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## Research Article

### Promoting Intergenerational Approach in Local Governance for Inclusive, Sustainable, and Resilient Pandemic Recovery: The Case of the City of Malolos

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#### ABSTRACT

The study aimed to find ways to promote an intergenerational approach for inclusive, sustainable, and resilient pandemic recovery of the City of Malolos by assessing the current efforts of the city and the willingness to participate of four hundred selected citizens. The findings revealed that the City of Malolos has continuously worked to prevent and mitigate the virus while considering partnerships with non-governmental and private organizations, interagency collaborations, and community inputs. The study also revealed that respondents across different generations are willing to participate and collaborate with people from different age groups towards pandemic recovery: to voice out the needs and interests of people of their age and people younger than them; to understand and be understood; to feel a sense of fulfillment and community. The researchers suggested that the city should further encourage organization and cross-sectoral collaborations, promote understanding between generations, mobilize social media platforms, conduct educational forums, and apply intergenerational lenses to recognize challenges and opportunities concerning the pandemic.

**Keywords:** *Collaboration, Cooperation, COVID-19 pandemic, Intergenerational, Pandemic Recovery*

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#### Introduction

Seizing the opportunities to advance intergenerational understanding and solidarity amidst the pandemic would allow local government to foster joint action to address the current crisis and challenges. Intergenerational

approaches connect children, youth, middle-aged, and senior citizens, recognizing their positive contribution and participation in local governance. It encourages collaborations among generations, aiming to meet the needs and interests of all ages while considering the

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next generations. It considers partnerships essential among local governments, older adult living communities, schools, businesses, local cultural and community organizations, families, and community members of all ages (Generations United, 2014, cited in Kaplan et al., 2017).

Asian countries such as Singapore, Malaysia, and Japan have shown concerns in promoting intergenerational collaboration and incorporating such approaches in public policies and programs to fight ageism or the existing stereotypes on the ground of one's age. Studies conducted in these countries are concerned with how intergenerational approaches are crucial in advancing the social well-being of younger and older generations, social trust, and building healthy and age-friendly communities. Intergenerational exchanges and learning also exist in Filipino's everyday lives. The Philippines has the concept of intergenerational, but they were not aware that it existed (Oropilla & Guadana, 2021). It was in cultural values learned from family ties and their concept of "kapwa." However, there are still limited studies emphasizing how promising an intergenerational approach is to ensure participative governance and inclusive recovery from the COVID-19 pandemic, to promote active citizenship, social well-being, and a sense of community, affected by the pandemic, while also resolving issues such as ageist views and generational gap. Now more than ever, local government must ensure that the crafted policies and programs are based on the citizens' actual needs and that it crosses all ages, leaving no one behind.

## Literature Review

**Intergenerational Approach.** The COVID-19 pandemic has hindered intergenerational connections (Generations United, 2021). Physical distancing and lockdown measures have disrupted interpersonal relationships and connectedness (United Nations, 2020). It has also revealed exclusionary practices at the government planning table (Rajan et al., 2020, cited in Canares et al., 2020).

In the same manner, Falanga (2020) reiterated that various restrictions imposed under the pandemic had adversely affected the participatory practices of communities. It created

hesitation among citizens to participate in local gatherings and public consultations. Stok et al. (2021) emphasized that while preventive measures kept everyone safe from the virus, it has posed negative consequences to the mental health and well-being of different age groups from children, adolescents, young adults, parents, to the elderly.

Druedhal et al. (2021) stressed that while lessons of COVID-19 are still fresh, future pandemic resilience initiatives must contribute to equitable and effective collaboration and knowledge-sharing. Collaboration is essential for initiatives and efforts in the fight against COVID-19.

As of the writing of this paper, the national and local governments are continuously considering various pandemic recovery measures, such as reopening the economy, intergenerational and open spaces, vaccination, and relaxed restrictions. The challenge for most local governments is how to make these recovery measures more inclusive, sustainable, and resilient; how the government can mitigate other impacts of COVID-19 through this; and how it can promote an age-friendly and healthy community, bringing all generations together.

Intergenerational collaborative approach entails working together with younger and older generations in the community (Babnik & Trunk Sirca, 2014). It has the power to overcome social stereotypes as it allows healthy knowledge transmissions between different ages, aiming to understand each other's experiences. Cooperation between generations can pave the way for transformative partnerships, in which generations collaborate rather than compete for their rights to participate. Engaging people of all ages means inclusion. And, ensuring collaboration between youth and adults can also ensure that programs will increase and continue in the future (Checkoway & Richard-Schuster, 2009).

Approaches that encourage generations to work, cooperate, and collaborate are commonly known as intergenerational programming (Alcock et al., 2011). It is also an intergenerational approach, long or short-term, that can happen in different settings such as schools, communities, and youth organizations. Related studies have proven its positive impact and

influence on people of all ages, including their perceptions and attitudes towards people from other age groups. According to Sherrod et al. (2002), as cited by Alcock et al. (2011), an intergenerational approach could promote social inclusion and a sense of community. Therefore, it can address loneliness and isolation, low self-esteem, mental health, and well-being among people of all ages.

Related studies on intergenerational approaches highlighted its positive outcomes and advantages; its linkage to sustainability, inclusiveness, and resilience; and how it promotes collaboration between generations to address societal issues. These shed light on the advantages of the intergenerational cooperation approach when applied in local governments' pandemic recovery considerations.

Martins et al. (2019) revealed that most intergenerational programs have positive outcomes for both young and old adults. These programs are a form of social intervention which nurtures the transfer and exchange of knowledge, skills, and resources. Considering this, different generations experience and explore each other's similarities and differences through awareness and understanding. Hence, allowing self-esteem growth and improving both generations' mental and physical health and cognitive functions. O'Connor et al. (2019), on the other hand, also highlighted that the pathway towards community strengthening is through intergenerational connection. Connecting local citizens of different ages may lead to more excellent health, enabling better functioning within communities. They have also stated that listening to the views and perspectives of children and adults can provide insights that enhance communities' features on health and wellness. Therefore, community initiatives on intergenerational connection can promote active and healthy aging, founded on respect, social inclusion, and healthy communication.

