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**Submission of Proposals: Application Form.** Please read carefully the "Guidelines for the Submission of Proposals" which outline the modalities for application and the criteria for the selection of proposals spelled out in the Cities Alliance Charter. Please ensure that all necessary supporting documentation is attached to this form. Additional information may also be enclosed, **but total submission should not exceed 12 pages.**

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DATE: 7 April 2011

**1. TITLE of PROPOSAL: Developing a National Slum Upgrading Strategy for the Philippines**

**2. PROPOSAL SUBMITTED BY<sup>1</sup>:**

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**3. CITIES ALLIANCE MEMBER(S) SPONSORING THE APPLICATION:**

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**4. RECIPIENT ORGANISATION: – organization that will receive and execute the grant:**

Task Manager Name & Title: Cecilia S. Alba, Secretary General  
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<sup>1</sup> Country-specific proposals typically originate from local authorities, but must be sponsored by at least one member of the Cities Alliance (see [Cities Alliance Charter](#), Section D.14).

**5. OTHER IMPLEMENTING PARTIES (if any):**

Name & Title: Organization: Address:  
Contact Person/Title:  
Telephone/Fax/E-mail:

**INFORMATION ON PROPOSED PROJECT:**

6. Type of activity (check one):  
City Development Strategy  Slum Upgrading  Both
7. Geographic Scope of Activity (specify):  
City:  
Country: Philippines  
Global/Regional/Multi-country:
8. Expected Duration: 18 months

**BUDGET SUMMARY**

9. Amount of total budget requested from Cities Alliance funding: **US Dollars 500,000**
10. Co-financing amount of total budget, including local partners: **US Dollars 500,000**
11. Total project budget cost: **US Dollars 1,000,000**

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**DESCRIPTION OF PROPOSED PROJECT**

**12. Background:** *(Issues to be addressed and scope of the Project)*

The Philippines is among the rapidly urbanizing countries in Asia with 60% of its total population living in urban areas. At its current urbanization rate, it is expected that the urban population will account for 75% of the total national population in 25 years and 84% by CY2050<sup>2</sup>. The urban economy likewise exhibits significant growth. In 2007, the urban sector accounted for 70% of the country's Gross Domestic Product (GDP) with Metro Manila contributing about 33%. This expansion of the urban economy steadily attracts an increasing number of people thereby causing strain on the capability of existing urban systems to provide the required level of services to people. Rapid urbanization and economic growth present both opportunities and challenges and if left unmanaged and without adequate preparation, these could pose overwhelming concerns especially among countries where the rate of urbanization is greater than the capability of the government to institute readiness measures. In the Philippines, an important challenge is improving the poor condition of slum communities and addressing their impact on the larger society and the economy through the development and eventual implementation of a National Slum Upgrading Strategy taking into account the following issues.

**Increasing Slum Formation.** The continuous formation of slum communities is largely manifested in Metro Manila, the main urban metropolis of the country. In CY2000, it was estimated that about 727,000 families were living in slums<sup>3</sup> and according to the most recent Family Income and Expenditure Survey in CY2006, the proportion of households living in informal settlements in Metro Manila had risen from 5.3% to 9.6%. With the steady rate of urbanization, a proportionate increase in the number of slum communities is expected among the country's urban areas.

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<sup>2</sup> Benjamin Cariño and Arturo Corpuz, "Toward A Strategic Urban Development and Housing Policy for the Philippines". July 2009

<sup>3</sup> Moving out of Poverty: Poor and Once-Poor Urbanites' Experience of Mobility and Wellbeing in an Urban Informal Settlement In Metro Manila.

Marita Concepcion Castro Guevara. Department of Sociology-Anthropology and Department of Interdisciplinary Studies. Ateneo de Manila University, Philippines

**Poor Condition of Slum Communities.** Slum communities in the Philippines endure very poor living conditions such as cramped living spaces, lack of proper housing and insecure tenure, inadequate access to basic services such as water and sanitation, and exposure to health risks. Slum dwellers also often suffer from the stigma and isolation from the larger community thereby hindering their integration into mainstream society and their access to other opportunities.

