MDGF 1919 Program: "Enhancing Access to and Provision of Water Services with Active Participation of the Poor"

Capacity Development Strategy - Competency Development Program (Volume 1)

Capacity Assessment Report (Volume 2)

WSSU-OPDS, Department of the Interior and Local Government
United Nations Development Program, Philippines
November 2010

Table of contents

List of Tables

List of Figures

Annex

Acronyms and abbreviations

CA	Capacity Assessment
CCA	Climate Change Adaptation
CD P	Competency Development Program
CDS	Capacity Development Strategy
CDS-CDP	Capacity Development Strategy- Competency Development Program
DILG	Department of the Interior and Local Government
DRR	Disaster Risk Reduction
GOP	Government of the Philippines
JP	Joint Programme on MDGF 1919: "Enhancing Access to and Provision of Water Services with Active Participation of the Poor"
LGUs	Local Government Units
UNDP	United Nations Development Programme
UNDP RCB	UNDP Regional Centre in Bangkok
OPDS	Office of the Project development service
PDD	Project Development Division
PDMU	Project development and management unit
PMED	Project Monitoring and Evaluation Division
RSS	Road Sector Staff
UDU	Urban Development Unit
WSSU	Water Supply and Sanitation Unit
CAF	Capacity Assessment Framework
CAW	Capacity Assessment Worksheet
CAM	Capacity Assessment Methodology
WATSAN	Water Supply Sanitation

Capacity Development Strategy - Competency Development Program on Local Water Governance

Summary
(Covering Volumes 1 & 2)

1.0 Introduction

The Joint Program, "MDGF-1919: Enhancing Access to, and Provision of Water Services with the Active Participation of the Poor", is a commitment to provide water to people in waterless communities. The Government of the Philippines (GOP) and the UN System in the Philippines through the United Nations Development Program (UNDP) developed the Program to target 122,000 households in 36 communities over eight regions in the country.

The Philippine Water Supply Sector Roadmap (PWSSR), which guides the Program, identified two areas of need, i.e., (1) limited investments support to enable the poor to have greater access to quality potable water, and (2) lack of local capacities to develop, operate and manage water supply utilities. Specifically, the Program Component 2 focuses on building the skills, values and knowledge of Water Service Providers (WSP) such as the Local Government Units, Cooperatives, Private Companies, Water Districts, and the Barangay-managed Water Facilities, and the Consumers.

A UNDP capacity assessment methodology was used to determine a competency development schema for the WSPs. Fig 1 shows the 5-stage sequence of the process. The formulated Capacity Development Strategy-Competency Development Program (CDS-CDP) is linked with the on-going effort of crafting an enhanced Water and Sanitation (WATSAN) Toolbox by providing a comprehensive list of competency development activities. To increase the stake or ownership of WSPs on the CDS-CDP, a validation process was conducted, and that a set of recommendations has been agreed-in-principle by the participants.

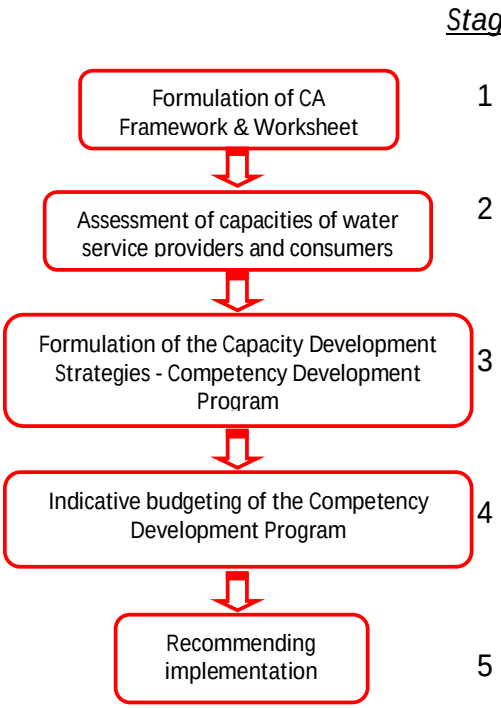

Fig 1. The flow of work leading to the CDS-CDP.

2.0 The Water Sector

2.1 Capacity Development Outlook on Local Water Governance

The results of the capacity assessment at the national level is shown in the table below. An examination on the water sector situation should be anchored on this reality.

Table 1. National capacity of Water Service Providers.

Functional Capacity	**Water Service Provider**						
	LGUWPM[1]	**LGUWSP**	**RBWSP**	**WDWSP**	**CWSP**	**PCWSP**	**Average**
Engage multi-stakeholder dialogue	2.39	2.01	2.06	2.72	2.00	2.43	**2.27**
Assess a situation and create a vision and mandate	1.67	1.40	1.81	2.66	1.67	3.10	**2.05**
Formulate policy and strategy	1.86	1.40	1.86	2.91	2.06	2.86	**2.16**
Budget, manage and implement	2.37	1.94	2.39	3.24	1.42	2.19	**2.26**
Monitor and evaluate	1.79	1.62	2.31	2.75	1.25	2.29	**2.00**
Average	**2.02**	**1.67**	**2.09**	**2.86**	**1.68**	**2.58**	**2.15**

[1] Strictly is not a WSP but heavily influences the effectiveness and efficiency of the provision of water.

The Scoping Report has extensively reviewed the water governance constraints and issues in the country. A gist of the analysis will add up to Table 1 for the CDS-CDP formulation. The four key areas of development work include: (1) supply-demand function, (2) access, (3) climate risks on water availability, (4) management arrangements, to include mandates and functional capacities of organizations, water supply management systems, coherence of policies, and coordination.

The fragmented water governance policy is addressed in the Integrated Water Resources Management Plan Framework by enabling the policy environment for an ecosystemic approach. Similar recommendations are forwarded by the Philippine Water Supply Sector Roadmap. In a slightly different angle, the Water Sector Climate Change Adaptation Strategy is proposed.

For the water suppliers, except for the PCWSPs, R/BWASA, CWSP and the WD, which formulates and implements group-specific polices, the rest of the playing field of water users, formulate and implement national and local policies based on mandates and functions provided during their establishment. The regulations generated by the agencies are targeted for the purposes that they were organized, almost always defining the resource coverage and authority or control over the designated development theme or locale. The multiplicity of water users expectedly will result to a trend of potentially crisscrossing regulations. The NWRB, LWUA, and LGU, along with the MWSS, and LLDA, operate on "contract-based regulation. Differences in regulatory practices, processes and fees and cases of overlapping functions or jurisdictions have been observed obviously suggesting a fragmented regulatory framework and lack of coordination."

On tariff rate computations, the system must reflect objective and full costing of the resource to include costs to watershed rehabilitation and climate change adaptation. Indeed, a policy paradigm shift to climate risk reduction water valuation has to be considered in the current discussions. Resource regulation maybe treated as a separate but closely related issue. Meantime, the WSP calculate tariff rates based on prescribed procedures and by profit motivation.

The unconnected regulatory policies have weakened the sector's ability to respond to demands for better and sufficient water supplying system. The institutional, financial, informational, and capacity issues hamper the sector in dealing with the challenges posed by climate change.

The twin sides of water governance could be argued from the perspectives of decentralized and centralized management, respectively. A decentralized water governance, encourage island-wide water management by the territorial LGUs. Such approach is consistent with the IWRM/WSCCAS. The LGU being the primary planning and implementing body on water supply and sanitation in their respective jurisdictions,

is the most strategic. It does have policy making functions and corporative authority, making it the "super local body" on water supply. However, it is at this level also that inefficiency happen as in many cases when the resource facility is politicized. The struggle continues.

Technical information suggests that the country is faced with an intrinsic problem of limited water supply due to its physiographic characteristics, the changing but unpredictable patterns of rainfall and drought, and the human destruction of this fragile island ecosystem. The PWSSR cites that the stress on the resource is also equated to excessive number of water requiring population distributed unevenly especially with respect to urban centers. Problems of excessive and wasteful use, pollution, illegal connections and inefficiencies in the distribution system, have been pointed as causes for the shortage.

The discussions in the water sector focuses on two aspects, (a) where the resources will come from, what and how much will it cost to source and sell, and (b) who shall lead and what approaches will be adopted. Privatization or semi-privatization or government control has shown problems in setting tariff at competitive rates, although the tendency of government is to subsidize. The PWSSR suggested the following outcomes to solve the water crisis:

- Clear institutional arrangement to facilitate and sustain reform processes in the sector
- Effective tariff and performance-based regulatory policies enforced by a strengthened NWRB
- Sustained financing and investments that balances market-based instruments with social/cross subsidies supported by a clear NGA-LGU cost-sharing arrangement, counterpart and incentive mechanisms
- Heightened sector collaboration between state and non-state actors fueled by dynamic local IWRM mechanisms

3.0 Methodology

3.1 The Capacity Assessment Framework

The CAF is developed by intersecting the pre-determined core development challenges and the functional capacities (internationally accepted). The resultant matrix has an axis for functional capacities, another for the development challenges, and the intersection for the technical capacities. The relationship is established as in (Fig 2).

