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Ad Majorem Dei Gloriam!

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Abbreviations and Acronyms

ACDO - Archdiocese of Cagayan de Oro

ACIL - Ateneo Catechetical Instruction League

AdMU - Ateneo de Manila University

AIC - Ateneo Innovation Center

BLGU - Barangay Local Government Unit

CDA – Cooperative Development Authority

CEPALCO – Cagayan Electric Power And Light Company

CHN - Community Health Navigator

CIT - Center for Integrated Technologies

CMT - Camp Management Team

CO-CD – Community Organizing – Community Development

CSWD - City Social Welfare and Development

DENR – Department of Environment and Natural Resources

DPWH – Department of Public Works and Highways

DSWD – Department of Social Welfare and Development

EcoSan - Ecological Sanitation

ERC - Engineering Resource Center

GK - Gawad Kalinga

GLI - Governance and Leadership Institute

HFHP - Habitat for Humanity Philippines

HLURB – Home and Land Use Regulatory Board

HRC – Human Resource Consortium

IOM – International Organization for Migration

KKP-SIO – Kristohanong Katilingban sa Pagpakabana – Social Involvement Office

LCV - Local Community Volunteer

LGU – Local Government Unit

LRC - Lumbia Resettlement Committee

LRP - Lumbia Resettlement Project

MGB - Mines and Geosciences Bureau

MOA - Memorandum of Agreement

MOU - Memorandum of Understanding

NFP – Natural Family Planning

NGO - Non-Government Organization

NSTP - National Service Training Program

PEF - Peace and Equity Foundation

PMT - Project Management Team

PRC - Philippine Red Cross

PWD - Person With Disabilities

RIMCU – Research Institute of Mindanao Culture

SOE - School of Education

SuSan - Sustainable Sanitation Center

TESDA – Technical Education and Skills Development Authority

TWG - Technical Working Group

UDDT - Urine Diversion Dehydration Toilet

WASH - Water, Sanitation, and Hygiene

XCCA – Xavier Center for Culture and the Arts

XE - Xavier Ecoville

XEHA – Xavier Ecoville Homeowners Association

XEMPCO – Xavier Ecoville Multi-Purpose Cooperative

XEP - Xavier Ecoville Project

XSF - Xavier Science Foundation

XU – Xavier University

XUCA – Xavier University College of Agriculture

XUCCCO – Xavier University Community Credit Cooperative

XUHS - Xavier University High School

Using This Book

his book documents the efforts of Xavier University as the lead and central organization in the Xavier Ecoville Project (XEP), reputed to be the first resettlement project in the world led by a university. While many other organizations have greatly contributed to the building of Xavier Ecoville, this documentation is told from the perspective of Xavier University.

The book spans the project's first three phases: (1) selection of beneficiaries and temporary shelters, (2) community organizing and building of the permanent houses, and (3) community strengthening and awarding of permanent houses. It is also filled with accounts of processes, events, challenges, milestones, lessons, and personal experiences.

For your better usage of this book, we have supplemented its main narrative with these elements:

- Figures and Summary Lists These are charts, images, and lists that describe the technical
 procedures and standards followed in the XEP. Some of the lists summarize important
 points from the main narrative.
- Challenges, Milestones, and Lessons At the end of every chapter, the book recounts the challenges and milestones experienced by the key players of XEP, as well as the learning they have gained during their work in the project. Here, you may discover areas for improvement for similar endeavors in the future.
- Back Stories The book includes personal stories of individuals who directly contributed
 to or have been affected by the XEP. Told in their own voice, these stories reveal their
 struggles, their decision-making processes, and the changes in their lives brought by
 Xavier Ecoville.

We hope that with these elements, this documentation becomes more useful to you and your organization as you embark on your project for the greater good.

Foreword

Building community, not just houses avier Ecoville began as an urgent and crucial response to the major crisis unleashed by Tropical Storm Sendong. It was at a meeting convened by President Benigno Aquino III with local government and civil society leaders of CdeO, a few days after Sendong, when it became very clear that the Sendong survivors should not be allowed to return to 'no build' zones which have high geo-hazard risks and serious vulnerability to flash floods. The critical challenge became: If these survivors could not go back to their original areas, where could they go?

Jenesa is 16 years old. She is the eldest of three children. Before moving to Xavier Ecoville, her family resided in Isla Delta. She remembers how her whole family, including her aunt, uncle and cousins who were supposed to spend Christmas with them, crowded on the third floor of their house, fervently praying for safety as their shelter slowly tipped to the side, collapsing moments after they reached the roof of the next house. She recalls her neighbors' frightened screams and the dead bodies she beheld in the morning slung on billboards and electric posts.

The storm affected Janesa's father severely. He used to be a construction worker before the typhoon. Sendong caused him to have a nervous breakdown, rendering him unfit for work. With her father unable to leave the house, Janesa's mother is the only one supporting the family now, peddling whatever it takes to afford her husband's medication.

It became imperative to resettle the Sendong survivors at relocation areas which were safe and far from the perilous paths of torrential floods. Faced with this challenge, the Board of Trustees of Xavier University – Ateneo de Cagayan decided to donate five (5) hectares of university property in Lumbia to be developed as one of many needed resettlement sites in CdeO. A University committee headed by the Trustees and the University President was formed to supervise this relocation project. A team of full-time dedicated workers were deployed on the ground by XU to help build Xavier Ecoville.

When we started, we had only our good intentions and a firm determination to implement the project. We had neither master plan nor blue print. Truth to be told, we just made it up as we went along. We used our best judgments in dealing with the multiple interrelated issues that came up time and time again in such a complex undertaking. Honestly, there were times when we wondered, "What did we get XU into?" *Lakas loob lang talaga!*

In spite our uncertainty and lack of experience in developing relocation sites, we were however sure right from the start about our vision: we will not just build houses, we will build a community. We may not have had a strategic, step-by-step plan on how to make this vision a reality, but it was clear from the very beginning that this was the dream that we wanted to pursue at Xavier Ecoville.

Certainly, building shelters was essential. Bunkhouses as transitional shelters were built on the XU property in Lumbia. DSWD, the Army Corp of Engineers, International Organization of Migration, and Red Cross built bunkhouses, latrines, toilets, washing areas, sanitation facilities, and communal kitchens enough for 550 families. CEPALCO provided the electrical infrastructure. The Lumbia Barangay water system provided water to the settlers. Private sector companies and individual donors helped in the financing.

The Architectural Planner of A. Brown designed the subdivision for the permanent homes on the five hectares adjacent to the site of the transitional shelters. DPWH agreed to do the earthworks, roads and drainage on the site donated for the permanent homes. Habitat for Humanity Philippines agreed to construct the 500+ permanent houses. Funding for the permanent houses was provided by San Miguel Foundation, Union Bank, the Sacred Heart Parish Ladies of Cebu, and numerous individual donors.

One year after Sendong, 550 households were already staying safely in the bunkhouses serving as their transitional shelters. On July 6, 2013, the permanent houses were completed and awarded to the survivors.

Building houses was not the only necessary goal of the project. Xavier Ecoville is also and even primarily about building community.

Ever since the families moved into the bunkhouses, community building has always been part of their Xavier Ecoville experience. Three watchwords characterize the building of community at Xavier Ecoville: holistic, resilience, and partnership.

Holistic

Xavier Ecoville is guided by the maxim "The glory of God is the human person fully alive." Community is developed at Xavier Ecoville by activities that will affect significant facets of human experience.

Moving to Lumbia did not suit Flordeliza at first. "I hadn't yet seen the place and I overheard many people say it's very far," she says. That has changed. In fact, many things in her life have changed before and after her family transferred to Lumbia. Before coming to the resettlement site, she experienced, for the first time, seeing a room packed tight with dead bodies, burying the rotting corpse of her aunt, eating uncooked rice, sleeping on cardboard without a blanket, bathing only once or twice a week, and racing with other flood survivors for relief goods. In the midst of all these experiences, she made new friends and her family was chosen as beneficiary of a housing program.

Since Lumbia is several kilometers away from downtown where most of the survivors used to earn their living, livelihood was an on-going concern. Several livelihood projects (e.g. making of hand bags, pillows, garbage bags) were initiated. A tree nursery for 50,000 falcata seedlings was set up. The Xavier Ecoville Coop was registered and became the focal organization for livelihood projects as well as the wholesaler for the *sari-sari* stores that had mushroomed in the area. A livelihood training center was constructed on barangay land immediately outside Xavier Ecoville, funded by the Rotary. A bakery was set up. STEAG, Oro Chamber of Commerce, *Kugi* (a business development NGO), and the Philippine Wood Producers Association, among others, were actively involved in

livelihood projects. Faculty and students from XU's College of Agriculture and School of Business and Management became engaged in the Xavier Ecoville livelihood program, which included capacity-building and skills enhancement seminars in entrepreneurship, enterprise development, and cooperative management and job placement.

There was also a Health &WASH (Water, Sanitation and Hygiene) Program at Xavier Ecoville. Components of the program included the promotion of sound physical and mental health, strategies to avoid malnutrition and diseases, and the empowerment of community members to be responsible health workers both for their families and the locality. Extra effort was given to ensure that health services be provided through and with the Barangay Lumbia health center. Many agencies including the Department of Health, *Médecins Sans Frontières*, Feed the Children, and Save the Children were involved in these efforts. Faculty and students from XU's School of Medicine, College of Nursing, and Sustainable Sanitation Center were committed in sustaining the Health and WASH program.

Education was also a key program pursued at Xavier Ecoville. Donations were solicited to augment the resources of the public elementary and high schools in Lumbia. Supplementary tutorial sessions were conducted by faculty and students of XU's School of Education and High School Department. Venues and activities were developed for alternative learning processes. Cultural and sports activities were conducted for the Xavier Ecoville youth. A toy library was built through the Philippine Toy Library Association and an Early Study Center was constructed by the Jaycees. Several open green spaces in the permanent site were set up as playgrounds for the children.

Janesa has learned to use her family's experience as motivation. She is focused on her future: college. She wants to finish school so she can help her mother and two siblings. She believes that education is the opportunity that will turn their life around.

Resilience

Community building also means reinforcing resilience. Resilience is the ability to recover from or adjust easily to misfortune or change. Moreover, resilience means growing stronger under pressure. Xavier Ecoville envisions a community of Sendong survivors who face the future with new hope.

In the early stages, various activities for fostering resilience included stress debriefing, and trauma and grief counseling conducted with and for the survivors by faculty and students of XU's Department of Psychology, Guidance and Counseling Office, and Campus Ministries together with health care professionals of the Department of Health.

As the survivors resettled in Lumbia, the key program required for all Xavier Ecoville residents was the Values Formation program conducted by XU faculty, staff, and students with the help

of Gawad Kalinga, especially the GK chapters of CdeO and Ateneo de Manila. Values Formation was conducted through sessions held consecutively over eight weekends. Learning activities were implemented to instill the ten core values of Xavier Ecoville:

- 1. Pagtinabangay (Cooperation),
- 2. Paghigugma sa Ginoo (Love of God),
- 3. Pagsalig sa matag usa (Trust in one another),
- 4. Pagrespeto sa katungod sa uban ug dignidad sa tawo (Respect for rights and dignity of persons),
- 5. Pakigsuod sa silingan (Friendship),
- 6. Pag-amuma sa kinaiyahan (Care for environment),
- 7. Pagkugi (Hard work),
- 8. Pakiglambigit (Involvement),
- 9. Pagkamtinud-anon (Truthfulness), and
- 10. Pagmugna og huna-huna ug lihok (Creativity of ideas and actions).

The community that lives according to these values will become a resilient community who has grown stronger under the pressures of Sendong.

The move to Xavier Ecoville turned out to be a happy experience for Flordeliza. She felt that she and her family were given a new sense of hope, a new beginning. Her neighbors turned out to be really nice people, and, for the first time too, she felt a real sense of community. She is now a youth leader and is attending school on a scholarship. She hopes to become a good citizen, and an inspiration to the young ones in her community.

Blessed during the first anniversary of Sendong, the Chapel of Saint Francis Xavier at Xavier Ecoville serves as the sacred space where resilience rooted in faith can be nourished and celebrated. The Chapel was built through the generosity of Ateneo de Manila and the Religious of the Assumption. The Chapel has been turned over to the care of *Parokya sa Medalya Milagrosa* in Lumbia.

Partnership

Xavier Ecoville was built on the different partnerships that were brought together through the common desire to serve. First and foremost is the partnership with the Sendong survivors. The Xavier Ecoville Homeowners Association was organized and registered as a deliberate effort for the survivors to take on participatory roles. XU's Governance and Leadership Institute was instrumental in guiding the formation and the operation of the Homeowners Association. Even before they transferred to their permanent houses, this Association was already active in the governance of their community, and in the discussion and designing of policies that would be necessary for a healthy and safe community. The Association is the custodian of the Multi-purpose Community Center that was inaugurated on December 16, 2012. Built through the generosity of Maybank, this Center became the meeting place for the different partners involved in the Xavier Ecoville community.

The Xavier Ecoville Multi-Purpose Cooperative was likewise registered and soon became busy promoting livelihood projects. Local leaders among the survivors rose to the challenge of service to their community. The Coop manages the Xavier Ecoville Livelihood Center. A Chapel Association became responsible for the maintenance of the Francis Xavier Chapel.

Xavier Ecoville was a Joint Resettlement and Relocation Project between Xavier University and the LGU of Cagayan de Oro. The LGU facilitated public resources and the necessary requirements for the relocation site. Close coordination has also been maintained with the Lumbia Barangay Council. Different projects of common interest such as health center, livelihood center, road construction, water supply were implemented with the cooperation of the Barangay.

The participation of many government agencies, private sector, NGOs, civil society organizations, international relief agencies and numerous individuals in the building of Xavier Ecoville has been overwhelming. They have contributed time, talent and treasure.

The Principal Partner of Xavier Ecoville is none other than our Merciful and Loving God. The Almighty has been the inspiration, the strength and the grace to build Xavier Ecoville as a community of faith and hope for God's praise and service.

A mother of two young boys, one five years old, the other one year old, Mary Joy trusts that God will provide for her family. She chooses not to dwell on the ugly memories of Dec 16. She harks back to that time without bitterness: the whole family floating in the flood, the exchanges of "I love yous" they thought would be their last, the unceasing prayers offered, and the relief of seeing the beam of a flashlight.

She considers all of these part of God's plan. "When something sad or traumatic happens... God did not cause it and He has a plan to help us get through it." She believes that everything has a purpose, even those that seem so heartbreaking. Life now is definitely better, she says. God has provided her family with everything they need; she couldn't think of asking for anything more.

I write these reflections on the day before Christmas. And I am struck that the Xavier Ecoville story is so similar to the *Panunuluyan* drama of Mary and Joseph, who had to walk all over Bethlehem to look for a place to stay and found no room in the inn. "Wala sila makakita ug luna sa balay nga abotanan" (Lk 2,7). It has been more than two years since Sendong; it seems it has been a long *Panunuluyan* for the survivors and it is not yet over. But the Gospels tell us that Mary and Joseph did not find a room in an inn, a place for transients because the "Word became flesh and made his dwelling among us." (Jn 1,14). "Ang Pulong nahimong tawo ug mipuyo uban kanato." Jesus our Lord was not a transient guest. He came to dwell permanently among us. He came to share fully our joys and hopes, our griefs and anxieties. He came to journey with us as we journey towards Him in faith and charity. Ultimately, Xavier Ecoville will flourish as a community of Sendong survivors who face the future with hope because of Emmanuel, God-with-us.

Roberto C. Yap, SJ President, Xavier University

TimeLine The Building of Xavier Ecoville

December 17, 2011

XU's disaster response operations begin the very same day TS Sendong strikes.



December 23, 2011

In an open letter to then-Cagayan de Oro Mayor Vicente Emano, XU conveys that it has decided to donate five hectares of its property in Barangay Lumbia to be used as a relocation site for survivors who cannot go back to their former residences.



December 2011 - January 2012

The endeavor is named the Xavier Ecoville Project.

The project's Physical Development team, through its Technical Working Group, immediately leads the creation and implementation of a site development plan to build temporary relocation shelters.

The project's Community Development arm, through its Project Management Team, carefully leads the screening and selection of beneficiaries.



January 25, 2012

The first batch of 40 beneficiary households are transferred to the temporary relocation site. The Camp Management phase begins.



February 2012

Merely two months after the disaster, the temporary shelters are completed.



March 3, 2012

A groundbreaking ceremony marks the start of construction of the permanent resettlement site.



May 31, 2012

A total of 523 households are finally transferred to the temporary site.

June 2012

The Community Organizing phase is in full swing. After the preliminary constructions, the physical development team proceeds with the building of the houses.



October 2012

Xavier Ecoville Multipurpose Cooperative is registered to Cooperative Development Authority, with initial enterprises in wholesale and microfinance.



December 2012

Xavier Ecoville Homeowners Association is registered at HLURB.

Construction of the St Francis Xavier Chapel, Philippine Toy Library and Multipurpose Hall is completed.

First year anniversary of Sendong is commemorated in XE through mass wedding, mass baptism and blessing of community facilities.



January 2013

Revalidation of beneficiaries' eligibility and qualification begins.

Community Strengthening begins.



April 2013

Livelihood Center construction is completed.



June 25, 2013

The permanent houses are completed.



July 6, 2013

The permanent homes are officially turned over to the partner beneficiaries.

Prologue

t 3:30 am on December 17, 2011, Fr. Eric Velandria, SJ woke up to a text message from one of the lay ministers of the Xavier University (XU) Immaculate Conception Chapel. The lay minister was asking for help – the Cagayan River had flooded her sister's neighborhood in the small hours of dawn, trapping the latter's and her family on the roof of their house all night.

Fr. Velandria had just started as the University Chaplain at XU. He sat bewildered in his room at the XU Loyola House, as several more requests for help arrived in his cellphone inbox. He recalled the ordeal of his own sister who had been affected by the floods of Typhoon Ondoy (international name: Ketsana) in Manila in 2009.

His sister was able to pull through that one. Today, though, Fr Velandria was filled with a sense of inadequacy. It was an odd hour, and since he had just arrived from Manila a few days before, he did not know anyone in Cagayan de Oro who had resources for rescue. He would have gone to XU President Fr. Roberto Yap, SJ, but he was in Manila recuperating from an injury.

The Jesuit's first response was to pray. The Immaculate Conception Chapel held the daily *Simbang Gabi* (dawn Mass), but unlike the previous day, there were barely any attendees, and a feeling of gloom hung in the air on this particular dawn.

It was the dawn of Tropical Storm Sendong.

The First Helping Hands

Outside XU, chaos had commenced.

Fr. Velandria received more text messages about affected families. Among them were some XU Chapel Aides living in Burgos Street, one of the most flooded areas. He decided to communicate with what few contacts he had in XU, which included Engr. Dexter Lo of the Engineering Resource Center and Dr. Hilly Ann Roa-Quiaoit of the Research and Social Outreach cluster.

While waiting for their replies, Fr. Velandria decided to go to Burgos Street himself, along with several other Chapel Aides. There, he saw a frenzied scene: people were moving in all directions, trying to help, trying to save, trying to come to grips with the situation.

After helping the flood-affected Chapel Aides clean up their homes and informing Fr. Yap about the situation, Fr. Velandria looked around for an authority or at least a leader-figure to talk to. This led him to the City Central School several blocks away. The school had become an evacuation center, but only two persons were facilitating and they needed help.

Fr. Velandria had an idea that sparked him to action. It was a Saturday morning – the time when XU's ROTC officers would do their drills.

The priest headed back to XU and straight into the ROTC office. Only about eight of the officers were there. Fr. Velandria asked them not to hold drills that morning because they were needed in disaster response.

"You will be my first volunteers," he told them.

Under his leadership, the ROTC officers set up desks at the XU Canteen and sent text messages to their own friends for help. They enlisted the Nursing students who had come to the campus early to support their colleagues in the board exam that day. Aiding them were students who were supposed to go to their Christmas parties but instead gave their party food and money as donations.

Later on, staff from the University's *Kristohanong Katilingban sa Pagpakabana* - Social Involvement Office (KKP-SIO) came in to oversee the activities.

XU's disaster response operation was in full swing that very morning. It was soon named "Operation: *Tabang* Sendong", "*tabang*" being the local term for "help".

In the first few hours of the operation, donations started rolling in from the Ateneo network, from local establishments, and from walk-in givers. On that first day alone, cash donations and pledges reached Php 178,882.45, and some 1,435 families in various evacuation centers received XU-facilitated aid.

With the continuous arrival of donations, Operation: *Tabang* Sendong was quickly shaping up to be more than just a relief distribution activity. At 11 am on the same day, the XU staff gathered to prepare an evacuation center in the Covered Court of the campus. They discussed and delegated the needs: food and water, first aid and medicine, trauma counseling, hygiene and sanitation, communication, and information.

Within eight hours after the first relief desk had been set up, XU opened its gates as an evacuation center.

Over the next two weeks, 141 families came to take shelter in the campus. The entire XU community had come together to volunteer with their skills and specialties, and even invited friends from outside XU to lend a hand. The university had also deployed 1,724 volunteers and helped 36,054 families throughout the city. Donations also kept coming in – reaching millions per day, as Fr. Velandria estimates. Much of these donations he raised himself, first through text brigades and online campaigns, then through multi-sectoral meetings with local and international agencies, and through friends and contacts. Other voluntary contributions came from businessmen and corporations, public personalities, and private citizens.

The donations endowed the XU evacuees with not just food, clothing, and shelter, but with other essentials as well. For example, there were medical aid and trauma counseling, toilets and latrines, and a water filtration system that maximized water from damaged pipes. There was even a group of policemen specifically meant to protect women and children. XU's various colleges and offices had come together to afford such essentials since day one, even before international agencies came in.

The university's disaster response operation turned out to be prompt and comprehensive without sacrificing efficiency and effectiveness.

Looking back, Fr. Velandria says it wasn't an entirely smooth process. "My job, really, was to look for donors," he explains. While willing givers and volunteers consistently turned up, the big challenge was creating order out of all the responses coming from every direction. Fr. Velandria admits there was clutter, especially because of the sudden pouring of help into a small place. Fundraising events began popping up, celebrities made quick visits, and the in-kind donations were piling up for repacking. Thankfully, XU never ran out of volunteers working round the clock to maintain an organized process.

Throughout the entire relief operations at XU, having a system for organization and transparency was vital. Fr. Velandria had initiated a streamlined process for the workers and volunteers to follow. The KKP-SIO, in collaboration with the other XU units was instrumental in ensuring that the

evacuation site was organized and orderly, and that the donations were handled well. Part of this process was keeping records of all the help that came in, right from the moment they arrived at the campus gate. The recorded information was verified, inputted into the operation database, and then published on the special microsite *Tabang* Sendong (http://tabangsendong.xu.edu.ph/) as well as on XU's Facebook page Operation: *Tabang* Sendong.

Social media also became very significant, not just in its role of maintaining transparency in the handling of donations, but also in collecting them in the first place. Through the XU Communications Office, at that time represented by Mr. Paulo Javier Gener, and with the cooperation of the university's The Crusader Publication, XU maintained the Operation: *Tabang* Sendong microsite and Facebook page as informative and engaging online bases. With the help of their multimedia updates such as infographics and videos, they were able to attract hundreds of people across borders, some as far as the US and the Middle East. Many of these people sent donations, too.

As demonstrated by the amount of help that arrived and the engagement it garnered, Xavier University's disaster response operations was highly successful. But the evacuees, well-cared for as they were, remained homeless. By then, President Benigno Aquino III had issued a no-build order for flood-prone areas on the Cagayan River deltas, preventing many of the survivors from returning to where they once lived.

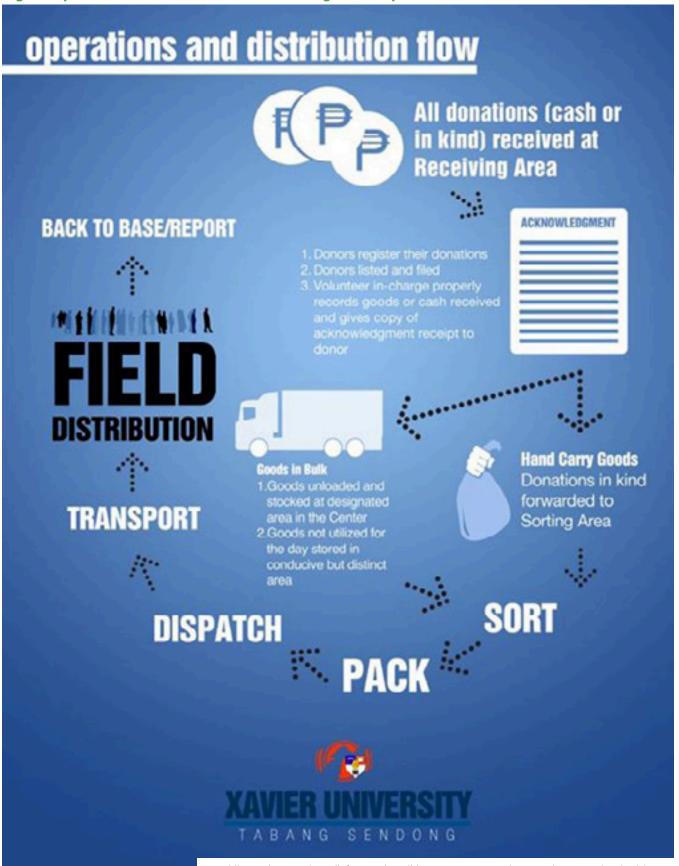
Building new homes and new lives became the biggest concern of the XU evacuees. But thanks to the influx of donations, there was much to go on with.

The next logical phase for XU became more and more apparent: reconstruction, resettlement, and rehabilitation.

Fig 1 - IEC Flow During Relief Operation



Fig 2 - Operation and Distribution Flow During Relief Operations



While setting up the relief operation did not come easy, the massive operation had been painstakingly streamlined for efficiency that earned more support locally and internationally. Social media also played an important role in amassing support as infographics such as these were widely used in social media networks and in Operation: Tabang Sendong's official website (www. tabangsendong.xu.edu.ph) for transparency and to convey process, needs, priorities and updates.



















Chapter 1 Foundations

he successful disaster response of Xavier University after TS Sendong opportunely provided a foundation for rebuilding the lives of evacuees.

On December 23, 2011, just six days after XU opened its evacuation center, University President Fr. Roberto C. Yap, SJ released a letter to then-Cagayan de Oro Mayor Vicente Emano, conveying that the University Board of Trustees had arrived at an important resolution.

The resolution was to "grant the local government of Cagayan de Oro City usufruct rights to five (5) hectares of the University's property in Lumbia [a barangay in Cagayan de Oro] as resettlement site for families whose houses were destroyed during Typhoon Sendong." Within that week, Emano accepted XU's offer, and on February 21, 2012, both parties signed a Memorandum of Agreement (MOA) on the use the donated land.

Even before the MOA was signed, XU had already been taking the crucial first steps in creating the resettlement site.

Fr. Yap enlisted another trusted member of the XU family, Mr. Roel Ravanera, to chair the University's Lumbia Resettlement Project. At that time, Mr. Ravanera was Dean of XU's College of Agriculture and involved in managing the institution's lands. The project was also housed under the Xavier Science Foundation (XSF), of which Mr. Ravanera was Executive Director.

The Xavier Ecoville Project started to emerge around the time Operation: *Tabang Sendong* was winding down. By January 3, 2012, the relief operation had gathered close to Php 20.5 million in cash donations. Fr. Velandria then turned over the finances from the relief operation to the rehabilitation project.

By the end of January 2012, the resettlement endeavor was then renamed the Xavier Ecoville Project, aiming to resettle 500 families in an eco-friendly, self-reliant, and thriving community.

XU was new to this venture – in fact, it was the first time the University had initiated a project of this nature and scale. Even more, it was the first resettlement program in the world to be led by a private university.

Fr. Yap admits to having had occasional uncertainties about the project, and that in the beginning, XU was just making steps up. But the University President kept his faith; this gave him "lakas ng loob" or the courage and boldness to push on with the project.

Even as the endeavor seemed ambitious and overwhelming, XU did not want to stop at just building houses. It envisioned Xavier Ecoville as a real community with holistic development. Thus, Dean Ravanera immediately called on his team to create the project master plan that included green practices, livelihood, community organization, education, and even governance. This plan was finalized towards the end of January 2012, about a month after the typhoon hit.

After the master plan was created, Mr. Ravanera called many more meetings and planning sessions specific to each of Xavier Ecoville's three-phase plan – camp management, community organizing, and community strengthening. He and his team also had to meet regularly with stakeholders, especially the Barangay Lumbia government and the XU Executives.

Fig 3 - XU's Open Letter of Donation to The City Mayor



XAVIER UNIVERSITY

Ateneo de Cagayan 9000 Cagayan de Oro City Philippines

In Consortium with ATENEO DE DAVAO UNIVERSITY

Office of the President

Tel: +(63-8822) 722-725

Fax: +(63-8822) 726-355

Email: op@xu.odu.ph

23rd December 2011

ATENEO DE ZAMBOANGA UNIVERSITY

Hon Vicente Y Emano Mayor Cagayan de Oro City

Dear Mayor Emano Christ's peace!

Moved with the urgent concern of finding relocation sites for our sisters and brothers who have lost houses during Typhoon Sendong and cannot return to their previous sites which are flood-prone and with geo-hazard risks, I am pleased to inform you that the Xavier University Board of Trustees has approved the following resolution:

That Xavier University will grant the local government of Cagayan de Oro City, usufruct rights to Five (5) hectares of the University's property in Lumbia as resettlement site for families whose houses were destroyed during Typhoon Sendong.

Xavier University also commits to work with your local government; regional and national government agencies; local, national and international non-government organizations and foundations; and the private sector in developing this relocation site in an environmentally-sustainable way, including among other activities: building houses, developing the land (road works, water works, electricity works), promoting livelihood opportunities.

One with you in working to alleviate the sufferings of our fellow-Cagayanons and to provide a sustainable future for them, I remain.