**Exposure to Natural and Man-made Risks.** Vulnerability to natural and man-made disasters is another problem that confronts slum communities. In September and October 2009, Typhoons Ondoy and Pepeng hit Metro Manila, Central Luzon and Northern Luzon and caused substantial damage to lives and properties. An estimated 220,000 houses, most of which belonged to informal settlers, were damaged and destroyed. As climate change brings forth new threats of heavy rains and flooding, an estimated 83,000 families mostly composed of slum dwellers, living along flood prone areas are in danger of inundation and will require relocation as a pre-emptive measure<sup>4</sup>. In April 2010, an estimated 3,000 families in a slum community in Quezon City, one of the heavily populated cities in Metro Manila, lost dwelling units and properties from a fire that gutted 1,500 houses. A few months before, in December of the previous year, the same community was razed by fire rendering about 200 families homeless.

**Inadequate Slum Information Systems.** The lack of updated and national data on slum communities affects the capability of government to formulate well-targeted and responsive policies and programs to address the conditions of slum communities and their impact on society. There are no firm estimates on the number of informal settlers in the country based on an identifiable data set or statistically valid estimating methodology<sup>5</sup>. Oftentimes, the numbers depend on the agency or the organization counting and tend to focus on government-led interventions. For instance, the CY2000 census estimated around 239,000 informal households for the entire country but for the same year, there were also estimates of about 727,000 informal households in Metro Manila alone. On the other hand, the approach used by some non-government organizations (NGOs) and government agencies to estimate informal settlers as 30% of the total urban population will give a figure of about 3.1 million informal households in the country. The numbers related to housing backlog also exhibit similar inconsistencies. While the HUDCC estimates the national housing backlog for the period CY2005 to CY2010 at 1.17M housing units, the National Housing Authority (NHA) has reported that the CY2007 backlog for Metro Manila alone already stood at 544,000 housing units for informal settlers. Aside from the numbers, there is limited qualitative information that accurately captures the varied nature and characteristics inherent to slum communities that will allow a more comprehensive understanding of slums and the complexities of the systems by which they subsist.

**Implementation Gaps of Relocation Initiatives.** The outcomes of resettlement projects in the Philippines are mixed and vary depending on the characteristics of the communities being resettled, as well as on the implementing agency that carried out the resettlement process. Those involving rights of way acquisition (for infrastructure projects) tended to be swift and compensation to be generally acceptable. Those projects that involved foreign funding especially provide for greater resources for planning, execution and monitoring of the resettlement. But there are also concerns raised by civil society organizations, non-government organizations and even the resettled communities themselves on the other resettlement programs, especially those carried out by the national government agencies and some LGUs. These concerns include distance and location of resettlement areas (usually in areas far from the city and with inadequate resources, services and economic opportunities compared with the original residence of the relocated households), lack of or inadequate preparation to help the communities adjust and adapt to their new residence.

### 13. Objectives

The proposal aims ***to develop a National Slum Upgrading Strategy to guide the National Government and local government units (LGUs) in the preparation and implementation of effective policies and programs on slum upgrading.***

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<sup>4</sup> Post Disaster Needs Assessment -Philippines, November 2009.

<sup>5</sup> Philippine Asset Reform Report Card. PhilDHRRA, May 2008.

The National Slum Upgrading Strategy (NSUS) is expected to provide reference and support the key thrusts of the Government to develop “Sustainable Communities”, formulate a “National Government Resettlement Policy” and update the National Urban Development and Housing Framework (NUDHF). Thus, this proposed NSUS will serve as reference in the development of the resettlement policy as the NSUS is expected to define the parameters for resettlement of communities. The integration of the NSUS findings and recommendations into the National Government Resettlement Policy will be ensured as HUDCC, which owns the process of NSUS formulation, is likewise the designated agency to define the resettlement policy. The updating of the NUDHF will also benefit from the NSUS work, not only because the analysis required for updating and enhancing this framework can be derived from the NSUS. But also because the NUDHF update process is likewise to be led by HUDCC.

