak Pride has <b>secured DOH funding for HIV-counselor trainings</b>.</li> <li>➤ RDI was <b>invited by the city government to assist with CRM training</b> for drug surrenderees (there are ~2,000 in Ormoc).</li> <li>➤ RDI has assisted people’s organizations in <b>lobbying LGUs re: the use of the Gender and Development (GAD) Fund</b>, including in the development of a GAD Code.</li> </ul>   |

<sup>30</sup> For example, during one of our focus group discussions at the impact meeting, we asked the group which tactics seemed most successful at getting the government to respond to their needs. Lei from IBON challenged the very premise of the question. We should not be asking “How do we get the government to help us?” Rather, communities must focus on the duty owed by government – it must “do right by us,” she said. The government must understand its duty and people need to assert their rights.

<sup>31</sup> Philippino pesos.

| Category | Impacts   |
|----------|---|
|          | <ul style="list-style-type: none"> <li>➤ With RDI's assistance, a woman's organization in Boroc <b>successfully lobbied the LGU to provide a blender for the processing of turmeric</b> (which was not a part of RDI's original proposal).</li> <li>➤ PROCESS <b>successfully lobbied for the passage of provincial ordinance #2016-19, enhancing capacity of the Violence Against Women Desk:</b> <ul style="list-style-type: none"> <li>○ The ordinance requires the establishment of VAW desks at the barangay level</li> <li>○ 10 barangay executive orders passed creating new VAW desks and providing funds for VAW desk officers out of the GAD Fund</li> </ul> </li> <li>➤ PROCESS was invited to <b>participate in the Bottom-Up Budgeting</b> process re: support for disaster-resilient livelihoods, leading to: <ul style="list-style-type: none"> <li>○ 1.7M Php in support for cattle-fattening;</li> <li>○ 131K Php for chickens</li> <li>○ 500K Php from the DWSD for sewing activities</li> <li>○ 500K Php for agricultural activities</li> </ul> </li> <li>➤ PROCESS has <b>trained government employees</b> on VAW laws and ordinances.</li> <li>➤ LGUs provided <b>more than 1M Php to vulnerable communities</b> for women's-related rights/health (PROCESS).</li> <li>➤ VPHCS was invited to meet with a municipal DRRM agency to <b>develop a DRRM plan in coordination with local peoples' organizations.</b></li> <li>➤ A municipal DRRM council conducted its <b>first-ever typhoon drill</b>, which included the participation of VPHCS and local peoples' organizations, reaching more than 250 households.</li> <li>➤ The Barangay Anti-Drug Campaign (a government campaign) has reached out to VPHCS to <b>develop CRM training programs</b> for peoples' organizations.</li> <li>➤ Some of the IP communities with which CPD-DR has worked have <b>coordinated their disaster management plans with the government</b>, including engagement with the DSWD on an "emergency shelter assistance" campaign.</li> <li>➤ Bisdak Pride received <b>provincial accreditation from the Cebu Provincial Government</b> as official disaster responders, and a seat in the Provincial Disaster Risk Reduction and Management Council.</li> <li>➤ NASWEI <b>trained 40 service providers</b> of the Davao DSWD.</li> <li>➤ CRM has become <b>integrated into an inter-agency community-based rehabilitation program</b> of Davao City, with 50 drug surrenderees (NASWEI).</li> <li>➤ CRM has been <b>requested by and delivered to</b> (by PhilACTS) LGUs in the following locations: Tacloban, Cebu, Davao, Borbon, Labangon.</li> <li>➤ Women's organizations supported by Lihok have: <ul style="list-style-type: none"> <li>○ Accessed <b>benefits</b> provided by a DOLE livelihood program</li> <li>○ <b>Participated</b> in the BUB process</li> <li>○ Been <b>consulted by barangay LGUs</b> in responding to cases of VAW</li> <li>○ Been invited to <b>become members</b> of the BADAC.</li> </ul> </li> </ul> |

**2. Scaling & sustainability.** Crucially, many of UUSC's Philippines partners have demonstrated an **ability to grow (or scale) their projects, often in ways that suggest a fundamental sustainability in their approach.** At the impact meetings, for example, an emerging theme was that our partners' UUSC-funded projects served

as starting points (or “catalysts”) for other opportunities. The importance of **strategic planning from the very beginning of a project** was also articulated by a number of our partners, and seems to have been a key ingredient in their long-term success. In addition, the growth and sustainability of many of our partners’ projects demonstrates the strength of **community-based capacity building efforts**, which were at the core of UUSC’s Philippines strategy.

**Highlight:** Bisdak Pride was **given a daily radio program** to discuss LGBTQI issues – the first-ever LGBTQI radio program in the Visayas.

**Highlight:** With the assistance of RDI, a woman’s organization in Boroc has entered into the **production and sale of turmeric, a spice commonly used in Asian dishes that has medicinal qualities**. The turmeric was discovered by RDI’s Executive Director and had previously been discarded by the local farmers because of a failure to understand its value. The turmeric is now being sold at local markets.

**Highlight:** “**Passing on the gifts**” ceremonies – whereby one group of livelihood-support recipients eventually passes on the livelihood support it received (such as a goat or some seeds) to the next group – utilized by RDI, PROCESS, Pagtambayayong, and Lihok, have strengthened the sustainability of these projects and increased their potential for growth beyond the intended group of beneficiaries.

**Highlight:** Three of UUSC’s partners – PhilACTS, Lihok Pilipina, and NASWEI – have **utilized CRM to build trauma resiliency in communities affected by the drug war**. UUSC’s partners have now trained civil society organizations, government officials, city social workers, police, and family members impacted by the drug war in these trauma-resiliency techniques.

**Highlight:** CRM has been **adopted and “mainstreamed” within the Tacloban City Social Welfare & Development Office**, a direct result of UUSC inviting the Tacloban DSDW to a CRM training in 2014.