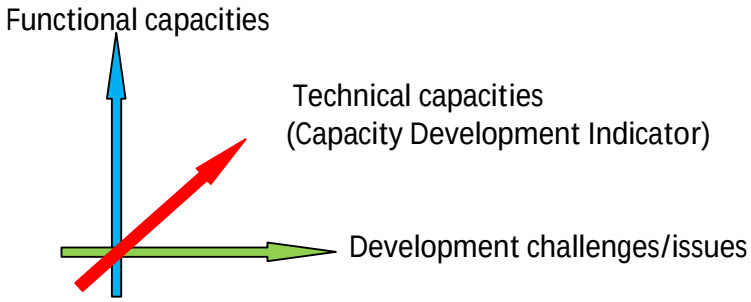

Fig. 2. Relationship of the assessment variables.

As an XYZ matrix, the development challenges are tagged as the independent variables and the functional capacities as the dependent variables. Not all of the intersected cells will have indicators, and this depends on whether there is relevance for indication for the development challenge-functional capacity intersects. The z-axis or the technical capacity is the parameter for assessment. The capacity development indicators were rated on a 5-point system. The rules for rating the technical capacities per functional capacity for a given core development challenge are defined according to the scheme below.

1	(Very Low)	No evidence or only anecdotal evidence of capacity/strategy/approach
2	(Low)	Capacity/strategy/approach exists or has been developed
3	(Medium)	Capacity/strategy/approach is planned and implemented
4	(High)	Capacity/strategy/approach is planned, implemented and reviewed on the basis of benchmark data and adjusted accordingly
5	(Very high)	Capacity/strategy/approach is planned, implemented, reviewed on the basis of benchmarking data, adjusted and fully integrated into the organization

The MDGF 1919 Program convened a series of consultations with the DILG regional offices, LGUs, as well as specialist discussions to “specify” core development issues that delimit the capacities of WSPs. The following are the issues:

(a) LGU as policy maker-regulator on water service provision

- Ambivalence: social service provider and/or a corporative body
  Difficulties in social acceptance for paid water
  Policy is usually water sector specific rather than a development platform (e.g., context of climate change challenges or even globalization, at macro level)

- ❖ Regulation signals are varying (DENR, NWRB, River Basin bodies, NPC, special bodies like LLDA, and the LGU's) as regards authority over water sources, e.g., watershed
  No actual regulatory authority except on business permitting

- ❖ Water provision is simply politically motivated, thus no emphasis on skills development
  No water professional build up

(b) LGU as water service provider

- ❖ Politics influences leadership in water management
  Personnel's training is generic such as delivery of social services training
  No specific or dedicated unit/office handling water operations and management

- ❖ Regular subsidy from yearly budget is straining
  All money goes into the general fund, thus is "difficult" to draw when needed

- ❖ Water operation and management not given emphasis during planning formulation
  Water is not a priority

(c) Barangay water service provider (administered either by the Barangay Council, Board, and other forms)

- ❖ Little to nil resources are available for continuing competency development
  Leadership is not providing adequate professional growth
  Human resources for up-scaled operations and management are not available locally
  Lack of awareness on potential stakeholder partnership
  Selection of board member based on popularity not on the merit of competence
  Dole out mentality practices

- ❖ Association is non-earning and unable to repay loans
  When subsidy should terminate or should it
  How could it attract fresh funds for expansion of business

(d) Water district

- Choice of the Board members is political, and leadership could be unresponsive to new challenges like climate change and corporate social responsibility
  Continuity of technically capable staff and management
  Continuity of technically capable staff and management
  Working relations between the policy makers and management

- As a GOCC, autonomy is reduced
  Capital from LWUA result to high tariffs because loan package has high interests rates
  Relinquished exclusive right of franchise (except own service area) to other WSP for other areas

(e) Cooperative water service provider

- CDA provides only administrative support
  CWSP needs technical assistance from professional groups
  Human resources for up-scaled operations and management are not available locally

- CDA rules on profit is conservative which influences tariff computations
  Money is simply rotating (typical of coops) so there are not enough resources for expansion projects

(f) Private company water service provider

- How far should transparency in management reach
  How should the company express corporate social responsibility
  Continuing efficient services through competent personnel

- Whose agency's mandate shall be followed
  Enforcement of collection of water fees
  Enforcement of penalties and legal action on water use violators

- Establishment comprehensive database on PCWSPs

(g) Consumers/customers

- Water is a social service to be provided for free

- ❖ Take preservation and development of water source areas as a responsibility Pay-for-use

- ❖ Consumers and WSP have limited/ or no collaboration in water supply management

The internationally accepted functional capacities are (a) Capacity to Engage in Multi-Stakeholder Dialogue, (b) Capacity to Assess Situation, Create Mandate and Vision, (c) Capacity to Formulate Policy and Strategy, (d) Capacity to Budget, Manage and Implement, and (e) Capacity to Monitor and Evaluate.

3.2 Utilizing the CA Rating Results to Formulate the CDS-CDP

The take-off material for the formulation of the CDS-CDP is the matrix from the CA report, which captures the technical capacities which rated low across development issues and functional capacities (Fig 3). The sequence of distilling information from data is shown in the figures below.

Technical Capacity	Development challenge/issue		

Fig 3. Low rated technical capacities.

Capacity development strategy	Area of concern	Functional capacity	Objective	Competency development approach

Fig 4. Competency development approach.

Competency target	Competency activities	Timeframe (short, medium, long)

Short- 6 months; medium–2 years; long-beyond 2 years

Fig 5. Competency development timeframe.

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	No. of sessions	No of days	Cost per pax	No of participants	Unit Value (PhP)	Total (PhP)

Fig 6. Budgeting competency development.

4.0 Capacity Development Strategy

A. Policy development and education/Providing the environment for investment with a political will for CC-SD water projects

The lack of a unified enabling framework, despite the recognition that current policies are fragmented, has confused the WSPs, especially on matters pertaining to operations. The LGU which is at the forefront is left to fend itself with policy interpretations which maybe incorrect. This predicament was repeatedly surfaced during the conduct of the assessment.

The contending positions on local water governance are whether the LGU should be the WSP or devolve this function to other bodies. The signals are not clear at this point of policy discussions. However, water is fast becoming a main consideration for sustainable development of waterless municipalities and even for watered communities. The threat of climate change will speed up resolution of the governance issue. On a related concern, a first task is to de-couple political control on the LGU-WSP, Barangay-WSP, WD, and Cooperative-WSP. The end result would be greater room for management creativity of the WSPs. The second task is to provide the policy environment for capacity building of staff and officers and attach forms of monetary and non-monetary incentives to the organization especially for water project which factor climate change risk reduction measures in the overall design. Other task is to encourage the trained personnel to take major responsibilities in the organization and support for effective and efficient water management.

Policy education adopts a broader meaning, encompassing the participatory crafting of the policy, translation of the policy into easily understandable material, systematic dissemination to constituencies, and continuing advocacy education on the climate change policy. Purposive policy education has to be established.

(1) Synergy of policy

This need for policy synergy was identified many times over. During the period of assessment, the LGUs and other WSPs have aired the urgency of “codifying” water laws/policies and guidelines of the nearly three dozens of water-related agencies.

(2) Continuing systematic education

The policies have to be unbundled and transformed into multi-media educational versions for nationwide dissemination. Pooling of resource persons or akin to an Instructors Bureau may be established in the regions.

(3) Encourage a policy of public-private partnership on water governance

The public sector could develop the policy environment for investment on climate change/sustainable development-sensitive water supply projects. Dealing of water resources will be efficiently managed with private sector investment similar to the arrangements for power resources in the country, on condition that the consumer rights are protected.

B. Providing the environment for investment on supplying water with honed capacities on management and technical tools

(1) Technical tools

There is a limited pool of water professionals like hydrologists, resource economists, sanitary engineers, plumbers, instrumentalists, water geomorphologists, land and water engineers, climatologists, and others. Highly skilled training on technical tools will be in demand with the need to climate proof water supply projects.

(2) Management tools

The focus of development is on management tools (e.g., planning for CC-sensitive comprehensive land use, CC-sensitive comprehensive development, CC-sensitive development projects, monitoring, evaluating, others), notwithstanding tools development for specially targeted aspects on predictive water modeling in relation with climate risks, and others, which are essential for management planning and decision making.

(3) Availability of information

Information coming out from the agencies/units and organizations' practice on water provision, need to be siphoned in a singular system of "inter-connected knowledge management", thus the capturing of lessons and insights is guided by the range of experience. In the scheme, the access to information is bound by the institutional protocols of the owners of the information akin to an Executive Referencing System. Access could be on a "pay basis", depending on designed protocols.

(4) Providing the environment for investment on supplying water with broadened funding opportunities

The concept of preferential funding like loans could be explored further to mean for example, priority support for water projects which are climate change sensitive at low interest soft loans. Also, combine the loans with conditional technical assistance from climate change adaptation skills providers. The CDA, CB, LB, other GOCCs, and

even the DOF can couple investment monies with technical assistance package. The concept of subsidy should be re-considered with the thought of scrapping to break the cycle created from paternalistic relationship.

For the insisting LGU-WSP, ring-fencing of water funds will lead to a more effective and efficient management. The basis for tariff computations will need modification to contain externalities of rates such as the CC impacts.

Fig 7 is an illustration of the elements of the CDS. Every CDS is constituted by a sequence of appropriate approaches, building one from the next. The CD Strategies are interconnected, and involve the different stakeholders. Obviously, training is integral to the process.