According to Baschiera et al. (2019), intergenerational programs are a solution to the challenges of the aging population as it promotes inclusion, active citizenship, and personal development. The study also emphasized that intergenerational programs built on the positive resources the different generations

have offered practical ways to build active communities. It revitalizes social bonds, promotes citizenship, and reduces inequalities for all. Hence, age policies and actions for smart, sustainable, inclusive growth must encourage intergenerational programs and learning. Furthermore, the study highlighted that societies must take advantage of intergenerational learning for it will lead to social cohesion, solidarity, and active aging, while promoting economic growth.

According to Kaplan et al. (2017), the intergenerational paradigm can significantly impact how people perceive, acknowledge, develop, and sustain a civic society. Moreover, they have also argued that intergenerational relationships are vital in sustaining individual health and well-being, families and family life, strong communities, promoting lifelong learning and education, and establishing sustainable work environments.

Thang et al. (2013), in their study entitled "Intergenerational Pathways for Building Relational Spaces and Places," emphasized that intergenerational engagement and cooperation can prosper through establishing public places and spaces. Spaces that nourish a sense of community and promote intergenerational exchange. It is also vital to create public spaces conducive to healthy interaction and communication, where the generations can readily meet and develop relationships with one another.

Knight (2012) stated in his article entitled "Funding Intergenerational Initiatives to Strengthen Local Communities" that both national and local governments play an essential role in expanding the intergenerational project within communities. Local governments should encourage collaboration between sectors to build intergenerational approaches and adopt intergenerational co-design approaches in public planning and consultations. The article further discussed elements that made intergenerational initiatives successful. Intergenerational initiatives should be based on a common interest or a shared goal among different ages. Also, it is crucial to involve different generations in developing these initiatives to recognize that every participant has something to offer. On the other hand, the national government's role is to improve cross-generational

relationships and remove barriers that prevent organizations from supporting the idea of working together across generations, ensuring that new and existing policy is age-friendly.

Mannion (2012), in his work entitled "Intergenerational Education: The significance of Reciprocity and Place," expounded on the interconnectedness of intergenerational practice and intergenerational education. The article highlighted that intergenerational practice should have an educative role. It must be based on communications and actions, which makes it a lifelong, relational, reciprocal, and participatory process of learning which addresses issues and challenges existing in communities.

Van Vliet (2011), in his writing entitled "Intergenerational Cities: A Framework for Policies and Program," asserted that intergenerational integration will enable cost-effective and age-integrated policy formulation, implementation, and mobilization.

Policymakers can look at the bigger picture, showing overlaps, relationships, and connections between the needs of people instead of comparing and weighing competing alternatives. On the other hand, he also mentioned challenges to intergenerational integration. It includes the existing misperceptions and age-related stereotypes of young people to elders: elders to young people will significantly affect their relationship. Alongside this is the existing social and economic constraint; children, youth, and older people may belong to disadvantaged groups. Low incomes and other issues restrict their mobility, making it difficult to interact, participate, and collaborate.

Intergenerational cooperation has a crucial role that enhances the social capital towards pandemic recovery, making people of all ages become part of building a society that addresses issues in health, environment, and various aspects affected by the pandemic.

**Pandemic Recovery.** Recovery from the pandemic is not an easy task to accomplish (Bridges et al., 2020). National and local governments have made efforts towards recovery, involving relaxed regulations to reopen economies and public spaces. Communities need to recover as quickly as possible. However, there is no way local communities can return to the way it was before.

Governments must be prepared to adjust and respond to the crisis's projected impacts (Felices, 2021). This ability to adapt depends on the decisions and actions of key players within the system and the national government's institutions and processes (Blanchet et al., 2017). Furthermore, the role of local government units emphasizes the necessity of creating partnerships and supporting civil society participation in crisis management (Recio et al., 2020).

While both the national and local governments manage related risks and threats amidst the new normal, it is also crucial for them to reconsider efforts as early as now to rebuild the country from the losses and effects brought by the impact of the COVID-19 pandemic. The local governments are at the forefront of the pandemic response efforts that should lead to the recovery process of their jurisdictions. The Department of the Interior and Local Government (DILG) and the World Bank provided guiding principles for COVID-19 rehabilitation and recovery planning to ensure that it is sustainable. According to the LGU Guide for Rehabilitation and Recovery from COVID-19 provided by the DILG, pandemic recovery programs should be broad enough to cover all the affected sectors. It should also consider the needs of all those affected, making sure that it is inclusive.

Moreover, the DILG and World Bank (2021) highlighted that these recovery programs must be participatory. Local governments must ensure that all processes instill public trust, partnership, collaboration, and unity of efforts. In times of public health crises, natural disasters, and rapidly approaching challenges, the governments and citizens must work together (Davenport et al., 2020).

On the other hand, Shulla (2021) suggested that the process and policies toward post-pandemic recovery can be based on sustainable frameworks. They emphasized that the 2030 Agenda for Sustainable Development can provide a framework and guideline toward a sustainable future beyond the pandemic. The crisis has indeed affected countries' trajectory towards sustainability. It puts growing pressure on innovation and collaboration, but it is also an opportunity for the government to push through its commitment to the Sustainable

Development Goals 2030. It is vital to have inclusive partnerships and collaboration at the global, regional, national, and local levels, based on principles and values and a shared vision and goals that prioritize people and the planet to strengthen the recovery from the pandemic. There has never been an essential time to establish partnerships and secure the following years of sustainable development collaboration (United Nations, n.d.)