Additional examples of how UUSC’s partners’ projects have expanded beyond their intended scope are below.

| Category                 | Impacts   |
|--------------------------|---|
| Scaling & Sustainability | <ul style="list-style-type: none"> <li>➤ The Sitio Bakyad store established by CRRC has been so successful that it eventually <b>served as the model</b> for another store in Sitio Lipata.</li> <li>➤ A number of the ARBOs assisted by Pagtambayayong are now <b>sourcing organic produce for other communities</b>.</li> <li>➤ The local Department of Social Welfare &amp; Development (DSWD) pointed to one of the sari-sari stores supported by Sarilaya as a <b>“model” for the community</b> and instructed other women to look to it for inspiration.</li> <li>➤ Bisdak Pride was <b>given a daily radio program</b> to discuss LGBTQI issues – the first-ever LGBTQI radio program in the Visayas.</li> <li>➤ Bisdak Pride formed the “Hugyaw Ka!” network to continue <b>collaborating and networking among the LGBTQI community</b>.</li> <li>➤ The <b>“passing on the gifts”</b> ceremonies (whereby one group of livelihood-support recipients passes them on to the next group) (RDI, Pagtambayayong, PROCESS, Lihok) are indicative of sustainability and potential for growth beyond the intended group of beneficiaries.</li> <li>➤ The <b>World Food Program</b> is funding PROCESS in a project to integrate CRM into its (WFP’s) work.</li> <li>➤ PhilACTS has <b>published a compilation of 15 case stories</b> from post-Yolanda CRM trainings.</li> </ul> |

| Category | Impacts  |
|----------|--|
|          | <ul style="list-style-type: none"> <li>➤ PhilACTS has become a <b>weekly part of Bisdak Pride’s radio show</b>.</li> <li>➤ Three of UUSC’s partners – PhilACTS, Lihok Pilipina, and NASWEI – have <b>utilized CRM to build trauma resiliency in communities affected by the drug war</b>. UUSC’s partners have now trained civil society organizations, government officials, city social workers, police, and family members impacted by the drug war in these trauma-resiliency techniques.</li> <li>➤ PhilACTS has facilitated <a href="#">three training activities</a> in the city of Davao in 2017, two of which were requested and organized by the Ateneo de Davao University and the Davao City Anti-Drug Abuse Council (CADAC), as part of their joint community-based drug rehabilitation program. <ul style="list-style-type: none"> <li>○ Participants in the above included the Philippine National Police, the Philippine Drug Enforcement Agency, the Department of Interior and Local Government, the Department of Health, the Department of Social Welfare and Development, members of the religious sector, the Local Government of Davao City, including the CADAC, and various higher education institutions.</li> <li>○ Ateneo de Davao University and the Davao CADAC have also requested additional CRM training activities, including a training of CRM trainers and one designed specifically for the police force.</li> </ul> </li> <li>➤ Bisdak Pride <b>facilitated connections among LGBTQI individuals and their organizations</b>, leading to an increase in housing, moral and medical support, and referrals in Cebu City for those with HIV/AIDS.</li> </ul> |

**3. Collaboration – building a community.** Another significant impact of the Philippines program was the extent to which **our partners became a community unto themselves and built relationships** that will outlive UUSC’s presence. In part, this community building was the direct result of UUSC’s efforts to **consistently convene partners and facilitate coordination and crossover support** between and among them. At the impact meetings, each and every partner organization told us how much they valued the opportunities to learn from each other (partners and communities alike). In fact, the impact meetings represented the *fifth time* all of UUSC’s partners had come together for learning and reflection.

**Highlight:** Bisdak Pride has **dedicated one hour of its radio show each week to the issue of CRM, hosted by PhilACTS**, which has contributed to an increase in awareness of PhilACTS and CRM alike.

**Highlight:** PhilACTS and NASWEI are **co-hosting CRM trainings** across the Philippines, including in Davao City.

**Highlight:** A number of UUSC’s CRM partners **sit on the PhilACTS board of directors**, and Rose of NASWEI is currently PhilACTS’ Board Chair.

Other examples of cross-partner collaboration include: **VPHCS** and **Bisdak Pride** providing services in the Guibitngil island community where **CRRC** is working; **Pagtambayayong** hosting **Bisdak Pride’s** learning visit for LGBTQI individuals to brainstorm new livelihood ideas; **PhilACTS** providing CRM support to **Lihok**; and **PKKK** hosting a learning visit for **all of UUSC’s partners**.

**4. Capacity Enhancement.** Many of our partners have presented convincing evidence of an **increase in their capacities and the capacities of their communities** to persevere in the face of great personal and



organizational challenges. This is likely due, at least in part, to UUSC’s focus on capacity building as a primary element of our grantmaking strategy in the Philippines.

**Highlight:** CPD-DR helped **form people’s organizations within the indigenous Tumanduk population**, including specific organizations for IP Youth and IP Women, and **helped establish disaster preparedness teams** at the community level.

**Highlight:** PhilACTS, **formed in 2014 through a UUSC grant**, has **trained more than 3,700 individuals** in CRM; these individuals have, in turn, **trained more than 18,000 people**.

**Highlight:** Sarilaya’s livelihood programs have led to the **development of “mutual aid” or “self-help” funds**, which individuals in the community can draw on in cases of emergency, and have increased income for women by between 300 and 1,200 Php/month, which was described to us as “a big deal” to these families.

**Highlight:** Increased earnings for women in San Roque (PKKK) has led to **additional capital for families**, which in many cases goes to pay for their children’s school costs.

Additional examples of capacity enhancement are below:

| Category                    | Impacts  |
|-----------------------------|--|
| <b>Capacity Enhancement</b> | <ul style="list-style-type: none"> <li>➤ 34 women told PROCESS that they felt better able to help family members with stress/trauma.</li> <li>➤ CRM training participants told VPHCS that they felt “strength in the midst of ordinary crises.”</li> <li>➤ According to VPHCS, illness no longer holds as much power as it once did because people trained in primary health care feel empowered to deal with illnesses that arise in daily life.</li> <li>➤ Community health workers trained by VPHCS have established a health referral system now recognized by barangay hospitals → this is crucial because doctors are only sporadically present in smaller barangays.</li> <li>➤ CPD-DR helped form people’s organizations within the Tumanduk population – including specific organizations for IP Youth and IP Women – and established disaster preparedness teams at the community level.</li> <li>➤ CPD-DR helped develop disaster management plans with the Tumanduk (Tumanduk had not heard of disaster preparedness before).</li> <li>➤ PhilACTS was formed and registered as a Philippine Civil Society Organization (CSO).</li> <li>➤ PhilACTS has trained more than 3,700 individuals in CRM; these individuals have, in turn, trained more than 18,000 people.</li> <li>➤ Women’s organizations supported by Lihok Pilipina have demonstrate an understanding of their rights through responses to abuse – i.e., going to barangay LGUs (reports of child abuse; assistance to battered women in achieving protection by barangay – one woman threatened to file a case under RA 9262 against her husband if he kept abusing her).</li> <li>➤ As a national organization, Sarilaya is able to register local people’s organizations as CSOs without those organizations having to go through the lengthy bureaucratic process of registration.</li> </ul> |

## WHAT DIDN’T WORK & WHY?

Not every project was successful, of course, and certain projects did not achieve as much as they could have.