Yours truly

President

Fig 4 - XU's Memo on The City Mayor's Acceptance of Land Donation



XAVIER UNIVERSITY

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or 727-163

In Consortium with ATENEO DE DAVAO UNIVERSITY ATENEO DE ZAMBOANGA UNIVERSITY

29th December 2011

To: University Community

Re: City Mayor Accepts XU's offer of land for resettlement area

I am pleased to inform the University Community that Mayor Vicente Emano has accepted Xavier University's offer of five (5) hectares of the University's property in Lumbia to be used as a resettlement area for families who have been rendered homeless by Tropical Storm Sendong.

On Tuesday, 27th December 2011, XU's Chair of the Board of Trustees, Mr Elpidio Paras, Ms Ghaye Alegrio, XU Trustee and President of the Oro Chamber and others meet with Mayor Emano to discuss with him XU's offer and to present the planned XU-Government-private sector-NGO engagement in building 500 houses in the permanent relocation site in Lumbia.

Mayor Emano accepted XU's offer and requested XU to meet immediately with private sector prospective donors and partners including Oro Chamber, Promote CdO, Gawad Kalinga, Habitat for Humanity and others. The Mayor also expressed his desire for the city government to be responsible of identifying the families that will have the option of relocating to Lumbia.

Xavier University reiterates its commitment to work with the city government; regional and national government agencies; local, national and international non-government organizations and foundations; and the private sector in developing this relocation site in an environmentally-sustainable way, including among other activities: building houses, developing the land (road works, water works, electricity works), promoting livelihood opportunities.

Let us pray that the Christ-child who pitched his tent among us, bless this project that it may truly help alleviate the suffering of our homeless sisters and brothers.

Roberto C Yap SJ

President





Even while the master plan was still being drafted back in early January 2012, Mr. Ravanera had to attend to the most urgent tasks at hand. "At the start, all were priorities," he said, but a number of points stood out as crucial and time-sensitive. These were the preparation of the resettlement site, formation of working committees, coordination for partnerships and legalities, and selection of beneficiaries.

Preparation of the Site

TS Sendong (international name: Washi) struck at a time when schools in the country were taking a break for the holidays; this timing allowed for the typhoon survivors to immediately take shelter in the school campuses without interrupting classes. But the classes would have to resume in January, and so the swift relocation of the evacuees became a priority.

As early as the last week of December 2011, the Department of Environment and Natural Resources (DENR) and the Mines and

List 1 - Urgent Priorities During the Resettlement Preparatory Works

- Preparation of the resettlement site
 - o Site inspection
 - o Site clearing
 - o Physical development plan
- Formation of working committees and teams
 - o Lumbia Resettlement Committee the leading body, composed of

Project Head

Head of Partners and Donors Management Head of Physical Development

Head of Community Development

- o Steering Committee link between XU and the city government
- Camp Management Team facilitating direct community work
- · Partnerships and legalities
 - o Government partners
 - o Non-government partners
 - o Other donors
- · Selection and transfer of beneficiaries



Geosciences Bureau (MGB) in Region X started conducting inspections of proposed relocation sites for Sendong survivors. Among the sites inspected was XU's donated land in Zone 3, Barangay Lumbia. XU's own team of engineers also did their own inspection on December 27.

Together with the Department of Social Welfare and Development (DSWD) and a committee from the international association Shelter Cluster, DENR assessed that the five-hectare Lumbia area was "suitable as permanent resettlement site". The area had immediate access to basic service facilities such as the health center as well as primary and secondary schools. Water was also available from a water tank of the Cagayan de Oro Water District. The engineers from XU created a site development plan right away.

To address the need for prompt relocation, the project allotted a two-hectare portion of land for immediate but temporary shelters. This would allow the relocation of the evacuees to the Lumbia site by the time classes resumed at the XU campus. The alloted area would later be expanded to five hectares. XU took the initial actions needed to build a permanent resettlement community.

Prior to any development, the Lumbia site was an expanse of tall grass and uneven land. The Engineering Resource Center of XU's College of Engineering initiated the site development through a topographic survey of the property, but they needed help in developing the site.

Fortunately, one of the members of XU's Board of Trustees was Dr. Walter Brown, chair of a leading real estate developer in the region, the A. Brown Group. XU promptly partnered with A. Brown Company, Inc. to clear up the land and create a physical development plan. The company provided valuable technical assistance, including the provision of the needed earth-moving machineries and equipment. Also with their help, XU was able to come up with a plan for the permanent houses: each family would be given 50 square meters, 20 sq. m. of which would be for the house's floor area, 15 sq. m. for the front yard, and the other 15 sq. m. for the back yard.

On December 31, 2011, XU Board of Trustees Chairman Elpidio Paras and Philippine Red Cross (PRC) Chairman Richard Gordon led the initial groundbreaking rites at the site. The PRC, along with the Kuwaiti Red Crescent, had provided safari-style tents to temporarily house some 500 families in the allotted two-hectare area.

Although the Lumbia site had access to basic services like water and electricity, there was still a need for the proper facilitation of these services. XU arranged with the Rio Verde Water Consortium, Inc. to supply the site with potable water, and with the Cagayan Electric Power and Light Company (CEPALCO) to provide electricity. The University also called in its very own Eco-San Center to provide portable waterless toilets alongside the washrooms given by the Humanitarian Response Consortium. These amenities would be provided to the evacuees for free during their first few months at the site. Meanwhile, XU coordinated with the Department of Public Works and Highways (DPWH) to set up a drainage and sewerage system.

These partnerships were only the first ones to arise for the Xavier Ecoville Project. Over the months following the site preparation, the project would receive more help from government and non-government agencies alike.

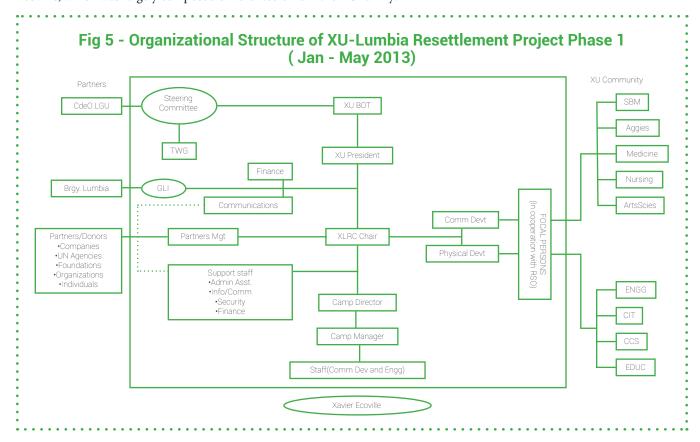
A more detailed account of Xavier Ecoville's physical development is in Chapter 2 – Building Homes (page 30).

Working Committees and Teams

Since day one of XU's relief operation, working committees had been formed and modified to fast-track the many aspects of disaster response. This approach continued during the resettlement phase.

The Xavier Science Foundation (XSF) acted as the project proponent of the Xavier Ecoville Project, handling administrative matters such as finances. However, Xavier Ecoville had organizational needs beyond administration – building a resettlement community would need a complete team of its own.

Organizing the resettlement team was naturally the first thing that Fr. Yap and Dean Ravanera had to do for Xavier Ecoville. Barely a week after the disaster struck, several key persons agreed to enlist into the project. This formed the backbone of the earliest organizational structure of Xavier Ecoville, which was largely composed of volunteers from the XU family.



• XU Executives

The executives from XU were the Board of Trustees chaired by Engr. Elpidio Paras and vice-chaired by Dr. Walter Brown. They were actively joined by the other BOT members, including University President Roberto Yap, SJ, Fr. Eric Velandria, SJ, Ms. Ma. Theresa Alegrio, and Dr. Dixon Yasay.

• Steering Committee

To serve as the link between XU and the city Local Government Unit (LGU), this committee was composed of representatives from both parties. From XU were Fr. Yap, Dean Ravanera, and Engr. Paras; from the LGU were city councilors President Elipe and Nadya Emano-Elipe, and Dr. Dixon Yasay, former mayor of Opol, Misamis Oriental, and Director of the XU Governance and Leadership Institute (GLI).

The Lumbia Resettlement Committee (LRC)

This was the lead committee for the Xavier Ecoville project. Dean Ravanera chaired this committee, and working alongside him to oversee the project were Fr. Velandria for partners and donors, and Mr. Jaime Ignacio, Assistant to the President for Campus Development, for physical development. Mr. Ignacio would later pass his position on to Engr. Eliseo Linog, Dean of the XU College of Engineering.

The committee initially comprised these three heads, but as more needs became apparent, more help was added. A community development team was created, and Ms. Estrella Borja, then faculty member of the XU College of Agriculture (XUCA), led this team. Due to health issues, she had to relinquish the responsibility to Dr. Ma. Theresa Rivera, also of the XUCA.

• Xavier Ecoville Camp Management Team (CMT)

The first phase of the Xavier Ecoville project, January to May 2012, was focused on community and physical development. While the Physical Development team was composed mostly of engineering experts from XU who took care of the physical structures, the Community Development component needed more people who knew about community-building and organizing the beneficiaries.

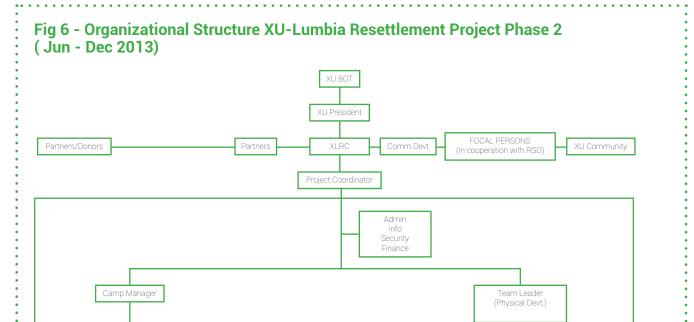
Ms. Borja, who was then leading the Community Development component, hired five experienced community organizers to compose the Camp Management Team. She enlisted development communicator Ms. April Charisse Montellano to be the team leader.

The CMT's tasks included the transferring of families, facilitating Xavier Ecoville programs, and organizing a self-reliant community. This team became one of the integral components of the organization, guiding the beneficiaries towards the project's goal of holistic social development.

XU Focals

Various units of the university offered to provide their specialized help to Xavier Ecoville's community and physical development. They were represented by focal persons.

This organizational structure would evolve as the project progressed into its second and third phases, beginning June 2012 and January 2013 respectively.



Admin

Field Engr Field Engr 2

Electrical

Enginerer

Proj. Asst

Shelter

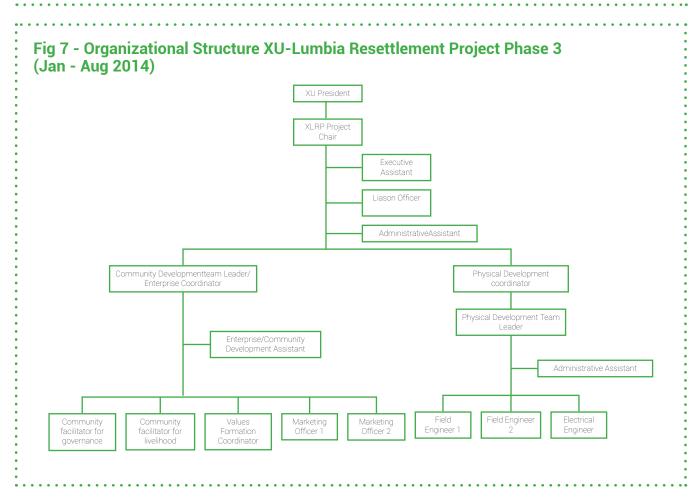
Values

Formation

Xavier Ecoville

Health and wash

Livelihood



Within the organization, it was the Camp Management Team that experienced the most significant expansion. During the second and third phases of the project, the administration stepped back from community organizing to focus on executive tasks and planning, letting the CMT do the direct day-to-day work in the community. The community-organizing efforts of the CMT eventually led to the formation of the five clusters in Xavier Ecoville:

• Health and Water, Sanitation, and Hygiene (WASH)

Promotes an environment for sound physical and mental health, strategizes ways to avoid malnutrition and diseases, and empowers community members to be responsible health workers within their family and locality.

Education, Youth, and Values Formation

Facilitates values formation programs for all community members, addresses knowledge gaps of students, creates venues for effective alternative learning, cultivates cultural appreciation and holds special interest sessions.

Livelihood

Organizes capacity-building and skills enhancement seminars in entrepreneurship, enterprise development and cooperative management for small to large-scale business opportunities and facilitates job placement activities.

Shelter

Oversees the upkeep and maintenance of the bunkhouses and other shelter facilities such as comfort rooms, wash areas, drainage systems, and carries out plumbing and electrical repairs in the camp.

Governance

Implements and monitors rules, forms a grievance committee and a foot patrol, and liaises with the barangay council and the local police for an orderly and peaceful community.

A more detailed account of the CMT and the Xavier Ecoville clusters in Chapter 3 – Social Development (68).

Partnerships and Legalities

When Mayor Emano accepted XU's land offer, he also requested the University to work with the Local Government Unit (LGU) of Cagayan de Oro, various local and national government agencies, civil society groups, and non-government organizations (NGOs) to successfully realize the resettlement. This would later on be laid down as one of XU's obligations in the MOA between the University and the City Government.

The first partnerships and collaborations, such as those with the A. Brown Company and Habitat for Humanity, were very helpful in the timely relocation of evacuees, but it was only a temporary solution. To make Xavier Ecoville a sustainable and comprehensive community, XU maintained its relationship with its initial partners and sought more support from various others. To name some:

Government Partners

o City Government

XU and the City Government of Cagayan de Oro signed a MOA on February

21, 2012 on the use of XU's property in Lumbia. This officially made the endeavor a Joint Relocation and Resettlement Project between XU and the LGU – a private-public partnership. The project was also named the XU – Lumbia Resettlement Program (LRP).

o Lumbia LGU

Arguably the most important legal partnership Xavier Ecoville had to secure was with the LGU of Brgy. Lumbia. Since the project was a major and permanent resettlement, it could dramatically change the barangay's profile. "XU would be bringing in 500 families in a barangay that had a population of around 1,500 families," said Mr. Ravanera.

Naturally, the Lumbia Barangay LGU, led by Barangay Captain Wilhem Valencia, was hesitant during their first meetings, but XU made efforts to settle their concerns. Dr. Dixon Yasay, Director of the XU Governance and Leadership Institute, facilitated barangay planning sessions with the LGU to tackle matters such as education, transportation, security, and drainage. "We [had] to plan on building new classrooms to accommodate additional elementary students, transportation to the city, drainage system, health services, and even construction of a chapel," recounted Mr. Ravanera. XU's Economics Department also conducted a study on the carrying capacity of the barangay to make sure that the relocation was feasible.

Fortunately, Brgy. Lumbia has always been accommodating of XU's endeavors, even before the Xavier Ecoville project. "Brgy. Lumbia has been a long-time partner of XU in its outreach activities such as health and livelihood programs. So the partnership on establishing a resettlement was most welcome by both parties while recognizing that it would have big impact on the barangay," explained Mr. Ravanera.

The officials in Lumbia requested a barangay development plan, which detailed the XU's intentions for the various socio-economic and physical aspects of the community. XU also held regular consultations with the LGU throughout the preparatory period and the first phases of the project.

The barangay remained generous. Among the help they provided were water supply to the temporary shelters (administered through the barangay cooperative), a section of its own land for Xavier Ecoville's own cooperative livelihood center, and most of all, a warm welcome to the new members of the community.

Department of Social Welfare and Development

After helping the DENR assess resettlement sites for Sendong survivors, the DSWD committed to give 120 transitory bunkhouses to Xavier Ecoville. To build these, the agency got the help of the 52nd Engineering Brigade of the Philippine Army.

The DSWD also teamed up with XU, the City Social Welfare and Development (CSWD), and the Archdiocese of Cagayan de Oro to form the committee that would qualify the beneficiaries of the project.

Non-Government Partners

o International Organization for Migration (IOM)

The IOM is an intergovernmental organization that helps ensure orderly and humane solutions for migrants and internally displaced people. It committed to build an additional 320 transitory bunkhouses in Xavier Ecoville and to help facilitate the transfer of beneficiaries to the relocation site. Together with Habitat for Humanity, the IOM was instrumental in Xavier Ecoville's physical development.

o Habitat for Humanity Philippines (HFHP)

HFHP is a foundation that had been playing a major role in the resettlement of disaster-affected families in the country since the early 1990s. For Xavier Ecoville, HFHP donated over Php 51 million to help reach a goal of 573 permanent houses. XU signed a MOA with the foundation on March 9, 2012 during the official groundbreaking of the permanent housing site. HFHP became one of the most important partners in the physical development of Xavier Ecoville.

o Peace and Equity Foundation (PEF)

The PEF was established in 2001 by a network of NGOs to raise funds for various development programs in the Philippines. The foundation began working with XU to "provide financing to help build homes, start income-earning activities, and assist with community organizing" in Xavier Ecoville. To formalize this pledge, the PEF signed a memorandum of understanding (MOU) with XU and the city government's Social Housing Finance Corporation on January 11, 2012. On February 17, it signed a MOA with XU to solidify its support of Xavier Ecoville's livelihood and community development components. The PEF was an integral partner in the social development of Xavier Ecoville.

o The Philippine Red Cross

The PRC was one of the organizations that responded to the need for relocation. As early as December 2011, it provided tents for the temporary site at Lumbia.

o A. Brown Company, Inc

After its initial assistance in preparing the Lumbia site, the A. Brown Company continued to help XU in the planning, designing, and construction of the actual structures in Xavier Ecoville.

o Gawad Kalinga

As one of the country's leading settlement charities, GK provided direct assistance in various aspects of the Xavier Ecoville project, especially in the Values Formation Program. They were involved in several of the planning sessions, and they provided the exclusive program modules which became the basis for values formation at Xavier Ecoville.

o Ateneo de Manila University (AdMU)

Aside from its significant contributions to the relief efforts, AdMU worked with GK to fly in values formation experts from Manila into Xavier Ecoville. It also contributed resources for the construction of the Xavier Ecoville chapel.

Other Major Sponsors and Donors

- o UnionBank Foundation
- o Maybank
- o Brotherhood of Christian Businessmen and Professionals
- o Give2Asia
- o Chinese Ladies Association of Cebu

Selection and Preparation of Beneficiaries

A project this vital to the lives of numerous people could give rise to certain concerns. People who have habitation issues not related to TS Sendong could exploit the opportunity to be settled in a proper dwelling, thus taking away this benefit from those who were truly devastated by the typhoon.

To Dean Ravanera, the family beneficiaries were clearly the main concern. Thus, the project immediately acted on the selection and preparation of the households to be relocated.

An inter-sectoral screening committee was formed, composed of local government agencies, the local archdiocese, and XU itself. This committee used a set of criteria and followed a procedure to select, profile, orient, and transfer the family beneficiaries to the Lumbia site. This relocation, however, was temporary – the households had to stay in bunkhouses while the permanent houses were being built.

During their stay at the transitional shelters, the household beneficiaries had to be requalified before they could be awarded their permanent resettlement. Requalification consisted of two main requirements: completion of three Xavier Ecoville programs (values formation, sweat equity, and shared bills payment), and revalidation of eligibility using the same procedure used in the beneficiary selection.

The Xavier Ecoville project committee created a Camp Management Team, which ensured that only the families who accomplished these requirements were awarded permanent houses.

A more detailed account of the selection and preparation of beneficiaries is in Chapter 3 – Building Community (page 66).







Then-CdeO Mayor Vicente Emano speaks during the opening of the Xavier Ecoville temporary shelters on January 25, 2012. Seated from left to right are XU President Fr. Roberto Yap, SJ, XU Chairman of the Board Elpidio Paras and Brgy. Lumbia Punong Barangay Wilhelm Valencia.



Brgy. Lumbia Chairman Wilhelm Valencia has committed to provide free water for six months to the relocatees in the Xavier Ecoville temporary shelters. With him during the MOA signing are Physical Development Coordinator Engr. Eliseo Linog (leftmost), XU President Fr. Roberto Yap, SJ and Project Chairman Roel Ravanera.



VU President Fr. Roberto Yap, SJ (second from left, seated) and Peace and Equity Foundation (PEF) Chairman of the Board and Cagayan de Oro Archbishop Antonio Ledesma shake hands after signing the Memorandum of Understanding. The MoU sealed PEF's commitment to rehabilitate the Sendong-affected families through partnerships with local organizations including XU.





Challenges, Milestones, and Lessons

In initiating a large project, the difficult part could be gaining enough support and momentum to get past the infancy stage, but Mr. Ravanera and the early team at Xavier Ecoville found different challenges to face.

Support was not an issue. In fact, partners and donors were very generous especially during the preparatory period. The project also did not lack drive, as the need for it was loud and clear, and the stakeholders were passionate about it.

What Mr. Ravanera and his team had to work on was being the leaders. The project involved major players from within and without the city. XU had to take on the leadership role to coordinate and manage all the stakeholders. Mr. Ravanera emphasized having a system and proper organization to ensure that everyone involved were in line with Xavier Ecoville's vision. The regular meetings and formation of working groups helped establish this.

More than that, the LRC found that leadership also means standing one's ground. During this early stage of the relocation project, when everyone was still in emergency mode, there was a muddled sense of how the responsibility should be divided and delegated. Some partners sprang to action and started taking over executive roles. XU realized that if it allowed several parties to take the lead, Xavier Ecoville would end up being a disorganized pile of efforts – it would not become the harmonious community they aimed for.

Thus, the LRC, through Fr. Yap and Mr. Ravanera, had to negotiate with those partners to assert the institution's leadership. It also reminded the stakeholders that they were all working under one vision. After the early confusion had been settled, Xavier Ecoville's direction became clearer to the parties involved.

As the project progressed, it was pressured to race against time. Not only did the major partners need to see the results of their contributions, the media was also keeping an eye on relocation efforts, particularly the Xavier Ecoville Project. Prompt relocation was the biggest need, and members of the press soon started questioning the time it was taking to transfer the families to Xavier Ecoville.

This was in January 2012, when the working groups were spending long hours to properly select the beneficiaries and prepare the physical shelters. Mr. Ravanera had to personally face the media to explain how Xavier Ecoville's plans were being implemented. Thankfully, the beneficiaries themselves were also there to support Xavier Ecoville's progress.

The challenges during this hectic period were, however, gradually overcome. Signing agreements with partners were milestones that helped institutionalize the project and push it forward, but the biggest achievements were those that directly involved the beneficiaries themselves.

For Mr. Ravanera, one of the most memorable achievements of Xavier Ecoville came in January 22, 2012, when the first 40

List 2 - Challenges in Resettlement Preparatory Works

- Coordinating and managing stakeholders Mr.
 Ravanera saw that the project needed a leader with good management skills. Systems had to be established and helping hands had to be organized to avoid confusion and overlaps, and to maximize all contributions.
- Asserting leadership XU, as the project instigator, knew it was responsible for taking the lead. When roles started to overlap, the leader institution had to step up, firmly say "no", and steer the project to a unified direction.
- Handling time sensitivity The Xavier Ecoville team knew there was a process to follow, but other parties like the media became restless. The team had to dedicate more of their time to implement the process as promptly as possible, while professionally pacifying those who were eager for results.

household beneficiaries were transferred to the temporary shelters in Lumbia. This was the result of the Xavier Ecoville team's rigorous work in the selection of beneficiaries and construction of transitional shelters. The transfer marked the success of the preparatory process – a process that would benefit hundreds of families.

List 3 - Milestones in Resettlement Preparatory Works

- XU announced that it is donating land in Lumbia for the resettlement of the TS Sendong survivors. (December 23, 2011)
- The first 40 household beneficiaries were transferred to the Lumbia temporary shelters. (January 22, 2012)
- XU and the City Government of Cagayan de Oro signed the memorandum of agreement formalizing the Lumbia Resettlement Project. (February 21, 2012)

Even during the beginnings of this one big project, XU was already gaining highly valuable lessons.

Both Fr. Velandria, who instigated the relief operations, and Mr. Ravanera, who headed the ensuing resettlement project, realized the life-changing power of initiative. It was the prompt and purposeful actions of people from XU that initiated the operation. "You just have to move," said Fr. Velandria. "You just have to take responsibility."

"A UN personnel told us that seldom does

it happen for a private entity to take a lead in this kind of work," added Mr. Ravanera. "XU took the risk and faced the challenge. By doing so, 500 or more families now live better lives."

Both also agreed on the importance of creating an organized system for doing things. During the relief operations, systems were most needed for accountability and transparency; in the resettlement preparatory works, systems were crucial in managing all the stakeholders and supporters.

One thing that Fr. Velandria emphasized was the power of social media. In his task to gather partners and donors, social media helped expand the reach of his call, moving more people to help than he had originally imagined. This was greatly useful during the relief operations, and continued to be helpful in the resettlement period.

Perhaps the most important gem that XU discovered in the preparatory stage was the value of community. While the Xavier Ecoville Project allowed survivors of different origins and backgrounds to come together, it did much more than that. Mr. Ravanera saw how the project was somehow "building a bigger community... a new Cagayan de Oro." The various sectors of society were working together for a common goal. XU itself was being transformed as a university – one that was now applying its classroom theories and specialized knowledge to real-life community building.

"This was possible in Cagayan de Oro because even as it strove to be a fast modernizing city in the country, it is still a community where people trust each other," reflected Mr. Ravanera. "One may

be in the government, business, or NGO but somehow people are able to trace their common roots and realize that they belong to the same community."`

The inception of Xavier Ecoville had started with an inspired spark, and was then fanned by the coming together of various entities with one goal: to help.

Being the first resettlement project led by a private university, Xavier Ecoville wasn't an easy undertaking. Preparatory works were especially hectic and demanding, largely because there was much to do in so little time. Thanks to the

List 4 - Lessons from Resettlement Preparatory Works

- Take initiative.
- · Establish organized systems.
- · Take advantage of social media.
- · Work together as a community.

cooperation and goodwill between various sectors of society, the parcel of land in Lumbia became ready for true resettlement and rehabilitation.

A new land had emerged.

Back Stories

Choosing Xavier Ecoville

German L. Tumala

After the flood, we evacuated to the XU covered court. However, my wife and I still went around the city looking for relocation opportunities. We learned that XU was planning to put up a resettlement site for Sendong survivors, but we couldn't think straight then – we had just lost our only daughter in the flood.

Our daughter bravely battled leukemia for four years, but, in the end, it was Sendong that took her life away. She was only eight years old. My wife would often be in tears thinking about her. That was why we couldn't decide to transfer to Xavier Ecoville. We were still in distress. I asked the Xavier Ecoville staff if we could be part of the later batches that would be moving to



Xavier Ecoville, but they insisted that we should join the first batch.

One of the reasons that my wife did not want to transfer to Xavier Ecoville was because she found it remote. She was also afraid that she'd get scolded if she ever left the bunkhouse to go downtown. A city social welfare officer had done that to her when she left our tent in Macasandig. So we decided against moving to Xavier Ecoville.

But Ma'am Daba, who was part of Xavier Ecoville's community development team, visited us late at night and earnestly asked us to consider our decision. She talked to me and my wife, and even offered to pay for our son's school fare if that was what was keeping us from moving uptown in Lumbia. After much thought, my wife and I agreed to give Xavier Ecoville a try.

We moved to Xavier Ecoville the morning after our talk with Ma'am Daba. We heard many complaints from our neighbors while we were staying at the temporary shelters. The prime complaint was the lack of water. I would complain to Ma'am Joy Tolinero, who was also in the community development team, that Xavier Ecoville reeked because of the lack of water. I would lament to her that the people were about to kill each other over a few drops of water. I also started becoming impatient over the long wait for the permanent houses. I muttered about how the relocatees in Indahag had already transferred to the permanent shelters while we at Xavier Ecoville were still waiting after almost two years.

Now, I regret having said all those things. The Xavier Ecoville permanent site is very satisfactory. The inconveniences we experienced while in the bunkhouse have been more than made up for. Our pathways are no longer muddy because the roads are paved. We also have our own chapel. Water is still a problem, though. So we've learned to collect rainwater.

But that's no matter. I've gone around the other resettlement sites, and for me Xavier Ecoville is the best among all of them.

German L Tumala is the supervisor of the Xavier University Community Multi-Purpose Cooperative. He has been with XU for almost 20 years. His family was among the first 40 households to be transferred to Xavier Ecoville.

Institutional leadership and a personal call to duty

Roel R. Ravanera



One of the things we learned from Sendong is that in times of disasters and emergencies, we'll need capable leaders. But they don't necessarily have to be individuals. When the problem is so huge that not one person can handle it, it takes a big institution to take the lead and act as central command. Had Sendong happened in Metro Manila, I think it would have been difficult. But Cagayan de Oro is still a small community. If you ask people here their history, you'd find that most of them trace their roots to Xavier University. We're fortunate to have that kind of institution. It's an institution that has invested a lot in terms of formation.

When XU took the leadership role, it became easy for everyone else to follow – from relief to rehabilitation work. The decision of the university president and the board of trustees to donate five hectares of prime land mere days after Sendong was indicative of quality leadership. That

quick decision exemplified that XU knows what it needs to do, that to the institution, the mission is clear.

Sendong also gave us a situation that transformed people into their best selves. Some gave in a big way, others in their small capacities. We needed leaders to link those who wanted to give with those who were in need. It came in handy to have people who carried the perspective of how to put things together, manage resources, set priorities, and make quick decisions because there was no time to waste for the victims.

Peoples' generosity, however, could also be short-lived. In a short time, people started asking where the money was going. Resources were not a major problem then; it was more about how we could build a system so that these resources could be utilized by those who needed them the most. Of course, there were mistakes and inadequacies along the way. We were criticized; we were hit in the radio. But that is leadership. We have to take risks. At the end of the day, we've helped 500 or so families. That's more than enough reward.

I also think back on my childhood. I had wonderful childhood memories in Cagayan de Oro. The river was a friend. My companions and I would swing from a rope tied to a tree then jump into the river. We did that every weekend. If not, we would go to a nice beach that was only a short distance away or bike to the waterfall. But those days are gone now and there is a feeling of guilt that the younger generations won't be able to enjoy the same things we did. We enjoyed the environment, and they won't. They will have to work harder simply to live in it.