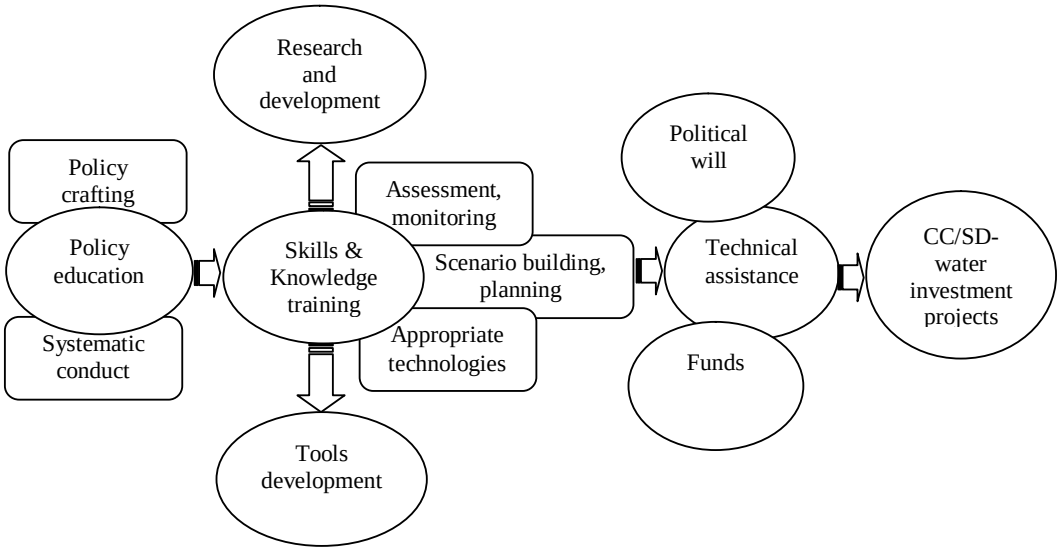

Fig 11. A logical sequencing of the elements of a Capacity Development Strategy.

(5) Consumers/customers

As both claim holders and duty bearers, consumer rights need to be upheld while their responsibilities are kept. It is beneficial to the investment project when consumers are in the loop of service provision-payment-maintenance-provision. Operationally, this means getting them involved in conceptualization, planning, decision-making, and implementation.

5.0 Capacity Assessment Results

The matrices are the collated (national) capacities of the participating groups in the capacity assessment process.

Table 2. Capacities of the LGU as policy maker and regulator on water service provision.

Functional Capacity	**Policy Management**	**Human Resource Development**	**Average**
Engage multi-stakeholder dialogue	2.17	2.61	**2.39**
Assess a situation and create a vision and mandate	1.84	1.50	**1.67**
Formulate policy and strategy	2.08	1.64	**1.86**
Budget, manage and implement	2.23	2.50	**2.37**
Monitor and evaluate	1.72	1.86	**1.79**
Average	**2.01**	**2.02**	**2.02**

Table 3. Capacities of the LGU as a water service provider.

Functional Capacity	**Core development issues**			
Functional Capacity	Policy Management	Human Resource Development	Investment Development	**Average**
Engage multi-stakeholder dialogue	2.08	2.03	1.92	**2.01**
Assess a situation and create a vision and mandate	1.55	1.41	1.23	**1.40**
Formulate policy and strategy	1.18	1.48	1.54	**1.40**
Budget, manage and implement	1.63	2.31	1.87	**1.94**
Monitor and evaluate	1.33	1.75	1.77	**1.62**
Average	**1.56**	**1.80**	**1.67**	**1.67**

Table 4. Capacities of the Barangay-Managed Water Facility.

Functional Capacity	Policy Management	Human Resource Development	**Average**
Engage multi-stakeholder dialogue	1.80	2.32	**2.06**
Assess a situation and create a vision and mandate	1.72	1.90	**1.81**
Formulate policy and strategy	1.85	1.88	**1.86**
Budget, manage and implement	2.43	2.35	**2.39**
Monitor and evaluate	2.17	2.45	**2.31**
Average	**1.99**	**2.18**	**2.09**

Table 5. National summary of capacities of Water Districts vis-a-vis development issues.

Functional Capacity	**Human Resource Development**	**Investment Development**	**Average**
Engage multi-stakeholder dialogue	2.59	2.85	**2.72**
Assess a situation and create a vision and mandate	2.54	2.79	**2.66**
Formulate policy and strategy	2.82	3.00	**2.91**

Budget, manage and implement	2.96	3.52	**3.24**
Monitor and evaluate	2.44	3.06	**2.75**
Average	**2.67**	**3.04**	**2.86**

Table 6. National summary of capacities of the Cooperative WSPs vis-a-vis development issues.

Functional Capacity	Human Resource Development	Investment Development	**Average**
Engage multi-stakeholder dialogue	2.25	1.75	**2.00**
Assess a situation and create a vision and mandate	2.33	1.00	**1.67**
Formulate policy and strategy	1.11	3.00	**2.06**
Budget, manage and implement	1.33	1.50	**1.42**
Monitor and evaluate	1.00	1.50	**1.25**
Average	**1.61**	**1.75**	**1.68**

Table 7. National summary of capacities of Private Company WSPs vis-a-vis development issues.

Functional Capacity	Human Resource Development	Investment Development	**Average**
Engage multi-stakeholder dialogue	2.11	2.75	**2.43**
Assess a situation and create a vision and mandate	2.53	3.67	**3.10**
Formulate policy and strategy	2.06	3.67	**2.86**
Budget, manage and implement	2.17	2.22	**2.19**
Monitor and evaluate	1.92	2.67	**2.29**
Average	**2.16**	**2.99**	**2.58**

Table 8. National summary of capacities of Consumers/WSP customers vis-a-vis development issues.

Technical/Functional Capacity	Belief System	Willingness Attitude	Co-management	**Average**
Engage multi-stakeholder dialogue	1.61	1.65	1.56	**1.60**
Assess a situation and create a vision and mandate	2.78	2.94		**2.86**
Formulate policy and strategy		1.67	2.00	**1.84**
Budget, manage and implement	1.94	3.10		**2.52**
Monitor and evaluate		2.11	1.78	**1.94**
Average	**2.11**	**2.29**	**1.78**	**2.15**

6.0 Competency Development Program

Competency development is a capacity development strategy, and shall refer to the range of training. Some training/workshops will take over two years of work, so that the program should start tracking resources to fund the CDP. The training/workshop activities slated for the incoming six months of 2011 should receive urgent attention.

The process of putting together a competency program from the CA results is challenging especially with complex development issues, and when one takes an ecological approach that works through an input-output-throughput sequence.

The matrices for each of the WSPs and consumers considered the logic. As the developmentalist reads the texts in the tables, the analytical system of the CAM methodology could be clearer.

6.1 Competency Development Approaches

Repeating areas of concerns have been identified across water service providers and the LGU as policy maker/regulator. The enumerated competencies that need to be developed or enhanced are applicable to the WSPs and the policy maker. The timeframe is squeezed in the remaining 18 months of the MDGF 1919, however recognizing that competency development is a deliberate and long process of empowerment.

Specific competency development approaches for the LGU as Policy Maker-Regulator on Water Service Provision, Consumers, and Water Service Providers are provided for in tables (main report). It is significant that these be studied so the build-up process for CDS-CDP on Local Water Governance is understood.

Table 9. Common CD approaches relevant to all water service providers.

Capacity Dev't. Strategy	Area of concern	Fxn'l. capacity[2]	Objectives	Competency Development Approach[3]
Policy development and education/ Providing the environment for investment with a political will	Local Water Governance Policy Sustainable Water Resource Management	ASCV	To evolve a pro-active Local Water Governance Policy To develop a compendium of technical and management tools	Integrate climate change risk reduction measures in the sector policy and development plan, and the LGU VMG Conduct training (all types) on techniques and technical tools on water resource management

[2] EMSD = engage in multi-stakeholder dialogues; ASCV = assess a situation, create a vision, and mandate; FPS = formulate policy and strategy; BMI = budget, manage, and implement; ME = monitor and evaluate

[3] Those approaches entered as others are competency-related and will be placed in the lower rung of priorities.

for CC-SD water projects (PDE-PIP) > Synergy of policy > Continuing systematic education > Encourage a policy of public-private partnership on water governance			To hone on technical skills on sustainable water resource management	Build a pool of knowledgeable and skilled resource persons on climate change sensitive-LWG Others: Policy studies: ➢ Harmonize policies on water supply and sanitation ➢ Align with the climate change sensitized-PWSSR ➢ Review water subsidiarity and autonomy of setting up most suitable economic development models for water governance Conduct an "editorialized-annotated" review of tools Ensure regular inventory and monitoring of water resources Verify MDG water targets Establish appropriate institutional mechanisms and structure for sustainable water service provision
Providing the environment for investment on supplying water with broadened funding opportune-ties (PIF)	Water pricing	FPS/ASCV	To establish a most appropriate level of tariff rates for particular types of WSP	Conduct workshop on innovative tariff computation imputing "undervalued or not considered factors" like watershed rehabilitation, climate change costs, social costs, co-management, etc. Others: Review standard water pricing policy
	Investment development		To incentivize investment for climate change sensitive-LWG	Others: Following the Renewable Energy model, explore incentives for innovative water resource management; propose

				modification in the Investment and Incentives Law and other laws or seek an Executive Order, and other legal means to operationalize the incentives
Providing the environment for investment on supplying water with honed capacities on management and technical tools (PICMT) > Technical tools > Manage-ment tools > Availability of information	Information availability	ME	To link WSPs to data bases and train these on information management	Others: The OPDS' capacity assessment has recommended for "linked databases", hopefully with water as a major subject; assist WSPs in providing them information on where to source the relevant information they need for investment or for increasing effectiveness and efficiency in their services; training on information management (specifically on retrieval and analysis of data, and translation into usable information) is a need for strategic planning or increasing efficiencies of water servicing.

