Rapid Situation Analysis of the Impacts of COVID-19 on MSMEs in Malolos and Paombong

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October 2020

PARTNERS FOR RESILIENCE
Cordaid
INSTITUTE FOR CLIMATE AND SUSTAINABLE CITIES
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and Development

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TECHNICAL REPORT
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Photos by
Jose Maria Rosalia Lapira

EXECUTIVE SUMMARY

The local economy of Bulacan has been showing dynamism in the recent decades. The economic growth in the province may be explained by its physical and economic proximity to Metro Manila. It may also be attributed to the rise of cooperatives in the province and the extensive efforts to foster the expansion of the industry through investment promotion and tax incentives starting in the 1990s. However, with the province's proximity to Metro Manila, it faced significant disruptions to its local economy when the COVID-19 pandemic hit and community quarantine measures were imposed starting in mid-March of the current year.

As a result of these disruptions, enterprises in Bulacan, particularly in the latter half of March 2020, faced significant constraints in the exportation of their commodities to Metro Manila and other provinces. The enterprises engaged in food production had to secure food passes to be able to move around and across borders. Nonfood manufacturers and retailers, meanwhile, faced significant reduction in demand from Metro Manila. The most affected sectors in Bulacan were the garment and bag manufacturers and the transport sector, both of which experienced a drastic decline in their earnings. With the move toward reopening the economy to help enterprises get back on their feet, Bulacan experienced firsthand that reopening the economy could lead to an increase in the number of COVID-19 cases, as observed in late July to early August.

Of special interest are the coastal areas facing Manila Bay, especially Malolos and Paombong, which have developed a significant aquaculture industry and face flooding concerns. To assess the impacts of COVID-19 on MSMEs in the adjacent towns of Malolos and Paombong, a survey of 184 respondents from the micro, small, and medium enterprises (MSMEs) in Bulacan was conducted over the course of two weeks by field researchers. Key informant interviews provided complementary qualitative information on the recent experiences with COVID-19. On the one hand, the survey results showed that a large number of enterprises were significantly affected by COVID-19 and the mandated community quarantine measures. On the other hand, the survey revealed that some firms were able to adapt with a focus on the survival of their enterprises and the livelihood of their workers.

The interviews and survey implemented in Malolos and Paombong further revealed that enterprises are aware of the need to reopen the economy. Although food and wage subsidies are necessary and urgent for households, these short-term measures remain insufficient, and MSMEs are in need of further support, as indicated in the survey. With the MSME sector tied to the informal labor sector, enterprises may find themselves discounting sustainable development strategies if they fail to receive support for economic recovery in the new normal. Despite the access to credit from informal sectors and other forms of support provided by cooperatives to their members who are small business owners, most MSMEs lack insurance awareness and coverage. Bulacan residents, in particular, seem comfortable with the face-to-face interactions provided

by cooperatives. Hence, they appear to exhibit resistance to the shift toward online platforms. In the new normal, MSMEs would need assistance in keeping their business activities running by not only gaining access to digital infrastructure but also building confidence in using online platforms for business transactions.

In the case of Bulacan, three main elements can be put forward in the agenda toward recovery and resilience:

1. Public–private cooperation and coordination in setting up physical distancing and health and safety guidelines for business operations in the new normal;
2. Empowerment of Bulacan cooperatives as they provide urgent short-term measures for MSMEs, including one-time grants, to help keep them afloat; and
3. Massive campaign for social innovation toward crisis resilience of the local economy, including goals toward not only economic recovery from the pandemic but also sustainable development and crisis resilience.

Given the findings and conclusions about how the COVID-19 pandemic has affected the MSMEs in Malolos and Paombong, the following areas for future research may be considered. First, the MSME survey may be complemented with a survey of households with the goal of understanding the changes in welfare due to COVID-19. Second, research may consider the quantification of the economic costs brought by the pandemic. Finally, the factors that enable recovery and resiliency amid crises may be explored.

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I. INTRODUCTION

The recession resulting from the coronavirus disease (COVID-19) pandemic warrants an economic recovery plan inclusive of the most affected segments of society. With the Philippine economy contracting by 16.5% in the second quarter of 2020 relative to that in the same period last year, the assessment of the economic impacts of the pandemic, especially on Filipino firms, has become crucial. According to the 2018 List of Establishments, 99.5% of Filipino firms are micro, small, and medium enterprises (MSMEs). The impacts of the pandemic on the performance of these firms thus have significant implications for employment and household welfare.

More specifically, designing an economic recovery program requires understanding how various sectors of the economy have been disrupted not only by the community quarantine but also by the reduction in household demand. Although firms engaged in the supply and delivery of food have been allowed to continue operations, they needed to adjust to the health and safety protocols required by the national and local governments. Unfortunately, several firms, such as those in the transport and nonessential manufacturing sectors, were unable to operate at all for most of the quarantine period, especially from mid-March to mid-May when the enhanced community quarantine (ECQ) was imposed on Luzon. More recently, the government has moved to reopen the economy through the general community quarantine (GCQ). However, a number of firms have still been unable to return to their pre-COVID-19 operations.

The province of Bulacan, with its proximity to Metro Manila, has faced significant disruptions to the local economy, with many traders and manufacturers unable to bring commodities to Metro Manila and other provinces. In the same way, retailers and some manufacturers have been unable to access the supply of goods and inputs outside the province. Those involved in food production had to secure food passes for their suppliers and traders to be able to move around and across borders. Nonfood manufacturers, meanwhile, faced a significant reduction in demand. Most affected is the transport sector, which was unable to operate for a period of four months and currently faces a marked decline in ridership, especially with students no longer required to attend school physically. However, with the move toward reopening the economy to help enterprises get back on their feet, Bulacan experienced firsthand that reopening the economy could lead to an increase in the number of COVID-19 cases.

A. Overview of the Project

The most urgent endeavor is the assessment of how COVID-19 has affected the economy, especially at the local level, and the subsequent design of interventions that can address the needs of local communities. Tracing the economic impacts of COVID-19 begins with the identification of how key sectors in local economies were affected by the imposition of the ECQ in mid-March. Furthermore, there is a need to assess the impacts on output and employment and on how firms made initial adjustments in compliance with the guidelines set by the national and local governments. A needs assessment is crucial in recovery planning, especially with COVID-19 being acknowledged to have brought the "new normal," which requires us to adjust toward a low-touch economy[1] with minimal social interaction.

In early 2020, multiple areas in the Province of Bulacan, which is situated along the coast of Manila Bay, were primed to begin the process of developing resilience planning strategies against the impacts of climate change. These climate risks considered include the threats of sea level rise and coastal flooding, among others, which have been affecting coastal communities over the last few decades. In this context, the Partners for Resilience (PfR),[2] through various partners, were prepared to engage the local government units (LGUs) of Malolos and Paombong to conduct climate risk analyses to better inform national and local development strategies.

Unfortunately, by March 2020, the coronavirus disease (COVID-19) pandemic—which had caught the world by surprise—had finally ben recorded in the Philippines. As a response, various national government-led interventions were employed to minimize the transmission of the disease. As densely populated province and because of its geographical and economic proximity to Metro Manila, Bulacan faced the immediate consequences of the pandemic at the onset.

Amid the changes brought by COVID-19, many organizations, including PfR, decided to shift their focus toward the urgent needs of LGUs. Development initiatives quickly transitioned into response and recovery to provide urgent support to vulnerable communities. These new efforts included the immediate distribution of sanitation kits and conduct of information campaigns about COVID-19. However, these initial efforts fell short in supporting livelihoods in the "new normal." With 99.7% of Bulacan enterprises found to be composed of MSMEs that employ 80% of the workers in the province, understanding the impacts of COVID-19 on MSMEs became warranted.

This research was commissioned by the Institute for Climate and Sustainable Cities (ICSC) and Cordaid Philippines to provide evidence-based insights for the benefit of not only the development of strategies to achieve long-term sustainable development goals but also the local economic recovery planning in response to the pandemic. The hope is that the LGUs in Malolos and Paombong will effectively address the needs of MSMEs in the new normal while keeping in mind the importance of building resilience against pre-existing and projected (i.e., climate and disaster) risks and hazards that may affect the economic sector and localities in general.

Micro, small and medium enterprises need special economic revitalization packages. Taken along a random street in Paombong, Bulacan. *Photo by Jose Maria Rosalia Lapira.*

The current study is therefore a rapid situation analysis of the impacts of COVID-19 on MSMEs in Malolos and Paombong implemented by PfR as part of its COVID-19 humanitarian response efforts. The study seeks to understand the economic impacts of COVID-19 on key sectors in the identified localities by identifying how local economic activities were disrupted and what measures have been identified so far to help enterprises in continuing their operations. The study's research methodology involves a series of key informant interviews (KIIs) from representatives from key sectors and cooperatives, as well as local government officials. It also involves the implementation of a survey among MSMEs in Malolos and Paombong. The results of the study reveal the impacts of COVID-19 on local economies and should thus help outline a set of recommendations for the short and medium-term recovery planning in these localities.

The main objective of the study is to provide an assessment of the economic impacts of COVID-19 on the local economies of Malolos and Paombong. This objective will be realized through the following:

1. Design assessment tools (i.e., survey questionnaire, interview questionnaire) to understand the economic impacts of the pandemic and the lockdowns on the local economies;
2. Provide an economic analysis of how MSMEs within the major industries in Malolos and Paombong were affected;
3. Outline recommendations for the short and medium-term planning for recovery from the crisis and long-term planning for adaptation to the continuing threats of the contagion and other disaster risks, i.e., climate change impacts.

B. Socioeconomic Profile of the Province of Bulacan

A part of Central Luzon (Region III, *Figure 1.1*), the Province of Bulacan is subdivided into 21 municipalities and 3 component cities, with the City of Malolos serving as its capital and seat of government. The other component cities are San Jose del Monte and Meycauayan. As part of the Luzon flatlands, Bulacan has a level topography, with its coastal area facing Manila Bay. Agriculture-based livelihoods in the province include not only farming and livestock raising but also substantial aquaculture in the City of Malolos and the municipalities of Hagonoy, Paombong, and Bulakan. In recent decades, a manufacturing sector has emerged in the province. This sector specializes not only in food processing, which has always accompanied agriculture and aquaculture, but also in various commodities, such as garments, leathercraft, jewelry, and pyrotechnics.

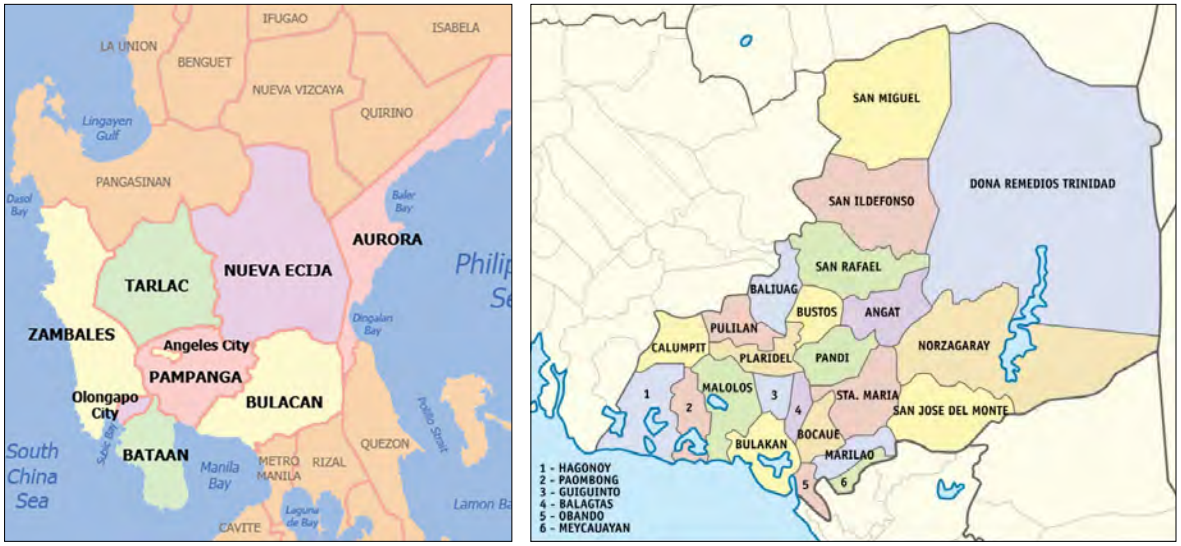


Figure 1.1. Maps of Central Luzon and Bulacan

Credit: Political map of Central Luzon, Philippines, Namayan, Wikimedia Commons, CC 2.5; Political map of the Province of Bulacan, HueMan1, Wikimedia Commons, CC 4.0

Bulacan also boasts of a relatively high economic growth and development, as measured by the Human Development Index (HDI)[3] calculated by the Human Development Network. In 2015, Bulacan's HDI was at around 75.7%, which is lower than that of Metro Manila (84.9%) but higher than the Philippine average (67.6%), as shown in *Table 1.1*. The index is also indicative of development at a higher level than that of some of its neighbors. The estimates of the provincial per capita income tell the same story as the HDI. Similar to Pampanga and Bataan, Bulacan is situated near the National Capital Region (NCR), and such proximity can partly explain its dynamic local economy, albeit its development traces back to the cooperative development and sociopolitical reforms in the 1990s (Javier 2002; Calara and Cabanda 2004). Since then, the province has also successfully transformed its rural agriculture-based economy into one that comprises manufacturing and trade sectors that take advantage of its linkages with Metro Manila as a market for their commodities.

Table 1.1. Human development index in Central Luzon

	1997	2000	2003	2006	2009	2012	2015
Human development index (HDI)							
Philippines	0.611	0.599	0.604	0.592	0.626	0.645	0.676
NCR	0.860	0.848	0.802	0.801	0.818	0.817	0.849
Central Luzon							
Aurora	0.566	0.543	0.565	0.590	0.661	0.564	0.763
Bataan	0.668	0.654	0.644	0.673	0.696	0.705	0.793
Bulacan	0.691	0.718	0.694	0.714	0.728	0.713	0.757
Nueva Ecija	0.564	0.544	0.535	0.530	0.550	0.582	0.603
Pampanga	0.676	0.640	0.686	0.716	0.667	0.726	0.765
Tarlac	0.571	0.501	0.599	0.598	0.598	0.671	0.644
Zambales	0.593	0.549	0.553	0.583	0.596	0.534	0.652
Annual per capita income (PPP NCR 2015 Pesos)							
Philippines	56,601	54,176	53,678	53,632	55,887	57,288	61,317
NCR	101,866	97,134	84,231	83,222	85,759	84,216	89,330
Central Luzon							
Aurora	50,222	46,839	48,828	54,491	61,275	46,639	77,664
Bataan	65,735	62,331	58,600	64,066	67,029	67,310	85,908
Bulacan	68,622	74,333	68,410	71,106	72,628	68,914	76,879
Nueva Ecija	48,370	45,886	44,719	43,500	45,155	49,337	51,505
Pampanga	64,702	57,985	65,513	71,917	61,212	71,071	77,944
Tarlac	49,795	41,136	54,479	52,264	51,961	61,938	56,331
Zambales	52,392	45,379	45,042	49,810	49,940	42,355	56,528

Source: Human Development Network
Note: The HDI is a measure of development that is composed of information on income, health, and education. Data are available only in selected years as indicated in the table.

Although the economic dynamism of Bulacan is linked to its proximity to Metro Manila, the province can also boast of its own development strategies over the recent decades. In the 1990s, cooperatives in Bulacan were given a role in the pursuit of sustainable economic development in one of the five points in the development agenda of its then-governor Roberto "Obet" Pagdanganan (Javier 2002). This effort was followed by bureaucratic reforms led by Pagdanganan's successor, Josefina dela Cruz. As a result of these efforts, community-based initiatives seem to have become easier compared to before to implement in the province and have since increased the social capital (Guiza 2004).

Calara and Cabanda (2004) found that the entrepreneurs who led the cooperatives in the 1990s contributed to the growth in productivity among cooperatives by as much as 7.0%. This observed increase in incomes among the cooperatives was due to the innovations that the entrepreneurs introduced. These innovations included a new product or a new way of doing things. As a pioneer in the cooperative movement in the Philippines and having the greatest number of cooperatives per land area, Bulacan earned the title of "Cooperative Capital of the Philippines" in the 1990s. In 2019, Bulacan ranked eighth (tied with Bohol) in terms of the number of operating cooperatives *(Table 1.2 and Table E.1 in Appendix E)*. Today, it continues to garner awards for its cooperative development. In recent years, the province has been repeatedly awarded by the Cooperative Development Authority (CDA) as among the best-performing local governments for cooperative development.

Table 1.2. Top 10 provinces with the highest numbers of active cooperatives, 2019

Province	**Number**	**Population** (2020 estimate)	**Population-to-cooperative ratio**	**Rank by number**	**Rank by ratio**
Cebu	889	5,085,215.00	5,720	1	44
Pangasinan	615	3,113,381.00	5,062	2	40
Davao Del Sur	604	2,520,846.00	4,174	3	29
Negros Occidental	544	3,174,387.00	5,835	4	46
Misamis Oriental	517	1,692,003.00	3,273	5	19
Isabela	513	1,685,742.00	3,286	6	20
Benguet	507	848,549.00	1,674	7	3
Bulacan	502	3,646,674.00	7,264	8	62
Bohol	502	1,365,117.00	2,719	8	10
Nueva Ecija	491	2,355,402.00	4,797	10	39

Source: Cooperative Development Authority
Note: Ranking excludes NCR as an outlier and BARMM for lack of data.

Table 1.3 shows the distribution of cooperatives in the entire province of Bulacan and the number of members and their employees in 2019 vis-à-vis their proportion to the entire Philippines. (Appendix E includes further statistics on Bulacan and the entire Philippines.) Data show that around half (247 out of 502) of the cooperatives are multipurpose cooperatives. Multipurpose cooperatives usually engage in lending and savings for its members, as well as in food service or retail trade. Another significant segment includes those engaged solely in financial services. Bulacan cooperatives make up 2.7% of all active cooperatives in the Philippines and 3.2% of the total membership in the Philippines. The 502 active cooperatives in Bulacan have total assets of Php 16.15 billion, which represents 3.15% of all total assets of reporting cooperatives in the database of the CDA.

Table 1.3. Statistics on active Bulacan cooperatives, 2019

Type of Cooperative	Bulacan			% Bulacan to Philippines		
	Number	Members	Employees	Number	Members	Employees
Agricultural	24	638	23	1.40	0.34	0.35
Consumers	19	1,286	59	1.57	2.16	1.28
Financial	84	92,541	605	3.06	8.61	4.61
Marketing	22	1,092	49	3.31	2.53	2.64
Producers	41	1,253	101	4.47	3.98	1.32
Service, including social service	16	4,635	258	2.16	2.31	0.36
Transport	48	1,532	178	5.20	6.30	15.84
Utilities	1	832	9	1.01	0.08	0.25
Workers				-	-	-
Multipurpose, advocacy, and others	247	270,695	2,262	2.59	3.05	0.57
Total	502	374,504	3,544	2.70	3.24	0.69

Source: Cooperative Development Authority
Note: Types of cooperatives, as indicated in Republic Act. 9520, have been recategorized to reduce the number of categories and accommodate additional types encoded in the database. Agricultural cooperatives also include agrarian reform, dairy, and fisherfolk cooperatives. Financial cooperatives include credit and insurance cooperatives, as well as cooperative banks. Service cooperatives include education, health, housing, and labor service cooperatives. Utilities refer to electric and water supply cooperatives. Finally, multipurpose cooperatives have been categorized with advocacy cooperatives and other types.

Over the past two decades, the local government has pursued industrialization efforts through tax incentives. Investment promotion in the province actually began in 1999 with the passage of the Incentive Investment Code of Bulacan (Provincial Ordinance 99-03), which was aimed at providing tax incentives to new (existing) firms with a capitalization (an additional) of not less than Php 50 million. Then, the province's Investment Development Plan targeting the following types of firms was formed: labor-generating enterprises; enterprises to be located in an identified growth subcenter, manufacturing enterprises using indigenous materials, electronics, tourism, services, water, power, and

telecommunications; agribusiness enterprises; and other pioneering enterprises (Province of Bulacan 1999). More recently, efforts have included further marketing support to homegrown manufacturers (e.g., marble, furniture, leathercraft, garments) through the *Tatak Bulakenyo* program (Province of Bulacan 2007).

With the growth of manufacturing and trade, Bulacan began to export its goods to Metro Manila. *Table 1.4* shows the commodity flows from Central Luzon to other parts of the country. Although only indicative, the table shows the strong linkages of Central Luzon to the capital region. Indeed, Bulacan is prominent for its fireworks sold in Bocaue and for its Meycauayan jewelers. In Malolos, as well as in its neighboring coastal municipalities such as Paombong, the link to Metro Manila mostly involves the export of garments and bags to different institutional clients, as well as the export of fish and other aquaculture products.

Table 1.4. Flow of commodities from Central Luzon to the rest of the Philippines, 2019

Point of Destination		Value (thousand pesos)	%
NCR		14,993,144	41.83
CAR		-	-
Region I	- Ilocos Region	1,403,510	3.92
Region II	- Cagayan Valley	-	-
Region III	- Central Luzon	6,783,170	18.93
Region IVA	- CALABARZON	3,566,287	9.95
Region IVB	- MIMAROPA	1,199,610	3.35
Region V	- Bicol Region	357,323	1.00
Region VI	- Western Visayas	1,396,803	3.90
Region VII	- Central Visayas	1,577,658	4.40
Region VIII	- Eastern Visayas	444,187	1.24
Region IX	- Zamboanga Peninsula	508,175	1.42
Region X	- Northern Mindanao	1,744,608	4.87
Region XI	- Davao Region	1,440,703	4.02
Region XII	- SOCCSKSARGEN	96,166	0.27
Region XIII	- Caraga	330,916	0.92
BARMM		-	-
Total		**35,842,260**	**100.00**

Source: 2019 Commodity Flow in the Philippines
Note: Data that capture the road-based flow of goods are unavailable. For the case of Bulacan, only water-based transport is captured. Data are available only until the regional level.

As a result of the efforts and initiatives over the past two decades, Bulacan has been able to transform its rural economy with the expansion of its economic activities led by the manufacturing and trade sectors. However, 99.7% of enterprises in Bulacan are MSMEs. These Bulacan MSMEs employ 80% of total number of employed persons in the province. This statistic aligns with the Philippine case in which 99.5% of the country's firms are MSMEs employing 63.2% of all employed persons in the country.

Figure 1.2 further provides a snapshot of the current status of the Bulacan economy by indicating the number of MSMEs in the province classified according to type of industry. As shown in the figure, the wholesale and retail trade sector has the greatest number of enterprises in Bulacan, comprising about half of Bulacan's 38,022 enterprises in 2018. It is immediately followed by the accommodation and food service sector (13.1%) and the manufacturing sector (12.4%). *Figure 1.3* shows that a significant proportion of MSME employees (33.3%) are employed in the trade sector. Furthermore, 21.2% are employed in manufacturing, and 13.1% are in accommodation and food service activities.

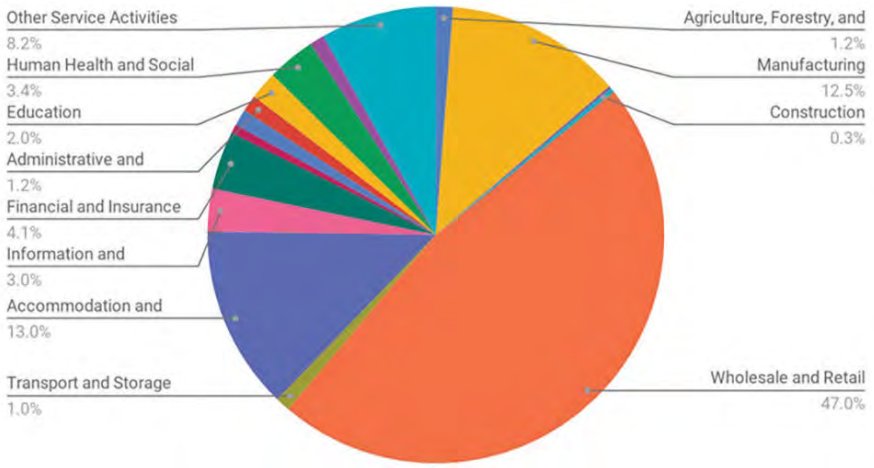


Figure 1.2. Distribution of MSMEs in Bulacan by PSIC 2009 Classification, 2018

Source of basic data: Philippine Statistics Authority

Note: The industrial classifications are based on the 2009 Philippine Standard Industrial Classification (2009 PSIC) at the one-digit level (21 sections). Unfortunately, data on the sectoral contributions to Bulacan's provincial economic output are not captured.

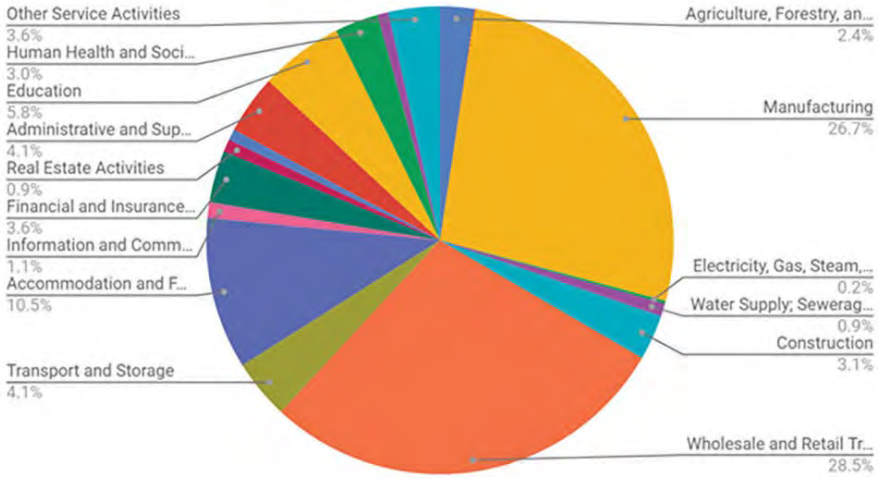


Figure 1.3. Distribution of employees in Bulacan by PSIC 2009 Classification, 2018

Source of basic data: Philippine Statistics Authority

Note: The industrial classifications are based on the 2009 Philippine Standard Industrial Classification (2009 PSIC) at the one-digit level (21 sections).

The City of Malolos and the Municipality of Paombong claim an important place in the Bulacan economy as coastal towns and the main source of aquaculture products. Facing Manila Bay, Malolos and Paombong, alongside other coastal areas in the region, are starting to experience the threats of climate change. These two localities are also among the LGUs that will be affected by the ongoing Manila Bay Sustainable Development Plan. Although *Figure 1.4* shows low population densities in the coastal area, the aquaculture industry remains closely linked to food processing and trade in the province. Hence, local climate action has become warranted in the face of coastal flooding, which could endanger the aquaculture industry. (See *Appendix F*, which shows Malolos and Paombong as among the flood- and storm surge-prone areas in the province.)

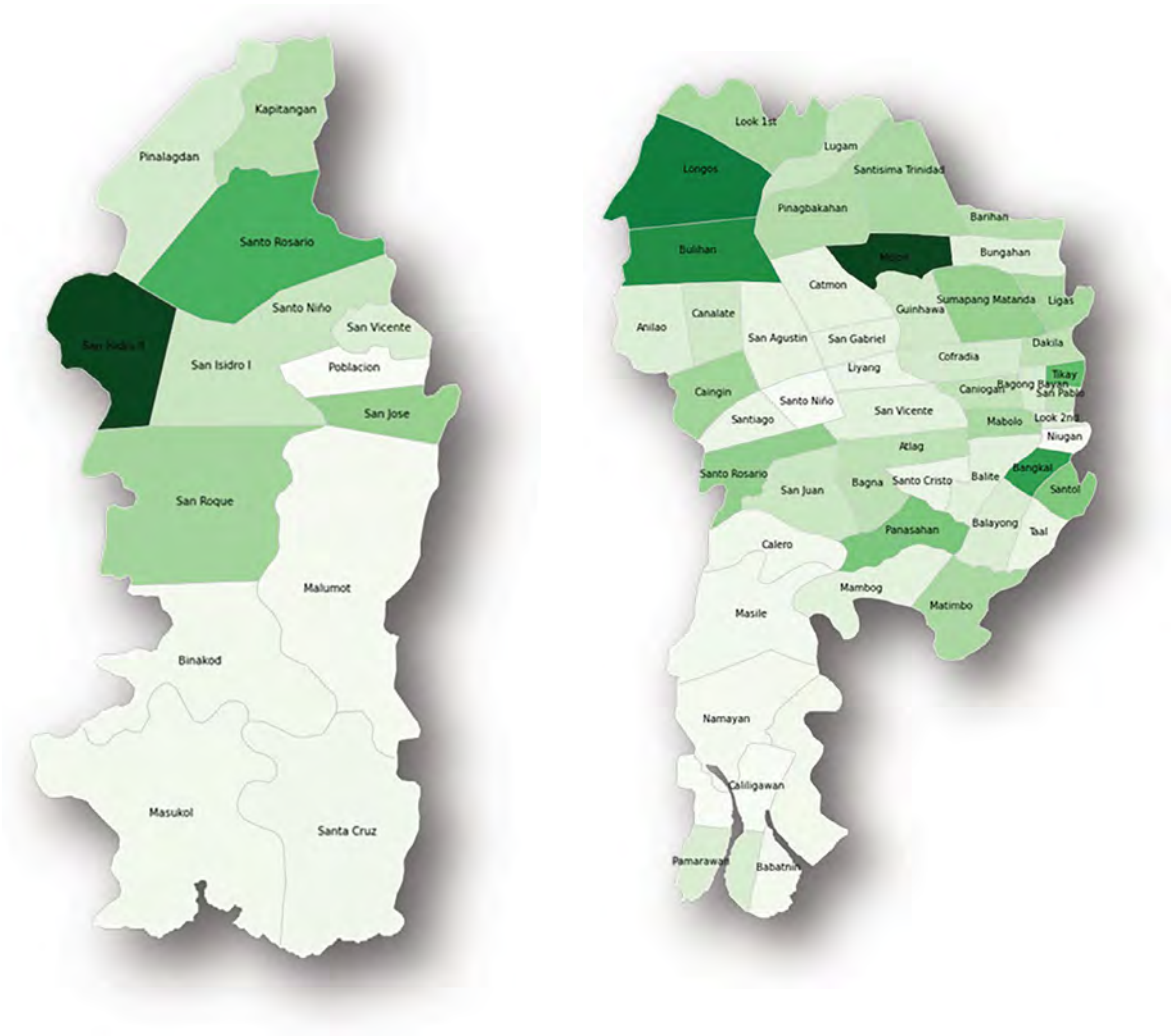


Figure 1.4. Population Distribution in Malolos and Paombong
Credit: Distribution of Population in Bulacan, Mox Ballo and Cymon Lubangco, Own Work
Source of basic data: 2015 Census of Population and Housing

C. Overview of COVID-19 Situation

The disruption of the economy because of the COVID-19 pandemic has been understood as a trade-off between public health and the economy. With the mandated stoppage of nonessential business activity, several firms did not earn revenues but continued to pay overhead costs and the salaries of their employees. With the reopening of the economy, a steeper epidemic curve is expected. In fact, one study forecasted 18.9 million cases by August 2020 in a scenario without any government intervention (Abrigo et al. 2020). Nevertheless, research has also shown that lockdown measures to contain the virus will mitigate further gross domestic product (GDP) loss in the long run (Aum, Lee, and Shin 2020).

This section provides a brief overview of the COVID-19 situation in the Philippines; NCR; and the Province of Bulacan, including the City of Malolos and the Municipality of Paombong. The succeeding discussions use epidemic visualizations of the reported daily cases from the Feasibility Analysis of Syndromic Surveillance Using a Spatio-Temporal Epidemiological Modeler for Early Detection of Diseases (FASSSTER) portal, which uses the data from the Department of Health (DOH). These illustrations begin with the date of the first reported case in the corresponding locality and area of jurisdiction. Finally, a line corresponding to the seven-day moving averages of daily reported cases is used to visualize and smoothen the trend of the incidence of confirmed cases.

A tricycle driver in San Jose, Paombong tries to make a living amid the uncertainty caused by the pandemic. Paombong, Bulacan. *Photo by Jose Maria Rosalia Lapira.*

1. COVID-19 Situation in the Philippines

The earliest case of COVID-19 in the Philippines was an imported case in January 30, 2020. However, a sustained community transmission of the virus was not reported in the country until the middle of March. In response to the earliest case of COVID-19, President Rodrigo Duterte convened the Interagency Task Force for the Management of Emerging Infectious Diseases, which was created in 2014.

On March 15, the government also imposed the initial ECQ measure, which restricted the mobility of many Filipinos in Luzon and in other parts of the country. Since then (*Figure 1.5*), the country has reported daily fluctuations in new cases. As of this writing, the highest number of new cases recorded in a day was 6,877 new cases, which were recorded on August 10, 2020. From the middle of August to early September, the country saw a downward trend in the reported number of daily cases. This observation is also true for most of the succeeding discussions in the selected localities.

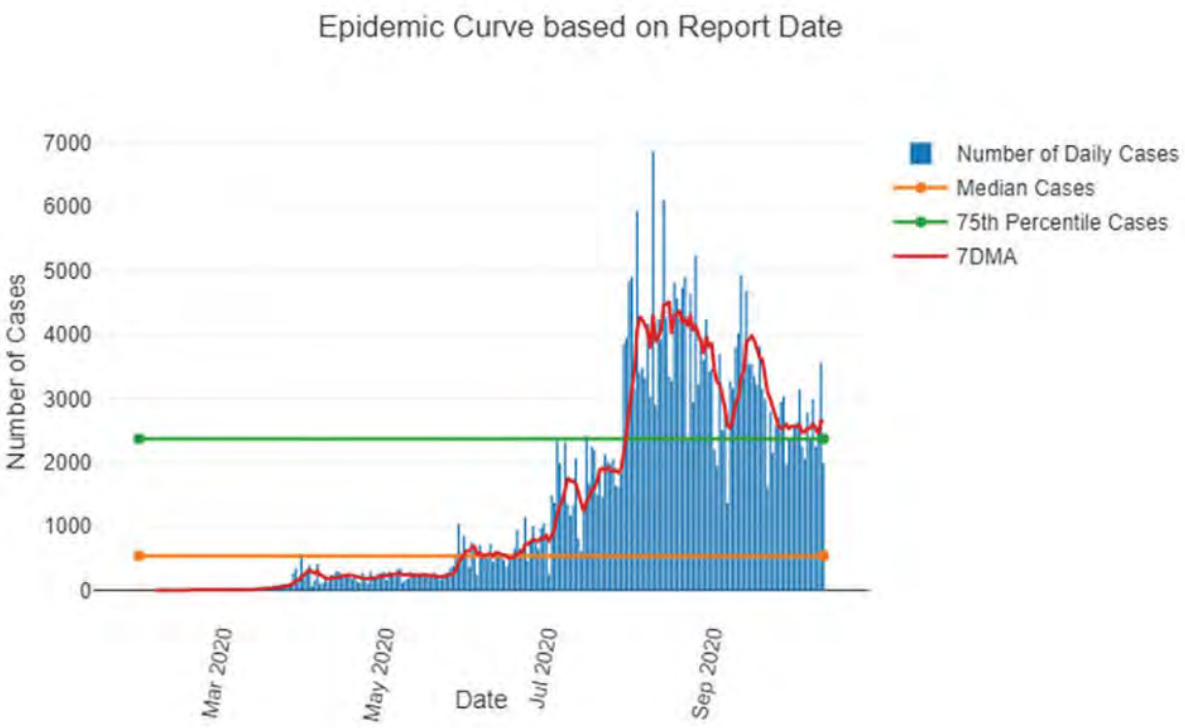


Figure 1.5. Number of Daily Cases and Seven-Day Moving Averages of COVID-19 in the Philippines from January 30, 2020 to October 14, 2020

Source: Feasibility Analysis of Syndromic Surveillance Using a Spatio-Temporal Epidemiological Modeler for Early Detection of Diseases, Department of Health.

2. COVID-19 Situation in the National Capital Region

With the adjacency of the Province of Bulacan to Metro Manila, the economic dynamism in the former is undoubtedly linked to the economy of the latter. Thus, any shock that hampers the economic activity in Metro Manila will have detrimental effects on Bulacan. This claim will be justified in the succeeding sections of the report. Against the backdrop of this claim, the COVID-19 situation in Metro Manila should be briefly discussed.

Figure 1.6 shows the number of daily cases in NCR. The first reported case in Metro Manila (and the first local transmission in the country) was recorded on March 6, 2020. As mentioned previously, about 10 days after the first reported case, the capital, along with the rest of Luzon, was placed under ECQ. Since then, NCR has shown to follow the same fluctuations noted from the countrywide trend. It was also back in August 10 when the capital recorded the highest number of daily cases as of writing, that is, 4,163 new cases. This number was almost 60% of the Philippines' daily reported cases on that day. Since then, however, a downward trend in daily cases has been observed in NCR.

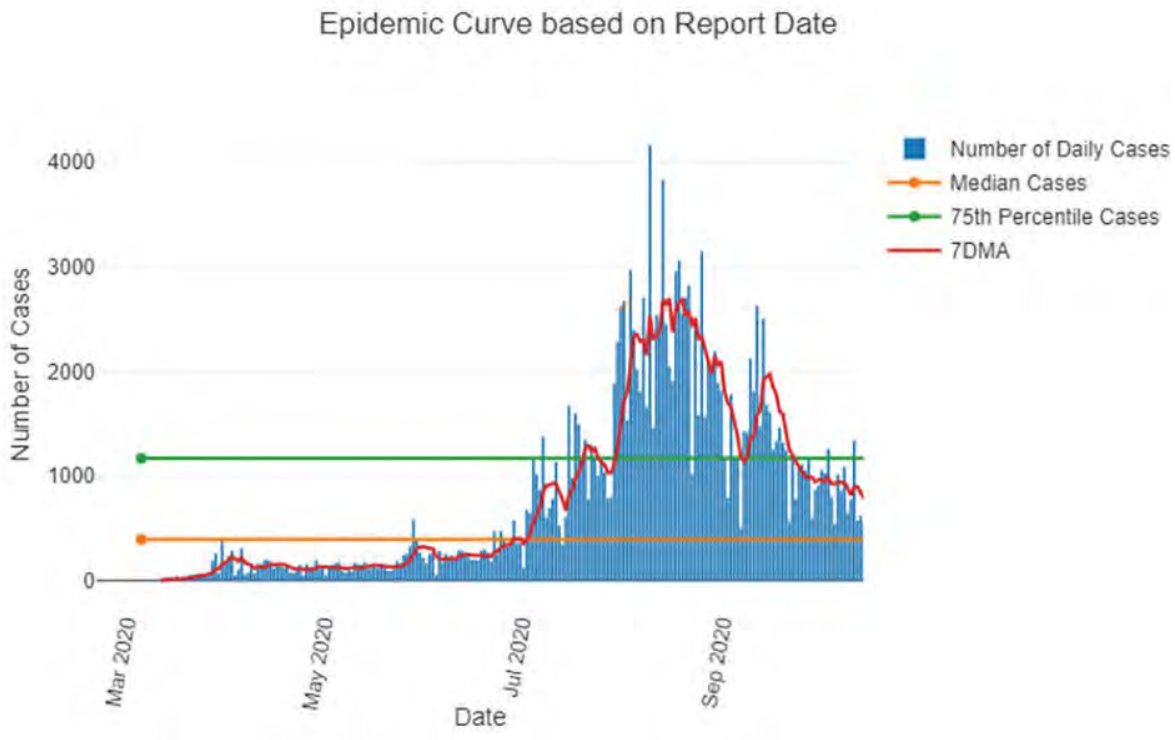


Figure 1.6 Number of Daily Cases and Seven-Day Moving Averages of COVID-19 in the National Capital Region from March 6, 2020 to October 14, 2020.

Source: Feasibility Analysis of Syndromic Surveillance Using a Spatio-Temporal Epidemiological Modeler for Early Detection of Diseases, Department of Health.

3. COVID-19 Situation in the Province of Bulacan and the Case Study Areas

The first case in Bulacan was reported on March 9, 2020. A similar trend in fluctuations as the Philippines and as NCR was observed in the province (*Figure 1.7*). The highest number of daily cases in Bulacan as of this writing was 447 cases, which were recorded on September 17. The trend led to the imposition of a stricter community quarantine from August 4 to August 18, 2020. A decline from the middle of August until early September was also recorded.

For the City of Malolos, DOH reported the first case on March 23. Since then (*Figure 1.8*), the number of daily cases had never breached the two-digit mark until August 2, when Malolos recorded a total number of 33 new cases. This number was also the highest for the city ever since the pandemic reached the area. However, the trend of cases in the area, as indicated by the seven-day moving average line, continues to fluctuate.

The Municipality of Paombong has recorded low numbers of daily cases ever since the pandemic reached the area on April 20, 2020. Given the low number of cases in the area, conclusions based on the nonparametric trends shown in *Figure 1.7* could not be derived as of this writing.

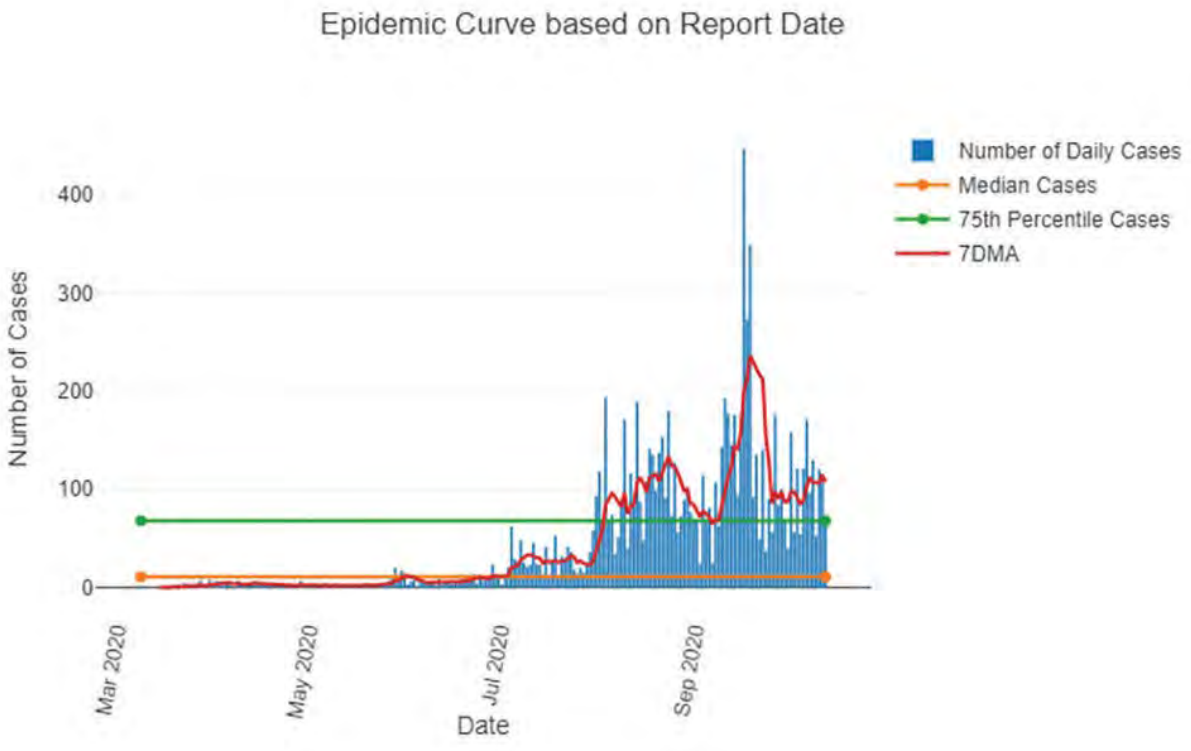
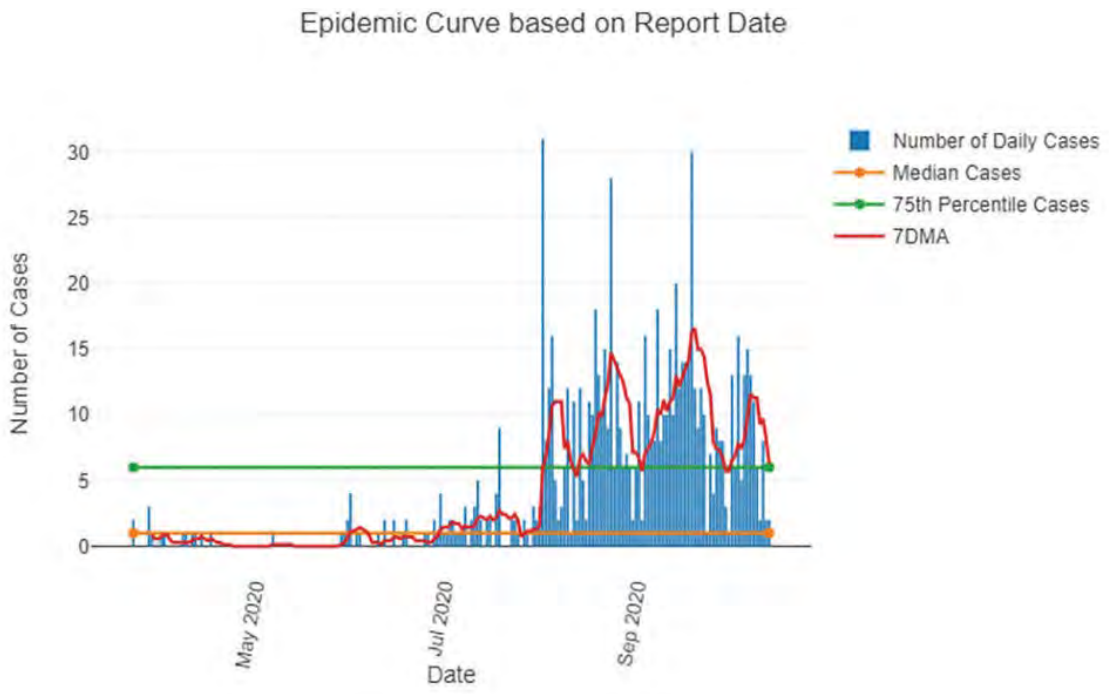
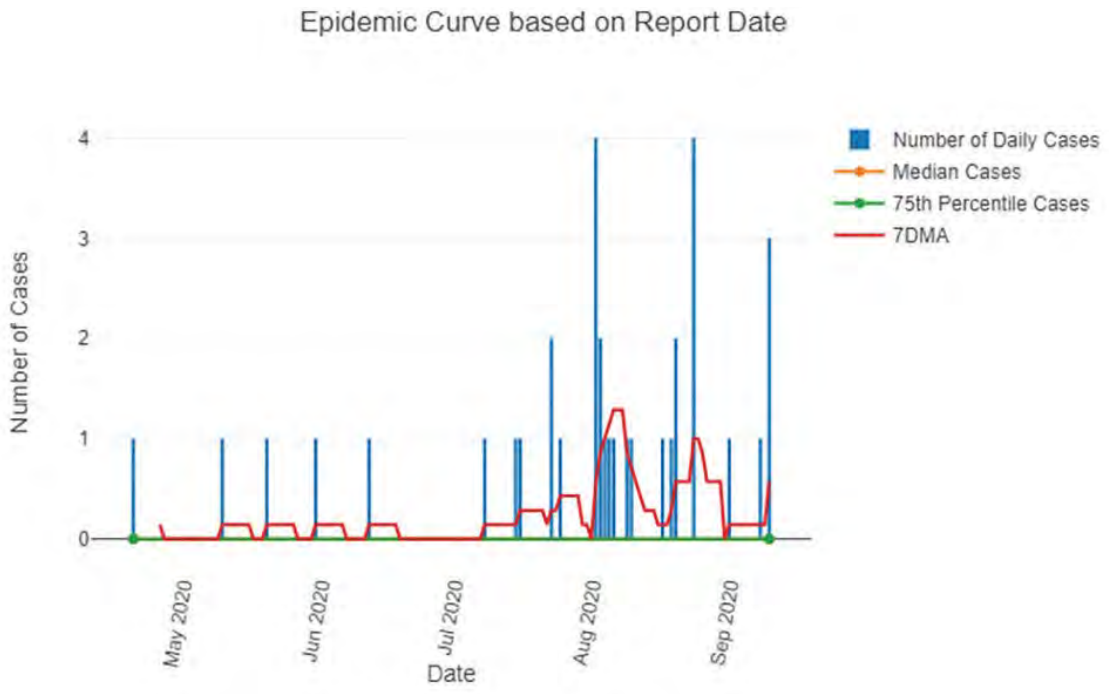


Figure 1.7. Number of Daily Cases and Seven-Day Moving Averages of COVID-19 in the Province of Bulacan from March 9, 2020 to October 14, 2020.