**Factors hindering the success of UUSC's projects included:**

- Staff turn-over, among both partner organizations and UUSC;
- Partners spreading themselves too thinly (e.g., Pagtambayayong);
- Lack of support from partners on important issues that went beyond the scope of their projects (e.g., CPD-DR, CRRC, and PKKK not addressing land rights issues);
- Other funding organizations with different approaches working in the same communities;
- Shortage of resources;
- Community organizers no longer live *in* the communities they serve;
- Competition between local CSOs and INGOs; and
- Peoples' expectations of "never-ending aid."

**KEY DISASTER RESPONSE TAKEAWAYS**

Given the importance of disaster response to UUSC and its members, one goal of the Philippines impact assessment was to learn lessons about our disaster response methodology. Indeed, at the impact assessment meetings and in reflections and discussions that followed, some key learnings emerged.

Perhaps the most important takeaway is that **UUSC's historic philosophy – our rights-based focus, eye-to-eye partnership model, and flexibility of funding – is a key asset to marginalized communities in the wake of a disaster**. Partner after partner praised UUSC's responsiveness, our commitment to those most marginalized, and our partner-centric approach. Rene embodied all of this, and the program's success is due in no small part to her commitment and vision.

Other lessons learned are below. My hope is that these may inform UUSC's disaster response work going forward, which should help improve the service we are able to provide to our partners and their communities.

**1. Consider the responsiveness/effectiveness of local government – its presence or absence can be a difference-maker in recovery.** The Philippines government has been **responsive and, to some degree, accountable to the communities most impacted** by Typhoon Yolanda. This is especially true when contrasted, for instance, with the role of the Haitian government after the 2010 earthquake there and the struggles our Haitian partners have had in receiving government support. That our partners and their communities in the Philippines could achieve the outcomes they have demonstrated through advocacy to local government entities is a testament to the **importance of a functional and accountable government in rebuilding and recovering from a disaster**. This should be an important consideration in designing UUSC's responses to future disasters.

**2. There may be a need for disaster response-related technical assistance for partners (i.e., "Disaster Response 101").** Many of our partners told us that, unlike the INGOs that arrived immediately after the storm, **local CSOs felt unprepared for how to appropriately respond to a natural disaster like Yolanda**. Our partners felt both a **significant power imbalance between INGOs and local CSOs** – one manifestation of which was that government entities often preferred to meet with and listen to larger INGOs, even though the local CSOs better understood the needs of the communities – **as well as a lack of communication between INGOs and local CSOs**.<sup>32</sup>

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<sup>32</sup> Our partners told us that it took six months for INGOs to approach local CSOs with questions, and that in some instances even the people were reluctant to seek out local organizations (as opposed to INGOs).

This is perhaps not surprising, considering that we seek out grassroots partners who take rights-based approaches to their work. As such, we might consider **offering our partners a “Disaster Response 101” document** (“What to Expect,” “Best Practices,” etc.) at the outset of future disaster responses.

**3. The most marginalized communities need immediate relief because government aid is often delayed (if it ever arrives).** While UUSC’s model is to focus more on long-term solutions than to provide humanitarian aid to victims of disasters, the experience of some of our partners in the Philippines suggests that there is a role for UUSC to play in this regard; namely, to provide **some level of immediate humanitarian assistance to the most marginalized populations**. In the Philippines, those populations included the indigenous Tumanduk community, to whom government aid was *never* delivered following Yolanda. In fact, had they not received support from UUSC (through our partner, CPD-DR) in the form of agricultural assistance, the Tumanduk’s suffering would have been compounded.

**4. Disaster responses should be comprehensive and include a mental health component.** One of UUSC’s most significant achievements in the Philippines has been the success of CRM and the extent to which, in the Visayas, that technique is associated with UUSC. Indeed, to our knowledge there was no other NGO that focused as extensively on the mental health aspect of Yolanda recovery; and, as we know, mental health is often the greatest health-related need and one mostly overlooked by humanitarian aid organizations. As the Mayor of Tacloban put it after the storm, **the community needed “CRM more than sardines.”** Moreover, in addition to mental health (CRM), **UUSC’s disaster response strategy was comprehensive, incorporating immediate relief, capacity building, organizing/advocacy support, primary health care, sustainable livelihoods, human rights, and planning for future disasters.** At the impact meetings, our partners commented on how the scope of UUSC’s response, coupled with the opportunities for our partners to gather and share information, better equipped them to support their communities in a more holistic way.

**5. The role of community organizing.** According to our partners, **communities tended to organize themselves after Yolanda and the best results were achieved when CSOs sought to capitalize on – rather than supplant – those efforts.** Whether that organizing happened organically or with our partners’ assistance, all of our partners expressed that such organizing was crucial to getting the attention of the LGUs. This was particularly true given the tendency of politicians to help only politically supportive communities. Where communities were organized and “showed up” in numbers, they were far more likely to receive assistance from local officials.

**6. Enormous amounts of funds in the wake of disaster can overwhelm small organizations.** Something to pay attention to in future disaster responses is that **a lot of international money tends to arrive and, for small organizations, even relatively small sums can prove overwhelming and/or distracting.** For instance, UUSC’s partner, Pagtambayayong, admitted that it could have been more effective had it not taken on so many projects (and money) from other funders.

With this in mind, it might be important to consider the following (among others), both at the outset of the funding relationship as well as over the course of a grant cycle:

- The number and scope of the partner’s ongoing projects, at the time of funding and over time;
- The extent to which current projects look like a change in the scope of the partner’s work;
- Increases (and their size) in the size of a partner’s budget; and
- Whether increases in budget and/or scope of projects are met with corresponding increases in number of staff.