### Research Questions

Hence, the general problem of the study is to find ways on how intergenerational approach can be promoted for inclusive, sustainable, and resilient pandemic recovery in the City of Malolos. Specifically, it sought answers to the following questions:

1. What are respondents' demographic profile in terms of:
  - a. Age
  - b. Gender
  - c. Civil Status
  - d. Educational Attainment, and
  - e. Occupation?
2. What are the pandemic recovery programs of the City of Malolos that promote intergenerational cooperation that is:
  - a. Inclusive
  - b. Sustainable; and
  - c. Resilient?
3. What is the level of willingness of the respondents to participate in future intergenerational initiatives of the City of Malolos towards pandemic recovery?
4. What are the perceived challenges and opportunities of the respondents in the pandemic recovery of the City of Malolos?
5. What action plan may be proposed to further strengthen and promote an intergenerational approach for inclusive, sustainable, and resilient pandemic recovery programs and healthy communities?

### Methods

To meet the study's objectives, the researchers used a descriptive and mixed methods approach in data gathering, analysis, and interpretation. The researchers used key informant interviews, individual interviews, secondary data from the City of Malolos and

their online website, and survey questionnaires.

The researchers chose two communities as the locale of the study. The researchers considered the geographic location based on accessibility since (1) Guinhawa and (2) Tikay are conveniently available for accessible transportation for data gathering. Guinhawa is one of the smallest, with 1 236 total population, and Tikay is one of the largest barangays with 11 479 total population in the City of Malolos. Aside from these, the researchers chose these two (2) barangays for an in-depth analysis as barangays were primary partners and collaborators of the city and recipients of the programs the City of Malolos has implemented. Thus, providing a broader perspective of the pandemic recovery programs of the city.

The participants for the key informant interview (KII) involved (5) department heads from the city of Malolos, from the Department of Interior and Local Government, City Social Welfare and Development Office, particularly the Community Affairs Division, City Health Office, City Disaster Risk Reduction Management Office, and the City Training Employment and Cooperative Office. The researchers believed that these offices were the frontrunners in ensuring the pandemic recovery of the city. Moreover, the key informant interviews (KII) involved the barangay captains of the two (2) selected barangays. Overall, the total number of participants for the key informant interviews was seven (7).

On the other hand, the researchers conducted individual interviews involving eight (8) participants, two (2) per generation: Generations Z, Millennials, Generations X, and Baby Boomers. Furthermore, the researchers used quota random sampling. In deciding the appropriate sample size, the researchers used Slovin's formula. The respondents for the survey questionnaires were 392, equally dividing it into subgroups. In the combined population of the two barangays, Barangay Tikay was 90.28%, and Guinhawa was 9.72% population in percentage. Thus, Barangay Tikay had 88 respondents per each generation whereas Guinhawa had 10. Overall, each generation involved 98 respondents. The total survey respondents were 352.

## Measures

In collecting the demographic profile of the respondents, the researchers utilized multiple selections for their age/generations, gender, civil status, educational attainment, and a blank space for occupation. The second research question was addressed by collecting secondary data from the authorized documents that the City of Malolos provided to the researchers, published documents, and the city's online website. The researchers have also utilized key informant interviews with key and transition questions which rigorously reflected the perspectives of department heads and the barangay captains about the pandemic recovery programs of the city.

To further strengthen the findings and gather more information, the researchers prepared self-made questionnaires based on their readings, reviews of related literature, and published theses. For validation purposes, the questionnaire was given to the Department of Public Administration and Governance adviser and professors. They are referred to as professionals and experts in public administration. They were asked for recommendations and comments if the items in the questionnaire were relevant to the research problem. After the validation process, the researchers conducted pilot testing of the questionnaires and interviewed 10 respondents to determine whether the items were unequivocal to them. Afterward, the researchers revised the items for clarity.

The survey questionnaire has consisted of four (4) parts: the respondent's profile, basic information about the current intergenerational approach of the City of Malolos amidst the pandemic, willingness to participate in future intergenerational initiatives, and perceived challenges and opportunities of the respondents in the pandemic recovery of the city.

In the second part of the research instrument, the researchers incorporated closed-ended questions answerable by Yes, no, or not sure. This part aimed to assess the progress of the City of Malolos in promoting and allowing intergenerational cooperation and collaboration amidst and towards pandemic recovery through the lenses of respondents. In terms of

assessing the respondents' willingness, the researchers provided questions related to their willingness to spend time, invest money, support municipal initiatives, encourage families and friends, join discussions, share their challenges, voice out their interests, collaborate with other people, and be part of building an action plan towards pandemic recovery and a community that recognizes all ages. The researchers used the Five-Point Likert scale to assess the level of willingness the perceived challenges and opportunities of the respondents.

## Data Analysis

The researchers analyzed qualitative data gathered using description and thematic analysis. Thematic analysis was helpful since it allows the researchers to split and categorize vast volumes of data in a much easier way to comprehend. It may help identify personal information like the participants' experiences, ideas, and opinions (Braun & Clarke, 2006). The interview transcript from key informant interviews and individual interviews were the basis for data analysis. The researcher interpreted and looked for the patterns of similarities and differences, which were categorized based on the arising themes. On the other hand, the data gathered using a quantitative method were analyzed using descriptive statistics. It helped the researchers extract the percentage and compute the mean of the answers to the questions provided in the five-point Likert scale.

## Results and Discussion

### *Demographic Profile of the Respondents*

**1.1 Age.** Each generation consists of twenty-five percent (25%) of the total respondents.

**1.2 Gender.** Most of the respondents are female, with a percentage of 54.1.

**1.3 Civil Status.** The respondents are primarily single, with a total percentage of 46.68.

**1.4 Educational Attainment.** The respondents are mostly high school graduates, with a total percentage of 47.45.

**1.5 Occupation.** Most of the respondents are employed, with a percentage of 49.74.

*The pandemic recovery programs of the City of Malolos promoting intergenerational cooperation and collaboration*

The City of Malolos has existing programs that promote intergenerational collaboration and has the potential to build healthy relationships between younger and older generations. In ensuring inclusiveness, sustainability, and

resiliency, findings revealed that the city has intergenerational commitment involving different organizations, mechanisms that recognize each generation's strengths and contribution, and settings that encourage interaction and sharing among generations amidst the pandemic (See Table 1).