Our generation has not protected our resources. We have been going in the wrong direction. I remember my brother, a friend, and their group, Task Force Macajalar, barricading the road to prevent logging trucks from passing. They would lie down on the road so the trucks wouldn't be able to pass. They sounded the alarm 20 years ago, but we were too complacent to heed their call. I consider them my heroes.

Naturally, agreeing to chair the resettlement committee wasn't a difficult choice to make. Even though I did not have the experience as I am into agriculture, I saw it as a call to duty, something I should do, something anybody should do. The whole experience was at times exhausting and exasperating, but at all times fulfilling. I am truly grateful that I was given the opportunity to be involved, to be part of the committee. And I would do it again if they asked me to.

Roel R. Ravanera is the Executive Director of Xavier Science Foundation Inc. He was the Dean of the College of Agriculture at the time of Sendong. He served as chairperson of the Lumbia Resettlement Project.

A propitious purchase

Elpidio M. Paras

When Fr. Antonio Samson, SJ, or Fr. Ting as we call him, became president of XU sometime in the '90s until early 2000s, he bought about 17 hectares of land in Lumbia. At that time, Fr. Ting was only speculating about how the land could serve the university in the future. After Sendong, it was this land that one of our trustees, Ms. Ma. Teresa "Ghaye" Alegrio, asked Fr. Roberto Yap to allocate as an evacuation area for the flood victims. Ghaye was distressed because her family had personally experienced Sendong.

At that time, no one, not even the city government, was thinking about relocating the victims. People were simply allowed to return to their flooded neighborhoods because there were no lands available for relocation and no one had yet come up with a better solution.

It was through email that Ghaye proposed to Fr. Bobby to donate two hectares of the land in Lumbia. Her email made the rounds in the Board of Trustees. Since there was nothing earmarked for that land and thousands of people needed homes, I suggested for the university to donate five hectares. The Board of Trustees also agreed that we should donate more than two hectares.

It was, at first, a temporary measure. We intended the land only for the temporary shelters. But in the course of our discussions, we began to wonder, "What if the university makes a statement by providing a permanent solution for the flood victims?" We were the first – ahead of charitable organizations – to make a substantial donation. We made a commitment to give five hectares that would effectively house at least 500 families.



From there, the idea blossomed. It was not just housing structures that we wanted to build. We felt that the victims deserved more than just simple shelters. We also wanted to provide a complement of other services. That was when the different departments and colleges in the university came together to help make Lumbia a place where people could rebuild their lives and become a community.

A lot of other people wanted to help, too, and getting all of it organized was a big challenge. Many agencies and organizations brought in proposals that were not aligned with what we had planned. For example, there was an organization that pledged to build the permanent houses. We later found out that the houses were to be made using light materials. That was not what we had considered, so we said no.

I think the lesson we gained from our experience is that when efforts are properly organized and there is a leader, like an institution or an organization, recovery can happen much faster. Too many cooks spoil the broth, they say. Tough decisions will have to be made so that all efforts will take only one direction.

With a central command, Xavier University was immediately able to put together an army of volunteers. I think we did well in terms of being organized. We were ahead of the LGU in getting all the transitional shelters done, which was very important because we needed to free up the evacuation centers.

After all that has happened, there is fulfillment in knowing that Lumbia has now become a bigger, more resilient community. People have adjusted to living several kilometers away from their places of work; the children have settled and are able to attend school, which is only nearby. I'm sure everyone is proud that XU became part of the city's recovery from Sendong. Fr. Ting's speculation, after all, proved to be God-sent.

Elpidio M. Paras is the chairman of the Xavier University Board of Trustees.



Chapter 2 **Building homes**



Chapter 2 Building Homes

he idea was to help in every way possible. Whether it was giving food or transportation, Xavier University was quick to aid the people affected by TS Sendong when it struck in December 17, 2011. And in true *magis* fashion, it wasn't enough. There had to be more that they could do.

The XU Engineering Resource Center (ERC), headed by Director Engr. Dexter Lo, had long been aiding in disaster risk management through geographic information system mapping. The office had conducted a flood-mapping project that tracked the drastic rise in the water levels in flood-prone areas of the city.

Three days after Sendong struck, President Aquino visited the city for an exclusive meeting with city officials and offices regarding the post-disaster situations. XU's representative to the meeting was Ms. Ma Teresa Alegrio, a member of XU's Board of Trustees. With the help of the ERC maps delivered by Engr. Lo, Ms. Alegrio discussed the flood damage in Cagayan de Oro. That was when President Aquino declared several flooded areas in the city as no-build zones. Even when the water had dissipated in these areas, the people who used to reside there would not be allowed to go back.

Where would they stay?

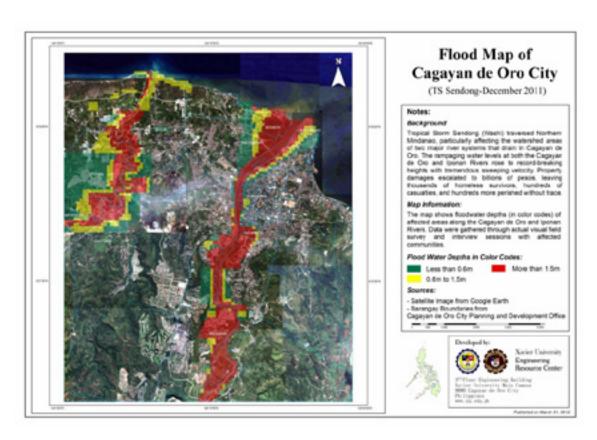


Fig 8 - Cagayan de Oro Flood Map

 Geographic Information System (GIS) mapping is a way to geographically present data, using colors and symbols on a base map, as opposed to tables and charts. GIS mapping is particularly useful in disaster risk management, and especially powerful in flood situations. The data for this map was gathered in the field by volunteer Engineering students and alumni who were tasked to examine different locations and take note of the depths of the floodwaters.

Finding land

One of XU's Trustees, Ms. Alegrio, had to climb up the roof with her family at the height of TS Sendong. It was she who initiated the idea of donating XU's unused land to aid the survivors who had suffered as she did. She sent an email to Fr. Roberto Yap, who was in Ateneo de Manila at the time, recuperating from an injury. In no time, the Board of Trustees expressed their agreement via e-referendum, and the rest is history.

Engr. Lo was called for a Shelter Cluster committee meeting right after Christmas Day at the Region 10 office of the Department of Social Welfare and Development (DSWD). Shelter Cluster is a global inter-agency union, co-chaired by the United Nations High Commissioner for Refugees, that provides support to disaster- or conflict-affected people who need proper shelter. The meeting it called was a gathering of stakeholders composed mainly of government offices, United Nations agencies like UNICEF, United Architects of the Philippines, and educational institutions like Capitol University and XU, to address post-disaster shelter concerns.

The main problem was simple yet complex: they needed land to build houses.

The group had accounted for and listed all pieces of available land in Cagayan de Oro to accommodate the staggering number of evacuees. Everyone knew of the need, but they did not quite know where to start.

List 5 - Basic Considerations for Site Appropriateness

- Safety from natural disasters (e.g. landslides, flash-floods)
- Presence of access roads
- Access to water supply
- Eligibility for electrical supply installation
- Legitimacy of property

There had been some talk of Xavier University possibly donating land, but no official statement had yet been issued. Engr. Lo made calls to XU *Tabang Sendong* overall coordinator Fr. Eric Velandria and Vice President for Research and Social Outreach Dr. Hilly Quiaoit to verify, and to his surprise, they gave him the go-signal for a new project: Xavier University intended to donate five hectares of its seventeenhectare land in Barangay Lumbia for 550 families to call home.

Engr. Christy Anne Marie Colanse had

just passed the Civil Engineering Licensure Exam when she unexpectedly landed her first job as a field engineer for the Lumbia resettlement site. She had not planned to work until the next year. Seeing the damage brought by Sendong, she and her friends headed to XU to donate some clothes and to volunteer for an NGO, only to be greeted by the news that slots for volunteers had all been filled. She was then told to go to the DSWD office, where the Shelter Cluster committee meeting was going on. When she arrived, she learned of XU's plans to donate land for the resettlement site, and was later tasked to form a group of volunteers. This was formalized into a team that would handle a one-month project to build the temporary shelters.

The land was inspected on December 28 by a small group from XU and other representatives from government and non-profit agencies. It was an area not many people knew even existed, and the group had only a small map and the elderly security guard of the property to aid them in finding

their way around it. Engr. Gerardo Apor, Chairman of XU's Civil Engineering Department, began to draw a rough blueprint on the dirt. That same afternoon, the XU team created a site development plan.

List 6 - Physical Development Action Plan (Dec. 28, 2011 - Jan. 2, 2012)

| Key Areas | Initial priorities | Leading Entities |
|---|--|---|
| Site Preparation Actual Construction | | -XU/AFP/City Engineers -DSWD/City Gov't |
| WASH (Water supply, sanitation and hygiene promotion) | - Consult Water District - Profile local well drillers | HRC |
| Electricity | - Talk to CEPALCO | Mr, Tangonan/XU |
| Waste Management | -Topological Survey - Clearing -Road Map/Layout plan | XU |
| Site Preparation/Development | Internally Displaced Persons (IDP) Participation - Consultation = Go& See Visits | A. Brown / XU / - Dec 29 Paras Group/CLGU - Dec 30 |
| Beneficiary Identification Social Preparation | Learning Spaces - Children Population | DSWD/IOM |
| Education | | UNICEF/STC/PLAN/DepEd |
| Camp Management | | IOM/DSWD/Barangay |
| Legal Documents and Permits | | XU |

A few days later and with the help of A. Brown Company, the vast expanse of grassy, bumpy land was bulldozed flat, ready for the construction of 516 temporary shelters.

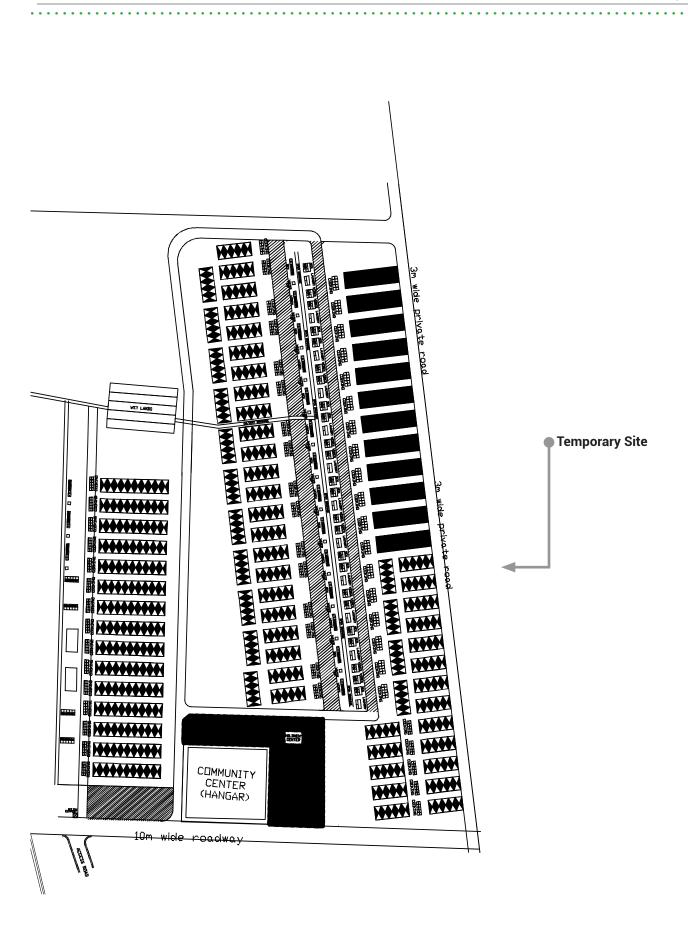
Building shelters

The building of shelters came in two phases: first, there had to be immediate but temporary shelters to relocate the beneficiaries in time, and second, there had to be permanent houses to fulfill their resettlement needs.

The first phase was time-sensitive, and the Physical Development arm of Xavier Ecoville had to start working immediately even though the Xavier Ecoville Project itself had not yet completely organized its plans, resources, and manpower. During those early days, especially in January 2012, the organizational structure and workflow for physical development were mostly ad hoc, but the team worked to their full capacity.



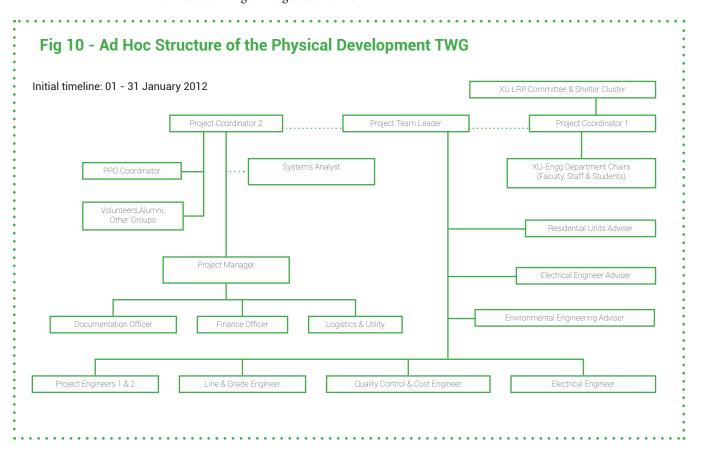
Fig 9 - Temporary and Permanent Site Plans for the Xavier Ecoville Project



The Technical Working Group

Among those aiding in the construction of the temporary shelters was the International Organization of Migration (IOM), a non-government organization that promotes orderly migration in partnership with governments and organizations. Responding to its request for designs of the temporary houses, Engr. Eliseo Linog, Dean of the College of Engineering, tapped the expertise of XU ERC and the teachers from the College of Engineering to make an original design.

Around this time, the organizational structure of the project had just taken shape and was undergoing a lot of changes. Originally, XU's Vice President for Administration, Mr. Jaime Ignacio, was to take charge of the Physical Development arm of the project, but he soon passed on this duty to the capable hands of Engr. Linog. The Ad Hoc Technical Working Group (TWG) for the LRP was formed with Engr. Linog at the helm.



The organizational structure would continue to evolve over the course of the project, originally intended to cover only one month. Consequent contracts were also made on a one-month basis only, owing to the differing circumstances that the TWG might be subjected to in this first-time endeavor of the University.

By January 2012, the final organizational structure was formalized. See List 7 - The Ad Hoc Technical Working Group for Physical Development.

The field engineers, consisting mostly of fresh graduates and recent board passers, were hired with only one-month contracts. Though their work – which included processing permits, managing the construction process in the transitional and permanent shelters, and liaising with the community – was considered vital, they were not held back when they sought full-time work at their employers of choice.

Thus, there was frequent turnover of Physical Development personnel during the first phases of the Xavier Ecoville Project. Among the original members who left during the early months were project engineers, and the project had to replace them as it went along.

The endeavor ahead was admittedly overwhelming. This being the first time XU handled such a project, there was no set time frame or assurance of sufficient monetary remuneration; only the promise of a life-changing experience.

The Transitional Site

Relocating 500 families and constructing permanent houses as well as electricity and water lines would necessarily take some time. The lot adjacent to the donated five-hectare land was utilized for transitional shelters while the planning and physical works for the permanent houses were under way.

List 7 - The Ad Hoc Technical Working Group for Physical Development (December 2011)

- Team Leader
- Civil Engineering Adviser
- Electrical Engineering Adviser
- Environmental Engineering Adviser
- Technical Advisers
- Physical Plant Office (PPO) Coordinator
- Offsite Project Engineers
- Field Engineers
- · Onsite Project Engineer
- · First Administrative Assistant
- · Second Administrative Assistant

List 8 - General Tasks of the Physical Development Technical Working Group

- To render technical assistance, knowledge products, and engineering services to the XU Lumbia Resettlement Project Committee.
- 2. To coordinate with various partners and stakeholders in integrating technical specifications and standards to the plans.
- 3. To supervise, regulate, and monitor the implementation of all on-site activities.
- 4. To document technical conceptualization procedures and submit regular reports of field activities.
- 5. To submit a comprehensive recommendation for XU's long-term engagement, particularly for the Permanent Shelter area.

Towards the end of December 2011, about two weeks after the disaster, the Philippine Red Cross started pitching 500 emergency tents in the temporary shelter area. The beneficiaries were first housed in these tents, but the Lumbia Resettlement Committee knew the tents were suitable for only a very short period. The construction of permanent houses would take some time, and the families would have to stay in shelters that, although still temporary, would afford them their basic settlement needs for a few months.

Thus, part of Xavier Ecoville's general plan was to set up temporary bunkhouses with facilities like communal baths, toilets, kitchen, laundry, and water taps.

By the start of 2012, organizations and corporations such as the DSWD, IOM, Philippine Army, Water, Sanitation, and Hygiene (WASH) through the Humanitarian Resource Consortium (HRC), A. Brown Company, and the Cagayan Electric Power and Lighting Corporation (CEPALCO) had pledged and provided assistance to the Lumbia resettlement site.

XU had plenty of help even during the construction of the site:

- The DSWD and the 52nd Engineering Brigade of the Philippine Army helped construct 12 bunkhouses, ten of which had private rooms that could accommodate one family per room, housing 120 families in total. These bunkhouses came with 12 sets of bathrooms, toilets, laundry areas, water taps, and cooking counters.
- The IOM helped construct 46 bunk houses, each of which had five private rooms that could house one family per room, accommodating 230 families in total. These came with 23 sets of cooking counters.
- Habitat for Humanity Philippines assisted in the construction of the remaining 40 bunk houses to accommodate 200 more families in Xavier Ecoville.
- In addition to the facilities provided by the DSWD, the HRC had also built 14 sets of bath, toilet, water taps, and laundry, with one set of toilets especially built for persons with disabilities. They also facilitated the piping of level 2 water lines, in coordination with Rio Verde and the Lumbia Water Management Cooperative, to provide water to the transitional shelter site.
- The Lumbia Water Management Cooperative offered to supply the transitional shelters with 100 cubic meters of free water daily for the first four months, which was more than enough for the estimated 55 cubic meter requirement to fit the needs of the 550 families in the site.







- One hundred and thirty-five water seal toilets and eight urine diversion dehydration toilets
 were donated by various groups to the site, which yielded a total of 143 toilets. The global
 Sphere standard for toilet bowl rations to families is 1:4. The resettlement area passed the
 requirements for 572 families.
- Every building constructed in the transitional shelter site was provided with electricity by CEPALCO to illuminate each bunk house room, bath, toilet, and cooking counter at night.

Communal water, sanitation, and electrical facilities were put up in the area to cater to the needs of the 500 families in the temporary site. These facilities were carefully designed and appropriated to follow the standards of the Sphere handbook "Humanitarian Charter and Minimum Standards in Humanitarian Response", which is a globally recognized resource for humanitarian assistance.

In addition to all these built structures and facilities, an open space of about 900 square meters, with a hangar donated by XU Chairman of the Board of Trustees, Engr. Elpidio Paras, was placed at the entrance of the shelter site to accommodate a community center for formation and recreational activities.

List 9 - Basic Survival Water Needs (from the SPHERE Handbook)

| Needs | Quantity | Variables |
|--|---------------------------|--|
| Survival needs: Water intake (drinking and food) | 2.5 – 3 liters per day | Depends on the climate and individual physiology |
| Basic hygiene practices | 2-6 liters per day | Depends on social and cultural norms |
| Basic cooking needs | 3-6liters per day | Depends on food type and social and cultural norms |
| Total basic water needs | 7.5-15 liters per day | |

A road had to be constructed to lead to the Xavier Ecoville site. The TWG, however, was delayed upon encountering some resistance from Brgy. Lumbia, who owned the land through which the road must pass. The other option was for the road was to pass between properties owned by the provincial government and private individuals. This second option would entail more obstacles and negotiations. Thus, Mr. Tangonan, as the Physical Development team leader, spoke with Barangay Captain Wilhem Valencia and explained that it was best for the road to be constructed on the barangay land. The captain was convinced, and the Department of Public Works and Highways (DPWH) soon began to work on the road.





Top photos: Second Congressional District Representative Rufus Rodriguez and Philippine Vice President Jejomar Binay sign documents during the groundbreaking of the Xavier Ecoville permanent resettlement site on March 3, 2012. Partners from Habitat for Humanity. The Local Government, Archdiocese of Cagayan de Oro, San Miguel Corporation and XU also graced the momentous event. Bottom photos: Two months later, construction of houses started with Fr. Yap, SJ blessing the construction of the model house. Today, the model house servesw as the Homeowners Association's office.





List 10 - Necessary Physical Development Documents for the Xavier Ecoville Permanent Site

- Environmental Clearance Certificate from the DENR/ Environmental Management Bureau
- Environment Impact Assessment or Environmental Impact Study
- Certified true copy of the land title from the Register of Deeds
- Certified true copy of the tax declaration of the property from the City Assessor's Office
- · Lot plan with site map from a Geodetic Engineer
- Barangay Construction Clearance
- Building and Ancillary Permits from the Office of the Building Official
- Locational Clearance from the City Planning and Development Office
- Certificate of Occupancy and Certificate of Final Electrical Inspection
- Application for Electricity Connection at CEPALCO
- · Application for Water Connection at COWD





Another issue that involved relocatees themselves began to surface. Just outside XU's donated property, the barangay had provided a small section of land for Xavier Ecoville's livelihood center. However, some five relocatee families had come to settle in this barangay-owned land. XU once again had to confer with the barangay government, and then with the squatting families, for them to be transferred to the right allocated area for resettlement.

In spite of issues like these, the project proponents kept on, staying faithful to the mission of providing new homes to the survivors.

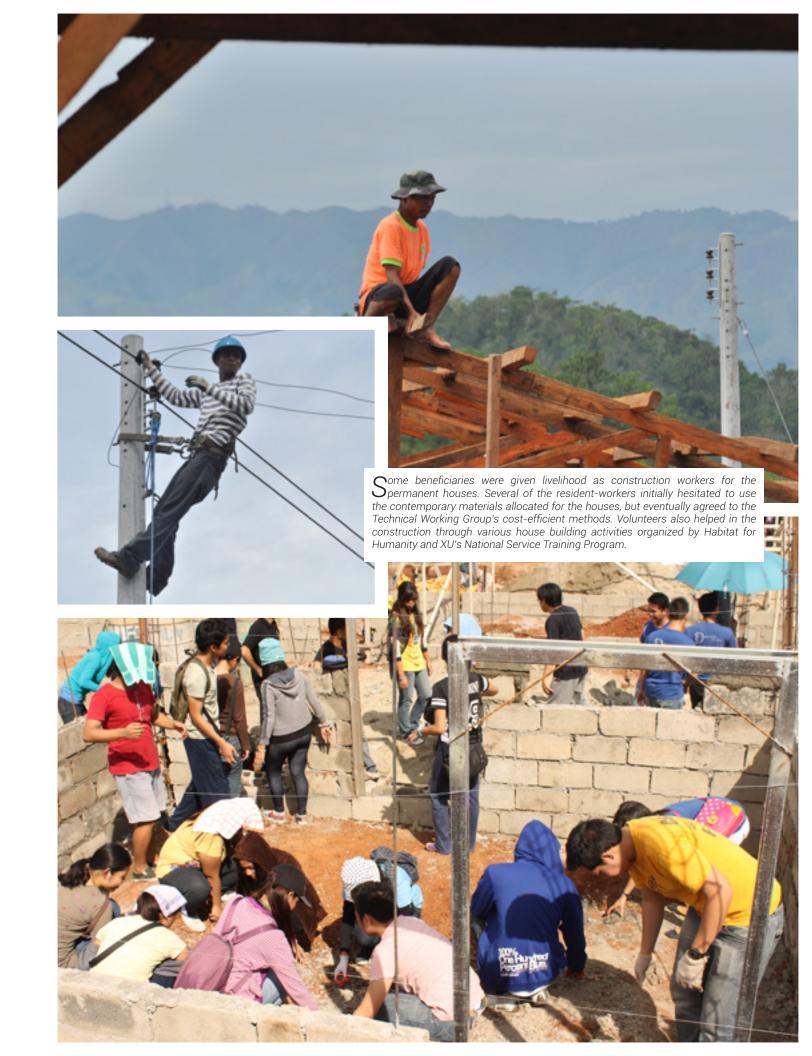
On January 25, 2012, the transfer of beneficiary households to their transitional shelters began. By February, the TWG reached a milestone when, despite the delays, they finished the construction of all transitional shelters just two months after the disaster. Three months later, Xavier Ecoville was home to 523 households in transitional shelters.

The Permanent Site

Non-government organizations, private institutions, and religious groups such as Habitat for Humanity Philippines (HFHP), San Miguel Foundation, Union Bank, the Society of Jesus, Ateneo de Manila University, CEPALCO, Maybank, Religious of the Assumption, Ladies Association of the Sacred Heart Parish Cebu, and Minergy all aided in the construction of Xavier Ecoville. Volunteers and workers from HFHP were to build the permanent houses, and work was to be set out right away. There was no time to lose.

Even before the first step, which was the building of roads, the Physical Development team encountered an administrative obstacle. The parcel of land during that time was still formally owned by Xavier University, a private institution, and it could not be constructed on by the DPWH, which was a government office.

Once a dream on paper, the permanent houses finally realized. Each house has a lot area of 50 square meters with a floor area of 20 square meters. It also has a loft that serves as their sleeping area to maximize space.



List 11 - Dimensions of Xavier Ecoville Permanent Homes

- · House floor area 20 sq. m.
- Front yard 15 sq. m.
- Back yard 15 sq. m.
- Total 50 sq. m.

List 12 - The Basic House-Building Process

- Layout points for construction
- Excavation for foundation
- · Embedding of wall footing and footing for columns
- Installation of reinforcement bars
- Laying of pipes for toilets
- · Fill foundation with concrete
- · CHB (Concrete hollow block) laying
- Installation of door jambs and window openings
- Backfilling and installation of beam blocks
- Installation of purlins for roofing
- · Installation of GI sheets
- Flashing/weatherproofing of roofs
- · Plastering of walls, painting, and installation of windows
- Loft construction

The way around this hurdle was for XU to officially donate the land to the city government so that the DPWH construction could begin. XU President Fr. Roberto C. Yap and City Mayor Vicente Y. Emano thus signed the Memorandum of Agreement for the donation on February 21, 2012. The groundbreaking ceremonies for the permanent resettlement site was done on March 3, 2012.

With the City Government now involved in the project, the processing of the various documents necessary to start building the permanent site was facilitated.

To build the houses, HFHP decided to use contemporary and more efficient building materials. One example was the beam block, a specialized, load-bearing type of hollow block used in constructing beams. Traditionally, beams require form work and carpentry. The use of the beam blocks eliminated the need for form work, needing only the cables and concrete for cost- and energy-efficient beam construction.



Numerous volunteers from XU and HFHP participated in the actual building of structures, but the temporary resettlement period lasted longer than expected, and the residents were becoming impatient. It had been more than a year since TS Sendong struck, but the permanent houses were yet to be finished. There were complaints on the ground, received by the field workers who had to try their best to pacify complainants without sacrificing the quality of their own work.

Soon, many Xavier Ecoville residents themselves wanted to be hired to construct their own houses, citing the fact that they were unemployed and had no income. The TWG hesitated, as it had a fixed plan and budget; hiring more people in the construction would mean reducing the resources for other aspects in the plan. As one compromise, the male residents, even some women, were hired to hammer metal bars straight for use in the construction, but this caused more delay.

Some of the resident-workers also did not appreciate the cost-efficient materials that HFHP were using. They preferred conventional materials, primarily because they were familiar with those. For instance, they thought of the beam blocks as conventional hollow blocks, shunning them as unstable. The

TWG had to keep persuading with the workers to remove their doubts about these new materials.

In addition, the workers were paid based on the number of structures they built, so they aimed to finish each structure quickly. Soon, the TWG discovered several of the workers rushing structures and compromising quality. The group had no choice but to remove these workers from the construction team.

Amid such challenges, progress dragged along, and there was little sign of the houses being

List 13 - Minimum Standards for Light and Ventilation

(Chapter 8 of the National Building Code of the Philippines)

| Size and Dimension of Courts (minimum horizontal dimension) | 2.00 meters |
|---|-------------------------------|
| Ceiling Heights (measured from floor to ceiling) | 2.70 meters |
| Mezzanine floors (above and below) | 1.80 meters |
| Size and Dimension of Rooms for Human Habitations | 6.00 square meters |
| Air Space requirements for Habitable rooms | 14.00 cubic meters per person |
| Window Openings (total free area of openings) | 10% of room's floor |



completed a year after Sendong. While the houses were ready to be built, some of the roads were not. The DPWH contractor for the road project also happened to be the contractor for the reconstruction of roads and bridges in many calamity-stricken areas in the city. This being the height of the city's post-Sendong recovery, the contractor was busy and unresponsive to Xavier Ecoville for months. Its work on the village was left stagnant and several pieces of equipment it had deployed turned out to be faulty. As a result, some of the land had not been prepared for house construction.

XU's team ended up doing some of the contractor's responsibilities. In October 2012, HFHP had to set a deadline: the earth-filling on the remaining land had to be done in 10 days, or the non-profit organization would start pulling out. This was a colossal challenge, as the task normally takes a month to complete. Still, the XU TWG was determined to keep HFHP as a major sponsor. As lead engineer, Engr. Colanse, doubled her efforts, sometimes spending late nights doing office work after exhausting days on the field. Mr. Tangonan also helped speed up administrative tasks, and with the resource-gathering efforts of Fr. Eric Velandria, the team acquired the equipment they needed.

After days of arduous work, the TWG beat the deadline. With the earthworks finally completed, the permanent resettlement construction resumed. Given favorable conditions, it would take five days on average for one house to be constructed by a team of at most five construction workers composed of the foreman, carpenters, masonry workers, and laborers.

Without losing any more time, the Physical Development team, aided by the donors, planned and built the houses and community structures. The team had to build houses that followed the basic house construction process and conformed to the National Building Code of the Philippines.