**MNK**

## Appendix A

### KEY PARTNERS & ACTIVITIES

| Organization  | Activity Summary  |
|---|---|
| <b>Pagtambayayong</b>                               | Primarily focused on livelihood support. Established five demonstration farms (organic hog and chicken raising); assisted with ARBO planning and organizing; organized and conducted livelihood trainings; assisted with advocacy efforts of ARBOs.   |
| <b>Sarilaya</b>                                     | Conducted livelihoods and gender research; provided livelihood support to women's organizations; conducted five trainings (sustainable livelihoods, gender sensitivity, management, finance, self-enhancement) to women's organizations; provided start-up capital (50K Php) to women's organizations; helped establish five "sari-sari" stores.  |
| <b>PKKK</b>   | Primarily focused on livelihood support. Also led leadership trainings and have disaster preparedness assistance. Helped women organize into clusters around type of livelihood ("Household-based organizing" model), encouraging women to begin contributing membership dues to build up capital before PKKK provides a capital infusion.  |
| <b>CPD-DR</b>                                       | Formed people's organizations in IP communities, which did not exist prior to CPD-DR's intervention; conducted trainings on disaster preparedness and sustainable agriculture; provided immediate agricultural support to IP communities (government aid never arrived); assisted with the "General Assembly" of the indigenous Tumanduk population.  |
| <b>RDI</b>  | Provided livelihood support for communities (trainings and provision of animals and seeds); developed sustainable organic agricultural technologies; incorporated human rights and CRM trainings and facilitated a planning workshop to develop a disaster risk reduction and management (DRRM) plan within the community; five DRRM plans implemented.   |
| <b>Bisdak Pride</b>                                 | Organized post-Yolanda conference on LGBTQI rights and the Yolanda response; followed by a capacity building and networking conferences in diff't regions in Visayas; organized the LGBTQI community in the Visayas, specifically related to disaster response and preparedness.  |
| <b>Lihok Pilipina</b>                               | Livelihood support and capacity building, with a focus on women; CRM (a smaller component); trainings on VAW laws and rights; eight women's orgs formed or organized as part of the project; guidance on bylaws, registration.  |
| <b>PROCESS</b>                                      | Sought to establish functional mechanisms for human rights protection in disasters, particularly for women, through: CRM trainings; quarterly sharing sessions; trainings specifically related to women/gender/IP rights; violence against women (VAW) training for VAW desk officers; working with LGUs to develop plans and agendas related to Gender and Development and disaster management/planning. |
| <b>Visayas Primary Health Care Services (VPHCS)</b> | CRM capacity building; integrating primary health care into DRRM through DRRM trainings for peoples' organizations and community health workers; <i>ongoing: human rights training</i> ; trained 15 VPHCS on CRM; incorporated CRM into community-based health programs; health services campaign included weighing children to ID malnourished, blood pressure monitoring, herbal medicine.              |



| Organization  | Activity Summary   |
|---|--|
| <b>National Association of Social Work Educators, Inc. (NASWEI)</b> | Ultimate goal was the inclusion of CRM in social work curricula; 25 NASWEI teachers trained (two trainings), who trained 885 SW students; 25 IP volunteer teachers trained in Maco, Compostela Valley – disaster prone due to mining; CRM teaching also provided to children victims of child pornography; VAW victims; fisherfolk; children in conflict with the law. |
| <b>PhilACTS</b>   | Formed through a UUSC grant in order to promote the sustainability of CRM in the Philippines; has been the “tip of the spear” re: the growth of CRM, training thousands of individuals and community leaders.  |
| <b>TRI</b>  | Initial proprietors of CRM training after Yolanda; trained two groups in January 2014 and gave a series of enhancement trainings; helped with the formation of PhilACTS. Official CRM Skills Trainers are certified by TRI (CRM is a TRI trademark).   |

## Appendix B

### PARTNER-LEVEL OUTCOME CHART FROM IMPACT MEETINGS

| Partner Name    | Grant(s) Description/Activities   | Key Outcomes  | Notes   |
|-----------------|---|---|---|
| CRRC            | <p>Initially \$ was given to IBON, who gave it to CRRC with the intention of buying relief goods; however, CRRC asked if they could use the money to help a women's org establish a store, which we did.</p> <p>Stock consists of basic goods as well as material for fisherfolks.</p> <p>CRRC now focusing on disaster preparedness for the women's org.</p> | <p>Women can now supply goods for fishermen, which goods no longer need to be purchased on the mainland</p> <p>Women in charge of the stores now receive fixed monthly income</p> <p><b>Community store in Sityo Bakyad served as a model for another store in Sityo Lipata</b></p>   | <ul style="list-style-type: none"> <li>Store in Pasil closed due to a larger competitor; however, the goods were transferred to Bakyad store</li> <li>Main barrier to entry (i.e., why women cannot simply start these stores on their own) is the startup capital</li> <li>Store was the plan of the women's org, not CRRC</li> </ul>  |
| Pagtambay ayong | <p>Established 5 demo farms (organic hog and chicken raising); assisted with ARBO planning and organizing; organized and conducted trainings; assist with advocacy efforts of ARBOs.</p> <p>Currently assisting 12 ARBOs.</p> <p>289 beneficiaries</p> <p>100 trained; 339 families have benefited; net income of about 97K pesos</p>                         | <p>Strengthened capacity of small farmers; profit-sharing mechanisms (see this in PKKK, RDI as well)</p> <p><b>Farmers' associations were able to access government resources due to Pagtambayayong's assistance</b></p> <p>-Office materials and tractor from DAR<br/>-200K grant from DOLE for sari-sari store<br/>-227K grant from DOLE for crab-fattening</p> <p><b>Established dialogue with gov't agencies and the ARBOs</b></p> <p>-Organized meeting with ARBOs and gov't agencies responsible for land rights (e.g., DAR)<br/>-ARBOs advocating for inclusion of additional crops in gov't crop-insurance program<br/>-ARBOs are now sourcing organic produce for other communities</p> <p><b>Will connect with CRRC's community to see if Pagtam. can assist them in organizing</b></p> | <ul style="list-style-type: none"> <li>Good discussion about land rights issues. One problem seems to be the inconsistent message from gov't and high gov't turnover. Lei (IBON) pointed out that one thing we can control is the strength of people's orgs. CRRC: <i>need to develop the capacity and interest of the youth.</i></li> <li><u>Unrealized Impacts</u> <ul style="list-style-type: none"> <li>Not many members have stuck with the demo farms</li> <li>ARBOs not yet as mature as hoped (lack of 2<sup>nd</sup>-liners)</li> <li>Still working on connecting ARBOs with each other</li> </ul> </li> </ul> |
| Sarilaya        | <p>Research and livelihood support for women.</p> <p>5 trainings re: 5 stores – sustainable livelihood, gender sensitivity, management, finance, self-enhancement.</p> <p>Provided start-up capital (50K pesos) for livelihood support.</p>   | <p><b>Increased income for women</b> (b/t 300-1200 pesos/month – “a big deal”) → profit sharing, savings, capital development</p> <p>Increased savings led to <b>mutual aid/self-help funds</b></p> <p>Well-being improvement → self-fulfillment brought joy</p> <p>Stores decreased transportation costs for the community; savings on time</p>  | <ul style="list-style-type: none"> <li>Three of the five stores have succeeded</li> <li>Partners' meetings provide venue to discuss shared experiences/learning opportunities</li> <li><u>Unrealized/Difficulties</u></li> <li>Growth of the stores</li> <li>Stimulate local investment in the community</li> <li>Large-scale seed-banking for women → as the program expands from livelihood to</li> </ul>   |