*Table 1. Basic Information*

Questions	Generations	Yes	No	Not sure
1. Does your community have an intergenerational commitment that crosses different sectors of your community, from local schools, children and youth organizations to older adult service providers, businesses, charitable organizations, and local government?	Generation Z	53	25	20
	Millennials	57	14	27
	Generations X	59	19	20
	Baby Boomers	52	17	29
	<b>TOTAL</b>	<b>221 (57%)</b>	<b>76 (19%)</b>	<b>95 (24%)</b>
2. Does your community recognize and utilize the strengths of each generation (from children to senior citizens) to plan and develop policies and systems that would support positive engagement and outcomes for all ages amidst the pandemic?	Generations Z	71	10	17
	Millennials	70	8	20
	Generations X	76	6	16
	Baby Boomers	69	8	21
	<b>TOTAL</b>	<b>286 (73%)</b>	<b>32 (8%)</b>	<b>74 (19%)</b>
3. Does your community have settings or facilities that enable people of all ages to share their talents and resources to support each other amidst the pandemic?	Generations Z	63	18	17
	Millennials	63	16	19
	Generations X	64	12	22
	Baby Boomers	55	15	28
	<b>TOTAL</b>	<b>245 (63%)</b>	<b>61 (16%)</b>	<b>86 (22%)</b>
4. Have you been invited to join public consultations, forums, and assembly within your community that aims to tackle your needs and interests as an individual amidst the pandemic?	Generations Z	30	66	2
	Millennials	47	47	4
	Generations X	55	38	5
	Baby Boomers	51	43	4
	<b>TOTAL</b>	<b>102 (26%)</b>	<b>281 (72%)</b>	<b>9 (2%)</b>
5. Have you experienced working with other people (youth, middle-aged, and senior citizens) initiated by the City of Malolos amidst the pandemic in your community?	Generations Z	15	82	1
	Millennials	33	60	5
	Generations X	27	71	0
	Baby Boomers	27	68	3
	<b>TOTAL</b>	<b>102 (26%)</b>	<b>281 (72%)</b>	<b>9 (2%)</b>

The findings from the respondents' perspective are consistent with the key informant statements. The efforts of the city to recognize the strengths of each generation in their programs and policies are crucial steps in promoting collaborations among generations. It is critical to understand a generation with distinct attitudes, behaviors, and experiences that can contribute to developing a collaborative culture in local governance. People who are aware of their strengths and the natural strengths of each generation may be able to understand better others, recognize how they are perceived, and recognize how their strengths blend well with others (Chaney, 2014).

Moreover, the City of Malolos has considered interagency collaboration, partnerships with non-governmental organizations and private institutions, and community involvement. To substantiate this claim, the researchers interviewed city department heads.

*CDRRMO Department Head: "In Disaster Management's planning stages...all stakeholders and responsible officers are involved. Our partner in disinfection and health protocols is KABALIKAT CIVICOM, they are also part of risk communication. For security, peace, and order, we have volunteer organization like KID APO, BANTAY-BAYAN, and course multipliers for border control. We also reached out for Pastoral Administrative Council and church group chats to give psychosocial support. We partner to provide what you need and to fill what our city government cannot provide."*

*Division Head of City Training Employment and Cooperative Office: We have interagency collaboration with DOLE, DOST, OWWA, and DORT.*

*City Health Office Department Head: "There are private institutions who offer their help...Community involvement, on the other hand, is their cooperation through reporting positive cases."*

*Barangay Captain of Guinhawa, City of Malolos: "Last August, we decided to delegate to Barangay Development Council the steps to be taken during the 'New Normal.' We are conducting BDC Session with seven elected officials and 14 members from various sectors of the*

*barangay, such as Senior Citizens, Out of School Youth, LGBTQ, TODA, PWD, Solo Parents, Pastoral, Scholars, and many others."*

*Barangay Captain of Tikay, City of Malolos: "The office of the punong barangay coordinated with the office of the city mayor, DSWD, and other NGOs for the different programs/projects and safety protocols that would be implemented in order to recover from the pandemic."*

Intergenerational partnerships that promote connections and interdependence are critical in promoting a community for all ages. This approach can significantly benefit systemic efforts in education, healthcare promotion, family planning, and environmental issues (Henkin & Butts, 2012). In addition, incorporating intergenerational lenses into initiatives of local governments in addressing current issues would add value and increase the chances of success.

On the other hand, the city has inclusive, sustainable, and resilient pandemic recovery programs that promote intergenerational collaboration among generations. Inclusive programs aim to leave no one behind, regardless of age and status. This is seen in the vaccination and livelihood programs of the city. Sustainable programs aimed to advance ecological balance amidst the pandemic and consider future generations. This is seen in environmental programs and effective parenting style seminars in the city. Lastly, resilient programs aimed to help citizens cope with the pandemic's current impacts. Home Care Support Services for Senior Citizens (HCSSSC) of the city is an example.

*The level of willingness of the respondents to participate in future intergenerational initiatives of the City of Malolos*

The grand mean of the level of willingness of the respondents to participate in intergenerational initiatives of the City of Malolos is 3.8 with a verbal interpretation of Willing. Given the quantitative findings (See Table 2), the respondents from different generations are willing to support intergenerational initiatives of the City of Malolos and willing to collaborate with people from different age groups, given that it got the highest mean.