6.2 Schedule of Competency Activities

The matrices were further distilled to pin down the competency targets. Some of the identified activities are non-training types but are required to attain the targets. The proposed schedule of implementation is for six months, 18 months and beyond. For example, the Table below contain the schedule for the common competency activities.

Table 15. Competency development activities for water-related groups.

Competency target	**Competency activities (training, workshops, orientation, writeshops, etc.)**	**Timeframe[4]**		
		S	**M**	**L**
	General			
Pro-active Local Water Governance Policy Compendium of technical and management tools Honed professionals	Carry out orientation-seminars on climate change risk reduction measures for water sector policy development			
	Conduct training (all types) on techniques and technical tools on water resource management			
	Convene a conference of knowledgeable and skilled resource persons/institutions on climate change sensitive-LWG			
	Codify policies on water			

[4] S = short (from present to 6 months); M = medium term (from 6 months to 18 months); L = long term (more than 18 months)

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	Timeframe[4]		
		S	M	L
on technical skills on sustainable water resource management				
Appropriate level of tariff rates for particular types of WSP Incentivized investment for climate change sensitive-LWG	Gather a workshop on innovative tariff computation imputing "undervalued or not considered factors" like watershed rehabilitation, climate change costs, social costs, co-mgt., etc.			
	Review standard water pricing policy			
	Gather resource management professionals (economists, planners, managers, researchers) for a conference on incentives for innovative water resource management (use the Renewable Energy as model)			
Linked WSPs to data bases and trained	Conduct workshops on the Executive Referencing System established by OPDS to link WSPs			

7.0 Indicative levels of required resources for the CDP implementation

The total budget of 13.7 million pesos is earmarked for the next 24 months beginning 2011, but as stated, some competency activities will require longer gestation periods thus will incur more resources.

Table ?. Budgetary allocation for the competency activities.

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
General							
Pro-active Local Water Governance Policy	Carry out orientation-seminars on climate change risk reduction measures for water sector policy development	2	1	3000	50	150,000.00	300,000.00
Compendium of technical and management	Conduct training (all types) on techniques and technical tools on water resource management	3	4	3000	20	240,000.00	720,000.00

[5] Number of sessions
[6] Number of days per session
[7] Cost per participant per day-basis
[8] Total number of participants per session

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
tools	Convene a conference of knowledgeable and skilled resource persons/institutions on climate change sensitive-LWG	1	1	3000	150	450,000.00	450,000.00
Honed professionals on technical skills on sustainable water resource management	Codify policies on water					250,000.00	500,000.00
Appropriate level of tariff rates for particular types of WSP	Gather a workshop on innovative tariff computation imputing "undervalued or not considered factors" like watershed rehabilitation, climate change costs, social costs, co-mgt., etc.	1	2	3000	20	120,000.00	120,000.00
	Review standard water pricing policy					125,000.00	125,000.00
Incentivized investment for climate change sensitive-LWG	Gather resource management professionals (economists, planners, managers, researchers) for a conference on incentives for innovative water resource management (use the Renewable Energy as model)	1	1	3000	150	450,000.00	450,000.00
Linked WSPs to data bases and trained	Conduct workshops on the Executive Referencing System established by OPDS to link WSPs	2	1	3000	20	60,000.00	120,000.00
Sub-total							**2,785,000.00**
LGU as Policy Maker/ Regulator							
Established LDWQMC	Conduct LGU-level policy education forums (Luzon, Visayas, Mindanao)	1	1	3000	150	450,000.00	450,000.00
		1	1	3000	150	450,000.00	450,000.00
Deepened understanding of major		1	1	300	150	45,000.00	45,000.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
policies on water management							
Re-defined LGU authority on local water management Water finance management	Formulate prototype water management bill for sponsorship: Ø Integrate climate change risk reduction measures in the water sector development Ø Align with the PWSSR Ø Water subsidiarity in corporative context Ø Build local professional expertise Ø Establish environment to retain trained water professionals					62,500.00	62,500.00
	Propose a draft legislation for consideration by legislative Council on ring fencing of funds generated from the sale of water services					62,500.00	62,500.00
	Develop an express system for business permitting					0.00	0.00
Tailor-fitted M&E system	Formulate participatory monitoring and evaluation system for the water sector policy reform					62,500.00	62,500.00
	Conduct training on the M&E instrument	1	2	3000	20	120,000.00	120,000.00
Retained skilled professionals	Evolve an incentive award scheme for good WSPs and dis-incentivize non-performers					62,500.00	62,500.00
	Package and disseminate experience on water development and management					250,000.00	500,000.00
	Review best practices and draw lessons					0.00	0.00
Sub-total							**1,815,000.00**

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
LGU as Water Service Provider							
Pool of water professionals	Perform a sharing workshop to establish complementation of technical expertise of local WSPs, and collect best practice	3	1	3000	20	60,000.00	180,000.00
Integrated climate change risk reduction measures in local water governance	Conduct VMG workshop to integrate and operationalize climate change risk reduction measures on multi-party local water governance, and sustainable supply of safe and clean water, as modules	1	3	3000	20	180,000.00	180,000.00
	Carry out policy advocacies directed at eventually "devolving" water service provision function to other WSP					500,000.00	500,000.00
Integrated climate change risk reduction in the business plan	Craft a Business Planning Module to include: short-term targets, long-term business feasibility, tax policy, strategic partnership with the private sector on business expansion, devolution to other WSPs					250,000.00	250,000.00
	Craft a local Customers' Service Code and conduct training					250,000.00	250,000.00
Established a dedicated Water Management Office	Define an Operations Manual, HRD plan for quality professional build up, and feedback system for a Water Management Office					125,000.00	125,000.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
Honed skills of the Water Management Office on technical and management tools	Develop a training module on Sustainable and Responsive Water Supply Management and conduct training: annual investment planning, sustainable supply management, compliance to regulations, costs to rehabilitation and climate change in tariff setting, maintenance, and regulation and control	3	3	3000	20	180,000.00	790,000.00
Modified/developed technical and management tools for use by the Water Management Office	Periodically re-contextualize tools of monitoring and assessment					125,000.00	125,000.00
Sub-total							**2,400,000.00**
Barangay-administered Water Facility							
Garnered a continuing support from the municipal government	Negotiate for a continuing subsidy from the municipal LGU					0.00	0.00
	Negotiate for a public-private partnership on water service provision					125,000.00	125,000.00
VMG with good governance on water resources	Conduct a VMG workshop: rules and regulations on water management, climate change risk reduction measures, participatory monitoring and evaluation, coinciding priorities with the municipal LGU	3	2	3000	40	240,000.00	720,000.00
	Develop a module on systematic and regular assessment on water supply and demand					125,000.00	125,000.00
	Review best practices and draw lessons					125,000.00	125,000.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
Short and long-term business plan	Formulate a comprehensive water supply development plan (with assistance from professional experts): integrated climate change risk reduction measures, Customers Service Code, financial feasibility, professional expertise build up, Operations Manual, non-financial incentives like tax incentives from government, tariff with full costing of the water resource (i.e., watershed rehabilitation and climate change costs)					250,000.00	250,000.00
Sub-total							**1,345,000.00**
Water District							
Opened up for stakeholders' participation in water management	Conduct participatory strategic planning with stakeholders: watershed management, non-financial incentives, tariff computation	1	2	3000	20	120,000.00	120,000.00
	Document and share ideas and best practices with other WSPs					250,000.00	250,000.00
Climate proofed system	Participate in training on climate change risk planning and management and apply by integrating climate change in VMG statement					62,500.00	62,500.00
Responsive business plan	Formulate a Business Planning Module: short-term targets, long-term business feasibility, tax policy, integrated climate change risk reduction measures					250,000.00	250,000.00
Transparent and accountable policy	Formulate a Customers Service Code					62,500.00	62,500.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
A challenged tariff system	Conduct policy review on tariff computations	1	1	3000	20	60,000.00	60,000.00
	Evolve a system of feedback for stakeholders to appreciate the situation of the facility, their responsibilities and stake on its sustainability	1	1	3000	20	60,000.00	60,000.00
Developed a transparent M&E	Review best practices and draw lessons					0.00	0.00
	Disseminate reports to stakeholders and the LGU					62,500.00	62,500.00
Sub-total							**927,500.00**
Cooperative Water Service Provider							
Developed business plans Honed staff and officers on sustainable water management	Conduct training on business planning (short and long-term): financial feasibility, loan repayment, negotiation skills, i.e., CDA assistance on technical matters apart from preferred loans, re-casting of tariff rates by imputing factors like climate change and environmental rehabilitation, rewards and incentives, investing on HRD management, and non-financial incentives	1	3	3000	20	180,000.00	180,000.00
Comprehensive water supply scheme in VMG and business plan	Formulate through participatory workshop a comprehensive water supply development plan: integrated climate change risk reduction measures, Customers Service Code, Operations Manual, rules and regulations on water management, and participatory monitoring and evaluation	1	3	3000	20	180,000.00	180,000.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
Up-scaled investment with wider area and larger population of water users	Conduct an investing planning workshop: scheme for effective computation of tariff rates, efficient collection of fees, loan repayments, mobilization of funds for expansion, and anticipatory solving of financial problems	1	2	3000	20	120,000.00	120,000.00
Systematic and transparent M&E system	Develop a participatory monitoring and evaluation system: adjustment in plans and operation, regular transparent feedback/reporting system, and violations					62,500.00	62,500.00
	Review best practices and draw lessons					62,500.00	62,500.00
Sub-total							**905,000.00**
Private Company Water Service Provider							
A platform for multi-partite participation in management	Convene multi-stakeholders meetings to stress transparency and accountability in water management	1	1	3000	100	300,000.00	300,000.00
	"Acclimatize" plans and programs, possibly with assistance from capacity building institutions or organizations					62,500.00	62,500.00
Private-public investment on water	Establish public-private partnership investment					0.00	0.00
	Develop an iterative feedback system for periodic information to stakeholders					62,500.00	62,500.00
Sub-total							**425,000.00**
Consumers/Customers of Water Service Providers							