| Partner Name | Grant(s) Description/Activities  | Key Outcomes  | Notes   |
|--------------|--|---|---|
|              |  | <p>-Organizing provided support for individual members → e.g., one person going into town, individual members will ask that person to get something or bring something (saves on time/transportation)</p> <p>Local social welfare office mentioned that <b>one store was a “model”</b> and instructed other women to look to it for inspiration</p> <p>Sarilaya as a national org. is able to register local orgs as CSOs without those orgs having to go through the lengthy bureaucratic process</p> <p>The successful stores look sustainable – <b>resilient in face of new struggles, capital growth</b></p>  | <p>community development, will hopefully be able to see a movement in this direction</p> <ul style="list-style-type: none"> <li>▪ Dependence on post-Yolanda aid</li> <li>▪ Lack of gov’t plan</li> </ul>   |
| <b>PKKK</b>  | <p>Livelihood support; leadership training; CRM; research; disaster preparedness</p> <p>Women have organized themselves into clusters around type of livelihood</p> <p>“Household-based organizing”</p> <p>PKKK encourages the women to organize and then begin contributing dues to build up capital; <i>PKKK doesn’t give a capital infusion until the women have already built up some capacity</i></p> | <p>Women are “more involved” in community activities</p> <p><b>Women “know how to assert their rights,” avail themselves of gov’t projects</b></p> <ul style="list-style-type: none"> <li>-LGU built meeting center for San Roque women’s group</li> <li>-Dept. of Environment and Natural Resources hired San Roque group to work on and manage re-forestation project</li> <li>-Received 26 sacks of seeds, 40 sacks of fertilizer from DOA (keep records of who gets what and how that is turned into income)</li> <li>-Access to boats, farm equipment, fishing nets and equipment, repaired boats</li> <li>-National DOA now asking for PKKK’s help to organize in other communities and get local orgs. registered with the LGUs</li> </ul> <p><b>Increased earnings for women led to additional capital for family, school needs (see stories)</b></p> <ul style="list-style-type: none"> <li>-PKKK can now provide support to individual women as opposed to just the collective</li> </ul> <p>Org leaders now paid small stipend</p> | <p><u>Stories from Site Visits</u></p> <p>Lobbied DOLE to donate meeting room in which we met.</p> <p>Used loan to start a sari-sari store (SSS), give \$ for children to attend school.</p> <p>Used loan for fish nets. Able to use for day to day needs. In one day earned up to 1000 pesos. Use that \$ for school. Before there was nothing.</p> <p>One woman’s husband able to start business buying and selling fish. Can earn up to 1000 pesos of profit. Use for daily needs.</p> <p>Used loan to buy bamboo slats to make roofing materials. Can sell 100 pieces for 1,100. Taking care of 4 grandchildren.</p> <p>Had a store but it was tiny. With additional capital, has been able to expand the SSS. Husband fishes and does carpentry work, but not enough to support the family. Daily needs supported by store. Happy to be a part of this org.</p> <p>Loan profits help with sending children to school. Husband is a farmer. Can team up with husband. Now, child has graduated college.</p> <p>65 yo used to rely on remittances. Used loan \$ to buy rice for SSS. Takes care of grandson. Can give fare every</p> |

| Partner Name | Grant(s) Description/Activities | Key Outcomes | Notes   |
|--------------|---------------------------------|--------------|---|
|              |                                 |              | <p>day. Thankful for association because of prevalence of loan sharks. Will take another loan to support her SSS.</p> <p><b>Happy to help each other to make progress.</b></p> <p>New member. Happy to be part of group. Rice seeds and fertilizer without a loan. Joined because of encouragement by other members.</p> <p>Treasurer: loan to support gasoline trading and SSS. Able to build up capital. Can now take bigger loan. Pay back every week or month so others can take loans. Earnings support children, including one in college. Transportation costs for son in HS. Learning how to manage \$.</p> <p>\$ from UUSC supported purchase of sewing machine, which all members can use for 5 pesos. Org. uses sewing machine to make clothing, people who go to city buy cloth.</p> <p>Using funds from UUSC for loans = 1% interest, 6 mos. Own funds = 3%, 2 mos.</p> <p>May also make loans to nonmember using diff't terms.</p> <p><i>What if ppl don't pay? 5 pesos/day penalty. So far this is working.</i></p> <p>Make bags out of coffee wrappers.</p> <p>Communal backyard gardening.</p> <p><b>Joining Assoc gives sense of community. Can learn opportunities, about our rights. Learn from other members; share problems with each other.</b> Meet monthly.</p> <p>Peso power (one peso per day) for emergency use at the cluster level.</p> <p>Has had positive impact on family relations; at first, husbands became jealous, but once they saw benefits they became ok with it. One woman fishes with her husband now. Some of their children sell the fish at the markets.</p> |

| Partner Name | Grant(s) Description/Activities | Key Outcomes | Notes   |
|--------------|---------------------------------|--------------|---|
|              |                                 |              | <p><u>Problems</u>: other orgs envious; leadership problems</p> <p>Have had 2 open forums to air grievances and solve problems/resolve conflicts; interpersonal issues; learning curve.</p> <p>Org. received K with Dept of Environment and Natural Resources to do reforestation in March 2016. They are doing the work and also managing it.</p> <p>Women look happier to Rene.</p> <p>Walked and drove throughout the community. Women very proud to show us their small stores and materials. One fisherwoman told us that fishing took a while to come back after Yolanda because people were afraid to eat the fish because the fish were eating the dead bodies floating in the bay.</p> <p><u>Village #2</u>:</p> <p>Started with 32 members, now 58 (20 men). Developing corn, vegetables. Will mill the corn and then sell it and the sales will go into the org.</p> <p>Making small loans. 120 pesos/year dues. 2% interest.</p> <p>DOA support - tractor (hand). Organized in order to take advantage of government support that only goes to registered orgs. Partnerships with DAR, Coconuts, Fisheries.</p> <p>Mat weaving will be a key function; buy nets for fish.</p> <p><b>When they get rich, they will share.</b></p> <p>Ages range 32-80.</p> <p>They meet with the other orgs during trainings, communal work.</p> <p>Hope is to scale up communal farming, see visible improvements in members' lives. Right now, they just lack capital (which they will receive from PKKK's current grant).</p> |