Source: Feasibility Analysis of Syndromic Surveillance Using a Spatio-Temporal Epidemiological Modeler for Early Detection of Diseases, Department of Health.



a. COVID-19 Cases in Malolos



b. COVID-19 Cases in Paombong

Figure 1.8. Number of Daily Cases and Seven-Day Moving Averages of COVID-19 in the City of Malolos and Municipality of Paombong from March 23, 2020 to October 14, 2020.

Source: Feasibility Analysis of Syndromic Surveillance Using a Spatio-Temporal Epidemiological Modeler for Early Detection of Diseases, Department of Health.

II. ECONOMIC IMPACTS OF COVID-19

Apart from the suspension of the prohibition of mass gatherings and the suspension of school activities and public transport, the ECQ also implemented strict home quarantine alongside restrictions on the operations of many private firms, except for those in sectors producing essential goods and services. However, with the suspension of public transportation, travel across political jurisdictions was limited to enterprises engaged in food delivery and supply and required food passes and food lane accreditation.

The imposition of the community quarantine, even its less strict versions, has exerted significant impacts on the economy. With labor and capital restrictions and with constraints on global and local trade, the contraction of the economy by 16.5% in the second quarter of 2020 is not surprising. Given the results of the latest Labor Force Survey (LFS) in July 2020, a better outlook for the third quarter may come from the adjustments being made by firms and households as we increasingly begin to accept the new normal. Nevertheless, adjustments and recovery begin with the assessment of the impacts of the community quarantine on the Philippine economy. In this regard, we look at how the flow of goods and income in the economy have been disrupted by the pandemic.

A. Analytical Framework of the Study

To assist in designing the research methodology for the study and the succeeding economic analysis, the study points to the basic circular flow model for its analytical framework. The framework highlights the relationship between households and firms in a market economy. It also emphasizes the reliance of households not only on firms for their basic necessities and other commodities but also for their income used to purchase goods and services from these firms. In this case, the economic impacts of COVID-19 can be understood as disruptions to the flow of goods and services and of money in the economy. Additionally, the framework extends to a discussion of the revenue–cost structure at the firm level to assess the financial situation of MSMEs. Conditions for shutdown decisions of MSMEs are also assessed.

1. Circular Flow Model of the Economy

To understand the market disruptions, we can explain the Bulacan economy by using the so-called "circular flow model of the economy" *(Figure 2.1)*. The diagram in *Figure 2.1* indicates the areas of disruptions. In the figure, Bulacan residents are represented as households interacting with Bulacan enterprises through two types of markets: commodity markets and factor markets. Hence, apart from the exchange of goods and services between households and firms in the lower half of the figure, another type of relationship is shown in the upper half.

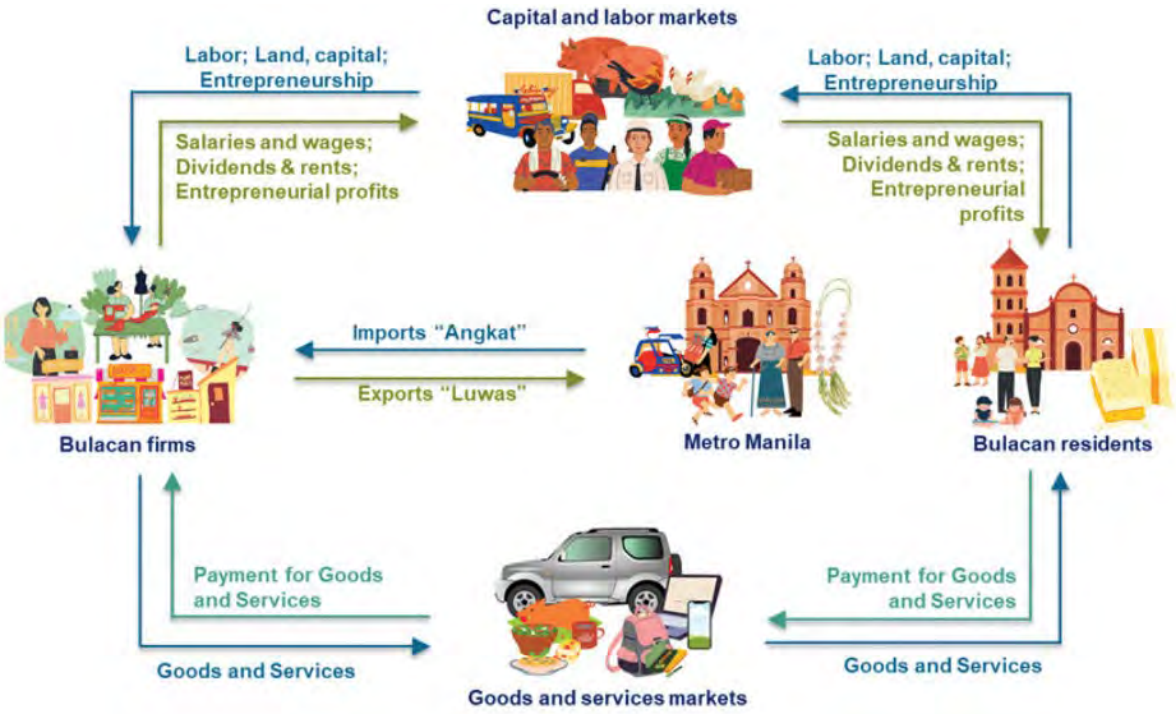


Figure 2.1 Circular Flow Diagram of the Economy
Source: Authors' layout, Canva, Free Media License

As indicated by the data from the 2018 List of Establishments[4] in (*Figures 1.2* and *1.3*) and as validated by the interviews and survey in Malolos and Paombong, households interact with firms as sources of the so-called "factors of production" in various ways. This description pertains to, for example, workers in consignacion firms or in garment manufacturing. In most cases, the description refers to employees of small shops and food establishments. For those who are self-employed, their case is interesting to explain as they offer their entrepreneurship to the firms they also own. Hence, these self-employed individuals, who are usually engaged in buy-and-sell trade, pay themselves when they earn profit. Nevertheless, a part of these factor markets would be the Bulacan residents who own parcels of land that they lease to livestock raisers or buildings they rent out to business establishments.

In further understanding the impacts of COVID-19 on Malolos and Paombong, we must take note of Bulacan's proximity to Metro Manila in terms of physical distance and economic linkages. The other notable aspect in the analysis of COVID-19 impacts is the linkage between Malolos and Paombong, with the latter serving as a satellite economy to the former. Even though Paombong remains a third-class municipality, the economic lives of the residents of the municipality are closely connected to Malolos, with many adults doing work in Malolos and with children studying in schools in Malolos.

With limited capacities for movement under the community quarantine, households are unable to offer these resources to the factor markets, and the creation of value (i.e., the transformation of raw materials into new goods or services) is constrained. This condition then translates into a reduction of economic activity across economic sectors. The decrease in business operations consequently reduces the income received by households. With low incomes, households respond with reduced spending.

2. Shutdown Decision of Firms

With production activity affected, firms, especially MSMEs, will find themselves without the revenues they need to pay for the salaries of their employees and their fixed costs, such as rent and their utilities. The market disruptions caused by COVID-19 have negative welfare implications for households that experience reduction in income. In addition, the disruptions endanger the sustainability of markets in creating value and delivering those values to people through market participation. Hence, the strategies for business continuity, especially for MSMEs, are important. The COVID-19 pandemic has thus revealed that shutdown decisions among enterprises need to be assessed as well.

Further understanding how the pandemic and the community quarantine have affected MSMEs involves understanding the revenue and cost structure of these firms. When do firms shut down? If revenues are higher than the costs (i.e., profits are positive), then firms continue operating. Firms, however, may decide to continue operating at a loss as long as the revenues can cover the variable costs (e.g., raw materials and other operating costs) and a portion of the fixed costs (e.g., wages and salaries[5] and overhead costs), as shown in *Figure 2.2*. In this case, firms can continue employing their workers even if they are operating at a loss. By contrast, firms will decide to shut down if their revenues cannot even cover their variables costs. In both cases, MSMEs facing liquidity constraints and limited access to credit can benefit from targeted stimulus packages.

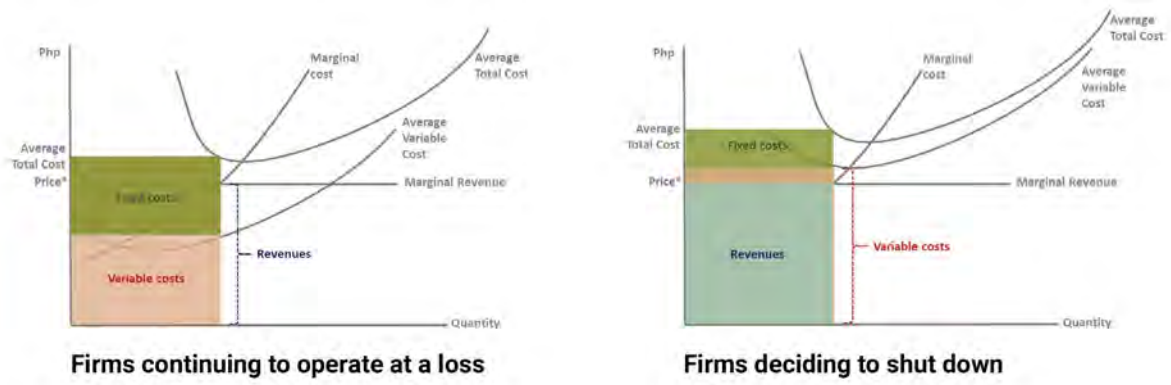


Figure 2.2. Firms Operating at a Loss versus Firms Shutting Down
Source: Authors' illustration

The conceptual analyses indicate that combating the economic impacts of COVID-19 relies mainly on a two-pronged strategy that addresses supply and demand. First, because COVID-19 is likely here to stay, we need to retrofit the economy toward industries that can freely operate in a low-touch economy. The effort includes assisting MSMEs in keeping afloat through wage and rental subsidies and shifting toward other productive activities. Second, consumption must be supported through continued social protection measures coupled with other government-led spending and investments to jumpstart economic recovery. As local economies try to reopen, short-term measures are necessary but insufficient to combat the impacts of COVID-19 on workers' earnings and the welfare of their families. LGUs can begin to coordinate economic activities that will allow firms in their localities to produce goods and services and their residents to earn a living.

B. Research Methodology

To assess the economic impacts of COVID-19 and the resulting community quarantine, the study employed a mixed-methods approach in which qualitative data gathered through KIIs were complemented with quantitative data obtained from a semi-structured survey among MSMEs located in the City of Malolos and in Paombong. The study developed the following set of tools for the different stakeholders with the aim of understanding the microeconomic impacts of COVID-19 on MSMEs. These MSMEs can be classified according to the 2009 Philippine Standard Industrial Classification (2009 PSIC).[6] Manufacturing, retail, and food services were chosen because of their large contribution to the economy. Transport and education were also included in the study because they were deemed to represent vulnerable groups in the study area following the restrictions under the community quarantine. The aquaculture sector was selected as well as Malolos and Paombong are coastal towns whose fishponds are prone to coastal flooding.

The set of questionnaires was designed to gather data and information not only on the profiles of MSMEs but also on their cost structure and losses brought about by the pandemic and community quarantine. Additionally, the questionnaires included questions about the support they had received from national and local sources and the adjustment mechanisms they have been employing in the new normal. More specifically, the following questionnaires and their components were prepared:

1. KII questionnaire
   a. COVID-19 impacts of the local economy
   b. identification of factors essential to assist firms to continue operations in the new normal
   c. existence of essential infrastructure to enable businesses to adopt low-touch transactions
2. Semi-structured survey for owners of MSMEs
   a. some aspects of business profile (e.g., channels, key partners, cost and revenue structure, supply chain linkages)
   b. quantification of some financial aspects of the business operations (i.e., revenues, costs, losses and incurred costs due to COVID-19, comparison between pre-COVID-19 and current pandemic scenarios
   c. identification of access to government support and access to insurance and credit among MSMEs
   d. adjustment mechanisms of MSMEs in the new normal

With a group of field researchers from ICSC who went to Malolos and Paombong, the study was able to gather qualitative and quantitative information through face-to-face interactions. For the KIIs, the field researchers interviewed local officials and stakeholders. They also conducted face-to-face interviews with small business owners, including fish vendors, retailers, and drivers. The semi-structured survey gathered information on the firms' business profiles and financial structures before and during COVID-19. It also obtained information about the access to various types of support and the adjustment mechanisms employed in the new normal. The results from the informant interviews would therefore serve as a guide in the analysis of the survey results.

C. Economic Impacts of COVID-19 on the Philippine

Economy

The COVID-19 pandemic has prompted the implementation of several measures, including physical distancing and other health and safety protocols, all of which are aimed at curbing virus transmission and eventually containing the virus. However, these measures have disruptive impacts on the economy. Nevertheless, they have encouraged the growth of the agricultural sector. With most economic production happening in the context of social interactions, a significant proportion of the economy was mandated to shut down temporarily after the implementation of the community quarantine. This changed led to a contraction of national income, as measured by the GDP, by 16.5% in the second quarter (April to June) of 2020 relative to that recorded last year. The succeeding sections thereby provide an aggregate picture of the economic impacts of COVID-19 on the Philippine economy and a discussion on how MSMEs were affected based on earlier surveys.

1. General Economic Situationer

Table 2.1 shows that consumption spending by households declined by a similar rate as the GDP at 15.5% in the second quarter relative to that recorded last year, albeit we see a large reduction in investment spending by firms at 53.5%. While households reduced their consumption of nonessential goods, firms have put on hold their investments because of the pandemic. The second quarter saw a 37% decline in exports, a 40% increase in imports, and an overall reduction in trade. The only source of increased spending that has saved the economy from a deeper recession is the 22% increase in government spending in the second quarter of 2020 relative to that last year. The statistic suggests that the crucial factor in economic recovery in the next quarters is targeted fiscal spending toward sectors with the highest income multipliers, i.e., government subsidies that lead to the highest number of exchanges between households and firms.

Table 2.1. Breakdown of GDP growth by expenditure approach, 2020

GDP by Expenditure Approach	Gross expenditures (2018 prices, in millions)				Year-on-year growth rate (%)	
	2019 Q1	2019 Q2	2020 Q1	2020 Q2	2020 Q1	2020 Q2
Consumption	3,308,970	3,447,003	3,316,842	2,913,246	0.24	- 15.48
Government	526,038	700,236	562,880	854,692	7.00	22.06
Investment	1,144,574	1,294,767	945,438	602,037	- 17.40	- 53.50
Export	1,390,385	1,499,481	1,328,567	944,060	- 4.45	- 37.04
Less: Imports	1,905,644	1,999,198	1,740,617	1,198,708	- 8.66	- 40.04
Discrepancy	- 6,692	32,443	12,930	39,503		
GDP	**4,457,631**	**4,974,731**	**4,426,040**	**4,154,830**	**- 0.71**	**- 16.48**

Source: Philippine Statistics Authority

The sectoral growth depicted in *Table 2.2* shows that the decline in the economy came from disruptions to the industrial and service sectors. On aggregate, the gross value added (GVA) of the industry reduced by 22.9% in the second quarter of 2020 relative to that recorded last year. Meanwhile, the GVA of the largest sector—the service sector—dropped by 15.8%. As expected from the context of increased food spending, agriculture GVA increased slightly by 1.6% relative to that recorded last year. This result suggests that fiscal spending from the government must support agriculture because it is from which we can expect income growth in the new normal.

Table 2.2. Breakdown of GDP Growth by Industrial Origin Approach, 2020

GDP by Industrial Origin Approach	Gross value added (2018 prices, in millions)			Year-on-year growth rate (%)	
	2019 Q2	2020 Q1	2020 Q2	2020 Q1	2020 Q2
Agriculture	409,818	439,734	416,402	- 0.26	1.61
Industry	1,493,273	1,324,022	1,151,788	- 3.37	- 22.87
Services	3,071,640	2,662,284	2,586,640	0.60	- 15.79
GDP	**4,974,731**	**4,426,040**	**4,154,830**	**- 0.71**	**- 16.48**

Source: Philippine Statistics Authority

The discussion of GDP, however, is inevitably linked to labor and employment, especially with the second quarter of 2020 bringing about a massive job crisis during the peak of the ECQ from mid-March to mid-May. The estimates shown in *Table 2.3* based on the 2018 LFS show that close to 60% of workers—approximated to be around 20 million workers—were displaced from work due to the guidelines of the ECQ. The calculations also show that a greater proportion (77%) might have been displaced in NCR. Further estimates indicate that the massive labor displacement reduced the total earnings by around 40%. With the rate of displacement of actual workers being higher than the rate of reduction in earnings of the displaced, the displaced workers must be from lower-income households. These estimates more or less match the results of the April 2020 LFS, which showed that 13 million workers were employed but unable to work, 5 million were laid off from work, and 3 million decided to leave the labor force.

Table 2.3. Estimated labor displacement due to ECQ by region

	Employed workers	Displaced workers due to lockdown	% Displaced	Earnings of employed workers	Earnings of displaced workers	% Displaced
	(000 people)			(million pesos)		
Philippines	41,157	23,482	57.05	242,667	100,911	41.58
NCR	5,171	3,985	77.07	38,838	20,058	51.65
Luzon	18,249	10,900	59.73	107,448	46,918	43.67
Visayas	8,091	4,330	53.52	42,736	16,363	38.29
Mindanao	9,646	4,266	44.23	53,645	17,573	32.76

Source: Authors' computations from 2018 Labor Force Survey[7]

In contrasting GDP growth and employment, the results of the latest LFS in July actually showed encouraging improvement in the employment situation. The unemployment rate of 17.7% in April 2020 dropped to 10% in July 2020, although a significant number of workers remain affected. In terms of the magnitude of employed workers, *Figure 2.3* shows that April 2020 saw a 20.1% reduction in the number of employed workers relative to that in the same period last year. This rate matches the decline in output in the second quarter. In July, the decline in the number of employed workers showed an improvement at 3.8% relative to that recorded last year.

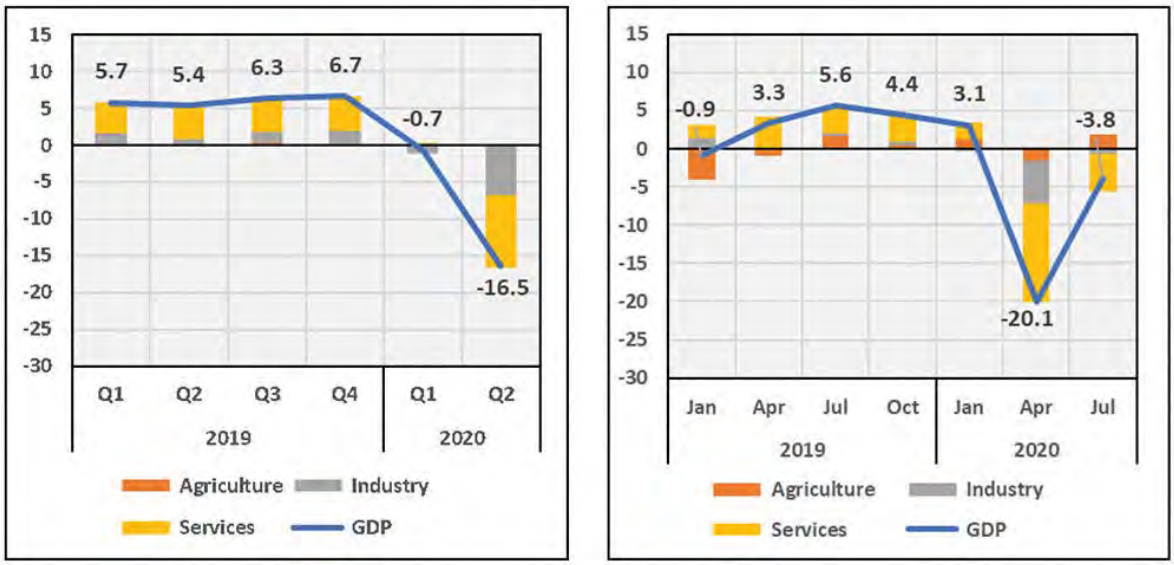


Figure 2.3. Year-on-Year Change in GDP and Magnitude of Employed by Sector, 2019–2020 (Growth Rate)

Source of basic data: Philippine Statistics Authority; Note: 3rd quarter GDP data were unavailable at the time of writing.

Furthermore, the LFS for the second quarter of 2020 showed that the number of underemployed was greater than that recorded last year by 1.3 million. The same period also saw an increase in the number of self-employed by 344,000 and unpaid family workers by 437,000. However, self-employment or unpaid family work, especially during the pandemic, may not be able to provide enough income, which could explain the rise in underemployment.

2. Disruptions to the Market Economy

The physical distancing and general safety precautions required in the new normal had limited the mobility of people and disrupted the operations of firms. These disruptions can be indicated by the breakdown of personal consumption in 2020, which shows the spending of households. *Table 2.4* shows the breakdown of the reduction in spending among households. Households had increased spending on food (2.4%), rent and utilities (6.6%), and communication (7.4%) but markedly decreased spending on non-essentials, such as durables (i.e., home appliances), alcohol and tobacco, eating out, new clothes, and recreation. Mobility was also limited because of the suspension of public transportation. However, spending on health and education declined by almost 15%, which is alarming.

Table 2.4. Breakdown of growth in personal consumption, 2020

Household spending	2019 Q2	2020 Q2	Growth (%)
	(in trillion pesos)		
Final consumption	**3,447**	**2913**	**- 15.48**
Communication	92	99	7.40
Rent and utilities	426	455	6.60
Food and beverage	1,195	1,224	2.39
Miscellaneous spending	412	410	- 0.61
Health	129	113	- 12.21
Education	172	150	- 12.75
Durables	101	78	- 22.41
Alcohol and tobacco	79	56	- 29.22
Clothing and footwear	61	37	- 40.22
Recreation and culture	78	33	- 57.22
Transport	399	157	- 60.50
Restaurants and hotels	303	102	- 66.44

Source: Philippine Statistics Authority

These trends beg the question about which economic sectors are severely affected by the decrease in income that must have caused the overall decline in household spending. After all, decrease in household spending indicates that significant segments of society are experiencing substantial reduction in income. Therefore, the trends in output and employment across agriculture, industry, and services warrant analysis.

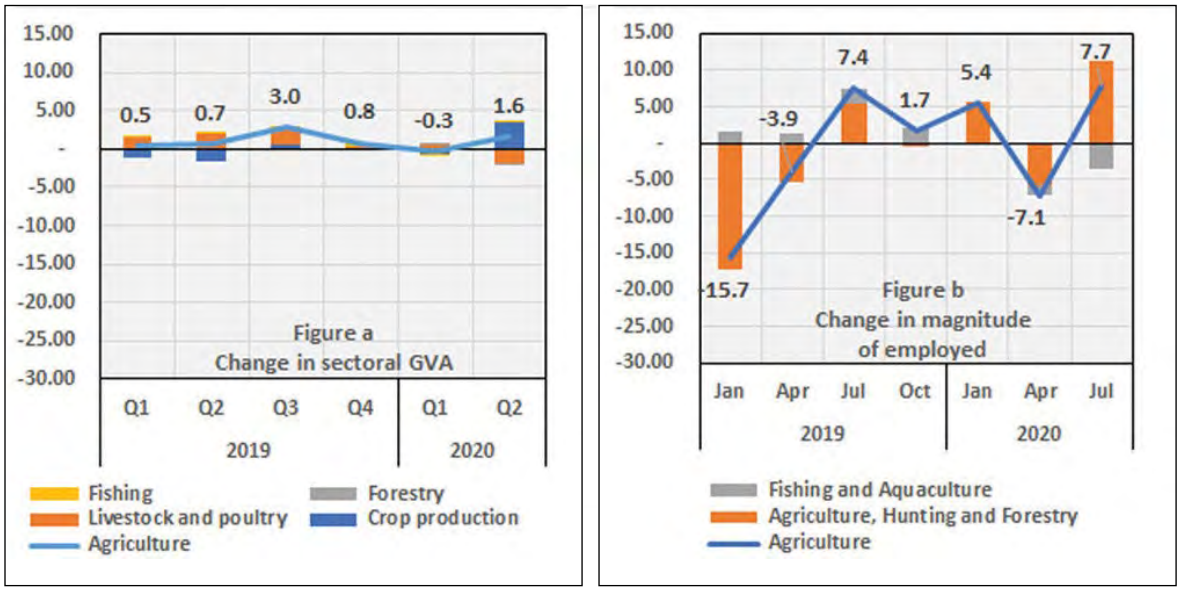


Figure 2.4. Year-on-Year Agriculture GVA by Sector Vis-à-Vis Agricultural Workers, 2019-2020 (Growth Rate)

Source: Philippine Statistics Authority

The agricultural sector had shown a slight growth at around 1.6% in the second quarter of 2020 compared with last year due to the increase in food production as shown in *Figure 2.4a*. Despite its low magnitude, this positive growth in agricultural GVA is expected and welcome in the context of the new normal. Despite the recession, the agricultural sector had managed to increase its output, albeit only slightly, compared with the period last year. However, employment in agriculture—which has always been subject to volatility as indicated in *Figure 2.4b*—experienced a significant reduction in labor at 7.1% in April 2020, although it has already shown improvement in July 2020. This finding suggests the possible displacement of farmers and fisher folk and might warrant further research into the experiences of our agricultural workers. Nevertheless, the July 2020 LFS results for agriculture must provide a positive outlook for the sector's continued growth in the new normal.

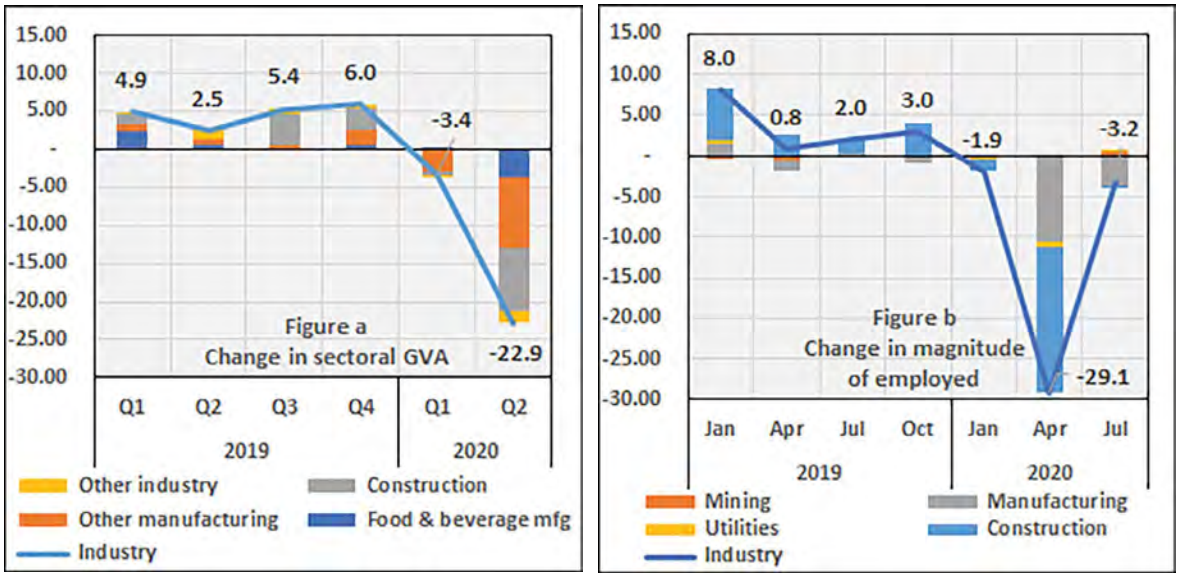


Figure 2.5. Year-on-Year Industrial GVA by Sector Vis-à-Vis Industrial Workers, 2019–2020 (Growth Rate)

Source of basic data: Philippine Statistics Authority; Note: Third quarter estimates of GDP have not been released yet at the time of writing

While the second quarter of 2020 shows a reduction in the output for the entire industrial sector, including food and beverage manufacturing, *Figure 2.5a* shows that the large reductions in output and employment are in manufacturing and in construction. The GVA of the entire industrial sector declined by 22.9% in the second quarter compared with the same period last year. However, the April 2020 LFS shows an even larger decline in the magnitude of employed industrial workers at 29.1% lower employment compared with April 2019 as shown in *Figure 2.5b.* This result suggests that low-income workers have been displaced from their work due to the lockdowns and other constraints brought about by the pandemic to private establishments. However, the decline in industrial employment is much smaller in the latest July 2020 LFS compared with July 2019. The data suggest that workers are now back in factories and in construction sites. However, some real estate projects have been put on hold indefinitely, causing the displacement of a significant number of construction workers.

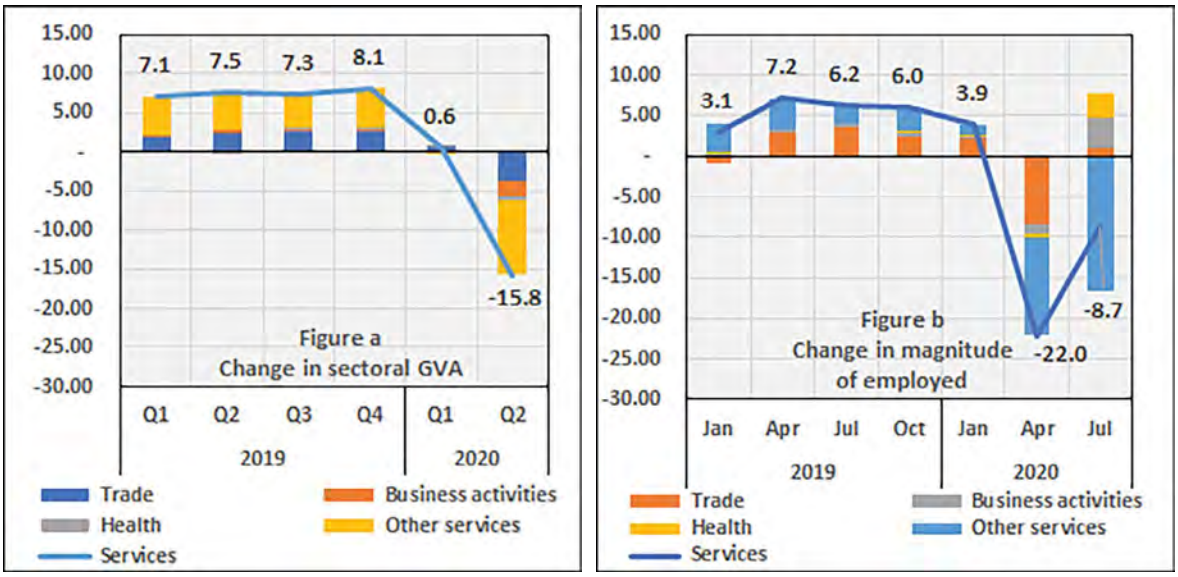


Figure 2.6. Year-on-Year Service GVA by Sector Vis-à-Vis Service Workers, 2019–2020 (Growth Rate)

Source of basic data: Philippine Statistics Authority; Note: Third quarter estimates of GDP have not been released yet at the time of writing

Similar to industrial sectors, the entire service sector records a substantial decline in output by 15.8% in the second quarter of 2020 compared with the same period last year as shown in *Figure 2.6a*. We observe that wholesale and retail trade and other services (e.g., salons, barbershops, and recreational activities) are most affected by the requirement of strict social distancing. Again, similar to industrial sectors, *Figure 2.6b* shows that the rate of decline in the magnitude of employed services workers in April 2020 is larger at 22% compared with the decline in output. This similarly suggests that low-income workers have been displaced by the pandemic. In July 2020, the LFS had shown improvement except in the case of workers in other services.

In summary, the most severe disruptions in the context of the new normal are experienced by other services and construction, albeit manufacturing and trade also experience disruptions at the height of the ECQ from mid-March to mid-May. Therefore, the workers and their families employed in these sectors are the ones who experience substantial reduction in earnings. In fact, a survey implemented in May 2020 by the Zero Extreme Poverty Philippines 2030 and the United Nations Development Programme (2020) among 3,144 poor and vulnerable families from Metro Manila and Cebu showed that 83.0% of the households surveyed experienced a reduction in incomes with 42% of those in the informal sector losing their source of income. The survey also found that 68% of the households surveyed reported various efforts to cope with the reduced earnings, which may be attributed to the fact that the poor cannot afford to be unemployed. On top of these coping mechanisms was the seeking of additional sources of income.

Impacts on MSMEs

The change in consumption spending of households also meant that businesses themselves are in a wait-and-see mode. Investment spending—that is, spending on machinery, equipment, and durables by enterprises—had also been put on hold and had therefore been reduced significantly in the second quarter of 2020 compared with last year. While the graph shows it had stagnated last year, investment spending had dropped by 60% compared with last year.

Table 2.5. Breakdown of Growth in Investment Spending, 2020

Investment spending	2019 Q2	2020 Q2	Growth (%)
	(in million pesos)		
Capital formation	338,495	128,225	- 62.12
Specialized machinery	39,158	15,661	- 60.01
Agriculture	1,317	556	- 57.74
Mining and construction	4,718	1,994	- 57.75
Textile	500	224	- 55.25
Pulp and paper	393	149	- 62.09
Metal working	1,658	909	- 45.16
Telecommunication	24,893	9,267	- 62.77
Food processing	977	252	- 74.18
Others	4,704	2,309	- 50.90
General machinery	53,715	27,406	- 48.98
Transport equipment	170,084	43,582	- 74.38
Miscellaneous equipment	75,538	41,577	- 44.96

Source: Philippine Statistics Authority

For all types of investments listed in *Table 2.5*, a significant reduction in spending occurred among enterprises in the second quarter of 2020. While these trends explain part of the observed decline in growth in the second quarter, they also indicate the current uncertain outlook from all sectors, even in agriculture, which posted positive year-on-year growth as shown earlier. Conversely, this reduction in investment spending can also indicate the various types of constraints (including liquidity constraints) faced by MSMEs in the new normal.

Table 2.6 shows that MSMEs comprise 99.5% of all firms across the country. It also shows that microenterprises still take up a significant proportion of the number of firms at 88.4% of firms and only 10.6% of firms are small enterprises. As expected, microenterprises only employ 28.9% of Filipinos while large firms employ 36.8% of them. *Figure 2.7* shows the types of firms according to the extent of client contact versus their importance to the economy. In this matrix, quadrant IV mostly contains MSMEs. Given their importance in sustaining the economy, MSMEs need great support in containing the virus.

Table 2.6. Profile of MSMEs in the Philippines Vis-à-Vis Proportion of Firms that Shutdown Due to ECQ according to ADB Survey[8]

Size	Number of employees	Asset size	% to number of all firms	% to employed	% Temporary shut down
MSMEs			99.5	63.2	
Micro	1–9	Up to Php 3,000,000	88.4	28.9	71.2
Small	10–99	Php 3,000,001 - Php 15,000,000	10.6	27.0	63.2
Med	100–199	Php 15,000,000 - Php 100,000,000	0.5	7.3	57.4
Large	>199	Php 100,000,001 and above	0.5	36.8	53.8

Source: 2018 List of Establishments for the proportion to number of firms and proportion to number of employed; Asian Development Bank (2020) for the proportion of temporary shutdown

		Importance to sustaining the economy in the COVID-19 context	
		Low importance	High importance
Extent of client contact	Low-risk spreaders	Family subsistence agriculture	Agricultural production Food processing Banking and finance institutions Telecommunications Business process outsourcing
	High-risk spreaders	Retail trade (Malls) Accommodation services Recreation activities Educational institutions	Transportation (Logistics) Wholesale and retail trade (Public markets) Restaurants and food services Security services Construction and public works

Figure 2.7. Classification Between Extent of Client Contact and Importance to Economy
Source: Adapted from Solon et al. (Solon et al. 2020) with modifications

The survey implemented by the Asian Development Bank (2020) among 2,481 enterprises from late April until mid-May showed that that the smaller the size of the firm, the greater the difficulty to maintain operations given the community quarantine (*Table 2.6*). As displayed in the table, the largest proportion of temporary shutdown of microenterprises due to ECQ was at 71.2%. Workers in trade, hotels, restaurants, and other services were the most affected with reduced working hours and earnings. Moreover, small businesses faced liquidity constraints, with 41% reporting having no cash and savings at the time of the survey as well as difficulties with adjusting to the work-from-home setup.

With the goal of development planning in mind, understanding the impacts of COVID-19 on the economy would necessitate elucidating not only how firm operations were disrupted but also how firms continued to operate despite the pandemic. With 99.7% of enterprises in Bulacan being MSMEs that then employed 80% of the total employees in the province, understanding the adjustment mechanisms among Bulacan MSMEs as well as the success stories despite the pandemic is important.

III. RESULTS OF THE MSME SURVEY IN MALOLOS AND PAOMBONG

The local economy of Bulacan has been showing dynamism in recent years. In part, its recent economic development has been due to its linkages with the National Capital Region. However, it can also be attributed to efforts to foster the expansion of the industrial sector alongside cooperative development since the 1990s. The province has jewelry manufacturing in Meycauayan. Bocaue has gained popularity for fireworks, but firework manufacturing is located in Santa Maria. In the coastal areas of Malolos, Paombong, and Hagonoy, aquaculture is the top livelihood. Aquaculture products such as milkfish (bangus), tilapia, catfish and prawns from these towns are exported to Metro Manila and even to Pangasinan. Furniture, marble, and leathercraft industries, among others, are also found in other parts of the province.

With the geographical and economic proximity between Malolos and Paombong as the case study areas of the survey, the local economies of these two towns are very much linked with each other in the same way that Bulacan is linked with Metro Manila. Aside from being the banking capital of Bulacan, Malolos also houses large retail malls and grocery markets. Hence, residents in Paombong naturally do their banking and shopping in Malolos. The same can be said for the education sector; many children from Paombong are enrolled in schools in Malolos. Transport routes back and forth between Malolos and Paombong are therefore available.

Survey results showed that a large proportion of surveyed enterprises were significantly affected by COVID-19 and the mandated community quarantine measures. Although some firms were able to adapt, other firms had to prioritize the survival of their enterprise and the livelihood of their workers. Important now is to understand the measures that firms, especially MSMEs, would need toward recovery from the pandemic and toward long-term planning to achieve sustainable development. The succeeding sections discuss not only the pre-pandemic scenario in Bulacan and the immediate impacts of COVID-19 of enterprises but also the measures being taken now by firms in Malolos and Paombong to adjust toward the new normal.

A. Pre-pandemic Scenario in Malolos and Paombong

The City of Malolos is known for its baked goods, including the famous chiffon cake with custard called inipit. Furthermore, a long-established aquaculture sector exists alongside a significant garment and bag manufacturing in the province. Aside from the fish products that are exported through buyers from consignacion enterprises, garment manufacturers also export ready-to-wear garments, uniforms, and bags to Metro Manila and even other provinces in Luzon. The surplus production of Malolos in these sectors allows the export of products. In Paombong, aside from aquaculture, a notable number of enterprises are engaged in the breeding of decorative plants and landscaping. Given its access to fish, the municipality is also known for manufacturing fish balls and other related food products.

1. Profile of MSMEs in the Malolos–Paombong Economy

Due to the COVID-19 pandemic, Bulacan, together with the other parts of the country, had faced severe constraints in economic activities. When the news that local transmission of COVID-19 in the Philippines had begun around March 2020, Bulacan was just starting to recover from the mass deaths of livestock caused by the African Swine Flu (ASF). With Bulacan also having a significant number of piggeries, its local government had ordered the stoppage of operations of the livestock sector to contain the spread of ASF. This was, however, immediately followed by the announcement of ECQ that now mandated the stoppage of operations of all non-essential sectors and the requirement of food passes for firms engaged in the supply and delivery of food and food lane accreditation for delivery vehicles.

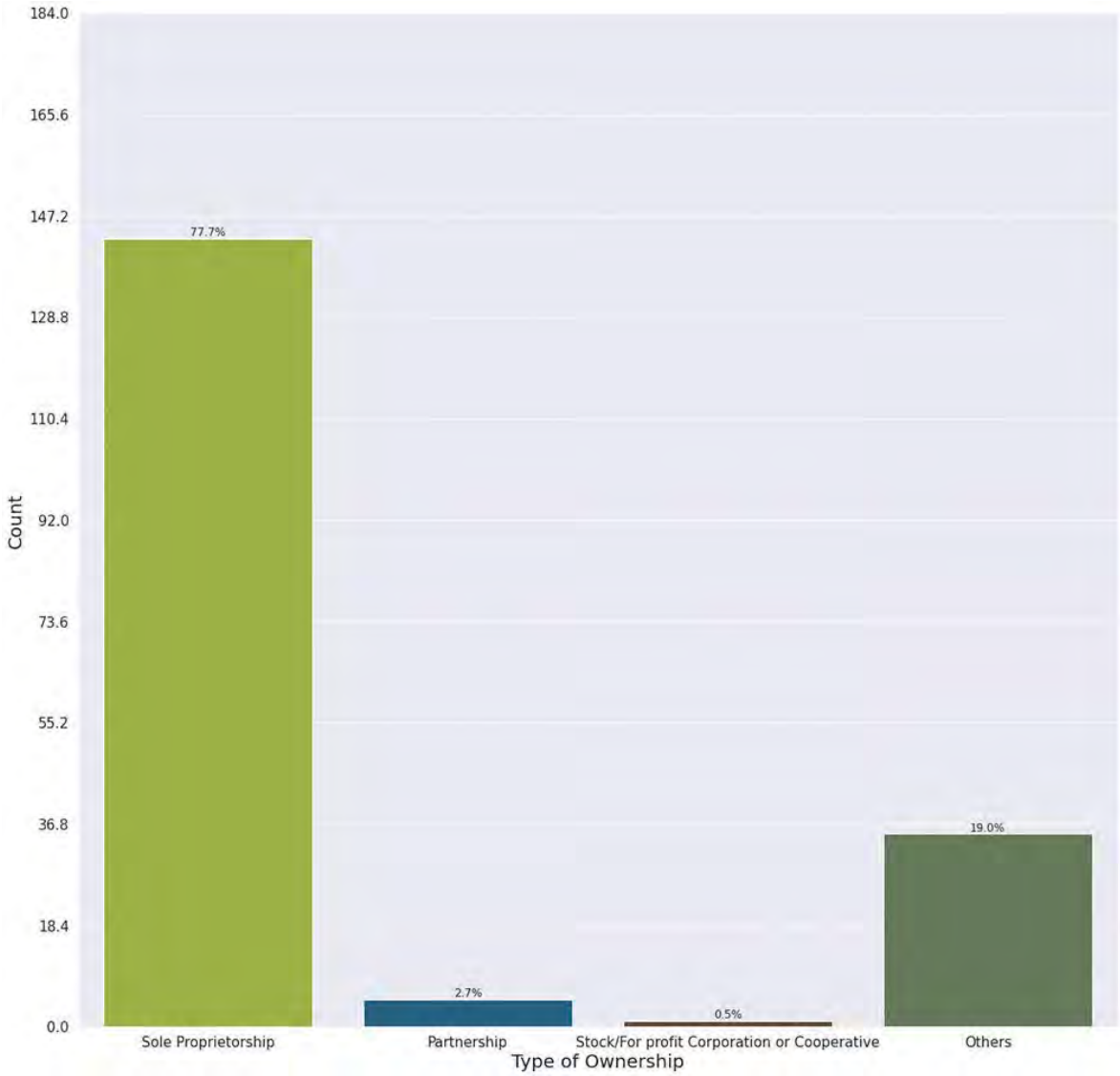


Figure 3.1. Types of Firm Ownership Among MSMEs Surveyed
Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

For the rapid assessment of the economic impacts of COVID-19 to the local economies, the study had surveyed 184 MSMEs from the City of Malolos and the Municipality of Paombong. The profile of the surveyed MSMEs in Malolos and Paombong show that most of these enterprises (77.7%) are sole proprietorship *(Figure 3.1)* with most of them catering to individual consumers (96.2%) through direct selling (82%) *(Figure 3.2 and Figure 3.3)*.