Furthermore, the NSUS is envisioned to support the implementation of the 2010–2016 Medium Term Philippine Development Plan (MTPDP), which focuses on promoting inclusive growth and addressing inequity as a central theme, as the NSUS will promote awareness, involvement, ownership, accountability and partnerships in slum-upgrading initiatives among the concerned stakeholders such as LGUs, national government agencies, the slum communities, NGOs, the private sector, and civil society.

Community empowerment is at the core of any slum upgrading initiative. The NSUS formulation recognizes that security of informal settlers is critical to the successful implementation of housing or resettlement policies and programs. The NSUS process will therefore ensure that the informal settlers are empowered by involving their organizations in the preparation of the strategy. They will be engaged in the process and collaborate with the concerned LGUs in designing a strategy that actually responds to their needs and aspirations.

While the objective is mainly on providing guidance in the development of policies and programs for slum upgrading, the NSUS will contribute to improved local governance and ultimately local economic development. In many major cities, slum communities constitute a large section of the population. By addressing the needs of this segment of the urban population, by and large, policies and programs necessarily need to be refocused, therefore requiring a review of the overall management of the cities. The strategy will help LGUs identify policy and program options for local slum upgrading that should be integrated into the local planning documents such as the Comprehensive Land Use Plans, Comprehensive Development Plans, and Local Shelter Plans where the LGUs can integrate the strategy, policy and program for local slum upgrading. Finally, the resulting investments (e.g., housing, related infrastructure and social services for upgraded communities) will redound to creating job opportunities, real estate development and intensifying housing finance and development in these cities, thus contributing to local economic development.

## 14. Methodology

The **Housing and Urban Development Coordinating Council (HUDCC)**, as Executing Agency, will be responsible for the implementation of the project. A **Project Advisory Committee (PAC)** will be established to provide guidance to the project and to ensure that major stakeholders’ views and interests are considered in the formulation of the NSUS. The PAC will be composed of representatives from the National Economic and Development Authority (NEDA), the Department of the Interior and Local Government (DILG), the League of Cities of the Philippines (LCP), the Homeless People’s Federation Philippines (HPFP), and the private sector<sup>6</sup>. The HPFP, as WB co-sponsor and member of the Project Advisory Committee, is expected to lend the project its extensive experience in supporting various informal communities through slum upgrading and community development programs.

The periodic progress and outputs of the assignment will be presented to the **Philippine Urban Consortium (PUC)**<sup>7</sup>, launched in August 2009 as a platform for active discussion on issues and policies related to urban

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<sup>6</sup> The representation will be determined during first stage of consultations, planned to be carried out through the Philippine Urban Consortium.

<sup>7</sup> The Philippine Urban Consortium is composed of the Working Group on Urban Competitiveness chaired by the NEDA; Working Group on Shelter and Basic Services chaired by the HUDCC; Working Group on Planning and Management Systems chaired by the Department of the Interior and Local Government (DILG); and

development, to ensure that project activities and outputs benefit from a multi-stakeholder perspective and that these are advocated and mainstreamed in related policies and programs.

The formulation of the NSUS is guided by the need to gather the thoughts and ideas not only of government entities. It values the contributions of other stakeholders that have direct experience with slum upgrading work as well as housing and site and services provision, including civil society groups, the private sector developers, networks of slum dweller organizations and other development partners. The timing of the NSUS is propitious as the new government exhibits openness to new ideas (e.g. local and global good practices), and to critical review of past efforts. The NSUS process therefore supports dialogue to result in innovative and practical solutions to the slum problem.