Table 2. Level of Willingness of the Respondents

Willingness to participate	Gen Z Mean	Millennials Mean	Gen X Mean	Baby Boomers Mean	Overall Mean	Verbal Interpretation
1. I am willing to spare time in attending intergenerational programs in the community.	3.89	3.55	3.65	3.55	<b>3.66</b>	<b>Willing</b>
2. I am willing to invest money for transportation and food to attend an intergenerational program.	3.41	3.34	3.51	3.27	<b>3.38</b>	<b>Moderately Willing</b>
3. I am willing to support municipal initiatives that aim to promote collaboration between people of my age and other age groups.	4.12	4.00	4.07	3.90	<b>4.02</b>	<b>Willing</b>
4. I am willing to encourage my families and friends to join an intergenerational program.	4.08	3.73	3.94	3.71	<b>3.87</b>	<b>Willing</b>
5. I am willing to join discussions with people of all ages about the issues and challenges faced by our community.	3.87	3.70	3.79	3.51	<b>3.72</b>	<b>Willing</b>
6. I am willing to share challenges I experienced amidst the pandemic because of my age.	3.72	3.79	3.96	3.92	<b>3.85</b>	<b>Willing</b>
7. I am willing to collaborate with people from different generations.	4.08	3.85	4.08	4.0	<b>4.0</b>	<b>Willing</b>
8. I am willing to contribute to building an action plan for pandemic recovery by voicing out the needs and interests of people of my age.	3.94	3.87	3.94	3.95	<b>3.92</b>	<b>Willing</b>
9. I am willing to be part in building an age-friendly community towards pandemic recovery.	3.95	3.76	4.02	4.04	<b>3.94</b>	<b>Willing</b>
10. I am willing to share ideas and opinions for the improvement of the pandemic recovery programs of the city.	3.94	3.82	4.05	3.98	<b>3.95</b>	<b>Willing</b>
<b>GRAND MEAN</b>	<b>3.90</b>	<b>3.74</b>	<b>3.90</b>	<b>3.78</b>	<b>3.83</b>	<b>Willing</b>

Legend: 5.00-4.21 Very Willing 4.20-3.41 Willing 3.40-2.61 Moderately Willing 2.40-1.81-Somewhat Unwilling 1.80-1.00 Unwilling

However, it can be concluded that spending time and investing money in attending future programs aiming to promote intergenerational collaborations towards pandemic recovery are the primary challenges for the respondents, given that it has the lowest mean. It is consistent with the qualitative findings, which revealed that participants are willing to participate, but their current needs to fulfill and obligations at home, work, and school, limit their mobility and time to participate. In Maslow's hierarchy of needs perspective, it is harder for individuals to move toward higher needs such as love, esteem, and self-actualization if they struggle to meet their basic and security needs. By looking at this spectrum, citizens' willingness to participate will be hindered by time constraints, obligations to their home and work, and financial difficulties.

Furthermore, the participants identified that the differences in perception, cultural beliefs, and physical capacity between generations would become challenges once the generations gather to collaborate. It is consistent with the claims of Van Vliet (2011) that existing misperceptions and age-related stereotypes of younger to older and older to younger generations and differences in cultural beliefs are a challenge in intergenerational integration. Aside from that, despite their willingness, societal and economic barriers limit generations' ability to contact, engage, and collaborate.

On the other hand, qualitative findings revealed that younger generations, Generations Z and Millennials are willing to participate and collaborate with other age groups because they believe that participation is not about one's age. They wanted to amplify the needs of people of their age. Markovitz (2021) emphasizes that young people are fighting this crisis and visualizing a better future. Millennials and Generation Z can join forces to address how they can engage in decision-making while maintaining their energy, optimism, and fierce sense of

justice. Giving young people and millennials a role in decision-making, building solutions, and long-term change for pandemic recovery plans will also ensure a brighter future for the next generations.

Moreover, older generations, Generations X and Baby Boomers, are willing to participate in intergenerational initiatives of the city toward pandemic recovery because they want to be understood and understand and feel a sense of belonging. In their article, Nolan (2011) emphasized that older people desire to feel secure, capable of participating, recognized, and valued by others. Moreover, older people aim to interact among different age groups to disprove stereotypes about older and younger people.

#### *Perceived Challenges and Opportunities of the respondents in the Pandemic Recovery of the City of Malolos*

The grand mean of the respondents' perceived challenges in the pandemic recovery is 3.88, which means that the respondents Agree with the statements provided (See Table 3). The respondents viewed the environmental aspect of pandemic recovery as a huge challenge, given that the increase in waste generation, climate change, and pollution got the highest mean. Consistent with the perceived challenges in qualitative findings, participants viewed environment, technology, and leadership as the main challenges.

Poursadeqiyan et al. (2020) highlighted how the COVID-19 pandemic impacted the environment and suggested the need to reduce waste production and environmental protection as part of the response to the crisis. The current situation is a wake-up call for the government, policymakers, entrepreneurs, and environmental organizations to work together to address ongoing climate change issues and design a cleaner, greener future for future generations (Debata et al., 2020).

Table 3. Perceived Challenges of the Respondents

Challenges	Mean	Verbal Interpretation
1. Affordability and Cost of Living	4.14	Agree
2. Rapid population growth	4.02	Agree
3. Increase in waste generation	4.19	Agree
4. Climate change and pollution	4.19	Agree
5. Existence of misperceptions and age-related stereotypes of young to older people: elders to young people	3.64	Agree
6. Adjustments on advanced technologies	3.74	Agree
7. Leadership competencies of leaders	3.91	Agree
8. Low participation and engagement in public meetings and forums	3.66	Agree
9. Intergenerational programs continuity	3.68	Agree
10. Digital security	3.67	Agree
<b>GRAND MEAN</b>	<b>3.88</b>	<b>Agree</b>

Legend: 5.00-4.21 Strongly Agree 4.20-3.41 Agree 3.40-2.61 Neither Agree nor Disagree 2.40-1.81 Disagree 1.80-1.00 Strongly Disagree

Moreover, Bhalla (2021) emphasized an existing leadership challenge during the pandemic. Like the participants' perspective, their article highlighted that leaders' political commitment could not go far without a strong sense of discipline, community spirit, and social consciousness. That is why leaders must listen to the needs and interests of their constituents since they influence how communities would recover from the pandemic.