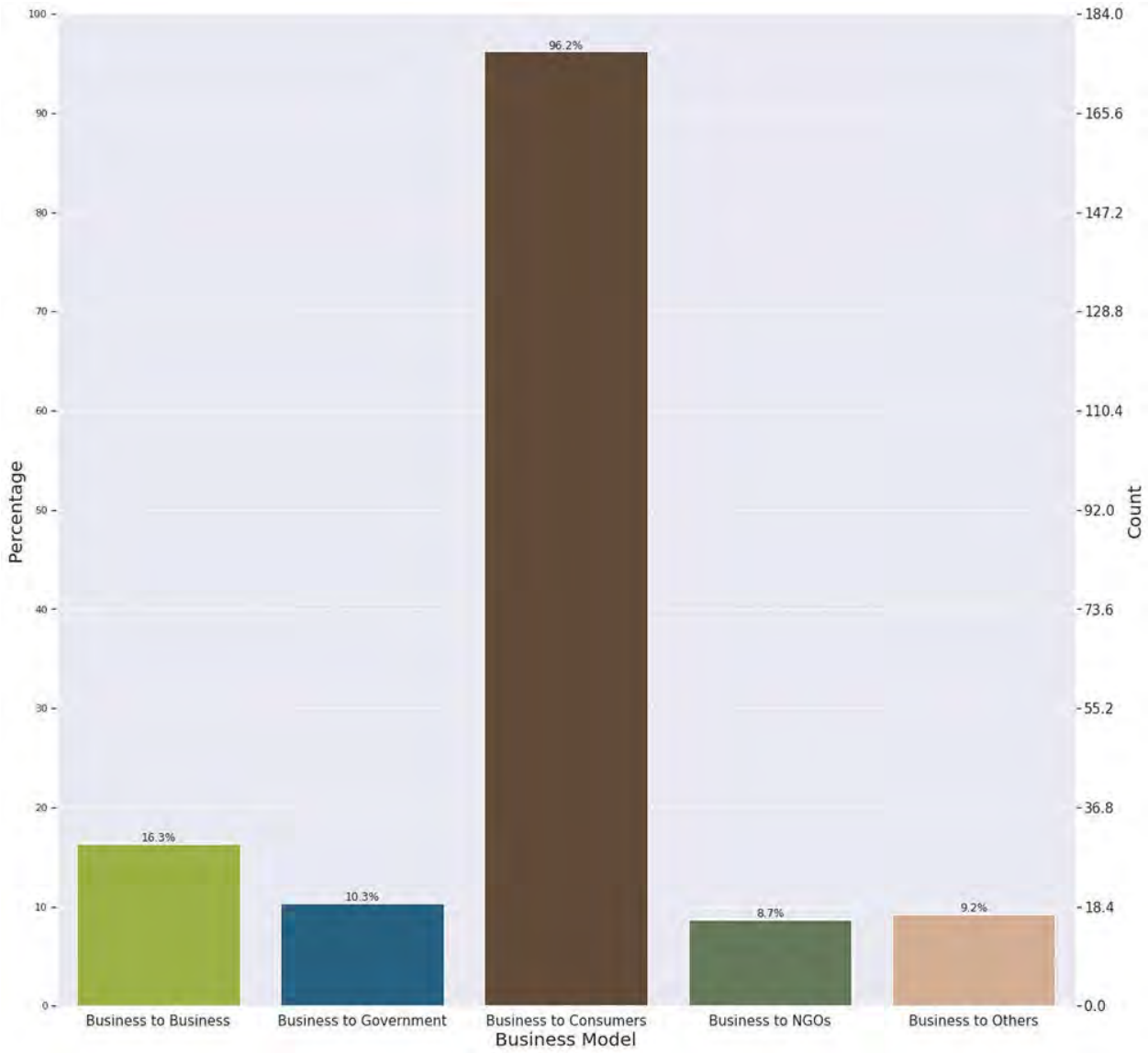


Figure 3.2. Types of Customers Among MSMEs Surveyed

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

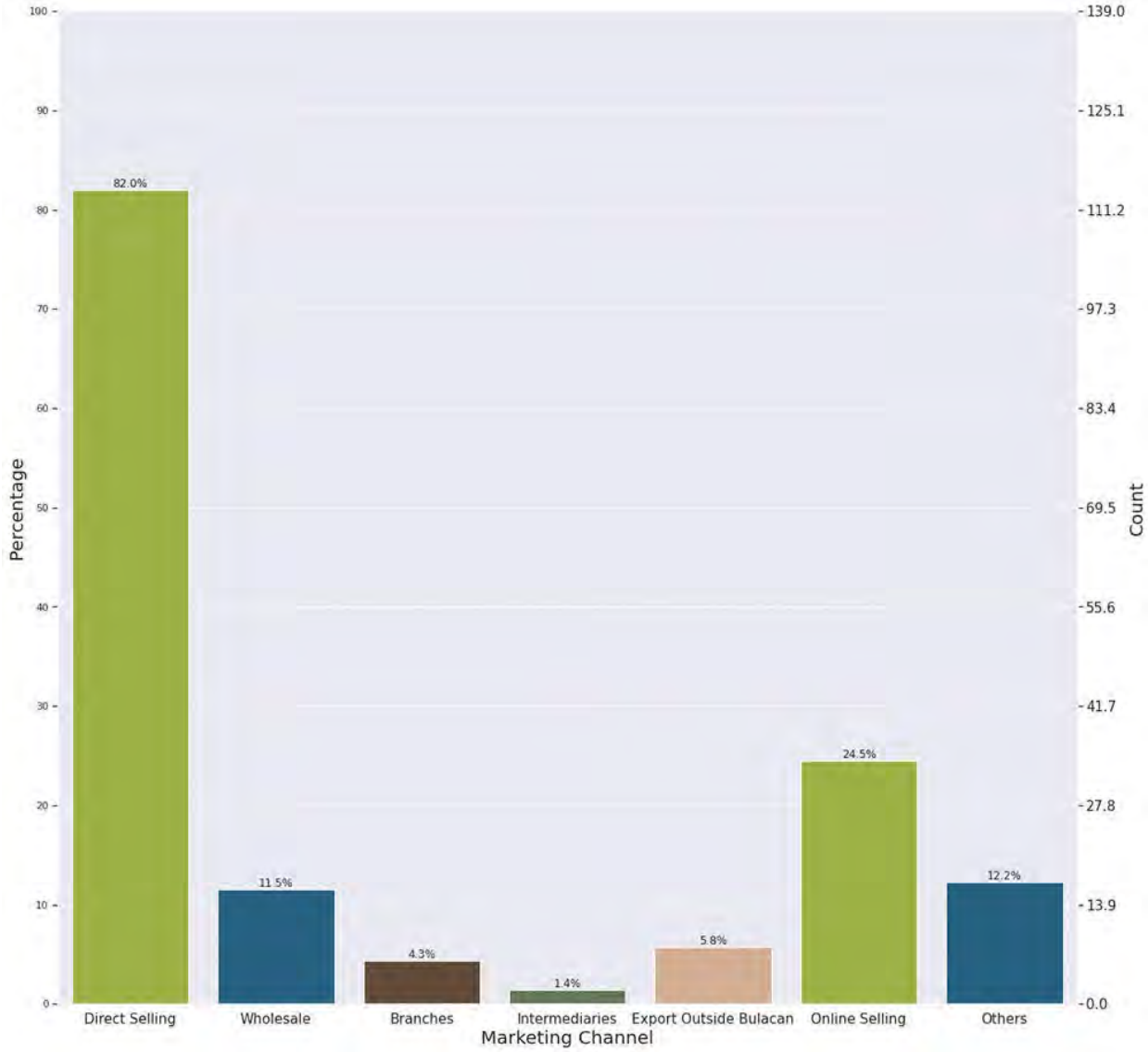


Figure 3.3. Marketing Channels Among MSMEs Surveyed (Excluding Transport Sector)
Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

2. Financial Performance and Cooperative Financing in Malolos and Paombong

With Bulacan on its way to gradually increasing the share of industry to its local economy, manufacturing has become a significant sector in Malolos, which has spillovers to other parts of the province, especially Paombong. Garment and bag manufacturing in the province is also an important part of the local economy, with many of these enterprises catering to schools and firms for uniforms while bags are exported to Metro Manila and other provinces. Fish pond owners bring their produce to the Panasahan Fish Market, where a number of traders locally called consignacion facilitate the exchange between fish pond owners and fish buyers. Fish buyers could either sell the fish in local markets (i.e., talipapa) or peddle (i.e., lako) in local communities. They could also bring the produce to Metro Manila or Pangasinan. Another significant sector in the local economy are the local bake shops led by Eurobake. After all, Bulacan is popular for the local pastry called inipit among other local delicacies.

Figure 3.4. Distribution of MSMEs Surveyed Across Economics Sectors

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

The MSME survey, however, shows a somewhat different profile because of the sampling methodology used in the rapid assessment. Without a sampling frame and given the difficulty of getting respondents to agree with face-to-face interviews, the study utilized convenience sampling. *Figure 3.4* shows the distribution of survey respondents. About 24.46% of the respondents are engaged in either wholesale or retail trade, and 23.91% are drivers and operators of public utility vehicles, including jeepneys and tricycles. The next biggest group are those engaged in food service activities at 16.30%. Also significant in number among the MSME respondents are manufacturers and other services, accounting for about 10.87% and 9.78% of the respondents, respectively.

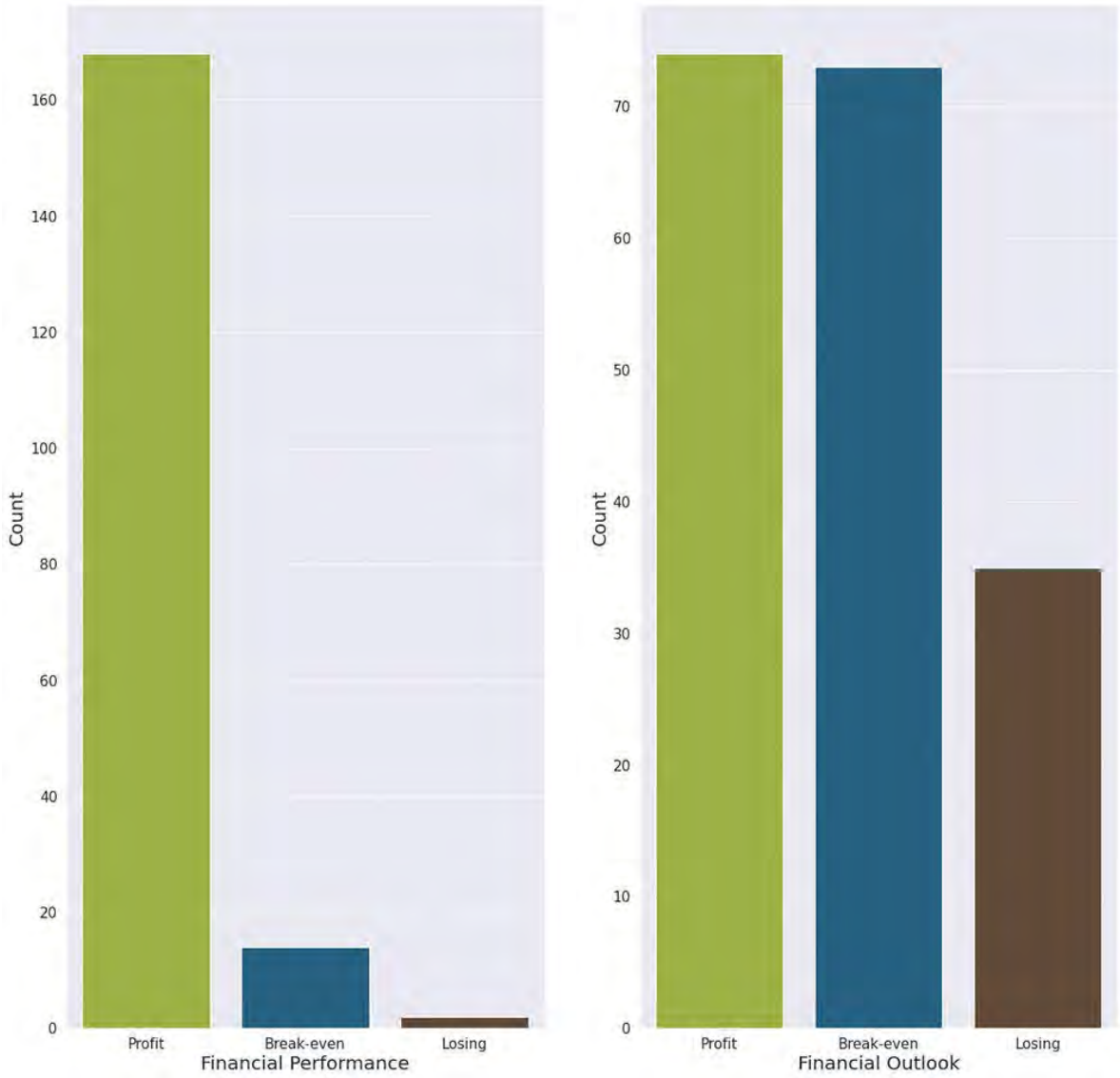


Figure 3.5. Pre-pandemic Firm Performance Vis-à-Vis Financial Outlook for the Rest of 2020 Among MSMEs Surveyed

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

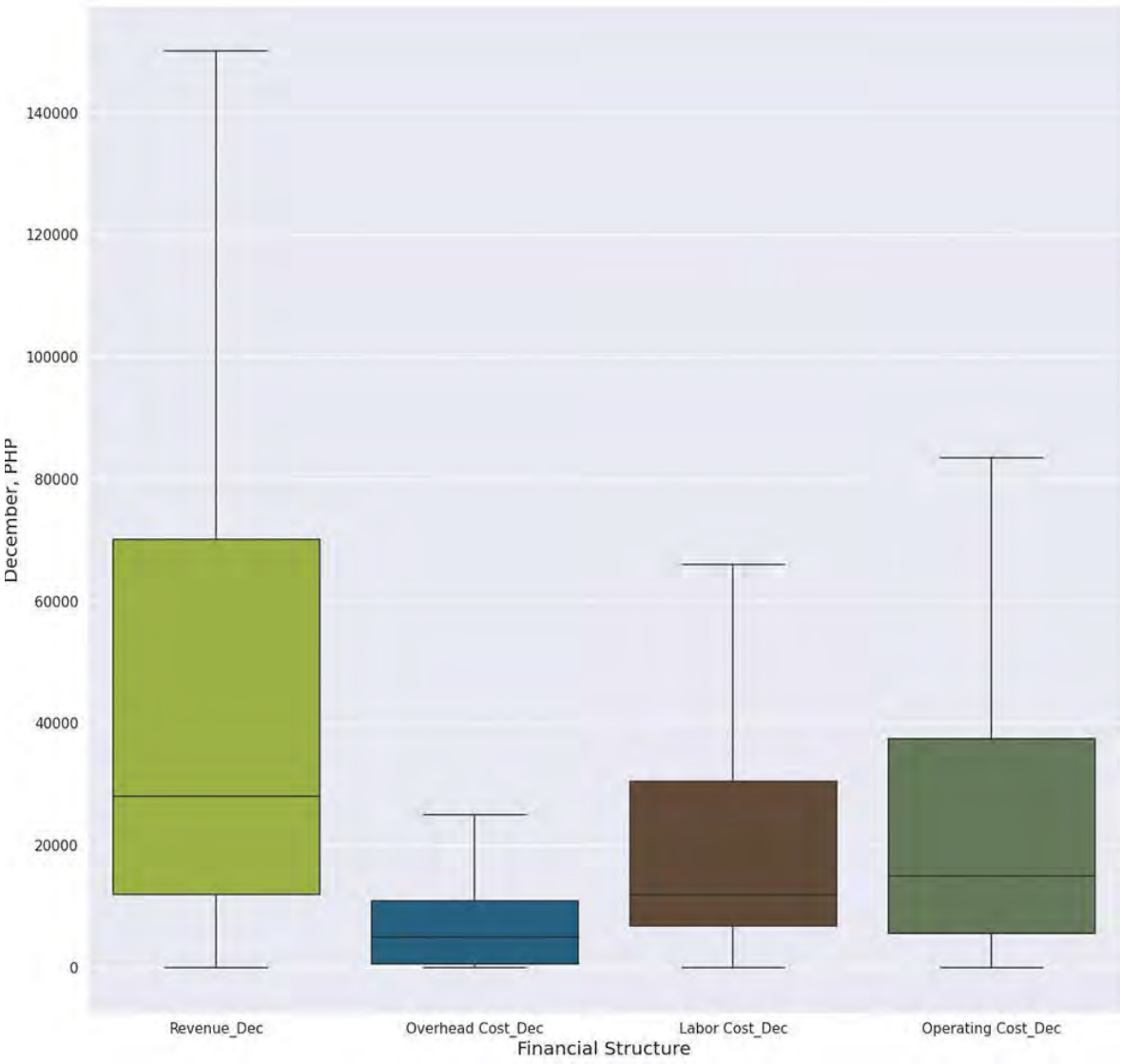


Figure 3.6. Revenue–Cost Structure Among MSMEs Surveyed, December 2019
Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

With the observed economic dynamism in the province, the financial performance reported among the MSME respondents in December 2019 is positive, with most of them reporting profits before the pandemic struck, as shown in the left-hand panel of *Figure 3.5*. This finding about pre-pandemic economic dynamism is further confirmed by the box plots in *Figure 3.6*, which shows that revenue streams can cover firm expenditures. As a preview to the next section, the economic disruption caused by COVID-19 and the community quarantine can be gleaned from the right-hand panel of *Figure 3.6*. A high proportion of firms believe they will either continue to incur losses in the next three months at the time of the survey or only break even. This scenario will be further demonstrated in the change in reported financial performance by March 2020, which will be discussed in the next section.

Another significant feature of the Bulacan economy is the prevalence of local multi-purpose cooperatives that provide credit to fish vendors. In the mid-2000s, the Bulacan provincial government reported more than 1,500 cooperatives in Bulacan with a total asset value of Php 5.35 billion (Province of Bulacan 2007). As of 2019, data from CDA showed that 502 active cooperatives have a total asset value of Php 16.15 billion (See Appendix E for detailed statistics on cooperatives.). Membership to cooperatives serves as an alternative to formal bank savings accounts given the informal nature of credit transactions. Indeed, Bulacan residents prefer to join cooperatives because of the less documents and processing time needed for membership. Cooperatives in Bulacan are entrepreneurial or supportive of entrepreneurial activities, thereby contributing in the delivery of welfare-improving goods and services to Bulacan residents (Calara and Cabanda 2004).

B. Disruptions and COVID-19 Response Measures in Malolos and Paombong

As the context of the MSMEs in the pre-pandemic scenario has been established in the previous section, the discussion below tackles the disruptions caused by COVID-19 to the local economies of Malolos and Paombong at firm-level operations.

1. Provincial Community Quarantine Policies

Part and parcel of this discussion begins with mapping out the imposed community quarantine measures in the province. Nationally, four community quarantine measures are imposed on a locality, namely (from most strict to least strict), the Enhanced Community Quarantine (ECQ), the Modified Enhanced Community Quarantine (MECQ), the General Community Quarantine (GCQ), and the Modified General Community Quarantine (MGCQ). In Bulacan, the heaviest brunt of the quarantine measures was generally experienced during the first three months of the pandemic, where the province was in either ECQ or MECQ (*Table 3.1*). From March to July, community quarantine measures imposed on Bulacan were relaxed. However, due to the rising cases in August, stricter measures were imposed on the province as a whole. Afterward, quarantine measures were again relaxed. By October, the lowest community quarantine measure was imposed on Bulacan.

Table 3.1 Community Quarantine Measures in Bulacan

Inclusive Dates	Quarantine Measure Imposed
March 15 to May 15	Enhanced Community Quarantine
May 16 to May 31	Modified Enhanced Community Quarantine
June 1 to June 30	General Community Quarantine
July 1 to July 31	Modified General Community Quarantine
August 1 to August 3	General Community Quarantine
August 4 to August 18	Modified Enhanced Community Quarantine
August 19 to September 30	General Community Quarantine
October 1 to October 31	Modified General Community Quarantine

Source: Provincial Government of Bulacan official website

What are the general implications of community quarantine measures on the local economy? While the goal of these measures is to flatten the epidemic curve or reduce the transmission of the virus by limiting the mobility of the populace, such measures is also expected to hurt the local economy of Bulacan in one way or another.

The local businesses are adjusting to the new normal as the government eases lockdown measures. Paombong, Bulacan. *Photo by Jose Maria Rosalia Lapira.*

2. MSME Shutdown Decisions and Operational Disruptions

During the pandemic, the shutdown scenarios of firms can be classified primarily into two types. The first scenario involves the shutting down of firms following government policies of social distancing, other health protocols, and other non-financial externalities that make continued business operations not viable. The second scenario involves the shutting down of firms after failure to cover even its own costs through its revenues. This section primarily focuses on the latter scenario by pinning down the financial structure and financial performance of firms amidst the general shocks that the COVID-19 pandemic caused in March 2020. However, the operational shocks on firms caused by external factors, such as the ECQ, are also reported to complement the financial data gathered from the MSME survey.

In general, compared with the survey respondents' financial performance prior to the pandemic *(Figure 3.6)*, revenues and operating costs in March 2020 decreased *(Figures 3.7 and 3.8)*. This finding would suggest a contraction on part of their production and services following the ECQ. However, one must contrast the financial performance of firms who were viable enough to continue their operations amidst the strictest community quarantine measure back in March 2020 and those who had been forced to shut down. The boxplots below report the range of revenues and costs that various firms incurred in March 2020. Outliers were suppressed in these illustrations.

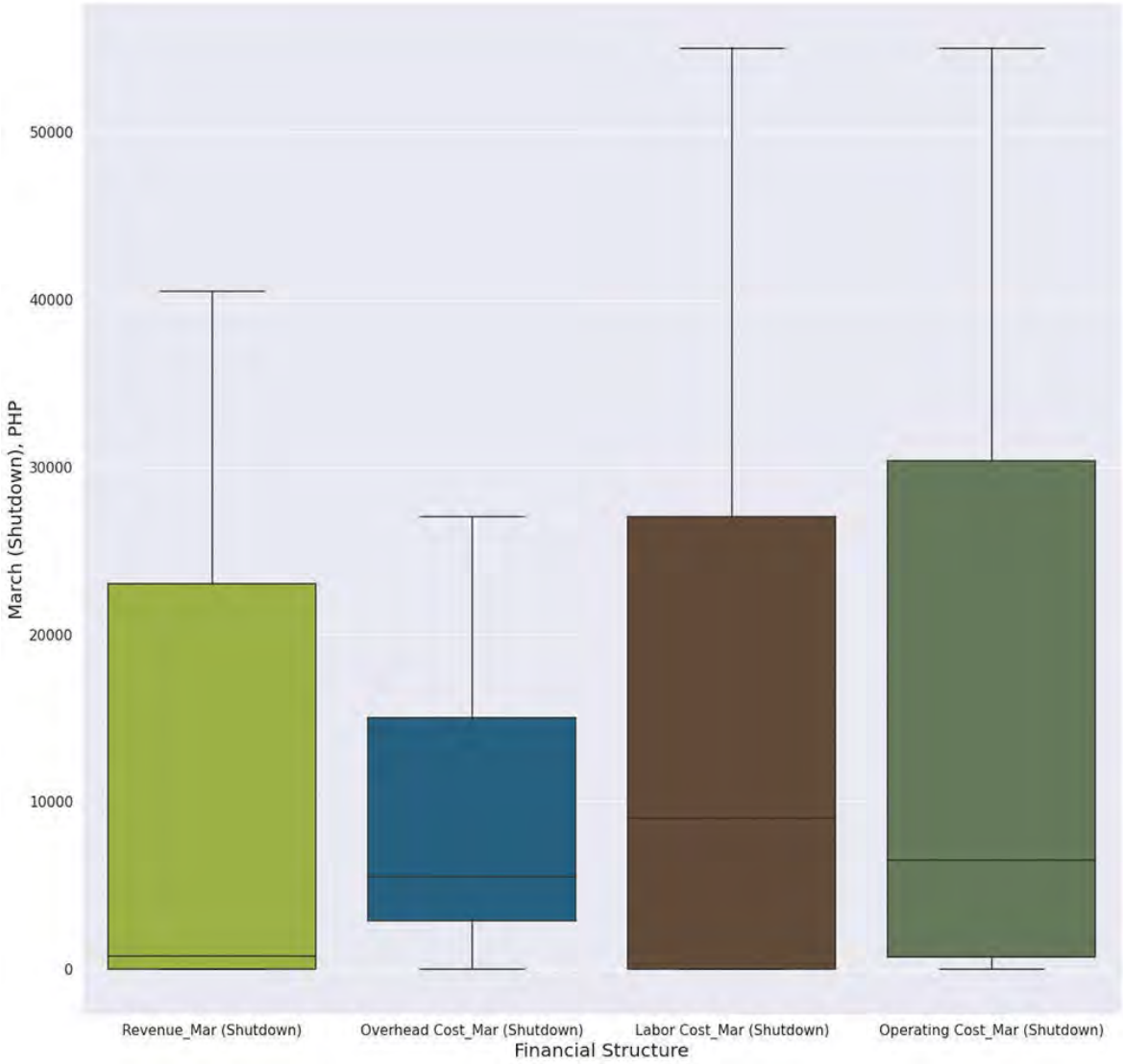


Figure 3.7. (From Left to Right, Outliers Suppressed) Monthly Revenues, Overhead Costs, Labor Costs, and Operating Costs of Firms That Had to Shut Down, March 2020

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

Figure 3.7 presents the shutdown decision of the survey respondents during the ECQ. The median of the observations corresponds to the traversing line inside the boxes. Among the 184 surveyed MSMEs, 66 firms reported that they had to temporarily halt their operations amidst the ECQ. Furthermore, in March 2020, 50% of the firms recorded monthly revenues that are below their overhead, labor compensation, and operating costs. This result suggests that the revenues of these firms failed to cover the fixed and variable costs that they incurred during the first few weeks of the ECQ. To contrast the situation of the firms that had to shut down amidst the ECQ, *Figure 3.8* presents the financial performance of MSMEs that were robust enough to continue their operations in March 2020.

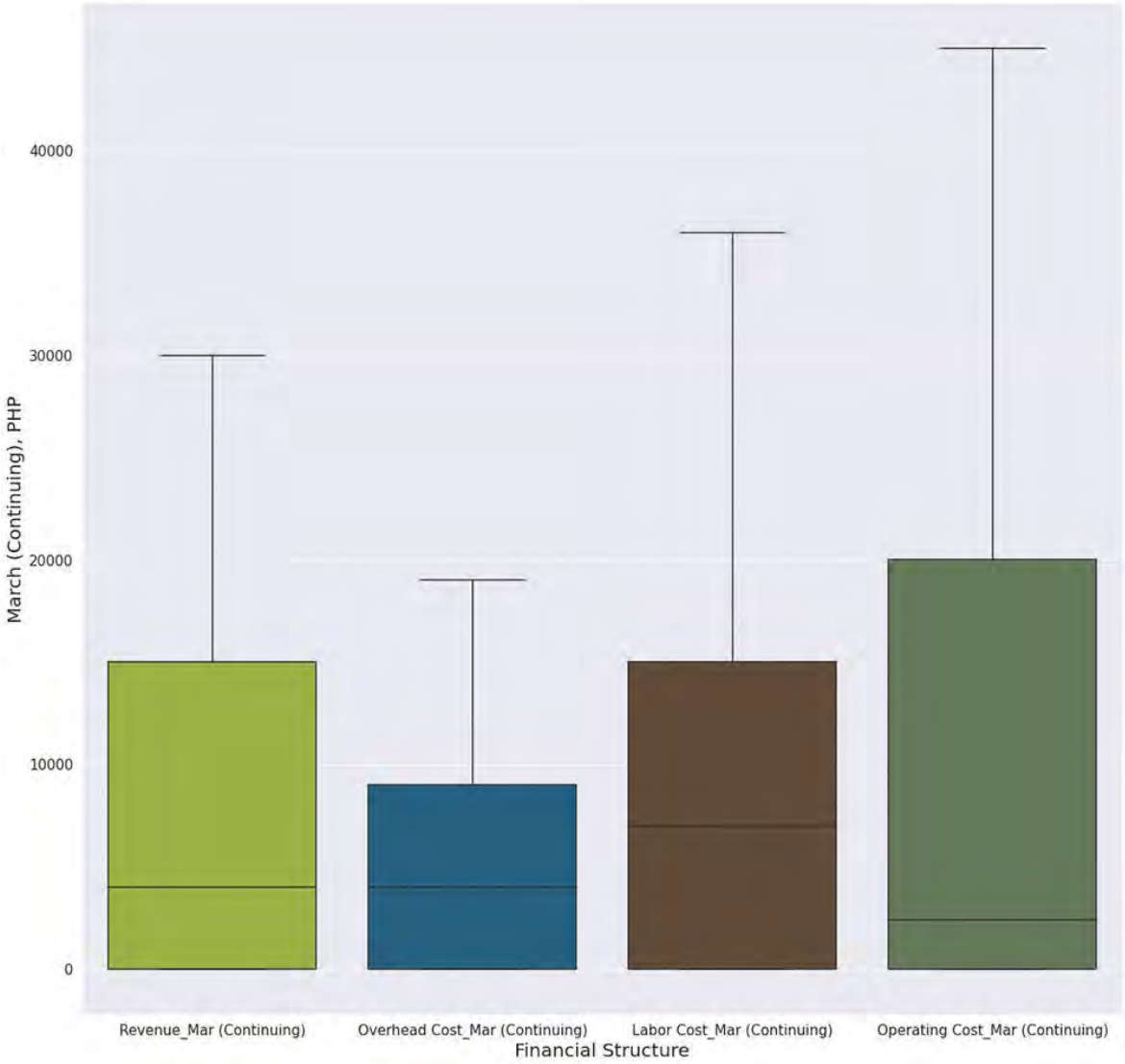


Figure 3.8. (From Left to Right, Outliers Suppressed) Monthly Revenues, Overhead Costs, Labor Costs, and Operating Costs of Firms That Continued to Operate, March 2020

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

Among the 184 MSMEs that were surveyed for the study, 118 of them were able to continue operating in March 2020. To contrast the situation of the firms that had to shut down amidst the ECQ, these MSMEs must have just been earning enough to cover most of their variable costs and a portion of their fixed costs. Nevertheless, regardless of whether or not MSMEs had to shut down in March 2020 or were able to continue amidst the ECQ, these MSMEs experienced almost the same set of problems during that time. In particular, *Figure 3.9* identifies the top three problems encountered by MSMEs in March.

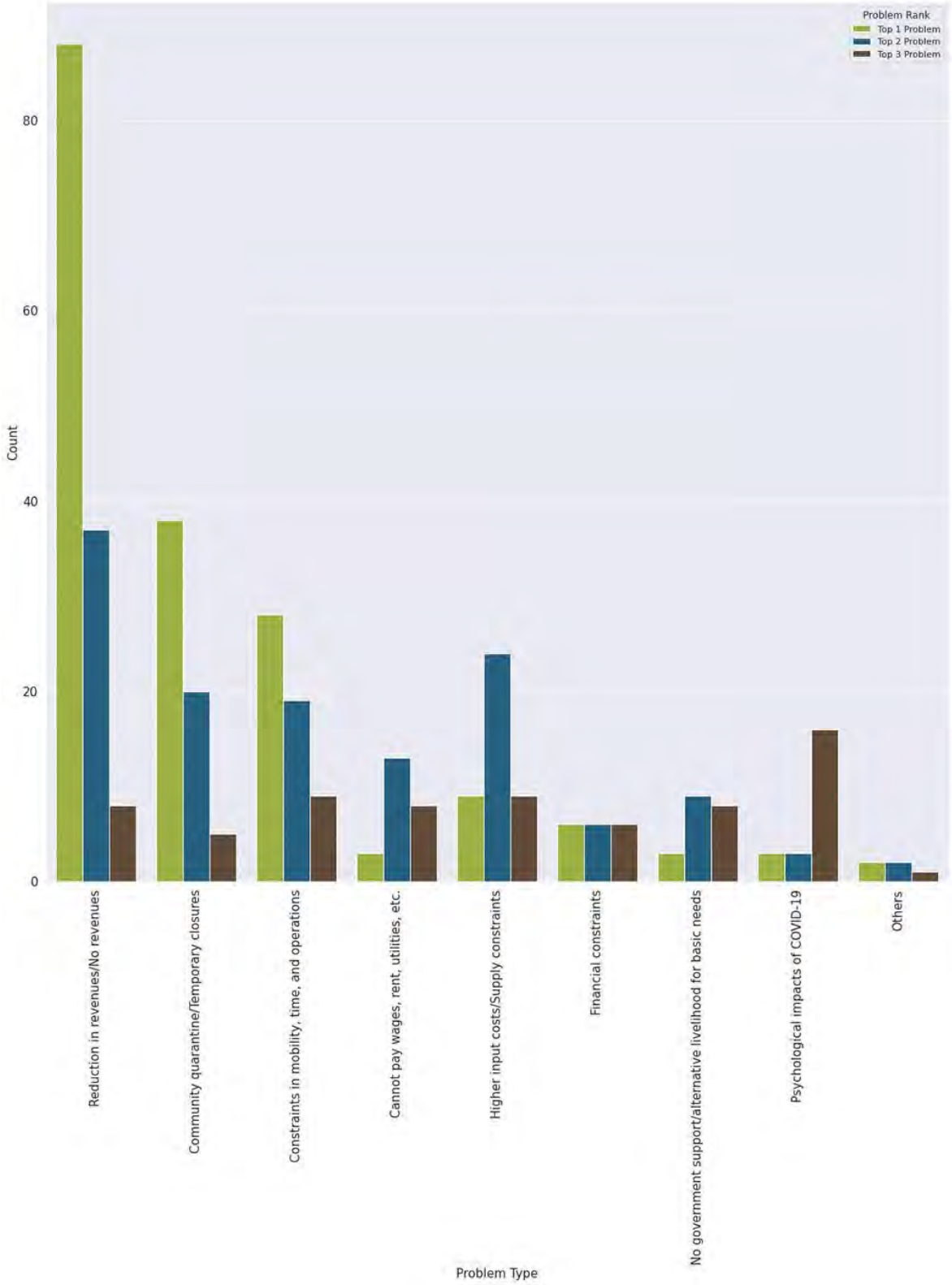


Figure 3.9. Operational Disruptions and Shocks Faced by MSMEs, March 2020

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

As can be gleaned from the figure above, most MSMEs identified the reduction of revenues as among the shocks that they had experienced during the ECQ. This finding coincides with the disparity between the monthly reported revenues of MSMEs in December 2019 and March 2020. The MSME survey then shows that the monthly reported revenues declined by 54.29% between December 2019 and March 2020.[9] Conversely, total costs declined by 16.02% between December 2019 and March 2020.[10] This result suggests that many of the MSMEs surveyed suffered losses when the pandemic struck in March.

Box 1. Retailing and Cross-Border Constraints

The wholesale and retail trade sector was among the sectors allowed by the national government to remain operational under the ECQ. In particular, the government distinguished between the essential segment of the said sector and the nonessential segment.

The same was reflected in the retailers in Bulacan, where about 30% of the 45 surveyed retailers had to shut down because they were classified as nonessential retailers. Unfortunately, these firms still incurred massive losses; on average, they only earned PHP 113,000 but incurred PHP 116,000 in labor costs and PHP 15,000 in overhead costs for March 2020. These firms also agreed that the quarantine measures were among the major problems that they faced during the pandemic as such measures prevented them from operating during the ECQ; even with relaxed restrictions, these firms still struggled to operate. In particular, they identified the acquisition of supply from across borders, such as other municipalities in Bulacan (particularly Malolos) and Metro Manila, as an obstacle.

Meanwhile, the firms that were allowed to operate during the ECQ were mostly pharmacies, food stalls and food vendors, sari-sari stores, and gasoline stations. On average, these retailers also experienced losses, but they still remained operational because they were allowed to and because they were able to adjust accordingly. For instance, almost 42% of the surviving establishments were able to find other means to connect with their customers while almost 20% were able to adjust to the mandated minimum health standards immediately. In sum, the imposed community quarantine policies are among the primary determinants of a firm's survival or shutdown during the pandemic.

Another problem that was identified involves the imposition of the ECQ and the mobility restrictions that accompanied it. The particular case of Bulacan being a satellite economy to Metro Manila further reveals that strict border control and curfews are the main factors that prevented enterprises from continuing their activities. Retailers experienced difficulty purchasing their supply of goods from outside Bulacan (Box 1), whereas those involved with manufacturing experienced difficulty sourcing raw materials or found that suppliers had increased their prices. These disruptions can be ultimately linked to increased unemployment and reduced earnings, with many business owners finding themselves unable to pay their workers, rent, and utilities. Hence, among the pressing problems identified apart from the reduction of revenues were the high input costs and other supply constraints that affected the operations of these MSMEs. Apart from the identified problems in this discussion, other problems that may or may not be directly related to the operational disruptions of the pandemic on their businesses include the failure to pay the costs of running and maintaining the business, other financial constraints, the inadequacy of government subsidies and support, and even the effects of the pandemic on their psychological well-being.

While this section painted a general overview of the performance and operations of the respondents amidst the pandemic, the succeeding section shall tackle a nuanced discussion of the effects of the pandemic on different sectors and establishment sizes. Regardless, the general trend of reduced revenues that may or may not be viable to cover the costs following the restrictions set by the government can be observed in these nuanced scenarios. Furthermore, the succeeding discussions shall expand on how non-financial-viability-based shutdowns occurred, especially during the first few weeks of the ECQ.

3. Amelioration and Aid

Amidst the backdrop of struggling firms, whether large or small-scale enterprises, the employees also experience the heavy brunt of the economic disruptions caused by the pandemic. While some firms remained afloat and continued to break-even to pay their employees, other key informants noted that some businesses were forced to lay-off their workers or cut their salaries. Firms, nonetheless, tried to cushion the blow of the pandemic to these workers by providing some forms of aid, such as the relief provided by a transport company to their drivers, the release of calamity funds by cooperatives for their employees to mobilize them, or by negotiating with other clients of the business to continue paying the salaries of their employees.

Efforts by the government compound these efforts made by the firms through the social amelioration fund. *Table 3.2* illustrates the distribution of at least the first tranche of amelioration to the selected populace of Malolos and Paombong. Unfortunately, not all employees were recipients of the amelioration program of the national government.

Table 3.2 Accomplishment Rate of the Disbursement of SAP in Malolos City and Paombong

		Target	Actual	Accomplishment Rate
Number of SAP Beneficiaries	Malolos	35,758	35,628	99.64%
	Paombong	7,551	7,454	98.72%
Amount of SAP in Php	Malolos	228,134,000	227,359,200	99.66%
	Paombong	47,234,700	46,623,100	98.71%

Source of basic data: COVID-19 Citizen Budget Tracker

As shown in *Figure 3.10*, majority of the MSME respondents were unaware of subsidies, amelioration, or aid from other entities, such as the government or other non-government organizations, that will cater to MSMEs. Moreover, majority of the respondents expressed that they were not recipients of such aid. Identifying these gaps in terms of information and disbursement is critical, especially in terms of providing short-term safety nets to ensure that these MSMEs continue operating.

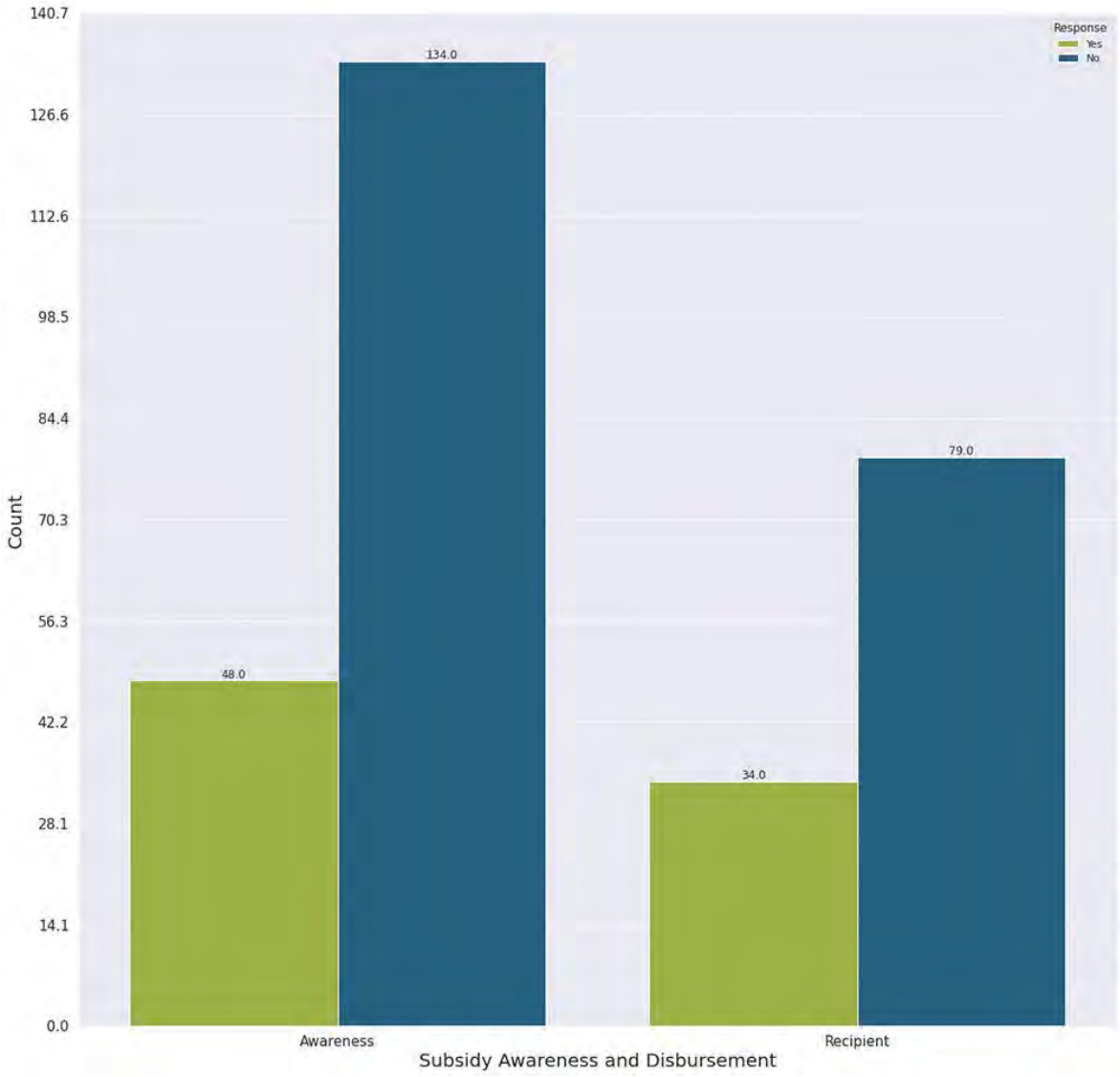


Figure 3.10. Subsidy Awareness of and Disbursement to MSMEs
Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

The issues of firms having difficulty to operate amidst the community quarantine measures and the liquidity problems due to lack of revenues coming into the firms and continued costs going out of these firms reflect also the operations of credit cooperatives in Paombong and Malolos. For instance, although credit cooperatives attempt to inject money into their respective local economies to assure liquidity among their members, the key informants from these cooperatives report a general decline in the collection of funds, especially during the ECQ. Fortunately, these credit cooperatives have a large reserve of funds that are readily available for loans should businesses apply for such. While some key informants suggest that their firms are averse to risks and thus are hesitant to apply for loans from credit cooperatives, others reluctantly applied for loans to attain liquidity in during the pandemic.

Figure 3.11 also reveals the sentiments of MSMEs on subsidies possibly offered by various entities in terms of how these would be helpful in maintaining the operations and continuity of their businesses. While a number of respondents were neutral toward the potency of how much help would subsidies give to their business operations, other responses were relatively distributed to the more polar responses. This result nevertheless suggests an opportunity to improve the possible effectiveness of subsidies and aid in providing short-run cushioning mechanisms on MSMEs, which may garner more positive sentiments should the pandemic persist or should similar circumstances transpire in the future.

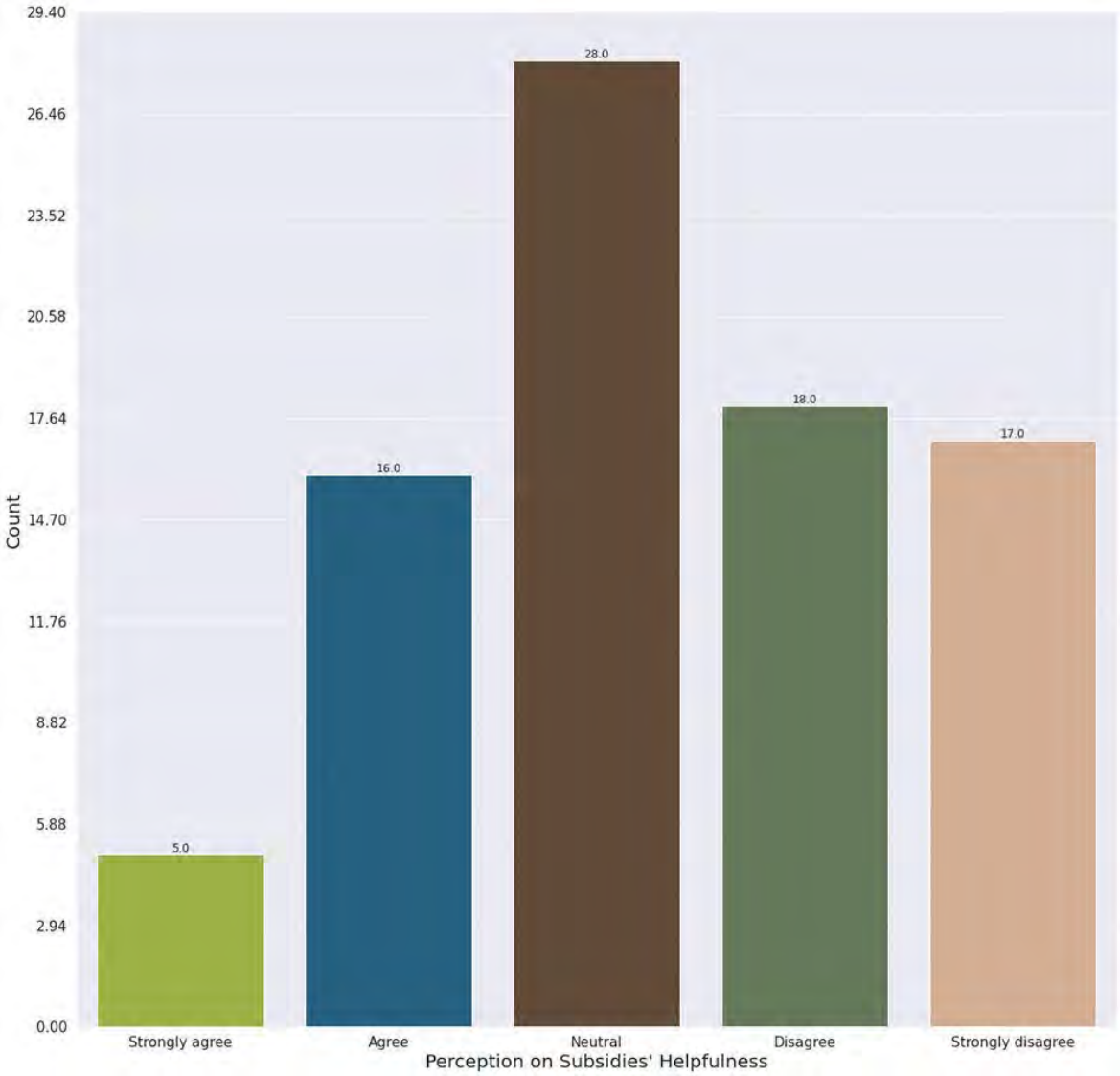


Figure 3.11 Likert Scale on the Effectiveness and Helpfulness of Subsidies for MSMEs

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

4. General Assessment on Revenues and Costs

While the first few weeks of the implementation of the ECQ and the subsequent implementation of the MECQ were marred with inconsistent policies from the national and local governments, the cases and data above show the significant disruption of the pandemic on business operations even with the uniform guidelines from the government. Unfortunately, these events resulted in a decline in the revenues for most of these businesses. However, a number of firms from selected industries actually acquired some surplus produce during the more stringent ECQ measure. This allowed such firms to garner some gains during the ECQ, followed by a decline in revenues as the community quarantine measures were relaxed.

One consignment reported an increase in revenue during the initial weeks when the ECQ was implemented across the different provinces and regions of Luzon. In terms of the interprovincial and interregional linkages, this scenario also meant that the transport of goods to and from Metro Manila was disrupted. As a result, wholesale traders were left with a surplus production that was to be a source of revenue for the business. The retailers also faced the same short-lived gains under ECQ, where competition from outside Bulacan was sparse. These gains can be attributed to the fact that the agricultural suppliers increased their production during the lockdown period, but they managed to keep their prices the same pre-COVID. However, when the quarantine measures were relaxed and both suppliers and consumers of these businesses had a larger market, their sales unfortunately declined. Nevertheless, these cases might be exceptions to the general reality that the businesses experience a decline in their revenues and are operating in break-even or losses.

The general decline in revenues is coupled with the continuous incurrence of costs. The key informants from the fishery, garment, livestock, and transport sectors noted that they continuously incur overhead costs for the usage of utilities and, when applicable, the payment of rents for their workplace or terminals. Of all these costs, rental payments may matter the most because delinquency in payments may result in the eviction of business from their rented spaces. For instance, private educational institutions saw a decrease in utility costs as their brick-and-mortar operations are restricted. However, large businesses differ in their wage payments to their workers. For instance, key informants from consignments and firms producing garments reported that they tried their best to avoid laying off their workers and pay their wages. This scenario resulted in breaking even amidst the disruptions caused by the quarantine measures.

However, other firms, such as the multi-purpose cooperative involved in livestock and the transport service providing firm, operate on a “No Work, No Pay” basis. Thus, their displaced and immobile employees were not compensated during the community quarantine periods. Unfortunately, some businesses and establishments had to lay-off their workers. The case of the academy in Bulacan portrayed this unfortunate situation, where about three teachers were laid off while the remaining ones had to work under skeletal arrangements.

5. Summary of Disruptions

The impacts of COVID-19 on the economies of Malolos and Paombong must be understood in terms of the geographic and economic proximity of Bulacan to Metro Manila. With this linkage, foregoing discussions showed that the latter would serve as Bulacan's source of production factors and the market of its products and services. The imposition of community quarantine measures constrained MSMEs to access these from Metro Manila. The same can be said in the situations of Malolos and Paombong, with the latter serving as a satellite economy of the former, where MSMEs were rendered immobile by the community quarantine measures from accessing their usual markets and supply sources from each other's localities. The foregoing also relates to the fact that even as Paombong remains a third-class municipality, the economic lives of the residents of the municipality are also very much connected with Malolos, with many adults working in Malolos and children studying in schools in Malolos. As Ateneo economics professor Dr. Victor S. Venida (2020) explains, the political jurisdictions do not match the socio-economic boundaries. Hence, the economic disruptions in Malolos and Paombong are very much intertwined.

With the Malolos–Paombong economy in mind, *Figure 3.12* shows that the economic disruption in the local economy can be shown as a two-fold framework between supply and demand that affects the capacity of the enterprises to earn revenues. As shown in the figure, constraints in the supply of goods and availability of services stem from the community quarantine imposed upon Luzon since March and later in other parts of the country. Conversely, the reduction in demand also faced by enterprises arises from the required social distancing and other stay-at-home policies needed to contain the transmission of the virus to prevent an even larger public health crisis.