The assignment will primarily involve the following approaches:

- A. Consolidation and Review of Secondary Data.** An inventory and analysis of information from past and current slum upgrading initiatives by government and other stakeholders will be undertaken. This will include: a.) Examination of government policies and strategies related to slum upgrading; b.) Documentation and assessment of successful and non-successful slum upgrading programs (local and international) by national government agencies, LGUs, and NGOs; and c.) Identification of the lessons and the factors that contributed to successes or failures for consideration in the design of the strategy.
- B. Knowledge Sharing.** The Cities Alliance has funded successful slum upgrading initiatives in Brazil and South Africa that produced practitioners who now offer a wealth of knowledge that the assignment will use as reference and build upon. The assignment will also pursue partnerships with Vietnam, and Indonesia<sup>8</sup>, which are now implementing similar projects, to facilitate exchange of implementation experiences. This collaboration is expected to pave the way for a possible regional program on slum upgrading that will allow for more strategic, holistic and replicable interventions to address slum upgrading issues in the region. Along this line, the knowledge sharing approach is envisioned to initiate the formation of a **Community of Practice (COP)** among slum upgrading practitioners within the country and in the region to allow for continuous capacity development and technology transfer in this subject. The COP will utilize a web-based knowledge platform to allow for wider-reach and easier access to information exchange and learning as well as easy link-up with relevant institutions.
- C. Participatory Approach.** The project will engage stakeholders, such as slum communities, national agencies and LGUs, NGOs, private sector, and civil society organizations, through focus group discussions, workshops, and onsite consultations to validate and supplement the findings of the secondary data review. The insights, experiences, and lessons from affected communities and LGUs will form the basic premises in developing the strategy. By doing so, the likelihood of broad acceptability of the NSUS will be enhanced and encourage wider involvement of stakeholders. The presentation of project implementation progress to the PUC will also facilitate stakeholder participation at the national level.
- D. Feeder Studies and Surveys.** As necessary, rapid feeder studies and surveys will be conducted to provide updated technical reference for specific issues and supply the necessary evidence to guide and support the findings and recommendations under the different phases of this assignment.

The project will be undertaken in sequenced phases to facilitate the processing of outputs that feed into the different implementation stages. These phases are described as follows:

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Working Group on Sustainable Communities chaired by the League of Cities of the Philippines (LCP). Each working group is actively attended by representatives from government, slum communities, non-government organizations, private sector, civil society and the academe.

<sup>8</sup> The projects of these countries include "Enhancing Access of the Urban Poor and Vulnerable Groups in Vietnam to Basic Infrastructure and Housing"; "Indonesia Slum Alleviation Policy and Action Plan (SAPOLA)"; and "Brazil National Urban Development Policy: Support to the National Program for Land Tenure Regularization and Socio-Environmental Risk Prevention in Precarious Settlements."

## Phase 1. Preparatory Activities

This phase will focus on the readiness of institutions involved in the assignment and will involve establishing the implementation arrangements and the conduct of a preparatory workshop to launch the project and obtain local and global insights that could feed into the design and implementation of its different phases.

**Activity 1.1 Defining Implementation Arrangements.** This activity will involve setting-up the implementation structure and arrangements to initiate project start and will include: 1.) *Establishment of the Project Advisory Committee*; 2.) *Preparation of the Work and Financial Plan (WFP) and Detailed Implementation Plan (DIP) outlining the specific activities under the assignment*; and 3.) *Preparation of the Terms of Reference (TOR) for concerned consultancy services and Partnership Agreements (PA) with institutions and individual practitioners.*

**Activity 1.2 Preparatory Workshop.** An initial workshop will be held to take stock of current trends and initiatives related to slum upgrading. Local and international institutions and professionals who have been recognized for best practices in slum upgrading will be invited to participate and share with stakeholders their knowledge and experiences. The workshop is expected to offer a broad body of evidence-based experiences to serve as initial reference for designing and pursuing the various phases of the project.

## Phase 2. Comprehensive Assessment

The lack of national, comprehensive and updated information about slum communities is seen as a critical limitation in the development and implementation of more responsive slum upgrading policies and programs and in monitoring the extent to which these have been effective. Relative to this, a comprehensive assessment of the conditions, issues, opportunities and risks confronting slum communities will be undertaken to provide the necessary information and serve as anchor for the formulation of a National Slum Upgrading Strategy. This phase is expected to produce a **Comprehensive Assessment Report** that is envisioned as a definitive study to establish the baseline information about Philippine slum communities and serve as reference for further interventions related to slum upgrading. A number of interrelated activities will comprise this phase as follows:

**Activity 2.1 Inventory and Assessment of Policies, Programs, Processes and Institutions.** The experiences and lessons of policies, programs, and processes undertaken by the government, NGOs, and private sector organizations to address the concerns of slum formation and slum upgrading have been varied. While a number of these programs have been successful, there are those that have resulted to minimal success. A comprehensive documentation and evaluation of the major resettlement and relocation programs and experiences in the Philippines will be undertaken to identify the different issues and lessons that affected the implementation of these programs and to provide reference in designing prospective initiatives that are more responsive to the varied needs and conditions of the target beneficiaries. An institutional analysis will be carried out alongside the review of the relevant policies to identify the operational conditions that affect the quality of application and enforcement of these policies. The Urban Development and Housing Act of 1992 mandates the national government and local government units (LGUs) to provide for the basic services of informal communities, yet even communities in government resettlement programs suffer from lack of access to basic services such as electricity and water<sup>9</sup>. The Comprehensive Land Use Plans (CLUP) and the Comprehensive Development Plan (CDP), which are mandatory LGU planning instruments, very seldom capture the needs of slum communities and provide direction as part of the local planning and resource programming agenda of LGUs. There is also the need to assess the efficacy of the practice of "Presidential Proclamations"<sup>10</sup>. Finally, a review of the roles of the local governments in the relocation policies will be useful. For instance, the receiving local governments often complain that relocating communities to their localities put a heavy drain on their resources. It is thus important to examine the readiness of such LGUs and the corresponding incentives accorded to them in support of the relocation process.

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<sup>9</sup> Philippine Asset Reform Report Card. PhilDHRRA, May 2008.

<sup>10</sup> Presidential proclamations are issuances by the Philippine president designating certain public lands for socialized housing. There are so far more than 100 of such issuance but limited housing development, if at all, is reported in these land parcels.

This activity will include: 1.) *Inventory and analysis of national and local government policies, programs and processes related to slum upgrading*; 2.) *Documentation and evaluation of the Philippine relocation and resettlement experience*; 3.) *Examination of options for integrating effective slum upgrading approaches of government and non-government organizations*; 4.) *Institutional analysis of government agencies, NGOs, and private sector organizations to determine their actual capacity to implement and support related policies, programs and processes*; 5.) *Institutional analysis of slum communities to identify options for developing their capacity in relation to slum upgrading*; and 6.) *Identification of options to develop partnerships among the different institutions in the implementation of joint slum-upgrading programs*.

**Activity 2.2. Inventory and Assessment of Slum Issues.** Developing an effective slum upgrading strategy requires a sound understanding of the complex issues, diverse conditions, and risks confronting slum communities to establish the baseline information on which the strategy will be anchored. Relative to this, it is essential to gather and analyze both numeric and qualitative information such as the institutional relationships, the structures, and the systems that characterize the different slum communities to define how they actually “work and exist”. A key challenge, however, is the lack of common and national level information on slum communities to facilitate a comprehensive analysis of these issues. While there are efforts by concerned government agencies and NGOs to collect data about slums, these are mostly limited to slum communities that are recipients of specific assistance programs.

This activity will involve: 1.) *Consolidation and analysis of secondary information to establish the conditions and the “cause and effect relationships” of issues faced by slum communities*; 2.) *Conduct of a **Small Area Survey** for a sample set of slum communities to validate and substantiate the findings of the secondary data analysis and to collect and analyze information that characterize slum communities such as physical traits, cultural and institutional structures, political and governance systems, and socio-economic conditions among others*; 3.) *Characterization of the different slum communities and establishment of a proposed “typology of slum communities” as well as common “slum related terminologies” to guide policy development and planning processes*; 4.) *Development of criteria for prioritizing and ranking the issues per type of slum community*; 5.) *Development of a **Model Slum Database Information System***; and 7.) *Development of **Guidelines for Conducting Survey of Slum Communities** for possible undertaking by the Government (at national and local levels) or NGOs*.