On the other hand, the grand mean of the respondents' perceived opportunities is 3.89, which means that the respondents Agree with the statements (See Table 15, page 61). The re-

spondents viewed intergenerational partnerships between schools, organizations, and religious groups within the community as the main opportunity for pandemic recovery of the city, given that it received the highest mean. However, although they agreed, the respondents are skeptical of accessible and affordable healthcare services and easier access to government service as opportunities in the pandemic recovery of the City of Malolos, given that it received the lowest mean. It suggests that the city should work more to ensure accessible and affordable healthcare and government services for citizens of all ages.

Table 4. Perceived Opportunities of the Respondents

Opportunities	Mean	Verbal Interpretation
1. Essential services are affordable and accessible to all	3.87	Agree
2. Easier access to government services	3.70	Agree
3. Livelihood trainings and skills development	4.03	Agree
4. Increase employment and job opportunities.	3.94	Agree
5. Accessible and affordable healthcare services	3.71	Agree
6. Safe and secure environment	3.74	Agree
7. Availability of safe and comfortable transportation	3.89	Agree
8. Accessible public and green spaces (parks, open spaces for leisure activities)	3.90	Agree
9. Interpersonal connectedness.	3.98	Agree
10. Intergenerational partnerships between schools, organizations, and religious groups within the community.	4.15	Agree
<b>GRAND MEAN</b>	<b>3.89</b>	<b>Agree</b>

Furthermore, it is noteworthy that in qualitative findings, participants viewed social services and advancements in technology as challenges. However, it is also emphasized that they have seen these aspects as an opportunity for the local government to improve services towards pandemic recovery.

### ***Implications of the Findings***

The findings revealed that the City of Malolos, including the chosen communities of Barangay Tikay and Guinhawa, have continuously prevented and mitigated the spread of the virus to secure continuous recovery from the pandemic. The key informant interviews highlighted how it is crucial to consider citizens' inputs in addressing current social issues we face and how vital partnership and collaboration are in responding to all citizens' current needs.

Further, the City of Malolos and the communities of Barangay Guinhawa and Tikay have already made progress in promoting intergenerational collaboration through their cooperation with different sectors, available intergenerational settings such as covered courts, and acknowledging the strengths of people of all ages in creating policies and programs amidst the pandemic.

However, communities need to encourage more participation from younger generations by inviting them to public consultations to be part of local decision-making and not limit their capabilities amidst the pandemic. Given the findings, most of the respondents who are not invited to these local forums that aim to tackle the need and interests of the citizens are from Generations Z. The researchers concluded that it might be because of the age restrictions implemented amidst the pandemic. However, as one of the key informants highlighted, it is crucial to empower and instill a sense of community in the younger generations as early as possible. It might be through engaging them in social media and empowering them with how vital their inputs are to the local government. Haryadi and Rakhman (2020) justified that Generation Z was born during the internet and social media eras and had grown up with technological marvels. Therefore, younger generations are considered modern and distinct since

they are the ones exposed to information technology, which they use as a voice, and many groups are aware of their capabilities. Hence, information technology can serve as a bridge to better understanding their participation. Social media serves as a reference point and means to participate in public discourse and forums. Their skills and capabilities can also help older generations as most local governments' processes gradually become electronic.

Moreover, the level of willingness of the respondents to participate and collaborate with different age groups, as shown in the findings of this study, is a positive indicator that intergenerational initiatives of the City of Malolos in the future will more likely become successful. As the respondents expressed their willingness, the part of the local government is to build pathways to help different generations meet and collaborate with a purpose. On the one hand, respondents' willingness to join and participate reflects their desire to get involved in the process and be part of the recovery from the pandemic. Moreover, given that the respondents are also willing to collaborate with other age groups despite their perceived challenges only reflects that they are openly willing to understand each other's needs and interests. The respondents' willingness to participate in the survey and interview conducted is noteworthy. It is an indicator that they are also willing to share their ideas, interests, and experiences towards improving pandemic recovery programs in the City of Malolos.

In ensuring the promotion of the intergenerational approach, local governments must ensure that all generations are included in the programs' planning, execution, and end goal. Pandemic recovery programs of the City of Malolos will only be inclusive if it considers the voice of each generation without segregating them. The respondents expressed their willingness to join discussions with other generations that aim to tackle the issues faced by their community. Hence, involving them in public consultations and forums will not undermine their contribution to local decision-making. This pathway also ensures that young and older are safe to interact and exchange ideas and are viewed as vital members of society.

Further, by maximizing the strengths of each generation, the local government can ensure that they have the skills and talents to sustain the program for the long term. On the one hand, involving them in the process would allow them to recover their sense of community, which was hindered by the pandemic. From a practice perspective, the study suggests that opportunities to increase participation by those who are willing exist, but it is still crucial to target efforts for those who are not willing or undecided about participating.

The respondents have also shown their topics of interest. The study revealed that the respondents are concerned about environment-related and health-related programs. Incorporating the topic of their interests will encourage them to participate in intergenerational initiatives of the City of Malolos. On the other hand, recognizing the challenges they have identified will help the city identify ways to prevent and mitigate them.

Lastly, the perceived challenges and opportunities are crucial in local governance to identify urgent issues and aspects in the pandemic recovery of the City of Malolos that need more attention. By looking at this, the city can propose programs and projects aiming to transform identified challenges into opportunities that will contribute to ensuring inclusive, sustainable, and resilient pandemic recovery.

## Conclusion

The findings validated the assumptions of the study that the city has pandemic recovery efforts promoting intergenerational collaboration that are inclusive, sustainable, and resilient but has yet to realize and empower it fully. Moreover, the respondents are willing to participate in intergenerational initiatives of the City of Malolos toward pandemic recovery because of their innate motivations to be part of and feel a sense of community. However, despite their willingness, some challenges hinder them from participating.