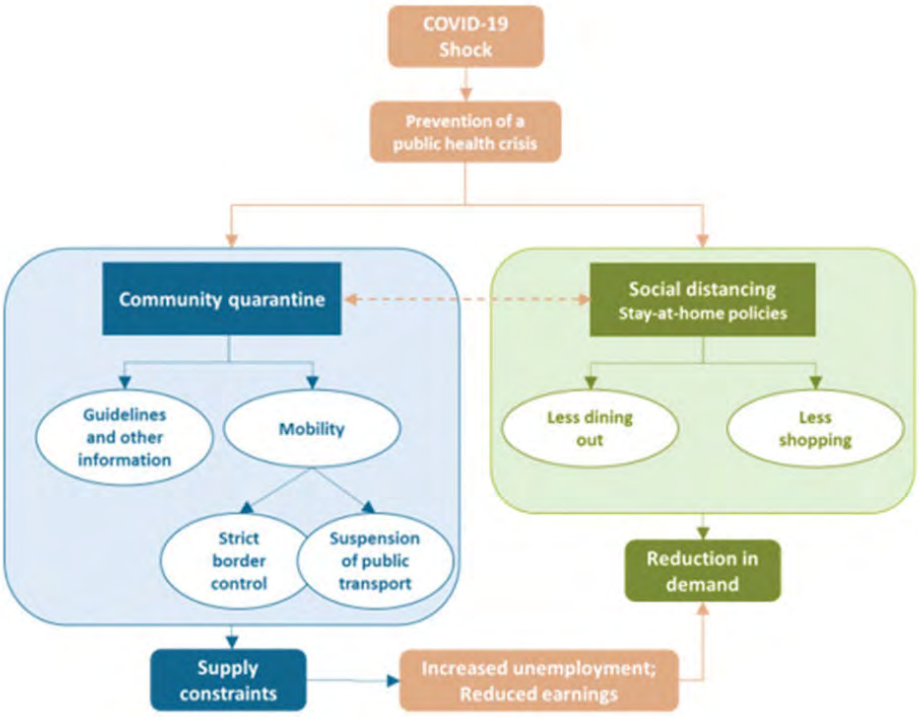


Figure 3.12. Disruptions to the Malolos–Paombong Economy
Source: Authors' illustration

With the ECQ in place for two months in Bulacan from mid-March to mid-May, the mobility of people had been severely limited. Not only were people advised to stay at home unless for essential travel, public transport had also been suspended. In Bulacan, a significant number of MSMEs had to stop operations for being engaged in business outside food and health. However, even those involved in the supply and delivery of food and other essential commodities experienced disruptions in their entrepreneurial activity. They faced difficulties not only with understanding the guidelines for quarantine passes and other required documents during travel but also with access to transport services. The particular case of Bulacan being a satellite economy to Metro Manila further reveals that strict border control alongside curfew has been one of the main culprits that prevented enterprises from their activities. Retailers experienced difficulty purchasing their supply of goods from outside Bulacan, whereas those involved with manufacturing experienced difficulty source raw materials or found that suppliers had increased their prices. These disruptions are ultimately linked with increased unemployment and reduced earnings, with many business owners finding themselves unable to pay their workers as well as rent and utilities.

Unfortunately, even as the economy started to reopen gradually, the reduction in demand for many goods and services persists with the threat of transmission continuing to plague communities. Indeed, many households continue to stay at home and practice social distancing from fear of infection. However, the decrease in household demand also stems from the disruptions in the market economy. With many households now experiencing reduced incomes, the circularity of the economy now reveals how the pandemic becomes a demand problem. Without household consumption returning close to its pre-pandemic level, enterprises will also be unable to return to pre-COVID level of operations even as the government imposes less strict protocols.

C. Malolos–Paombong Enterprises in the New Normal

Similar to the discussion on disruptions, Malolos–Paombong enterprises reported mixed experiences in the adjustment mechanisms during the new normal. Some of the enterprises were able to adjust easily due to the nature of the industry, whereas others, such as drivers and non-essential retailers, lost their sources of livelihood.

In this case, crucial are the rules and regulations set by the national and local governments to ensure a smooth adjustment for the firms toward the new normal. In specific, the survey implemented in Malolos and Paombong shows that the adjustment mechanisms cannot rely on online transactions alone. Thus, rethinking adaptation in the new normal is necessary to help MSMEs keep their business activities running by not only gaining access to digital infrastructure but also gaining confidence in using online platforms for business transactions.

1. Enterprise Adjustment Mechanisms in the New Normal

With reduced revenues stemming from lack of customers being the top problem faced by enterprises in Bulacan, firm owners had to think of ways to continue earning revenues not only for themselves but also for their workers. *Figure 3.13* shows the capability of MSMEs for adjustment during the ECQ implemented starting mid-March. Among those who answered, 97 said that they were able to adjust but 80 of them were not able to adjust. To understand how these enterprises adjusted in the new normal, *Figure 3.14* shows that the various mechanisms implemented by MSME respondents include the following: 30.4% used other means to connect to their customers, 26.6% implemented minimum health standards, 2.7% implemented the work-from-home basis, 16.3% searched for alternative livelihoods, 8.2% serviced new customer segments, 15.2% remained in the same method of their production and/or service, and 8.7% used other mechanisms to adjust.

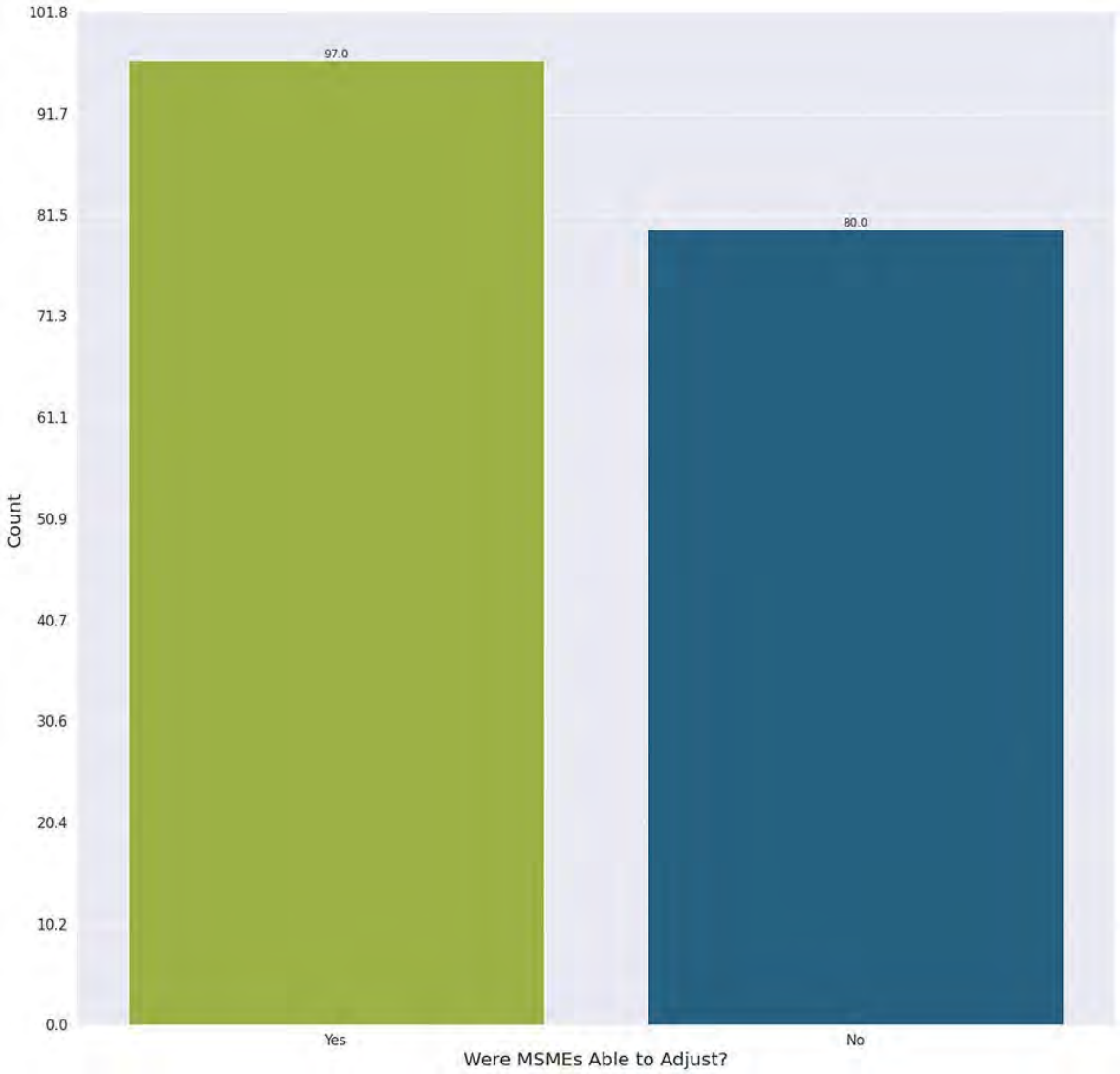


Figure 3.13 Capability of MSMEs for Adjustment During ECQ, March 2020

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

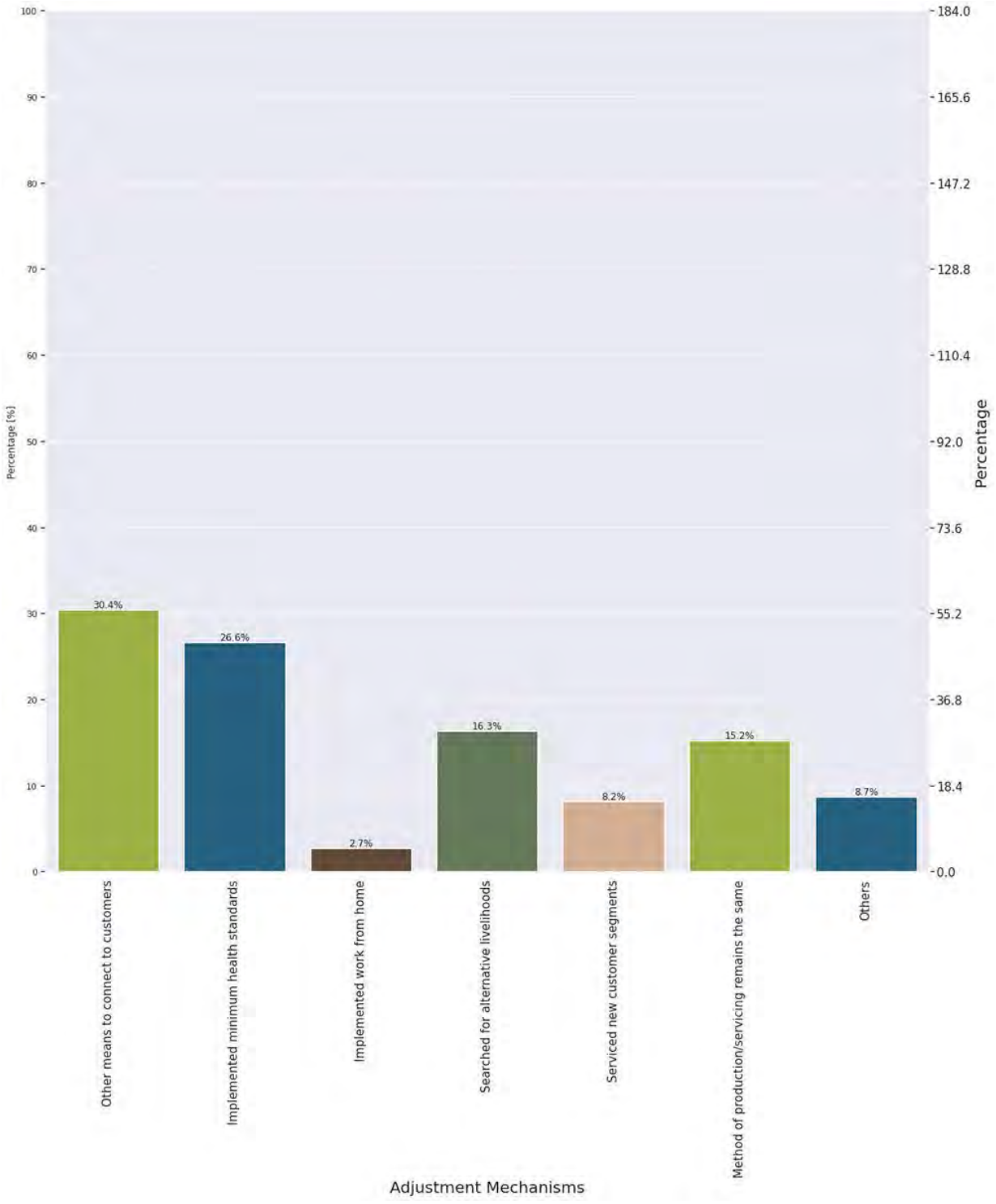


Figure 3.14. Adjustment Mechanisms Among MSMEs Surveyed.

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

As shown in *Figure 3.15*, the adjustments made by the enterprises in Malolos and Paombong can be differentiated from those implemented by essential industries to continue their operations vis-à-vis how non-essential industries tried to find new commodities or services they can offer to earn revenues or just break even—to pay their employees and earn some living for themselves.

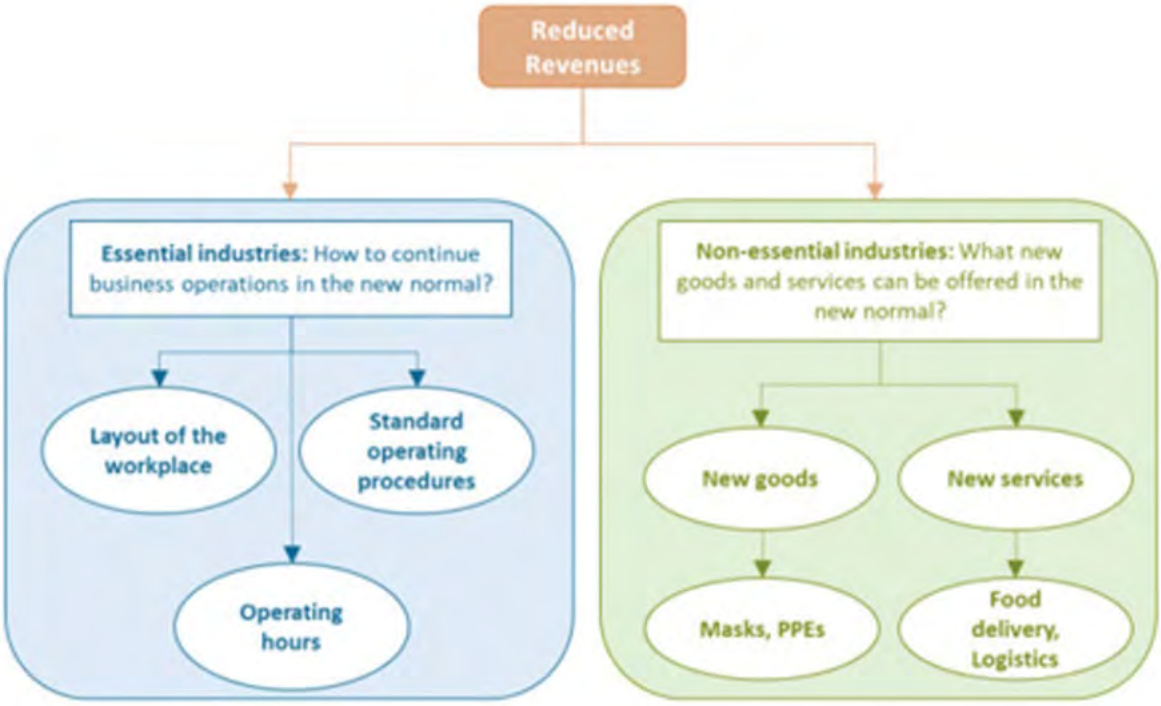


Figure 3.15. Adjustments in Malolos–Paombong Economy
Source: Authors' illustration

As described by the figure above, adjustments made by essential industries involved three main aspects of business operations: layout of the workplace to enforce physical distancing among workers and customers, adjustment in operating hours not only to comply with curfew but also to allow again for physical distancing, and modifications in the standard operating procedures. Notable experience from Malolos comes from the consignacion enterprises engaged in the fish trade in Panasahan Fish Market. To comply with physical distancing, bidding for fish and other aquaculture products had to exclude the culture of bulungan (whispering), and fish buyers started to use pen and paper to bid.

Non-essential sectors were forced to stop operations either due to community quarantine guidelines or due to cancellation of clients. In Malolos, some garment manufacturers shifted to the production of masks because orders mostly for school uniforms were cancelled with news of the education sector shifting to off-site learning. In addition, event caterers faced cancelled events as mass gatherings became infeasible in the pandemic. They decided to engage in food delivery services that have become prevalent with people staying at home and workers in essential sectors needing food delivered to them to lessen movement. The case of non-essential industries is a story of survival not only due to significant losses as a result of the mandated temporary closures but also because the shift toward new goods and services continues to be constrained with by the mobility issues and the persistence of low demand from consumers.

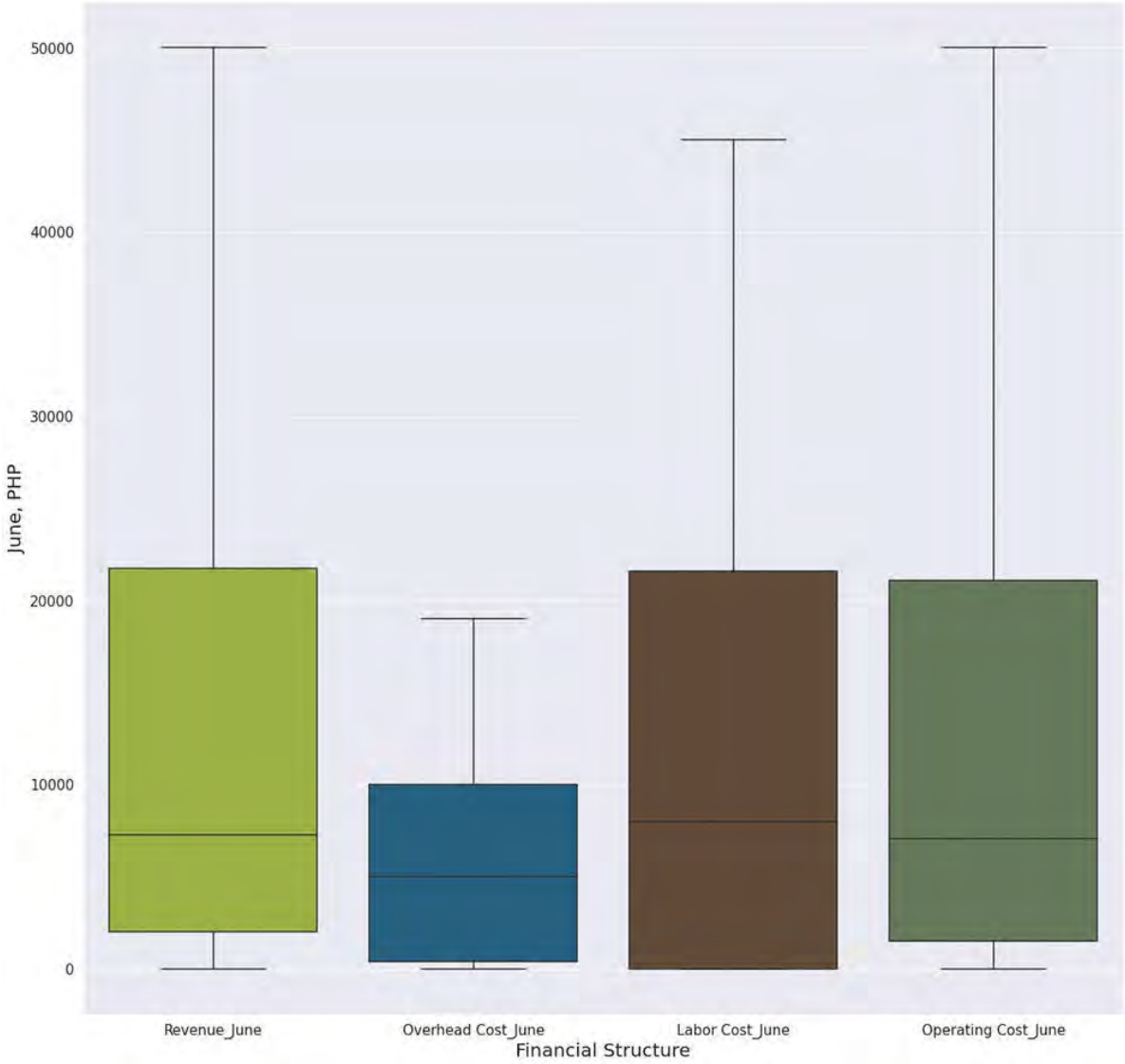


Figure 3.16. Firm Performance in Reopening of the Economy Among MSMEs Surveyed, June 2020
Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

Despite these adjustment mechanisms, recovery remains difficult even as the local government tried to reopen the economy in June 2020. Not only did the threat of transmission return, costs also increased despite an improvement in revenues as reported by the MSME respondents. *Figure 3.16* shows the revenue-cost structure of the MSME respondents at the reopening of the economy in June 2020. Compared with the earlier discussion for March 2020, the figure shows that costs have generally increased. In specific, operating costs have increased vis-à-vis still-lower overhead costs—indicative of cash constraints and inability to pay fixed costs. These results suggest that a number of enterprises, albeit able to survive, are in need of financial support to keep them afloat in the next few months.

2. *Issues with Online Transactions in Bulacan*

Given the limited physical transactions and movements, some enterprises implemented initiatives to adapt to online platforms and cashless payment systems. However, e-commerce is not as prevalent in Bulacan as it is in Metro Manila. The cases of Malolos and Paombong have revealed that the shift toward e-commerce still requires significant development in digital infrastructure and the shift in consumption norms in local communities. The Malolos Online Palengke in Facebook, while deemed successful among those already familiar with online transactions as it created a virtual space for buyers and sellers, not all enterprises and not all consumers are able to access the platform. Furthermore, cash-on-delivery (COD) payments are still preferred by many Bulacan residents with no bank accounts and no access to online payment systems. Without fast and reliable Internet and with more consumers becoming familiar with online platforms and cashless payment systems, many enterprises in Bulacan are not able to easily adjust toward online transactions.

The following are the reasons why people prefer the physical exchange of money despite the availability of online delivery. First, not all people have bank accounts. In addition, banks have documentary requirements to gain access to their services, including opening a savings account. They also find bank transactions, such as money deposit, time consuming because of the possibly long queue. They prefer cooperatives because of easy and hassle-free transactions without several documentary requirements. Moreover, paying of their loans is simple because the collectors of cooperatives are the ones who will go to their stalls or meet up place to receive the payment. Second, online banks are still considered young in the Philippines; hence, most people do not find it highly secure. People fear that the account might be hacked or the transaction might fail. Thus, people have become deterrent to the use of online payment systems. These findings indicate that the issues lie not only in MSMEs gaining access to digital infrastructure for their business operation but also in firms and consumers gaining confidence in using these online platforms for business transactions.

Interestingly, the lack of bank accounts among Bulacan residents is related to the prevalence of cooperatives, especially in Malolos. Residents prefer being members of cooperatives for their savings because cooperatives require less documents and less processing time than banks. Since many remain unfamiliar with online payment systems, many consumers are wary of using the technology with fears of potentially making mistakes and losing money.

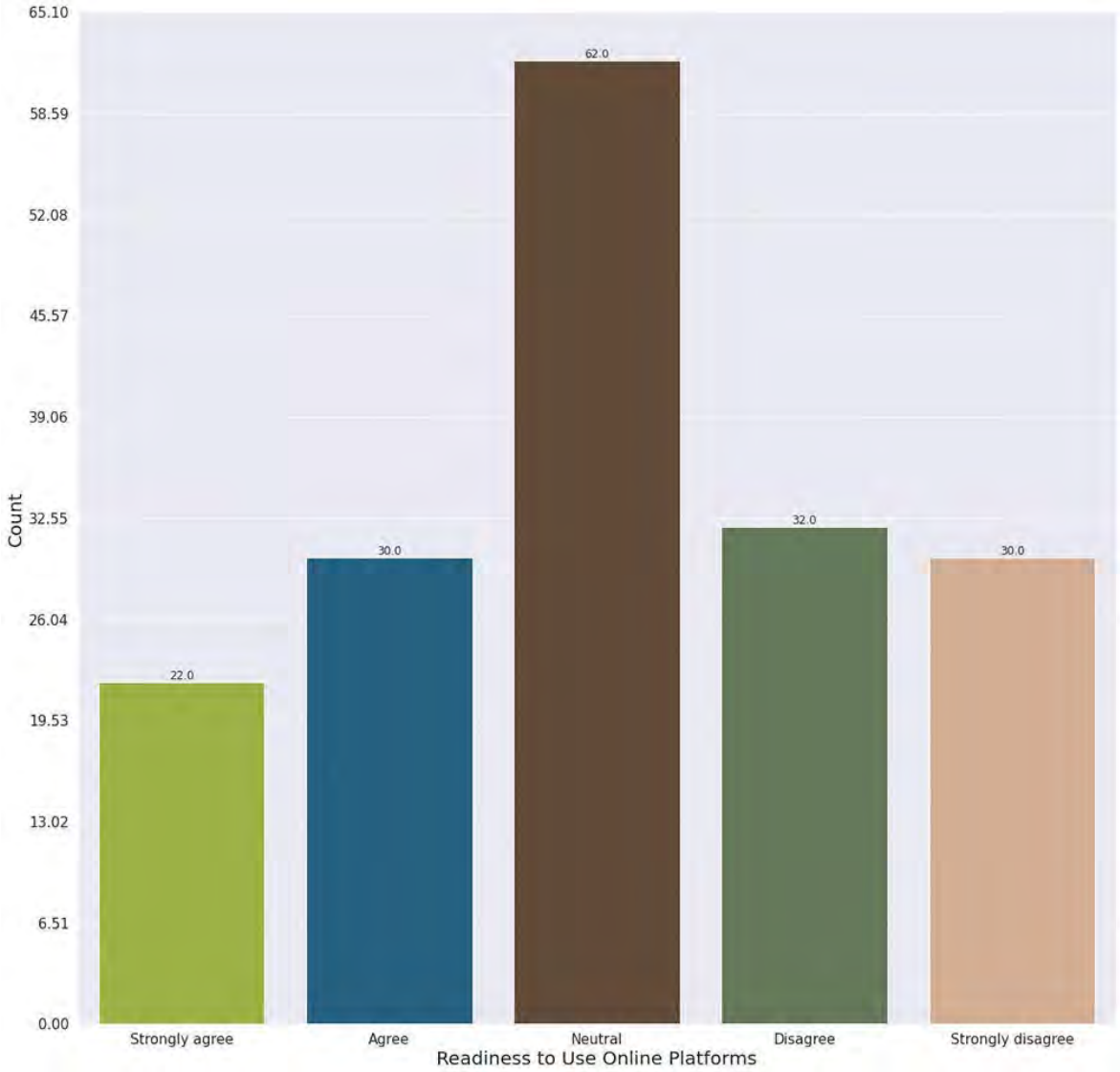


Figure 3.17. Preparedness for Online Selling Platforms Among MSMEs Surveyed
Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

As shown in *Figure 3.17*, only 52 out of 176 survey respondents who answered readiness for online transactions were prepared to shift toward online selling platforms. Meanwhile, 62 respondents said they cannot shift toward online selling, and another 62 were unaware if they can actually shift to online platforms. Those who cannot shift to online means are from sectors whose nature of work rely on social interaction such as jeepney and tricycle drivers. *Figure 3.18* shows the accessibility to online payment platforms. About 19.7% uses GCash, 6% uses PayMaya, 0.5% uses Pesonet, 1.6% uses Instapay, and 18% uses online banking. This result shows that people use the platforms they are familiar with and trust.

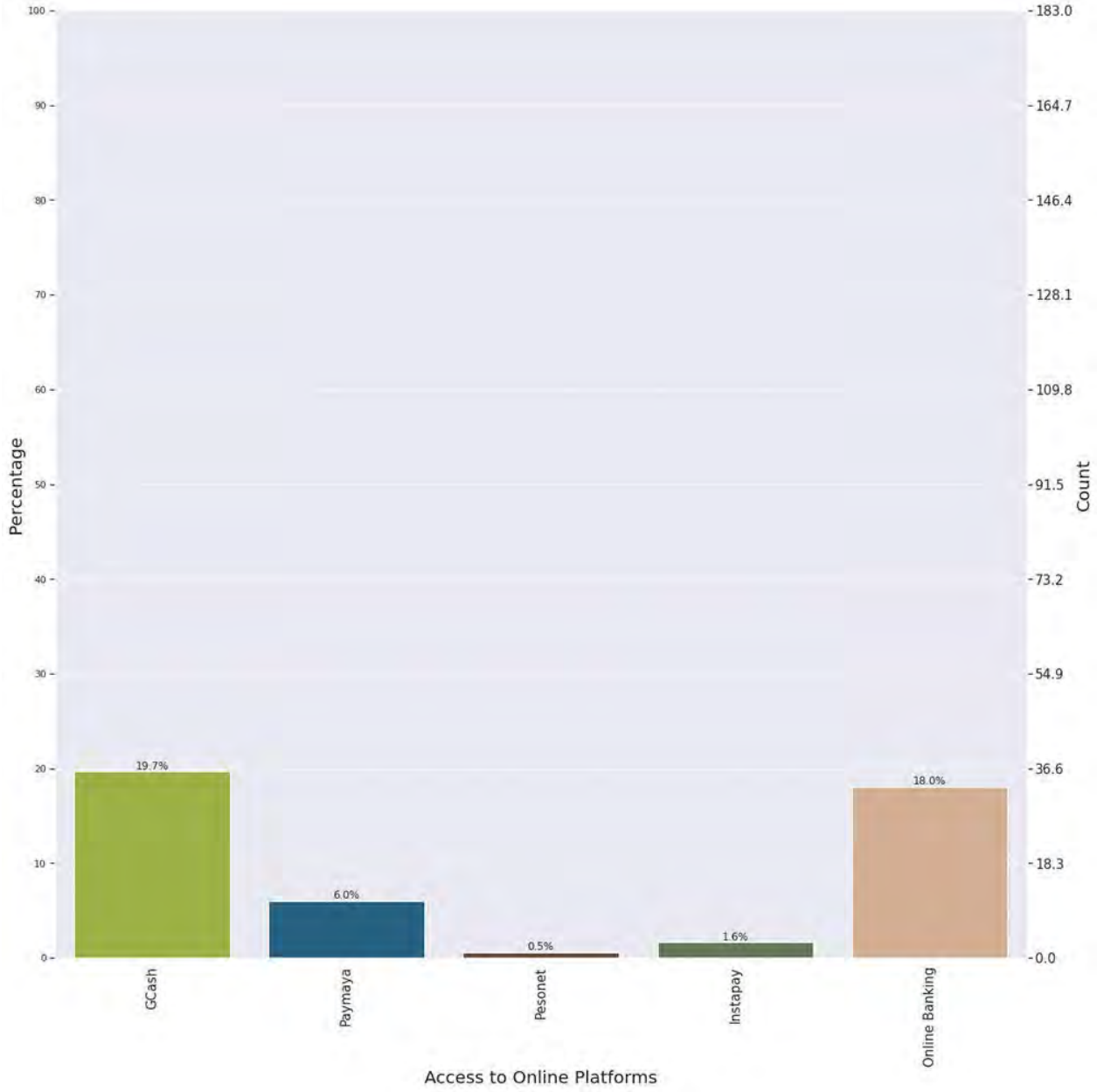


Figure 3.18 Access to Online Payment Platforms Among MSMEs Surveyed

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

3. Access to Insurance and Credit

Apart from constraints in accessing online platforms, the other set of constraints relates to access to insurance and credit. Having access to insurances is a form of risk management that protects from financial losses that the business may encounter. Without access to insurance, access to credit is the next best alternative for crisis resilience.

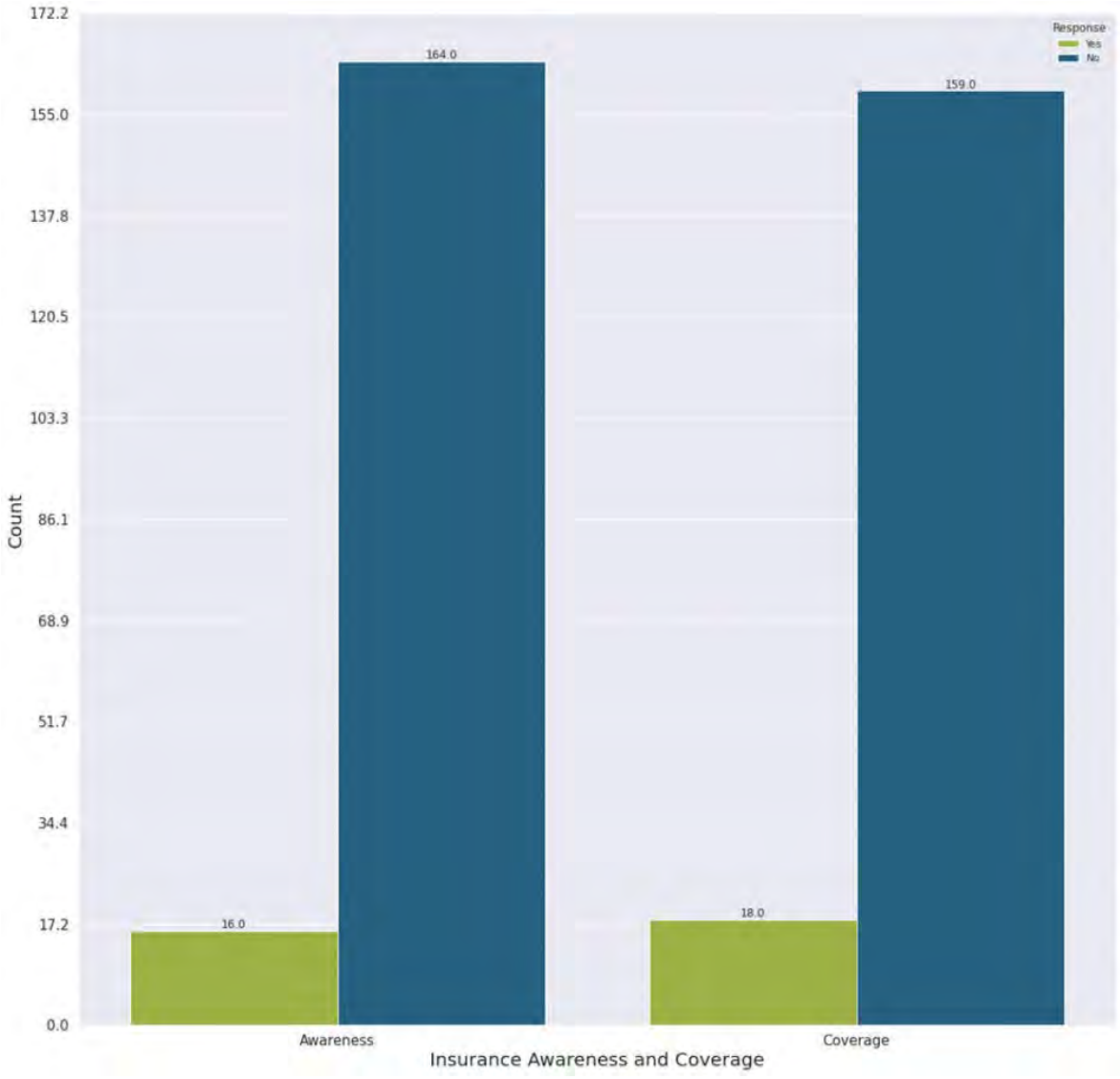


Figure 3.19. Insurance Awareness and Coverage Among MSMEs Surveyed

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

Figure 3.19 shows the number of people who are aware and who are covered by insurance. Unfortunately, data show little awareness and coverage. *Figure 3.20* shows the debt incurred by MSMEs during the community quarantine. By contrast, access to credit by the MSME respondents is at a much higher rate. Then, *Figure 3.21* shows the type credit source of the MSMEs: all MSME owners said they borrowed from family, 15.5%

from friends, 5.8% from cooperatives, 1.9% from banks, and 7.8% went to informal credit sources (i.e., "five-six"). These results indicate that the safety nets currently available for the MSMEs in Malolos and Paombong come from informal sources. Despite the large number of cooperatives, the survey reveals that even small business owners are more comfortable with borrowing money from family and relatives. Concerning however is how many of the MSME respondents have access to insurance even in the availability of microinsurance institutions, especially in Malolos (See *Appendix A* on the socio-economic profile of Malolos.)

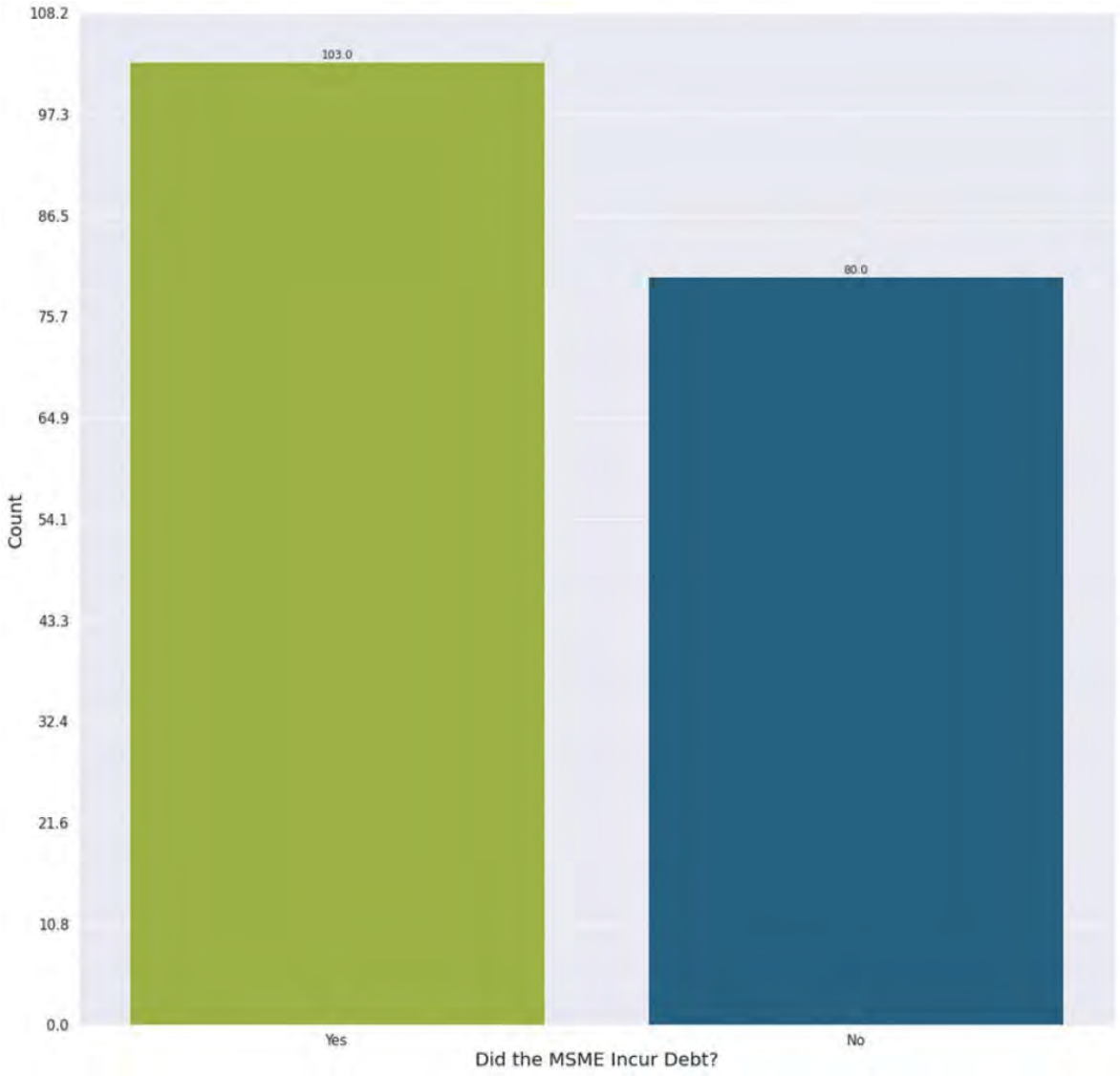


Figure 3.20. Access to Credit Among MSMEs Surveyed
Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

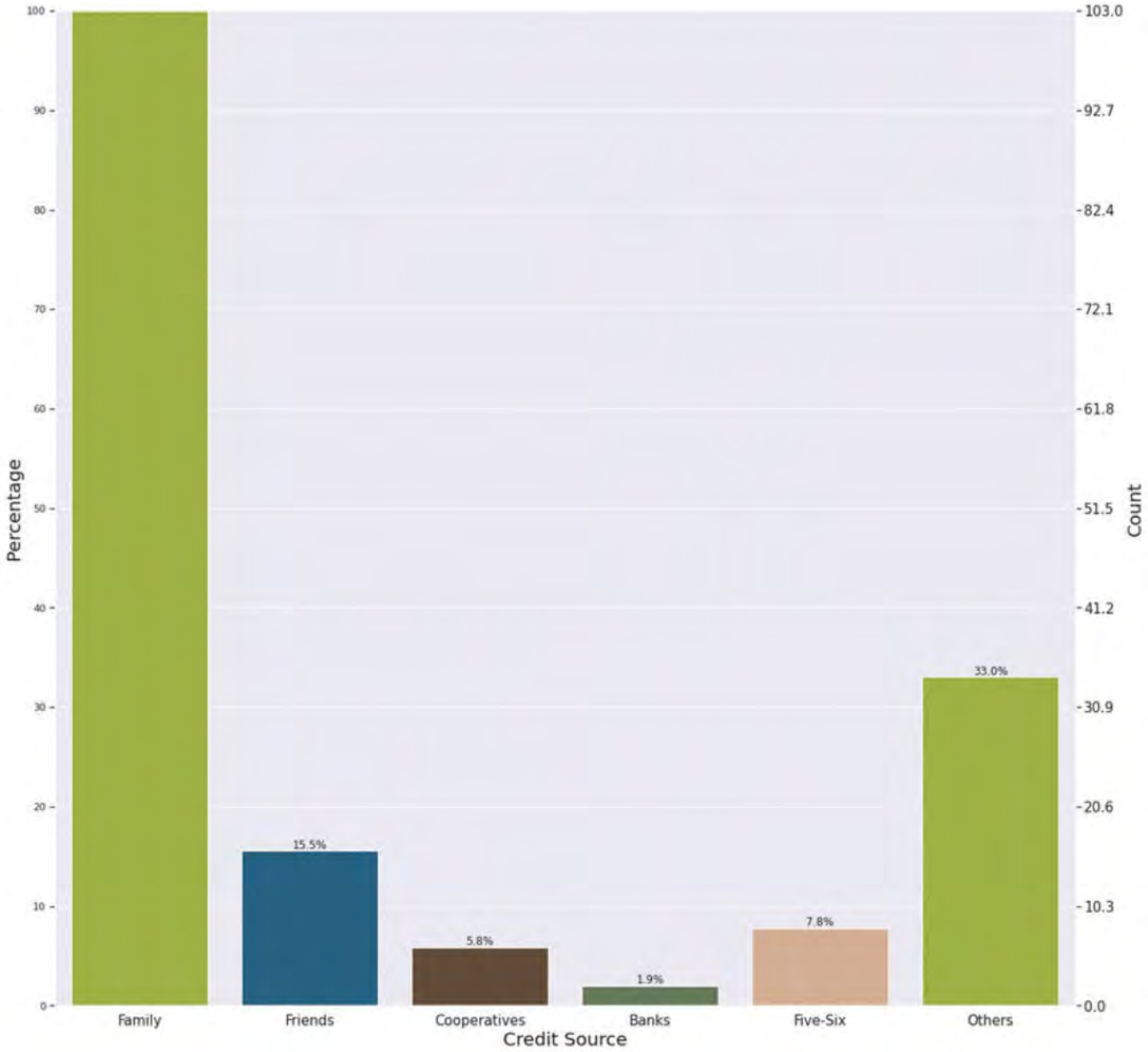


Figure 3.21. Access to Credit by Type Among MSMEs Surveyed

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

Box 2. Bulacan Cooperatives in the New Normal

Despite the survey results that only around 5% of the MSME respondents relied on cooperatives for credit, the key informant interviews revealed the significant contribution of the sector to the COVID-19 response. The succeeding examples highlight the role of cooperatives in Bulacan in the COVID-19 response vis-à-vis their potential role in economic recovery and crisis resiliency planning.

When austerity is not an option: Fiscal stimulus from a local cooperative

The Caniogan Credit and Development Cooperative, operating now for almost four decades, is one of the biggest cooperatives in the region with a membership of 40,600. The cooperative is primarily set up for lending, but it also covers funeraria and subdivisions. During the pandemic, the cooperative released loans amounting to PHP 200 million despite suffering from reduced collections.

Most remarkable are the community-driven initiatives of the cooperative. Apart from providing 12,000 food packs to its members, it also made calamity loans available. They are also exploring a partnership with Landbank as a payment satellite. They even paid for the rapid testing of members suspected of being positive for COVID-19. In addition, the cooperative conducted an information drive related to COVID-19 and supplied face masks and alcohol to its members. Indirectly, they also generated output for seamstresses by ordering masks from them.

Notably, the cooperative allowed for the massive outflow of funds even in the face of reduced inflow. The cooperative expressed confidence in being able to survive if the community quarantine did not return to ECQ or MECQ. Nevertheless, they hope that the government can complement the initiatives with mass testing, effective contract tracing systems, and transparency with regard to socioeconomic programs to effectively reopen the economy and eventually revive consumer confidence.

Challenge or opportunity: Making cooperatives work in the new normal
For almost two months, St. Francis, a medium-sized cooperative, was unable to collect from its members either for savings or for payment of loans as they were not allowed to operate during the ECQ from mid-March to mid-May. Cooperatives in Bulacan employ people as collectors who go from house to house to collect savings or loan payments from members. The lack of collection meant that cooperatives also had to make adjustments in their business operations so as to continue employing their workers, albeit at a “no work, no pay” basis. For their restaurants and grocery stores, work hours were reduced to give all employees a chance to work.

However, even when the economy reopened a bit in June, collection was still around 30%, increasing to only around 45% by late August at the time of the interview. The lower collection rate seemed to stem from people’s fear of social interaction and the reduced income of members who also faced financial difficulties because of the pandemic.

The story of Bulacan cooperatives also reveals the constraints of shifting to digital platforms. The inability of the cooperatives to collect savings or loan payments through online payment systems lie not only in the members’ lack of access to information on such platforms but also in the convenience offered by casual face-to-face interactions with collectors visiting the members’ homes. In fact, setting up an online store for their grocery operations proved to be challenging. Can the cooperatives be tapped for a transition toward digital transactions?

4. Role of Government in Adjusting to the New Normal

The role of government is important in the current situation the country is facing. It sets the rules and regulations, such as the health precautionary measures, travel pass, and others, to be followed by businesses. It guides and protects the population as it oversees the economy. The provincial arm of the Department of Trade and Industry (DTI) and the Provincial Cooperative and Enterprise Development Office (PCEDO) also adjusted to the new normal as they sought to provide financial support to enterprises. From the usual face-to-face training and seminars, they have moved to online platforms as well. Webinars began to be offered and recorded video lectures were made available online to disseminate information on COVID-19 and provide avenue for dialogs and feedback. For the case of DTI, they began to announce guidelines through social media and began programs, including the Kapatid Mentor Me program and Shared Service Facilities Program. DTI also made a move to support the local tailors by providing them raw materials for the creation of PPEs to be distributed to partner hospitals. PCEDO offers the newly established E-Kaya system as an alternative to current online payment systems. Government programs provided include SAP, TUPAD, Livelihood Assistance Grant, and DOLE CAMP.