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[5]	ND[6]	CPP[7]	NP[8]	Unit Value (PhP)	Total (PhP)
Increased awareness on conservation and protection of water resources vis-à-vis consumer rights and responsibilities	Organize an organizational workshop to establish the platform for leveraging WSPs to engage stakeholders in management	3	1	3000	150	450,000.00	1,350,000.00
	Conduct water management skills training for consumers	3	2	3000	20	120,000.00	360,000.00
	Conduct workshop on the protection of consumer rights and responsibilities as water users	6	1	3000	40	120,000.00	720,000.00
Enhanced skills on water management	Conduct training for consumers on water conservation and techniques on water management monitoring	3	1	3000	40	120,000.00	360,000.00
	Organize a training-workshop on database management	3	1	3000	20	60,000.00	180,000.00
	Develop an M&E scheme to monitor water conservation					62,500.00	62,500.00
	Assign IEC roles and tasks for sustainable water management					62,500.00	62,500.00
Sub-total							**3,095,000.00**
Grand total							**13,697,500.00**

8.0 Way Forward

(1) Establish a CDS-CDP Focal Group

Conduct an in-house workshop to study the CDS-CDP on Local Water Governance and plan for the next steps by detailing the activities that will be implemented in the next six months, 18 months and beyond. A scheme to do this is to assign the Regional Coordinators with the MDGF 1919 Manager serving as lead person, as the Focal Group dedicated to facilitate the following tasks:

(a) Re-scan and evolve an Action Plan

At this point, conduct another scan from your perspective, on the CA results (Section 3.0, Capacity Assessment on Local Water Governance) for other concerns which may not have been covered by the proposed actions, particularly on the technical capacities rated above the CORu but are significant to the entire competency development process. Treat the proposed actions (Section 4.0, Capacity Assessment on Local Water Governance) as base information, together with the Sections 5 & 6 of the CDS-CDP.

Evolve an Action Plan based on the points raised in the Way Forward (Volumes 1 & 2).

(b) Conduct participatory discussions on the CDS-CDP in the regions with the end view of crafting a doable set of activities given the resources of the JP and the counterparting of WSPs, LGU and the consumers

(c) Disseminate educational materials

(d) Collectivize development of an "innovative, catalytic and new project idea" (see # 4, below)

(2) Agree on an Operational framework

Even while the main task of the IDS is to draw up the Competency Development Program for the WSPs, the results of the capacity assessment have ushered a need for reforming existing policies so that competency activities will be more meaningful and directed. Therefore, it is recommended that a policy on Climate Change Sensitive-Local Water Governance be developed.

The priori but ideal task of coalescing IWRM, WSCCCAS and PWSSR into an authoritative instrument for local water governance demands a different set of activities. Moreover, the putting together of the different protagonists (initiators-formulators) will command so much process, unless the scheme is to conduct this via the specialist review process, and subject the same in a multi-stakeholder validation. Another option is to integrate, quick-smart, climate change sensitivity into the PWSSR but with strong reference to the IWRM and WSCCCAS. This will have lesser requirement and yet have immediate impact to the entire WSP community.

Fig 14 describes a climate proofing policy development route. A possibility of a project idea with WSSU as the lead group is explored, while optimizing the pool of resources from the 36 waterless municipalities as the take-off playing field. The

concepts of coaching, mentoring, big-little sister, and rescue, are relevant in a schema where regional networks (Mindanao, Visayas, Luzon) of organizational/institutional service providers are established, for facilitation and documentation.

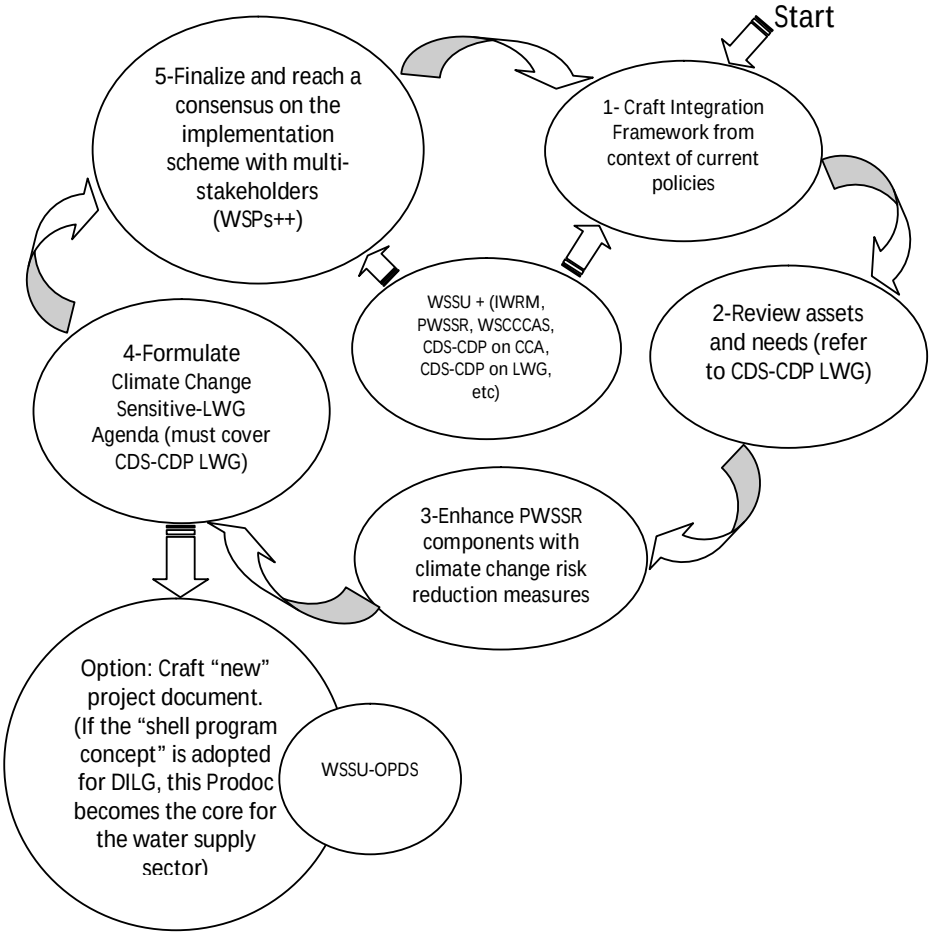

Fig 14. Proposed scheme for climate change proofing policy development and possibility of crafting of a project concept.

(3) Adopt the CDS-CDP on Local Water Governance as a working document

With competency development activities (broadly treated), as the manner of capacitation, the CDS-CDP Focal Group should deliberately set the ground rules for implementation to include, which numbers plenty, the "indirect competency activities" within the operational framework. In other words, the FG has to clearly delineate the "strictly competency activities" from those "straddling as competency activities".

Resources should be allocated first on the former activities and perhaps, allocate catalytic funds for the latter type of activities. However, since there is a long list of the latter activities, and are prerequisite for more effective competency development, the FG could parallel work by sourcing funds for these via the crafting of a new project concept. Whatever is spent in the next 18 months on the straddlers will be considered as bridge funding and therefore should be used as leverage funds.

(a) Policy development and education, and providing the environment for investment with a political will for CC-SD water projects

The issue on policy synergy but gravitating on Climate Change Sensitive Local Water Governance and a continuing systematic education with emphasis on a policy on public-private partnership in local water governance should be addressed as proposed in the "extended competency" program. The significance of this policy development and education (#2 above) is to be viewed in the long-term, especially with the current talk about re-institutionalizing water management in the country.

(b) Providing the environment for investment on supplying water with honed capacities on management and technical tools

Technical and management tools need to be developed or modified to suit locales. A pool of honed professionals on these tools shall ensure continuity of effective and efficient supplying of water. A connected aspect to tools development and application is the availability of relevant and reasonably priced information from databanks. Activities were identified in the CDP.

(c) Providing the environment for investment on supplying water with broadened funding opportunities

Under a public-private partnership on local water governance, the policy environment for more relaxed and open field for investment on supplying water shall encourage attainment of MDG water targets. The public-private partnership on water needs to be defined given the "ambivalence" of LGUs and the private sector on how to capitalize water. A local policy for private investment will bring in capital from the private sector but a policy of confining water service with the LGU will shun other sources of capital except that coming from the government.