## Limitations

The paper aimed to analyze the pandemic recovery programs of the City of Malolos, promoting intergenerational collaboration and

assessing the respondents' willingness to participate in future intergenerational initiatives and perceived challenges and opportunities in the pandemic recovery of the city to create a viable action plan that will further promote intergenerational approach. Due to limitations on time and funds, the researchers chose only two (2) barangays, Tikay and Guinhawa, for an in-depth analysis to triangulate findings and accessibility to the respondents.

## Direction of Future Research

After completing the study and identifying its limitations, the researchers recommend the following ideas that will help future researchers:

1. A similar study can be conducted in other communities within the City of Malolos to gather more in-depth data findings that will strengthen the promotion of an intergenerational approach in the city.
2. Future research must incorporate focus group discussions with simple activities to create a prototype that proves that people from different generations can have a fruitful conversation and work together.
3. Future research can further focus on the relationship between the respondents' generations, occupation, educational attainment, civil status, and gender as determinants of the willingness of the respondent to collaborate with other age groups.
4. Lastly, future research can focus on analyzing specific intergenerational programs of the city, particularly the Gulayan sa Barangay and assess its positive impact on the sense of belonging and sense of community of the citizens.

## Action Plan

The researchers recognize that it is still crucial for the local government to provide accessible essential services for citizens before truly empowering collaborations and participation amidst the pandemic. Nevertheless, the main goal of promoting an intergenerational approach in local governance is to ensure that all generations are part of the processes and end goals of the City of Malolos, leaving no one

behind in the pandemic recovery. Aside from this, its goals are to build social capital by empowering and advancing citizens' sense of belonging and community.

Table 5. Action Plan in Promoting Intergenerational Approach					
<b>MAIN OBJECTIVE:</b> Building Social Capital: Integrating Intergenerational Approach in Local Governance and Promoting Intergenerational Collaboration Among Malolos Citizens for Inclusive, Sustainable, Resilient Pandemic Recovery (July 2022 – December 2023)					
ACTION	OBJECTIVES	FEATURES	KEY STRATEGIES	PERSONS INVOLVED	EXPECTED OUTPUT
July 01, 2022 – August 30, 2022					
Tapping Local Organizations and Alliances	To build community partnerships and encourage age-specific organizations (youth, senior citizens) to tap members for participation.	Encouraging local organizations to be active partners in promoting intergenerational collaboration and help local government identify common issues their members faced to create viable actions towards recovery. This is also part of creating a culture of participative governance, where organizations and individuals play a crucial role in planning and execution process of policies and programs.	<ul style="list-style-type: none"> <li>Setting clear roles and objectives: towards inclusive recovery</li> <li>Community leaders must invite organizations: volunteer orgs, religious orgs, school orgs, organizations for children, youth, and senior citizens.</li> <li>Community Division Affairs can tap multisectoral orgs from LGBTQ+ to PWDs.</li> </ul>	<ul style="list-style-type: none"> <li>City Mayor's Office</li> <li>Community Division Affairs City Social Welfare and Development Office</li> <li>Barangay Leaders</li> <li>Organization Leaders</li> </ul>	Active partnerships and collaboration among age-specific organizations to easily tap Malolos citizens of all ages. Aside from this, it will encourage active citizenship. This also makes the recovery more inclusive, leaving no one behind.

Tapping Local Organizations and Alliances aims to build community partnerships and encourage age-specific organizations (children, youth, senior citizens) to tap members and easily persuade Malolos citizens for participation. According to Kania & Kramer (2011), one of the principles of implementing a cross-sectoral collaboration strategy is the concept of collective impact, which occurs when governments and organizations from various sectors cooperate to solve a social problem by working together on a shared purpose. It contributes to ensuring the sustainability of pandemic recovery programs, where organizations align their efforts,

resources, and workforce in achieving common goals. Also, Hazzan et al. (2021) claim that sharing common sentiments expands social impact and ensures inclusivity and sustainability of collaboration between all generations, sectors, and organizations. This action is forwarded to strengthen community engagement in local planning and increase intergenerational collaboration among generations. Different organizations representing each generation can ensure inclusiveness where the action is based on shared purpose, interests, and resources.

October 01, 2022 – December 31, 2022					
UNAWA: Instilling Intergenerational Understanding	To avoid ageist views among Malolos citizens and encourage understanding among generations.	A program aiming to instill understanding among generations through active sharing of experiences and perspectives. This breaks boundaries and hesitations of participants in	<ul style="list-style-type: none"> <li>Organize open forums and seminars that enable participants to share their experiences and challenges amidst the pandemic in relation to their age.</li> </ul>	<ul style="list-style-type: none"> <li>City Mayor's Office</li> <li>Barangay Leaders</li> <li>City Information Office</li> <li>Schools: Elementary to College</li> </ul>	Create a culture of understanding among younger and older generations and bridges the gap between the that hinder collaborati
		joining programs with different age groups.	<ul style="list-style-type: none"> <li>Invite keynote speakers that focus on the importance of intergenerational understanding amidst the pandemic</li> <li>Tackle the role of children, youth, middleaged, and senior citizens in local planning and in the community</li> <li>Utilize social media to widen reach.</li> </ul>		and participatio

UNAWA: Instilling Intergenerational Understanding aims to avoid ageist views among Malolos citizens and encourages understanding among generations. According to the study by Johfre (2021), fostering resilient age diversity in families, communities, and different sectors is crucial in ensuring that all people have an opportunity to have meaningful connections, self-development, and access to social resources.

Intergenerational understanding has the potential to reduce ageism, help people better understand themselves, and overcome barriers to collaboration. This recommendation is forwarded since according to the findings of the study, the participants wanted to understand and be understood and because the shared challenges shared by the participants involve existing misperceptions among generations.