Figure 3.22 shows the top solutions perceived ideal scenarios in keeping the firms afloat. Among the 10 factors identified by the respondents are lifting the community quarantine measures and the reopening of the economy. Whether or not the government would give subsidy/credit support was also considered. Reopening of the economy helped people seek job opportunities and income to improve their quality of life. However, when Bulacan shifted toward laxed restrictions in June and July, the number of new cases increased, which then prompted them to impose the MECQ. Furthermore, despite this move to reopen the economy, the number of firms still find themselves unable to return to pre-COVID level of operations with the low volume of customers as the main explanation behind the decline in revenues.

Two other scenarios repeatedly identified by the respondents would be keeping a positive outlook or finding a cure or vaccine for COVID-19. In the survey, keeping a positive outlook also includes perseverance (i.e., sipag at tiyaga), a common response among Filipinos when faced with hardships. However, this response reveals the need for better information campaign about the nature of the virus and the possibility of future outbreaks even as the pandemic alleviates. Such results from the MSME survey are alarming because the MSME respondents cannot identify pro-active solutions to their problems. In other words, resilience cannot come just from the perseverance of Filipinos alone—policies and programs for economic recovery and crisis resilience are warranted.

Additional ideal scenarios the respondents pointed to keep their business afloat include regulatory support from the government and having social capital for safety nets. Adherence to health and safety protocols by their business and customers is also important. Most MSMEs identified the reduction of revenues as among the shocks during the ECQ. Therefore, applying these topmost ideal scenarios, such as further reopening of the economy and subsidy/credit support from the government, will help not just the firms but also the local and whole country's economy to fill-up the losses and adapt. All these scenarios were retrofitted in the cases of MSMEs in different sectors.

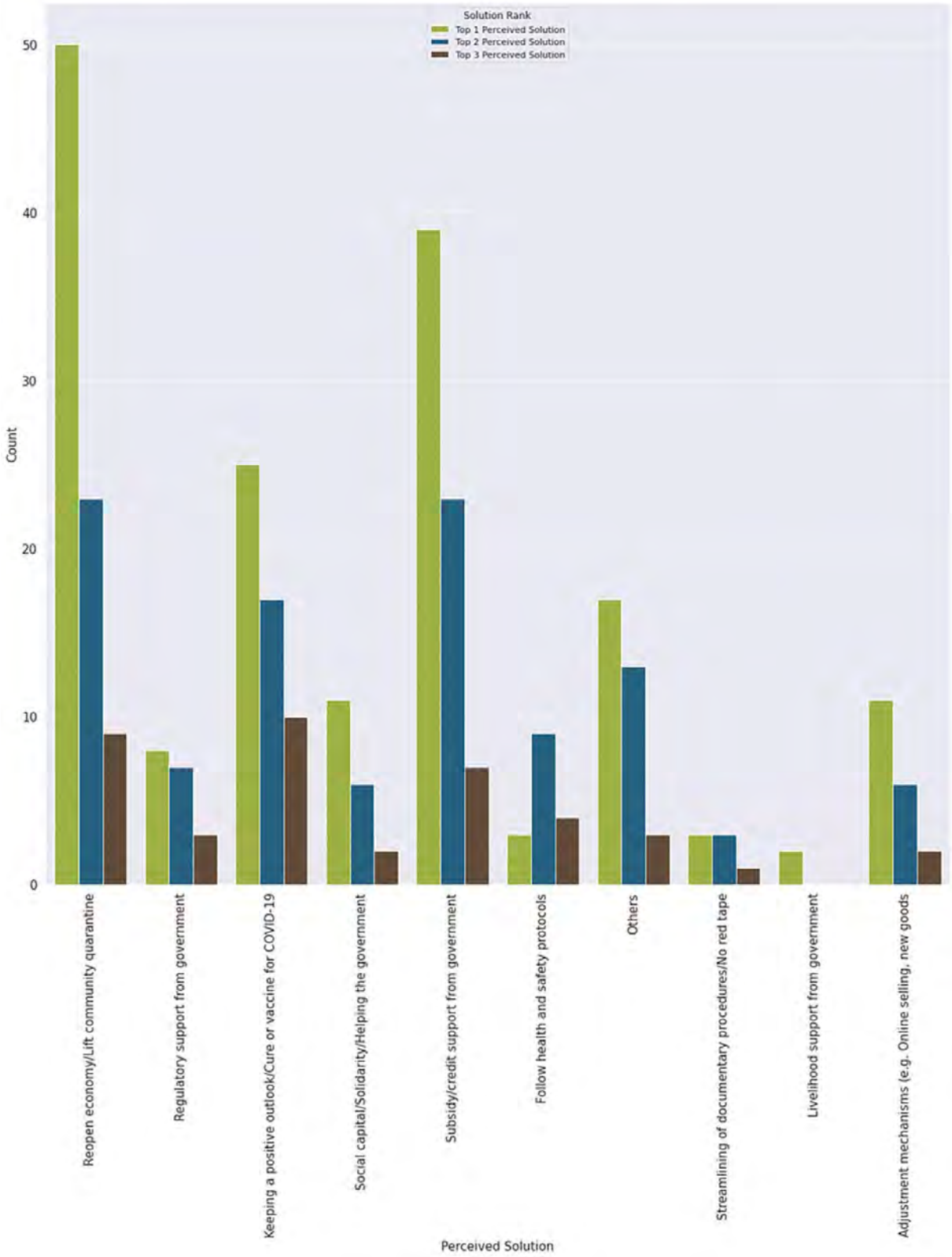


Figure 3.22. Top Solutions in the New Normal Identified by MSMEs, March 2020

Source of basic data: PfR-ICSC-Cordaid Rapid Assessment Survey of MSMEs in Malolos and Paombong

Box 3. Digital Challenge of Cooperatives in the New Normal

As a result of the initial quarantine measures imposed on Bulacan, cooperatives had to temporarily stop their operations. With the reduction in income, some members started pulling out their capital shares from their respective cooperatives. Then, the Provincial Cooperative and Economic Development Office (PCEDO) initiated two capacity-building programs that may help cooperatives to retrofit their operations and allow for the flow of funds to continue.

First, Zoom meetings with cooperative representatives and free webinars were initiated. Through these consultations, cooperatives were eventually allowed to operate three times a week to facilitate payment collection. The webinars proved to be challenging given the need to improve the internet connectivity in the province. Second, the E-Kaya system, an electronic payment platform, was introduced by the ASEAN Confederation of Credit Union. However, only three to four cooperatives availed of this service. What can PCEDO further do to facilitate the adoption of E-Kaya among cooperatives?

At present, the KIIs and the survey clarified that the main concern of Malolos and Paombong residents is the persistent threat of COVID-19. The confidence of people with regard the government also implicates with trust. The expressed concerns for the government's response, therefore, is not just about the budget but also about the effectiveness of each implementation to be mobilized and to keep their business life-line afloat. People also request for transparency from the local and national governments for socio-economic programs because they believe that all must cooperate for their economy to recover. Therefore, dialogs on how MSMEs can adapt their business operations in the new normal are needed. The local government could tap cooperatives to further promote the E-Kaya system among their members. To help enterprises adjust in the new normal, local government efforts must now shift toward fostering access to and confidence in online platforms and toward economic recovery and crisis resilience planning.

IV. COVID-19 IMPACTS ON SELECTED ECONOMIC SECTORS

Interviews were also conducted among key informants from various industries to complement the results of the MSME survey conducted in Malolos and Paombong. Qualitative information gathered from these interviewees provided examples that substantiate the results of the survey. In specific, the interviewees narrated how the community quarantine policies affected their sectors.

1. Provincial Community Quarantine Policies

What are the general implications of community quarantine measures on the local economy? While the goal of these measures is to flatten the epidemic curve or reduce the transmission of the virus by limiting the mobility of the populace, such measures hurt the economy because they affect the operations of businesses. *Table 4.1* details the industry-specific restrictions set by the national DTI in terms of the mandated operational capacity of firms amidst the different community quarantine measures to maintain measures of social distancing and other minimum health standards. The table below summarizes the maximum operational requirements for the different major sectors of the economy across the four community quarantine measures.

Table 4.1. Maximum Operational Capacity of Different Businesses Across Different Community Quarantine Scenarios

Sector	ECQ	MECQ	GCQ	MGCQ
Agricultural, Forestry, and Fisheries	100%	100%	100%	100%
Mining and Quarrying	Skeleton	100%	100%	100%
Manufacturing				
Manufacturing of essential goods	100%	100%	100%	100%
Manufacturing for construction work	100%	100%	100%	100%
Other manufactured goods	Not allowed	50%	100%	100%
Electricity, Gas, Steam, and Air Conditioning Supply	Skeleton	100%	100%	100%
Water Supply; Sewerage, Waste Management and Remediation Activities	Skeleton	100%	100%	100%
Construction	100% Major public construction projects only	100%	100%	100%
Other public and private construction projects	Not allowed	Not allowed	50%	100%
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles				
Wholesale, retail, and repair of motor				
vehicles and motorcycles	Not allowed	50%	50%	100%
Essential retail	50%	100%	100%	100%
Non-leisure wholesale and retail	Not allowed	50%	50%	100%

Transport and Storage				
Delivery and courier	100%	100%	100%	100%
Postal	Skeleton	100%	100%	100%
Logistics Service Providers	100%	100%	100%	100%
Public Transport	Not allowed	Not allowed	50%	50%
Accommodation and Food Service Activities				
Hotel and accommodation	Skeleton	Skeleton	Skeleton	50%
Dining and restaurants	50%	50%	50%	75%
Information and Communication				
Telecommunications	Skeleton	100%	100%	100%
Libraries, museums, and archives	Not allowed	Not allowed	Not allowed	50%
Others	Not allowed	50%	50%	100%
Financial and Insurance Activities				
Capital markets, banks, cooperatives, etc.	Skeleton	100%	100%	100%
Other financial services	Not allowed	50%	50%	100%
Real Estate Activities	Skeleton (leasing)	100% (leasing) 50% (other activities)	100%	100%
Professional, Scientific, and Technical Activities	Not allowed	50%	50%	100%
Administrative and Support Service Activities	Skeleton	50% (Office support 100% others	100%	100%
Education	Not allowed	Not allowed	Not allowed	Not allowed
Human Health and Social Work Activities	100% (except medical, dental, and other support medical services; skeletal)	100%	100%	100%
Arts, Entertainment, and Recreation	Not allowed	Not allowed	30%	50%
Other Service Activities	Not allowed	Not allowed	30%	50%

Source: Simplified from Department of Trade and Industry Memorandum Circular 20-44

Through the guidelines set by the DTI as detailed by *Table 4.1*, the following discusses the expected impacts on the key sectors of the study:

Agriculture, Aquaculture, and Fisheries. These firms are fully operational during the pandemic, regardless of the community quarantine measure imposed. This is borne out of the essence of this sector for being engaged in food supply and delivery.

Manufacturing. Firms involved in the manufacture of essential goods, such as food products, medical supplies, and equipment, are fully operational during the pandemic. Otherwise, these firms range from being fully operational (as in ECQ) to 100% capacity depending on the level of community quarantine imposed.

Food Services. Since dining in is heavily regulated by the government as part of the efforts to minimize the transmission of the virus, these firms are generally at their 50% operational capacity only during the different quarantine measures since July 31.

Wholesale and Retail. In the various quarantine measures, the government distinguishes between essential and non-essential businesses. Essential retail and wholesale businesses usually sell food products, animal feeds, medical supplies, and essential utilities (i.e., liquefied petroleum gas). The rest are classified as non-essential trade. With this distinction, the operating capacity policies imposed on these two categories differed as well, in favor of essential trade.

Education. In all quarantine scenarios, the government prohibits any face-to-face interaction in most educational institutions.

Transportation. During the ECQ and the MECQ, no operations were conducted in general; 50% operational capacity is implemented in the less strict community quarantine measures.

2. Disruptions and Adjustments of Selected Sectors in Malolos and Paombong

The insights from the key informants of larger enterprises provide differentiated sectoral impacts of COVID-19 in terms of disruptions as well as insights about adjustments that can be adapted by the business sector. However, compared with the strict criteria set by the government in terms of which industries are allowed to operate and by how much of their operational capacity are they allowed to operate with, the implementation at the local level, especially at the initial days of the imposition of quarantine measures in Malolos and Paombong, was challenging for the local government and the enterprises themselves.

a. Aquaculture and livestock sectors

Because of the initial guidelines that were incompatible with the how the Panahasan Fish Market operated, consignacion enterprises were disrupted in the first weeks of the ECQ. Three of these firms even had to temporarily halt their operations. The key informants primarily pinpointed the fear of acquiring the virus as the primary reason for their temporary closure. Moreover, due to the restricted mobility of those who are involved in the backward and forward linkages (i.e., fish pond owners and fish traders), the consignacion owners themselves had to initiate the application for travel passes of their suppliers and buyers. Businesses involved in livestock also experienced the same disruptions and expressed the same fears about COVID-19. Unfortunately, the pandemic only deepened the predicament that was already faced by the livestock industry since they were also severely affected by the ASF during the end of 2019.

Because face-to-face transactions are important in the fish trade industry, the sector had to coordinate with local government officials in setting up the guidelines that would work for the operations in the fish port. Before the pandemic, no precautionary measures were being implemented when entering the facilities and the culture of bulungan (i.e., whispering) was the norm. In this case, fish traders compete for the available fish supply whispering to the consignacion staff their bidding price. With the COVID requiring social distancing, a need to use pen and paper for bidding and change the layout of the consignment operations emerged. Another adjustment was the extension of operating hours to accommodate the agreed-upon rule that only a maximum of 25 minutes can be given for every set of 10–15 clients in the trading areas. Buyers must also have their quarantine pass with them. Piggeries decided to stay with poultry raising for the mean time while exploring what else they can do. One cooperative is contemplating a housing project for its members to be built on the land where the piggery used to be.

Box 4. Making the Guidelines Work for the Essential Sectors

With the supply and delivery of food being essential sectors, operations of the aquaculture sector in Bulacan were not heavily disrupted by the community quarantine. Still, their operations were below normal level in the first two weeks of the lockdown. This scenario resulted from the need to obtain quarantine and food passes and from the initial enforcement of a skeletal workforce on the fish port.

Among these fish consignors, those who were quick to prepare the documentary requirements were among the first to reopen. Crucial here was the assistance they extended not only to the fishpond owners who supply the fish from the coastal areas of Malolos and Paombong but also to fish traders who buy fish to be brought back to Manila, Pangasinan, or other nearby areas. Without the food passes, both suppliers and fish buyers found themselves fearful to travel at first.

The next challenge, however, was coordinating with the local government to establish guidelines that would work for the local consignacion. Physical distancing was enforced by changing the layout of the buy-and-sell operations and adjustment of operation time, including a 25-minute rule for every set of 10 clients. Ultimately, bidding for fish and other aquaculture products had to leave out the culture of bulungan (whispering), and fish buyers started to use pen and paper to bid. Eventually, their operations returned to normal within two weeks.

b. Manufacturing sector

For the case of the manufacturing sector, most affected are those in the non-essential sectors since these enterprises were forced to shut down with the imposition of the ECQ. As shown in *Table 4.1*, schools were advised to refrain from physical operations to curb the transmission of the virus. In Malolos and Paombong, garment and bag manufacturers were largely affected. Apart from the mandate to stop operations, they also received cancellation for the bulk of their sales, i.e., school uniforms. In turn, adjustments were made by shifting to making face masks and protective personal equipment (PPE) and catering to hospitals. Others considered online business catering to schools and hospitals.

Box 5. Surviving Together: Textile Manufacturing in the New Normal

Established in 1996, Angel's Garments primarily manufactured t-shirts, jogging pants, and jackets at a low price. Their usual clients were mostly schools not only in Bulacan but also in Bataan, Paranaque, and Metro Manila.

Belonging to the nonessential sector, Angel's Garments experienced the impacts of the pandemic from two aspects. On the one hand, they had to temporarily shut down their physical operations because of the ECQ. On the other hand, the demand for their products, especially that from schools, dropped drastically. With obvious loss in revenues, how did Angel's Garments manage to remain afloat? Recognizing the need to survive, they secured orders for face masks from various consumers and personal protective equipment (PPE) from hospitals.

From the very beginning, Angel's Garments knew that part of the costs that they needed to cover were the wages of their employees. Their employees have been with them since the founding of their enterprise, and they are all highly skilled in high-speed sewing. That is, the firm recognizes the skills of their employees that other workers won't be able to easily offer. At the height of the pandemic, Angel's Garments knew what was most important, that is, for them to survive together.

In Paombong, the significant manufacturing comes from the food processing sector. Given the access to fish, manufacturers of fish balls and related food items take advantage of low supply costs. During the ECQ and the MECQ, to reduce costs and follow the mandate to only allow a skeletal workforce from March to April, the manufacturers implemented with a "no work, no pay" policy while operating only to meet demand for orders. At the same time, they experienced 15%–20% reduction in sales as a result of travel restrictions across borders because their resellers and distributors are in other towns. Despite these constraints in production, they reportedly provided food relief to their employees. Since June, the number of orders has started to increase similar to pre-lockdown levels. Manufacturers then shifted to online platforms to reach their distributors and resellers.

Box 6. Fish balls: Essential or Non-essential?

San Jose Fish Products was established in 2012 in San Jose, Paombong. At present, the firm has around 40 employees and has a network of distributors and resellers as well as dealerships with vendors in wet markets in Bulacan, Pampanga, and Manila.

However, at the height of the pandemic, whether or not to allow fish ball manufacturers to continue operating was under debate because the food items may be deemed non-essential. Indeed, while some would only consider fish balls to be a street food eaten on-the-go in the Philippines, some Filipino families rely on these food items in times of need. In the end, they were allowed to operate but had to still make adjustments to cope up with the situation. Furthermore, they have been able to launch kikiam and fish patties as new products, signaling their desire to continue with expansion plans.

Can small firms like San Jose Fish Products be supported to expand toward food products that can respond to the needs of Filipino families in the new normal?

The case of manufacturing shows the needed retrofitting in the new normal, which might include thinking of offering new products that can cater to the needs of consumers in the new normal. Indeed, part of the experiences of the sector during the ECQ was being forced to retrofit their production to pay for salaries and other costs of production. For the case of small businesses, reaching the break-even point became the priority. However, to recover, firms must move their production toward something of high value in the new normal. For instance, targeting to produce PPE for hospitals instead of just producing masks seems a viable option in the new normal. Food processing firms could explore the viability of starting to produce food items that could provide better nutrition for Filipino families while maintaining low prices.

c. *Food service establishments*

As expected, firms involved in food services are heavily impacted by the restrictions caused by the pandemic. Since their services are mostly involved with the clustering of individuals in a specific place, these businesses (as what will be seen later) need to retrofit should they opt to continue operations in the new normal.

The case of catering businesses illustrates the burden that firms involved in food services faced because of the pandemic. As a catering business, they experienced a drop in revenues following the cancellation of events that were booked from March to July. This is in contrast with the average of three events per month that the business caters to before the pandemic. Thus, the cancellations during the aforementioned five months have cost the business about Php 20,000 per month should the foregone revenues be calculated from their baseline scenario prior to the pandemic. The business continued to incur some costs as well due to their existing loans from a cooperative with an interest rate of 5% per month. Fortunately, these loan payments were deferred with no penalties.
In the new normal, the business has decided to focus on food trays and lunch sets. During the hard lockdown, they have implemented pick-up only for orders. The clients are usually government employees. They also opt for online selling of frozen meat products. Despite these retrofitting efforts, the businesses find it difficult to return back to pre-COVID levels of operations.

Box 7. Demand, Finances, and Adjustments in the Food Industry

Upon imposing quarantine restrictions, the national government had classified food in general as an essential part of the economy. Thus, agriculture, food manufacturing, and food trade were exempted from the stringent measures of ECQ. However, almost 50% of the 30 surveyed food establishments had to temporarily close primarily because the scenario in food services was different.

Although the establishments forced to shut down were breaking even on average, their closure was primarily hinged on being food catering businesses. Because events were cancelled after the pandemic hit the country, these establishments lost their clients. However, a second reason can be pinned on the financial performance of some food establishments that had to close temporarily. In particular, while the surveyed establishments under the food services industry were breaking even on average, some of the eateries and karinderyas that had to shut down were incurring losses due to labor costs and overhead costs.

The remaining half of the surveyed establishments were also food caterers and eateries. However, apart from breaking even on average, these establishments were able to adjust accordingly as well. In particular, these establishments found other means to connect to customers (i.e., via online selling for caterers) by implementing minimum health standards especially for eateries and by finding alternative livelihoods.

d. Wholesale and retail trade

To some extent, retail and trade-based operations were restricted by the government especially if businesses sell non-essential goods. However, manufactured food products were exempted from stringent regulations. Some of these retailers even thrived during the pandemic. For instance, an online-based frozen meat retailer reported an increase in sales, especially during the implementation of the ECQ in the province. At one point, the retailer reported Php 16,000 gross earnings for a day compared with the average of Php 7,000 per week before the pandemic. As what will be discussed later, this increase in gross earnings can be attributed to the surplus of products in Bulacan.

Online selling, such as in Facebook and Shopee, became a good platform for these businesses. For frozen meat products, online platforms gradually increased their sales; thus, the demand for it also increased. The suppliers increased their meat products during the lockdown period. In fact, in Malolos, an "online palengke" was put up in Facebook. The Malolos Online Palengke, therefore, became an avenue for sellers to continue their business. Furthermore, a group of riders ready for delivery was established. Online selling is mostly retail compared when in consignments where the fishes where being bought per tub. An online cash system is also an option; however, people still prefer COD.

A different story arises from businesses involved in selling plants and offering landscaping services. Since their operations are within the scope of non-essential operations, they were unable to serve their clients. Their usual clients from Metro Manila were also restricted in mobility due to the implementation of the ECQ and the MECQ. Landscaping projects were also put on hold. Thus, the business did not incur revenues from landscaping projects and outdoor plants. Instead, ornamental plants provided revenues to the business following the boom of demand for indoor plants in Metro Manila. Selling plants and offering landscaping services are a large industry in Paombong. To retrofit for the occurring situation, they temporarily shifted to online but do not plan to remain to sell online when the environment goes back to normal because of its administrative and logistic demands. Given the increase in demand from Metro Manila, they are continuously making pots out of cement.

e. Private education

Private and public educational institutions were restricted from implementing on-site learning across all levels of community quarantine policies. The private educational institution in Malolos revealed how the impacts incurred by public and private educational institutions greatly differ. For instance, public educational institutions are government financed, whereas private educational institutions rely on revenues to cover any operating costs. Thus, enrollees of the latter pay amidst the financial constraints caused by the pandemic or transfer to public educational institutions. Nevertheless, under such circumstances, private educational institutions still had to cover costs even though they were not operating onsite. To cover such costs, these institutions may opt to either impose a tuition fee hike, reduce their employees, or cut their salaries. An academy in Malolos captures the struggles that private educational institutions face.

To cover the financial costs of operating amidst the pandemic, the academy had to implement a tuition fee increase. However, such increases did not translate to any increases in the teachers' salaries. Against this backdrop, the teachers and the students responded similar to how other teachers and students behaved in other private schools.

Students of the said academy are dependents of Overseas Filipino Workers (OFWs), whose jobs were also disrupted by the pandemic. Thus, students of this academy opted to enroll in public schools instead. In addition, about 400 teachers opted to transfer in public schools. Without mulling over the possible implications of such movements to the public school system, the financial obligations attached to studying in private schools was the primary cause of the transfer of students in this academy.

Due to financial constraints, the academy preferentially borrowed money from private individuals. Unlike crediting banks, private individuals offer credit without a collateral. Moreover, the dividends and allowances for shareholders were waived, thus making the financial status of the academy relatively robust for it to continue operating.

Box 6. Education Sectors in Malolos and Paombong

The education sectors in Malolos and Paombong are connected. Some students from Paombong travel to study in Malolos because of the easy transportation access. The education sector is composed of private and public institutions; however, private institutions are more affected by the pandemic than public institutions.

Retrofitting was made to promote the survival of private educational institutions facing adversities due to the pandemic. No income was generated from the first months of lockdown because the school year was already somewhat finished and community quarantines were being implemented. To cope, these intuitions merely imposed resiliency. They decided to postpone the tuition fee hike of students and the salary increase of teachers and staff. The teacher-student ratio per class was 1:25 to maintain the quality of education, and online classes were being pushed through. In addition, teachers were well provided with their needs for online teaching. Even with uncertainty with the number of enrollees, these institutions spent their time on planning and training for the school opening. They remain to have a positive outlook despite all the challenges they were faced with.

Aside from the educational institutions, surrounding businesses were also affected by the pandemic. Canteen concessionaires, school supply stores and providers, garments for producing uniforms, printing shop near schools, and even transportations are just a few businesses surrounding schools that are also affected by the pandemic. Some had totally stopped their business, and others experienced decrease in profits. They've wished that things may go back to normal soon.

f. Transportation

The transport sector, especially those involved in public transport, is the most affected not only in the local economies of Malolos and Paombong but also across the country. The public transport sector was not allowed to operate during the ECQ and the MECQ. A business involved in the said sector reported the halting of operations in selected routes from March to June. Even during the relaxation of quarantine measures in June, some routes were still halted to operate by the local government of Malolos. Moreover, any alternative opportunities to enter service contracting by firms are only beneficial to businesses operating with buses.

Jeepney operators faced the same burden during the various community quarantine measures imposed in Bulacan. The association of jeepney operators in Paombong and Malolos had reported that each jeepney unit only operated for three days in a week, with an average of 20 rides per day, when the ECQ and MECQ restrictions were relaxed under the GCQ. This translates into a net of Php 600 per week during the GCQ for the drivers, in contrast with the at least Php 3,500 per week before the pandemic. This scenario definitely translated into a decline of revenues collected by the association. These revenues are generally used to cover the costs of garaging their jeepney units. With such a decline, the association was forced out from their garage rental due to delinquency. A water taxi business in Malolos also experienced the burden of the transport sector under the ECQ and MECQ restrictions. Under the GCQ measures, however, the water taxi business had to operate with a skeletal workforce. This adjustment took a toll on the business' revenues, where the number of rides per month dropped to eight, compared with the four rides per day before the pandemic.

Among other sectors, the transportation sector has the most difficulty in retrofitting for the current environment. The mobile traveling service of the transportation sector makes face-to-face interaction hard to avoid, although distancing can be implemented with a few arrangements. The fear among the traveling people is the largest hindrance even when they were already given a chance to operate. Moreover, the sector looks forward to coping regardless of the dangerous situation.

During the ECQ and the MECQ, the operation for this sector was prohibited. Meanwhile, during the GCQ and the MGCQ, the operation was on a limited ride. A young cooperative provided a Php 2,000 loan to each of its members at 5% interest per month in late March while waiting for the government's plan, relief, and response for the sector. However, no member has paid since then. Given permits for the limited operations, the drivers continued to operate despite the health risk.

People preferred to ride the tricycle over the jeepneys. The tricycle drivers profited more during the pandemic than the jeepney drivers because of the special trip rate and because the number of passengers was limited to one person per ride. Rides were also faster with jeepneys than with tricycles. Some drivers used the fund they received into online selling to support their family for everyday expenses, whereas others shifted to other jobs. UV operators negotiated with Shopee to serve as a logistics partner. However, plans are yet to fully materialize for the transport sector.

The transport sector, including jeepney drivers, has been gravely affected as tele-work and online education becomes the new normal. Malolos, Bulacan. *Photo by Jose Maria Rosalia Lapira.*

Box 8. Transport Sector Woes in Bulacan

Jeepney drivers in Malolos and Paombong were very much affected by the four-month suspension of public transport with the announcement of the ECQ. When the lockdown shifted to GCQ in June, the LTFRB guidelines still had cut their operations by half, with each unit only operating for 3 days in a week. As a result, drivers earn a net income of Php 200 to Php 300 a day but only on days that they drive, and operators receive the same on days their units are driven. Moreover, without operations, the group could not pay for the rent in the depot, which forced them out of the garage where they park their units.

The group tried its best to provide aid to its members. The transport group provided a Php 2,000 loan to each member at low interest rates in late March while waiting for the government relief. Unfortunately, none of the members were able to pay for their loans. As the ECQ wore on, each member devised their own means to provide for their basic needs, including online selling and putting up a mini store. Members also sought from family and friends testing each member's safety nets. Odd jobs were also individually explored by the members. At the time of the interview, they were hopeful about government relief similar to the Pantawid Pasada in 2019.

Our public transport drivers must be considered front liners too. Yet, their displacement from their main source of livelihood continues alongside other drivers from the transport sector. Specific assistance that can be provided to this sector needs further study.

V. SUMMARY AND CONCLUSION

The recession brought about by the COVID-19 pandemic warrants an economic recovery plan inclusive of the most affected segments of society, especially MSMEs with significant productive activity and employment. In Bulacan, beginning in the latter half of March 2020, MSMEs have been facing significant constraints in exporting their commodities to Metro Manila and other provinces.

The coastal areas facing the Manila Bay, especially in Malolos and Paombong, have developed a significant aquaculture industry and have been facing flooding concerns. To assess the impacts of COVID-19 on MSMEs in the adjacent towns of Malolos and Paombong, field researchers who went to Bulacan themselves conducted a survey of 184 respondents from the MSME sector over two weeks. Key information interviews provide complementary qualitative information on the recent experiences with COVID-19. Survey results showed that a significant proportion of surveyed enterprises were significantly affected by COVID-19 and the mandated community quarantine measures. The survey also revealed that some firms were able to adapt, but others also prioritized the survival of their enterprise and the livelihood of their workers.

The interviews and survey implemented in Malolos and Paombong further revealed the awareness of the enterprises for the need to reopen the economy. However, while food and wage subsidies are necessary and urgent for households, these short-term measures remained insufficient and the survey showed that MSMEs are in need of further support. With many of these enterprises having to dip into personal savings and borrow money, immediate recovery with simply reopening the economy seems unlikely. Worse, with the MSME sector tied with the informal labor sector, enterprises may find themselves discounting sustainable development strategies if they don't find support for economic recovery in the new normal. Good news is that a segment of the Bulacan population are reported to have access to credit and other forms of support from cooperatives in the province. Not only have the cooperatives allowed members to delay payments from loans, they have also provided various forms of support to their members, revealing the extent of social capital and solidarity in the local community in Malolos and Paombong.

In conclusion, the survey results showed that a significant proportion of surveyed enterprises were significantly affected by COVID-19 and the mandated community quarantine measures. Although some firms were able to adapt, others had to prioritize the survival of their enterprise and the livelihood of their workers. However, resilience cannot come just from the perseverance of Filipinos. Pursuing recovery and resilience in the face of the COVID-19 crisis requires a set of policies and programs to ensure that MSMEs and other affected segments of society have access to resources that can keep their productive activities running, especially in times of crises.

VI. RECOMMENDATIONS

Economic recovery toward the new normal requires health policies relating to occupational safety and health in the new normal as well as an economic recovery package. Hence, the study adapted a threefold policy response framework. The overarching policy response relates to the persistent need to focus on the health aspect of the response to the pandemic to allow business operations in the new normal. This response should be complemented with economic recovery, which includes the necessary but insufficient short-term measures and long-term recovery measures.

A. Policy Recommendations

Indeed, the COVID-19 pandemic is a public health emergency that requires containment policies. As a response, the Philippine government had, since mid-March, imposed different levels of community quarantine across the country to contain the transmission of the virus. Unfortunately, as the ADMU Economics Department and FASSSTER Working Group (2020) explain, flattening the epidemiological curve through these containment policies deepens the recession curve (*Figure 6.1*).

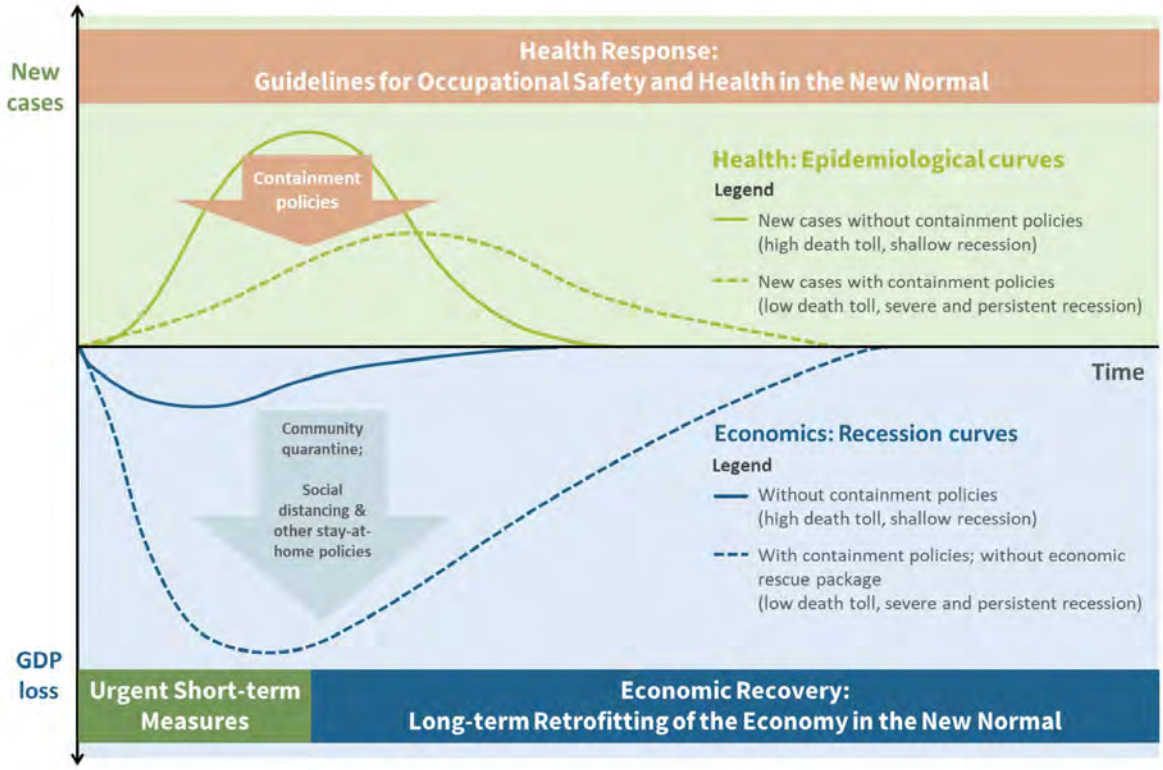


Figure 6.1 Policy Response Framework for Economic Recovery from COVID-19

Source: Figure is a modification of the trade-off model between public health and the economy from ADMU Economics Department and FASSSTER-Socioeconomic Modelling Working Group (2020)

The interviews and survey implemented in Malolos and Paombong revealed the awareness of the enterprises for the need to reopen the economy. While food and wage subsidies are necessary and urgent for households, these short-term measures remain insufficient and MSMEs are in need of further support. If market disruptions persist, especially for the MSME sector, immediate recovery becomes unlikely. With many of these enterprises having to dip into personal savings and borrow money, immediate recovery with simply reopening the economy seems unlikely. Worse, with the MSME sector tied with the informal labor sector, enterprises may find themselves discounting sustainable development strategies if they don't find support for economic recovery in the new normal.

For the case of Bulacan, the following three main elements can be put forward in the agenda toward recovery and resilience:

1. Public–private cooperation and coordination in setting up physical distancing and health and safety guidelines for business operations in the new normal;
2. Empowerment of Bulacan cooperatives as they provide urgent short-term measures to MSMEs, including one-time grants, to MSMEs to help keep them afloat; and
3. Investments by LGUs in building sustainable economic resilience for the COVID-19 pandemic and beyond.

Public–private cooperation and coordination in setting up health and safety guidelines

In local economies, the first element remains to be the need to continue the public–private cooperation and coordination in setting up workplace guidelines to ensure social distancing and other health and safety protocols. In specific, emphasis is placed on the need for the local government to not only communicate but also consult with the stakeholders regarding the set of health and safety protocols to be imposed. As the Bulacan experience had shown, the initial set of guidelines imposed by the local government in the first two weeks of the ECQ created uncertainties among enterprises and unnecessary disruptions even in enterprises engaged in essential industries.

In turn, such dialogs between the local government and the private enterprises would make compliance easier on the part of the firms. The initiative of the local government to gradually reopen the economy will prevent further any resurgence of cases similar to what happened in late July to early August. Furthermore, the local and national governments may design incentives to encourage enterprises to take responsibility in minimizing the risk of transmission in their own workplaces and among their employees to foster their own business continuity. With that, the enterprises also contribute to broad community efforts in stopping the transmission of the virus and preventing further any resurgence of cases.

These efforts must complement the continuing call for mass testing and stringent contact tracing to mitigate the continuous transmission of the virus. After all, the experience of Bulacan shows that relaxation of community quarantine measures to reopen the economy can easily lead to the upswing of new cases if the health and safety standards are not continuously implemented.

Empowerment of Bulacan cooperatives as they provide short-term support to MSMEs

As the economy tries to reopen, the second element of the policy recommendations involves short-term measures that remain necessary to combat the impacts of COVID-19 on our MSMEs and their workers' wellbeing. In fact, the NAGKAISA! Labor Coalition (forthcoming), in their labor recovery agenda, calls for a one-time grant of up to Php 500,000 to MSMEs depending on size and other support already received from the government. What the labor group, however, hopes to ensure is that enterprises receiving the subsidy not only retain their workers but also comply with core labor standards, including the occupational safety and health standards required in the new normal.

The survey of MSMEs in Malolos and Paombong showed that some firms were able to adjust and continue their business activity even as they operate at a loss. The need for urgent short-term measures for MSMEs can be gleaned from the survey result that reveals the much lower revenues earned by those MSMEs that shut down compared to their costs. In fact, the survey also revealed that the owners of these MSMEs themselves identify the reduction in revenues and the inability to pay firm expenditures, especially wages and overhead cost, as among the top problems they faced in the past months. In turn, the identification of subsidy and credit was considered as the second top in their list of solutions to help them keep afloat after reopening the economy.

For these urgent short-term measures, the local government of Bulacan can take advantage of the existing network of social capital already established by the cooperatives in the province in providing support to MSMEs. Indeed, a significant feature of the Bulacan economy is the prevalence of local multi-purpose cooperatives that mostly provide credit to various MSMEs, especially to fish vendors and other microenterprises. Hence, the local government should further empower the cooperative sector. In specific, the local government may partner with cooperatives to assist them in transmitting grants and in identifying MSMEs, especially microenterprises.

The partnership with cooperatives may also serve as a facet for Bulacan and its enterprises to adapt and shift toward digital platforms and e-commerce. The gap in the adaptation by cooperatives of the E-Kaya system presented a foregone opportunity for cooperatives and enterprises alike to initiate a shift to digitalization in the local economy. Thus, coordination is necessary among the strategies of incentivizing cooperatives to adopt online payment platforms (as well as incentivizing their members to take advantage of such), teaching digital financial literacy to members and enterprises, and investing to boost the digital infrastructure in Bulacan. With the correct sequencing and incentivizing of desirable behavior among cooperatives, members, and enterprises, each of the outlined efforts in the shift toward digitalization and e-commerce will be worthwhile.

Moving forward, the cooperatives alongside microinsurance institutions may also be tapped to assist MSMEs in understanding the benefits of insurance in the midst of crises, such as pandemics or climate change. Explained this way, the inclusion of insurance as one the services that can be offered by cooperatives and existing microinsurance institutions is an important segue toward crisis resilience among MSMEs.

Investments by LGUs in building sustainable economic resilience for the COVID-19 pandemic and beyond

The surveys revealed that small business owners, in trying to stay afloat these past few months, have been in survival mode and have been stuck with trying to maintain a positive outlook and hopefulness that we return to the old normal. If the LGUs are to pursue resilience in the economic sector and the greater Malolos and Paombong area, then MSMEs and communities must be empowered to move beyond this type of response toward evidence-based, informed, and innovative strategies.

For instance, the agriculture and fishery sectors recorded positive growth at 1.6% in the second quarter of 2020, suggesting that resilience under the new normal can be fostered in the sector. After all, in the case of Bulacan, the aquaculture sector led the call for public–private cooperation and coordination in setting up guidelines on how to operate in the new normal. Growth in the new normal can then come from the expansion of aquaculture and poultry raising alongside the potential revival of the piggery sector.

Investment for building sustainable economic resilience not just for the implications in the COVID-19 pandemic but also to the future climate and other disaster risks will be a golden opportunity for the local government. Plans and preparations with the lessons from the COVID-19 will help the local government to identify which factors must be addressed and how to cope with the existing problems and establish the appropriate arrangements for such.

Thus, as its most essential sector, the agriculture sector requires an implicit plan whenever it faces such crisis or risk. Furthermore, thinking steps ahead is crucial to restore economic growth. It is not only applicable for one sector but to all sectors that comprise the whole local economy. In addition, a blueprint of plans may result to a safer and more sustainable economic activities that Bulacan would benefit from. Thus, while each plan must be modeled according to the nature and practices of each sector, an overarching framework can be adapted from community-shared agriculture practices coupled with direct selling initiatives that are now seen not only in Bulacan but also in others part of the country.

In fact, Ateneo de Manila University economist and professor Dr. Alvin Ang (2020) is now calling for a massive information drive for Filipino families to eat healthy food everyday alongside a massive campaign for entrepreneurship in the countryside. Jerik Cruz and Marjorie Muyrong (2020) discuss a similar strategy that the Department of Agriculture can adopt to spark social innovation among local communities through social entrepreneurship. As the circular flow diagram above shows, the national and local governments play a role in assisting the economy to run again, especially in local economies, such as those of Malolos and Paombong, where infrastructure remains underdeveloped. In specific, the government must provide complementary investments on agricultural and digital infrastructure to assist entrepreneurs in entering local markets and Filipino families in gaining access to these new food markets.

Ultimately, the recognition of short-term measures remains insufficient. Therefore, the third element of the recovery plan must involve long-term planning toward recovery and

resilience against current (i.e., the COVID-19 pandemic) and even future or projected risks and disruptions (i.e., sea level rise, flooding, etc.). Hence, the current situation presents a "golden opportunity" to pursue economic recovery in the long term while ensuring that sustainable development and climate/urban resilience are not forgone. These actions can be done by investing in understanding current and future risks to the economic sector and promoting wide-spread awareness campaigns to involve local stakeholders in developing innovative and adaptive strategies for the new normal.

Hence, the strategy for recovery and resilience must involve stimulating demand and supply to make the economy run again. The expansion of agriculture and aquaculture-based entrepreneurship can stimulate demand and supply while delivering welfare-improving commodities to Bulacan households. In other words, the new normal brought by the pandemic requires new and innovative ideas that can respond to the requirements of physical distancing and health and safety protocols. Furthermore, consumers and firms alike would have to adjust to the new normal brought by COVID-19. Therefore, the local government should initiate dialogs and discourses among the various stakeholders with the goal of creating new ideas on how to deliver goods and services to the people, especially in the context of constrained digital infrastructure in the province.

B. Areas for Future Research

The COVID-19 pandemic has admittedly caused wide-ranging disruptions on the social and economic lives of individuals, businesses, the civil society, and governments. These disruptions may have short-term or long-term implications, depending on these impacts' degree of severity. Implicitly, these impacts present spaces and opportunities for policy and program interventions that necessitate some foundational groundwork as laid down by various research endeavors. Thus, considering the findings and conclusions of how the COVID-19 pandemic affected the MSMEs in Malolos and Paombong, the following areas for future research endeavors may be considered.

First, while this research focused on the status of MSMEs amidst the pandemic, a complementing research that dwells on the impact of the pandemic of household welfare is warranted. Surveys or simulations on the effects on household welfare in Malolos and Paombong can open avenues for their respective local governments (or even for the provincial government of Bulacan) to craft evidence-based policies and programs that aim to provide safety nets for vulnerable households.

Second, research focusing on quantifying the economic costs brought by the pandemic could benefit the local economy of Malolos, Paombong, or even Bulacan. These economic costs would include those brought by foregone labor income due to community quarantine measures and due to being infected by the virus, the foregone revenues of businesses and MSMEs, and the costs attributed to hospitalization and death. Such research can lay down the foundations in crafting any local economic recovery plans for the aforementioned localities.

Finally, future research could identify the factors that enable or enfeeble the resiliency of the economies of the concerned localities (and equally important, the resiliency of the economic and social units in these localities) amidst crises. The COVID-19 pandemic has brought into the fore the discussions of robustness and resiliency of various units and localities amidst its disruptions. The discussions and research that were catalyzed by the pandemic can and must be continued to cover the general resiliency and robustness of these localities amidst other potential disruptions that may be brought by climate change, other natural hazards, and even shocks induced by human activities.

With these three broad, yet contextualized areas, policies for inclusive economic recovery can be drafted in the long run. However, while these possible future endeavors still focus on COVID-19, they can also be applicable for other external shocks. For instance, these research areas may catalyze the creation of interventions that will reinforce the economic and social conditions of the concerned localities and that will improve the disaster response capacity of local governments.

End Notes

[1]Low-touch and high-touch economies pertain to the proximity and tendency for the physical conduct of transactions. As online transactions facilitated through online platforms do not necessitate physical touch, then it typifies the nature of a low-touch economy. See https://www.boardofinnovation.com/low-touch-economy/.

[2]PfR (Bulacan) is composed of the Catholic Organization for Relief and Development Aid (Cordaid), the Institute for Climate and Sustainable Cities (ICSC), and the Malolos Diocese Commission on Social Action (DM CSA).

[3]The Human Development Index (HDI) provides a summary measure of achieving the following dimensions of quality human life: health, education, and standard of living. The nearer the HDI is to 1, the higher the quality of life a locality is able to attain.

[4]2018 is the latest release of the List of Establishments from PSA.

[5]The pandemic has also revealed that wages and salaries, which are usually considered variable costs in basic economic theory, are regarded as fixed costs with the recognition that employment and earnings are closely related to welfare among households.

[6]For the purposes of this study, the MSMEs are classified according to the highest categorization, that is, according to the 21 sections of the 2009 PSIC.

[7]Estimates were first published in Muyrong (2020).

[8]ADB (2020) emphasizes that the enterprise survey they conducted from late April to mid-May is from a convenience sample among enterprises who willingly answered the online survey. ADB (2020) does not claim that the results of this enterprise survey can be generalizable for all firms in the Philippines.

[9]Average revenues of firms significantly differ between March and December with $\alpha=0.001$

[10]Average costs of firms significantly differ between March and December with $\alpha=0.01$

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About the Partners

The ***Partners for Resilience (PfR)*** is a global alliance of Netherlands-based, and national and local actors throughout the world. We promote Integrated Risk Management (IRM) as a key approach to resilience-building. IRM is the systematic integration of Disaster Risk Reduction (DRR), Climate Change Adaptation (CCA) and Ecosystems Management and Restoration (EMR) and is founded on the analysis that risks are evolving causing increased disaster frequency and magnitude as climate change exacerbates hazards as do unabated ecosystem degradation.
www.partnersforresilience.nl

The ***Catholic Organization for Relief and Development Aid*** is a Netherlands-based NGO that mobilizes global networks, resources and knowledge to tackle root causes of conflict and fragility throughout the world. In the Philippines, Cordaid supports communities to build capacity and collaborate with other actors to tackle the risks they face from climate, disaster, and environmental hazards through analysis, planning, and action. We support collaboration between communities and other stakeholders to co-create smart, risk-proof solutions based on science and communities' priorities
www.cordaid.org/en/countries/the-philippines

The ***Institute for Climate and Sustainable Cities (ICSC)*** is an international climate and energy policy group based in the Philippines, advancing climate resilience and low carbon development. With our portfolio on climate policy focused on direct-access finance, accountability, and research, we work towards the fulfilment of an ideal climate finance ecosystem – where different sectors such as the academe, civil society, national government agencies, and local actors, contribute expertise in building communities that thrive despite new challenges brought about by climate change.
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Appendix A:
Socio-Economic Profile of Bulacan

Located at the heartland of Luzon, the Province of Bulacan boasts a relatively high economic activity. Serving as Metro Manila's gateway to the north, Bulacan's proximity to the National Capital Region partly explains the growth and development of its local economy. Being part of Region III (Central Luzon) as shown in *Figure A.1*, Bulacan is subdivided into 21 municipalities and 3 component cities, with the City of Malolos serving as its capital and seat of government. The other component cities are San Jose del Monte and Meycauayan. As part of the Central Luzon flatlands, Bulacan has a level topography. On other hand, with its coastal area facing the Manila Bay, it is not surprising that that there are also many fish ponds in City of Malolos and the Municipalities of Hagonoy, Paombong and Bulakan.