Particularly, a policy akin to the Renewable Energy Law will encourage bigger and larger investments on water. Policy work is needed here.

(d) Providing the environment for participation by consumers/customers of WSPs in conceptualizing, planning and implementation

Providing the environment for investment on supplying water with consciousness for co-management with consumers will usher a healthier environment of water use. Such is good governance.

(e) Tools enhancement and development

The findings and the subsequent competency proposals on tools enhancement and development apply for technical and management tools. The training, workshop, orientation, documentation, educational exchange, etc. as cited in the CDS-CDP are hinged on the availability of appropriate tools for the WSPs and the consumers. Three types of tools will need to be developed, or if available, adapted, namely; management instruments, technical instruments, and "scientific" instruments.

Firstly, a compendium of tools with systematic commentary on their robustness, and use on the side, is an urgent task of research. This kind of preliminary work has been purposely budgeted to ensure that training activities are better directed. The formulation of the WATSAN Toolbox can pick out the tools necessary for good local water governance from the two volumes. Judgment on which tool should be modularized quickly and which ones to come next is subject to availability of current funds.

However, it is suggested that management tools should come as priority over the technical tools, especially those which the WSPs could use immediately for improving services and up-scaling.

The other related urgent area is the availability of information which is reasonably priced from the databanks. An Executive Referencing System has been proposed for the OPDS, and it is recommended that this be financially supported by the program.

Capacity Development Strategy - Competency Development Program on Local Water Governance

Project: MDGF 1919 Program: "Enhancing Access to and Provision of Water Services with Active Participation of the Poor"

Prepared by:
Noel C. Duhaylungsod
Institutional Development Specialist
6708 Country Inn, San Antonio
Los Banos, Laguna, Phils.
049-536-8734/ 0919-492-4766
noelc.duhaylungsod@gmail.com

With contributions from :
Robert Bernardo
Capacity Development Program Specialist
UNDP Regional Center in Bangkok
robert.g.bernardo@undp.org

Agency: Department of the Interior and Local Government (DILG)
United Nations Development Program (UNDP)

Date: November 2010

1.0 Introduction[1]

The Joint Program, "MDGF-1919: Enhancing Access to, and Provision of Water Services with the Active Participation of the Poor", is in line with the commitment to provide water to all Filipinos with priority to those living in poor, waterless communities.[2] The Government of the Philippines (GOP) and the UN System in the Philippines through the United Nations Development Program (UNDP) developed the Program to target support to community-based initiatives on sustainable water delivery to 122,000 households in 36 communities over 5 regions in the country.

The issue on fragmented water governance in hierarchical mode was raised in fora[3] from 1999-2002. Accordingly, the apparent water governance problems is due to the "soft state (lax)" of implementation of existing policies, and the absence of a coherent integrated watershed approach compounding the lack of mechanisms for plan implementation by various agencies. These same issues were addressed in the "Integrated Water Resources Management Plan Framework (IWRM)" in 2006, as it aimed to provide the enabling policy environment for the water sector based on the ecosystemic approach. During the formulation of the "Philippine Water Supply Sector Roadmap" in 2008, it proposed for operational directions to seek solution on the fragmented governance. Meantime, the issues were taken in a different angle as the country is responding to extreme weather events, which led to the "Water Sector Climate Change Adaptation Strategy (WSCCAS)" in 2009.

The Philippine Water Supply Sector Roadmap (PWSSR), which operationally guides the Program, identified two main areas of need, i.e., (1) limited investments support to enable the poor to have greater access to quality potable water, and (2) lack of local capacities to develop, operate and manage water supply utilities. Correspondingly, the Program Component 1 takes stock of existing policies and mechanisms that encourage (or discourage) both the public and private sector to invest at the local level; and review current financing and programming schemes through stakeholders' consultations. The Program Component 2 focuses on building the skills, values and knowledge of water service providers and consumers. The five water service providers include the LGUs, cooperatives, private companies, water districts, and barangay-managed water facilities.

This document, "Capacity Development Strategy – Competency Development Program on Local Water Governance (CDS-CDP)" is the last deliverable of the IDS per the original TOR. Since the formulation of the CDS-CDP directly utilizes the results of the capacity assessment, it is required that the companion volume (Capacity Assessment

---

[1] The CDS-CDP on Local Water Governance is written by Noel C. Duhaylungsod. November 2010.
[2] 50% of the population is not served by the water facility.
[3] Philippine Development Studies (2002). Development Research News. Philippine Development Studies, Vol. 20: 4. July-August 2002. pp. 1-7.

Report) is available for reference. Fig 1 shows the 5-stage sequence of the assessment process.

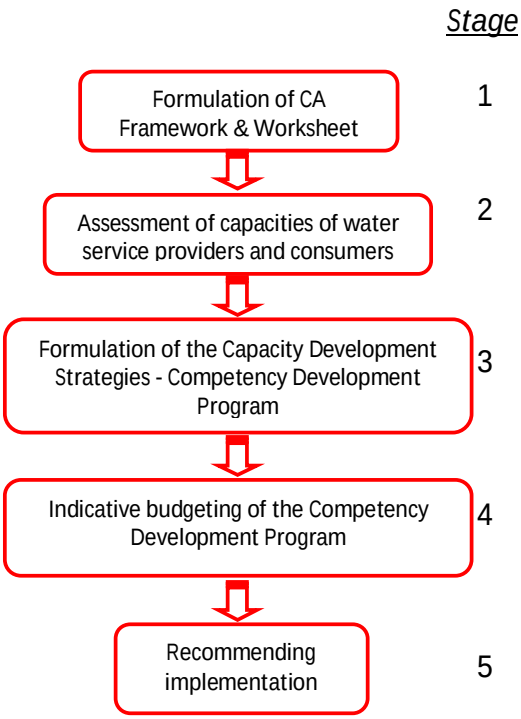

Fig 1. The flow of work leading to the CDS-CDP.

The central concern of linking the CDS-CDP with the crafting of an enhanced Water and Sanitation (WATSAN) Toolbox is established by examining the proposed competency development activities. The intention of the CDS-CDP is to increase provision of adequate and safe water by factoring risks such as climate change, watershed degradation, aquifer depletion, destructive politics, and the like, in development planning, programming, and implementation of water projects. Good governance principles, which espouse rights-based and gender sensitive development are also integrated. The assessment of the functional and technical capacities on water governance of consumers completes a picture of capacities at three levels; the policy or enabling environment, the organizational, and the individual duty bearers and claim holders.

To increase the stake or ownership of WSPs on the CDS-CDP, this will undergo a validation process, highlighting the section on the Way Forward as an agreement-in-principle by the participants.

1.1 Objective

The objective of the project is to evolve the Capacity Development Strategy with a Competency Development Program (CDS-CDP) on Local Water Governance from the analysis of the results of the capacity assessment conducted for the WSPs and consumers.

1.3 Organization of the Material

The material is mainly organized as follows:

Methodology
Capacity Development Strategy- Competency Development Program
Indicative levels of required resources for the CDP implementation
Way Forward

1.4 Capacity Development and Competency[4,5]

Strategy could either emphasize on the achievement of an objective or stress on the use of ways appropriate to achieve the objective. Strategic Planning is an example of achieving an objective. The UNDP's 10 default success principles for capacity development,[6] on the one hand, is a model approach in achieving an objective. In this instance, the approach pertains to a range of positive motivations which have to be internalized by the development worker or institution for that matter. These include the following guidelines:

- Be deliberate but timely
- Respect value system and foster self-esteem
- Scan locally and globally while reinventing locally
- Knowledge is acquired not transferred
- Challenge mindsets and power relations
- Think and act by sustainable capacity outcomes

---

[4] See CDS-CDP on Climate Change Adaptation. MDGF 1656. NEDA-DENR-UNDP. Written by Noel C. Duhaylungsod. 2009.

[5] Capacity Development Strategy - Competency Development Program: OPDS/PDMU. Written by Noel C. Duhaylungsod. November 2010.

[6] Drawn from the 2005 Paris Declaration on Aid effectiveness

- Utilize positive incentives
- Integrate external inputs into national priorities, processes and systems
- Build on existing capacities rather than creating new ones
- Stay engaged under difficult circumstances
- Remain accountable to beneficiaries

Capacity development, which is the subject of the CDS-CDP, is understood as the "collective process (individuals, organizations, society) of unleashing, strengthening, creating, adapting and maintaining the abilities over time. It explains that capacity development is intrinsically available and its development reflects primarily the intensity of endogenous processes. Therefore, for a CDS to serve as a planning schema, it must cover the twin aspects of strategy. On this matter, the evolution of the capacity development strategies through the UNDP capacity assessment methodology provided the desired process of integration."[7]

An end goal of capacity development is empowerment, which could either be positively or negatively routed. Capacity development empowers peoples and organizations within an institution and external development players which are involved in aspects of empowerment. Particularly, "external players show respect, respond positively to local initiatives, face some risks, and allow local people to take 'ownership' of their own development in a partnership of growing trust, with mutually agreed standards of evaluation. Positive relationship between the internal and external partners of development will achieve empowerment (Fig 2).[8] In the MDGF 1919, there are the Office of the Undersecretary for Local Governance - DILG, the Office of Project Development Services and the organizations under it, and specifically the WSSU as the internal development partners. The Water Service Providers (WSP), consumers, and the Local Government Unit (LGU) are the external partners of the Program although, internal to the Philippine water governance dynamics. The external players are the UN organizations.