Community Facilities

It was important for the Xavier Ecoville Project to put up not only houses but also public facilities and spaces for a township to be realized. Several community facilities were put up (*see page 52*):

The St. Francis Xavier Chapel

Right at the entrance of Xavier Ecoville is the 300-seater hexagonal St. Francis Xavier Chapel donated by the Assumption Sisters, Ateneo de Manila, and the Chinese Ladies of Cebu. Designed pro bono by Arch. Lawrence Maceren, the chapel celebrates regular mass every Sunday at 3 o'clock in the afternoon. The local parish activities in Lumbia are integrated in the Xavier Ecoville community, facilitated by the St. Francis Xavier chapel aides.

The Xavier Ecoville Multipurpose Hall

The Maybank Foundation donated this 200-seater multipurpose hall to the Xavier Ecoville community. It was furnished with chairs and a 34-inch flat screen television, both donated by ABS-CBN Northern Mindanao. The beneficiaries soon enjoyed this well-ventilated and spacious hall as a venue for general assemblies, trainings, meetings, and other gatherings.

• The Xavier Ecoville Livelihood Center

Built to be the hub of livelihood activities in the community, the 140-square meter Livelihood Center became the headquarters for the Xavier Ecoville Multipurpose Cooperative, especially for its bakery, wholesaling, and microfinance enterprises. The construction of the Livelihood Center was supported by the Rotary Club West of Cagayan de Oro, Xavier University High

School Batch of 1991, and STEAG State Power, Inc. Brgy. Lumbia Council also provided land for the building located just outside Xavier Ecoville.

• The Philippine Toy Library

With a playground fronting it, the Xavier Ecoville outlet of the Philippine Toy Library became a haven for the village's children. Upon completion of its construction, it was filled with toys, books, and other learning materials for the creative and cheerful development of children in the community.

• The JCI Study Center

The Junior Chamber International Macajalar 24K (JCI M24K) built a 30-seater children's study center to facilitate fun learning. Both the JCI Study Center and the Philippine Toy Library started to serve as day care centers accredited by the Department of Social Welfare and Development. Two full-time teachers, both beneficiaries of the resettlement project, were hired to care for around 100 children in Xavier Ecoville.

• A two-classroom building in Lumbia Elementary School

The Alfonso Yunchengco Foundation supported the construction of a two-classroom building in Lumbia Elementary School, which was only eight minutes away from the village. The additional classrooms eased the influx of elementary school pupils in Lumbia brought by the arrival of Xavier Ecoville residents. Soon, more than 600 school kids from XE became pupils of the elementary school.

Open spaces and pocket parks

The Physical Development team set aside three wide open spaces within the five-hectare township: one would be developed into a park, the other into a basketball court, and the third into a communal garden supported by different government and non-government organizations. In addition, at the end of each row of houses, the team allotted small pocket parks that soon became vegetable gardens and venues for informal gatherings.

On June 25, 2013, the permanent houses were completed, and on July 6, the houses, together with the community facilities, were happily turned over to the families.





























Church-goers find solace in the spacious St. Francis Chapel that can accommodate more than 300 patrons. Next









Challenges, Milestones, and Lessons

Being in the TWG was to be under the constant scrutiny of the donors and benefactors, other committees, point persons, and the beneficiaries themselves. One miscalculation, delay, or misunderstanding would almost always result in the people's doubts of their expertise – and whenever there were complaints, the Physical Development team found themselves sandwiched between the benefactors and beneficiaries.

Mr. Tangonan and Engr. Colanse were on the front line, addressing the community's sometimes coarse comments and concerns. Communication with the workers and residents had its barriers. For example, there was an implicit reluctance among some residents about Engr. Colanse, who was a young female professional working the field. Engr. Colanse did all she could to assure the residents that they were all trying their best to make sure that their houses would be erected without crumbling to the ground.

Mr. Tangonan, who was the most visible in the field, became the bearer of most conflicts. Because there were so many players in the field, managing the construction made him most susceptible to being misunderstood, even hated for the decisions made by the University and the team. People thought he was calling all the shots. Throughout his work at Xavier Ecoville, he had to stay patient when dealing with anyone who raised concerns about physical development.

Meanwhile, despite its thrust to be of service for the good of others, the project was not spared from speculation and politics. Occasionally, the organizational structure of the project and the bureaucracy outside of it – especially in the national and local government – would cause delays. A sense of superficiality surfaced, too. Some groups came to give only for the sake of photo-ops, without considering the need for sustainable shelter. The project was the first of its kind and a big project at that, and everyone seemed to want a part of it. Everyone had suggestions.

After all the issues, challenges, and hard work the Physical Development team had to face, their milestones were truly significant and tangible.

The first one was the completion of the transitional shelters. It was a noteworthy feat not only because it allowed the households to transfer to the relocation site, but because it was done swiftly. Two months was a relatively short period to build quarters for more than 500 families, but the TWG did it on time primarily because the executives allowed the team to do its job without much administrative hindrance.

List 14 - Challenges in Physical Development

- Responding to benefactors and beneficiaries Both had their concerns and questions, and many people grew impatient. Workers on the field had to be very patient in explaining the answers.
- Involving beneficiaries in the process The TWG compromised and allowed the residents to be hired for construction. However, the quality of structures had to be prioritized, and the team had to put its foot down when the workers took this for granted.
- Bureaucracies Several formalities and organizational issues caused delays in construction. It was good to have executives who were quick to respond to administrative concerns, but the TWG also had to work harder to implement workarounds in the field when the issues weren't easily resolved.

Compared to that period, the building of the permanent resettlement took much longer and was laden with more setbacks. Each solution to every setback was an achievement, but the one that stood out was when the team beat the HFHP deadline for the completion of earthworks. According to Mr. Tangonan, this was a crucial crossroads for the project, because HFHP, one of the biggest sponsors, threatened to pull out if the team couldn't complete the task on time. The hard work paid

List 15 - Milestones in Physical Development

- The transitional shelters were completed only two months from the disaster. (February 2012)
- The Technical Working Group beat the 10-day deadline for earthworks, allowing a major sponsor to continue supporting the project. (October 2012)
- The permanent houses were turned over to the beneficiary families. (July 6, 2013)

off, however. The TWG accomplished their task and the project was able to continue.

The biggest milestone for Physical Development was the completion and turning over of the permanent houses to the families. It was a life-changing experience, not only for the family beneficiaries, but for the workers who had dedicated their energy and time to the project.

From these challenges and milestones, the Physical Development team picked up lessons that were valuable not just in the building process, but in their roles as builders as well.

Engr. Linog, despite being the head of the

team, liked to give the team members, especially the new engineers, a chance to learn and grow out of the challenges brought by this opportunity to give the only way they knew. He was an empowering figure, telling his members that what they were doing was for all of them. His memorable piece of advice was that if there were challenges that must be faced, to face them like they were boulders: to find a way to go around them, rather than breaking them down.

Engr. Lo, who had been responsible for creating the team with Engr. Linog, had served as a confidant and supporter to the Physical Development team. Whenever team members would come to him to vent off the stresses and pressures of the field, he would ask a single question: Did they still find meaning in their work? If not, it would be time to surrender. The members, especially those in the field, were revitalized knowing that there was indeed meaning to what they were doing. As a teacher, Engr. Lo realized that it was their task to train their students to work in uncertainty, because this was what they would definitely encounter in the field, and would ultimately enable them to become better engineers in the workplace.

In the field, the person who took most of the complaints was Mr. Tangonan. His response through all of it was inspired by a line from the *Desiderata*: "As far as possible without surrender, be on good terms with all persons." It had been both a challenge and a lesson for him to still keep healthy relationships with the people he worked with, and to overcome every misunderstanding the team encountered. Looking back, however, he felt that it was his greatest experience to see the people happy to move into their new homes — which had been their goal right from the start.

Engr. Colanse realized that there were things besides what she learned in the classroom that were relevant in the field. They were taught the theories in engineering, but they were never taught how to talk to the people they were building these houses for, or how to explain the situation to them in ways that would prevent misunderstandings. It was there that she learned how to be tough on the field, without compromising her relationships with the community.

It has been two years since, and the Physical Development team has gone back to their lives

from before the project, but they have been forever changed. As Engr. Linog puts it, they weren't just developing the land. They were developing themselves into more competent, conscious, and committed persons.

More than that, the Physical Development arm of the Xavier Ecoville Project created a tangible change in the lives of the beneficiaries. With the houses and structures that the team built, the beneficiaries not only regained homes, they also gained a chance to rebuild their lives.

List 16 - Lessons from Physical Development

- 1. There are proactive solutions to every obstacle.
- 2. Strive to be in good terms with stakeholders and the people you work with, even in the face of misunderstandings.
- 3. Maintain open communication. This can mitigate conflicts and harmonize the work of various groups.
- 4. Go beyond classroom theories; communicating with the community and staying steadfast in the midst of confusion are best learned in the field.







Back Stories

The sound is different...

Dexter S. Lo

Sometimes, especially when it rains hard, I remember the dreadful stories of my friends and other strangers who agonizingly experienced the Sendong flood. That fearful night, I heard screams swallowing every melody of hope. I do not need to recount them further, because, yes, it is still painful sometimes. That night, the sound was different.

Part of my work at the XU Engineering Resource Center is to coordinate with partner institutions in developing solutions for our communities and those in need. Usually, my assignment is at the conception and initial stages, paving roads and building platforms for people to work together and achieve a common dream. So immediately after Christmas day in 2011, I was tasked to join the Shelter Cluster meeting — it was a multi-stakeholders group focusing to address the



survivors' housing needs for both temporary and permanent resettlement sites.

The next day, with a small band of warriors (including my professor and some student volunteers), our duty was to accompany representatives from various UN and government agencies to inspect a certain site in Lumbia only very few knew even existed. We marched through the rough grasslands and muddy footpaths, only equipped with a crumpled faded map, and guided by an elderly security guard who had never wavered from his post for most of his life. But our bearings were clear — our mission was to develop a place for the survivors to live in, which their families could call home.

Inspired by the overwhelming confluence of human cooperation and generosity, and driven by the trust the community had invested in us, we immediately went back to the campus, to our drawing boards. We tirelessly – and literally sleeplessly – worked on an assignment no professor could ever demand from his students, but which every student willed to fulfill hand-in-hand.

Then the challenges came. The roads were not easy to pave, nor were the platforms easy to build. From organizational structure to the actual housing structure, from emergency meetings to sensational debates, it was a tough mission, even for warriors. But it taught me one very special lesson: that sometimes, it is not only strength and wit that make us survive the battle. Humility and love also sustain our commitment amidst all the pressures that life may bring.

As the months went on, my mission redirected me further to other frontiers. Occasionally, my colleagues and staff would tell me stories about their work at Xavier Ecoville: of their joy from every roof safely installed, of their excitement when volunteers from many parts of the world came to help in construction, of their doubts on being able to endure the demands of service and sacrifice, and of life's purpose. Every time, I reminded them of how the stars burn to give us light, light that will burn for a very long time.

Today, almost three years from that first wilderness survey, the landscape has changed, exemplifying the beauty of a dream, the power of humility and sacrifice, of how faith can conquer darkness and desperation, and of how love can fill the voids of brokenness and nothingness.

The sound is different — it is beautiful now!

Excerpt from the original essay of the same title by Dexter S. Lo, Director of the Xavier University Engineering Resource Center and Coordinator of the University Disaster Risk Reduction and Management Program. He served as Project Coordinator of the Technical Working Group of the Lumbia Resettlement Project.

Humbled *Carmen Adriano*



The life of the poor was once only an obscure reality for me. For eight years in Cagayan de Oro, my family lived a comfortable life. We rented a big apartment, my children went to private schools, my husband earned well as a veterinarian and I had my online job. But the Lord squeezed us so tightly and humbled us.

Our struggle began before Sendong: my husband got ill. He met a stroke the night before the storm and we had to borrow money to bring him to the hospital. I was at home preparing to return to the hospital when the rain began falling hard and the water started rising. My four children, our blind house help, and I soon floated to the roof top. I asked the Lord, "Are you not content with giving my husband a stroke? Do you want to kill us, too?"

I was only waiting for all of us to die. I knew I wouldn't be able to save my children who at the time were only 3, 9, 10, and 13 years old, plus there was our blind house help.

But we survived and we took refuge in the hospital. We stayed there for 15 days. The hospital staff took pity on us and sometimes included us in the meal rations.

When my husband got well enough – about a month after – he went to the Archdiocese to ask for help. One of the people there said he'd help us find a house. We had then returned to our flooded apartment because the evacuation center did not suit my husband's health. True enough, we got a call offering us a place in Lumbia.

I looked it up on the internet and got very disheartened with what I saw: the place looked like a squatters' area. I had asked the Lord to provide us with the best, and I could not believe that this was all he could give us.

We moved to the bunkhouse in Lumbia with a heavy heart. It tore me apart to see my kids sleep on the floor. All seven of us crammed in a 20-square meter house. There were no rooms. Our kitchen, dining, sala, and sleeping areas occupied the same space. The toilets and baths were shared with the whole community. The whole place was very muddy. I couldn't have imagined something like this ever happening to us. That time, I felt like we were as small as ants.

Once, my daughter had a school assignment to photograph the different rooms in our house. She asked what she would take a picture of. I didn't know how to explain to her that this was our situation now and that she just needed to accept it. In the end, she was not able to submit the assignment because she was embarrassed. Our situation took a toll on her studies and she slipped from being in the first honors to the second honors. I entertained thoughts of returning home to Leyte. I really don't know how we endured the wait for the permanent house.

We were filled with anticipation when the time for transferring to the permanent house came. Before our house was officially turned over to us, I told my husband if we could sleep there already to try it out. Excitedly, all seven of us climbed up the loft of the house, when, suddenly, it fell under our weight. My eldest daughter was hurt most seriously. She couldn't move her legs. I thought, "Lord, you gave us a house but only to kill us." I thought my daughter would be paralyzed. I kept thinking that our hope for a better life had gone with the injury of my daughter. It was a very trying time for us, but, like always, God had a better plan. We were moved to another house where the view is superb and our neighbors are all God-fearing Christians.

Now, I can say that God really chose the best for us. My daughter has recovered from her injury and has bounced back in her studies. She is ranked top five in the whole school, and she has been given a scholarship. In fact, all of my children excel in school. The hard times have served only to inspire us.

Had Sendong not happened, we wouldn't have a house of our own. We wouldn't be in Xavier Ecoville, the place where I found myself and realized my self-worth. I used to pity myself. I used to think small of my background, my accomplishments. But now, I realize that I have something to contribute to the community.

I now serve the community as a volunteer. If they need me morning, noon, or night, I will be ready to serve them. I don't receive anything for my efforts, but I feel very happy when I'm with the community. It is a certain kind of happiness I cannot express in writing. Little by little, I am learning to overcome my pride. We may not have the material wealth we once had, but we are rich beyond what money can provide. I've learned that not everything is about money; not everything is about recognition.

Life is about service. It's about friendship. God made my family realize how life is like being poor, but I know this is not permanent. Our life here on earth is only temporary. If I die tomorrow, at least I have served my community. I've learned to appreciate life and be content. For small things and big things, we have to say thank you. Our experience has made us better persons inside. We learned to call on the Lord. I know now my worth, not only as a wife and a mother, but also as a community servant.

My daughter once came to me and said, "Mommy, I'm so proud of you." That's something you cannot put a price on.

Carmen Adriano is the chairperson of the Xavier Ecoville Homeowners' Association (XEHA) Livelihood Cluster. She also designed the XEHA logo, which she considers her legacy.





Chapter 3 Building Community

This has been the vision of Xavier Ecoville from the very beginning. In the midst of urgent needs, chaotic physical development, and largely improvised organization, the proponents of the XU Lumbia Resettlement Project (LRP) knew that the most important task, albeit the most complex, was to empower the survivors individually and collectively.

The community development endeavors of the LRP actually began even before the beneficiaries themselves were relocated to the Lumbia site. XU, being committed to the holistic growth of person and society, had already planned for the resettlement community to be values-oriented, self-sufficient, clean, and sustainable. Even before the beneficiaries were relocated, the project organizers had already laid out steps to guide them toward this ideal community. These LRP efforts continued and improved with the passage of time, from the months the beneficiaries stayed in the transitional shelters to the time they moved into their permanent houses. These development efforts were continuous and consistent – and are, as of this writing, still on-going.

Selection and Preparation of Beneficiaries

People – the beneficiaries – were of foremost importance in this new community. It was crucial to ensure that they genuinely deserved help, were willing to accept it, and were aligned with the vision of Xavier Ecoville.

Early in January 2012, Mr. Ravanera called a planning meeting, designating Ms. Estrella Borja as the head of what was then called the Community Organizing-Community Development (COCD) arm of the project. Ms. Borja had previously worked for a housing venture also led by XU.

Ms. Borja immediately organized another meeting, this time to specifically tackle the first steps for the beneficiaries. She reconvened her colleagues from the previous housing project to guide the Xavier Ecoville CO-CD in its crucial first steps. Among Ms. Borja's colleagues was Ms. Elizabeth Cabuguas, who had extensive experience in community organizing and social development. Ms. Cabuguas soon became a consultant of Xavier Ecoville's community development team. She gave the first CO-CD trainings to the CMT; she also introduced the concept of local community volunteers and would later help train them.



Ms. Borja also enlisted two trusted members of the XU College of Agriculture (XUCA) faculty, Ms. Glenda Orlanes and Ms. Veneranda Larroza, to help implement the CO-CD activities. At that time, Ms. Orlanes and Ms. Larroza were also assisting in the TS Sendong relief operations. Upon receiving the request to join CO-CD, they immediately agreed.

With a consultant's guidance and dedicated members, the CO-CD team promptly began the essential task of selecting the beneficiaries. Under Mr. Ravanera's leadership, the Lumbia Resettlement Committee (LRC) immediately formed an inter-sectoral committee that would screen and select the families to be accommodated. This committee was composed of the representatives from the XUCA, the Department of Social Welfare and Development (DSWD), the City Social Welfare and Development (CSWD), the Archdiocese of Cagayan de Oro (ACDO), and the XU Research Institute of Mindanao Culture (RIMCU) led by Ms Jennefer Lyn Bagaporo.

The committee put together a set of criteria for the selection of eligible beneficiaries. These criteria prioritized, above all, the households who

- a) were house and lot owners, house owners, sharers, or renters;
- b) whose Sendong-affected houses were in no-build zones; and
- c) whose Sendong-affected houses were totally damaged and/or washed out.

| Order of priority | Ownership of house/ lot | Location of house | Damage to house | Special requirement |
|-----------------------|--|-----------------------|---|---|
| Гор priority | House & lot owner House owner House sharer House renter | | Totally- damaged and/ or washed out | |
| Secondary priority | House & lot owner | In no-build zone* | Partially- damaged | •House has to be demolished •House was not sold, leased or pawned to others |
| | House owner | | | •House has to be demolished •House was not sold, leased or pawned to others |
| | House renter | | | •Family is proven unable to rent other houses (i.e. income) •Family is proven to be actively living in XE for the past year |
| | House sharer | | | •Family is proven unable to reoccupy former house •Family is proven to have been living in XE for the past year •If all sharers of the family live in XE, house should be demolished •If some of the sharers are still living in their partially damaged houses (assuming they repaired it), XE beneficiary should write a letter promising not to reoccupy their forma addresses for any reason beyond visiting. |
| Least priority | Caretaker | In no build zone* | Totally damaged | Family is proven unable to occupy other houses (i.e. income) Family is proven to have been actively living in XE for the past year |
| | House owner | In flood prone area** | Partially damaged | •House has to be demolished •House was not sold, leased or pawned to others |
| | | | | |

- Sand bars along the river (Isla Puntod, Isla Delta and Isla de Oro) and areas within 20 meters from the brink of the river.
- ** Areas that have been flooded at least twice in the last five years.

With these criteria, the screening committee went to work. During this phase of the project, the beneficiaries were to be relocated to temporary shelters as soon as possible. Because of the urgency of the need, the team was initially given a 15-day period to complete the screening for 500 qualified households. However, the process turned out to be much more complex and time-consuming than they previously thought. Thus, the committee readjusted that first goal: instead of finishing the selection in 15 days, they would now select 40 families by the 40-day mark after the tragedy. The first 15 days were instead used for research, initial identification, and profiling by the RIMCU.

The committee followed this procedure in the selection of beneficiaries for temporary shelters:

1. Selection/application

a. Ms. Borja, Ms. Larroza, and Ms. Orlanes, being the XUCA representatives, cross-

checked three master lists of Sendong-affected families. These lists came from the DSWD, CSWD, and ACDO. The work was grueling: there were several thousands of families, and the team had to cross-check them one by one. The team was noteworthy in that it was composed of volunteers who were given no promises of compensation from very beginning. Each had to strictly budget her time between responsibilities as faculty member and as CO-CD member. On many occasions, they ended up

List 18 - Process for awarding of temporary shelters

- 1. Selection from list of evacuees/application of survivor
 - Cross-checking between inter-sectoral lists of survivors, or accepting applications from survivors not on the list
 - o Ensuring survivors pass criteria
- 2. Profiling
 - o Field research to create demographic profiles and validate information
- 3. Orientation
 - Discussion with beneficiaries on community arrangement and rules
 - o Signing of beneficiaries' contract
- 4. Transfer to temporary shelters

working till dawn, even through birthdays, just to beat the deadline. In all those long hours, they meticulously combed through the three separate lists of numerous names.

- b. If a family name was in at least two of the lists, and if this family satisfied the eligibility criteria, the committee would get in touch with them. A family could also write an application letter to the committee to get validated.
- c. It is important to note that despite the active involvement of a Roman Catholic archdiocese, religion was not a factor in the selection of beneficiaries. Whether Catholic or not, as long as they met the criteria, the families were welcome at Xavier Ecoville.

2. Profiling

- a. As soon as the selection team had the list of names of potential beneficiaries, this was forwarded to the research team for profiling. The team in turn consulted with the selected families to determine their willingness to be resettled at Xavier Ecoville. Those who were willing were interviewed by profilers from the DSWD, CSWD, and ACDO.
- b. The RIMCU's role was to do field profiling of the qualified beneficiaries. Not only was their data used to create demographical profiles, it was also needed to validate the information in the lists. Validation took a lot of time. Many cases were muddled because of unclear addresses and informal household ties. For example, a couple could have been living together as family without the formality of marriage. Gray areas like this forced the researchers to dig for more legal documents and other solid proof, delaying the process.

3. Orientation

- a. In her previous housing project experience, Ms. Borja had worked with Mr. Isagani Daba, former Treasurer and Finance Officer at XU. With Mr. Daba's help, the CO-CD came up with a Social Contract encapsulating what the beneficiaries can expect and are expected to do at Xavier Ecoville.
- b. Ms. Borja, assisted by Ms. Libby Josephine Abesamis, simultaneously created a Camp Management Team (CMT), composed of XU-hired community organizers. This was led by development educator Ms. April Charisse Montellano. Also with the help of Ms. Abesamis, the CMT oriented the profiled families on Xavier Ecoville's arrangements, policies, community life, location, and other concerns for the transitional shelters.
- c. The families were given time to decide on the opportunity. Those who accepted it were asked to sign a Letter of Intent and the Social Contract. The committee then scheduled them for transfer.

4. Transfer to and residency in temporary shelters

- a. The CMT facilitated the transfer, assisted by the International Organization for Migration (IOM), using vehicles provided by the city LGU, LGUs of the beneficiaries' respective barangays of origin, and the Philippine Army.
- b. The CMT brought the beneficiaries to Xavier Ecoville by household instead of by family, because a household could be composed of more than one family.
- c. On January 25, 2012, the first batch of 40 households was transferred, and by the end of May 2012, a total of 523 households had been relocated. The CMT and IOM arranged for transportation to pick up the scheduled families from their areas (evacuation centers or flood-stricken locations) and take them to their assigned shelters. The shelters had communal rest rooms and water stations, and persons with special needs were given priority to be closest to these facilities.

- d. Once settled, there was an area orientation. The families were then requested to join community management clusters: Health, Education, Governance, Shelter Management, and Livelihood.
- e. For the first six months, all the families had free access to communal water and electricity; in the succeeding months, they would divide the bill. Aside from that, their stay at the shelters was free.

During this time, Xavier Ecoville's Physical Development team was already working on the physical structures for the permanent resettlement. To ensure that the permanent houses would be awarded to deserving families, the project had two major requirements for the beneficiaries: that they complete the three Xavier Ecoville programs during their stay at the shelters, and that their eligibility be revalidated.

The three Xavier Ecoville programs the beneficiaries had to complete not only helped them get awarded withpermanent shelters but also kept them busy: Values Formation – This was an eightweek program to help beneficiaries, especially household heads, acquaint with each other and learn and practice community values. The housing charity Gawad Kalinga provided expert help in this

program. A more detailed account of this program is in "Phase 1 - Camp Management", page 73.

- Community Service/Sweat Equity At least one member of each family had to join the weekly community clean-up. They could also do other forms of community service amounting to a minimum of 2 hours/week or 8 hours/month.
- Water and electricity bills payment After their first six months at the temporary shelters, their communal bills for water and electricity would be equally divided among households.

List 19 - Beneficiary Requirements for Permanent Resettlement

- 1. Completion of Xavier Ecoville programs
 - a. Values Formation
 - b. Community Service/Sweat Equity
 - c. Water and electricity bills payment
- 2. Revalidation of eligibility
 - a. Following the same procedure and criteria used for temporary shelters

The second major requirement, revalidation of eligibility, followed the same procedure and criteria previously used to select beneficiaries for the transitional shelters. This new round of validation was meant to ensure that the families to be approved for permanent resettlement were truly eligible based on information.

List 20 - What about the households that did not requalify for permanent houses?

- Some had been absentee beneficiaries Xavier Ecoville had to disqualify them after several notices asking them to report to the office.
- Those who were still living in the temporary camp were asked by a lawyer to voluntarily leave.
- Those who would not voluntarily exit and were illegally occupying the permanent houses were reported to the city government for action. They also could not have electricity, water, and other services that required documentation of validity.







Families that accomplished these requirements secured clearance from the Community Development team. Once cleared, they were ssigned their respective permanent houses through a raffle draw. Families who had members with mobility issues could choose houses at the end of rows or near community facilities. Any household could also agree with another to swap houses, provided they inform the Xavier Ecoville's Project Management Team.

Every cleared family received a certificate of award signifying that their permanent house has been awarded to them.

Finally, on May 20, 2013, the first batch of families was transferred to their new homes, making a joyous milestone for both the beneficiaries and for Xavier Ecoville.

Building and Strengthening the Community

With the beneficiaries oriented about the vision of Xavier Ecoville and willing to contribute to it, the resettlement project proponents began the process of empowering them as a community.

This gradual process fired up as soon as the families were transferred to the temporary shelters. This journey was divided into three phases

- Phase 1 Camp Management
 (January 2012 May 2012)
- Phase 2 Community
 Organizing (June 2012 –
 December 2012)
- Phase 3 Community
 Strengthening (January 2013
 July 2013)

Community development was such a monumental journey and XU, through the LRC and its Camp Management Team, was new to an undertaking of this scale. Thankfully, it received valuable contributions from within and outside the institution. Throughout the three phases, the university's various colleges and units offered

their respective expertise and skills. Assistance also continued to pour in from external partners and donors.

Thus, despite the lack of know-how and guided only by a faithful vision, Xavier Ecoville was built.

Phase 1 - Camp Management

In January 2012, there was a host of mixed sentiments hovering over the temporary relocation site at Lumbia. There was fresh hope, as the selected beneficiaries had just settled into their bunkhouses, and the atmosphere in the neighborhood was excitedly restless. But the emotional trauma from TS Sendong still lingered – the survivors still sharply felt the effects of the crisis.

It was amidst this initial phase of the project, when it was still on 'emergency mode', that Xavier Ecoville launched its camp management efforts.

Relief goods

At this time, the distribution of relief goods was still necessary. Thankfully, many of the project's partners continued to donate these necessities. Xavier Ecoville's CMT only had to systematize the allocation of the goods to the families.

Psychosocial debriefing

Immediately following the beneficiaries' arrival at the temporary Xavier Ecoville site, the XU Psychology Department offered its psychosocial debriefing services. The CMT made recommendations to provide focused psychological care for individuals who were having a more difficult time coping with trauma, especially those who had lost family members in the typhoon. Staff from the Psychology Department visited the Xavier Ecoville site weekly, conducting emotional relieving activities and preparing the beneficiaries for counseling sessions.











Aside from the Psychology Department, the XU Center for Culture and the Arts (XCCA) also contributed psychosocial assistance. The center's focus was on children, as they were a vulnerable group during disasters. The XCCA partnered with the National Commission for Culture and the Arts to conduct "Kalinga ng Sining", an art therapy program for kids. This program was open not only for the children at Xavier Ecoville, but also for those from other relocation sites in the city. It involved child-friendly stage performances with audience participation, which taught the children essentials such as basic health and hygiene lessons. At the end of the program, the organizers awarded the participants with food, prizes, and giveaways.

The XU High School Department (XUHS) catered to the children as well. Targeting kids aged 6 to 9, the XUHS staged a puppet show featuring the Filipino folk character Juan Tamad. During the show, they served the children snacks and gave each of them a pack of school supplies. Afterward, the organizers facilitated games and distributed gifts.

Backyard gardening

True community development entails much more than the provision of goods. Part of the LRP plans was to eventually stop doling out material help and instead facilitate the creation of a self-sufficient, sustainable community. Also, fewer relief goods were coming in as the months passed, while the families were still struggling with regaining a livelihood.

To ease this problem, backyard gardening was introduced to Xavier Ecoville by the XUCA. The LRC had foreseen this possibility and had already allotted a section of land for gardening at the end of every bunkhouse, and another section for communal gardening at the back of the village. The beneficiaries were encouraged to

plant vegetables for their own consumption on these spaces. The XUCA's Crop Science Department and Sustainable Sanitation Center (SuSan) taught the families about the right crops to grow and the proper methods of planting, propagating, and harvesting.

Almost all of the families at Xavier Ecoville embraced the practice. Some developed their own space-maximizing methods such as container gardening. There were also households who went one step forward by selling their produce to small-scale buyers.