Figure A.1. Map of Central Luzon with Bulacan at the Bottom
Credit: Political map of Central Luzon, Philippines, *Namayan*, *Wikimedia Commons*, *CC 2.5*

Province of Bulacan

While economic dynamism in the Province of Bulacan has always been linked to its proximity to Metro Manila, the province can also boast of its own development strategies over the recent decades. In the 1990s, cooperatives in Bulacan were given role in local development by the local government (Pagdanganan 1999). This has earned Bulacan its title as the "Cooperative Capital of the Philippines" for not only being a pioneer in the cooperative movement in the Philippines but also for having the most number of cooperatives per land area (Socorro-Calara and Cabanada 2004). More recently, the local government has also started to pursue industrialization by not only fostering support to the manufacturing sector including a number of industrial sites but also investment promotion through tax incentives.

Land Use Profile

Bulacan is among the seven provinces in the fertile flatlands of Central Luzon. From above, it is bordered by the provinces of Pampanga, Nueva Ecija, and Aurora. For below, it is bordered by Metro Manila, Rizal, and Quezon. It also has a coastal border with Manila Bay to its southwest, making it feasible for some economic activity on aquaculture, fisheries, as well as freight trading to thrive. Bulacan is also shielded by the Sierra Madre mountain ranges from its east. Due to its strategic location, it is currently traversed by one of the most utilized road networks in the Philippines—the North Luzon Expressway (NLEX).

Figure A.2. The Map of Bulacan subdivided into its political jurisdictions.

Credit: Political map of the Province of Bulacan, HueMan1, Wikimedia Commons, CC 4.0

With a land area of 262,499.99 hectares, as seen in Figure A.2, Bulacan is subdivided into 21 municipalities, 3 component cities, and 569 barangays (Scharfstein and Gaurf 2013). Its biggest municipality, Dona Remedios Trinidad, occupies at least a third of Bulacan's land area. As for the localities of concern, that is the City of Malolos and the Municipality of Paombong, these are located at the coastal area of Bulacan bordering Manila Bay. Apart from the usage of Bulacan's land area for agricultural and industrial purposes, as seen in Table A.1 the usage of Bulacan's geography is also highlighted in the existence of the Angat and Ipo Dams, two water reservoirs that provide water and power to the adjacent localities especially in Metro Manila.

Table A.1. Land Use Area in the Province of Bulacan

Land Use	Area (in has)	Percent to total (%)
Agricultural areas	94,001.24	35.81
Fishponds	16,983.75	6.47
Built-up areas	14,647.50	5.58
Grasslands	59,325.00	22.6
Forestland	74,287.50	28.30
Bodies of water	3,255.00	1.24
Total land area	262,499.99	100.00

Source: Provincial Government of Bulacan official website

Demographic Profile

From the 2015 Census of Population and Housing, Bulacan accounts for about 29% of the total population in Central Luzon, with 3,285,563 individuals residing in the province. This is followed by Pampanga (23.3%) and Nueva Ecija (19.2%). *Figure A.3* shows the distribution of population across the provinces in Central Luzon.

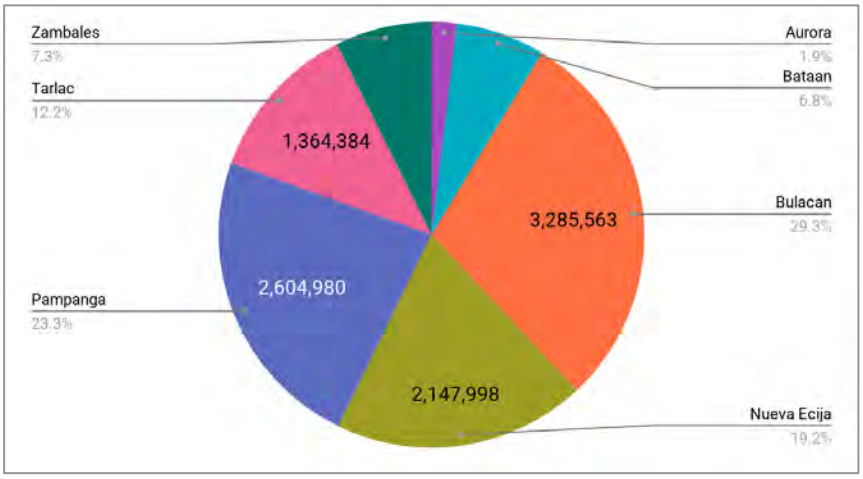


Figure A.3. Distribution of Population among the Provinces of Central Luzon
Source of basic data: 2015 Census of Population and Housing

In terms of the demographic distribution based on age and sex, Bulacan can be characterized as having a young population. As seen in *Figure A.4* below, it is projected that Bulacan has a population of 3,646,681 in 2020, where about 2,400,000 is within the criteria of working age following the International Labor Organization standards. Having such a distribution in terms of age signals the potential contribution of its population for sustained economic prosperity of the province, holding other factors constant such as the occurrence of the COVID-19 pandemic.

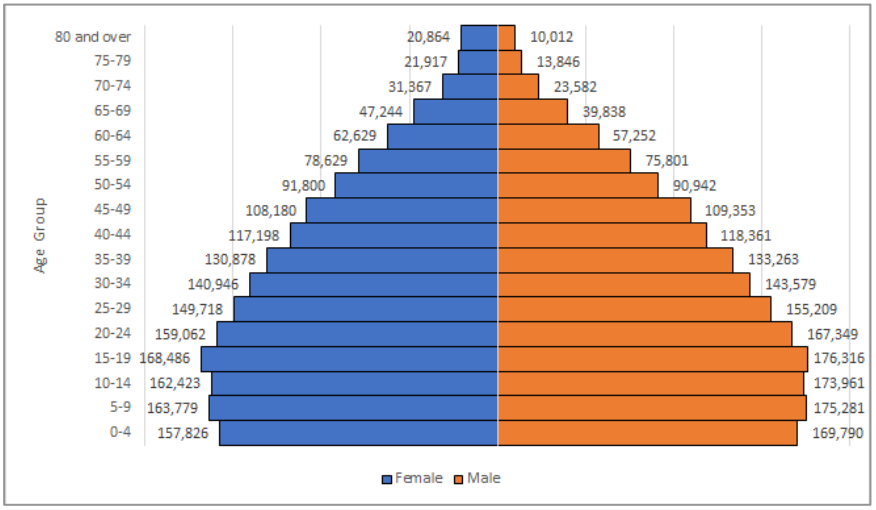


Figure A.4. The Population Pyramid of Bulacan
Source of basic data: 2015 Census of Population and Housing Projection for Year 2020

In terms of the distribution of the populace in the cities and municipalities of Bulacan, *Figure A.5* shows that, in general, there is a concentration of the population at the southern portion of Bulacan. Moreover, as an overview of the cases of Malolos City (a component city) and Paombong (a third-class municipality), the population of the former is much greater than that of the latter despite their adjacency with each other. The concentration of the population at the southern portion of Bulacan, and specifically, at Malolos City, signals also the level of economic activity in these areas. This is further validated by the fact that Bulacan's southern portion is adjacent to Metro Manila, the center of the country's economic activity.

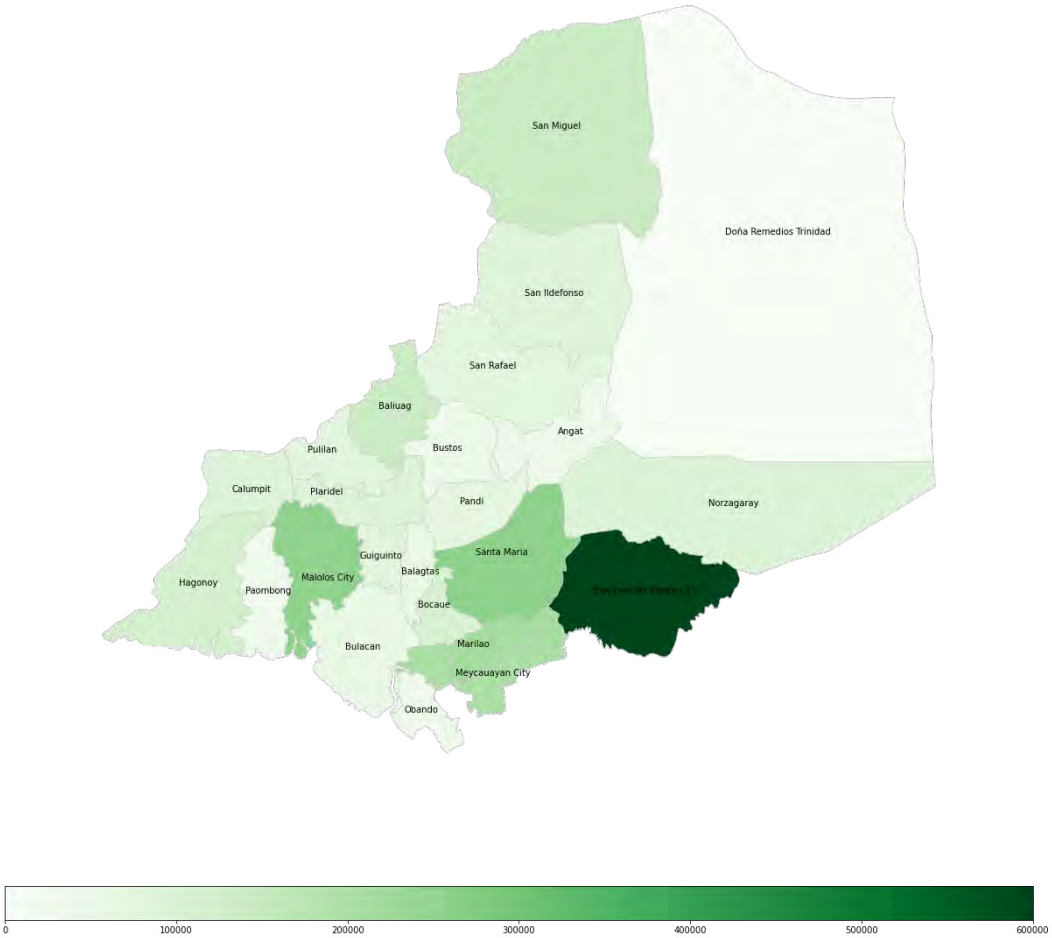


Figure A.5. Population Distribution among Cities and Municipalities in Bulacan
Credit: Distribution of Population in Bulacan, Mox Ballo and Cymon Lubangco, Own Work
Source of basic data: 2015 Census of Population and Housing.

Economic Profile

The geographical location and the demographic distribution of Bulacan is indicative of the dynamic business environment in the province. To picture the economic activity in Bulacan, the 2018 List of Establishments is used to estimate the number of establishments in the province, classified according to industry and enterprise size. The industrial classifications will be based on the 2009 Philippine Standard Industrial Classification (2009 PSIC) at the one-digit level (21 sections). Meanwhile, enterprise size is determined by the number of employees in an enterprise and their asset size as shown in earlier *Table 2.6*.

As shown by *Figure A.6* and *Table A.2*, the wholesale and retail trade sector has the greatest number of enterprises in Bulacan, comprising about half of Bulacan's 38,022 enterprises in 2018. This is immediately followed by the accommodation and food service sector (13%), then by the manufacturing sector (12.5%). The distribution of MSMEs in Bulacan is indicative of where entrepreneurs believe are the economic opportunities, given Bulacan's strategic location and its proximity to Metro Manila. The large number of firms in wholesale and retail coupled with also having a relatively large manufacturing sector in enterprise numbers suggest the types of enteprises and commodities that the province has to offer. This would include the manufacturing and selling of pyrotechnics, meat and fish products, jewelry, marble, furniture, leathercraft, garments, and other *Tatak Bulakenyo* products (Province of Bulacan 2007). Indeed, the export of these goods to Metro Manila is a common practice among these enterprises. The chart, however, does not capture which of the industries contribute the most in terms of Bulacan's provincial economic output.

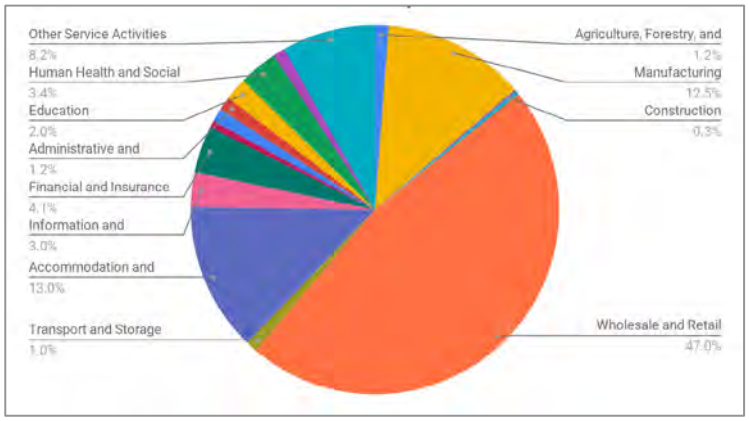


Figure A.6. The Distribution of MSMEs in Bulacan by PSIC 2009 Classification, 2018
Source of basic data: Philippine Statistics Authority

Table A.2. Distribution of firms in Bulacan per PSIC Classification and MSME Size, 2018

Sector	Micro	Small	Medium	Large
Agricultural Sector				
Agriculture, Forestry, and Fishing	288	162	3	3
Industrial Sector				
Mining and Quarrying	0	7	0	0
Manufacturing	3,894	720	77	60
Electricity, Gas, Steam, and Air Conditioning Supply	2	6	0	1
Water Supply; Sewerage, Waste Management and Remediation Activities	19	36	5	2
Service Sector				
Construction	58	46	11	10
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	16,823	1,000	19	14
Transport and Storage	229	133	13	10
Accommodation and Food Service Activities	4,434	516	6	0
Information and Communication	1,123	25	0	0
Financial and Insurance Activities	1,347	216	2	0
Real Estate Activities	182	54	0	1
Professional, Scientific and Technical Activities	423	23	1	0
Administrative and Support Service Activities	391	31	9	19
Education	362	370	13	5
Human Health and Social Work Activities	1,207	87	3	4
Arts, Entertainment, and Recreation	349	43	0	0
Other Service Activities	3,046	78	1	0

Source of basic data: 2018 List of Establishments

On the other hand, in disaggregating the number of firms according to their size, *Table A.1* shows that a significant number of large firms are found in the manufacturing sector. But what is also evident is that for almost all sectors, there are more firms classified as either micro or small enterprises. Since this establishes the context of Bulacan's local economy from the perspective of the number of firms in terms of MSME size, this contextualization may also pinpoint the possible issues that may be addressed in the recommendations portion of this report. Specifically, given the large number of firms that are considered as micro and small enterprises, are there enough safety nets for these firms for business continuity during the pandemic?

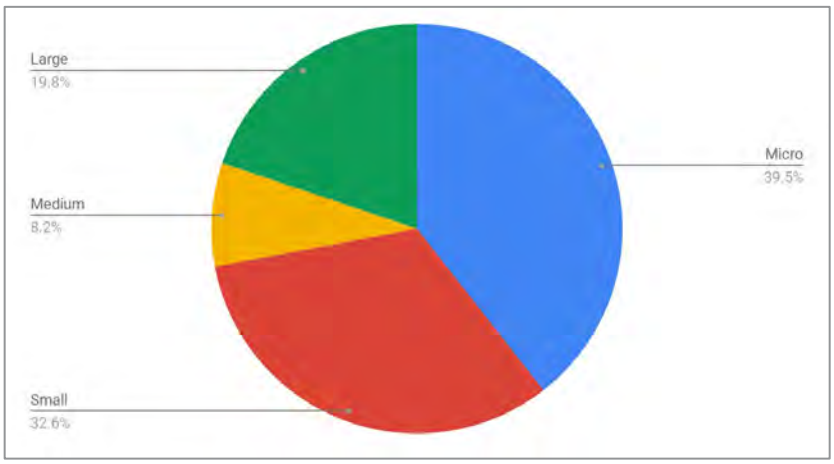


Figure A.7. The Distribution of the Employed across Different MSME Sizes in Bulacan, 2018
Source of basic data: Philippine Statistics Authority

As a corollary to the context of the vulnerabilities of micro and small enterprises, the *Figure A.7* above also shows the distribution of employees of establishments according to the size of the businesses that they are employed in. While employees in large enterprises comprise about 20% of the total 255,400 employees of businesses, micro and small enterprises take more than half of the distribution of employees. Once again, this contextualization will be critical in formulating policy recommendations specifically for the displaced employees of micro and small enterprises in Malolos City and Paombong due to the pandemic.

As stated above, these firm distributions do not capture how much is contributed by these industries to the local economy of Bulacan. However, the dynamism and economic activity of businesses across different municipalities and cities of Bulacan can be seen in terms of how much taxes are collected by the province of Bulacan from the businesses within its jurisdiction. The chart below shows the tax revenue collected by local government units (LGUs) in Bulacan for the year 2018, where the sum from the available data amounts to about PHP 2 billion.

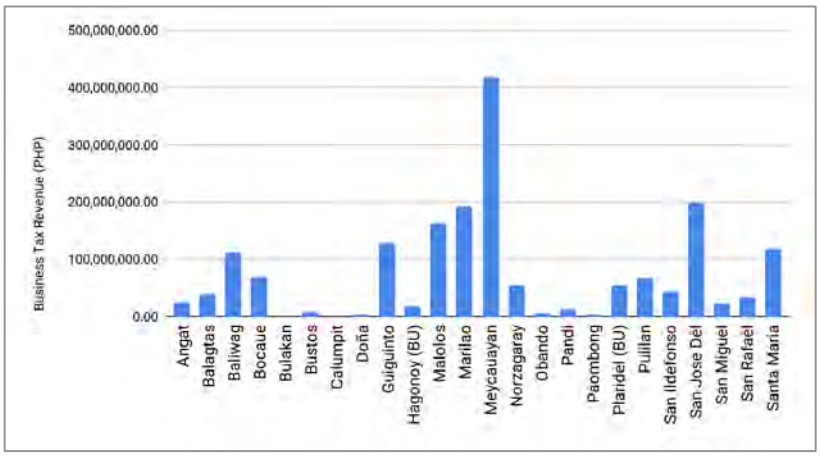


Figure A.8. Business Tax Revenue of Bulacan Cities and Municipalities, 2018
Source of basic data: Department of Trade and Industry

Figure A.8 above shows how the City of Meycauayan benefits the most from the dynamism of businesses of all sizes. More specifically, Figure A.8 shows that Meycauayan collected business tax revenue amounting to about Php 480 million in 2018. That is about 25% of Bulacan's recorded business tax revenue from the Department of Trade and Industry's Cities and Municipalities Competitiveness Index. Furthermore, as a way of digression towards the case studies, the City of Malolos ranked 4th in terms of how much revenue its LGU collects from businesses. This is in stark contrast with the small tax revenues collected by the municipality of Paombong.

The City of Malolos

Malolos, the home of the first Philippine Republic which was the first republican constitution in Asia. It is known for its historic significance in the history of the Philippines. The city's name derived from the Tagalog word "Paluslos" meaning "downwards". While searching for inhabited places, the Spanish missionaries came across some natives in a riverside barrio now known as Canalate and asked the name of the place. According to the story, not being familiar with the Spanish language, the natives answered that the flow of the river in that part was downstream "Paluslos", which the Spaniards pronounced as "Malolos" (City Government of Malolos, n.d.).

Figure A.9. Location of City of Malolos in Bulacan
Credit: Map of Bulacan with Malolos Highlighted, Mike Gonzalez, Wikimedia Commons, CC 3.0

Land Use Profile

One of the 24 cities and municipalities that composes Bulacan and the capital city of the province. It is a 3rd class component city. It is bounded by municipalities of Calumpit and Plaridel on the north, Paombong on the west, Guiguinto on the east, and Bulacan and Manila Bay on the Southeast and South. It lies at the head of the Pampanga River delta and on its south lies the northern part of Manila Bay. It has 51 barangays.

The topography of Malolos is about 0.81% undulating to 2.17%, the slope directs to the following directions: west, southwest and southern direction of the city. Further, the highest elevation of land is at about 6.0 meters above the sea level whereas the lowest point is half meter below the sea level (City Government of Malolos, n.d.) It is located at the geographical coordinates of 120'81" longitude and 14'85" latitude. It is situated about 42 kilometers northeast of Manila. It is also accessible through North Luzon Expressway and MacArthur Highway. The citys' has an aggregate land area of 6,725 hectares. It has 51 barangays. Due to its proximity with Metro Manila, the city is rapidly becoming industrialized.

As of the calendar year 2003, *Table A.3.* are the land uses in Malolos City. Over 60% of the city's land is used for agriculture and fishponds (Greig et al. 2014b). The city has three types of soil, these are Quingua Series, San Manuel Series, and Tagulod Series. Other series of soil includes Matimbo Series and Masantol Series, both from the coastal landscape; Loamy Swamp and Mucky Tidal Swamp from the miscellaneous soil types (City Government of Malolos, n.d.)

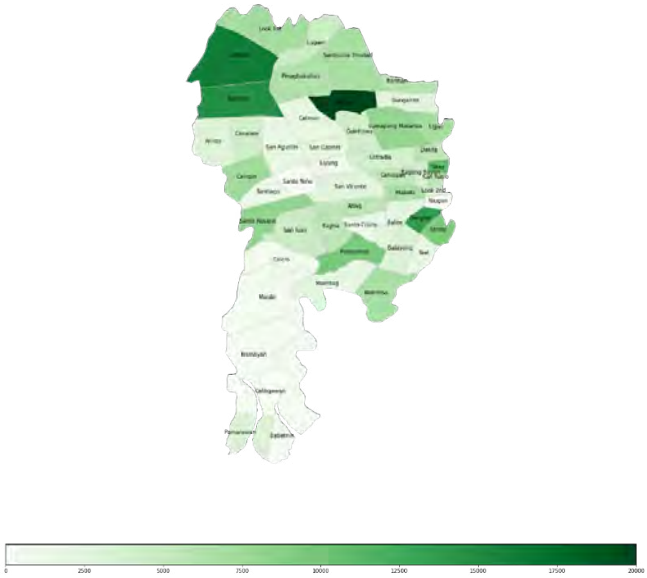
Table A.3. Land Use Area in the City of Malolos, 2003

Land Use	Area (in has)	Percent to total (%)
Agricultural areas	2,157.38	32.08
Fishponds	1,900.48	28.26
Built-up areas	1,621.40	24.11
Grasslands	351.72	5.23
Other plantations	338.94	5.04
Bodies of water	191.66	2.85
Rocky lands	122.40	1.82
Mangrove forest	41.02	0.61
Total land area	6,725.00	100.00

Source: City of Malolos: Greig, et al. ((2014a, Table 1)

Demographic Profile

Figure A.10 Population Distribution among City of Malolos
Credit: Distribution of Population in Bulacan, Mox Ballo and Cymon Lubangco, Own Work
Source of basic data: 2015 Census of Population and Housing



According to the official 2015 Census by the Philippine Statistics Authority, Malolos City has a population of 252, 074 (Philippine Statistics Authority 2016). There is an increase of 17, 129 people in the population compared to the 2010 census (Philippine Statistics Authority 2010). Majority of the Maloleños are from Tagalog ethnicity though there are some which came from different ethnicities that migrated from different cities. Some Barangays' names derived from different kinds of Philippine tree as well as Catholic patron saints. Barangay Mojon has the biggest population with 18,239 while Barangay Caliligawan has the least population with 302.

The following chart also shows the population of the city for 25 years and household size.[1] There is a gradual increase in population in Malolos from the year 2010 with a population of 234,945 to the year 2015 with a population of 252,074; results to 7.29% increase in population. As of the data in the year 2000, there are 34, 963 households in the city. From the year 1995 to year 2000, there was a 16.326% increase in households.

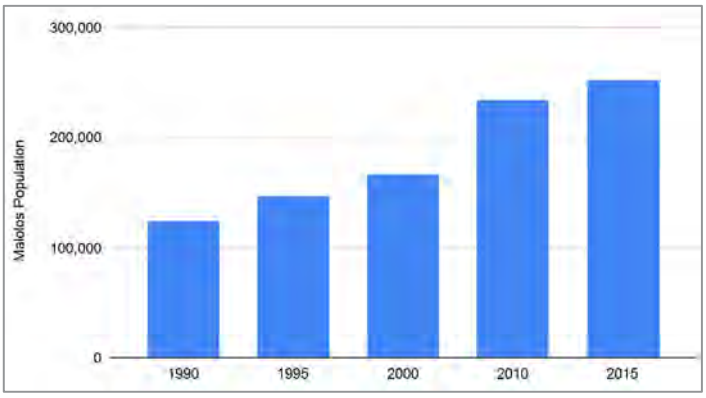


Figure A.11. Population of the City of Malolos, 1990-2015

[1] http://122.54.214.222/population/MunPop.asp?prov=BUL&province=Bulacan

Economic Profile

Due to its proximity in Metro Manila and its port, the City of Malolos had become industrialized. Enterprises in the city are engaged mostly in agribusiness, aquaculture, garment manufacturing, and leathercrafts, among others. Many businesses and industries include banking, realty property development, transportation, travel and tours services, education, and more. The city is, in fact, known as the "Banking Capital of Bulacan". The city houses numerous banks such as rural banks and commercial banks which some people from Paombong travels to Malolos for their banking needs. Majority of the banks are in the notable areas in the city such as Paseo del Congreso Avenue. It also *Figure A.12* shows the types and number of financial and crediting institutions in Malolos. Out of all the institutions listed above, the plurality of the institutions are microfinancing institutions. Next to these are cooperatives and pawnshops. The continuous operations of these institutions played an essential role for the local economy of Malolos as they are the source of credit for firms, especially for MSMEs.

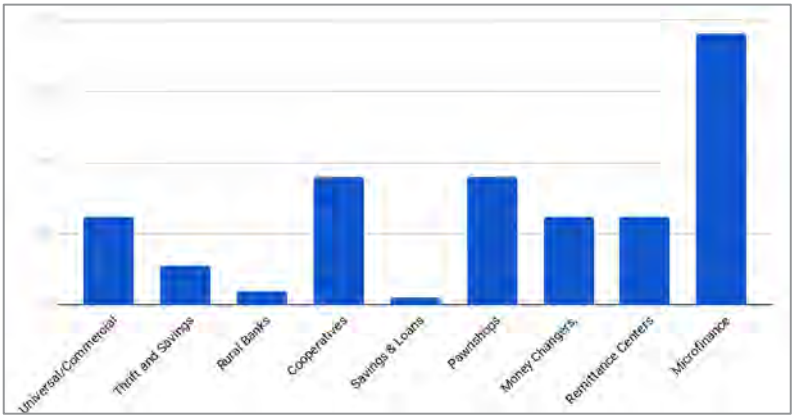


Figure A.12. Number and Type of Financial and Credit Institutions in Malolos, 2018.
Source of basic data: Department of Trade and Industry

Table A.13 below shows the growth and decline of gross sales and growth in the number of firms from 2011 to 2018. There is an enormous increase in the year 2016 and suddenly drops in the year 2018. Moreover, the local economy of Malolos is shown from *Figure A.14*. It shows the tax revenues (blue bars) of Malolos in 2018. The Business Tax Revenue garnered more revenues as compared to Real Property Tax, from the year 2011 to 2018. Both the Business Tax and Gross Sales decline for the year 2018; however, it still has the highest Total Revenue.

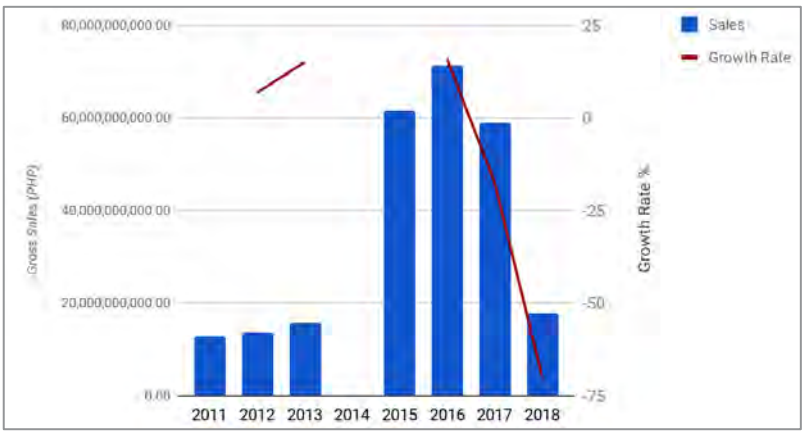


Figure A.13. Gross Sales of Registered Firms and the Growth Rate of Sales of Registered Firms in Malolos, 2011 to 2018
Source of basic data: Department of Trade and Industry

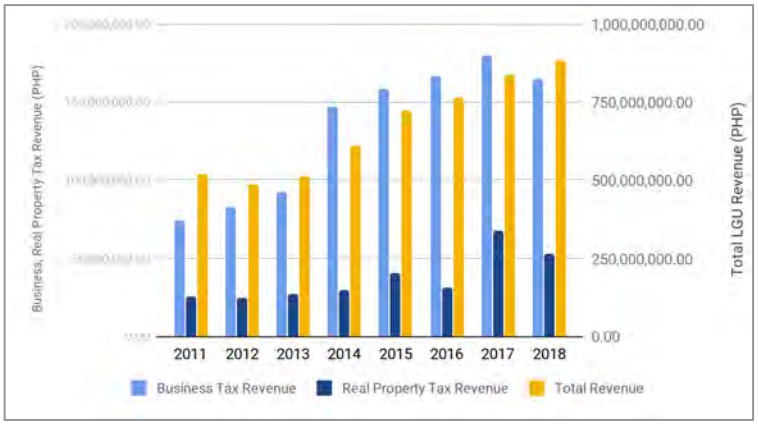


Figure A.14. Tax Revenues and Locally Generated Revenues in Malolos, 2011-2018
Source of basic data: Department of Trade and Industry

The Municipality of Paombong

The Municipality of Paombong is a third-class municipality in the Province of Bulacan. It is located just beside the City of Malolos. Historically, the town was a marsh land with tall grass, mangroves, and nipa palms (Municipal Government of Baler, n.d.). The *Sukang Paombong* is one of the, if not the most well-known commodity associated with the municipality. Having a land area of 4,364 hectare, (Provincial Government of Bulacan, n.d.) it is bordered by the City of Malolos to its east, the Municipality of Hagonoy to the west, the Municipality of Calumpit to its north, and the Manila Bay along its southern coastline.

Figure A.15. Location of City of Malolos in Bulacan
Credit: Map of Bulacan with Paombong Highlighted, Mike Gonzalez, Wikimedia Commons, CC 3.0

Land Use Profile

Paombong's land is traversed by several river systems branching from the Pampanga River and ending at Manila Bay. These rivers include: Santa Cruz River, Malumot River, Sukat River, Bakawkaw River, and the Masukol River (Municipal Government of Baler, n.d.). In terms of political subdivisions, the municipality is divided into 14 barangays.

Topographically, Paombong would generally follow the topographical features of the province. In particular, Paombong belongs to the part of Bulacan that is characterized by being lowlands. This is in contrast to the topography of the eastern part of Bulacan, where localities such as Dona Remedios Trinidad and Norzagaray are located.

Demographic Profile

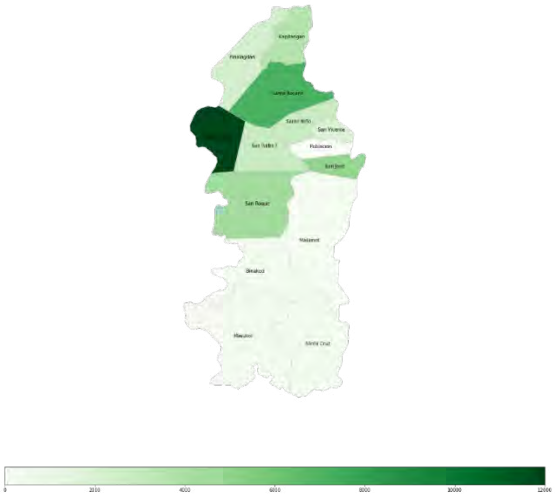


Figure A.16. Population Distribution in Municipality of Paombong
Credit: Distribution of Population in Bulacan, Mox Ballo and Cymon Lubangco, Own Work
Source of basic data: 2015 Census of Population and Housing

From the 2015 Census of Population and Housing, the Municipality of Paombong has a population of 53,294. This is about 1.7% of the 3,285,563 people in the province. Furthermore, as of 2015, it was estimated that 8.3% of Paombong's population lie below the poverty line (Philippine Staitstics Authority 2019). In terms of the distribution of the Paombong's population across barangays, *Figure A.16* suggests that the population clusters in the northern portion of the municipality. In particular, the number of individuals in barangays Kapitangan, Santo Rosario, San Isidro I, San Isidro II, Sto. Nino, San Roque, and San Jose are within the range of about 3,400 to 11,000 inhabitants per barangay. Meanwhile, the coastal barangays of Masukol and Sta. Cruz have about 1,200 to 1,600 inhabitants. By 2020, it is projected that Paombong's population will increase by about 11%, or up to 59,034 inhabitants.

Economic Profile

As mentioned earlier, among the more well-known products of Paombong is its vinegar, *Sukang Paombong*. Other notable products from Paombong include metal products, nipa, and fish products (Provincial Government of Bulacan, n.d.). Meanwhile, its major industries include food/food processing, aquaculture, flowers and ornamental plants, and garments. *Figure A.17* shows the growth and decline in the number of firms from 2014 to 2018. Though a determinate trend of sales growth cannot be established due to a short time horizon, what is definitely notable is the immense increase in sales from 2016 to 2017 and, similar to the case in Malolos, a drop in sales from 2017 to 2018.

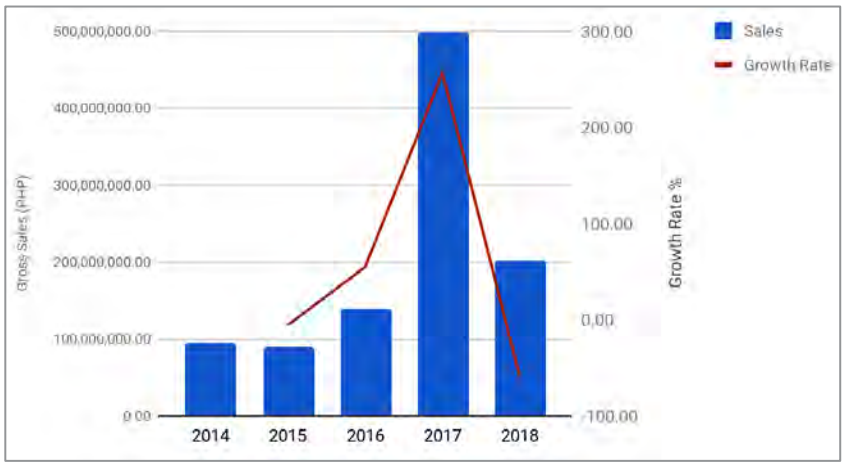


Figure A.17. Gross Sales of Registered Firms and the Growth Rate of Sales of Registered Firms in Paombong, Bulacan, 2014-2018
Source of basic data: Department of Trade and Industry

As mentioned previously, due to data constraints, the number of firms and their corresponding sizes in Paombong cannot be determined. However, it can be expected that the scenario in Paombong is similar to the scenario in the rest of Bulacan. In particular, it can be inferred that the majority of the firms can be classified as micro and small enterprises. Thus, in pointing this parallelism between Paombong and Bulacan, then the types of financial institution in Paombong must also be considered. The number of such financing institutions, especially those that are not in the formal financial sector, may be vital as key sources for these businesses' financial capital should shocks affect these enterprises.

The chart below shows the types and number of financial and crediting institutions in Paombong. Microfinance institutions, financing cooperatives, and rural banks comprise almost half of the total number of financial institutions in Paombong. However, Paombong only has 19 financial institutions as recorded in the Department of Trade and Industry's 2018 Cities and Municipalities Competitiveness Index. How would it be possible for MSMEs to access credit that will be essential for business continuity? Perhaps, the key lies in the economic linkages of Malolos and Paombong where, as seen in *Figure A.12* previously, the former houses at least 200 financial and crediting institutions. Since Malolos and Paombong border each other, MSMEs might only expend some transportation costs during normal times to tap sources of financial capital from Malolos. However, this may pose an issue for these MSMEs' continuity and resiliency should, for instance, external shocks would close the border between Malolos and Paombong.

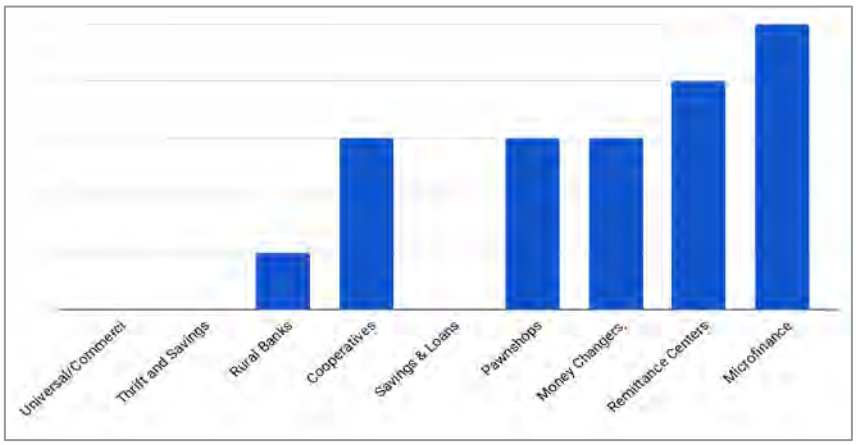


Figure A.18. Number and Type of Financial and Credit Institutions in Paombong, 2018
Source of basic data: Department of Trade and Industry

Finally, the local economy of Paombong can be grasped by looking at its local revenues. As introduced in the socio-economic profile of the Province of Bulacan, the business tax revenues of Paombong shown in *Figure A.19* may be far from the numbers of other municipalities and component cities. However, to better understand the generated revenue in Paombong, other variables must also be considered. The chart below shows the tax revenues (blue bars) of Paombong in 2018. From 2011 to 2017, Paombong garnered more revenues from real property tax than business tax revenues. However, by 2018, both tax revenues had relatively equalized after a decline in real property tax revenues and an increase in business tax revenues.

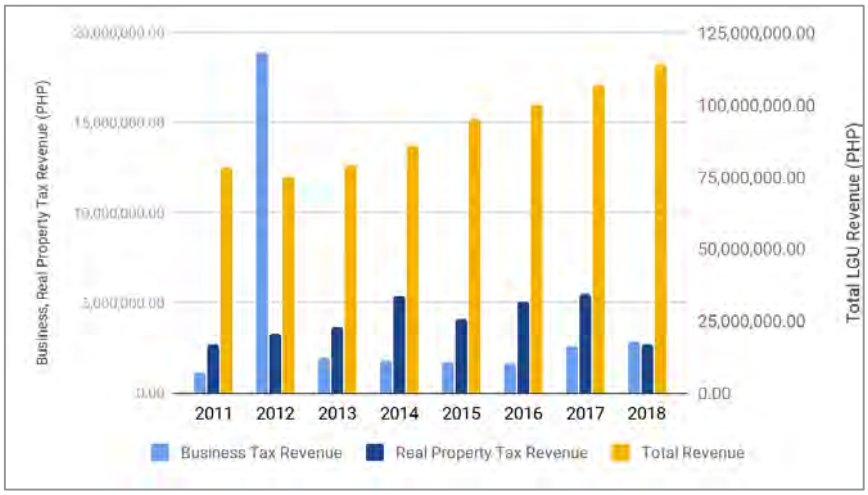


Figure A.19. Tax Revenues and Locally-Generated Revenues in Paombong, 2011-2018
Source of basic data: Department of Trade and Industry

As a final point, however, the locally-generated revenues of Paombong (in yellow bars) had a sustained growth from 2011 to 2018. In fact, the total revenues garnered by Paombong increased by 46% during the said time frame. This may signal continued improvement in Paombong's economic capacity to grow and support commerce in the area across the years, while also pursuing developmental initiatives, holding all other things constant.

Appendix B.1:
MSME Questionnaire for Education Sector

RAPID ASSESSMENT SURVEY FOR MSMEs

Education Sector

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver sa* respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

STATEMENT OF WAIVER

Pumapayag kami na maglikom ng datos ang Partners for Resilience (PfR) ukol sa aming negosyo sa pamamagitan ng *questionnaire* na ito para sa kanilang gagawing pagsisiyasat sa naging epekto ng COVID-19 sa mga MSME.

Pumapayag kami sa mga sumusunod:

☐ **Para sa pananaliksik.** Pumapayag kami na gamitin ang mga datos mula sa aming negosyo para sa pananaliksik na isinasagawa ng PfR.

☐ ***Data retention*.** Pumapayag kami na isantabi ng PfR ang mga datos na nakuha sa amin sa loob ng _____ (specify period)

☐ ***Confidentiality.*** Napagkasunduan na ang pagkakakilanlan ng aming negosyo ay hindi isasapubliko sa pagsasaayos ng datos at sa kung anumang mga ilalathalang dokumento na kaakibat ng rapid assessment na gagawin.

Bilang kinatawan ng _____ (pangalan ng negosyo), ako, si _____ (pangalan ng *respondent/interviewee*) ay lumalagda sa waiver na ito sa ilalim ng mga napagkasunduang bagay sa itaas.

Lagda: _____

Petsa: _____

GEOGRAPHICAL LOCATION		INTERVIEWER DETAILS	
Probinsya	_____	Pangalan	_____
Mun/City	_____	Lagda	_____
Brgy	_____	Petsa	_____

I. BUSINESS PROFILE

1	Ano po ang pangalan ng inyong negosyo?				
2	Ano po ang petsa o taon kung kailan ninyo naitatag o naitayo ang inyong negosyo?				
3	Ano po ang uri ng inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Sole Proprietorship 2 Partnership 3 Corporation: non-stock/non-profit 4 Corporation: for stock, for profit cooperative 5 Iba pa, paki-*specify*: _____	4	Social enterprise po ba ang inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi
5	Saan pong sektor/industriya nag-o-operate ang inyong negosyo? *(Pakisulat ang sagot.)*		6	Magkano po ang *capital expenditures (puhunan)* ng inyong negosyo?	

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II. FINANCIALS AND BUSINESS MODEL

1 Ano po ang pangunahing serbisyong iniaalok n'yo noong taong 2019? *(Pakitala.)*		2 Sinu-sino po ang mga pangunahing customer ng inyong negosyo noon Disyembre 2019 bago magsimula ang COVID pandemic? *(Pakibilugan ang lahat ng angkop na kasagutan.)*	1 Mga kumpanya at korporasyon 2 Mga social enteprise 3 Mga ahensya ng pamahalaan 4 Mga indibidwal 5 Mga non-government organizations 6 Iba pa, pakitala: _____
3 Paano po ninyo naseserbisyuhan ang inyong mga customer noong 2019? *(Pakibilugan ang lahat ang angkop na kasagutan.)*	1 Face-to-face learning 2 Online platforms 3 Iba pa, pakitala: _____		
4 Kumusta ang *financial performance* n'yo noong Disyembre 2019? *(Pakibilugan ang numero ng sagot.)*	1 Kumikita kami noon 2 Hindi kami kumikita o nalulugi noon (break-even) 3 Nalulugi kami noon	5 Sa susunod na tatlong buwan, paano n'yo nakikita ang *financial performance* ng negosyo n'yo? *(Pakibilugan ang numero ng sagot.)*	1 Kikita kami sa hinaharap 2 Walang pagkita o pagkalugi na magaganap sa hinaharap 3 Malulugi kami sa hinaharap

6 Revenue Structure *(I-convert ang mga numero patungo sa kada buwan.)*	Magkano po ang naaalala ninyong kinita (*revenue*) ng inyong negosyo noong...? *(Paki-specify kung ano ang duration ng kita na inyong nabanggit? i.e. kada araw, kada linggo, kada buwan?)*					
	...Disyembre 2019		... Marso 2020		... June 2020	
	(kita) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(kita) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(kita) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan

7 Cost Structure *(I-convert ang mga numero patungo sa kada buwan.)*	Magkano ang inyong gastos sa mga sumusunod?	Magkano po ang naaalala ninyong gastos (cost) sa mga nakalista sa kaliwa noong...? *(Paki-specify kung ano ang duration ng gastos na inyong nabanggit? i.e. kada araw, kada linggo, kada buwan?)*					
		...Disyembre 2019		... Marso 2020		...June 2020	
	1 Employees/Teachers (Suweldo)	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan
	2 Maintenance	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan
	3 Kuryente	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan
	4 Iba pang gastusin	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan

RAPID ASSESSMENT SURVEY FOR MSMEs

Education Sector

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Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

III. RISK SITUATION, OUTLOOK, AND PREPAREDNESS

1	Anu-ano po ang *top 3* na problemang inyong kinaharap sa inyong negosyo noong ECQ? *(Paki-specify.)*	*Top 1:* *Top 2:* *Top 3:*

2 Noong ECQ (March 2020), naka-*adjust* po ba ang negosyo n'yo sa mga kinakailangang pagbabago?

1 Oo → Tumungo sa #3
2 Hindi → Tumungo sa #4

3	Paano po naka-*adjust* ang inyong negosyo noong ECQ? *(Pakibilugan ang **lahat** ang angkop na kasagutan.)*	1 Naghanap ng ibang paraan para kumonekta sa aming customers. 2 Nagpatupad kami ng social distancing at sanitation measures. 3 Nag-*work from home* ang aming mga empleyado. 4 Naghahanap ng ibang pagkakakitaan ang aming mga empleyado. 5 Nagserbisyo kami sa mga bagong pangkat o uri ng *customers*. 6 Pareho pa rin ang pamamaraan ng pagbibigay serbisyo. 7 Pansamantalang tumigil ang aming operasyon. 8 Iba pa, paki-*specify*: _____

4	Handa ang aming negosyo na lumipat sa mag-*online selling*. *(Lagyan ng checkmark isasagot.)*	☐ Lubos na sumasang-ayon ☐ Sumasang-ayon ☐ Neutral/Hindi ko alam ☐ Hindi sumasang-ayon ☐ Lubos na 'di sumasang-ayon	5	May *access* ba ang inyong negosyo sa mga sumusunod na *online transaction platforms*? *(Lagyan ng checkmark tamang kahon.)*		Meron	Wala
					a GCash		
					b PayMaya		
					c Pesonet		
					d Instapay		
					e Online banking		

6	Kumusta ang operasyon ng inyong negosyo noong Marso at Abril 2020 (ECQ)? *(Pakibilugan ang numero ng sagot.)*	1 Normal ang aming operasyon 2 Higit kumulang sa 50% capacity lamang ang aming operasyon 3 Skeletal workforce lang kami sa operasyon 4 Pansamantalang tumigil ang aming operasyon	7	Sa inyong palagay, kumusta ang operasyon ng negosyo n'yo sa Disyembre 2020? *(Pakibilugan ang numero ng sagot.)*	1 Normal pa rin ang aming operasyon 2 Magiging higit kumulang sa 50% capacity ang aming operasyon 3 Magiging skeletal workforce lang kami 4 Pansamantala kaming hihinto muna 5 Isasarado na namin ang negosyo

8 May plano ba sana ang negosyo ninyo na mag-*expand* ngayong taon?

1 Oo → Tumungo sa #9
2 Hindi → Tumungo sa #10a at 10b kung social enterprise
→ Tumungo sa #11a kung hindi social enterprise

9	Kumusta ang estado ng plano n'yong mag-*expand*?	1 Ipinapatupad naming ang pag-*expand* tulad ng naiplano 2 Isinasantabi muna namin ang ilang aspeto ng aming pag-*expand* ngayong taon 3 Isinasantabi namin nang buo ang plano, at kasalukuyang naka-*wait-and-see* sa mga pangyayari sa paligid 4 Tuluyan naming ititigil ang planong mag-*expand*

10a	**Para sa social enterprise: Ano ang *social mission* n'yo? *(Pakisulat ang sagot.)*		10b	**Makakamit namin ang aming social mission ngayong may pandemya. *(Lagyan ng checkmark ang isasagot.)*	☐	Lubos na sumasang-ayon
					☐	Sumasang-ayon
					☐	Neutral/Hindi ko alam
					☐	Hindi sumasang-ayon
					☐	Lubos na 'di sumasang-ayon

11a	May alam ka bang insurance para sa mga MSME o para sa sarili mo? *(Pakibilugan ang numero ng sagot.)*	1 Oo, pakitala sa baba → Tumungo sa #11b 2 Wala → Tumungo sa #12	11b	*Insured* ba kayo o ang inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi
12	Kinailangan n'yo bang umutang nitong mga nakaraang buwan? *(Pakibilugan ang numero ng sagot.)*	1 Oo. Kanino? *(Lagyan ng checkmark tamang kahon.)* ☐ Kamag-anak ☐ Kaibigan/Kapitbahay ☐ Credit cooperative ☐ Bangko ☐ 5/6 ☐ Iba pa, pakitala sa ibaba: 2 Hindi	13	May business continuity plan ba ang inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi

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Education Sector

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Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

IV. AMELIORATION AND SUBSIDIES				
1a	May alam ka bang mga tulong o subsidy para sa mga MSME at mga empleyado nito? *(Pakibilugan ang numero ng sagot.)*	1 Oo. Anu-ano/kanino galing? *(Pakilista.)* → Tumungo sa #1b 2 Wala → Tumungo sa #3	1b	Tumanggap ba ng tulong ang inyong negosyo o mga empleyado sa mga nabanggit na tulong? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi
2	Nakatulong ang mga subsidy para manatiling buhay ang aming negosyo. *(Lagyan ng checkmark isasagot.)*	☐ Lubos na sumasang-ayon ☐ Sumasang-ayon ☐ Neutral/Hindi ko alam ☐ Hindi sumasang-ayon ☐ Lubos na 'di sumasang-ayon	3	Anu-ano po ang top 3 ang mga bagay/sitwasyong makakatulong para manatiling buhay ang negosyo n'yo? *(Paki-specify.)*	*Top 1:* *Top 2:* *Top 3:*
4	Miyembro ba ang mga empleyado n'yo sa mga sumusunod na programa? *(Lagyan ng checkmark tamang kahon.)*	Oo / Hindi a SSS ☐ ☐ b PhilHealth ☐ ☐ c Ibang health insurance ☐ ☐ d PAG-IBIG ☐ ☐	5	Anu-ano ang mga tulong na naibigay n'yo sa inyong mga empleyado ngayon pandemya? *(Pakilista.)*	
6	**Para sa mga social enterprise: Anu-ano ang mga tulong na naibigay n'yo sa inyong mga benepisyaryo o partner? *(Pakitala.)*				

RAPID ASSESSMENT SURVEY FOR MSMEs

Education Sector

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver sa* respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

V. OPTIONAL: REVENUE-COST STRUCTURE

	Anu-ano ang mga pinagkukuhanan n'yo ng kita? (tuition kada year level,donation, etc.)	Unit of measure (i.e. PHP)	Magkano ang kinita ng inyong operasyon noong... (Pakisabi kung quarterly, semestral, o isang taon; kung kada estudyante)			Ilang ang estudyante n'yo noong...		
			SY 2019-2020		SY 2020-2021	SY 2019-2020		SY 2020-2021
Revenue Structure (I-convert ang mga numero patungo sa kada buwan)	Tuition/Miscellaneous 1							
	2							
	3							
	4							
	5							
	6							
	7							
	8							
	9							
	10							

	Anu-ano ang mga pangunahing *inputs* ng inyong negosyo?	Unit of measure (persons, PHP, etc.)	Magkano ang bili/bayad n'yo rito noong... (in pesos per unit of measure. *Pakisabi kung kada buwan o taon*)			Ilan ang binili/binayaran n'yo rito noong... (*Pakisabi kung kada buwan o taon*)		
			SY 2019-2020		SY 2020-2021	SY 2019-2020		SY 2020-2021
Cost Structure (I-convert ang mga numero patungo sa *kada buwan*)	1 Teachers							
	2 Non-teaching personnel (managerial)							
	3 Non-teaching personnel (non-managerial)							
	4 Non-teaching personnel (security)							
	5 Maintenance							
	6 Kuryente							
	7 Tubig							
	8 Iba pa							

Appendix B.2:
MSME Questionnaire for the Agricultural, Manufacturing, and Food Services Sectors

RAPID ASSESSMENT SURVEY FOR MSMEs

Agriculture/Aquaculture, Manufacturing, and Food Industries

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver sa* respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

STATEMENT OF WAIVER

Pumapayag kami na maglikom ng datos ang Partners for Resilience (PfR) ukol sa aming negosyo sa pamamagitan ng *questionnaire* na ito para sa kanilang gagawing pagsisiyasat sa naging epekto ng COVID-19 sa mga MSME.