August 01, 2022 – Continuous					
CONNECT: Mobilizing Social Media Platforms	To ensure that in case of lockdowns, citizens of all ages can still use social media platforms as their means to communicate, cooperate, and participate	Establishing a safe space for the citizens of Malolos to express their viewpoints regarding the improvement of pandemic recovery programs of the	<ul style="list-style-type: none"> <li>Partnership with the City Information Office to create a safe space on social media, which can lead to citizens' active participation.</li> <li>Rules and</li> </ul>	<ul style="list-style-type: none"> <li>City Mayor's Office</li> <li>City Information Office</li> <li>Malolos' Citizens</li> <li>Organizations</li> </ul>	High level of citizen's engagement and participation ensuring that all voices are heard, and no one is being left

	To recognize technology and social media as opportunities to advance citizen participation	city and give their own input to mitigate the problems that the city may encounter. This also increases citizen's participation even though they will not be able to attend the actual intergenerational forums initiated by the City of Malolos.	rules and guidelines on how these platforms can be used by the citizens of Malolos where they can share their thoughts and express their means to participate and collaborate with other age groups.		behind. This also will raise awareness on different actions and programs done by the city.
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On the other hand, CONNECT: Mobilizing Social Media Platforms intends to ensure that citizens of all ages can still use social media platforms to communicate and participate in case of lockdowns. According to Tan et al. (2020), technology will enable virtual intergenerational programs to continue, particularly during pandemic recovery, since people are still afraid of contracting the virus, particularly the vulnerable generations, children, and senior citizens. The study also highlighted that there are still advantages to virtual collaboration. It includes convenience, especially for those who work and are still studying because

they do not have the luxury of time. It also allows adults to broaden their networks and become familiarized with the emerging life with technology as a necessity with the assistance of younger generations who are more inclined with the lifestyle nowadays. Since spending time and money are the primary challenges identified by the respondents and participants, it is necessary to consider other pathways that allow generations to participate, share, and collaborate through the most convenient platform, such as social media. On the other hand, the local government can organize programs on weekends and provide free transportation and food to the participants.

December 30, 2022 – Continuous					
ESPASYO: Utilizing	To have a specific and	Sustaining the use of multi-	<ul style="list-style-type: none"> <li>The City of Malolos can</li> </ul>		A place conducive
Multi-purpose Buildings and Covered Courts as Place where Generations Meet	convenient setting for meetings, forums, and consultations while still performing safety protocols.	purpose Buildings and Covered Courts as an avenue for safe and accessible place for educational seminars, forums, consultations, and interactions between generations.	assign the Covered Court of each barangay as an automatic venue of meetings and forums. <ul style="list-style-type: none"> <li>The City of Malolos in cooperation with private institutions and civil society organizations can raise funding to create or construct conducive facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Local Government of Malolos</li> <li>Barangay Officials</li> <li>Malolos Citizens</li> <li>Organizations both Public and Private</li> <li>Different Sectors</li> </ul>	for healthy and positive interactions where all generations can meet, collaborate, and express their talents amidst the pandemic.

ESPASYO: Utilizing Multi-purpose Buildings and Covered Courts as a Place where Gen-

erations Meet seeks to have a specific and convenient setting for meetings, forums, and con-



sultations while still performing safety protocol. According to the study by Thang (2011), for intergenerational dialogue to prosper, there must be a space conducive to engagement, a place to connect, and a space conducive to engagement. Moreover, a design that connects and does not isolate different generations in the same environment; and programs and policies aim to break social isolation in favor of dialogues across the generations. These efforts

should complement one another and work together to create an age-integrated society in which intergenerational interaction is natural across the domains of family, community, and organizations. This recommendation emphasizes how crucial it is for the local government to dedicate a space conducive to engagement, a place to connect and not isolate different generations.

October 2022 – December 2023					
Educational Forums, Seminars with Collaborative Activities	To encourage teamwork and camaraderie.  To tackle important issues in the pandemic recovery while also giving importance to the interaction between the participants from different generations.	A series of seminars, activities, and training, promoting intergenerational collaboration while addressing challenges identified and incorporating the topic of interests of the respondents in the pandemic recovery of the city.  Activities that focus on the aspect of environment, mental health, and strengthening local	LUNTIAN: Advancing Sustainable Waste Management amidst the Pandemic (October 01, 2022)  Features: <ul style="list-style-type: none"> <li>• Generations working together in resolving issues in environment</li> <li>• Clean and Green Program</li> <li>• Workshops on Low Impact and Sustainable Living amid Pandemic</li> </ul>	<ul style="list-style-type: none"> <li>• City Environment and Management Office</li> <li>• Barangay Leaders</li> </ul>	Improved waste management in the community and promote <b>sustainable</b> recovery from the pandemic concerning the environment, and improved participation and engagement of people of all ages.
			TANGLAW: Ways to Cope and Manage Pandemic-related Stress among Generations (October 30, 2022)	<ul style="list-style-type: none"> <li>• City Health Office</li> <li>• LINGAP DIWA Foundation</li> <li>• BulSU Mental</li> </ul>	A <b>resilient</b> community that recognizes mental health and well-being of each
		participation amidst the pandemic.	Features: <ul style="list-style-type: none"> <li>• Mental Health Awareness</li> <li>• Generations understanding each other's experiences</li> <li>• Improving resiliency among younger and older generations amid stress, discrimination, and stigma.</li> </ul>	<ul style="list-style-type: none"> <li>• Health Coalition</li> <li>• Community Organizations</li> </ul>	generation i the pandemi

Lastly, Educational Forums and Seminars with Collaborative Activities are forwarded to advance the topic of interest of the respondents in pandemic recovery. It also highlights the importance of implementing programs that allow interaction and collaboration among participants without making them passive recipients but recognizing their positive contribution and knowledge. Also, there is an emphasis on what most of the study participants shared: programs should not be anchored on what a politician would say and give.

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