As a result of this effort, the beneficiaries were not only able to save and earn money, they also became equipped with useful new knowledge. The bonus outcome was that they developed a healthier diet with their produce, too.

Village policies

Prior to the transfer of households to the temporary site, the CMT had laid down village policies, which the households agreed to when they were first oriented. However, as the relocation of batches of families continued, situations evolved and the families expressed the need for new policies.

The CMT recognized that a bottom-up approach was appropriate for this situation. It was important to manage it based on the concerns of the beneficiaries themselves, instead of having a higher authority decide everything for them. Thus, for the new village policies, the CMT dialogued with representatives from every batch of relocatees, and crafted with them the new rules that were more appropriate and reasonable for the camp set-up. For example, they designated areas for smoking and prohibited smoking outside these areas. They also prohibited drinking alcohol. To lessen the chances of fires and congestion, the team also disallowed cooking and selling inside a bunkhouse -- these could instead be done at the village's mini-market. Such rules were met with less resistance from the beneficiaries and were well-implemented.

Xavier Ecoville clusters

Because the LRP envisioned Xavier Ecoville to be a self-reliant community, the CMT initiated the residents' participation by organizing them into groups that would lead the various aspects of the community.

At first, the CMT grouped the residents by bunkhouse row, with one resident selected as the team leader per row. The team leaders, called the local community volunteers (LCVs) served as beneficiary representatives who worked directly with the community organizers of the CMT. As LCVs, they helped keep open communication between the residents and the CMT, especially in encouraging and ushering the residents to attend the regular community meetings that the CMT organized.

This early in their residency, the beneficiaries' concerns were basic ones such as security and usage of facilities, but Xavier Ecoville's Community Development team saw deeper social needs that needed to be addressed. Because of this, the CMT turned the neighborhood groupings into the following clusters: governance; health and sanitation; livelihood; education, youth, and values formation; and shelter. The project then enlisted more community organizers from XU – most of which were already involved in the relief operations – to serve as point persons for each cluster.

Through weekly consultations with the CMT and regular assemblies with the entire community, the clusters began answering the real needs of the Xavier Ecoville community. They also paved the way for a more organized utilization of the support that was coming in, especially from XU units.

Cluster 1: Governance

The families were oriented about the village rules and responsibilities implemented and monitored by the governance cluster. The objective was to establish peace and order in the community, especially since the effects of trauma were still strong during this early phase.

To keep track of households' violations of village rules, the governance cluster devised a color-coding system where each offense had a corresponding color. Initially, these colors were posted on the doors of offending households, but the cluster eventually decided to simply have the CMT record the colors in a logbook. The offending households were then required to render a certain number of hours of community service, depending on their offenses.

There were, of course, issues that needed an authority's intervention. To build this authority, the governance cluster, together with staff from the CMT, created a grievance committee for the village. This committee assisted the residents in reporting and resolving conflicts, issues, and emergencies. Issues that could no longer be resolved at the community level were referred to appropriate offices of higher authority, such as the Barangay Lumbia LGU.

General security, protection, and logistics were another concern for the governance cluster. For

this, XU's Manresa Farms provided security and protection personnel, as well as transportation services. Xavier Ecoville became the city's only resettlement site that was protected by security guards on-duty 24/7.

Also under the governance cluster were foot patrollers – a different set of five persons were assigned each night for roving within the neighborhood. Moreover, the cluster served as Xavier Ecoville's liaison to the Lumbia Barangay Council and local police.

Aside from upholding peace and order, the governance cluster assisted the CMT in the transfer of more families. It also helped the families settle in to their bunkhouses.

Meanwhile, the XU Center for Legal Assistance also came to Xavier Ecoville to teach the families about women's rights, and the Community Cooperative conducted a seminar for families interested in joining or leading a community cooperative.



Thanks to the governance cluster, the resettlement site became and remained relatively peaceful. The sense of security was valuable to the relocated families, who at the time were yet to be well-acquainted with their new neighbors. The cluster also provided the community with proper representation to the project management. In addition, resources such as water and electricity were well-regulated.

Cluster 2: Health and Water, Sanitation, and Hygiene (WASH)

The health and WASH cluster was responsible for keeping the village environs clean and conducive to the health of the community members. Specifically, this cluster was tasked with:

- promoting an environment for sound physical and mental health,
- strategizing ways to avoid malnutrition and disease, and
- empowering community members to be responsible health workers within their family and locality.

During the relief operations at XU, there were separate efforts for health, water, and sanitation. Various XU units were involved in these components: the Dr. Jose P. Rizal School of Medicine, the Biology Department for water, and the Center for Sustainable Sanitation (SuSan). As the operations shifted towards relocation, the Xavier Ecoville Project made it a point to adopt international standards in human resettlement. Thus, the entire health and WASH cluster came together as one cohesive team.

It was this cluster that implemented the *pahina* or sweat equity system, which was one of the programs the beneficiaries had to complete in order to be requalified for permanent housing. This system involved daily and weekly cleaning of the temporary site. For the daily cleaning, the residents were divided into seven groups, with one group assigned per day for the task. The weekly clean-up required at least one member of each household to participate.





A resident applies her newly learned skills as a community health navigator trained by XU's School of Medicine. The College of Nursing students also conduct health-related community activities in Xavier Ecoville.

The health and WASH cluster also identified and trained at least 50 community members to become Community Health Navigators (CHN). Because of the population increase in Lumbia brought about by the resettlement, the CHNs were needed to help deliver health resources and services from the barangay. In partnership with the Cagayan de Oro City Health Department and the Dr. Jose P. Rizal School of Medicine, the health and WASH cluster successfully trained the Xavier Ecoville CHNs on community health practices and preventive medicine.

The Xavier Ecoville CHNs also assisted the School of Medicine and the College of Nursing as they conducted health profiling of the beneficiaries. The results allowed the families and the CMT to become aware of the top health problems at the village, as well as other health areas that needed prioritization.

Through the cluster's efforts, Xavier Ecoville was provided with health services such as health monitoring and first aid by the Barangay Health Center in Lumbia. The cluster also announced that there had been zero health-related deaths at Xavier Ecoville.

For the maintenance of cleanliness and sanitation, the cluster received help from the XU Center for Sustainable Sanitation (SuSan). The SuSan's first development program at Xavier Ecoville was on waste management and proper water usage. In February 2012, it enlisted the assistance of students from the National Service Training Program (NSTP) to conduct a Solid Waste Management seminar for the beneficiaries.

The SuSan also provided Xavier Ecoville with facilities and materials to maintain cleanliness and sanitation. Chief among these was the localized sludge treatment facility located in the outskirts of the relocation area. This helped manage the sludge during the early days of resettlement, when third-party sanitation firms had not yet begun covering Xavier Ecoville.

Each Xavier Ecoville bunkhouse also had segregation bins for recyclable, residual, and biodegradable wastes. The recyclables were sold to nearby junkshops outside Xavier Ecoville. The residual waste was collected by the LGU's garbage collectors. As for the biodegradable waste, it was deposited in the compost pit which the family beneficiaries dug themselves. The compost was used in urine composting and vermicomposting, both useful in the greening of the village.

Another provision from the SuSan were male urinals and additional Ecological Sanitation (EcoSan) facilities called Urine Diversion Dehydration Toilets (UDDT). The UDDTs allowed the collection of urine for urine composting and making fertilizers. The SuSan also constructed a model greywater filter, which is a device meant to cleanse greywater (i.e. used water from activities like

bathing and laundry) and make it usable for other purposes.

Finally, the SuSan partnered with XU's Engineering Resource Center to bring in expertise from the Ateneo Innovation Center (AIC) in Manila. The AIC taught the cluster and residents about setting up a localized waste water management system. With this technology, the residents could safely reuse their waste water for gardening, helping mitigate the shortage of water supply.



Cluster 3: Livelihood

Self-sustainability was one of the basic tenets of Xavier Ecoville. The community members had to be empowered to thrive on their own instead of becoming dependent on external help. Thus, even in the project's early stages, the LRP encouraged and guided the beneficiaries to make a living for themselves.

The livelihood cluster initially partnered with various organizations to conduct a "Food for Work" or "Cash for Work" program, where the beneficiaries were allowed to provide services in exchange for remuneration. Such services included tree-planting, natural fence line planting, and shelter repairs.

These, however, were only minor solutions to the families' livelihood need, so the cluster geared itself toward the beneficiaries' capacity-building and skills enhancement. It organized seminars on productive ventures such as entrepreneurship, enterprise development, and cooperative management. It also conducted basic trainings on rag-making and paper crafts. Aside from these, the livelihood cluster helped facilitate job placement activities for the residents.

Possibly the most significant output from the livelihood cluster was the Xavier Ecoville Multi-Purpose Cooperative (XEMPCO). Establishing cooperatives was among the focus areas identified by the Community Development team during a planning meeting in February 2012, and they wasted no time in implementing this plan.

Ms. Borja initiated the setting up of XEMPCO by gathering the entire community into a special assembly. The community members were introduced to the principles of running a cooperative by Ms. Tess Daba, then-chair of the XU Community Credit Cooperative (XUCCCO). They then formed a volunteer core group to do the legwork. Much of the first steps they took for XEMPCO were guided by documents they obtained from the XUCCCO.

At the same time, the residents also received basic cooperative management training from Ms. Daba. In this training, the residents learned coop essentials like conducting inventories, bulk purchasing, and identifying markup prices. Soon, XEMPCO started its own enterprises by selling grocery items and *carinderia* food.

By the end of Phase 1, the livelihood cluster had helped the community lay down the foundation for XEMPCO, and even collected the initial capital build-up. The coop was then able to open a *sarisari* store, which served the entire community.

Cluster 4: Education, Youth, and Values Formation

XU has always been committed to promote the holistic or the psycho-emotional, spiritual, social, and cultural development of the person. With the Xavier Ecoville residents still recovering from their trauma, it was essential that this mission be made manifest. Thus, a cluster for values formation and education was formed, with an emphasis on the youth.



Interim Board of Directors and officers of the Xavier Ecoville Multipurpose Hall take their oath during the turnover of a Php 500,000.00 seed capital for the coop's wholesaling enterprise funded by the Peace and Equity Foundation.

During the first part of Phase 1, the education and values formation teams worked separately. The education team had to respond immediately to the changes that Xavier Ecoville would be bringing into the Brgy. Lumbia schools – in Xavier Ecoville, there were some 590 pupils and students from kindergarten to high school, coming from various barangays and recovering from the tragedy.

While the Physical Development component agreed to build additional classrooms, the education team saw that there was also a need to empower the teachers themselves and enhance their teaching strategies. Thus, the team conducted a teachers' training program for pre-school educators, and teacher's empowerment for elementary educators. Alongside these, they also gathered the parents for a literacy program to help them guide their children in their learning.

In the course of this phase, the education, youth, and values formation cluster conducted activities that, while being formative, served as a 'breather' – venues for the survivors to unload their emotional burden and experience rays of joy.

The first activity this cluster organized was "*Ila-ila Ta, Bai!*", a lighthearted getting-to-knowyou event between the XU staff and the first three batches of transferred beneficiaries. This was followed by "Youth Day: Unite As One", a talent show for the younger residents, held every Saturday of January 2012 and aimed at helping them debrief and divert their emotions. The activity was so well-received that the parents in the community also came up with their own "The Parents Show". This led to a community-wide talent competition, amusingly called "Xavier Ecoville Got Talent". In addition, the cluster also initiated sports activities with the help of the XU Physical Education department.

A very important contribution of this cluster was the Values Formation Program. For this, the XUCA took the lead, in partnership with the renowned resettlement charity Gawad Kalinga (GK). For many years, GK had been conducting values formation programs within the communities it had built across the country. On January 28, 2012, representatives of the organization arrived in Cagayan de Oro from Manila to share its know-how on values formation. This was the first time it would give a non-GK party full access to its values formation module.

With this significant contribution, the team crafted a special XU-GK module to specifically fit the setting and beneficiaries of the Xavier Ecoville project. They then trained volunteers from the XUCA, as well as from other XU colleges such as Education, Arts and Sciences, and Medicine, to become program co-facilitators. The two-day training consisted of a plenary seminar-workshop and an educational trip to a successful GK community in Talakag, Bukidnon.

The Values Formation Program was a requirement for the household heads, for their families to be qualified for permanent resettlement. They went through the module with seven sessions, namely:

- Called to care and share
- o Building the community of our dreams
- o Together we can end poverty
- o Loving the least, the last, and the lost
- o Loving without fear
- o Loving is believing, and
- Loving is life.













Various activities were organized to help facilitate community building and a shared vision for the future among the beneficiaries. The first of these was the acquaintance gathering called "lla-ila ta bai", a Visayan phrase meaning "let's get to know each other". This was followed by talent shows staged every weekend, also as a means of diversion and psycho-social healing. Perhaps the most important of the community building programs was the values formation sessions, an eight-Sunday program for household heads, facilitated by Gawad Kalinga and faculty volunteers from XU.



More than 500 residents attended the program, which produced three batches of graduates by the end of Phase 1. In their evaluation, the participants stated that the program allowed them to connect more with their neighbors by reducing the misunderstandings within the village.

With the help of more partners, Xavier Ecoville conducted other education activities, such as tutorials for the Xavier Ecoville students, carried out with the XU High School and Grade School Departments. Through these tutorials, the tutors and tutees shared not only knowledge but friendships as well.

As school days went by, however, it became apparent that the children who were too young to go to school were left to play by themselves; soon, they started quarreling, and this caused misunderstandings among the parents, too. This led Ms. Montellano, team leader of the CMT, to propose an age-specific values formation program for the little ones.

Through the XU School of Education and the National Service Training Program (NSTP), Xavier Ecoville got the help of XU students studying Early Childhood Education. These students readily formed groups to specifically cater to children aged 3, 4, 5, and 6, tirelessly conducting the values formation sessions at Xavier Ecoville for 10 consecutive Saturdays.

The sessions were done through storytelling, with every age group having its own ageappropriate reading activities. The stories were anchored on the 10 core values of Xavier Ecoville:

- 1. Pagtinabangay (Cooperation)
- 2. Paghigugma sa Ginoo (Love of God)
- 3. Pagsalig sa matag usa (Trust in one another)
- 4. Pagrespeto sa katungod sa uban ug dignidad sa tawo (Respect for rights and dignity of persons)
- 5. Pakigsuod sa silingan (Friendship)
- 6. Pag-amuma sa kinaiyahan (Care for environment)
- 7. Pagkugi (Hard work)
- 8. Pakiglambigit (Involvement)
- 9. Pagkamtinud-anon (Truthfulness)
- 10. Pagmugna og huna-huna ug lihok (Creativity of ideas and actions)

Aside from the values formation sessions, there were also daily day-care sessions for children 3 to 4 years old. These were held at Xavier Ecoville's very own day care center facilitated by volunteer teachers.

The Xavier Ecoville Day Care Center, operating in a building built by the Community and Family Services International, was established by two volunteer teachers who were also beneficiaries of the project. While mainly a

day care center, the area is used as venue for other education-related activities like World Read Aloud Day, TESDA vocational classes and other trainings

The CMT introduced these teachers to the CSWD, which in turn trained them for their work. With the help of the Lumbia Barangay Chairperson, the CMT also lobbied for the compensation of the teachers.

In all, the contributions of the education, youth, and values formation cluster enabled the survivors to express themselves, move past their traumatic stress, and build relationships with their fellow community members. The Values Formation Program is also credited for

sessions for the community.

the prevention of major misunderstandings among the village residents. This was quite an achievement, considering the fact that such conflicts existed in other resettlement sites.

Cluster 5: Shelter

The shelter cluster was responsible for the upkeep and maintenance of the physical aspects of the site. These included the bunkhouses themselves, and the facilities such as drainage systems, plumbing, wash areas, restrooms, and electrical needs. The shelter cluster's regular tasks ranged from monitoring water, drainage, and waste facilities, to repairing electrical glitches in the village.

The cluster's important contribution, however, was that it facilitated the construction, installation, and maintenance of the 550 temporary wooden bunkhouses, 1 hangar (used as a multipurpose community center), 40 street

Fig 11 - Community Development Structure Phase 1 Project Chairman XU community Community Development Focals Coordinator Aariculture ·Business & Management •Medicine •Nursing Camp Director Arts & Sciences ·Computer Studies Education Selection Committee Camp Manager Project Assistant acilitator for Health and WASH acilitator for Governance acilitator for Education acilitator for Livelihood acilitator for Shelter

lights, 55 cooking areas, 30 wash areas, 45 latrines, and 8 EcoSan toilets.

Because of the shelter cluster, the temporary site was physically livable, functional, and safe.

Phase 2 - Community Organizing

After the groundwork for a community was laid down in Phase 1, the Xavier Ecoville project moved to the next chapter: enabling the community members to manage the community themselves.

For the LRP, this meant streamlining the previous phase's efforts into more solid programs for Xavier Ecoville. The four resulting community organizing programs were Governance, Values Formation, Health and Sanitation, and Livelihood. As in the first phase, offices from within and outside XU continued to lend a helping hand in conducting these programs.

Cluster 1: Governance

Governance in Phase 1 primarily meant establishing peace and order in a camp that was on emergency mode; in Phase 2, the program stepped it up by formalizing a more comprehensive organizational body in the community. In this way, the Xavier Ecoville community could officially become self-governing.

One of the important agenda in Phase 2 was for the local community volunteers to develop an organized leadership. On July 8, 2012, the community elected its set of officers, who attended the Barangay Governance Workshop together with Sitio Leaders and the Lumbia Barangay Council. The two-day workshop, specially designed by the XU Governance and Leadership Institute (GLI), improved the leaders' understanding of their roles and functions.



Prgy. Lumbia Captain Wilhelm Valencia (center) leads the oath-taking of the elected officials for Xavier Ecoville Homeowners Association (XEHA). XEHA is the highest organization in the community that represents the unified voice of the residents.

The organized sectors in XE

Phase 2's governance program also facilitated the creation of the Xavier Ecoville Homeowners Association (XEHA). Under this association were eight committees, modeled after those of the barangay, to take care of various aspects of the community, namely:

- Peace and Order
- Health
- Infrastructure
- Youth
- Ways and Means
- Education
- Family Relations and
- Agriculture

The community elected the interim XEHA officers for the temporary resettlement, and most of the local community volunteers (LCVs) from Phase 1 were elected for office. After the election, the LRP had the officers undergo capacity-building trainings, which included













Atotal of nine community associations were established in Xavier Ecoville by the end of Phase 2. Left to right: (first row) Xavier Ecoville Multi-Purpose Cooperative, Xavier Ecoville Day Care Center, St. Francis Xavier Chapel Aides; (second row) Senior Citizens Association, Xavier Ecoville Homeowners Association, Persons with Disabilities Association; (third row) Community Health Navigators, Youth Club and Foot Patrollers Group.







joint planning among XEHA officers and the Lumbia Barangay LGU (BLGU), leadership trainings, effective communication trainings, and conflict management. The XU GLI continued to help in conducting these trainings, not only for the LCVs and XEHA officers, but also for the zone leaders and Lumbia barangay officials.

The LRP helped the XEHA to register at the Home and Land Use Regulatory Board (HLURB). Consequently, the XEHA now served as the community's formal representation not only to the PMT, but also to the barangay local government as well. The BLGU began involving the XEHA in barangay activities, marking the integration of the Xavier Ecoville community into Barangay Lumbia.

The XEHA itself implemented its own plans for the community. Among these were the development of a grievance machinery, a general *pahina* or community clean-up activity, continued foot patrol, talent shows, and sports programs.

Aside from the XEHA, other associations were organized within the Xavier Ecoville community. There were a total of nine such organizations by the end of Phase 2:

- 1. Xavier Ecoville Homeowners Association
- 2. Xavier Ecoville Multi-Purpose Cooperative (XEMPCO)
- 3. Xavier Ecoville Persons with Disabilities Association
- 4. Xavier Ecoville Day Care Center
- 5. Xavier Ecoville Youth Club
- 6. Xavier Ecoville Community Health Navigators
- 7. Xavier Ecoville Senior Citizens Association
- 8. Xavier Ecoville Foot Patrollers
- 9. St. Francis Xavier Chapel Aides

Cluster 2: Values Formation

In Phase 1, the Values Formation Program successfully produced three batches of graduates; in Phase 2, the program carried on with larger batches and more targeted courses.

Two batches of more than 200 beneficiaries each completed the program in Phase 2. In addition, the LRP added two age-specific formation programs during this phase: a 10-week self-awareness and peace-building course for the youth, and a story-telling and catechism program for the children.

The Values Formation Program in Phase 2 lasted for eight weeks. It continued to be a success because many of the focal persons and volunteers from XU committed themselves as facilitators of the program sessions. The XU Campus Ministries Office also helped conduct the youth formation program, while the NSTP continued with the kids' story-telling sessions.

Based on the evaluation, these formation programs paved the way for improved relationships among household heads, the



as they participate in the sports program they themselves organized.

establishment of a sense of community and caring for one another, the decrease in tension among the youth, and children's awareness and appreciation of God and good morals.

Cluster 3: Health and Sanitation

As in Phase 1, the health and sanitation program in Phase 2 continued to educate the community through lectures and trainings, especially capacity-building activities for the CHNs. In addition to maintaining the cleanliness of the community, the program facilitated health-related researches and hands-on monitoring of the health of the community members.

The XU School of Medicine and College of Nursing were both very active in Phase 2, conducting the health lectures, trainings, and researches, as well as continuous health profiling of the community.

The Archdiocese of Cagayan de Oro provided an additional seminar focusing on Natural Family Planning (NFP). Xavier Ecoville participants to the three-day event were selected based on their willingness to become NFP focals in the community. As such, their tasks included teaching NFP to couples willing to adopt it, monitoring these couples' progress, and collaborating with the NFP coordinators of the Lumbia Parish Church.

Other endeavors under the health and sanitation cluster included the scheduled clean-up activities, dislodging of septic tanks, admission of first aid to emergency cases, health referrals, and feeding programs for malnourished kids.

WASH initiatives continued in this phase. The SuSan teamed up with the XU Biology Department to construct community facilities for wastewater treatment, solid waste management, compost pits, vermicomposting, and usage of EcoSan toilets. The team also conducted sanitation awareness programs in the community

By the end of Phase 2, the project achieved results similar to those in Phase 1: community awareness on health issues, empowerment of CHNs, identification of top health issues in the community, and clean and well-maintained surroundings and facilities.

Cluster 4: Livelihood

As time passed, the need for livelihood for the households at Xavier Ecoville became more pronounced. Thus, in Phase 2 of the project, the LRP focused more on the livelihood program for the community. This entailed a more organized and deliberate strategy, which mandated the following:

- Reorganize and strengthen the community cooperative, and operationalize its enterprises, namely:
 - a. wholesaling
 - b. credit and loan
 - c. tree nursery
 - d. sewing and textile production
 - e. food processing and bakery, and
 - f. manpower
- 2. Conduct skills training
- 3. Put up market stalls, and

4. Afford micro-financing to the community.

The Peace and Equity Foundation (PEF), which was one of the project's financial supporters in Phase 1, once again provided significant contributions in Phase 2. It provided funds for the livelihood skills training, the wholesaling enterprise, the credit and loan enterprise, remuneration of project staff, and administrative costs such as transportation, communication, and supplies.

By the end of Phase 2, there were mixed results from the revised livelihood strategy.

The XEMPCO did start to launch its enterprises with the help of the XU School of Business and Management and the XUCA. Both assisting institutions aided in the wholesaling marketing research, while continuing to implement the container and backyard gardening practice.

Despite the help, only the first four out of the six enterprises even reached their infancy stage. Specifically, this was how the enterprises fared:

Wholesaling

This enterprise helped the retail stores in Xavier Ecoville by minimizing their need to go downtown to stock up on commodities. There were about 30 retail stores in the village during the transitional resettlement. XEMPCO was able to expand into becoming a direct distributor of rice and softdrinks in the area.









Credit and loan

This enterprise was able to cater to 86 cash borrowers, 16 borrowers of motorcycles/ tricycles, and 27 borrowers of carpentry items. Most of the borrowers used their loans for their retail stores, while some set up food stalls, repair shops, fish vending, motorcycle transportation, and other micro-businesses.

Sewing and textile production

The pillow-making training and production from this enterprise benefitted 26 beneficiaries. They produced more than 150 pillows which were marketed through direct selling and bazaars.

• Tree and ornamental nursery

Falcatta seedlings were this enterprise's main product, funded by TIPIWood Products, Corp. The enterprise gave jobs to more than 30 women who were trained on how to sow seeds and tend to the seedlings. They were paid per seed sown, per bag filled with soil, and per bag transferred to the growing bed. By January 2013, some 55,000 seedlings were ready for market.

Food processing and bakery

Throughout Phase 2, this enterprise was in the preparatory stage. It trained 39 women on processing peanut butter, *tocino*, and *longganisa*. These trainees started to produce and sell the processed foods on their own while waiting for the enterprise to take off.

Manpower

Initiated by the Xavier Science Foundation, this enterprise aimed to provide skills services to 16 high-end communities near Xavier Ecoville. It stayed in the preparatory stage in Phase 2 due to delays in its registration at the Department of Labor and Employment. During the delay, the enterprise began to conduct manpower pooling to facilitate job placement for the trainees.

It was also during Phase 2 that the XEMPCO became duly registered at the Cooperative Development Authority (CDA).

Meanwhile, the LRP facilitated skills trainings throughout this phase with the help of the Technical Education and Skills Development Authority (TESDA) and the XU Center for Integrated Technologies (CIT), and with funding from the PEF:

- Food and beverage servicing 19 trainees, two of whom would later work in local hotels
- Carpentry and masonry 24 trainees, called Ecobuilders, who would later be contracted by Habitat for Humanity to build some of Xavier Ecoville's permanent structures
- Sewing/tailoring 37 trainees, eight of whom would later produce net bags for the XEMPCO
- Beauty care 22 trainees, who would later provide beauty services on their own
- Food processing 39 trainees, who later produced and sold food products on their own

These accredited trainings benefitted 128 participants, who graduated together and received TESDA certificates on December 15, 2012. However, only some of them landed jobs or initiated their own livelihood ventures.

The LRP also put up market stalls in the village, and 45 beneficiaries availed of the stalls. Amid all of these, the XEMPCO continued to empower its members through a capacity-

building program. The two-year capacity building program funded by smart was set to feature 14 courses and was conducted by trainers who were recognized by the CDA.

The LRP recognized that the livelihood program from Phase 2 left much room for improvement. It braced itself for more rigorous efforts in the next phase.

Other activities

Aside from and with the assistance of these four programs, Xavier Ecoville had several other activities during Phase 2:

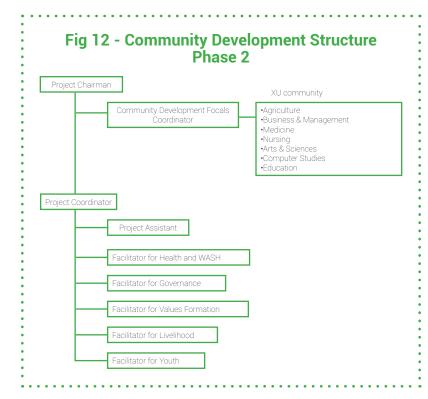
- The "Kasalan and Binyagan ng Bayan" was a joint Roman Catholic activity: a mass wedding of 15 couples and a mass baptismal of 17 children.
- The XU School of Education (SOE) conducted a teachers' empowerment training at Lumbia Elementary School; the SOE students meanwhile held a story-telling activity for preschoolers and persons with disabilities.
- The XU Psychology Department continued its psychological debriefing and processing sessions for the beneficiaries. The department also emphasized responsible parenthood.
- The Ateneo Catechetical Instruction League (ACIL) from the XUHS regularly came to Xavier Ecoville for a year to conduct catechetical instruction and tutorials for the community's children and high school students.
- The XU NSTP continued its assistance to Xavier Ecoville through four engagements: story-telling as values formation for kids, educational tutorials, house-building, and sustainable sanitation.
- The LRP also worked with various partners to facilitate projects like medical missions, feeding programs, and research activities.



student of the National Service Training Program A student of the inational octyles mainly and student of the Karling at Yayier

Ecoville.

Tutorials like this were held every Saturday at Xavier



Phase 3 - Community Strengthening

Now that the Xavier Ecoville community had concrete means for self-sufficiency and sustainability, the LRP started to shift from initiating most of the hands-on work to simply being a supportive force as the community members took the lead. Some of the programs from the previous phases continued, but Phase 3 was really more of an 'improvement phase' for the LRP.

One of the changes in this phase was the lessening of involvement by some XU offices that had contributed in Phases 1 and 2, mostly since their projects had come to a natural end. However, other units in the institution also started reaching out to Xavier Ecoville during this phase. While they were helping the community, they also gained enriched academic knowledge through their field work.

Thus, the four clusters of Xavier Ecoville carried on.

Cluster 1: Governance

The XEHA had started being involved in barangay activities in Phase 2; in Phase 3, its officers and agenda were finally recognized by the Lumbia BLGU. This proved to be advantageous to Xavier Ecoville. For instance, the XEHA could now approach BLGU officials for its community concerns.

Xavier Ecoville's governance cluster had consistently involved the BLGU in its village activities, and the BLGU did the same for Xavier Ecoville. This paved the way for the development of rapport and a professional working relationship between the XEHA and the BLGU.

There were several matters that the governance cluster formalized in Phase 3. One was the voting rights of the beneficiaries who were relocated: the cluster dealt with the Commission on Elections to transfer the relocatees' voting registration from their previous barangays to the current host barangay. By the end of Phase 3, some 250 individuals at Xavier Ecoville had successfully transferred their registrations to Barangay Lumbia. Some XEHA officers even served as campaign leaders during the midterm elections.

The governance cluster also helped with the formal registration of Persons With Disabilities (PWD) association and the Senior Citizens organization at the Security and Exchange Commission. This helped the PWDs and senior citizens obtain legal identities and recognition as special groups in society. The senior citizens of Xavier Ecoville were also integrated into the Barangay Lumbia Senior Citizen federation.