Pumapayag kami sa mga sumusunod:

☐ **Para sa pananaliksik.** Pumapayag kami na gamitin ang mga datos mula sa aming negosyo para sa pananaliksik na isinasagawa ng PfR.

☐ *Data retention*. Pumapayag kami na isantabi ng PfR ang mga datos na nakuha sa amin sa loob ng _____ (specify period)

☐ *Confidentiality.* Napagkasunduan na ang pagkakakilanlan ng aming negosyo ay hindi isasapubliko sa pagsasaayos ng datos at sa kung anumang mga ilalathalang dokumento na kaakibat ng rapid assessment na gagawin.

Bilang kinatawan ng _____, ako, si _____ ay
(pangalan ng negosyo) (pangalan ng *respondent/interviewee*)
lumalagda sa waiver na ito sa ilalim ng mga napagkasunduang bagay sa itaas.

Lagda: _____

Petsa: _____

GEOGRAPHICAL LOCATION		INTERVIEWER DETAILS	
Probinsya	_____	Pangalan	_____
Mun/City	_____	Lagda	_____
Brgy	_____	Petsa	_____

I. BUSINESS PROFILE

1	Ano po ang pangalan ng inyong negosyo?				
2	Ano po ang petsa o taon kung kailan ninyo naitatag o naitayo ang inyong negosyo?				
3	Ano po ang uri ng inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Sole Proprietorship 2 Partnership 3 Corporation: non-stock/non-profit 4 Corporation: for stock, for profit cooperative 5 Iba pa, paki-*specify*: _____	4	Social enterprise po ba ang inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi
5	Saan pong sektor/industriya nag-o-*operate* ang inyong negosyo? *(Pakisulat ang sagot.)*		6	Magkano po ang *capital expenditures (puhunan)* ng inyong negosyo?	

RAPID ASSESSMENT SURVEY FOR MSMEs

Agriculture/Aquaculture, Manufacturing, and Food Industries

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver sa* respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

II. FINANCIALS AND BUSINESS MODEL

1 Ano po ang pangunahing produktong ng inyong negosyo? *(Pakitala.)*		2 Sinu-sino po ang mga pangunahing *customer* ng inyong negosyo noon Disyembre 2019 bago magsimula ang COVID pandemic? *(Pakibilugan ang lahat ng angkop na kasagutan.)*	1 Mga kumpanya at korporasyon 2 Mga social enteprise 3 Mga ahensya ng pamahalaan 4 Mga indibidwal 5 Mga non-government organizations 6 Iba pa, pakitala: _____
3 Paano po ninyo binebenta ang inyong produkto noong Disyembre 2019? *(Pakibilugan ang lahat ang angkop na kasagutan.)*	1 Direct selling/retailing 2 Wholesale 3 Distribution via branches 4 Distribution via intermediaries	5 Pagluluwas sa labas ng Bulacan 6 Online selling 7 Iba pa, pakitala: _____	
4 Kumusta ang *financial performance* n'yo noong Disyembre 2019? *(Pakibilugan ang numero ng sagot.)*	1 Kumikita kami noon 2 Hindi kami kumikita o nalulugi noon (break-even) 3 Nalulugi kami noon	5 Sa susunod na tatlong buwan, paano n'yo nakikita ang *financial performance* ng negosyo n'yo? *(Pakibilugan ang numero ng sagot.)*	1 Kikita kami sa hinaharap 2 Walang pagkita o pagkalugi na magaganap sa hinaharap 3 Malulugi kami sa hinaharap

	Magkano po ang naaalala ninyong kinita (*revenue*) ng inyong negosyo noong...? *(Paki-specify kung ano ang duration ng kita na inyong nabanggit? i.e. kada araw, kada linggo, kada buwan?)*					
	...Disyembre 2019		... Marso 2020		... June 2020	
6 Revenue Structure *(I-convert ang mga numero patungo sa kada buwan.)*	(kita) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(kita) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(kita) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan

		Magkano po ang naaalala ninyong gastos (cost) sa mga nakalista sa kaliwa noong...? *(Paki-specify kung ano ang duration ng gastos na inyong nabanggit? i.e. kada araw, kada linggo, kada buwan?)*					
	Magkano ang inyong gastos sa mga sumusunod?	...Disyembre 2019		... Marso 2020		...June 2020	
7 Cost Structure *(I-convert ang mga numero patungo sa kada buwan.)*	1 Employees (Suweldo)	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan
	2 Raw Materials	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan
	3 Renta	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan
	4 Iba pang gastusin	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan	(gastos) Php _____	(bilugan) 1 kada araw 2 kada linggo 3 kada buwan

RAPID ASSESSMENT SURVEY FOR MSMEs

Agriculture/Aquaculture, Manufacturing, and Food Industries

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver sa* respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

III. RISK SITUATION, OUTLOOK, AND PREPAREDNESS

1	Anu-ano po ang *top 3* na problemang inyong kinaharap sa inyong negosyo noong ECQ? *(Paki-specify.)*	*Top 1:* *Top 2:* *Top 3:*
2	Noong ECQ (March 2020), naka-*adjust* po ba ang negosyo n'yo sa mga kinakailangang pagbabago?	1 Oo → Tumungo sa #3 2 Hindi → Tumungo sa #4
3	Paano po naka-*adjust* ang inyong negosyo noong ECQ? *(Pakibilugan ang **lahat** ang angkop na kasagutan.)*	1 Naghanap ng ibang paraan para makabenta/maka-*deliver* sa aming customers. 2 Nagpatupad kami ng social distancing at sanitation measures. 3 Nag-*work from home* ang aming mga empleyado. 4 Lumikha kami ng mga bagong produkto na malapit sa mga produkto namin noon. 5 Nagbenta kami sa mga bagong pangkat o uri ng customers. 6 Pareho pa rin ang *pamamaraan* ng aming produksyon. 7 Pansamantalang tumigil ang aming operasyon. 8 Iba pa, paki-*specify*: _____
4	Handa ang aming negosyo na lumipat sa mag-*online selling*. *(Lagyan ng checkmark isasagot.)*	☐ Lubos na sumasang-ayon ☐ Sumasang-ayon ☐ Neutral/Hindi ko alam ☐ Hindi sumasang-ayon ☐ Lubos na 'di sumasang-ayon
5	May *access* ba ang inyong negosyo sa mga sumusunod na *online transaction platforms*? *(Lagyan ng checkmark tamang kahon.)*	Meron / Wala a GCash b PayMaya c Pesonet d Instapay e Online banking
6	Kumusta ang operasyon ng inyong negosyo noong Marso at Abril 2020 (ECQ)? *(Pakibilugan ang numero ng sagot.)*	1 Normal ang aming operasyon 2 Higit kumulang sa 50% capacity lamang ang aming operasyon 3 Skeletal workforce lang kami sa operasyon 4 Pansamantalang tumigil ang aming operasyon
7	Sa inyong palagay, kumusta ang operasyon ng negosyo n'yo sa Disyembre 2020? *(Pakibilugan ang numero ng sagot.)*	1 Normal pa rin ang aming operasyon 2 Magiging higit kumulang sa 50% capacity ang aming operasyon 3 Magiging skeletal workforce lang kami 4 Pansamantala kaming hihinto muna 5 Isasarado na namin ang negosyo
8	May plano ba sana ang negosyo ninyo na mag-*expand* ngayong taon?	1 Oo → Tumungo sa #9 2 Hindi → Tumungo sa #10a at 10b kung social enterprise → Tumungo sa #11a kung hindi social enterprise
9	Kumusta ang estado ng plano n'yong mag-*expand*?	1 Ipinapatupad naming ang pag-*expand* tulad ng naiplano 2 Isinasantabi muna namin ang ilang aspeto ng aming pag-*expand* ngayong taon 3 Isinasantabi namin nang buo ang plano, at kasalukuyang naka-*wait-and-see* sa mga pangyayari sa paligid 4 Tuluyan naming ititigil ang planong mag-*expand*
10a	**Para sa social enterprise: Ano ang *social mission* n'yo? *(Pakisulat ang sagot.)*	
10b	**Makakamit namin ang aming social mission ngayong may pandemya. *(Lagyan ng checkmark ang isasagot.)*	☐ Lubos na sumasang-ayon ☐ Sumasang-ayon ☐ Neutral/Hindi ko alam ☐ Hindi sumasang-ayon ☐ Lubos na 'di sumasang-ayon
11a	May alam ka bang insurance para sa mga MSME o para sa sarili mo? *(Pakibilugan ang numero ng sagot.)*	1 Oo, pakitala sa baba → Tumungo sa #11b 2 Wala → Tumungo sa #12
11b	*Insured* ba kayo o ang inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi
12	Kinailangan n'yo bang umutang nitong mga nakaraang buwan? *(Pakibilugan ang numero ng sagot.)*	1 Oo. Kanino? *(Lagyan ng checkmark tamang kahon.)* ☐ Kamag-anak ☐ Kaibigan/Kapitbahay ☐ Credit cooperative ☐ Bangko ☐ 5/6 ☐ Iba pa, pakitala sa ibaba: 2 Hindi
13	May business continuity plan ba ang inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi

RAPID ASSESSMENT SURVEY FOR MSMEs

Agriculture/Aquaculture, Manufacturing, and Food Industries

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver sa* respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

IV. AMELIORATION AND SUBSIDIES				
1a	May alam ka bang mga tulong o subsidy para sa mga MSME at mga empleyado nito? *(Pakibilugan ang numero ng sagot.)*	1 Oo. Anu-ano/kanino galing? *(Pakilista.)* → Tumungo sa #1b 2 Wala → Tumungo sa #3	1b	Tumanggap ba ng tulong ang inyong negosyo o mga empleyado sa mga nabanggit na tulong? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi
2	Nakatulong ang mga subsidy para manatiling buhay ang aming negosyo. *(Lagyan ng checkmark isasagot.)*	☐ Lubos na sumasang-ayon ☐ Sumasang-ayon ☐ Neutral/Hindi ko alam ☐ Hindi sumasang-ayon ☐ Lubos na 'di sumasang-ayon	3	Anu-ano po ang top 3 ang mga bagay/sitwasyong makakatulong para manatiling buhay ang negosyo n'yo? *(Paki-specify.)*	*Top 1:* *Top 2:* *Top 3:*
4	Miyembro ba ang mga empleyado n'yo sa mga sumusunod na programa? *(Lagyan ng checkmark tamang kahon.)*	Oo / Hindi a SSS ☐ ☐ b PhilHealth ☐ ☐ c Ibang health insurance ☐ ☐ d PAG-IBIG ☐ ☐	5	Anu-ano ang mga tulong na naibigay n'yo sa inyong mga empleyado ngayon pandemya? *(Pakilista.)*	
6	**Para sa mga social enterprise: Anu-ano ang mga tulong na naibigay n'yo sa inyong mga benepisyaryo o partner? *(Pakitala.)*				

RAPID ASSESSMENT SURVEY FOR MSMEs

Agriculture/Aquaculture, Manufacturing, and Food Industries

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver* sa respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

V. OPTIONAL: DETAILED REVENUE-COST STRUCTURE

	Anu-ano ang mga produkto ng inyong negosyo?	Unit of measure (i.e. kg, L, pieces)	Magkano ang bentahan ng mga ito noong… (in pesos per unit of measure)			Ilan ang nabenta ninyo noong… (Pakisabi kung *kada araw, linggo, etc*)		
			Dec-19	Mar-20	Jun-20	Dec-19	Mar-20	Jun-20
Revenue Structure (I-convert ang mga numero patungo sa *kada buwan*)	1							
	2							
	3							
	4							
	5							
	6							
	7							
	8							
	9							
	10							

	Anu-ano ang mga pangunahing *inputs* ng inyong negosyo?	Unit of measure (kg, person, pieces)	Magkano ang bili/bayad n'yo rito noong… (in pesos per unit of measure. Pakisabi kung kada araw, linggo, etc.)			Ilan ang binili/binayaran n'yo rito noong… (Pakisabi kung kada araw, linggo, buwan, etc. kung kailangan)		
			Dec-19	Mar-20	Jun-20	Dec-19	Mar-20	Jun-20
Cost Structure (I-convert ang mga numero patungo sa *kada buwan*)	1 Employees (Labor)							
	2 Employees (Managerial, if any)							
	3 Raw Materials							
	4 Raw Materials							
	5 Raw Materials							
	6 Kuryente							
	7 Tubig							
	8 Renta							

Appendix B.3:
MSME Questionnaire for Transportation Sector

RAPID ASSESSMENT SURVEY FOR MSMEs

Transportation Sector

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver sa* respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

STATEMENT OF WAIVER

Pumapayag kami na maglikom ng datos ang Partners for Resilience (PfR) ukol sa aming negosyo sa pamamagitan ng *questionnaire* na ito para sa kanilang gagawing pagsisiyasat sa naging epekto ng COVID-19 sa mga MSME.

Pumapayag kami sa mga sumusunod:

☐ **Para sa pananaliksik.** Pumapayag kami na gamitin ang mga datos mula sa aming negosyo para sa pananaliksik na isinasagawa ng PfR.

☐ ***Data retention*.** Pumapayag kami na isantabi ng PfR ang mga datos na nakuha sa amin sa loob ng _____ (specify period)

☐ ***Confidentiality.*** Napagkasunduan na ang pagkakakilanlan ng aming negosyo ay hindi isasapubliko sa pagsasaayos ng datos at sa kung anumang mga ilalathalang dokumento na kaakibat ng rapid assessment na gagawin.

Bilang kinatawan ng _____ (pangalan ng negosyo), ako, si _____ (pangalan ng *respondent/interviewee*) ay lumalagda sa waiver na ito sa ilalim ng mga napagkasunduang bagay sa itaas.

Lagda: _____

Petsa: _____

GEOGRAPHICAL LOCATION		INTERVIEWER DETAILS	
Probinsya	_____	Pangalan	_____
Mun/City	_____	Lagda	_____
Brgy	_____	Petsa	_____

I. BUSINESS PROFILE

1	Ano po ang pangalan ng inyong negosyo?				
2	Ano po ang petsa o taon kung kailan ninyo naitatag o naitayo ang inyong negosyo?				
3	Ano po ang uri ng inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Sole Proprietorship 2 Partnership 3 Corporation: non-stock/non-profit 4 Corporation: for stock, for profit cooperative 5 Iba pa, paki-*specify*: _____	4	Social enterprise po ba ang inyong negosyo? *(Pakibilugan ang numero ng sagot.)*	1 Oo 2 Hindi
5	Saan pong sektor/industriya nag-o-*operate* ang inyong negosyo? *(Pakisulat ang sagot.)*		6	Magkano po ang *capital expenditures (puhunan)* ng inyong negosyo?	

RAPID ASSESSMENT SURVEY FOR MSMEs

Transportation Sector

Instructions: Simulan po ang *interview* sa pagpapaliwanag ukol sa *project* at ang pagpapalagda ng *waiver sa* respondent/interviewee.
Pakisagutan lamang po nang kumpleto ang mga tanong na nanghihingi ng detalye.
Para sa mga tanong na may pagpipilian, bilugan lamang po ang numero sa tabi ng kanilang mga sagot.
Sa ibang mga katanungan na humihingi ng opinyon, lagyan po ng *checkmark* ang mga tamang kahon.

V. OPTIONAL: REVENUE COST STRUCTURE

	Anu-ano ang mga pinagkukuhanan n'yo ng kita? (biyahe, boundary etc)	Unit of measure (i.e. biyahe, km, etc)	Magkano ang kinita ng inyong operasyon noong… (Pakisabi kung kada araw, linggo, buwan, etc.)		
			Dec-19	Mar-20	Jun-20
Revenue Structure (I-convert ang mga numero patungo sa *kada buwan*)	1 Byahe				
	2				
	3				
	4				
	Iba pa 5				
	6				
	7				
	8				
	9				
	10				

	Anu-ano ang mga pangunahing *inputs* ng inyong negosyo?	Unit of measure (kg, person, pieces)	Magkano ang bili/bayad n'yo rito noong… (in pesos per unit of measure. *Pakisabi kung kada araw, linggo, buwan, etc.*)			Ilan ang binili/binayaran n'yo rito noong… (*Pakisabi kung kada araw, linggo, buwan, etc.*)		
			Dec-19	Mar-20	Jun-20	Dec-19	Mar-20	Jun-20
Cost Structure (I-convert ang mga numero patungo sa *kada buwan*)	1 Employees (Driver/Kundoktor)							
	2 Employees (Managerial, if any)							
	Gasolina 3							
	Maintenance 4							
	Iba pa 5							
	6 Terminal Rent							
	7 Iba pa							
	8 Iba pa							

Appendix C:
Key Informant Interview (KII) Questionnaire

RAPID SITUATION ANALYSIS ON THE IMPACTS OF COVID-19 MEASURES TO MSMEs IN MALOLOS AND PAOMBONG

Informants from Bulacan Cooperatives

Ang Partners of Resilience (PfR) ay gumagawa ng isang *economic assessment* sa naging epekto ng pandemya at ng mga lockdown sa mga produktibong paggawa ng mga *micro, small,* at *medium enterprises* (MSMEs) sa mga bayan ng Malolos at Paombong sa lalawigan ng Bulacan. Kung kaya, gamit ang *key informant interview questionnaire*, nais naming makakalap ng mga impormasyon mula sa iba't ibang kinatawan ng *business sector* at mga lokal na opisyal ng pamahalaan ukol sa karanasan ng mga bayan na ito.

Bago ang Pandemya (Disyembre 2019)

Ang unang pangkat ng mga tanong ay nakatuon sa pangkalahatang operasyon ng mga negosyo bago ang pandemya. Sa pamamagitan ng mga tanong na ito, mauunawaan ang *value chain* at ang mga *market* ng mga pangunahing sektor sa mga bayan na ito.

1. Ano ang mag pangunahing produkto at serbisyo sa inyong bayan na ginagawa ng mga maliliit na negosyo?
    a. Sino ang mga karaniwang *consumer* o kliyente ng mga maliliit na negosyo na ito? Saan sila kadalasang nagbebenta?
    b. Saan n'yo (nila) kadalasan nakukuha ang inyong (kanilang) mga *raw materials* o mga pangunahing sangkap sa produksyon?
2. Para sa mga kooperatiba, paano naapektuhan ang inyong operasyon?
    a. Ano ang sistemang naitatag n'yo sa inyong lugar, partikular sa pagpapautang sa mga maliliit na negosyo sa inyong bayan?
    b. Paano n'yo nasisiguro na hindi mabigat sa bulsa ang mga pautang na binibigay sa mga maliliit na negosyo?
    c. Ano pa ang ibang pinagkukunan ng utang sa inyong lugar?
3. Ano ang mga hadlang sa patuloy na paglago ng mga pangunahing sektor sa inyong lugar?

Habang nasa Lockdown (ECQ vs iba pang CQ)

Ang mga susunod na tanong ay tutuon sa karanasan ng mga MSME noong nagka-*lockdown*.

The next set of questions focuses on the experiences of the MSMEs while on lockdown.

1. Ano ang mga uri ng community quarantine ang ipinatupad sa inyong bayan noong nakaraang 4-5 buwan?
2. Ano ang mga sektor na direktang naapektuhan ng mga *restriction* noong unang community quarantine?
    a. May listahan ba ang inyong lokal na pamahalaan ng mga industryang pwedeng mag-*operate*?
    b. Sino ang mga miyembro ng *workforce* ang tinuturing na skeletal?
    c. Paano naapektuhan ng community quarantine na ito ang gawain ng mga kooperatiba?
3. Ano ang mga sektor na direktang naapektuhan ng mga *restriction* noong unang community quarantine?
    a. May listahan ba ang inyong lokal na pamahalaan ng mga industryang pwedeng mag-*operate*?
    b. Ano ang mga sektor na bawal pa rin mag-operate kahit lumipat na sa mas maluwag na community quarantine ang inyong lugar?
    c. May mga pagbabago ba sa gawain ng mga kooperatiba matapos ipatupad ang bagong community quarantine na ito?

Pag-angkop sa *New Normal* (*Retrofitting*)

Ang huling mga katanungan ay tutuon sa mga tulong na natanggap at sa ibang mga gastusing nagawa upang maka-angkop sa *new normal*.

1. May nailatag bang mga programa o proyekto upang mabawasan ang negatibong epekto ng mga lockdown sa inyong mga kooperatiba mula noong magsimula ang pandemya?
    a. Kung maaari, magbigay ng mga halimbawa.
    b. Magkano ang puhunan (*investment*) sa mga ito?
    c. Sa tingin n'yo ba, bumalik sa inyo ang mga pamumuhunang mga ito (return on investment)? Bakit oo/bakit hindi?
2. May mga maliliit na negosyo bang lumipat sa pag-o-*online selling*?
    a. May *access* ba ang mga maliliit na negosyo sa mga online cash payments tulad ng Gcash o Paymaya?
    b. Ano ang mga uri ng negosyo na may *access* sa ganitong uri ng cash payment? Ano ang mga uri ng negosyo na may *access* sa ganitong uri ng cash payment?
    c. Lumipat o nag-*adopt* din ba ang inyong kooperatiba patungo sa *online transactions*?
    d. Ano ang mga naging o nagiging hadlang sa paglipat sa online selling?
3. Ano sa tingin ninyo ang ginagampanan ng mga kooperatiba sa pag-*adapt* sa new normal?
4. Ano sa tingin ninyo ang ginagampanan ng *national* at lokal na pamahalaan sa pag-*adapt* sa new normal?

Maraming salamat sa paglalaan n'yo ng oras para sagutin ang mga tanong namin. Kung kayo naman ang may katanungan, huwag kayong mahiyang lumapit sa Project Team, Majo Muyrong (mmuyrong@ateneo.edu), Cymon Lubangco (cymon.lubangco@obf.ateneo.edu) at Charlotte Relos (charlotte.relos@obf.ateneo.edu).

Appendix D.1:
Caniogan Credit and Development Cooperative Interview Notes

28 August 2020; 3 PM – 4 PM

Recording and Transcription Available as of 8.31

00:00:06
JOMS: State your name tapos background po.

00:00:08
EDELLMAR: Good afternoon po, I'm Edellmar A. Santos Jr. [PHONETIC] po. Current general manager of Caniogan Credit and Development Cooperative, so I'm residing at New Hope Subdivision, Bulihan, City of Malolos, Bulacan, subdivision po ng cooperative.

00:00:27
FRANCIS: Saan banda kayo, kaliwa, kanan?

00:00:29
EDELLMAR: Bandang dulo na po.

00:00:49
EDELLMAR: So as of December 31, 2019 ang members po namin ay 40,600, more or less.

00:01:01
FRANCIS: Mga billionaire coop?

00:01:03
EDELLMAR: Hindi pa po. More or less ang average naming bago mag-COVID, nagkakaroon kami ng 300 members per month, 'yun ang average naming before COVID. Ang loan [SOUNDS LIKE] before COVID 60 plus, 60M, bago mag-ano, average. Collection naming—

00:01:28
FRANCIS: [UNINTELLIGIBLE] per month?

00:01:30
EDELLMAR: Opo, more or less gano'n din po 'yung koleksyon, halos dikit siya. Noong bumagsak 'yung ano, nung tumaas 'yung unemployment rate po natin, 'yung 45, atsaka magka-COVID noong March bumagsak 'yung koleksyon din naming atsaka 'yung loans naging 50, more or less 50. 40, 50, doon naglalaro po, so may epektong kaunti siya sa amin, 40, 50, so after po nung, ano, ng COVID in-expect ko, kasi mga negosiyante naming mga members ay sa amin tatakbo, pinakamabilis e, kasi pagka sa bangko po sila marami pong ano... so nung mga ano po, luckily nakapag-release kami ng kulang 60 [SOUNDS LIKE].
00:02:21
EDELLMAR: Noong May medyo MECQ pa, ECQ, mga 30 plus. Noong June unang 60, atsaka nito pong July ay 50 plus, so more or less, para makaikot siya may umikot na pera po sa Bulacan e. Kailangan po naming bigyan sila ng puhunan kahit may past due sila noong time na 'yun para may umikot pong pera kasi kami din maapektuhan atsaka maraming emplayado din 'yung mga negosiyante na 'yun e, so nagpakawala po kami ng pera more or less kulang 200 after po... ng COVID. Ang hindi lang bumalik sa aming mga mangungutang pa, 'yung mga nagke-cater, hindi po nag-avail [UNINTELLIGIBLE], 'di nag-renew. Mga catering, mga sounds...

00:03:05
FRANCIS: Ayan po, 'yung mga ganyan interview-hin namin.

00:03:11
EDELLMAR: Opo, 'yung mga canteen, mga, marami po 'yung bilang din ng mga members namin, 'yung mga may kiosk na sa mga ano ho, ayun mga hindi po bumalik sa amin 'yung mga negosiyante na 'yun, so siguro naghihintay sila, naghihintay sila ng medyo mag-stabilize po 'yung, ano, 'yung economy kasi 'yung client malulugi lang din sila e pagka pinagulong po nila 'yung makukuha sa amin, pero any time naman po sigurong pumunta sila sa amin willing po akong ano, para makaikot po lahat 'yung gano'n. So sa amin po ngayon 12 po 'yung branches, halos hindi naman kami gaanong apektado kasi karamihan po ng branch offices pag-aari naming 'yung building, so walang rental [SOUNDS LIKE], oo.
00:03:58

EDELLMAR: Kami pa ‘yung nagbigay ng luwag doon sa mga nagrerent sa amin, so gano’n siya.’Yung mga sahod ng emplayado namin hindi naman cinut kasi may mga kamaganak ‘yun na nawalan ng trabaho. Kahit po ngayon, susunod na linggo po, 14 days, 14 days ‘yung hatian ng—

00:04:49
EDELLMAR: So ‘yung mga emplayado po naming, mayroon po, next week po—although ngayon po binawasan ko ‘yung araw pero next week po 14 days, 14 days po ‘yung pasok nila para may quarantine period po—may team A, team B po kami.

00:05:04
FRANCIS: Hindi every other day.

00:05:05
EDELLMAR: Oo, hindi po, mahahawa din e. Opo, baka ma-lockdown po kami, so next week po team A ang papasok po susunod naman ng after 14 days ‘yung team B, so pahinga sila ng, ano, sa isang buwan dalawang linggo lang ang pasok nila pero buo po ‘yung... sahod namin.

00:05:27
EDELLMAR: Tapos ang kaibahan din namin doon sa ibang mga coop, sa ibang mga, ano—

00:05:34
EDELLMAR: Ibang mga negosyo sila kasi umiikot po sa, ano, sa utang. Sa amin po kasi zero borrowings po kami kaya wala po kaming problema magiinteres kami sa mga inutangan, dito pinaiikot po namin ‘yung pera.

00:05:52
JOMS: Ilang percent po ‘yung interest before?

00:05:54
EDELLMAR: Hindi naman po nagbabago, seven, eight, gano’n. Seven to eight, may nine din po kami. Pagka may sangla po mas mababa.

00:06:07
EDELLMAR: Seven to nine bale ho. Seven percent interest and ten percent, depende po sa ano, sa amount atsaka sa ano po, sa collateral kung may collateral.

00:06:16
FRANCIS: Ano ‘yun [UNINTELLIGIBLE]?

00:06:18
EDELLMAR: Per annum po. Tapos nag-release din kami ng mga calamity loan para doon sa ano, para ‘yung mga online seller naming mga members ay makaikot din. Tapos ‘yung mga... ano po kasi namin, ‘yung mga member din namin na pumapasok walang pong pang pamasahe after ma-lift ‘yung ano, so... nag-ano po kami, kailangan namin mag-release talaga ng pera para umikot po e, umikot sila, so gano’n po ‘yung ano... Sa ngayon po ang ano lang naming ay kakaunti ‘yung pumapasok na koleksyon at loans pero kaunti lang naman ‘yung effect sa amin kasi malalim po ‘yung reserve naming e.Opo, kaya kayang makaikot ng medyo mahabang panahon gano’n lang.

00:07:12
FRANCIS: 36 annual...

00:07:14
EDELLMAR: 36, ano po kami, 39th na dapat [SOUNDS LIKE].

00:07:33
JOMS: Binaggit niyo kanina ‘yung mga, may mga members kayo na hindi nag-avail ng loans, noong unang in-offer niyo, pero bukod po sa catering ‘tsaka sa sounds, events, so ano pa po ba ‘yung—

00:07:43
EDELLMAR: ‘Yung mga kiosk po, mga tindahan, gano’n, kasi panglabas sila ng ano doon... lugi lang din.

00:07:51
JOMS: Pero ‘yung mga nag-avail naman po ng loans ano namang industry po sila?

00:07:55
EDELLMAR: Mga bakery, mga pastries, mga gano'n po, 'yung malalaki po, tapos 'yung mga laundry shop na malalaki po. Marami kaming negosiyante...

00:08:04
FRANCIS: 'Yung laundry hindi masiyado naapektuhan?

00:08:08
EDELLMAR: Noong pagbukas nung ano, wala talaga, zero talaga sila. Karamihan sa kanila noong ano, noong i-lift 'yung ECQ zero. Kailangang-kailangan... wala naman silang mauutang iba po. 'Yung dati, 'yung mga negosiyante na 'yan e nangungutang sa amin, nangungutang sa bangko, dalawa. Although mas lalo kami [UNINTELLIGIBLE], maliit ang interest nila, kaso [UNINTELLIGIBLE]. Ang problema ngayon matagal mag-release ang bangko. Sa coop lang talaga—halos sa amin lahat tumakbo ang, ano...

00:08:42
FRANCIS: Ang coop kasi kahit na—

00:08:44
EDELLMAR: Kakaunti 'yung dokumento mo.

00:08:47
FRANCIS: Tapos 'pag nag-interest, kumita ako, kumita ka din.

00:08:52
EDELLMAR: Di naman naiiwan sa coop 'yung pera, hinahati sa lahat ng mga member po.

00:08:55
JOMS: Ano po 'yung average loans before COVID 'tsaka after po?

00:08:59
EDELLMAR: 60 plus po?

00:09:01
JOMS: 60,000?

00:09:01
EDELLMAR: 60 million.

00:09:03
JOMS: I mean 'yung per person?

00:09:07
EDELLMAR: Ano po, mayroong nangungutang sa amin ng 5 mm, may nangungutang sa a amin ng—kasi kine-cater din namin 'yung mga tricycle drivier, may mga nangungutang sa'min 3,000 lang...

00:09:20
FRANCIS: May micro finance kayo?

00:09:21
EDELLMAR: Oo, micro, mga magbabalut, mga gano'n po. Meron pa kaming PWD loan e. 'Yung mga bulag pinauutang din naming 'yun. Opo, may mga gano'ng, ano, so...

00:09:29
JOMS: So as small as 3,000 to as high as five, gano'n?

00:09:33
EDELLMAR: Hanggang ano kami, hanggang 20, opo, depende sa collateral. Medyo ma-ano po, medyo maraming collateral na po 'yung 20 collateral na po 'yung 20

00:09:44
FRANCIS: Tapos kung mayroon kayong housing development na—

00:09:47
EDELLMAR: Oho, oho, tapos po kunyaring mayroon siyang sa subdivision po may bibilhin siyang lote, ‘ yung member naming hindi na niya kailangan ng Pag-Ibig. Kaya po naming ‘yung ginagawa ng Pag-Ibig. ‘Yung kami magfi-finance.

00:10:00
FRANCIS: ‘Yung hindi binibigyan ng Pag-Ibig...

00:10:01
EDELLMAR: Oo, mas mabilis sa amin ‘yung dokumento.

00:10:07
JOMS: So ‘yung number of individuals po na umutang noong 2019... dumami po ba ‘yung number?

00:10:16
EDELLMAR: Kumaunti po, kasi dati kung average namin na pumapasok na members sa isang buwan ay 300 ngayon 100 na lang noong nagka-COVID, bumagal po, kasi nahihirapan din ‘yung mga, [UNINTELLIGIBLE].

00:10:33
JOMS: When you say 300 new members ‘yun po ‘yung nangungutang?

00:10:37
EDELLMAR: Oo nangungutang, so kung ano naming dati, siguro sa isang buwan may 10,000 ‘yung nangungutang sa aming mga members. Ngayon bumbaba po siya.

00:10:53
FRANCIS: Bakit po kaya bumaba? Dahil uncertainty?

00:10:57
EDELLMAR: Hindi po, dati, kunyari magbabayad sila tapos magbabayad sila ng tatlong buwan tapos magre-renew ngayon po hindi makabayad mula noong March, noong April, May, opo, ‘yun ang mga naipit.

00:11:13
FRANCIS: Tapos halimbawa kung nag-manukan ka, ilang buwan ang sisiw mo...

00:11:19
EDELLMAR: Opo gano’n po. Naipit po siya kaya hindi siya makaikot, opo, pero willing naman kaming ano, kung mag-ano sila, mag-approach po willing, lalo kung negosiyante sila, willing kaming ano...

00:11:33
FRANCIS: Nasa interest ng—siyempre kung credit coop ka ‘pag walang nangutang ‘yun ang problema.

00:11:42
EDELLMAR: Hinahanap nga namin ‘yung mga mangungutang e. Kahit po ngayon pandemic... hindi kami nagtitipid sa pautang kasi nga kakaunti ‘yung ikot, kailangan umikot ‘yung pera, umikot ‘yung ekonomiya ng Bulacan po e, kasi kami ang maaapektuhan.

00:11:56
FRANCIS: Tapos ‘yung operations niyo Bulacan-wide ‘no?

00:11:59
EDELLMAR: Bulacan and Pampanga po.

00:12:01
FRANCIS: Sa Paombong may branch ba kayo?

00:12:03
EDELLMAR: Ano po, Hagonoy ang nagke-cater atsaka Malolos.

00:12:06
FRANCIS: Ah, dahil nasa gitna...

00:12:08
EDELLMAR: Opo tapos ‘yung bandang... ‘yung mga bandang dulo ‘yun [SOUNDS LIKE], Calumpit po, lahat ‘yun boundary no’n e, doon sa amin tatawid...

00:12:17
FRANCIS: Kasi itong research namin Malalos and—

00:12:20
EDELLMAR: Doon karamihan po, marami po doong—

00:12:23
FRANCIS: Ano ang kanilang negosyo, ‘yung mga nangungutang doon?

00:12:27
EDELLMAR: Doon sa [UNINTELLIGIBLE], mga magsasaka din.

00:12:33
FRANCIS: Pupuntahan din namin ‘yun e, ‘yung mga gano’ng maliliit na...

00:12:37
EDELLMAR: Marami po sa ano—ang problema nila noong nakaraan kailan lang sila nakalabas ng Paombong e, naka-lockdown kasi ang Paombong po e, pati ‘yung nagbibigay kami ng relief e tagal nila bago makaahon po, ilang buwan.

00:12:50
FRANCIS: Kami nga e magdadala nga kami ng relief e, hygiene kit sa Malolos at Paombong. ‘Yung Paombong payag na pumunta kami, ‘yung Malolos sarado. Sabi ko “Saan tayo dadaan? So dagat tayo dadaan?” So kayo, overall, sa kwento niyo parang hindi naman kayo katulad ng ibang...

00:13:16
EDELLMAR: Siguro po more or less ang epekto sa amin siguro mga 20 percent na binaba, pero ‘yun naman ay tolerable naman po... Baka ‘yung ano, siguro ‘yung ano, ‘yung maliit na coop ‘yung nahirapan pong umikot din. ‘Yung koleksyon kasi ‘alang ano ‘yan po e, ‘alang—

00:13:38
FRANCIS: Walang backer [SOUNDS LIKE].

00:13:39
EDELLMAR: Opo, walang backer po ‘yun. ‘Di katulad ng malalaking coop may backer siya kahit six months na, kung hindi mangolekta—‘yun, ‘yung maliliit po...

00:13:46
FRANCIS: ‘Tsaka ‘yung ‘pag may malaking ka nang pautang, mga gano’n, seserbisyohin ‘yung utang.

00:13:51
EDELLMAR: ‘Tsaka ano, may ready kang collateral in case na kapusin ka, oho, pwede mong i-ano, pwede mong i-loan lalo kung wala kang utang sa ano, sa bank. Kausap ko nga ‘yung Landbank kanina e, tinatanong po ako kung mangungutang...

00:14:07
FRANCIS: Tinatanong nila kung mangungutang kayo?

00:14:08
EDELLMAR: Oo, pinaguusapan kasi naming...

00:14:10
FRANCIS: Kasi sila rin ‘yun ‘yung problema nila, walang umuutang.

00:14:14
EDELLMAR: Kasi pinaguusapan namin ‘yung mga bills payment kung pupwedeng i-cater namin ‘yung ano, ‘yung mga bills payment sa kanila dito magbabayad. Isa ‘yun sa mga napagusapan naming [SOUNDS LIKE], kasi napupuno sila e.

00:14:30
[UNINTELLIGIBLE]

00:14:34
JOMS: Bukod po pala sa lending and housing ano po pa ‘yung core businesses niyo?

00:14:41
EDELLMAR: Mayroon po kaming punerarya.

00:14:44
FRANCIS: Ah, meron na rin kayo.

00:14:45
EDELLMAR: Oho, mayroon po kaming punerarya. Kaya ng kunyari—

00:14:47
FRANCIS: Anong pangalan?

00:14:48
EDELLMAR: [UNINTELLIGIBLE], dito pos a ano, doon sa kabila. Kunyari ‘yung member namin ay, ano, tatapat ng pagkamatay niya may utang siya atsaka updated siya may increase siyang 25,000 worth ng ano, ng service, so ‘di siya—parang St. Peter na hindi ka nagbabayad basta maganda ka magbayad dito.

00:15:08
JOMS: So on top of punerarya ano pa po?

00:15:11
EDELLMAR: Consumer atsaka ‘yung subdivision.

00:15:18
JOMS: Pero itong mga ibang businesses also performing bukod po sa loans?

00:15:22
EDELLMAR: Opo, lahat ‘yun ang ano, ‘yung punerarya...

00:15:32
EDELLMAR: ‘Yung subdivision din bihira namang malugi po ‘yun. Although hindi, hindi po tumatakbo ‘yung ano namin, ‘yung gym kasi may gym doon na ‘yung pagka nag-basketball ka may bayad, opo. Hindi siya tumatakbo since March...

00:15:52
FRANCIS: Gaano kalaki ‘yung housing niyo?

00:15:54
EDELLMAR: Mga two something e.

00:15:57
FRANCIS: 200?

00:15:58
EDELLMAR: ‘Yung housing po ba?

00:15:59
FRANCIS: Ilang units ‘yun?

00:16:01
EDELLMAR: ‘Yung units 300, kulang three hectares po...

00:16:09
FRANCIS: Tapos ‘yung bahay niyo mga gaano kalalaki?

00:16:12
EDELLMAR: Mayroon kami ‘yung low cost housing namin ay 650 to 700, house and lot po. Atsaka maganda, hindi ka lolokohin ng coop. Kung sinabi niyang gano’n ‘yun talaga, kaya ang bakal nun [SOUNDS LIKE], kunyari sinabi namin na anim

na 16 anim na 16 po ang gagamitin, ‘yung gano’n, hindi ka lolokohin sa—oo, coop po ‘yun e. Ano ‘yun kumbaga may consent [SOUNDS LIKE]...

00:16:39
FRANCIS: Hindi basta-basta...

00:16:41
EDELLMAR: Basta nagbitiw po siya ng salita, oo ‘yun ‘yung, kumbaga integrity po ‘yung ano...

00:16:45
FRANCIS: Sold out na ‘yung ano niyo... [SOUNDS LIKE]?

00:16:46
EDELLMAR: Ano na lang po, ‘yung low cost na lang po. Napurnada lang po dahil nagka-COVID, pero karamihan po doon ay... mabilis, pagkain-open namin e matulin po.

00:17:00
JOMS: Nabanggit niyo po kanina ‘yung partnership with Landbank, isa po ito sa mga potential partners of our new business na gagawin niyo ngayong...?

00:17:10
EDELLMAR: Ano lang po, ‘yung bills payment, ‘yung prepaid na ATM atsaka ‘yung ano po, ‘yung magwi-withdraw dito, ‘yun po, ‘yung mga gano’n na ano, para kumaunti ‘yung volume sa kanila.

00:17:25
JOMS: Parang gagawin kayong—

00:17:28
EDELLMAR: Parang agent, oho. Ang pinaplano ko lang po ‘yung ano, kung paano ima-manage naman ‘yung taong mga papasok...

00:17:37
FRANCIS: Tapos hindi pa pala miyembro.

00:17:39
EDELLMAR: [UNINTELLIGIBLE], ‘yun lang ano ko...

00:17:44
FRANCIS: Walang control.

00:17:45
EDELLMAR: Oo, walang control.

00:17:46
JOMS: Pero ito po may earning potential po sa inyo?

00:17:49
EDELLMAR: Mayroon po, hati kami ng kita. Pagka kumita kunyari ng 30 hati kami ng Landbank.

00:17:55
FRANCIS: Tapos buti kung ‘yung Landbank, buti kung kanila ‘yung building nila diyan...

00:18:04
EDELLMAR: Ang mga bangko naman hindi naman mashe-shake [SOUNDS LIKE] ‘yan e. ‘Yung rural bank ang ano... kasi pagka-ano siya, pagka-ECQ, MECQ mas marami ang withdrawal kesa sa deposit, opo. ‘Yung mga ano, mga rural bank, pero commercial hindi matitinag po e.

00:18:25
FRANCIS: Lalo na pagka tie in [SOUNDS LIKE] pa sa mga utilities, sa mga ganyan...

00:18:31
EDELLMAR: Lending section nila ‘yun ‘yung mahina ngayon.

00:18:37
FRANCIS: Kasi pagka doon ka mangungutang parang gusto ka nilang pautangin ‘pag mangungutang ka nun, dahil iikot—

00:18:43
EDELLMAR: Dadami, oo...

00:18:50
EDELLMAR: E ‘yung audit po nun e mahigpit.

00:18:59
JOMS: Siguro ano na lang po ‘yung outlook niyo po in the next six months, next... one year [SOUNDS LIKE] sa situation?

00:19:06
EDELLMAR: ‘Yung ano naman, wag lang mag-ano, wag lang mag-revert doon sa MECQ o kaya ECQ, pa-upward po ‘yung ano, ‘yung ano naming, ang coop gano’n, so kailangan ‘yung mga member din kasi isabay mo e, kasi hindi po bibilis ‘yung pag-angat mo pagka wala rin mga puhunan po e, so kailangan namin mag-release talaga ng mag-release ng cash.

00:19:34
JOMS: Sa mga titinda kailangan may bibili.

00:19:37
EDELLMAR: Opo gano’n, kailangan umikot. ‘Yung mga member namin na kahahanap pa lang trabaho, mga nawalan po ‘yun ang male-lay off e. Kailangan bigyan mo ng pamasahe, mga gano’n...para umikot po. Iikot kayong lahat pagka-ano... kailangan tayo na maglabas ng pera po.

00:19:57
JOMS: Pero optimistic po kayo na maco-collect din naman eventually?

00:20:00
EDELLMAR: Nako-collect po, kasi naman, ‘yung ano namin, ‘yung portofolio naman namin, kung may portfolio kami kunwari na 600, 700 million ano po ‘yun, halos kalahati po nun may collateral, nade-delay lang, made-delay lang kaunti. Kumbaga maghihintay ka lang kaunti. Magtitiyaga ka lang kaunti, pero maano ‘yun. Ang pinaka risk mo lang ‘yung kalahati, oho. Pero nagbabayad din naman po ‘yan.