---

[7] Ibid [3]

[8] Lopes, Carlos and Thomas Theisohn. 2003. Ownership, Leadership and Transformation. Can we do better for capacity development? United Nations Development Programme. One United Nations Plaza. New York.

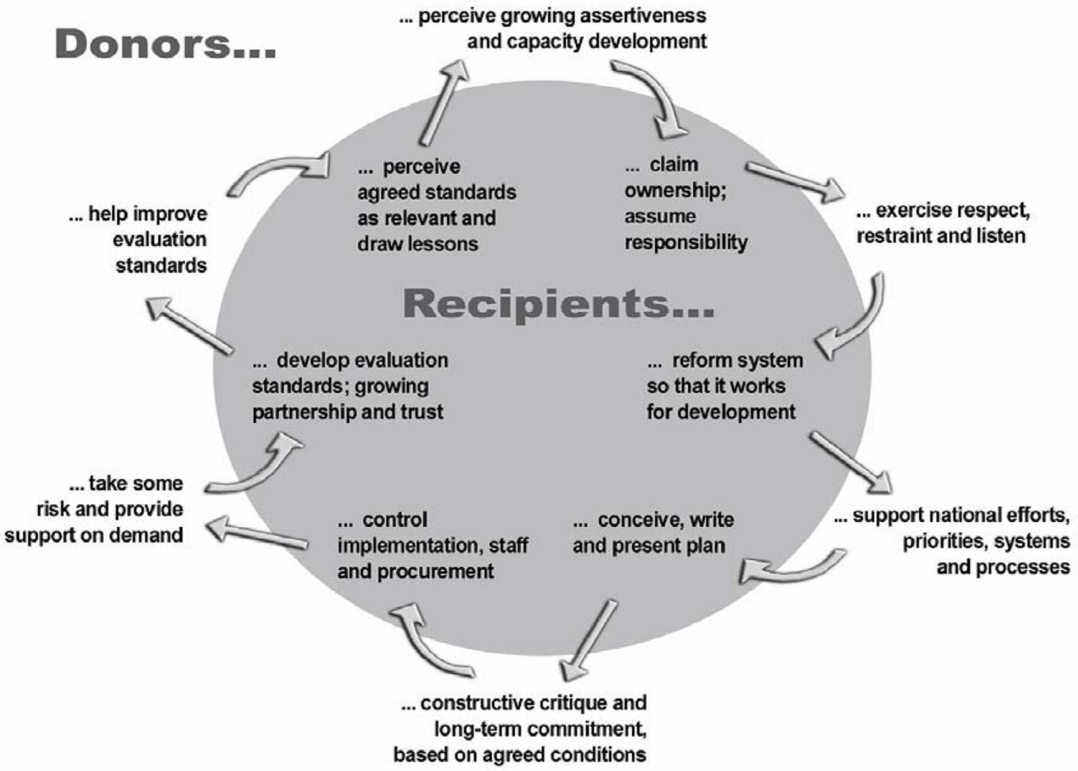

Fig 2. "Virtuous cycle of empowerment". (Lopes and Theisohn. 2003)

The definition of competency is not clear and varies depending on what purpose the concept is to be used. Two major main meanings are given. One refers to the outputs or results of training, usually understood as competent performance. The other pertains to inputs or the "underlying attributes, required of a person to achieve competent performance."[9] In a general context, a competency could be described as a set of knowledge (what to do), skill (how to do) and attitude (willingness to do). Thus, the three main categories of competencies could be behavioral competencies, organizational/business competencies, and technical competencies. Still to some, core competencies and technical competencies with behavioral traits and characteristics placed under core competency cluster. The core competencies include networking skills, communication, ability to develop people, managing people, ability to use time efficiently, ability to adopt changes, teamwork, among others.[10]

[9] Hoffmann, T. 1999. "The meanings of competency", Journal of European Industrial Training, Volume 23, Issue 6, Page 275-286.

[10] ADB. 2008. Managing Asian Cities. Sustainable and inclusive urban solutions. Mandaluyong City, Phils.

1.5 An agreement for a CDS-CDP on Local Water Governance

The CDS-CDP is a penultimate activity from the progression of capacity assessment to review of proposed improvement areas or intervention measures to validating the competency development plan by the participating groups (Fig 3). The capacity assessment process started in July until early November 2010 but with administrative slippages due to the difficulty of fitting with the LGU schedules.

Since the CDS-CDP is evolved from the collective efforts of the WSSU-MDGF 1919, WSPs and the consumers, it can be assumed that an agreement has been reached on competency development (even if there are no signed documents on this regard) which will guide initially participants for the next 18 months until June 2012, and hopefully in the succeeding years. There are common competency development activities; however, peculiar competency development measures are specifically designed for an organization. The range of training types varies depending on the exposures.

Many competency development activities shall take beyond the termination of the JP.

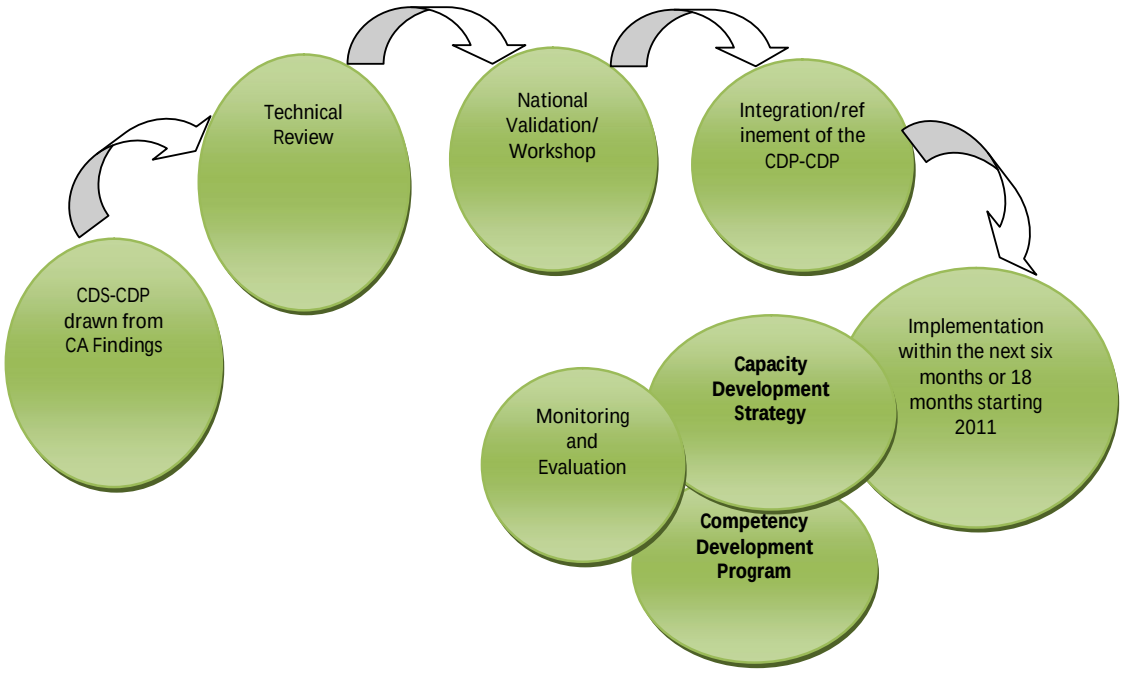

Fig 3. Assessment-planning-scheduling process.

Strategy as a concept emphasizes on the; (1) achievement of an objective, and (2) use of ways appropriate to achieve the objective. The Strategic Environmental Planning is an example of the previous, while the UNDP's 10 default success principles for capacity development[11] exemplifies the latter. The guideposts pertain to positive motivations that the development worker should internalize. Also, capacity development may be viewed as the collective process (individuals, organizations, society) to unleash, strengthen, create, adapt and maintain abilities over time. It is intrinsically available and development reflects primarily the intensity of endogenous processes.[12] It is hoped that a worldview of collaboration and calculated "intervention" is adopted, anticipating a cohesive cycle of empowerment. In sustainable development, the internal and external stakeholders work together in co-equal terms.

A Capacity Development Strategy (CDS) therefore is a planning schema for WSPs which must cover both aspects of strategy. The Competency Development Program (CDP) will form part of the CDS. Justifiably, knowledge and skills training will be required beyond the termination of the JP as the type and level of training vary. The MDGF 1919 and the DILG should start locating for resources to push the CDP until completion.

[11] The following are suggested: be deliberate but timely; respect value system and foster self-esteem; scan locally and globally while reinventing locally; knowledge is acquired not transferred; challenge mindsets and power relations; think and act by sustainable capacity outcomes; utilize positive incentives; integrate external inputs into national priorities, processes and systems; build on existing capacities rather than creating new ones; stay engaged under difficult circumstances; remain accountable to beneficiaries. (Guideposts from the 2005 Paris Declaration on Aid effectiveness).

[12] ADB. 2008. Managing Asian Cities. Sustainable and inclusive urban solutions. Mandaluyong City, Phils.