| Partner Name        | Grant(s) Description/Activities   | Key Outcomes   | Notes  |
|---------------------|---|--|--|
| <b>CPD-DR</b>       | <p>Formed peoples' orgs in IP communities (Tumanduk) → these did not exist before; gave seminars on disaster preparedness; trainings on sustainable agriculture; gave immediate agricultural support (gov't aid never arrived)s</p> <p>220 direct beneficiaries, 853 indirectly benefited (1<sup>st</sup> grant); 370 direct household-beneficiaries (3<sup>rd</sup> grant)</p> <p>Tumanduk GA: Dam construction; National greening program; Socio-economic work in IP communities; Human rights and IP rights; Climate change and food security</p> <p>739 IPs from 33 IP communities and 186 IP advocates</p> | <p><b>Formation of people's orgs and disaster preparedness teams at the community-level</b></p> <ul style="list-style-type: none"> <li>- IP Youth and IP Women groups officially formed</li> </ul> <p>Development of disaster management plans (had not heard of disaster preparedness before!) within communities</p> <p><b>Local governance → some IP communities coordinated their disaster management plans with LGUs</b></p> <ul style="list-style-type: none"> <li>- Engagement with DSWD on "emergency shelter assistance" campaign</li> </ul> <p><b>Agricultural support has an immediate impact ("even one seed or one piglet")</b></p> <p>Support to IPs never would have arrived without rapid UUSC response (filled a gap)</p> <p>Empowerment and leadership in times of disasters → "spirit of hope"</p> <p>Participation in 2<sup>nd</sup> GA was higher</p> | <p><u>Unrealized/Difficulties</u></p> <ul style="list-style-type: none"> <li>▪ Some LGUs wanted to coopt the projects</li> <li>▪ Failure of strategic planning by beneficiaries</li> <li>▪ Organic/sustainable agriculture is a lifestyle shift</li> <li>▪ IPs must be able to stay on their ancestral land if long-term planning is to be effective</li> <li>▪ Working to publicize the dam issue with the Korean public (it is a Korean company)</li> <li>▪ Getting participation in training</li> <li>▪ Distance between communities makes monitoring and implementation difficult (zero sum re: M/E v. making \$ for family)</li> <li>▪ Militarization in one community makes implementation difficult (Cabatangan)</li> </ul> |
| <b>Bisdak Pride</b> | <p>Post-Yolanda conference on LGBTQI rights and the Yolanda response; followed by a capacity building and networking conferences in diff't regions in Visayas</p>   | <p>Reached <b>common understanding of human rights issues among LGBTQI communities</b> in the Visayas</p> <p><b>DOH funding HIV counselor trainings conducted by Bisdak Pride</b></p> <p>Organized LGBTQI community specifically related to disaster response (none prior)</p> <p><b>Formed "Hugyaw Ka!" network to continue collaborating and networking among LGBTQI community</b></p> <p>Received provincial accreditation as disaster responders</p> <p><b>Daily radio program</b> (first Visayas LGBTQI radio program) – gave 1 hr/week to CRM (PhilACTS and VPHCS)</p>   | <p><u>Unrealized/Difficulties</u></p> <ul style="list-style-type: none"> <li>▪ Long-term – regional party-list for LGBTQIs</li> <li>▪ No movement against EJKs</li> <li>▪ LGBTQI rapid response team</li> <li>▪ How to better use technology in disaster responses</li> <li>▪ "Tolerated but not accepted"</li> </ul>  |
| <b>RDI</b>          | <p>Goal: increase food, nutrition, income, land security; increase human rights awareness</p> <p>Beneficiaries: ARBs, small farmers, people's orgs</p> <p>Activities: trainings, capacity building,</p>   | <p>5 DR plans implemented; risk mapping; 10 vols trained to articulate community agenda; enhanced analytical capacity; entrepreneurial development; leadership skills; "multiplier effects of people's orgs and cooperative leaders in lobbying;" increased savings (\$)</p> <p><b>Gov't cooperation (see also HR capacity)</b></p> <ul style="list-style-type: none"> <li>- More LGUs visited barangay</li> </ul>   | <p>Consultations involved Boroc community. Analysis of gender needs. RDI advocating for more comprehensive gender reforms.</p> <p>Re: turmeric: Inday discovered its existence during resource mapping - farmers were burning and it is very resilient. Now selling at market; got blender from gov't to process.</p>  |

| Partner Name   | Grant(s) Description/Activities   | Key Outcomes   | Notes   |
|----------------|---|--|---|
|                | advocacy, institutional linking   | <ul style="list-style-type: none"> <li>- Work w/ drug surrenderees (CRM) <b>(invited by city gov't)</b> – 2,000 surrenderees in Ormoc</li> <li>- RDI helped POs lobby around how to use the GAD Fund → LGU told they needed a GAD Code; RDI worked with PO to assist with that development (PO wants to use the GAD Fund to develop the women's center (VAW))</li> </ul> <p><b>HR capacity</b></p> <ul style="list-style-type: none"> <li>- Organized opposition to corporate development in the community</li> <li>- Boroc women leaders served as resource persons in review of Gender and Development Code (Aiming for signing by March 2017)</li> <li>- City Councilor committed to incorporate Boroc women in help design and access to women resource / human rights center out of Gender and Development Fund</li> </ul> <p><b>Org capacity</b></p> <ul style="list-style-type: none"> <li>- People's org signed MOU to integrate other agricultural products in development</li> <li>- Decision to enter into turmeric mass production and upscale facilities for processing</li> <li>- New local donors developed</li> </ul> <p><b>Livelihood enhancement</b></p> <ul style="list-style-type: none"> <li>- Opening of turmeric markets – Boroc now known as supplier of turmeric powder</li> <li>- Incorp. of cassava and move away from mono-cropping</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>- Revival of “spirit” of community</li> <li>- More prepared for future disasters, particularly as related to food security</li> <li>- Farmers showed resilience in face of drought and post-Yolanda storms</li> <li>- Hoping to upscale turmeric</li> <li>- Passing of the gifts</li> </ul> | <p><u>“Passing of the Gifts”</u></p> <ul style="list-style-type: none"> <li>▪ Sushma there for the first ceremony; MK there for a passing-on ceremony</li> <li>▪ “Gifts” move from family to family, growing and expanding</li> </ul>                                 |
| <b>PROCESS</b> | <p>Disaster resiliency and livelihood development + sustainability</p> <p><u>Goals:</u> establish functional mechanisms for human rights protection esp. in disasters</p> | <p><b>Increased trauma resiliency with women, children, and other marginalized groups</b></p> <ul style="list-style-type: none"> <li>- Based on survey data before/after; increased participation in future trainings</li> <li>- 34 women stated increased ability to help stress-related family members</li> </ul>  | <p><u>Challenges</u></p> <ul style="list-style-type: none"> <li>▪ Need for additional trainings</li> <li>▪ Enhancing entrepreneurship skills to scale up</li> <li>▪ Enhancing VAW desk officers' skills, esp on CRM</li> </ul> <p><u>Why so much LGU support?</u></p> |