00:20:28
JOMS: Siguro ‘yung last question ko na lang po, ano kaya po ‘yung—kasi nabanggit niyo na po ‘yung role ni Canoigan e para sa kanyang members, sa community, atsaka I think na-identify na ‘yung economic activity ‘di ba? Kailangan maglabas ka ng pera para umikot, pero ano lang po kaya ‘yung role ni, or kung may hinain po kayo sa local government atsaka sa national government ano kaya ‘yung role nila para dito?

00:20:54
EDELLMAR: ‘Yung ano lang, ‘yung maging transparent. Kunyari ilagay ‘yung ano, ‘yung contact tracing, medyo doon nagkukulang po. Lalong bumibigat po kasi. Habang dumadami bumibigat pa. Habang ‘yung rate nga ng unemployment—maraming OFW po kaming member na nauwi kaya kailangan pong masolusyonan nga. ‘Yung mass testing, contract tracing ‘yun po ang ano...

00:21:27
FRANCIS: Ano pong naging programa niyo [UNINTELLIGIBLE], I mean anong ginawa niyong...?

00:21:31
EDELLMAR: ‘Yung nag-ano po kami, nagka-relief nga kami, nagbigay po kami ng food packs na nasa 12,000 mahigit, opo. Lahat ng branches po binuksan naming ng isang linggo para ‘yung mga member na nangangailangan po ng relief makakuha. May mga baranggay din po kaming binagsakan ng mga bigas, gano’n, atsaka nag-open nga po kami ng calamity para po ano, may pang-online ano ‘yung ibang mga member naming.

00:22:02
FRANCIS: Pero po halimbawa, siyempre ‘yung bukod po doon sa relief, halimbawa ‘yung, mayroon ba kayong information, education, communication activities ng COVID?

00:22:18

EDELLMAR: Sa website namin lagi po kaming nagpo-post ng gano'n, opo. Dati nga ang may clinic kami sa baba para sa members namin e, tinigil ko lang noong magka-COVID.

00:22:31
FRANCIS: Kasi iba 'yung protocol ngayon.

00:22:32
EDELLMAR: Oho, kasi baka mamaya may umano po...

00:22:44
EDELLMAR: Tapos [UNINTELLIGIBLE] medyo ingat din kami. Kunyari may ano ka, may symptoms ka automatic ipara-rapid po kita tapos ano ka, mag-negative ka man sa rapid ano ka, rest ka muna ng ilang araw o kaya may kapitbahay ka na mayroong COVID rapid ka. Lumuwas ka ng Manila quarantine ka bago ka pumasok, ira-rapid kita. Libre po lahat 'yun, sagot naman ng coop, may enough na budget po naman doon.

00:23:15
FRANCIS: Kaya ko lang 'to naitanong 'yun kasing partner namin, 'yung isang side niya kasi humanitarian organization siya, so talagang nagre-respond din siya sa disasters, pero ang kanyang sector sa humanitarian system sa water sanitation and hygiene so hindi siya sa food relief or iba pa. Usually 'yung related to wash atsaka sa health, so information, education, communication activities, so ano 'yun, sabi ko nga kung kailangan—well, kayo na rin nagsabi, kailangan tumuloy 'yung ekonomiya e.
00:23:57
FRANCIS: Pero dapat 'pagtuloy ng ekonomiya hindi tayo magkakahawaan. Ngayon papaano tayo magbubukas safetly? Ibig sabihin lahat tayo, 'yun, sunod ka sa minimum health protocols, naiintindihan mo, "What is contact tracing?" Anong gagawin mo 'pag mayroon, 'yung mayroon positive, "Nako, positive si ganito..." "Positive saan? Ano ba, buntis ba 'yan? Baka buntis yan." Kasi 'pag sinabing positive sa halip na tulungan ina-ano e, halos ikandado sa... tapos 'pag nagutom alangan naman hindi lumabas 'yun, 'yung mga gano'n so mas ano pa... para 'yung confidence building sa economy, na pwede tayong lumabas, ito lang 'yung gagawin mo, hindi ka mahahawa, so mababa 'yung risk ng hawa.

00:24:46
EDELLMAR: 'Yung ano nga, sa amin, [UNINTELLIGIBLE], malalayo 'yung, hatid sundo po sila ng ano, talagang gagastusan mo sila kasi ano, 'yung surgical mask hindi, hindi kami nagpapagamit ng cloth, oho. Supply namin 'yun, opo...

00:25:04
FRANCIS: Saan kayo nag-aano nun...?

00:25:07
EDELLMAR: Opo, bigay po ng ano, supply po ng coop, pati mga ano, pati lahat ng, halos karamihan ng part dito may mga alcohol po. Walang magtitipid po basta hanapbuhay 'yung pinaguusapan, gano'n po.

00:25:21
FRANCIS: Kami naman kasi noong nag-intervene kami rito hinanap talaga namin 'yung mananahi na pwedeng gumawa ng mask, tapos naisip namin, "Bigyan natin ng trabaho..."

00:25:34
EDELLMAR: Noong mga una namin puro mga mananahi po ang in-order-an ko, pero noong lumabas po 'yung mga mura na, mas mura na po ngayon. Atsaka ano e, para hindi na lalabhan, 'yung gano'n, mahahawakan pa.

00:25:53
JOMS: May ide-declare na government programs?

00:25:56
EDELLMAR: Wala po sa ngayon. Kumbaga parang ano, kaya pa ho. Medyo may naipon pang kaunti.

00:26:07
FRANCIS: Sa mga coop dito sa Malolos sino 'yung sa liga niyo kumbaga? Size-wise?

00:26:15
EDELLMAR: Mas malaki sa amin ang Ligas coop.

00:26:22
FRANCIS: 'Yung Ligas kasi parang malayo sa sentro pero mayroon din 'yung mga bukid...

00:26:31
EDELLMAR: Mas malaki sa amin.

00:26:34
FRANCIS: Ang SRTs [SOUNDS LIKE]...?

00:26:36
EDELLMAR: Santo Rosario, mas malaki kami. Halos doble namin.

00:26:45
EDELLMAR: Medyo bumagal ‘yung mga ano nila e, ‘yung pag-angat nung mga huling mga taon, pero ‘yun ang una. Dati Santo Rosario... lagpas na ng 50 years ata e.

00:26:58
FRANCIS: Sa may central dati yan e.

00:27:00
EDELLMAR: Medyo bumagal lang sila noong huling sampung taon.

00:27:04
FRANCIS: Tapos ‘yung Matimbo...

00:27:06
EDELLMAR: Pamana, ‘yung malalaking coop dito dati.

00:27:14
FRANCIS: ‘Yun ang ano sa Bulacan kasi, ‘yung coop medyo...

00:27:16
EDELLMAR: ‘Yung top ten sa Region III baka mga pito nun... e Bulacan. ‘Yung top five o top six e nakuha yata ng Bulacan.

00:27:35
FRANCIS: Kumbaga ‘yung coop culture.

Appendix D.2:
Angels Garments Interview Notes

28 August 2020; 2 PM – 3 PM

Recording and Transcription Available as of 8.31

Interviewee: Cecile Tarras, Owner – Angels Garments

Interviewer: Joms Lapira

00:00:12
JOMS: Ma'am Cecile pwede po ba bigyan niyo lang ako ng background diyan sa company niyo? Kailan siya nagsimula tapos ano 'yung nature ng business tapos ilan 'yung employees?

00:00:25
CECILE: 'Yung Angels Insurance actually dati 'yan... Angels Garments for trading [SOUNDS LIKE], 'yun. Manufacturing talaga siya ng mga garments 'tsaka t-shirt, jogging pants, ganyan, at tapos kahit mga jacket gumagawa din kami, sari-sari, very cheap. Kung ano 'yung pwedeng aralin sa makina na kailangan ng customer ginagawa naman, nagagawa naman, tapos nagsimula kami actually 1996 pa, so kaunti lang noon. Noong una couple, isang magasawa talaga 'yung aming tauhan.
00:01:09
CECILE: Oo, 'yung lalake 'yung, 'yung husband 'yung cutter, 'yung, 'yung asawa niya 'yung sawer, isa lang 'yun, then little by little nadagdagan hanggang sa naging sampu, minsan 15. Kaya lang kasi, kumbaga nga mas preferred naming na jina-job out 'pag dumami kasi mahirap mag-maintain ng tao, 'yun, so kaya... awa naman ng diyos nakaka-ano kami, nakaka-cope kami do'n sa requirement ng client kahit malaki. Hindi naman kami 'yung talagang big time na ano, tama lang. Sa mga schools ang kine-cater naming mostly, oo, as far as Bataan, may Paranaque, ayun, Manila, gano'n area, and dito sa Bulacan.
00:01:58
CECILE: So ayun nga, nakaka-sustain naman noon. Marami din, maraming natutulungan. Siyempre 'yung families ng mga tauhan, kaya lang ito talaga ramdam naming 'yung effect nung nag-pandemic, 'yang COVID, kasi siyempre unang-una dapat may social distancing, natigil po 'yung gawa, tapos siyempre nangaunti din 'yung orders especially sa school kasi siyempre 'yung mga bata hindi na pinapasok so wala talaga silang magiging order, atsaka sa ibang company, 'yun, kaya talagang affected mula noong ano—ayun nga buti, kumbaga may ginagawa pa.
00:02:42
CECILE: Pang abroad naman 'yan... 'yung regular naming na kliyente, and after that, kaya nga sabi ni Francis baka makaka-tie up na sana makakatulong na kahit sila lang 'yung kumita kahit hindi na kami, basta 'yung may matahi lang sila. Siyempre iniisip din namin social responsibility mo din 'yun na hindi porke't ikaw ay hindi nagugutom paano naman 'yung mga tauhan mo, iyon.

00:03:10
JOMS: Atsaka ngayon parang ano e, I think 'yung... panalo na sa companies basta mag-survive sila, so kumbaga most of the companies hindi nila intention na mag-earn ng profit, mostly just to survive.

00:03:25
CECILE: Oo, 'yun, totoo 'yun. Hindi kailangan ngayon ng profit, importante ngayon survival...

00:03:32
JOMS: On average po ilan po 'yung nagtatahi sa inyo?

00:03:35
CECILE: E ngayon kami bale apat, lima, ganyan.

00:03:38
JOMS: Four to five?

00:03:39
CECILE: Oo. May mga pami-pamilya ‘yun, e tapos siyempre iba pa ‘yung family nung cutter, ‘yung mga nagti-trim, ‘yan, gano’n.

00:03:49
JOMS: ‘Yun Angels Insurance po ay isang corporation?

00:03:51
CECILE: Corporation siya, oo.

00:03:56
JOMS: So ano naman po ‘yung—I mean since pinaguusapan na po natin ‘yung COVID ano po ba ‘yung nangyari? Can you give us siguro an average, siguro earnings, average number of clients per month or per day, if you could say, before COVID, tapos ngayong COVID ano po ba ‘yung—kumbaga para lang ma-contrast lang natin.

00:04:19
CECILE: Kasi actually ‘yung sa client, ‘yung mga schools ilan ba... kasi, like, halimbawa ngayon ‘di ba pag March mago-order na ‘yung mga school sa amin so mag-start na kami noon ng operations. Ilang schools din ba ‘yun, siguro mga eight schools ‘yun, oo, so mago-order na sila niyan. Wala, ‘yung, actually dalawa ‘yung nagtuloy na may order sila as early as January, so siyempre naka-PO ‘yun so natuloy naman, kaso nga noong pina-deliver sa amin noong July na ‘yun dineliver. Sabi nakiusap naman na half lang ‘yung babayaran, next year na daw ‘yung kalahati, ‘yun.
00:05:15
CECILE: Tapos ‘yung isa naman, so kinuha din kasi last October pa ‘yun in-order, oo. E ‘yung all the rest talagang nag-back off [SOUNDS LIKE] na, and I understand. Saan naman dadalhin ‘yung o-orderin nila wala namang bata. Tapos ‘yung mga companies gano’n din. Ilang companies din ‘yun na pangsarili... ‘yung gamit ng mga emplayado. Like ‘yung, halimbawa ‘yung summer ano ng company, ganyan, wala din siya.

00:05:48
JOMS: Before po COVID ano po ‘yung average annual or monthly revenue?

00:05:55
CECILE: Revenues is income na ‘no?

00:05:58
JOMS: Pwedeng net.

00:06:01
CECILE: Hindi mo masabi kasi iba-iba e.

00:06:02
JOMS: Ano na lang po siguro ‘yung—

00:06:05
CECILE: Iba kasi ‘yung—may period na parang ito ‘yung peak, magiging season.

00:06:10
JOMS: E ‘yung sa annual na lang, parang average.

00:06:14
CECILE: Ng income?

00:06:19
JOMS: Kahit ballpark lang po or estimate lang.

00:06:22
CECILE: More or less siguro mga, more or less nasa mga 800k or...

00:06:31
JOMS: Per annum po?

00:06:31
CECILE: Oo, gano'n.

00:06:32
JOMS: Net po 'to?

00:06:36
CECILE: Ano ba...? Kasi hindi ko namo-monitor ng husto e. Pwede naman, okay.

00:06:42
JOMS: 800k, e ngayon po kaya?

00:06:45
CECILE: Wala talaga, oo. Kasi noong, like, ano, like ito, 'yung actually 'yung huling order ninyo nung sa sustainable ano 'yan e 'di siyempre 'yung resibo namin gagamitin, ibili mo ng—'yung una mayroon pa kaming na-ano na tela, tapos 'yung pangalawa wala na. Talagang halos bayad lang sa, para lang may ano, parang halos nag-breakeven. Totally wala, puro, sabi ko nga e, inaano ko, out kami lahat ngayon, puro out.

00:07:20
JOMS: Hindi man lang umabot ng 100,000?

00:07:24
CECILE: Hindi... magkano ba 'yung naging sales naming ng, itong unang pandemic ay nagka-sales kami pero hindi talaga 'yung sasabihin mong magkaka-income na kami, wala talaga, hindi talaga.

00:07:40
JOMS: Tapos, pero 'yun nga, sabi niyo po kanina 'yung mga employees niyo po, since ano sila parang cash per work, parang 'pag may trabaho 'yun lang, pero itong past five months since wala may programs po ba kayo for them?

00:07:55
CECILE: Hindi, 'yun 'yung past five months nagkaroon parin naman, meron pa, ayun nga lang halos, kumbaga parang halos breakeven kami doon, kasi siyempre noong una 'di ba wala namang natatanggap sa government so binibigyan naming sila, minsan every week, minsan every other week kahit na walang gawa, gano'n. E tapos nakatanggap ng kaunti so sige, tapos pag may tahi sila siyempre hindi naming sila binibigyan, oo.

00:08:23
JOMS: So kumbaga ano po, I mean since pinagusapan na po natin 'yung government support wala pong nakuhang support 'yung company or pati 'yung mga employees?

00:08:32
CECILE: Wala. 'Yung dalawa lang sila mayroon, parang mga... 'yung sa SAP, 'yun lang, oo, 'yun. 'Yung, 'yung isang mag-asawa ko dito na ano, nakakuha sila twice o bale 32 'yun e, so eight 'yun, 8, 16, oo, eight, magasawa, so tig-eight, first time, so 16, tapos naulit, so natuwa naman, tapos 'yung mga mananahi ko din nakakuha, 'yun yata 'yung mga 6,000 something, gano'n, 6.5, oo, tapos 'yung isang kasamahan ko na may disability 'yun lang. Tapos kami din naman since kumbaga parang tinrace naman din siguro, nagbabayad ng SS [SOUNDS LIKE], nakakuha din naman kaming magasawa tig-eight din, so bale—

00:09:19
JOMS: [UN]

00:09:21
CECILE: Hindi ko alam kung saan... ‘yung parang 88, so tapos twice, so, so far, e siyempre grateful ka na rin do’n kesa naman sa totally zero.

00:09:33
JOMS: Pero ‘yung iba pong employees hindi pa nakatanggap?

00:09:35
CECILE: Hindi e, kaya nga—itong huli naman pala mayroon, mayroon naman pero saan ba ‘yun, SAP nga din yata, oo... mga gano’n 6,000. ‘Di ko alam kung bakit may eight, may 6.5 or, hindi ko na inano. Sabi ko, “Pasalamat na lang tayo may tanggap parin kayo.”

00:09:56
JOMS: May iba po bang programs bukod doon sa SAP na in-offer sa inyo or may alam po ba kayo para sa business niyo?

00:10:02
CECILE: Wala, wala parin.

00:10:05
JOMS: How about, ano po, loans? Sino po nag-loan?

00:10:07
CECILE: Hindi e, actually. Kahit sabihin mong may nag pa-offer ng loan parang pag ginrab mo ‘yung loan doon ka rin babaon kasi alam mo naman ang interest hindi naman sila na, wala namang nagpapaloan na sasabihing walang interest or ano, e ‘di, paghahanapbuhay parin ‘yun. Wala talaga. Hindi, hindi naman naga-avail ng...

00:10:30
JOMS: Pero doon po sa business model niyo mayroon po bang overhead expenses? Kasi wala po kayong stay-in na employees talaga e?

00:10:39
CECILE: Mayroon din. ‘Yun ‘yung family na nandito, oo, ilan, so bale actually talagang total, dito ‘yung total number of ano namin is 20 kami, oo, so siyempre panoong hindi magkaka-overhead kahit walang kinikita. ‘Yung utilities, electricity, water, ganyan, telecommunications, tapos siyempre kahit walang gawa binibigyan ko kasi ano naman, nagugutom ‘yung, may anak na...

00:11:12
JOMS: Tapos saan niyo po kinkukuha ‘yung...?

00:11:15
CECILE: ‘Yung binibigay? Siyempre ‘yung savings before na, ano, kumbaga ‘yun ang pinagkukuhanan.

00:11:25
JOMS: May iba po ba kayong parang pinaghuhugutan or... mayroon po ba kayong ibang, at least as a company, may iba po ba kayong naisip na gawin para—

00:11:35
CECILE: ‘Yun ‘yung sina-suggest nga anak ko na sabi niya, “’Nay kung mayroon kakilala na makaka-tie up natin na hospital...” sabi niya, ang gusto niya sana ‘yung kumbaga parang kukuhanin ‘yung, kami ‘yung, kung may makakapag-refer na kukuha kami ng tahi, whatever the cost o kahit sila ‘yung magbigay tela labor lang amin, labor is para lang sa mananahi. Kahit ‘di tayo kumita para lang sila matigil nang...

00:12:06
FRANCIS: Parang cash for work [SOUNDS LIKE].

00:12:07
CECILE: Oo, gano'n.

00:12:11
JOMS: Pero kayo po ba may naiisip kayong magse-sell [SOUNDS LIKE] para sa company? Halimbawa, kasi may mga, may main kayong kailangan baguhin sa operations niyo or sa business, for business niyo?

00:12:25
CECILE: Kumbaga ini-study pa naming, mister ko atsaka 'yung anak ko. Oo, actually 'yung anak ko nago-online din ng business sa abroad kasi sabi nga niya kung hindi tayo magsu-survive 'pag siyempre tumagal 'di ba who knows gaano katagal pa 'to, o, e 'di hindi din naman namin alam kalian ba babalik 'yung sitwasyon na hindi na talaga magno-normal ng dati... kaya lang siyempre 'yung mga schools paano ba... so nagiisip din kami ng ibang alternative na...

00:12:59
JOMS: Ano po 'yung alternative na naiisip niyo?

00:13:01
CECILE: 'Yung kumbaga parang mga, iba na siyang items na pwedeng, like, halimbawa, 'yan 'yung mga medical...

00:13:09
JOMS: Oo, face mask, PPE, pero garments parin po?

00:13:12
CECILE: Oo, 'yun parin.

00:13:16
JOMS: How about digitalization po? Isa ba 'yun tingin niyong mama-maximize niyo or magagamit or not really?

00:13:27
CECILE: Kasi tahian kasi parang hindi siya ano e, oo, hindi katulad ng, halimbawa 'yung mga mayroon kang talent pwede mong i-offer na, 'di ba 'yung mga tutoring, ano, hindi sa ano e, wala...

00:13:49
JOMS: So noong nag-pivot po kayo doon sa face mask tulad po ng sinabi niyo kanina breakeven lang po talaga, wala talaga?

00:13:55
CECILE: Oo, gano'n. Kaya nga kumbaga parang may kinita ng kaunti o 'di, ayun 'yung sumunod na mga months parang 'yun 'yung inaano namin, pang-sustain.

00:14:17
JOMS: Ano 'yung tingin niyong makakatulong sa inyo as a company para makabawi kayo—before that, ano 'yung prospect niyo sa next five months, six months, ano pong outlook niyo sa sitwasyon natin?

00:14:37
CECILE: Actually mahirap talagang sagutin kung... kumbaga parang talagang dapat may makuhanan na may mago-order ng ano, kasi so far wala pa naman kaming ibang, ano, naiisip na pwedeng ipapalit muna siya sa business, kasi kahit naman din, kumbaga 'yung ibang pwedeng mag-work ang hirap din naman ngayon mag-apply ng work, so wala din talaga. Parang ano ka muna, floating at the moment, 'yun lang.

00:15:14
JOMS: Ano po kaya ‘yung tingin niyong solution na pwedeng nating gawin magawa as a country, as people para dito po?

00:15:23
CECILE: Solution ay talagang kailangan, kumbaga parang magkaisa. Ibig sabihin nagkaisa talaga na disiplinahin, ‘yung discipline, kasi hindi lang naman... sabihin mo laging ganyan [SOUDNS LIKE] pero ano ba ‘yung relationship niya doon sa, ‘yung kalikasan, ‘yung parang gano’n. Ano pa ba ‘yung pwede naming mai-contribute ‘di ba? Para hindi makadagdag sa iniintindi ng government, parang gano’n. Na on our own hindi na kami maging pabigat sa gobyerno, parang gano’n, tapos ‘yun nga, sana madisplina ‘yung, displina ng bawat isa na hindi tayo ‘yung maging carrier.
00:16:07
CECILE: At nang talagang as in... kumbaga matigil na ‘yung pagkalat ng ano yan, ng COVID na ‘yan kasi nandoon siyempre ‘yung takot mo ‘di ba na mahawa so talagang wala, paralyzed lahat ng inaanuhan namin e. Kumbaga parang tinitignan naming lahat talaga halos, pero makikita mo ngayon, ano bang pinagkakaabalahan ng mga tao? Magtanim, magluto, which is ‘yun naman talaga ‘yung basic needs natin, pero kumbaga parang paano din, and until when. Kailangan din naman talaga nang bumalik ‘yung economic natin...
00:16:53
CECILE: Kaso nga parang paano ba? Paano ba sisimulan e takot ka rin naman na lumabas-labas muna din, ‘di ba? Ingat-ingat.

00:17:03
JOMS: E for the government naman po, ano kaya ‘yung tingin niyo po mayroon kayong—

00:17:07
CECILE: Makakatulong? Hindi ba pwedeng bumaba na ang ating president? Pwede ba ‘yun? Pwede ba ‘yung request na ‘yun? Diyos ko.

00:17:17
JOMS: Bukod po doon.

00:17:20
CECILE: At mawala na ang korupsyon, which is totoo naman. Marami tayong resources. Alam ‘yan kasi—ako I would honestly say apektado ‘yung mga anak naming, kasi they know it, [UN]. So talaga namang ‘yung korupsyon ang nagpapahirap, ‘di ba? At ang dami. Kung iisipin mo parang, ‘di ba kahit ‘yung previous nangyari ‘yung Yolanda nalaman natin ang daming donate sa ating bansa, ‘di ba? Pero bakit gano’n? Kumbaga parang ‘yung mga naging biktima until now parang biktima parin. Mayroon natulungan pero hind ‘yung nakikita natin na hindi naibigay ‘yung para sa kanila.
00:18:05
CECILE: So kung matitigil talaga ‘yung korupsyon, hindi ba, na talagang with all sincerity ay gagawin nung mga nasa authority, persons in authority ‘yung kanilang dapat gawin e alam mo ‘yun, madi-distribute ng tama ‘yung resources. Hindi maghihirap ‘yung mga Pilipino.

00:18:27
JOMS: Can you be more specific? Kayo po, halimbawa mayroon kayong ire-request sa local government ano bang tulong ‘yung kailangan niyo ngayon?

00:18:39
CECILE: Sa company? Kung mapapabigyan, ‘yung sana is, kung mabibigyan kami ng client na makakagawa kami ng mga items na makakatulong para sa aming mga, sa amin din. Ika nga kung tutulungan din talaga e ‘di ‘yun, mga items na pwede namin i-manufacture malaking bagay ‘yun. Na sana walang halong, alam mo ‘yun, walang halong korupsyon, walang halong, “O, bibigyan kita nito pero ganito, ganito sa akin, sa ganyan,” ‘yun, kasi kung gano’n din lang e you might as well manahimik na lang din.

00:19:21
JOMS: So kumbaga parang “We buy Filipino,” tapos tayo-tayo na ‘yung magtulungan, so imbes na mag-import pa, right?

Appendix D.3:
Bulacan Provincial Cooperative Enterprise Development Office (PCEDO) Interview Notes

Interviewer: Maria Lourdes T. Dizon

Bago ang Pandemya (Disyembre 2019)

1. *Ano ang mag pangunahing produkto at serbisyo sa inyong bayan na ginagawa ng mga maliliit na negosyo?*
   - Since ang Malolos at Paombong ay coastal towns, mostly marine products (bangus, tilapia, sugpo) ang napo-produce
   - Raw products like fingerlings (bangus) ay galling sa Pangasinan and Zambales. Because there are several fishponds nagkukulang ang supply ng fingerlings kaya they also import from Indonesia . Tilapia are sourced from Pampanga and Batangas.
   - Paombong ay kilala din sa pag manufacture ng suka/vinegar
   - Isa sa produkto ng Paombong (Kapitangan area) ay landscaping at pagtitinda ng Garden supplies. Kumikita sila dahil nauso ang pagtatanim.
   - Dahil Malolos ang capital ng Bulakan at sya ang pinaka sentro ng province, mixed products ang mina-manufacture dito. Sya din ang bagsakan ng products galling sa ibat-ibang lugar.
   - Gumagawa din ng bags sa Panasahan, Mambog, Matimbo. Most are subcontractors of a bigger company.
   - They also make bags that are being sold outside Bulacan particularly sa Northen provinces gaya ng Isabela because there are too many competitors in Manila. They also manufacture imitation/fake bags like Barbie school bags, etc.

2. *Para sa mga kooperatiba, paano naapektuhan ang inyong operasyon?*
   - Before the lockdown, smooth ang operation ng mga kooperatiba
   - During lockdown, they stopped operation, bawal mag opisina, can't conduct general assembly.
   - Nataranta ang mga tao (coop members), most pulled out share capitals. Kung hindi na prevent agad , this could cause bank run . It's a good thing na control ng mga cooperatives.
   - Para ma lessen ang takot at doubts ng mga members nag open sila pero nag operate at least 3x a week. Natatakot ang mga members pag walang opisina.
   - Nawalan ng income ang kooperatiba. Under Bayanihan to Heal as One act, may moratorium na extended ang hindi muna pagbabayad ng utang. Dahil sa law na iyon, walang pumapasok na income.
   - Nagkaroon ng protesta ang mga Cooperatives ng Bulacan against sa proposal ng Congress dati na papayagan na 365 days na hindi muna magbayad ng utang. Masyadong matagal yung 365 days at mapipilayan na ang kooperatiba dahil wala ng papasok nap era.
   - Nag agree ang Bicameral to shorten yung proposed 1 year loan moratorium under Bayanihan Act to maximum of just 60 days (Bayanihan 2)
   - Continuous pa din ang pagpapautang nila
   - In fact, ang grupo ng mga cooperatives sa Bulacan ay naglabas ng 31MPhp para sa relief operations
   - Aside from pag utang sa coop, existing pa din ang ibang mapapaghiraman . Kagaya ng 5-6 (bumbay) at paghihiram sa banko

3. *Ano ang mga hadlang sa patuloy na paglago ng mga pangunahing sektor sa inyong lugar?*
   - Noon ay ayaw nila accept na digital age na. Hindi nila kaya adapt ang e commerce, e-payment.
   - Na realize nila during the pandemic na yun na ang pagkakataon na mag online.
   - Nung mga unang buwan ng lockdown, napansin na hirap sila. Sobrang apektado kase limited ang movement ng mga tao (mamimili) kaya limited din ang ang movement ng products/goods.
   - Maliit ang chance na makapag market ng products. Unang una, may schedule ang pag punta sa palengke pati ang pagbubukas ng palengke ay may schedule din. Example ang clients mo ay mga students, nasaan na sila? Wala. Ang kumikita yung mga ambulant vendors.(naglalako).
   - Kaya napilitan mag online ang mga small businesses.
   - hindi dapat ma-tax ang mga small businesses kagaya ng proposal ng DTI, kse sila ang bubuhay sa ekonomiya.

Habang nasa Lockdown (ECQ vs iba pang CQ)

1. *Ano ang mga uri ng community quarantine ang ipinatupad sa inyong bayan noong* nakaraang 4-5 buwan?
   - Pinatupad ang mga CQs sa buong province
   - Sa Paombong ,mas mahigpit kesa sa ibang bayan.
   - Malolos medyo lax ang checkpoints sa highway pero naghigpit sila sa looban. Hindi ka papaalisin or papalabasin kapag hindi ka frontliner at wala ka community pass.
2. *Ano ang mga sektor na direktang naapektuhan ng mga restriction noong unang community quarantine?*
   - Mga restaurants at carideria ay directly affected. No-Dine-In Policy .
   - Transportation sector ay apektado noong hard lockdown
   - Tourism sector ay sobrang affected. Malolos ay madami ang resort.
   - Manufacturing in Malolos continuous operation kahit nung lockdown
3. *May listahan ba ang inyong lokal na pamahalaan ng mga industryang pwedeng mag-operate or bawal pa rin mag-operate kahit lumipat na sa mas maluwag na community quarantine ang inyong lugar?*
   - Mga kainan at karinderia pinayagan na mag open pero kalahati lang. Pero kahit na open na sila, puro takeout and delivery pa din ang gusto ng clients
   - Resorts ay bawal pa din
   - Cinemas and bars bawal pa din
   - Transpo sector ay pwede na mag biyahe. Tricycle 1 lang sakay. Jeep, kalahati lang ng capacity ng sasakyan.
   - Pero kahit pwede na magbiyahe, wala pa din pasahero. Takot sumakay sila sumakay sa jeep.
   - Workforce may scheduling na sinusunod Ex. MWF . 9 am to 3 pm

Pag-angkop sa New Normal (Retrofitting)

- Dahil bawal ang malakihang pagtitipon, PCEDO makes use of webinars/zoom meetings para continuous ang education ng mga members nil ana cooperatives
- Video recorded na ang lectures/training para sa mga members.
- Minimal din ang expenses if online – nakatipid sa food, sa venue.
- Hindi nga lang ganun ka effective . Iba pa din ang face to face, yung may interaction. Aty kung minsan, limited at hindi stable ang connectivity (internet)
- hindi nakapag adapt ang coop sa e-payment. Kung nakahanda lang sana sila, pwede silang maging conduit sa SAP. Remittances agencies like Palawan dun kinikuha ang SAP. Opportunity sana ang crisis kaya lang hindi sila nakahanda.
- Sir Jerry even proposed a year ago sa Cooperative Development Authority (CDA) to adapt online training para mas matipid. Para maka attend ang mga walang time to attend ng mga trainings kagaya ng mga professionals like teachers, employees .
- Ang E- Kaya ay na introduce sa Philippines ang Asean Confederation of Credit Union. It is an na electronic payment platform . Kaya lang, 3 or 4 cooperatives lang ang nag avail. Kung nag nag avail lang sana sila, malaking tulong uyun sa kooperatiba.
- Mahirap sa mga matatandang (matatagalng na establish) na coop sa techonolgy
- Hindrances sa online selling ay connectivity
-

Ano sa tingin ninyo ang ginagampanan ng mga kooperatiba sa pag-adapt sa new normal?

- Ang kooperatiba pa din ang isa sa paraan sa community para maka avail ng soft loans. Kapag maliit na business ka,mahirap or wala ka access sa banko. Madaming requirements ang kailangan sa banko. At least sa coop, pag kilala ka sa community, mabilis mag loan. Referral lang pwede na .

Ano sa tingin ninyo ang ginagampanan ng national at lokal na pamahalaan sa pag-adapt sa new normal?

- bago pa lang mag lockdown. Binilin ni Governor Daniel Fernando na tulungan ang mga negosyanteng maliliit kung paano sila makakabayad ng utang (bigyan ng moratorium). Sinabihan sila na ang mga tenants sa commercial buildings ay tulungan. Hindi muna siningil
- Nag pass ng ordinance simula Marso hangang sa September na wala muna babayaran. Kung maari ay next year na lang. Nasa pang 3rd pandinig na itong proposal.

Appendix E:
Statistics on Cooperatives in the Philippines

Table E.1. Ranking of Provinces in Number of Active Cooperatives, 2019

Province	Number	Population (2020 estimate)	Population-to-cooperative ratio	Rank by number	Rank by ratio
Cebu	889	5,085,215.00	5,720	1	44
Pangasinan	615	3,113,381.00	5,062	2	40
Davao Del Sur	604	2,520,846.00	4,174	3	29
Negros Occidental	544	3,174,387.00	5,835	4	46
Misamis Oriental	517	1,692,003.00	3,273	5	19
Isabela	513	1,685,742.00	3,286	6	20
Benguet	507	848,549.00	1,674	7	3
Bulacan	***502***	***3,646,674.00***	***7,264***	***8***	***62***
Bohol	502	1,365,117.00	2,719	8	10
Nueva Ecija	491	2,355,402.00	4,797	10	39
Iloilo	439	2,549,819.00	5,808	11	45
Batangas	412	3,033,729.00	7,363	12	63
Laguna	399	3,343,708.00	8,380	13	70
South Cotabato	377	1,644,260.00	4,361	14	33
Cavite	342	4,210,862.00	12,312	15	79
Cagayan	337	1,273,324.00	3,778	16	24
Tarlac	324	1,460,132.00	4,507	17	34
Leyte	323	2,124,262.00	6,577	18	56
Quezon	300	2,260,047.00	7,533	19	65
North Cotabato	292	1,527,151.00	5,230	20	41
Zamboanga Del Sur	288	1,928,326.00	6,696	21	57
Camarines Sur	276	2,059,493.00	7,462	22	64
Rizal	268	3,208,962.00	11,974	23	78
Palawan	262	1,216,002.00	4,641	24	37
Lanao Del Norte	259	1,095,276.00	4,229	25	30
Bukidnon	255	1,510,187.00	5,922	26	47
Agusan Del Norte	255	738,771.00	2,897	26	13
Pampanga	251	2,893,623.00	11,528	28	77
Davao Del Norte	244	1,056,458.00	4,330	29	32
Ilocos Norte	232	613,403.00	2,644	30	9
Zamboanga Del Norte	231	1,047,291.00	4,534	31	35
Compostela Valley	223	774,104.00	3,471	32	21
Surigao Del Sur	205	620,529.00	3,027	33	15
La Union	203	828,182.00	4,080	34	27
Ilocos Sur	179	715,820.00	3,999	35	25
Albay	175	1,396,099.00	7,978	36	68
Agusan Del Sur	170	734,991.00	4,323	37	31
Nueva Viscaya	164	482,893.00	2,944	38	14

Negros Oriental	163	1,406,267.00	8,627	39	73
Aklan	150	605,576.00	4,037	40	26
Occidental Mindoro	145	515,134.00	3,553	41	22
Masbate	137	937,086.00	6,840	42	58
Camarines Norte	135	622,520.00	4,611	43	36
Sorsogon	134	845,717.00	6,311	44	51
Bataan	130	836,069.00	6,431	45	53
Capiz	130	803,076.00	6,178	45	50
Zambales	129	894,255.00	6,932	47	60
Surigao Del Norte	129	528,155.00	4,094	47	28
Kalinga	128	220,227.00	1,721	49	4
Zamboanga Sibugay	104	679,409.00	6,533	50	54
Sultan Kudarat	102	855,230.00	8,385	51	71
Davao Oriental	101	600,538.00	5,946	52	48
Oriental Mindoro	101	901,269.00	8,923	52	75
Misamis Occidental	99	627,166.00	6,335	54	52
Dinagat Islands	97	130,668.00	1,347	55	2
Marinduque	86	241,035.00	2,803	56	11
Saranggani	85	583,792.00	6,868	57	59
Southern Leyte	81	444,359.00	5,486	58	42
Aurora	80	227,533.00	2,844	59	12
Antique	80	612,447.00	7,656	59	66
Abra	78	247,405.00	3,172	61	17
Mountain Province	74	156,991.00	2,122	62	6
Ifugao	66	210,669.00	3,192	63	18
Western Samar	65	822,094.00	12,648	64	80
Quirino	64	197,916.00	3,092	65	16
Northern Samar	60	668,768.00	11,146	66	76
Eastern Samar	59	503,498.00	8,534	67	72
Biliran	50	179,359.00	3,587	68	23
Siquijor	49	100,456.00	2,050	69	5
Apayao	49	123,900.00	2,529	69	7
Romblon	46	301,408.00	6,552	71	55
Catanduanes	45	272,945.00	6,065	72	49
Camiguin	36	92,429.00	2,567	73	8
Cotabato City	35	309,500.00	8,843	74	74
Guimaras	24	185,177.00	7,716	75	67
City of Isabela	16	127,726.00	7,983	76	69
Batanes	15	17,875.00	1,192	77	1
Davao Occidental	15	338,923.00	22,595	77	82

Source: Cooperative Development Authority

Note: Ranking excludes NCR as an outlier and BARMM for lack of data.

Table E.2. Statistics on Bulacan Cooperatives vis-à-vis the entire Philippines, 2019

Type of Cooperative	Philippines			Bulacan			% Bulacan to Philippines		
	Number	Members	Employees	Number	Members	Employees	Number	Members	Employees
Agricultural	1,720	186,981	6,652	24	638	23	1.40	0.34	0.35
Consumers	1,213	59,666	4,624	19	1,286	59	1.57	2.16	1.28
Financial	2,743	1,074,921	13,135	84	92,541	605	3.06	8.61	4.61
Marketing	665	43,085	1,858	22	1,092	49	3.31	2.53	2.64
Producers	917	31,484	7,650	41	1,253	101	4.47	3.98	1.32
Service, including social service	742	200,257	72,284	16	4,635	258	2.16	2.31	0.36
Transport	923	24,330	1,124	48	1,532	178	5.20	6.30	15.84
Utilities	99	1,051,755	3,545	1	832	9	1.01	0.08	0.25
Workers	30	3,138	2,606				-	-	-
Multipurpose, advocacy and others	9,529	8,880,103	399,641	247	270,695	2,262	2.59	3.05	0.57
Total	18,581	11,555,720	513,119	502	374,504	3,544	2.70	3.24	0.69

Source: Cooperative Development Authority

Note: Types of cooperatives as indicated in Republic Act. 9520 have been recategorized to reduce the number of categories and accommodate additional types encoded in the database. Agricultural cooperatives also include agrarian reform, dairy, and fisherfolk cooperatives. Financial cooperatives include credit and insurance cooperatives as well as cooperative banks. Service cooperatives also include education, health, housing and labor service cooperatives. Utilities refer to electric and water supply cooperatives. Finally, multipurpose cooperatives have been categorized with advocacy cooperatives and other types.

Table E.3. Financial Statistics of Bulacan Cooperatives vis-à-vis the entire Philippines, 2019 (thousand pesos)

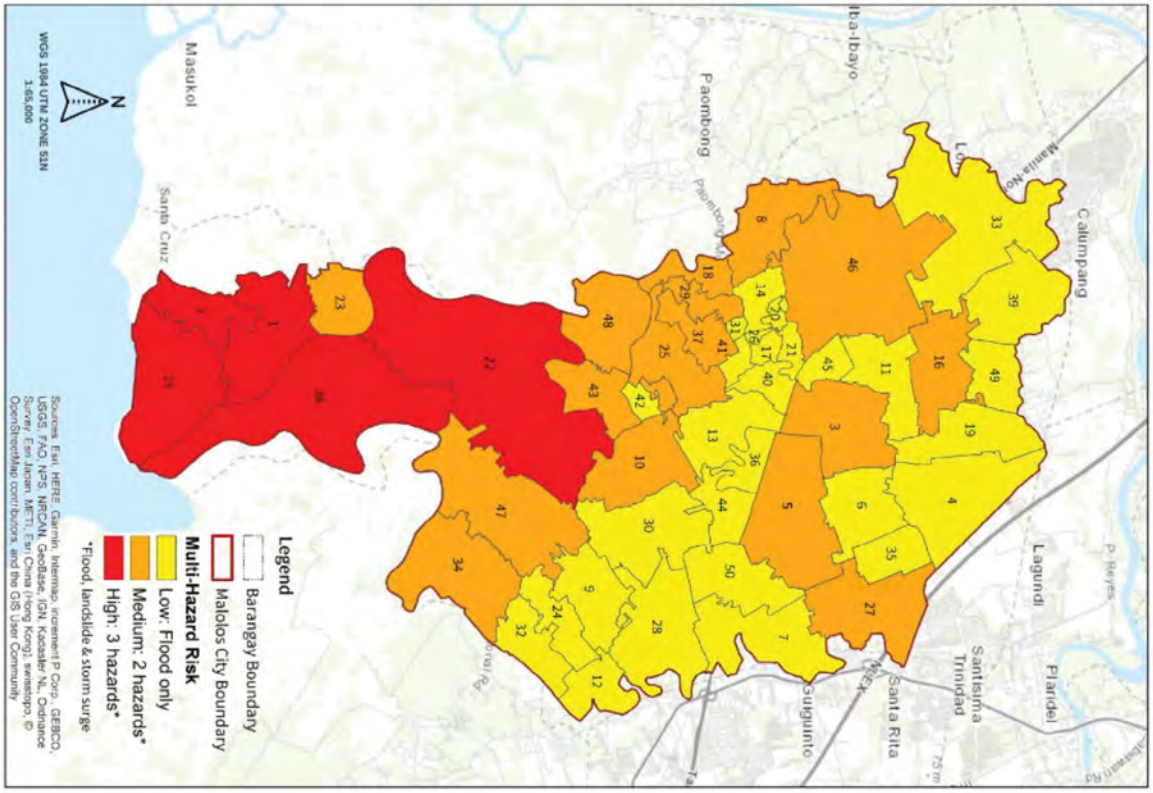
	Philippines		Bulacan		% Bulacan to Philippines	
Assets and Net Surplus						
	Total Assets	Net Surplus	Total Assets	Net Surplus	Total Assets	Net Surplus
Agricultural	6,315,698	140,172	24,892	997	0.39	0.71
Consumers	1,001,067	92,421	42,525	1,364	4.25	1.48
Financial	71,858,719	2,859,467	4,133,749	138,413	5.75	4.84
Marketing	1,598,191	91,125	37,325	1,227	2.34	1.35
Multipurpose, advocacy and others	401,555,309	18,227,639	11,358,896	448,031	2.83	2.46
Producers	2,641,598	89,894	85,717	4,612	3.24	5.13
Service, including social service	9,261,434	332,813	422,986	17,194	4.57	5.17
Transport	429,819	15,519	30,085	1,760	7.00	11.34
Utilities	16,893,781	55,158	9,919	792	0.06	1.44
Workers	207,904	15,996	-	-	-	-
Total	511,763,519	21,920,203	16,146,093	614,390	3.15	2.80
Liabilities and Equity						
	Total Liabilities	Members' Equity	Total Liabilities	Members' Equity	Total Liabilities	Members' Equity
Agricultural	4,416,514	1,892,575	10,176	13,843	0.23	0.73
Consumers	365,386	619,738	25,577	9,450	7.00	1.52
Financial	44,105,332	27,491,407	2,745,192	1,394,530	6.22	5.07
Marketing	855,129	726,030	13,573	23,751	1.59	3.27
Multipurpose, advocacy and others	248,344,080	157,525,284	7,587,236	3,746,371	3.06	2.38
Producers	1,540,328	1,105,847	17,943	66,572	1.16	6.02
Service, including social service	5,376,372	3,902,740	267,882	154,947	4.98	3.97
Transport	172,462	255,916	13,723	17,019	7.96	6.65
Utilities	6,944,521	9,950,177	3,949	5,969	0.06	0.06
Workers	135,592	72,575	-	-	-	-
Total	312,255,714	203,542,290	10,685,252	5,432,452	3.42	2.67

Source: Cooperative Development Authority

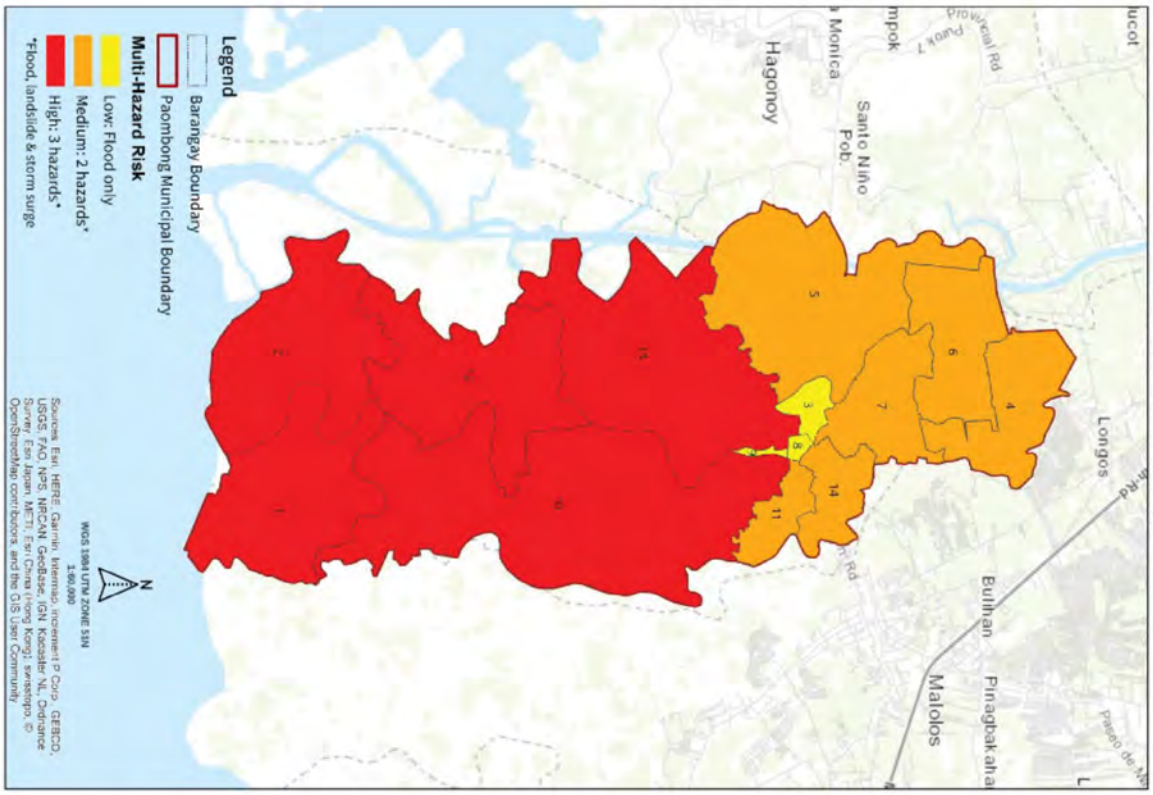
Note: Types of cooperatives as indicated in Republic Act. 9520 have been recategorized to reduce the number of categories and accommodate additional types encoded in the database. Agricultural cooperatives also include agrarian reform, dairy, and fisherfolk cooperatives. Financial cooperatives include credit and insurance cooperatives as well as cooperative banks. Service cooperatives also include education, health, housing and labor service cooperatives. Utilities refer to electric and water supply cooperatives. Finally, multipurpose cooperatives have been categorized with advocacy cooperatives and other types.

Appendix F:
Multi-Hazard Susceptibility Maps of Malolos and Paombong

Malolos



Paombong



Rapid Situation Analysis of the Impacts of COVID-19 on MSMEs in Malolos and Paombong