Preliminary and related work at gathering secondary data has been initiated through the CAPSTONE Program of the World Bank and New York University (NYU) and this could serve as initial input to this activity. The small area survey, which will comprise of quantitative and qualitative aspects, will be conducted using a combination of appropriate methodologies such as household level surveys and statistical sampling. Available and validated data from LGUs, NGOs, and concerned organizations will also be utilized.

### **Phase 3. Strategy Formulation**

The **National Slum Upgrading Strategy** will be formulated taking into account the findings and recommendations of the Comprehensive Assessment Report under Phase2. The current directions and priorities of the new Government will also be considered and reviewed to ensure that the strategy is aligned with these and that it is able to provide inputs to the concerned agencies in designing related programs. The strategy is expected to support the formulation of the National Government Resettlement Policy by HUDCC by providing the results of the qualitative assessment and characterization of slum communities as analytical reference. These findings are envisaged to provide an enhanced understanding of the conditions and the needs of the different types of slum communities, beyond what is physically appreciated, to ensure that resettlement programs are well-planned by the concerned institutions, effectively undertaken in a “just and humane” manner, and allows for the sustainability and improvement in the living standards of the resettled communities. The HUDCC also places among its long term thrusts the development of Sustainable Communities through the engagement and collaboration among the private sector, communities, LGUs, NGOs, civil society organizations, and NGAs. Among the outputs of the strategy are the analysis of concerned institutions and the development of options for developing partnerships among the different stakeholders in undertaking joint efforts related to slum upgrading. In the same vein, these outputs are expected to provide initial basis for identifying the key institutions as well as the necessary conditions for

pursuing and establishing effective multi-stakeholder partnerships as envisioned under the Sustainable Communities initiative.

The strategy will be subject to a series of consultations with concerned stakeholders and it is expected to have the following elements, among others: a.) Vision and General Principles that frame the strategy; b.) Action Plan outlining the process to implement the strategy at the national and LGU levels; c.) Investment Plan identifying and estimating the inputs and resource requirements of the strategy; d.) Institutional Arrangements identifying the institutions, actors and policies necessary to support the action plan and mainstream the strategy in government planning processes such as in the MTPDP, the NUDHF, and in national and local development planning systems such the preparation of the CLUP, CDP, and LSP; e.) Framework for adoption and implementation of the Slum Database Information System and framework for the conduct of a National Survey on Slum Communities; f.) Options and models for implementing the strategy taking into account the specific conditions and needs of the target slum communities and approaches for inter-LGU collaboration; and g.) Targets and Performance Indicators to eventually monitor and assess the implementation and effectiveness of the strategy.

The primary outputs of this phase will include: 1.) *Draft and final versions of the National Slum Upgrading Strategy*; 2.) *Presentation of the draft and final versions of the strategy to the PUC in a plenary meeting attended by representatives from local stakeholders, such as concerned government agencies, LGUs, NGOs, private sector, civil society, slum communities and international experts*; 3.) *Communications Plan presenting the key activities to promote and support the approval and adoption of the strategy and an NSUS-COP website to facilitate knowledge sharing and continuous advocacy for the strategy*; and 4.) *Regional presentations of the final strategy and the conduct of an investment forum with development partners and private sector organizations*.

## 15. Deliverables

Phase	Activities	Outputs
Phase 1: Preparatory Activities	Activity 1.1 Institutional Arrangements	<ol style="list-style-type: none"> <li>1. Establishment of the Project Advisory Committee</li> <li>2. Work and Financial Plan and Detailed Implementation Plan</li> <li>3. Terms of Reference for Consultancy Services and Partnership Agreement</li> </ol>
	Activity 1.2 Preparatory Workshop	<ol style="list-style-type: none"> <li>1. Preparatory Workshop conducted</li> <li>2. Workshop Report and Knowledge Product</li> </ol>
Phase 2: Comprehensive Assessment	Activity2.1 Inventory and Assessment of Policies, Programs, Processes and Institutions	<ol style="list-style-type: none"> <li>1. Report on Inventory and analysis of government policies and processes related to slum upgrading</li> <li>2. Report on Inventory and analysis of past and current slum upgrading programs by government and NGOs and documentation of relocation experience in the Philippines</li> <li>3. Report on Institutional analysis of government agencies, NGOs, private sector organizations involved in slum upgrading</li> <li>4. Report on Institutional analysis of slum communities</li> <li>5. Report on options for integrating effective government and NGO approaches and developing partnerships among institutions concerned with slum upgrading</li> <li>6. Report on Consultation Workshops with Stakeholders</li> </ol>
	Activity2.2 Inventory and Assessment of Slum Issues	<ol style="list-style-type: none"> <li>1. Report on the inventory and analysis of secondary data pertaining to conditions and issues per type of slum community</li> <li>2. Report on the proposed “slum related terminologies” and “typology of slum communities” for the Philippines</li> <li>3. Small area survey conducted and results integrated with findings of the secondary data analysis</li> <li>4. Criteria for prioritizing issues per type of slum community developed</li> <li>5. Report on available data and information systems on slums and</li> </ol>