Formalizations and legalizations aside, the governance cluster continued to nurture leadership in the community. It initiated youth leadership formation programs; its workshops and trainings were

made possible through the expert help of CdeO-based youth organizations Kab-ot and Happy Soles. The cluster also organized teambuilding activities for the XEHA and bunkhouse officers.

The governance cluster's work in Phase 3 thus resulted in formal integrations, legal validations, and a more united leadership.

Cluster 2: Values Formation

In Phase 3, the Values Formation Program remained as strong as ever. It now accommodated batches 6 to 8 of the beneficiaries.

The formation sessions for children, held every Saturday, gained more support from various partners such as the NSTP and the ACIL. GK's Kids Unlimited program also organized several sessions of values formation, co-organized and facilitated by Xavier Ecoville's very own CMT.

The Values Formation Program in Phase 3 reinforced the results from the previous phase: better acquaintance and sense of community among household heads, and a stronger awareness of morals and catechism among children.

Cluster 3: Health and Sanitation

After being empowered in the previous phases, the CHNs of Xavier Ecoville were now mobilized to lead health-related activities in the community. The CMT merely assisted them in stationing a mobile health desk, which was a one-stop facility for basic health concerns and first aid. It was the CHNs themselves who manned and maintained the facility, attending to first aid and emergency cases. They also developed a system for referrals to the Lumbia Barangay Health Center.

Beyond the setting up of a health desk, Phase 3 was an engaged period for the CHNs.







This was when they started producing and marketing herbal medicine. They promoted community awareness on health programs, worked on integrating the health database to the BHC, and helped maintain a clean and healthy environment.

The CHNs also assisted the XU School of Medicine and College of Nursing as they continued their initiated projects like the health profiling, research, and campaign for the community's health awareness. In this phase, the two XU units also provided more health interventions to Xavier Ecoville.

For sanitation, SuSan and the XU Biology Department continually monitored their projects from the previous phase, such as the waste water treatment facility, the solid waste management program, the composting practices, and the EcoSan projects. They also persisted in conducting site visits and encouraging the Xavier Ecoville families to adhere to eco-friendly practices.

Cluster 4: Livelihood

Based on the data from Phase 2, the livelihood program still needed more reinforcement to provide practical help to many more households at Xavier Ecoville. The cluster stepped up its efforts,

mainly through the cooperative.

The LRP continued to provide capacity-building courses to the XEMPCO, but this time, they focused on manpower, sewing, and agriculture. With support from organizations like Splash Foundation and Mariwasa Siam Ceramics, Inc., residents were given weeklong and intensive enhancement trainings in beauty care and tile-setting. For the agriculture and sewing enterprises, international aid organization Give2Asia provided its support. Eight sewing machines were purchased and a bunkhouse was renovated to become a

production center where bags of various designs are being created by female beneficiaries.





Among the skills trainings conducted at Xavier Ecoville is beauty care through the Splash Foundation that trained more than 60 women. They would later on form part of the manpower enterprise of the Xavier Ecoville Multipurpose Cooperative (XEMPCO) that now operates five other enterprises. From humble beginnings as a wholesaling coop operating in an 18-sq. ft. bunkhouse, XEMPCO has now grown to a coop with more than 5 million in assets and a spacious livelihood center in just two years.

Moreover, the XEMPCO found fresh vigor to fully operate its livelihood arms. In Phase 3, these were:

- Wholesaling enterprise,
- Processing of microfinance credit (from Php 5,000-10,000) and rent-to-own manpower items,
- Marketing of tree seedlings and propagation of ornamental plants,
- Refurbishment of sewing production area alongside the training and production of net bags.
- Food catering, and
- Skills profiling and registration of the manpower agency to the Department of Labor and Employment.

The results were more positive this time:

- There was a rise of market and income in wholesaling enterprise, as well as in the number of retail store owners.
- There was also an increase in the number of beneficiaries availing microfinance credit and the rent-to-own manpower items, both of which generated income for their respective households.
- Of the tree seedlings grown and marketed, 36% were sold, generating income for eight beneficiaries.
- Other cooperative activities generated income for 21 more beneficiaries and for the cooperative itself.
- The LRP had an updated database of the manpower pool.

As if marking the cooperative's progress, the physical office of the Xavier Ecoville Livelihood Center was completed during this time. XEMPCO started operating in this new office on April 28, 2013.

The livelihood cluster achieved more success in Phase 3, but it acknowledges that its work is far from over. To date, the cluster still aims to improve the livelihood program albeit with more trust that the beneficiaries themselves are now more capable of making a living for themselves.

Other activities

Xavier Ecoville never ran out of partners and supporters, even when a year had already passed since the typhoon hit. The NSTP continued to conduct the storytelling sessions for kids, as well as its tutorials and house build projects. The XUCA's Crop Science Department also moved on to lead the landscaping and communal gardening projects in the village.

Phase 3 was a major transitional period, not only in terms of the clusters but of the families' resettlement as well. The permanent houses were nearly ready, so the LRP conducted the revalidation and consultation of beneficiaries through the CMT.

By then, the community development efforts in Xavier Ecoville were under Ms. Nancy Joy Tolinero, a community organizer hired by XU. She received informal reports from village residents that some of the beneficiaries were bogus – for example, that they were not actually affected by Sendong but were instead just relatives of those who were. The PMT listed down these reports but initially did not give them much attention, presuming that they were nothing more than neighborly rumors.

However, more than 20 such accounts of suspected bogus beneficiaries soon surfaced, alarming the team. To clear up the issue, the PMT called all the Xavier Ecoville residents to a consultation. The PMT announced a major requirement for the beneficiaries to get permanent houses: they were to have their Sendong-affected houses completely torn down, and submit a photograph as proof. This was to ensure that the beneficiaries would truly become relocatees – that is, that they would no longer have houses to return to in the high-risk areas.

Many of the beneficiaries objected to this requirement, saying they couldn't have their former houses destroyed because they were not the owners. Indeed, some beneficiaries were only renters, sharers, or caretakers of their previous dwellings. For these individuals, the PMT did not apply the house-destruction requirement, but instead verified their claims through field research with the help of RIMCU. The researchers dug through public records, interviewed former neighbors, and checked the typhoon-affected houses themselves.

The tearing down of houses became a requirement only for house owners. Some of the house-owning beneficiaries backed out and returned to their former residences. Many of those who wanted to stay in Xavier Ecoville submitted photos of torn-down houses. However, the PMT did its own verification in the field, and some of the pictures turned out to be bogus (for example, they could be pictures of someone else's house).

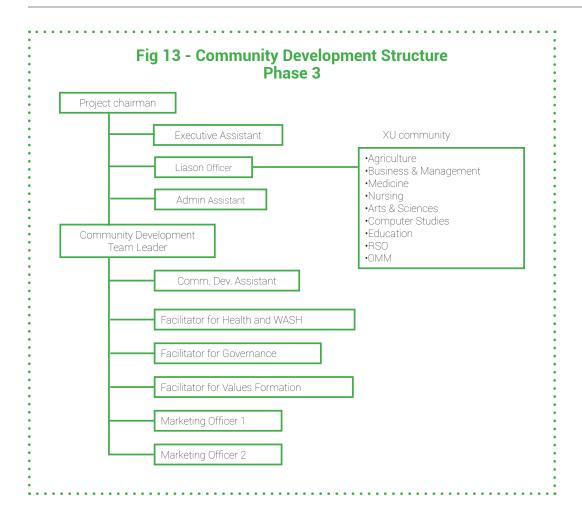
Several questionable beneficiaries also offered various reasons as to why they couldn't destroy their houses. Many of them were ancestral houses, or officially owned by their absent parents, or shared by their absent siblings. In such cases, the PMT advised the beneficiaries to discuss the matter with their respective families, making it clear that the requirement still stood. There were also beneficiaries who actually resided outside Cagayan de Oro, but happened to be staying at their CdeO relatives' homes during Sendong. For these individuals, the PMT stood its ground, maintaining that transients or vacationers could not be qualified for permanent houses at Xavier Ecoville.

The PMT had to stand firm against so many other reactions and objections. Occasionally, questioned beneficiaries would go to the Xavier Ecoville office, some armed with aggressive words and others in tears. There were even those who had already contributed a lot as Xavier Ecoville residents but were found out to be unqualified beneficiaries.

Ms. Tolinero faced them with a resolve that rules had to be followed because otherwise, there would be an unfair inconsistency. And Xavier Ecoville could not afford inconsistency – this project was vital for those who truly deserved it. As Ms. Tolinero put it, if they could disqualify even just one bogus household and replace it with another that was truly devastated by Sendong, it would make such a huge difference.

The revalidation process continued amid various responses. The PMT conducted a series of consultations and discussions with each family in question. Eventually, the team had to get legal help from a lawyer, who supported the point that relocatees indeed should not retain their Sendong-affected houses. However, he advised the PMT not to force the bogus beneficiaries out of their temporary resettlements because it would be a debatable move for a humanitarian project.

Thus, the team had to be patient with the disqualified families, though with enough reminders and assertiveness on the part of the PMT, they gradually moved out by themselves (of the original 18 disqualified families, only 6 remain as of this publication). The PMT provided them with



transportation for their moving and a certification of their stay at Xavier Ecoville, should they need to enter another relocation site.

Meanwhile, GK encouraged the Community Development team to implement the three main requirements for revalidation, such as the values formation and the pahina. Though more extensive, these requirements were more welcome among the residents, and by the end of Phase 3, 88% of the qualified beneficiaries signed the contracts for permanent resettlement.













On June 22, 2012, the first 40 families were transferred from different evacuation centers to the transitional shelters (bunkhouses) in Xavier Ecoville. Transferring of the beneficiaries required careful logistical arrangements and coordination with different agencies. The Armed Forces of the Philippines and other local government units provided trucks and jeepneys and helped in the laborious task of moving the relocatees to the transitional shelters.







Challenges, Milestones, and Lessons

The Community Development arm of Xavier Ecoville faced strenuous challenges right from the beginning, particularly because many of its components were urgently needed and because it had to deal with a large group of people.

The urgency of needs posed the first big challenge. The health team, for example, had to start working even while the project still lacked coordination and the partners were still disorganized. The team's work began during the relief operations, and the demands continued until the shift to resettlement. Dr. Gina Itchon, who was leading the team, had to deal with matters beyond providing health services – from facing misguided donor organizations to arranging for transportation to the relocation site. At the start of the resettlement project, the team also suffered from a lack of experts, especially for the psychological needs of the beneficiaries.

The water component team also experienced some difficulty due to the immediacy of needs. Water was among the most vital necessities, yet when the relocation began, Brgy. Lumbia and the Rio Verde Water Consortium could hardly supply water to the site. Ms. Gertrude Garcia, as the point person for this component, tried to alleviate the situation by pushing for the inclusion of rainwater catchment devices on the bunkhouses. However, coordination was still lacking during this time among the Xavier Ecoville teams. The rainwater catchment was not included in the physical development design.

Another difficulty was the selection of the beneficiaries. For this time-sensitive task alone, Ms. Borja and her team had to pour in much time and effort – sometimes working all night – to overcome the multiple complexities of the process.

One major cause for the delay was that the survivor lists they had to cross-check did not always match, requiring the team to do extra work just to reconcile the data. It turned out that the lists, which were from three different organizations, interpreted the survivor criteria differently. Ms. Borja's screening team had to conduct several discussions with the organizations involved to settle the definition of these criteria.

As the project moved forward, handling the survivors themselves became a huge challenge. The screening team first realized this when it came face-to-face with the human tendency to be opportunistic. For instance, some of the survivors modified their family information just to get more of their loved ones relocated with them. The PMT experienced similar issues during revalidation. It was not easy to be both professional and considerate to these people, but the Xavier Ecoville teams had to remain firm.

By the time the beneficiaries were transferred to the relocation site, the Community Development team faced another challenge: bringing together a community composed of people who were from different barangays. During the camp management phase, the beneficiaries were a heterogeneous group in terms of origins and attitudes; they were either indifferent to or wary of each other. The CMT could not employ hard-and-fast imperatives, so instead, it came up with general rules for the community and allowed the residents to be involved through the clusters. The education and values programs also proved highly effective in getting the residents to warm up to the resettlement and to each other.

The Xavier Ecoville clusters each experienced various difficulties involving people. The health team, for one, experienced a disappointing turn when many of the community health navigators it trained began to quit in order to find better jobs on their own. The sanitation team experienced the

same thing when the Xavier Ecoville residents started disregarding the proper usage of sanitation facilities. They used the compost pits as regular trash piles, and some children started tampering with the specialized urinals, rendering these facilities useless.

List 21 - Challenges in Community Development

- Lack of coordination for urgent tasks The time-sensitive needs of Xavier Ecoville called for the teams to launch into action right away. But because there wasn't optimum organization and partners management yet, each team experienced delays and extraneous hurdles.
- **Delays in beneficiary selection** The disparities between the lists of survivors were a hindrance in the screening. The community organizers felt that if each barangay LGU only had a database of its residents' statuses, the selection process would have taken much less time.
- Handling those who were unqualified The team had to stand its ground when families insisted on being accepted even when they did not pass the screening and revalidation.
- **Empowering instead of spoon-feeding** It was difficult to get the beneficiaries make a living, but the LRP maintained that it would only help build skills and capacities, not dole out necessities for a lifetime.
- Understanding the beneficiaries' waning interest Health navigators quit, residents disregarded sanitation guidelines. The Xavier Ecoville teams took these as part of the bigger picture; they continued to hone the residents as much as was reasonable.
- **The need for manpower** The volunteers realized that if the Xavier Ecoville Project hired full-time workers right from the beginning, the whole process would have been faster and smoother.

Another of Xavier Ecoville's clusters, the one for livelihood, found it difficult to jumpstart productive ventures for the residents. Though it did give income-generating opportunities to many of the residents, it was a hit-or-miss venture for some. For one, the willingness of the residents themselves was arbitrary. The gardening venture, for example, didn't gain much success because "people do not like to garden," noted Ms. Meiyoshi Masgon, one of the prime movers in the cluster.

The LRP had to be careful not to end up spoon-feeding the beneficiaries. It had to stick to its role as an empowering force, not as a supplier of endless benefits.

Throughout all these, one challenge that truly affected the Community Development team was the need for dedicated and appropriate manpower. The team started as a group of volunteers who all had day jobs while working for the project as much as they could. Even when the LRC started hiring more community organizers, some of them still turned out to be either inexperienced or misaligned with their designations. As a result, the community development efforts experienced bumps and sudden changes of plans.

The Community Development team had to go through some of the most grueling demands of the resettlement project. Each milestone, therefore, became a cause for celebration.

The transfer of the first 40 families was an immense achievement for the first volunteers, especially the screening committee. They had done it within 40 days from the tragedy – a symbolic victory that energized the team for the rest of the selection and transferring process. More than that, the first transfer was a crack of light after the chaotic early days of the LRP. It was proof that after the restlessness among stakeholders, the questioning of the media, and the sleepless nights of the workers, the resettlement was truly possible.

The Xavier Ecoville clusters also had their own milestones: The governance cluster established order and organization in the community. For the health team, the milestone was the training of more than a hundred community health navigators. For its partner team, WASH, the milestone was when the residents learned to practice waste segregation and vermicomposting.

A major achievement for the education and values formation cluster was the incorporation of the residents into the Xavier Ecoville community and as part of a larger Lumbia community. This was manifested by the growing camaraderie between the residents and their neighbors, the students' participation in classes, and the Xavier Ecoville community's participation in barangay activities.

As for the livelihood cluster, the cooperative it established became one of the most significant components of Xavier Ecoville, catalyzing economic activity among the residents.

Reflecting on the project, the Community Development team realized that their progress was a milestone not just for the Xavier Ecoville community but for the XU community as well. Dr. Ma. Theresa Rivera, who led the entire team through most of the three phases, saw how the endeavor "woke up XU." It was a concrete way for the XU units to come together and apply their specializations in a way that directly helped people.

List 22 - Milestones in Community Development

- The first 40 families were relocated to Lumbia within 40 days from TS Sendong. (January 22, 2012)
- Order and organization were established at Xavier Ecoville through the governance cluster.
- The health team's training program produced more than 100 community health navigators.
- Residents started practicing ecologically friendly systems such as waste segregation and vermicomposting.
- Xavier Ecoville residents became true members of their community, and incorporated into the larger community of Lumbia.
- The Xavier Ecoville Multi-Purpose Cooperative, the Xavier Ecoville Homeowners Association, and other organizations were established.

The road to community development had often been described as chaotic and overwhelming, but out of it came important lessons for human resettlement endeavors.

Among the first realizations of the Community Development team was that it is crucial to work with – not above – the locality. When the international and national partners first came rushing in to offer assistance, the Xavier Ecoville team saw that some of their externally-developed procedures were not suitable for the Lumbia resettlement. Local knowledge and expertise were needed to make the aid usable for beneficiaries, but some partners tried to insist on doing things their way. The XU team had to stay firm as the central and local leader in implementing the project.

It was also crucial to have true partnership with the beneficiaries themselves. There were difficulties dealing with people, but in general, the beneficiaries were receptive of the project because they were properly oriented and allowed to manage their own community.

Within the Xavier Ecoville team, the importance of a definite framework became apparent, especially during the transition from disaster response to relocation. For the team, this transition was

complicated because they didn't have a strategy to model – they were starting from scratch. It took numerous discussions just to create and refine their plans, but the resulting framework, which relied heavily on the establishment of the Xavier Ecoville clusters, made the three phases possible.

Manpower was also an issue. The team soon realized that a project of this scale needed and deserved full-time community organizers instead of part-time volunteers. The Xavier Ecoville Project did eventually hire full-time hands, but if they had started as soon as the disaster response shifted to resettlement, the project could have saved much time and labor.

List 23 - Lessons from Community Development

- Be firm as the central leader that knows best for the locality.
- Work with the beneficiaries involve them in their own community development.
- · Create a framework early on in the project.
- Enlist reliable community organizers to commit to the project.
- This is more than a project it is a mission. Work from the heart.

For the volunteer workers of the Community Development team, the fruit of their perseverance was this most significant realization: a project like this required heartfelt work. It was an arduous series of months for them, requiring them to sacrifice their own time and resources, but they understood that this was a mission, and they embraced it sincerely.

July 6, 2013 marked the end of the three phases. On this day, the permanent houses of Xavier Ecoville were blessed and officially turned over to the families. The event was celebrated with a program called "Dayun Padayun". This is a Visayan phrase denoting continuation and persistence, fittingly describing Xavier Ecoville's hopes beyond its first three phases.

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Back Stories

Reflections of a camp manager

By Iris C. Montellano



Personal capacity and misgivings

I officially joined the XLRP Team on February 1, 2012. But a few days before that, we were already commissioned to help bring the first 40 families to Xavier Ecoville. The families' first day in XE was also my first time to see the temporary shelters, otherwise known as the 'camp'. I felt eager to help in their resettlement but I also felt some degree of incompetence in this novel kind of work.

I came in as field team leader to supervise five community organizers who were older and more experienced than I was in engaging with communities. My background was in development communication and education. This was my first time to do post-disaster rehabilitation work.

What pushed me to agree to this work was the support promised by my former college professors and the close involvement of many people from my own college. It felt good to work with familiar faces and knowing you can count on them when necessary.

Dealing with the team

I may not know many things about community organizing but I trusted the hiring process of the XLRP team from XU and accepted the people who were already on the Community Development Team when I came in. In a few days, however, one of the five discontinued working with us because, as we later learned, she was hired in an international organization for disaster response. We lost one team member but also hired two more to focus on livelihood programs for the community.

A few months into our work, another team member proved to be a handful and was given many chances to change his ways but never did, so I had to let him go. For the first time in my life, I fired someone and felt good about it. Yes, I was thankful for one less stress in my life. I have learned that in post-disaster rehabilitation work, less stress means more work for the survivors. Even if it meant fewer people on the team, it, however, ensured the quality of work.

Other team members were occasionally delinquent but were reprimanded and guided accordingly. This was my first time to handle a team and I was learning along the way. To clarify my earlier claim, it did feel good to have less stress at work but it was never easy to let go of people. This

was their source of income, after all. But work needed to be done and we could not afford individuals who could not render their service, so off they went.

My management style

Managing a team of people who were older and more experienced in community organizing was a bit intimidating for me. But knowing that we were all first timers in post-disaster rehabilitation work gave me some comfort that we were all learning together as a team.

Because of this, I never considered myself as above any of my team members. I saw them as equals and together we learned from one another. Whenever we had meetings, we brainstormed on our approach in the community. We talked about how we could have some form of order in running the camp and discussed ways to instill social values and principles. Each member of the team can give suggestions and after much deliberation, we would all together agree on an approach and stick to it – until another matter arises from it.

Later, our team in the field grew as we joined forces with the Physical Development Team and had the support of admin staff who were based in XU. I welcomed the young team of fresh graduates who were eager to do their share of work in Xavier Ecoville. Their idealism and innovative ideas provided us with new perspectives on our work with the families, but we also had to temper their enthusiasm with realities in the field. I was thankful for the involvement of the young. They made me feel younger, too.

Dealing with the families

Bringing in families who came from different communities before the great flood and letting them live together in one new community proved to be a huge challenge. Not only did they have doubts about their new neighbors, they were also considered strangers by the host barangay, Lumbia. The team had to organize fun and engaging activities that allowed family members to get to know their new neighbors. We also invited public officials and residents of Barangay Lumbia to join in other activities. Slowly, neighbors became friends and others formed social alliances among themselves.

What helped a lot in building the sense of community in XE were mainly the values education sessions for adults in partnership with Gawad Kalinga, youth formation with Xavier University Campus Ministries, and children's values education through storytelling with XU School of Education. These, coupled with consistent community activities, allowed us to instill among the families a sense of responsibility to their new resettlement community.

The willingness of community volunteers to help us in any way they could kept us going and be more determined to build the community we all together envisioned.

Dealing with XU

As an academic institution, XU is a very rich source of both human and non-human resources. Father Bobby Yap was right: XU could have easily donated land to the city government and let them manage everything, but XU had much to give from within so why not do it ourselves? Truly, this was and still is our frontier. Yet being at the forefront of a frontier is no easy task. Like the first bird in a V-shaped flock, leading the flight can be inspiring and painful at the same time.

Our team was truly inspired by the outpouring of support from the XU community. Faculty and students alike came to Xavier Ecoville to contribute in our work with the families. We counted on the Psychology Department to address psychosocial problems among the survivors. The School of Education had many educational activities with the school-age children that allowed them to integrate to their schools. The College of Computer Science, for their part, aided us in our database

system. NSTP and ROTC students came to Xavier Ecoville on Saturday mornings and helped build the permanent houses. Every college and department in XU shared their time and effort in building *our* Xavier Ecoville community.

What was painful in the entire experience was that the support came in its own time, not at the time of necessity. Most days, our team was left on our own in Lumbia. Some needs, such as domestic violence or the technology for backyard gardening, which needed immediate attention, had to wait for the weekend or the following month when the resource person or facilitating students would be free from academic and personal concerns. Many times, we realized that the work in Xavier Ecoville was not a priority for people outside of the field team. And it did hurt. It was difficult to keep the resident's hopes up when we weren't so sure when help would come.

But we had to get things done. The families couldn't wait to live again so we improvised on-site. We identified individuals who had prior background on what needed to be done and we guided them to lead a group for their respective tasks. We were able to form a group of tailors who made cleaning rags, which were then sold by some residents who stationed in highway intersections. Another group started their own container and plot gardening, taught others how to do it, and were able to harvest vegetables for their own consumption. And because we could not wait for XU students to do tutorials for the students in Xavier Ecoville, we organized the teenager *Kuyas* and *Ates* (big brothers and big sisters) to help the younger ones in their academic needs.

Looking back, I realize that it was noble of XU to donate land and manage its own resettlement community. But there is a sense of emergency in post-disaster work that academic institutions simply cannot cater to. If XU were to do it all over again, I would suggest that it form a qualified team purely for post-disaster rehabilitation work, and not faculty and students who obviously would prioritize their academic demands over extra-curricular activities.

Dealing with partner groups and individuals (donors)

There is clear credibility in the name Xavier University. Aside from the usual donor organizations, many private groups and individuals came to provide food and non-food items to the families in Xavier Ecoville. In the beginning, when the first few batches of families came to Xavier Ecoville, donations were pouring in and there was enough for everyone. As the months passed, fewer donors came and fewer donations were given. We had to manage just distribution of donated goods.

For rice donations that would not cater to all families, we gave calculated kilograms to individuals who helped in the work that we did on-site. Other goods were given as consolation prizes in the talent shows and psychosocial activities we organized. The clothes donated to the families were sorted, accordingly priced, and sold as *ukay-ukay* (jumble sale) for all. This way, we got rid of items that were no longer usable and involved some people to do the pricing and sorting. Everyone got the chance to choose what clothes they wanted and needed. Prices ranged from Php1 for socks to Php20 for pants. All proceeds were considered as their contribution to the cooperative or their payment for electric and water bills.

All these procedures and activities were community-consulted and approved. Many family members participated and helped in the things that needed to be done. They were the ones who got a fair share of goods that weren't enough for everyone.

Now this wasn't very agreeable to some donors who came to Xavier Ecoville. Some insisted that the goods be given immediately on-site while they took photos during distribution. We had to educate them that if the goods weren't enough for everyone, these had to go through our "just distribution" system. This meant that they couldn't give out the goods right then and there because these had to wait for activities where participants can receive them. Despite this, some donors insisted

what they wanted and we had to compromise on whom they can give the goods to. For example, we rounded up children of certain ages to receive certain goods or called over youth dancers to receive the minimal goods brought by some donors.

Other activities were given special schedules so these could be maximized by most families, depending on their availability on-site. Activities involving non-working women were done during the weekdays while those involving students had to be done on weekends. We also had to agree on a more organized and less stressful distribution process. It was a trial-and-error system for us but we had many suggestions and we became more systematic in no time.

In the beginning, donor goods were very helpful because the families truly needed them. But after perhaps six months of them living in Xavier Ecoville, donations weren't really helping them get back on their feet. It stunted their self-reliance because many depended on what they could still receive instead of working hard to fend for themselves. In a way, we were thankful the donations dwindled over time because the families were forced to be independent and move on with their lives. For me, that is the essence of post-disaster rehabilitation: to receive what is given, make do with what is on hand, and get back on one's feet as soon as possible. In the Camp Management Team, we've had to instill self-reliance among the families by educating our donors.

Dealing with LGUs (Barangay Lumbia and City Hall)

I have no knowledge of how the Physical Development Team engaged with the city government on matters of donated land and housing. For my part, I engaged with the city LGU mainly on the use of their vehicles. I will forever be thankful for the ever-ready support of the Barangay Assistance Center (BAC) for the vehicles they provided every time we brought families from evacuation or community centers all the way up to Xavier Ecoville. Many times, we used these vehicles in multiple roundtrips within a single day. I cannot recall a time when the BAC declined our request for vehicles even on short notice. We also consulted the Planning Division on the no-build zones and they were very accommodating of our requests. Despite the obvious clash between XU and the former city administration, we were never given a hard time when we dealt with the city government.

The LGU in Barangay Lumbia was also very helpful to us. We worked with them mainly on the integration of Xavier Ecoville residents to their new barangay. The BLGU organized and facilitated voters' registration and transfer, settled domestic disputes among the families, and welcomed new students into the public schools together with the school principals and teachers.

We are also grateful for the good accommodation of the local parish priest who made sure mass was celebrated every Sunday in Xavier Ecoville and also facilitated the mass wedding and baptism of the residents. In the same sense, people who practiced other religions freely did so with groups coming in to Xavier Ecoville to preach and conduct their religious activities. However, it was at the discretion of the families to welcome these preachers or not. Schedules were also set to avoid double activities on-site.

Dealing with media

Perhaps the most annoyingly funny matters to manage in my work were the comments and questions we got from journalists. In a conference with all the city's relocation communities, special attention was given to Xavier Ecoville particularly on the infamous restricting rules and regulations

we started to implement in the community. We had to inform the journalists that these rules and regulations are no more than laws that we all must abide by as citizens of this country (i.e. no smoking, no public disturbance after 10 pm, no abuse of any form). All families who were qualified to go to Xavier Ecoville were informed of all these and they had a choice whether to accept these or not. Those who agreed signed a social contract, signifying their willingness to build the community that we envisioned for everyone.

After all that was said and done, the criticisms went away when we invoked our tagline "We are not just building houses. We are building a community." And in a community, there are rules that everyone must abide by for peacefully and harmoniously living together.

Other issues such as the payment of electric and water bills, the selling of donated goods as *ukay-ukay*, and the sweat equity to secure a permanent house were also brought to media's attention by some XE residents. We patiently and firmly addressed this as our way of building a self-reliant post-disaster community. The values of accountability, responsibility, and financial stability were embedded in these measures.

We had numerous consultations, family meetings, and general assemblies to discuss these matters and implement them with least resistance. We told the residents that if they have questions or reactions about the things we do in XE, they can always come to us and we can address them as much as possible. If they weren't satisfied with this, they can always go to XU and not have to deal with only the staff on the site. We told them that the media should be their last resort. Surely, all things can be settled internally. If they don't agree, they can always choose to leave XE. It was harsh but it was true to our mission. We want only families who share our vision of a community to be in our community.

In conclusion

I'm most proud of:

- Our team
- 2. Values education for children through storytelling, which I coordinated with XU SOE
- 3. The community that became our family

I learned that:

- It takes tough people to manage a post-disaster resettlement community; strong hearts make calculated decisions quickly, which is much needed in this kind of work.
- 2. As serious as this work may sound, it was all together fun and fulfilling because I worked with fun and dedicated young people.
- 3. A disaster can catch you by surprise and halts your life for a while, maybe even for weeks, but life has to go on for yourself, for those who survived with you, and for your new community.

I look forward to:

- 1. Seeing them all settled and continuing to build their own values-oriented community
- 2. Seeing them as an example of a successful post-disaster resettlement
- 3. Seeing them emulated by those who have also gone through an unfortunate disaster

Iris C. Montellano served as camp manager of the Xavier Lumbia Resettlement Project.