| Partner Name | Grant(s) Description/Activities  | Key Outcomes  | Notes  |
|--------------|--|---|--|
|              | <p>CRM trainings; quarterly sharing sessions; trainings specifically related to women/gender/IP rights, VAW desk officers' capacity</p> <p>Training specifically involves LGUs; Working with LGUs to develop plans and agendas related to GAD and disaster management/planning</p> <p>Livelihoods: workshops and trainings (disaster-resilient)<br/>Participation in trade fair est. by gov't agency</p> | <ul style="list-style-type: none"> <li>- Teachers' utilized in dealing with "stubborn" students</li> </ul> <p><b>Institutionalize CRM</b></p> <ul style="list-style-type: none"> <li>- WFP-funded project integration</li> <li>- Incorporate in food security/DRRM activities</li> </ul> <p><b>Advocacy</b></p> <ul style="list-style-type: none"> <li>- <u>Passing of provincial ordinance #2016-19, enhancing VAW desk</u> <ul style="list-style-type: none"> <li>▪ Ordinance requires est. of VAW desks</li> <li>▪ 10 barangay executive orders passed creating new VAW desks and providing funds for VAW desk officers out of the GAD fund</li> </ul> </li> <li>- LGU commitment to establishing VAW desks and finding desk officers</li> <li>- Maternal health care support plan developed</li> <li>- Participated in the BUB budgeting process re: support for disaster-resilient livelihoods <ul style="list-style-type: none"> <li>▪ Women organized themselves, participated in BUB and able to access funds for livelihoods</li> <li>▪ Funding directed to IPs as part of BUB process</li> <li>▪ This all led to significant increases in income for IP women</li> </ul> </li> </ul> <p><b>Capacity Building</b></p> <ul style="list-style-type: none"> <li>- Trained gov't employees on VAWC laws and ordinances <ul style="list-style-type: none"> <li>▪ Provided VAW desk officers and VAW desk manuals (in local dialects)</li> <li>▪ Provided CRM manuals, too</li> </ul> </li> <li>- VAW Desk Officers were resilient during rescues of victims of domestic violence</li> <li>- Role and identification of trauma following disasters</li> </ul> <p><b>LGU Support</b> (see also advocacy, above)</p> <ul style="list-style-type: none"> <li>- Allocation of funds by LGUs specifically to vulnerable sectors → output of advocacy at barangay level</li> </ul> | <ul style="list-style-type: none"> <li>▪ Gov't appreciates the projects because they respond to the needs of the community</li> <li>▪ Involve LGUs in planning as major stakeholders in the project</li> <li>▪ Presence of funders at meetings with gov't employees - specifically mentioned Sushma's visit</li> </ul> |

| Partner Name | Grant(s) Description/Activities  | Key Outcomes   | Notes |
|--------------|--|--|-------|
|              |  | <ul style="list-style-type: none"> <li>▪ LGUs provided <b>more than 1M pesos</b> to vulnerable communities for women's related rights/health</li> <li>- Provision of financial assistance to VAWC victims</li> <li>- Conducted survey of disabled persons' needs</li> <li>- <u>Involvement in BUB process</u>: 1.7M in support for cattle-fattening; 131K for chickens <ul style="list-style-type: none"> <li>▪ 500K from DWSD for sewing activities</li> <li>▪ 500K for agricultural activities</li> </ul> </li> </ul>  |       |
| <b>VPHCS</b> | <p>CRM capacity building; integrating primary health care into DRRM; <i>ongoing: human rights training</i></p> <p>Trained 15 VPHCS on CRM; incorporated into community-based health programs</p> <p>102 CHWs trained on CRM; working with 10 POs</p> <p>Goals of DRRM: increased capacities of POs to plan for disasters and manage health emergencies; establish coordination with POs and LGUs</p> <p>First DRRM training – 93 leaders, 4 POs; health skills trainings – 47 CHWs, 4 POs</p> <p>Health services campaign: weighing to ID malnourished children; blood pressure monitoring; herbal medicine</p> <p>Total beneficiaries look like about 2,000</p> | <p>Feedback: <b>strength in the midst of “ordinary crises”</b> in addition to disasters</p> <p>CRM produces ripple effects in peoples' lives</p> <p><b>Meeting with Municipal DRRM agency - develop plan in coordination with POs</b></p> <ul style="list-style-type: none"> <li>- MDRRM council conducted first-ever typhoon drill (w/ participation of POs)</li> <li>- Reached about 260 households</li> <li>- Increase cooperation among community members, POs, and LGUs re: DRRM</li> </ul> <p>Illness no longer holds as much power – <b>people trained in primary health care feel empowered</b> to deal with illnesses that arise in daily life</p> <ul style="list-style-type: none"> <li>- Referral system established by CHWs trained by VPHCS, which barangay hospitals will recognize (important because doctors are only sporadically present in barangays)</li> <li>- <b>POs received certification by barangay councils (LGUs)</b></li> </ul> <p><b>Barangay Anti-Drug Campaign – POs giving CRM training</b></p> <p>CRM recognized by DRRM councils</p> <p>Gov't-initiated drills at behest of POs/involving POs</p> <p>People were able to do ample preparation (food, medicine, radio, flashlights, etc.) before recent typhoons</p> <p>Decrease in panic over illness during disasters</p> |       |