		development of a Model Slum Database and Information System 6. Guidelines for conducting a Survey of slum communities developed 7. Comprehensive Assessment Report 8. Report Consultation Workshops with Stakeholders
Phase 3: Strategy Formulation		1. National Slum Upgrading Strategy 2. Presentation of draft and final versions of the strategy to the PUC Plenary Meeting 3. Communications Plan and NSUS COP Website prepared 4. Regional presentations and forum for the strategy conducted

## 16. Expected Outcomes and Related Monitoring Indicators and Plans

Outcomes	Indicators	Means of Monitoring	Agency Responsible
1. National Slum Upgrading Strategy mainstreamed in national and local government planning processes.	<ul style="list-style-type: none"> <li>Executive Issuance adopting the National Slum Upgrading Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Issuance</li> </ul>	<ul style="list-style-type: none"> <li>PUC and HUDCC</li> </ul>
	<ul style="list-style-type: none"> <li>Department Order from concerned agencies mandating the incorporation of the National Slum Upgrading Strategy in the CLUP and CDP process.</li> </ul>	<ul style="list-style-type: none"> <li>Department Order</li> </ul>	<ul style="list-style-type: none"> <li>PUC and concerned agencies</li> </ul>
2. Increased knowledge and involvement of stakeholders on issues and in initiatives related to slum upgrading.	<ul style="list-style-type: none"> <li>Active participation of representatives from slum communities, civil society, NGOs, government, private sector, and academe in PUC discussions on slum related issues and interventions.</li> </ul>	<ul style="list-style-type: none"> <li>PUC Agenda and Attendance Report</li> </ul>	<ul style="list-style-type: none"> <li>PUC Core Secretariat</li> </ul>

**17. Sources of Investment.** Once adopted and implemented, the National Slum Upgrading Strategy is expected to facilitate the identification of specific infrastructure investments related to slum upgrading. Funding support will be made available through several Bank financing windows such as the Support for Strategic Local Development and Investment Project (SSLDIP) currently implemented by the Land Bank of the Philippines (LBP), the Regional Infrastructure for Growth Project (RIGP), which will be implemented by the Development Bank of the Philippines (DBP), the proposed Metro Manila Urban Renewal Project, and the pilot housing project to be developed under the Japan Social Development Fund. Once finalized, the strategy and its investment plan component will be presented to an investment forum where other development partners and private sector organizations could determine areas of support and funding.

**18. Partnerships.** The creation of the Project Advisory Committee outlines the partnership between the concerned government and non-government organizations in the preparation of the National Slum Upgrading Strategy. Wider collaboration with the different stakeholders is expected through the PUC, which serves as the venue for pursuing national level cooperation and consensus on the subject.

**19. Government Commitment and Approval.** The development of a National Slum Upgrading Strategy is a firm commitment by the Government of the Philippines (GOP) as indicated in the Partnership Agreement and Joint Work Program between the GOP and the Cities Alliance (CA). The commitment of HUDCC as implementing agency will be secured through formal confirmation from the concerned officials of said office.