A house of our own

Edgar Caballero



I worked for Xavier University for 18 years, from 1983 to 2001, but I was one of those retrenched when our department in the Center for Integrated Technologies closed. I decided to use my severance pay to start an ironworks business. The business went well for nine years, but my success took me emotionally away from my family. I got involved in vices. I spent all my money on beer and women. Eventually, my business slowed down and we had to sell our house because we had lost all our wealth. We moved to my mother-in-law's house, but my marriage continued to suffer. Eventually, my wife and I separated.

The night of Sendong, I was in Bukidnon, monitoring the events on the radio. I raised my head to the Lord and pleaded, "You can take away everything in my life, but please don't take my family." That was the only thing I asked for. When I came to see them the morning after the storm, I was very happy to find all of them safe. Right then, I decided to reform and offer my life to the Lord.

We were evacuated to the XU covered court, but school was starting then so the XU management decided to move us to another relocation site. We spent seven months living in a tent. During that time my wife acquired leptospirosis. It was a very difficult time for us.

Whenever somebody came to ask which resettlement site we wanted to move into, we always indicated Xavier Ecoville. There was no other choice for us. Having worked for XU, I missed the school and I knew how XU takes care of its projects. My sister-in-law had already been transferred to Xavier Ecoville. We often went to visit her there. We kept praying that we'd get chosen to move there, too, but as luck would have it, we were assigned to a different resettlement community. We thought, "Maybe Xavier Ecoville is not for us."

Two weeks after, however, we were told that we had been selected for Xavier Ecoville! We were among the last families to be transferred. We were very happy because that was what we had prayed very hard for.

When we were already at the temporary shelters at Xavier Ecoville, we were faced with yet another challenge. The Xavier Ecoville staff conducted a revalidation of all settlers. They said we would be given permanent houses at Xavier Ecoville on condition that those of us who still had houses on geo-hazard zones would agree to demolish them. That meant that I had to convince my wife's family to tear down their ancestral house. Otherwise, we would not be given a permanent house at Xavier Ecoville. How could I convince my mother-in-law and my wife's siblings to agree to have their two-storey house demolished – the house they grew up in? Of course, they said no. I asked the Xavier Ecoville staff to make a consideration, but they were strict about their policy.

At that point in my life, I was feeling very hopeless. My brother-in-law told me I was paying for the time I sold my house to pay for my vices. Again, I thought that maybe Xavier Ecoville was really not for us. So my wife and I just kept on praying. I prayed for my wife's family that God may touch them. I said, "Lord, your will be done."

As if to answer my prayer, the Xavier Ecoville staff proposed an alternative. They said that if my family agreed to demolish their house, they would give my mother-in-law a unit at Xavier Ecoville. I was filled with a renewed sense of hope. At first, my mother-in-law was hesitant, but later on, she agreed. So did my sisters- and brothers-in-law. I carefully supervised the demolition of the house. I made sure to remove and preserve materials that could still be used for our new house. Until now, I still can't believe how I was able to convince my wife's family to demolish their old house. I feel so blessed to have a house in Xavier Ecoville.

Edgar Caballero is head of the Chapel Aides of the St Francis Xavier Chapel of Xavier Ecoville. He is also the head of Kasilingan Formation Core, the mission and ministry program of Xavier Ecoville.

Called to be a leader

Marilou Alfabeto



In August 2012, I was out of a job. One of the Xavier Ecoville staff learned about my situation and invited me to attend a cooperative class at SEARSOLIN. I told her I didn't like cooperatives because I had negative experiences with co-ops. But because I was not used to having nothing to do, having worked for 20 years, I conceded.

I was in a class of foreigners from Bangladesh and other countries. They all spoke English. There were only three of us from Xavier Ecoville. I was the most antagonistic in the class. Yet, in October that year, I was elected as manager of Xavier Ecoville Multi-Purpose Cooperative.

Our first project was wholesaling. Shortly after, we started credit and loan, then we got into agriculture, then sewing. I did not notice that we already had four programs running and that I was receiving only PHP 500 as honorarium for one year. I was amazed at how we survived. My husband had previously met an accident and did not have work. But at the time, we had plenty of relief goods. I also received help from my friends. So we didn't have to buy anything. That's how we survived. We made do with whatever we had.

People ask me why I stay with the co-op when I've had an offer to work in Riyadh and despite some members saying painful things behind my back. But I tell them that I choose to stay because I believe that if a door is closed, another will open.

The co-op op pays me only PHP 6,000 a month now. But that's enough because I just walk to work, and my husband has recovered and has found a job. I have one child studying as a scholar

at Xavier University (a dream come true), and another child receiving assistance from Child Fund Japan. I only have to spend for my other child in Grade 7. What else can I ask for? We are now used to simple living. We no longer long for the luxuries of our old life.

When I look at my community, I get shivers when I think about how far our cooperative has gone. In 2013, we moved to our new office at the livelihood building. Our wholesale store has grown. We started with only 15 sacks of rice; we now have up to 300-500 sacks per month. We have six programs including food processing and manpower. We have around PHP 3 million in assets. We supply lemon grass to lechon manok [broiled chicken] stores in Cagayan de Oro. We have opened an air-conditioned shop in the city. We supply the school materials needed by Child Fund Japan. We have an accountant on retainer. Above all, the co-op is able to provide employment to the community. We pay them only PHP 100 per day for jobs like repacking and distributing goods, but with their gratitude it feels like we are paying them a million.

Before I became a co-op leader, I was contained in the four corners of my previous office. I did not know nor care about my neighbors. Now I can say that I have become a better person. I've learned to be patient and to listen to my neighbors' problems and help them find a solution. Back then, I'd complain about lacking money, good looks, height and talent. But here with the community, I can say, "Lord, I've found my talent." Finances are a matter of management. I tell my members that co-op is not just business. Co-op is life. I've made it my life's mission to show the community the positive way of 'cooperativism'. Our community is the kind that looks for results. They have to see to believe. We've distributed patronage refund and dividends to our members to encourage them and to convince the whole community to join the cooperative.

I realized that a leader needs to act. If I did not start the wholesale store, if I felt shy about facing potential funders, we wouldn't be where we are today. I believe in the principle that to be a leader is to deliver results and not reasons. Of course there will be plenty of reasons, but you have to give results, whether negative or positive. I have been given a task by Xavier and I should give them results. I couldn't have done much without the help of the Xavier Ecoville staff who support me and tell me that it is my leadership that has moved the cooperative forward.

I did not realize all of this until a group of XU students came to interview me about our livelihood's success story in light of the tragedy of Typhoon Yolanda. I couldn't believe that we are now considered a success story. I don't usually cry when I talk about things like this. It is only now that we've already recovered that talking about it makes me cry. If not for Xavier Ecoville, I wouldn't have discovered the leader in me. I wouldn't have known that at the age of 46, I could still be a leader, that one is never too old to be called to lead.

Marilou Alfabeto is the manager of Xavier Ecoville Multipurpose Cooperative. Since its organization in 2012, the cooperative has grown to about 450 members.

Synthesis

The journey of building Xavier Ecoville It took 19 months from the day the XU Board of Trustees decided to donate the land for resettlement to the day the Sendong victims transferred to their permanent residences. Some say this is too long a time. Others say it is just about right.

Xavier University was clear from the start that it will not just build houses but it will build a community. To build houses, 19 months may be too long, but to build a community of 550 families, this time is too short.

The progress may have been slow at the start, but it established strong building blocks that now allow the community to sail into the future withstanding external pressures and resolving internal conflicts on their own.

Forming a Community to Action

As planned, the houses were built and they were well-received by the new occupants. The turnover was celebrated with fanfare and festivities. It may not have been straightaway visible, but the established social infrastructures allowed the occupants to become a community built on trust, self-confidence, and hope for a better future.

During the initial months of stay at the temporary shelters, every capable person in the community was required to do community service as their sweat equity. They were encouraged to do volunteer work in health services, education, church activities, foot patrol, and social work. They were also asked to pay their share of utility bills.

All these were contextualized and appreciated in the eight Sunday sessions of values formation they had to attend. In these sessions, they shared their experiences, pains, and tragedies. They realized, after the sessions, that they had the same struggles and all aspired to live decent lives. They also recognized the need to work together. As groups or clusters, they were able to achieve more and found strengths beyond their individual capacities. Gradually, they learned the value of forming organizations.

In the succeeding months, nine organizations were established to address their various needs: Homeowners Association (the overall governance structure); Multi-Purpose Cooperative (livelihood), Persons with Disabilities Association; Day Care Center; Youth Club; Community Health Navigators; Senior Citizens Association; Foot Patrollers; and St. Francis Xavier Chapel Aides. They learned to take on responsibilities and carry the load with their neighbors. They began to put systems into their work and assigned tasks according to their capabilities.

With the established organizations came leadership formation and community strengthening. On hindsight, one can say that potential leaders were not wanting. What was needed was the opportunity to broaden their perspectives, hone their skills, and test their capacities.

At the start, XU played a pivotal role in managing the resettlement site. With the establishment of organizations, XU operated as co-manager. Eventually, it assumed a supportive role, allowing the community to take the lead.

Today, 31 months after Sendong, the XE Homeowners Association is now integrated into Barangay Lumbia governance structures. The XE Multi-Purpose Cooperative is now a millionaire cooperative. During the aftermath of Typhoon Yolanda, Xavier Ecoville residents donated relief goods; some were excesses of what they received. From being the receivers, the residents had become givers.

Fulfilling the University's Mission

The twin goal of building houses and building a community is rooted in the university's mission of forming men and women for others. It is the thread that runs through the act of signing the deed of land donation by the XU Board of Trustees to the construction of houses and the formation of community. It is the perspective and attitude that faculty, staff, and students carry as they do their day-to-day work.

Of course, not everything went well. The project staff had endless discussions, heated debates, and even walkouts during meetings. But all these were part of the process and were eventually resolved knowing that all were fulfilling the same mission.

Even partners, who may have had their own agenda, appreciated where XU was coming from. Some insisted on their plans and had to leave. But many understood and sought to fulfill the university's mission.

For XU, engaging in a resettlement project was a jump into the wilderness. Fr. Bobby Yap, XU President, often wondered what he had gotten the university into. But he did not waver for the mission was clear.

XU has become a better university because of that. Not only because it has helped 550 households live better lives, but also because XU itself has been strengthened. Its programs have become more relevant to the changing times. Its relationship with partners has been reinforced. Those who were involved found themselves to have become better persons. As Engr. Eliseo Linog aptly puts it, "they weren't just developing the land — they were developing themselves into more competent, conscious, and committed persons".

Roel R. Ravanera Project Chairman XU-LRP Jan 2012 - Aug 2013

Afterword

Halfway there: Moving in, moving forward

hen the Xavier Ecoville beneficiary families were awarded with their permanent houses on July 6, 2013, it marked only half of the milestones the project wished to accomplish. Equally important as the building of physical structures is the development of Xavier Ecoville into a self-sustaining, self-managing, and values-laden community.

While community development efforts were already in place as early as the transfer of the first families, much still needed to be done. A year and a half since the project started and the community-building efforts were initiated, major socio-political and socio-economic concerns remained unresolved. These included the families' economic stability, the homeowners' unity and organizational capacity, the integration of the beneficiaries into the host barangay, the promotion of and living by positive community values, and the question of absentee beneficiaries, among others.

Consistent with its commitment of "building not just houses, but a community", Xavier University will continue to extend its services to further develop the Xavier Ecoville community. But it will do so from an enabler's perspective, in a manner that is participatory among the beneficiaries and collaborative among project partners.

Turn-over to the Local Government (city and barangay level)

To ensure sustainability, the moving forward mechanism starts with turning over the governance of the Xavier Ecoville community to the local government.

During the early recovery response in the aftermath of Sendong, all sorts of support and partnership came pouring in. Xavier University, as the lead organization in the Xavier Ecoville Project, found itself coordinating all project stakeholders. These included the government sector (city local government, barangay local government, and national government agencies), the private sector (various donors and funding agencies), site development and construction partners, international and local aid organizations, and the beneficiaries.

However, by the time the houses neared completion and the romance of the Sendong tragedy dwindled, support from various organizations also decreased. National and international organizations began pulling out. The May 2013 national and local elections also stole the attention of local leaders from the on-going post-disaster rehabilitation to the election campaigns. Soon, it was only XU and a few other partners who remained to pursue the resettlement and rehabilitation project of Xavier Ecoville.

For a time, XU – through the Xavier Ecoville Project – acted like its own barangay. From the selection of beneficiaries to providing basic facilities to implementation of community programs, XU was the go-to organization.

While the management was effective, the University was overburdened and was already taking on roles and tasks it shouldn't be doing.

Fr. Roberto Yap, SJ said that XU responded fully and extended its services during the Sendong aftermath as a way to help the local government during an 'abnormal' and emergency situation. But he knew that the University, as an academic community that focuses on educating

its students, cannot forever govern and manage the community it built. At some point, XU had to normalize its engagement with Xavier Ecoville.

Dr. Dixon Yasay, Director of XU's Governance and Leadership Institute and former mayor, seconded the need for a paradigm shift, saying that the governance role should be given to whom it is due – the local government units of Cagayan de Oro and Brgy. Lumbia. Early in the resettlement project, a social acceptance mechanism had already been executed between the local government and XU that allowed for the implementation of the project in Brgy. Lumbia and the corresponding influx of people.

After almost two years of Xavier University incubating Xavier Ecoville, the governance of the resettlement project has to be turned over to the proper government authorities.

Transitioning from 'providers' to 'enablers'

For its part, XU shall continue to assist in developing the community. But this time around, it shall use a different approach – one that is enabling, participatory, and inclusive.

In the earlier phases, Xavier University, reputed to be the first university in the world to lead a resettlement project, acted more as a 'provider'. From relief goods to livelihood to housing concerns, XU led the mobilization of resources to provide the needs of the beneficiaries. Such was the case in the temporary shelters when the needs were still different and survival was of primary concern.

Upon the awarding of permanent shelters, however, XU had to change its approach. It could not continue to provide for the residents; rather, the residents had to be equipped with skills and values to become self-sustaining and self-managing. Efforts to make the community as such had been started early on even when the beneficiaries were still in the temporary shelters, but these efforts had to be strengthened.

In this process, XU will work with its strengths and set of expertise: education, formation, and capacity-building.

The University will take a back seat from being managers and let the community, through the various people's organizations and their elected officials, govern themselves in all aspects. Together with its partners, XU will be in the sidelines, training the residents with needed skills and capacities until they are able to manage themselves. The community will be taught on policymaking, project management, and partnership-building, among others.

Parallel to this will be another set of capacity development programs for the host barangay through its local leaders. With the influx of residents in Brgy.Lumbia and the increase in demand for basic services brought by the Xavier Ecoville Project, the Barangay Council has to be equipped with skills in proper barangay governance to better serve the needs of its growing community. By doing a parallel capacity development program, integration of the needs of Xavier Ecoville to the plans and operations of the Barangay Council will also be ensured.

As enablers, XU will focus on empowering its main clientele: the leaders of Xavier Ecoville and the Lumbia Barangay Council who will implement programs for the integrated development of both communities. From September 2013 to August 2016, XU, through the Xavier Ecoville

Project, will empower them on the following impact areas: Organizational Development, Livelihood Development, and Values Formation.

A. Organizational Development

Managing a community of 567 households with over 2,500 individuals does not come easy. For the Xavier Ecoville Homeowners Association (XEHA), the highest governing body of the community, keeping peace and ushering socio-economic development will be their perennial challenge.

To enable XEHA and the many organizations under its umbrella for self-management, a three-year organizational development program will focus on 1) participatory strategic planning, 2) building the capacities of the community leaders, 3) facilitating the integration of the organization and its needs to the host barangay, and 4) facilitating partnerships for community programs.

After the awarding of the permanent houses, a multi-level needs assessment and participatory planning has been done to set the community's unified vision. The process involved consultations with four group levels: 1) among the elected Board of Directors of XEHA, 2) among the block officers of the 28 blocks composing Xavier Ecoville, 3) among the sectoral groups that include the youth, senior citizens, persons with disabilities, health navigators, etc., and 4) among the households. The consolidated strategic plan of the entire community – complete with targets, programs, projects, and activities – can be summarized with its vision: *Malamboon, malinawon, ug nagkahi-usang* Xavier Ecoville sa tuig 2017 (Prosperous, peaceful, and united Xavier Ecoville by year 2017).

With the consolidation of XEHA's strategic plan, the challenges that await the project include the following: integration of strategic plan to the Barangay Development Plan, drafting of community policies, mobilization of own resources and generation of funds to support community programs, and collaboration with other partners.

For its part, XU will administer the organizational development program and train the community leaders with the required skills and capacities to implement their vision. At the barangay level, the University shall have stronger coordination and capacity-building sessions with the Barangay Council to ensure integration of Xavier Ecoville and empowerment of the whole Lumbia community.

B. Livelihood Development

Critical to any resettlement and rehabilitation project is the restoration of the economic stability of the beneficiaries. Since Xavier Ecoville is located 30 minutes away from the city proper, sustainable livelihood programs need to be in place to generate employment opportunities and enliven local economy.

During the first three phases, when support for livelihood programs were still plenty, XU made sure to build a hub for all livelihood activities and several enterprises that already had capital outlay and some seed fund. With this, the Xavier Ecoville Multipurpose Cooperative (XEMPCO) was born, and by the end of Phase 3, XEMPCO already had three fully operational

enterprises (wholesaling, microfinance, and agriculture) and three on the pipeline (sewing, manpower, and food and bakeshop).

In Phase 4, the focus of the three-year livelihood development program is to 1) build the capacity of the coop leaders, 2) fully operate all six enterprises, innovate products and services, and transfer operations management to the community members, and 3) facilitate market penetration for the products and services offered by XEMPCO. All of these measures are taken to increase coop income, dividends among members, employment and livelihood opportunities, and the community's buying powers.

XU will engage its pool of business experts and students to help in the capacity building of the coop leaders and in the business and financial literacy of the community members. It will also help in product innovation and marketing for XEMPCO's products and services.

C. Values Formation

As in any other Jesuit engagement, XU is concerned with the formation of the residents at Xavier Ecoville. It believes that with a solid foundation of shared community values, the residents will be able to live in peace and harmony.

Values formation is especially important in the Xavier Ecoville Project since most of the beneficiaries did not know each other previously and came from various areas with different social backgrounds. The residents have to develop a deep sense of appreciation and belongingness to their new community if they are to grow progressively. The residents will also be formed to become socially responsible for their families, the community, and the environment.

To achieve this, the values formation program will conduct age-specific formation sessions and promote community values.

In the previous phases, Gawad Kalinga and different units from XU did formation activities with the household heads, youth, and kids. The same age-specific strategy will be used as the project goes along but with a more progressive module anchored on the ten community values identified: cooperation, love of God, trust in one another, respect for the rights of persons, friendship, care for the environment, hard work, involvement, truthfulness, and creativity. XU, with its expertise on formation, will be developing and facilitating these sessions.

The next phase will also see the inception of Gawad Hiyas, a monthly recognition program that identifies and rewards individuals in the community who best exemplify the featured value of the month. The values formation program will also be embedded in the capacity-building sessions of the Organizational Development and Livelihood Development programs.

The planning and implementation processes of all three programs will be highly participatory and will be largely based on the needs of the community. The three programs are also complimentary in nature for a holistic approach to community development: the organizational development program will target the socio-political concerns of the community and their integration to the barangay; the livelihood development program will target the socio-economic and financial stability of the residents; and the values formation program will target the socio-cultural aspect of the community.

At the end of these three-year programs, the Xavier Ecoville Project would have empowered and enabled the Xavier Ecoville community to be self-governing, values-laden, and economically thriving through collaborative partnerships with the local government, academe, private sector, and the community members.

At the end of three years, Xavier Ecoville would be a model community of the Filipino's resilience and a strong case for hope and moving forward.

Ryan Louie Madrid Project Coordinator, The Xavier Ecoville Project, September 2013 - August 2014

Annexes

Annex 1: Deed of Donation

DEED OF DONATION

KNOW ALL MEN BY THESE PRESENTS:

| This | _ | DEED | OF | DONATION | (hereinafter | called | "Dee | ď") |
|----------|-----|---------|------|-------------|--------------|--------|------|-----|
| executed | and | entered | into | this day | y of | | 2012 | |
| | | | | , Philippin | es, by: | | | |

XAVIER UNIVERSITY – ATENEO DE CAGAYAN, a Filipino, Catholic and Jesuit academic institution, duly organized and existing under the laws of the Republic of the Philippines, with principal office at Corrales Street, Cagayan de Oro City, duly represented herein by its President, FR. ROBERTO C. YAP, pursuant to Board Resolution No. ______, hereinafter referred to as the "DONOR"

WITNESSETH:

WHEREAS, Typhoon Sendong made landfall in the City of Cagayan de Oro on December 16 and 17 2011 bringing with it heavy rains which caused inundation in the City and other neighboring areas thereby resulting to the death of thousands of individuals and the destruction of countless structures and buildings, including residential houses in the city, leaving thousands of homeless and displaced persons and families;

WHEREAS, XAVIER UNIVERSITY is the registered owner of a parcel of land situated in Barangay Lumbia, Cagayan de Oro City and covered by Transfer Certificate of Title No. T-73471 of the Registry of Deeds for City of Cagayan de Oro, a copy of which is hereto attached as **Annex "A"** and made an integral part hereof;

WHEREAS, XAVIER UNIVERSITY offered for the use of those affected by Typhoon Sendong a portion of the parcel of land consisting of FIFTY THOUSAND (50,000) SQUARE METERS as site for the Joint Relocation and Resettlement Project known as the Xavier Ecoville Project with the Local Government Unit of Cagayan de Oro City, various government agencies and donors, a copy of the Relocation Site Development Plan is hereto attached as Annex "B" and made an integral part hereof;

WHEREAS, to achieve the abovementioned project, land is necessary as a site for the building of the relocation houses of the Xavier Ecoville Project by Xavier University and its donors, as well as the establishment of road networks and drainage systems by the Department of Public Works and Highways (DPWH) and the Local Government Unit of Cagayan de Oro City;

THE COM

WHEREAS, for abovementioned purpose of building of the relocation houses of the Xavier Ecoville Project, XAVIER UNIVERSITY has offered to donate in favor of the City of Cagayan de Oro a portion of the abovementioned parcel of land containing an area of 31,251 square meters, more or less, a copy of the technical description is hereto attached as Annex "C" and made an integral part hereof:

WHEREAS, for abovementioned purpose of establishing the road networks and drainage systems, XAVIER UNIVERSITY has offered to donate in favor of the City of Cagayan de Oro a portion of the abovementioned parcel of land containing an area of 17,600 square meters, more or Jess, and stretching to a total distance of 2,663.81 meters, more or less, a copy of the technical description is hereto attached as Annex "D" and made an integral part hereof;

WHEREAS, XAVIER UNIVERSITY wishes to donate, transfer and convey the above-described lots. hereinafter collectively referred the "PROPERTY", in favor of the CITY OF CAGAYAN DE ORO, a highly urbanized city chartered and existing under the laws of the Republic of the Philippines, duly represented by its Honorable Mayor, VICENTE Y. EMANO, hereinafter referred to as the "DONEE".

NOW THEREFORE, the DONOR hereby consents to the following:

That for and in consideration of the foregoing, and as an act of cooperation, liberality and generosity, the DONOR, hereby voluntarily and freely gives, transfers and conveys unto the said DONEE all the right, title and interest which the DONOR has in the above-described PROPERTY together with all the improvements found therein, free from all liens and encumbrances, subject to the following conditions:

- 1. The DONEE shall not use the PROPERTY for any purpose other than the building of the relocation houses of the Xavier Ecoville Project and the establishment of the road networks and the drainage systems exclusively for the Xavier Ecoville Project;
- The DONEE or any of its employees, agents or assigns shall not be permitted to exceed the boundaries of the area identified in this Deed and shall not in any way utilize or encroach on any property of DONOR not covered under this Deed. In particular, the DONEE shall not utilize or encroach on the areas which have been reserved by the DONOR as part of the open spaces, parks, and community center of the Xavier Ecoville Project, containing an aggregate area of 4,131 square meters, more or less, a copy of the technical description is hereto attached as Annex "E" and made an integral part hereof;

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- The DONEE shall ensure that the area shall not be occupied, used or possessed by any person other than the parties in this agreement and shall defend the same to the full extent of the law against intruders. informal settlers, or third parties, if any;
- The DONEE shall not sell, transfer, subject the PROPERTY to any lien. or encumbrance of whatever nature during the effectivity of this Deed and any time thereafter:
- 5. The DONEE shall, upon completion of the relocation houses of the Xavier Ecoville Project, turn over the completed relocation houses to the beneficiaries which have been identified by the Xavier Ecoville Project Management Steering Committee composed of five (5) members, three (3) of which shall be nominated and appointed by the DONOR and the other two (2) shall represent the DONEE;
- 6. The DONEE shall, upon completion of road networks and drainage systems, accept the completed infrastructure works from the DPWH and other concerned agencies;
- The DONEE shall cause the proper use and maintenance of the road. networks and drainage systems within the Xavier Ecoville Project and shall ensure good and serviceable condition, free from garbage, pollutants and other environmental hazards;
- 8. The DONEE shall ensure in implementing the Xavier Ecoville Project that best practices in environmental management and disaster risk reduction and preparedness are followed;
- The DONEE shall not impose upon the DONOR any real estate taxes and all other taxes, fees and charges imposed as an incident of this donation and for the use or possession of the Property while the Xavier Ecoville Project is in force and effect and any time thereafter, subject to legal requirements which the DONEE shall verify and/or fulfill;
- 10The DONOR shall have full participation, without any hindrance, interference or limitations, in all aspects of development of the Xavier Ecoville Project, including but not limited to physical development, social involvement, community organizing, health and education, livelihood, and others. For this purpose, the abovementioned Xavier Ecoville Project Management Steering Committee shall be responsible in overseeing the development of the said Project;
- 11The DONOR shall have full participation, without any hindrance, interference or limitations, in convening and facilitating a process to decide the final disposition of the PROPERTY based primarily on the needs of those affected by Typhoon Sendong. For this purpose, the abovementioned Xavier Ecoville Project Management Steering Committee shall oversee the said process for the final disposition of

Mr.

the PROPERTY.

In case of breach of above conditions set forth in this agreement by the DONEE, the DONOR has the right to terminate this agreement, provided that before such termination, recourse to appropriate dispute resolution processes, such as mediation, is taken by the PARTIES.

IN WITNESS WHEREOF, the DONOR hereunto signs these presents on the date and in the place first above written.

> XAVIER UNIVERSITY – ATENEO DE CAGAYAN

By:

FR. ROBERTO C. YAP, S.J.

President

Signed in the presence of:

ACKNOWLEDGEMENT

REPUBLIC OF THE PHILIPPINES)
CAGAYAN DE ORO CITY) SS.

I certify that on this date, before me, a notary public duly authorized in the city named above to take acknowledgements, personally appeared:

| Name | Competent Evidence of Identification | Date / Place of Issue |
|---------------------|---|--------------------------|
| XAVIER UNIVERSITY - | | |
| ATENEO DE CAGAYAN | | |
| By: | | |
| FR. ROBERTO C. YAP, | CTC# 2714546W | 1/10/12/Quezoncity |
| S.J. | 7 | 1 17 4 |

who was identified by me through competent evidence of identification to be the same person described in the foregoing instrument, who acknowledged before me that his respective signature on the instrument was voluntarily affixed by him for the purposes stated therein, and who declared to me that he has executed the instrument as his free and voluntary act and deed. Further, the signatory has declared that he is the fully authorized to sign for his principal.

This instrument consisting of four (4) pages, including the page on which this acknowledgment is written, has been signed by the party and his instrumental witnesses on each and every page hereof, and sealed with my notarial seal.

IN WITNESS WHEREOF, I hereunto set my hand and affix my notarial seal on the date and at the place above written.

Doc. No. 296 : Page No. 60 : Book No. III :

Series of 2012.

NOTARY PUBLIC

Until December 31 2012
Roll of Attoryneys No 58931
ISP Lifetime Member No 09913

FTR No. 2184277A/March 2 2012 Cagayan de Oro City

Annex 2: Deed of Acceptance

ACCEPTANCE

KNOW ALL MEN BY THESE PRESENTS:

| This | ACCEPTANCE | (hereinafter | called | "Acceptance") |
|--------------|-------------------|---------------------|--------|---------------|
| executed and | entered into this | day of _ | | , 2012 in |
| | | _, Philippines, by: | | |
| | | | | |

CITY OF CAGAYAN DE ORO, a highly urbanized city chartered and existing under the laws of the Republic of the Philippines, duly represented by its Honorable Mayor, VICENTE Y. EMANO, pursuant to Sangguniang Panlungsod Resolution No. ______, hereinafter referred to as the "DONEE";

WITNESSETH:

WHEREAS, Typhoon Sendong made landfall in the City of Cagayan de Oro on December 16 and 17 2011 bringing with it heavy rains which caused inundation in the City and other neighboring areas thereby resulting to the death of thousands of individuals and the destruction of countless structures and buildings, including residential houses in the city, leaving thousands of homeless and displaced persons and families;

WHEREAS, XAVIER UNIVERSITY is the registered owner of a parcel of land situated in Barangay Lumbia, Cagayan de Oro City and covered by Transfer Certificate of Title No. T-73471 of the Registry of Deeds for City of Cagayan de Oro, a copy of which is hereto attached as **Annex "A"** and made an integral part hereof;

WHEREAS, XAVIER UNIVERSITY offered for the use of those affected by Typhoon Sendong a portion of the parcel of land consisting of FIFTY THOUSAND (50,000) SQUARE METERS as site for the Joint Relocation and Resettlement Project known as the Xavier Ecoville Project with the Local Government Unit of Cagayan de Oro City, various government agencies and donors, a copy of the Relocation Site Development Plan is hereto attached as Annex "B" and made an integral part hereof;

WHEREAS, to achieve the abovementioned project, land is necessary as a site for the building of the relocation houses of the Xavier Ecoville Project by Xavier University and its donors, as well as the establishment of road networks and drainage systems by the Department of Public Works and Highways (DPWH) and the Local Government Unit of Cagayan de Oro City,

WHEREAS, for abovementioned purpose of building of the relocation houses of the Xavier Ecoville Project, XAVIER UNIVERSITY has offered to donate in favor of the City of Cagayan de Oro a portion of the abovementioned parcel of land containing an area of 31,251 square meters, more or less, a copy of the technical description is hereto attached as **Annex "C"** and made an integral part hereof;

WHEREAS, for abovementioned purpose of establishing the road networks and drainage systems, XAVIER UNIVERSITY has offered to donate in favor of the City of Cagayan de Oro a portion of the abovementioned parcel of land containing an area of 17,600 square meters, more or less, and stretching to a total distance of 2,663.81 meters, more or less, a copy of the technical description is hereto attached as **Annex "D"** and made an integral part hereof;

WHEREAS, XAVIER UNIVERSITY, has voluntarily and freely given, transferred and conveyed unto the said DONEE all the right, title and interest which the DONOR has in the above-described PROPERTY together with all the improvements found therein, free from all liens and encumbrances, subject to the following conditions in the DEED OF DONATION, a copy of which is here to attached as **Annex "E"** and made an integral part hereof;

WHEREAS, the City of Cagayan de Oro, through its Local Government Unit, is authorized under the laws of the Republic of the Philippines to accept donations such as road lots and community facilities to complete and maintain the development of all facilities for the use of its constituents.