| Partner Name | Grant(s) Description/Activities   | Key Outcomes   | Notes  |
|--------------|---|--|--|
|              |   | Many of these POs never had DRRM plans before  |  |
| NASWEI       | <p>Inclusion of CRM in SW curricula → now a “suggested course” in NASWEI school curricula; “priority training” for NASWEI educators</p> <p>25 NASWEI teachers trained (two trainings) who trained 885 SW students</p> <p>25 IP volunteer teachers trained in Maco, Compostela Valley – disaster prone due to mining</p> | <p>CRM teaching provided to children victims of child pornography; VAWC victims; fisherfolk; children in conflict with the law</p> <p>Presentations at conferences</p> <p>Training of 40 service providers of the Dept of Social Welfare and Development of Davao City</p> <p><b>Integration of CRM in inter-agency community-based rehab program of Davao City with 50 drug surrenderees</b></p> <ul style="list-style-type: none"> <li>- Anecdotal helpful for participants</li> <li>- Davao City reactivated CADAC; CADAC called on higher education institutions to participate in problem-solving <ul style="list-style-type: none"> <li>▪ “Adopt barangays,” define how to work together <ul style="list-style-type: none"> <li>○ Community-based rehab</li> </ul> </li> <li>▪ CADAC also discussed with other city agencies</li> </ul> </li> <li>- NASWEI suggested incorporating CRM into the process of community-based rehab <ul style="list-style-type: none"> <li>▪ Of 182 barangays, about 70 are covered</li> </ul> </li> <li>- City gov’t is fully in support; share expenses w/ universities and participants</li> <li>- <b>Planning training on CRM for policemen (high-ranking, including chief of police)</b> <ul style="list-style-type: none"> <li>▪ <b>Possible for this to become a model for the entire country</b></li> </ul> </li> <li>- DOH has a community-based program for surrenderees → however, they were unable to bring down to the barangay level (however, seems like this is happening in Tacloban)</li> </ul> | NASWEI hopes to use its research to develop this; hoping to come up with an instrument to measure CRM’s effects and its limitations  |
| PhilACTS     | <p>Founded 6/12/14 through UUSC grant</p> <p>Members = SWs, HR workers, development workers trained by TRI or PhilACTS</p> <p>Projects: CRM initially planned for post-Yolanda;</p>   | <p><b>Formed and registered as a CSO</b></p> <p>Requests for trainings from a wide range of institutions</p> <ul style="list-style-type: none"> <li>- <b>CRM organized and funded by Tacloban, Cebu, Davao, Borbon, and Labangon city/barangay LGUs</b></li> </ul>   | <p>“We make ourselves resilient first before we can make our communities resilient” (Lily)</p> <p><u>Have trained:</u></p> <ul style="list-style-type: none"> <li>▪ 23 barangays with MAGNA Children at Risk</li> <li>▪ Tacloban SWs</li> <li>▪ University of South Philippines</li> </ul> |

| Partner Name | Grant(s) Description/Activities  | Key Outcomes  | Notes  |
|--------------|--|---|--|
|              | <p>however, soon realized it could be used for many situations</p> <p>Have conducted CRM trainings for Yolanda survivors, gov't officials, children, SWs, VAW victims, IPs, those impacted by war on drugs, among others</p>   | <p>Survey results (pre- and post-) show improvement in people's well-being</p> <p>Have published compilation of 15 case stories from post-disaster trainings</p> <p>Weekly part of Bisdak Pride's radio show – covers all of Cebu City</p> <p><u>Reach</u></p> <ul style="list-style-type: none"> <li>- Trained by TRI: 79</li> <li>- Trained by PhilACTS/partners: 3,647</li> <li>- Trained by community members: 18,167</li> </ul>  | <ul style="list-style-type: none"> <li>Invited by “18-Day Anti-VAW Campaign” to conduct training</li> <li>Davao DSWD</li> <li>Davao CADAC (very diverse group – Various faiths (Muslims), police, religious leaders)</li> <li>Tacloban day care workers</li> <li>In partnership with a barangay LGU, trained mothers of drug surrenderees</li> <li>DSWD Regions VI, VII, and VIII - DSWD heads and staff</li> </ul> <p><u>Future planning</u></p> <ul style="list-style-type: none"> <li>How to sustain support to CRM orgs?</li> <li>Need income generating activities</li> </ul> |
| <b>Lihok</b> | <p>Able to integrate CRM in trainings of parents re: discipline strategies (hoping to convince parents to move away from corporal punishment)</p> <p>Bantag Banay Federation, an arm of Lihok Pilipina – one of the pioneering orgs that pushed for the VAW law that was passed in 2004</p> <p>Individuals reached: ~1,800 in 8 barangays</p> <p>DR livelihood development and capacity building, focus on women; CRM (smaller component) – trained on VAW laws and rights</p> <p>Eight women's orgs formed or organized as part of the project - planning of Gas; Guidance on bylaws, registration</p> <p>Chose barangays due to trafficking risks faced in these areas (given port locations) - Malapasqua (“Savage Lady”)</p> | <p><b>Strong women's orgs</b></p> <ul style="list-style-type: none"> <li>○ Growing membership; demonstrated understanding of their rights</li> <li>○ Demonstrated through responses to abuse – going to barangay LGUs (reports of child abuse; assistance to battered women in achieving protection by barangay – one woman threatened to file a case under RA 9262 against her husband if he kept abusing her)</li> </ul> <p><b>Women more involved in community activities</b></p> <ul style="list-style-type: none"> <li>○ Dengue awareness</li> <li>○ Disaster preparedness activities</li> <li>○ Accessed benefits under DOLE livelihood program</li> <li>○ Involved in BUB program</li> <li>○ Consulted by barangay LGUs in responding to cases of violence</li> <li>○ Invited to be members of BADAC</li> </ul> <p><b>Livelihoods</b></p> <ul style="list-style-type: none"> <li>○ Increased incomes</li> <li>○ Additional capital leading to new income-generating activities</li> <li>○ One woman used add'l income to open a small eatery; another started a hog-raising farm; others bought materials for sewing and sells products in market/in neighborhood</li> </ul> |  |

| Partner Name        | Grant(s) Description/Activities   | Key Outcomes  | Notes |
|---------------------|---|---|-------|
|                     |   | <b>CRM</b> <ul style="list-style-type: none"> <li>With EJK victims' families</li> <li>With "18-Day" campaign (along with PhilACTS)</li> </ul>   |       |
| <b>Tacloban SWs</b> | Invited to attend CRM training in 2014 (Tacloban doesn't even know why they were invited) | <p>Since, have trained 1,300 individuals in CRM, including a recent training (conducted by Rene!) for day care workers</p> <p>The impact is the lives they were able to help</p> <p>"Behind the impact is UUSC"</p> <p>Also working with surrenderees at the barangay level → need to train the "bad police"</p> <ul style="list-style-type: none"> <li>Budget approved last week by the Mayor</li> <li>3-day training</li> </ul> |       |



**Appendix C**  
**GRANT-BY-GRANT MATRIX**

*See separate Excel file.*