## 20. Implementation and Financing Plans

PROJECT COMPONENTS	Consulting Services	Workshops	Dissemination	Others	Total
<b>Part A. Project Phases and Activities</b>					
Phase 1: Preparatory Activities	10,944	27,361			38,306
Phase 2: Comprehensive Assessment	210,444	16,944			227,389
Phase 3: Strategy Formulation	75,389	51,694	22,222		149,306
<b>Subtotal: Part A</b>	<b>296,778</b>	<b>96,000</b>	<b>22,222</b>	<b>-</b>	<b>415,000</b>
<b>Part B. Project Administration and Supervision</b>					
1. Independent Audit				10,000	10,000
2. Incremental Implementation Expense-HUDCC				30,000	30,000
3. Supervision Cost-World Bank				45,000	45,000
<b>Subtotal: Part B</b>				<b>85,000</b>	<b>85,000</b>
<b>Total Cities Alliance Grant Request (A+B)</b>	<b>296,778</b>	<b>96,000</b>	<b>22,222</b>	<b>85,000</b>	<b>500,000</b>
<b>Part C. Co-Financing</b>					
1. In-kind contribution (Government and stakeholders)				500,000	500,000
<b>Subtotal: Part C</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>
<b>Total Project Cost (A+B+C)</b>	<b>296,778</b>	<b>96,000</b>	<b>22,222</b>	<b>585,000</b>	<b>1,000,000</b>

The project is estimated to cost USD1M. This will consist of a USD500,000 grant from the CA covering **Part A-Project Phases and Activities** estimated at USD415,000 and **Part B-Project Administration and Supervision** at USD85,000. Part B will comprise of USD10,000 for Independent Audit; USD30,000 for Incremental Operation Cost of HUDCC; and USD45,000 for the Supervision Cost of the World Bank. An equivalent USD500,000 in the form of in-kind contribution will be provided by the government implementing agency and partners as well as stakeholders who will be involved in the different phases of the assignment.

## 21. Project Schedule and Delivery Targets

Project Activities and Milestones	Months																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>I. Phase 1-Preparatory Activities</b>																		
1: Defining Implementation Arrangements	■	■																
2: Preparatory Workshop		■	■															
3: Procurement of Consultants		■	■	■	■													
4: Inception Report					■													
<b>II. Phase 2-Comprehensive Assessment</b>																		
1. Inventory and Assessment of Policies, Programs, Processes and Institutions						■	■											
2. Inventory and Assessment of Slum Issues						■	■											
3. Small Area Survey and Characterization of Slum Communities						■	■	■										
4. Preparation and Presentation of Small Area Survey Results								■	■									
5. Preparation of Model Slum Database and Information System and Guidelines for Survey of Slum Communities								■	■	■								
6. Preparation of Draft Comprehensive Assessment Report									■	■								
7. Series of Consultation Workshop with						■	■	■	■	■								

Communities and Stakeholders																				
8. Final Comprehensive Assessment Report																				
<b>III. Phase 3-Strategy Formulation</b>																				
1. Preparation of Draft National Slum Upgrading Strategy																				
2. Series of Consultation Workshops (Stakeholder Discussion-Draft Strategy)																				
3. Finalization of Strategy																				
4. Presentation of Final Strategy to the Philippine Urban Consortium																				
5. Communication and Advocacy (Publication, Regional Presentations, Investment Forum, COP Website, Media Coverage)																				
<b>IV. Administrative Milestones</b>																				
1. Bi-Monthly Reports																				
2. Mid-Term Evaluation																				
3. End of Project Evaluation																				
4. Draft Final Report																				
5. Final Report																				

**22. Expected Currency of Expenditure.** US Dollars and Philippine Peso

**23. Co-financing Arrangements.** The concerned parties, such as the HUDCC, partner agencies, and the PUC will provide counterpart in-kind contributions, in the form of staff time, office space allocation, and staff transportation expenses during the workshops. The concerned stakeholders (e.g. National Government Agencies, LGUs, NGOs, slum communities, private sector and civil society representatives, etc.) will likewise provide counterpart in terms of staff time and transportation expense. Co-financing is estimated at USD500,000.

**24. Costing Assumptions.** Exchange rate between US Dollars and Philippine Peso assumed at 1:45.