NOW THEREFORE, the DONOR hereby covenants:

That the DONEE receives and accepts this donation made in favor of the City of Cagayan de Oro and expresses his appreciation and gratefulness for the generosity and civic-mindedness of the DONOR.

That the DONEE, in accepting the donation, agrees to faithfully comply with the conditions set forth in the abovementioned Deed of Donation.

That the DONEE has been authorized by their respective Sanggunian Panlungsod, to accept this Deed of Donation and its representative was duly authorized to sign and/or execute the necessary documents to effect the same. The Sangguniang Panlungsod Resolution is hereto attached as **Annex "F"** and made an integral part hereof.

That the DONEE has made known its acceptance of this donation to the DONOR and the same has been acknowledged by the DONOR.

In case of breach of above conditions set forth in this agreement by the DONEE, the DONOR has the right to terminate this agreement, provided that before such termination, recourse to appropriate dispute resolution processes, such as mediation, is taken by the PARTIES.

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IN WITNESS WHEREOF, the DONEE hereunto signs these presents on the date and in the place first above written.

By: CITY OF CAGAYAN DE ORO

VICENTE Y. EMANO

Signed in the presence of:

ACKNOWLEDGEMENT

REPUBLIC OF THE PHILIPPINES)
CAGAYAN DE ORO CITY) SS.

I certify that on this date, before me, a notary public duly authorized in the city named above to take acknowledgements, personally appeared:

Name Competent Evidence Date / Place of of Identification Issue

ORO

By:

VICENTE Y. EMANO

who was identified by me through competent evidence of identification to be the same person described in the foregoing instrument, who acknowledged before me that his respective signature on the instrument was voluntarily affixed by him for the purposes stated therein, and who declared to me that he has executed the instrument as his free and voluntary act and deed. Further, the signatory has

declared that he is the fully authorized to sign for his principal.

This instrument consisting of three (3) pages, including the page on which this acknowledgment is written, has been signed by the party and his instrumental witnesses on each and every page hereof, and sealed with my notarial seal.

IN WITNESS WHEREOF, I hereunto set my hand and affix my notarial seal on the date and at the place above written.

Doc. No. 7 Page No. 2

Book No. I

Series of 2012.

NOTARY PUBLIC

ATTY. ABOUL HALLM P. DIRON

Until December 31, 2013 Roll of Altorneys No. 61609 BP OR No. 893330; March 12, 20

Cagayan de Oro City

Annex 3: Memorandum of Agreement

MEMORANDUM OF AGREEMENT

KNOW ALL MEN BY THESE PRESENTS:

and entered into this ____ day of _____, 2012 in _____ Philippines, by and between:

CITY OF CAGAYAN DE ORO, a highly urbanized city chartered and existing under the laws of the Republic of the Philippines, duly represented by its Honorable Mayor, VICENTE Y. EMANO, pursuant to Sangguniang Panlungsod Resolution No. 12255 - 2012 hereinafter referred to as the "LGU-CAGAYAN DE ORO";

-and-

XAVIER UNIVERSITY - ATENEO DE CAGAYAN, a Filipino, Catholic and Jesuit academic institution, duly organized and existing under the laws of the Republic of the Philippines, with principal office at Corrales Street, Cagayan de Oro City, duly represented herein by its President, FR. ROBERTO C. YAP, pursuant to Board Resolution No. [3_511-12, hereinafter referred to as "XAVIER UNIVERSITY";

(Collectively referred to as the PARTIES)

WITNESSETH:

WHEREAS, Typhoon Sendong made landfall in the City of Cagayan de Oro on December 16 and 17 2011 bringing with it heavy rains which caused inundation in the City and other neighboring areas thereby resulting to the death of thousands of individuals and the destruction of countless structures and buildings, including residential houses in the city, leaving thousands of homeless and displaced persons and families.

WHEREAS, XAVIER UNIVERSITY is the registered owner of a parcel of land situated in Barangay Lumbia, Cagayan de Oro City and covered by Transfer Certificate of Title No. T-174447of the Registry of Deeds for City of Cgayan de Oro, a copy of which is hereto attached as Annex "A" and made an integral part hereof.

WHEREAS, XAVIER UNIVERSITY offered for the use of those affected by Typhoon Sendong a portion of the parcel of land consisting of FIFTY THOUSAND (50,000) SQUARE METERS, hereinafter called the "SITE", as site for the Joint Relocation and Resettlement Project, hereinafter referred as the "PROJECT", with the LGU-CAGAYAN DE ORO.

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WHEREAS, the PARTIES have been authorized by their respective Board of Directors and/or Sanggunian Panlungosd, to enter into a joint agreement for the PROJECT, and their representatives were duly authorized to sign and/or execute the necessary documents to implement such PROJECT. The Board Resolution and Sangguniang Panlungsod Resolution are hereto attached as Annexes "B" and "C", respectively, and made integral parts hereof.

NOW, THEREFORE, the PARTIES hereby agree:

- XAVIER UNIVERSITY agrees to grant to the PROJECT the use of the SITE, with possession, use and enjoyment of the said Property, to be utilized specifically as a relocation and resettlement site for those affected by Typhoon Sendong.
- 2. Such possession, use and enjoyment of the said Property as a relocation and resettlement site shall remain in force for a period of five (5) years. Before the expiration of such period and upon the satisfaction of conditions hereinafter set forth, XAVIER UNIVERSITY shall implement an agreement on an agreed procedure for the final disposition of the Property, including for the benefit of those affected by Typhoon Sendong.
- 3. This Agreement shall be implemented by a Technical Working Group (TWG) composed of representatives from XAVIER UNIVERSITY and LGU-CAGAYAN DE ORO. Upon signing of the Agreement, the President of XAVIER UNIVERSITY shall immediately appoint a minimum of three (3) representatives to the TWG and the Mayor of LGU-CAGAYAN DE ORO shall likewise immediately appoint two (2) representatives to the TWG.
- 4. The selection of the beneficiaries shall be conducted through a tripartite Committee composed of a representative from the LGU-CAGAYAN DE ORO, XAVIER UNIVERSITY, and the DEPARTMENT OF SOCIAL WELFARE AND DEVELOMENT (DSWD) based on a criteria agreed to by the Committee. The initial list shall be provided by the LGU-CAGAYAN DE ORO, provided that XAVIER UNIVERSITY and DSWD may also propose beneficiaries to the PROJECT.
 - XAVIER UNIVERSITY shall have the following duties and obligations:
 - a. It shall grant to the PROJECT the right to use the above-described SITE for the relocation and resettlement of the beneficiaries who shall meet the criteria, as provided under Paragraph 3 hereof;
 - It shall take charge of identifying and mapping the area, and in preparing the master plan for site development;
 - It shall take the lead in coordinating with all national and local government agencies, civil society and non-government organizations, donors, etc. in implementing the PROJECT;

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- d. It shall work with the LGU-CAGAYN DE ORO and the appropriate utility companies to have the necessary utility services installed as expeditiously as possible;
- It shall ensure in implementing the PROJECT that best practices in environmental management and disaster risk reduction and preparedness are followed;
- f. It shall take the lead in convening and facilitating a process to decide the final disposition of the land based primarily on the needs of those affected by Typhoon Sendong. This process shall include the LGU-CAGAYAN DE ORO, the project beneficiaries, project donors, and other stakeholders.
- The LGU-CAGAYAN DE ORO shall have the following duties and obligations:
 - a. It shall not use the SITE for any purpose other than the relocation and resettlement of those affected by Typhoon Sendong;
 - It shall not subject the SITE to any lien or encumbrance of whatever nature during the effectivity of this Agreement and any time thereafter;
 - c. It shall expeditiously issue the proper permits for the construction of homes, installation of water and electrical systems, and other necessary permits to fully effect the relocation and resettlement of the beneficiaries,
 - d. It shall take the lead in obtaining the necessary permits and approvals from the appropriate national agencies such as the Department of Agrarian Reform, the Department of Environment and Natural Resources, Housing and Land Use Regulatory Board, National Housing Authority, etc.;
 - It shall assist, on a project basis, in the provision of general infrastructure, basic services and facilities for the SITE;
 - f. It shall not impose upon XAVIER UNIVERSITY any real estate taxes and all other taxes, fees and charges imposed as an incident to the ownership, use or possession of the Property while the PROJECT is in force and effect, subject to legal requirements which LGU-CGAYAN DE ORO shall verify and/or fulfill;
- In case of breach of contract by one party, the other party has the right to terminate this Agreement, provided that before such termination, recourse to appropriate dispute resolution processes, such as mediation, is taken by the PARTIES.



IN WITNESS WHEREOF, the PARTIES hereunto sign these presents on the date and in the place first above written.

XAVIER UNIVERSITY -ATENEO DE CAGAYAN

CITY OF CAGAYAN DE ORO

By:

ICIN

By:

BERTO C. YAF

VICENTE Y. EMANO

Mayor

Signed in the presence of:

ACKNOWLEDGEMENT

REPUBLIC OF THE PHILIPPINES)
CAGAYAN DE ORO CITY) SS.

I certify that on this date, before me, a notary public duly authorized in the city named above to take acknowledgements, personally appeared:

Name

XAVIER UNIVERSITY ATENEO DE CAGAYAN

By:
FR. ROBERTO C. YAP, S.J.

CITY OF CAGAYAN DE ORO
By:
VICENTE Y. EMANO

Competent Evidence of Issue of Identification

PASSPORT NO XX1597718

II JUL 2008/MANILA

IT Jan 2012/CDO

who were identified by me through competent evidence of identification to be the same persons described in the foregoing instrument, who acknowledged before me that their respective signatures on the instrument were voluntarily affixed by them for the purposes stated therein, and who declared to me that they have executed the instrument as their free and voluntary act and deed. Further, the signatories have declared that they are the fully authorized to sign for their principals. This instrument consisting of five (5) pages, including the page on which this acknowledgment is written, has been signed by the parties and their instrumental witnesses on each and every page hereof, and sealed with my notarial seal.

IN WITNESS WHEREOF, I hereunto set my hand and affix my notarial seal

on the date and at the place above written.

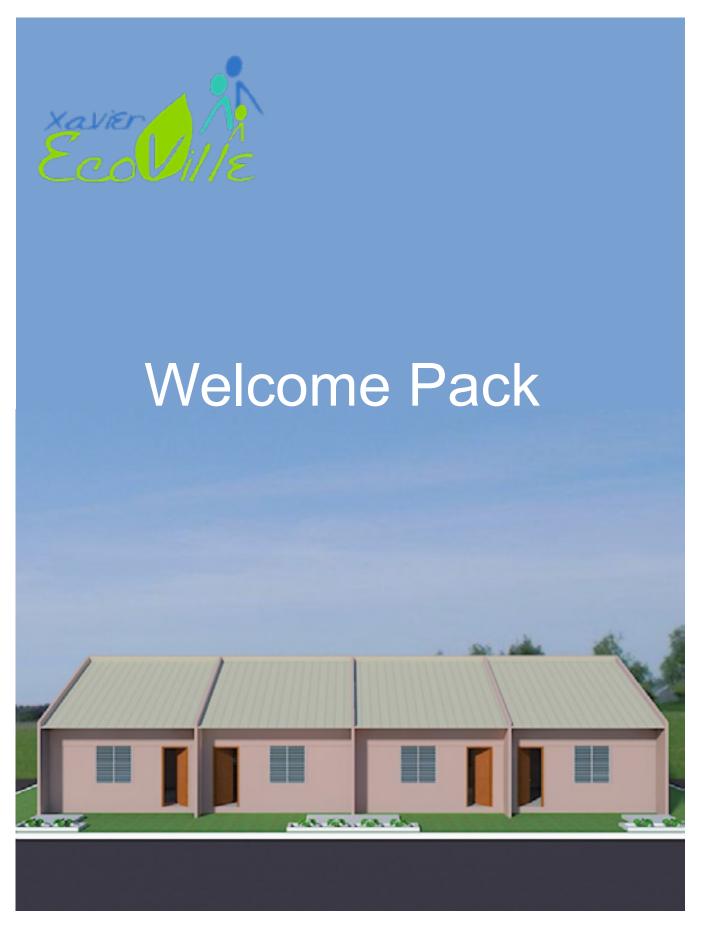
Doc. No. 214; Page No. 43; Book No. XV; Series of 2012.

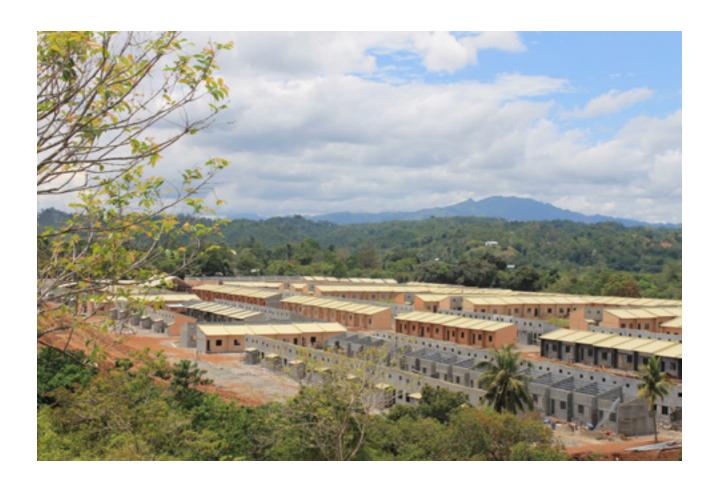
NOTARY PUBLIC

Roll of Attenuys No. 54917 (cl No.; (058) 870 12 587(-4622) 72 01 02 (0917) 712 03 21

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Annex 4: Welcome Pack/House Improvement Guidelines (in the local language)





Malipayong pag abot sa inyong permanente nga balay sa Xavier Ecoville!

Ang mao nga balay gihatag sa inyo anaa sa maayo nga kondisyon.
Aron magpabilin kini nga patsada, hapsay ug luwas, gidasig kamo sa pagsunod niining pipila ka mga sumbanan. Pagpakisayod kamo sa mga luwas ug sakto nga pamaagi sa pag alima niini. Kining Welcome Pack magsilbi nga giya sa inyong pagdesisyon sa maayong pagpamuyo.

KASABUTAN

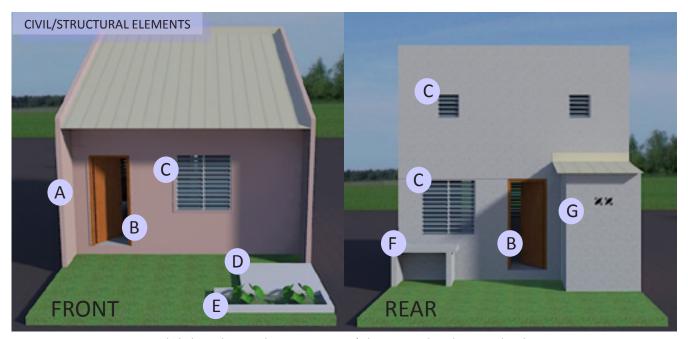
| Ako si, anyos, usa ka benepisaryo sa Xavier University — Lumbia Resettlement Project (XU-LRP). Ako nagadawat sa balay nga gigahin para sa akong pamilya nga nahimutang sa Block #, Lot # sa Xavier Ecoville, Zone 3, Barangay Lumbia, Cagayan de Oro City. Ako nagakumpirma nga ang akong nadawat nga balay niining adlaw sa 2013 anaa sa maayo nga kondisyon. Ako miuyon nga dili manginlabot ug gawas na sa responsibilidad sa XU-LRP ang tanang mga damyos/kadaot nga mahitabo paghuman sa akong pagpirma. |
|--|
| Ako nasayod, nakasabot ug niuyon nga sa akong pagdawat niini nga balay, ako adunay mga tulubagon ngadto sa XU- LRP ug Xavier Ecoville Homeowners Association (XEHA) sa pagsunod sa mga sumusunod nga kasabutan: |
| Ako mopartisipar sa mga kalihokan sa komunidad nga ipasiugda sa XU- LRP ug sa XEHA Ako ug ang mga lehitimo nga miyembro sa akong pamilya mopuyo sa balay nga gihahin para kanamo Dili nako ibaligya, iprenda, paabangan, papuy-an sa laing mga tawo/pamilya ug himuong kolateral sa utang ang akong naangkon nga balay; Dili ako modawat og boarders/ bedspacers nga mopuyo uban sa akong banay sa panimalay; Ako ug ang mga lehitimo nga miyembro sa akong pamilya lang ang gitugotan nga mopuyo sa akong balay; ug, Ako ug ang miyembro sa akong pamilya mahimong mapahawa sa higayon nga ako makalapas sa mga nahisgutang kasabutan. |
| Dugang pa niini, tumanon nako ang mga sumbanan nga anaa ani nga welcome pack para sa luwas nga pamuyo sa akong pamilya. Buhaton nako ang akong makaya para magpabilin nga patsada ug hapsay ang akong panimalay. |
| Name and signature of household head |
| Name and signature of spouse |

Names of Direct/enlisted family members:

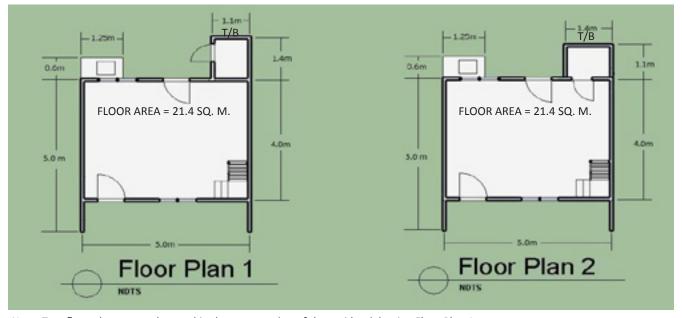
Pagdumala sa mga Pasilidad

Adunay mga kumon nga pasilidad sa Xavier Ecoville nga gamiton para sa lain-lain nga mga kalihokan sa komunidad. Kini pagadumalaon sa mga pinili nga mga organisasyon sa Xavier Ecoville nga mao'y gitahasan nga mahimong responsable sa pagmintenar ug pagmugna og insakto nga prosesso sa paggamit sa mga pasilidad. Ang tanan hatagan og patas nga kahigayonan sa paggamit niini. Sa kinsa man ang buot mugamit sa mga pasilidad, mahimo lamang moduol sa gitahasang organisasyon. Ang tanan nga mga pasilidad kay anaa sa maayo nga kondisyon sa paghatag kaninyo. Kun unsa man ang mga kadaot nga mahitabo niini sa inyong paggamit, gawas na kini sa responsibilidad sa XU- LRP. Ginatugotan ang pagdugang og mga kausaban sa mga pasilidad kun kini makahatag og kapuslanan sa inyong paggamit niini.

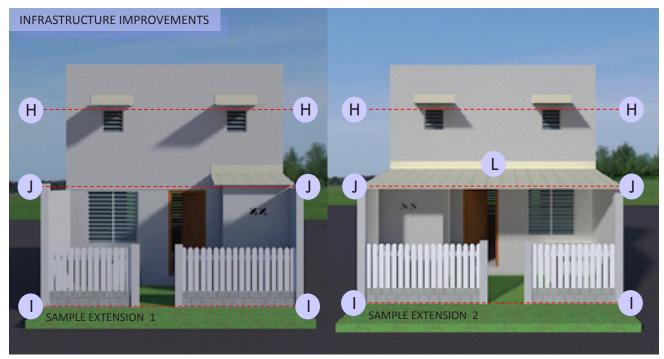
| Pasilidad | Gitahasang Organisasyon |
|---------------------------|---|
| Multipurpose Center | Xavier Ecoville Homeowners Association Officers |
| Children's Study Center | Xavier Ecoville Daycare Teachers |
| Livelihood Center | Xavier Ecoville Multipurpose Cooperative Officers |
| St. Francis Xavier Chapel | Xavier Ecoville Chapel Aides |
| Toy Library | Xavier Ecoville Daycare Teachers |



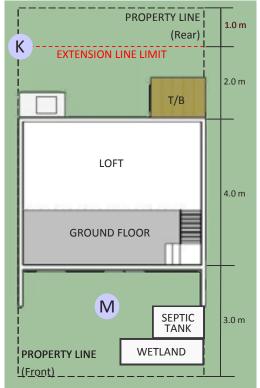
- **A. COMMON WALL.** Ang mga kabalayan kay row house units. Anaa'y kumon nga kongkretong dingding nga nagbahin sa duha ka managsilingan.
- B. DOORS. Ang mga pwertahan sa likod ug atubangan kay wooden flush doors nga gitaod sa metal door jambs.
- C. WINDOWS. Ang mga bintana sa likod ug atubangan kay glass jalousie nga gitaod sa aluminum framings.
- **D. SEPTIC TANK.** Ang septic tank kay usa ka three-chamber sewage treatment facility. Ang ika-tulo nga chamber niini kay komon para sa duha (2) ka panimalay.
- **E. CONSTRUCTED WETLAND.** Ang constructed wetland usa ka klase nga waste water treatment facility nga mas makatangtang og lawog ug hugaw sama sa heavy metals nga makuha gikan sa tubig sa dili pa kini ipagawas sa storm drainage.
- **F. KITCHEN COUNTER.** Ang lababo ginama gamit ang semento ug gitauran og fabricated G.I. sink.
- **G. TOILET/BATH**. Ang kasilyas ug banyo gituyo og plastar sa likod sa balay. Aduna kini pail flush toilet bowl, PVC water faucet, PVC door ug jamb, ug decorative block para bentilasyon.



Note: Two floor plans were observed in the construction of the residential units. Floor Plan 1 $\,$



- H. **CANOPY.** Gitugotan ang pagtaod og pandung/ atop-atop sa ibabaw nga bahin sa likod nga mga bintana aron kini makalandong ug makapugong sa pagsulod sa ulan sa inyong panimalay.
- I. FENCE. Gitugotan ang pagtukod og koral sa likod nga lote apan siguradohon nga adunay pay mabilin nga agianan.
- J. FENCE HEIGHT. Ang koral nga ipatukod dapat katupong lang sa katas-on sa toilet ug sa bath room.
- K. **EXTENSION LINE LIMIT.** Ang uban kabag-ohan o extension sa likod nga bahin kay kutob lang sa duha ka metros gikan sa ding-ding sa likod sa balay. Ang mabilin nga luna kay gamiton isip fire exit ug agianan sa tawo.
- L. ROOF EXTENSION. Gitugotan ang pagtaod og atop sa may likod nga bahin, apan dapat ang katas-on niini kay tupong lang sa beam blocks/concrete beams. Tumanon ang extension line limit.



- M. FRONT LOT AREA. Ginadasig ang tanan nga patsadahon ang atubangan nga lote, sa pamaagi sa pag-landscaping ug pag-gardening. Ginadili ang pagtaod o pagtukod og bisan unsa nga permanente nga kabag-ohan ani nga bahin sa inyong lote.
- N. LOFT. Ang loft gimugna gamit ang welded metal framings, plyboard flooring, welded G.I. pipe handrails, ug konkreto nga hagdanan nga nakaplastar sa konkreto nga beam blocks. Ang kapasidad niini makadaog lamang og lima (5) ka tao, usa (1) ka wooden slat, usa (1) ka single bed matress ug usa (1) ka queen size matress sa usa ka higayon.
- O. VERTICAL EXTENSION. Ginadili ang vertical extension o ang pagdugang og katas-on sa mga dingding tungod kay ang structural members wala gi disenyo nga mu alsa og dugang nga kabug-aton. Ang mga residensyal nga units wala lamang nagabahin sa kumon nga dingding apan apil na pud ang ilang structural members sama sa beams ug columns.
- P. POCKET GARDENS. Ang pocket gardens mao ang sobra nga mga luna nga anaa sa tumoy sa kada block. Gituyo kini para tamnan ug para tukoran og mga kumon nga pasilidad sama sa electrikal master metering ug clustered water metering. Dili kini lakip sa residensyal nga luna nga inyong naangkon.

ELECTRICAL SAFETY GUIDELINES

1. Limitado lang sa pito (7) ka appliances ang mahimo ninyong gamiton og dungan-dungan. Adunay power rating nga nga 500 watts ang kada appliance. Kini adunay maximum nga 1000 watts ug minimum nga 20 watts.

SAMPLE SIMULTANEOUS APPLIANCE USAGE LOAD SCHEDULE

| CIRCUIT NUMBER | DESCRIPTION | QUANTITY | WATTS | VOLTAGE | AMPERES | WIRE SIZE (AWG) | CIRCUIT BREAKER |
|-------------------|-----------------|----------|-------|---------|----------|-----------------------|--------------------|
| 1 | 1 refrigerator | | 600 | 220 | 2.727273 | 14 | 15AT |
| | washing machine | 1 | 1000 | 220 | 4.545455 | 14 | 15AT |
| | electric iron | 1 | 1000 | 220 | 4.545455 | 14 | 15AT |
| | television set | 1 | 300 | 220 | 1.363636 | 14 | 15AT |
| | 40W lighting | 3 | 40 | 220 | 0.545455 | 14 | 15AT |
| | computer set | 1 | 200 | 220 | 0.909091 | 14 | 15AT |
| | stereo | 1 | 50 | 220 | 0.227273 | 14 | 15AT |
| | electric fan | 1 | 20 | 220 | 0.090909 | 14 | 15AT |
| total | | 10 | 3210 | 220 | 14.95455 | - | - |

Notes: Given this simultaneous use of distinct appliances, an addition of one or 2 more appliances would cause

OVERLAODING and the circuit breaker to trip (disconnect) since the total number of AMPERES would then exceed the circuit breaker's rating of 15AT.

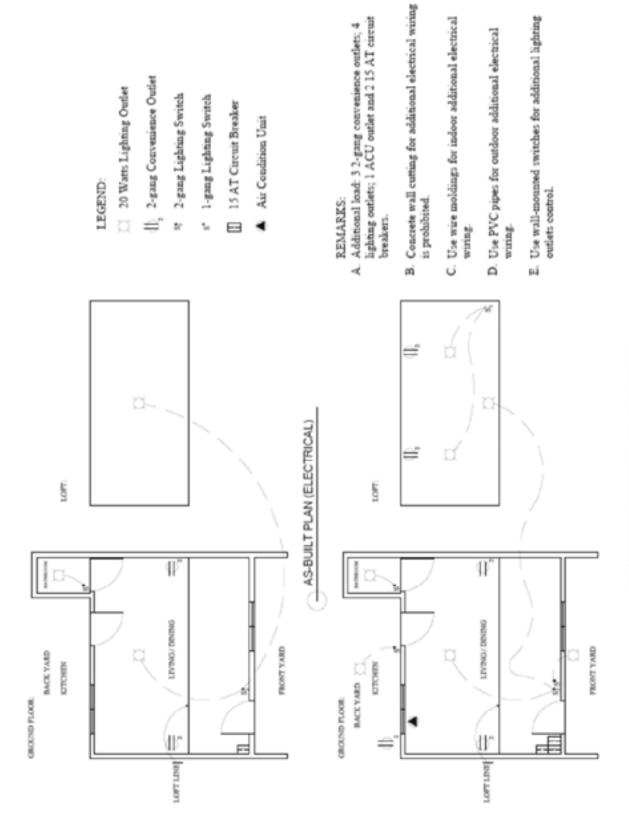


- 2. Kun musobra sa pito (7) ang inyong gusto gamiton nga appliances, nanginhanlan nga magtaod kamo og dugang nga circuit. Sa pagdugang og circuit, gamita ang No. 14 AWG TW Copper Wire ug 15 AT Circuit Breaker o No. 14 AWG THHN Copper Wire ug 25 AT Circuit Breaker. Himudumi nga kutob ra sa 2 ang pinakadaghan ninyo madugang nga circuit nga adunay maxmimum nga unom (6) ka outlets ug otso (8) ka lighting outlets kada circuit.
- 3. Kun adunay kamo'y buhaton nga mga kausaban sa electricals sa inyong panimalay, dapat gamiton ang wire moldings para sa mga wire nga i-taod sa sulod sa balay ug PVC pipes para sa sa mga wire nga i-taod sa gawas sa balay. Gina dili usab ang concrete cutting



- 4. Ginadili ang pagconnect sa duha (2) o daghan pa ka extension chords kada outlet. Ginadili usab ang paggamit sa extension chords isip puli sa permanent wiring.
- 5. Kun magtaod og aircon, manginahanglan kamo og lahi nga circcuit para malikayan ang overloading. Dapat ang aircon unit dili molabaw sa duha (2) HP. Ginadili ang pagbok-bok sa cemento sa processo sa pagtaod sa aircon.
- 6. Aron malikayan ang peligro, pagtawag og professional nga electrician nga mu tabang kaninyo kon kamo adunay mga pang bag-ohon sa mga electricals sa inyong balay





PROPOSED ELECTRICAL ADD-ONS SET-UP