2.0 The Water Sector

2.1 Capacity Development Outlook on Local Water Governance[13]

It is intentional to start the discussion in this section with a matrix on the results of the capacity assessment at the national level. The idea is to inform the reader that this is our level of capacity on water governance, and an examination on the water sector situation should be anchored on this reality (Table 1). Given this CD outlook, the WSSU/ OPDS-DILG could ride on this momentum and optimize the capacities resident in the WSPs.

Table 1. National capacity of Water Service Providers.

Functional Capacity	**Water Service Provider**						
	LGUWPM[14]	**LGUWSP**	**RBWSP**	**WDWSP**	**CWSP**	**PCWSP**	**Average**
Engage multi-stakeholder dialogue	2.39	2.01	2.06	2.72	2.00	2.43	**2.27**
Assess a situation and create a vision and mandate	1.67	1.40	1.81	2.66	1.67	3.10	**2.05**
Formulate policy and strategy	1.86	1.40	1.86	2.91	2.06	2.86	**2.16**
Budget, manage and implement	2.37	1.94	2.39	3.24	1.42	2.19	**2.26**
Monitor and evaluate	1.79	1.62	2.31	2.75	1.25	2.29	**2.00**
Average	**2.02**	**1.67**	**2.09**	**2.86**	**1.68**	**2.58**	**2.15**

2.2 A précis on the present local water governance[15]

The Scoping Report has extensively reviewed the water governance constraints and issues in the country. A gist of the analysis will add up to the 2.1 context for the CDS-CDP formulation. The four key areas of development work are on the following: (1) supply-demand function, (2) access, (3) climate risks on water availability, (4) management arrangements, to include mandates and functional capacities of oorganizations, water supply management systems, coherence of policies, and coordination.

---

[13] Scoping Report. MDGF 1919 Program: "Enhancing Access to and Provision of Water Services with Active Participation of the Poor", Capacity Assessment on Local Water Governance, written by Noel Duhaylungsod. Nov. 2010.

[14] Strictly is not a WSP but heavily influences the effectiveness and efficiency of the provision of water.

[15] A brief of the MDGF 1919 Program: "Enhancing Access to and Provision of Water Services with Active Participation of the Poor", Scoping Report, written by Noel C. Duhaylungsod. July 2010.

The fragmented water governance policy is addressed in the Integrated Water Resources Management Plan Framework (IWRM, 2006) by enabling the policy environment for an ecosystemic approach. Similar recommendations are forwarded by the Philippine Water Supply Sector Roadmap (PWSSR, 2008). In a slightly different angle, the Water Sector Climate Change Adaptation Strategy (WSCCAS, 2009) is proposed. These milestone outputs have been produced to offer solution to the fragmented water governance in the country.

2.2.1 Supply-demand function

Despite a rainfall of 1000-4000 mm per year, data is not reflective of drought experiences in the past 3-4 decades, signaling the intensifying impacts of climate change. The Philippines' total available freshwater is 145,900 MCM/year and groundwater recharge or extraction at 20,000 MCM/year[16]. The traditional belief that freshwater storage capacity and good precipitation means adequate supply is not entirely correct. Fourteen percent of the total water resource potential is groundwater, but dispersed in different volumes across the islands. Central Visayas show the lowest potential for both groundwater and surface water. Accordingly, by year 2025, water availability deficit would take place in several river basins in Luzon and Visayas. The JICA Master Plan on Water Resource Management in the Philippines estimates a bleak per capita water supply of fresh water at 1,907 cubic meters/person/year, among the lowest Southeast Asia (Table 2). Only 39 percent of the 525 water bodies may be considered as potential sources of drinking water. Factors like diverse archipelagic physiography, young stratigraphic units, widely variable island-type climate, vegetational cover, and the present degradational levels are few items which will probably debate that there is no such thing as water abundance in the Philippines. Using the cited data, the Filipino has six times above the global scarcity threshold of 1,000 cubic meters per capita.[17]

Table 2. Water availability (mcm)

Water Resources Region	Groundwater Potential	Surface Water Potential	Total Water Resources Potential
X Northern Mindanao	2,116	29,000	31,116
XII Southern Mindanao	1,758	18,700	20,458
VI Western Visayas	1,144	14,200	15,344
XI Southeast Mindanao	2,375	11,300	13,675
IX Western Mindanao	1,082	12,100	13,182

[16] WB. 2003; ASEAN. 2005. Country Data Tables, in *State of Water Resources Management in the ASEAN.*
[17] Republic of the Philippines. 2008. "Philippine Water Supply Sector Roadmap".

VIII Eastern Visayas	2,557	9,350	11,907
II Cagayan Valley	2,825	8,510	11,335
III Central Luzon	1,721	7,890	9,611
IV Southern Tagalog	1,410	6,370	7,780
I Ilocos	1,248	3,250	4,498
V Bicol	1,085	3,060	4,145
VII Central Visayas	879	2,060	2,939
Total	**20,200**	**125,790**	**145,990**

Source: WB. 2003. Philippine Environment Monitor.

Table 3. Internal Renewable Water Resources (IRWR), Philippines and Asia, 1977-2001.

Water Resource	Philippines	Asia (Except Middle East)
Surface water produced internally	444 BCM	10,985 BCM
Groundwater recharge	180 BCM	2,472 BCM
Overlap (shared by groundwater and surface water)	145 BCM	2,136 BCM
Total Internal Renewable Water Resource (surface water + ground water recharge – overlap)	479 BCM	11,321 BCM
Per capita IRWR	6,093 CM	3,241 CM

Source: World Resources Institute as cited in the PWSSR, 2008.

With business-as-usual scenarios and at current population and development growth rates,[18] the 1995 water demand of 30 BCM will increase to 86.5 BCM in 2025. Water demand will overtake supply systems by 2025, which essentially means a water crisis is in the offing. Climate statistical scenarios could no longer predict climate change with accuracy, but suggest that particular islands of the Philippines will become wetter wet seasons and dryer dry seasons. In other parts of the archipelago, the opposite of the "normal climate cycle" may be happening where there is "dry wet season" and "wet dry season". Managing water resources under this inability of prediction adds up to the existing policy and institutional problems in the water sector.[19]

[18] NWRB. 1998. "Master Plan Study on Water Resource Management".

[19] Lontoc. J.F.B. 2010. "Water, Water, Everywhere? Ensuring the Country's Water Security". The UP Forum Vol. 11:3 May-June 2010.

2.2.2 Access[20]

The National Statistics Office (NSO) in 2000 reported that 46.13% of households had access to Level II and Level III water supply systems. An estimate for 2007 places 24.15% of households had access to Level III of water districts.[21] On the other hand, the DILG's Provincial Water Supply Sector and Sanitation Sector Master Plans (PW4SP, 2000), reported that 21.6% of households was serviced with Level III water supply systems, i.e., Water Districts (WD); LGU as Water Service Provider (LGUWSP); Rural/Barangay Water Supply Associations (R/BWASA); Cooperatives Water Service Provider (CWSP); Metropolitan Waterworks and Sewerage Systems; and Private Company Water Service Provider (PCWSP).[22] The disparity is due to standards or categories for disaggregated data.

Overall access to water supply services and sanitation facilities has declined. The Filipino Report Card on Pro-Poor Services indicates 64% of the population had access to formal service providers as of 2000[23]. The alternatives are putting up private wells, fetching from river/spring systems, small-scale independent providers, and entrepreneurs. The MDGF 1919 Joint Programme characterized the "provision of potable water in most parts of the country by small, non-integrated facilities that have been planned and implemented in a piecemeal fashion." More than 30 percent of Filipinos have no access to potable water, which is translated to approximately 17 million Filipinos. As of 2006, there are 273 waterless municipalities of a total of 432 that are not reached by WSPs. The UNDP Human Development Report 2006 indicated that Metro Manila's low-income families spend $10-$20/month for water compared to the $3-$6/month expense of households which are directly connected to the utilities company.[24] The PWSSR estimates 15% of the Php 1.7 trillion investment requirements during the period 2006-2010 to answer for water development. The country will require PHP 25B to water the present population, a gigantic amount compared to the actual government expenditures in 2004 of about PHP 6.3B in the water sector.

[20] Information is lifted from the RP-PWSSR, 2008.
[21] LWUA. 2007.
[22] DILG. The Provincial Water Supply, Sewerage and Sanitation Master Plans. nd.
[23] WB. 2005. Philippines: Meeting Infrastructure Challenges. East Asia and Pacific Region: The World Bank, Infrastructure Sector Department.
[24] MDGF1919 Programme Document.

2.2.3 Climate risks on water availability[25]

A large part of the problem is the destruction of the Philippine landscape. The Philippine situation of water scarcity mirrors the worldwide concern on the impacts of climate change.

The lack of accurate socio-economic data across sectors is critical to complement biophysical assessments, particularly because poverty is a major factor in vulnerability. The interconnection between urban poverty and water supply was recently shown on television at the height of water rationing in Metro Manila poor neighborhoods last May 2010 while the plush subdivisions were not "feeling" the water stress.

Any little rise of sea levels will have magnified impacts in the 32,400 km coastal zones which is home of about 80 % of LGUs. With a meter sea level rise, about 700 million square meters of land in 16 regions or 64 out of 81 provinces with 703 out of 1,610 municipalities will be inundated. The intrinsic vulnerability of the country is exemplified in a 2006 typhoon appeal for assistance and in late 2009, with the devastation caused by Ondoy, Pepeng and Santi. During flood events, safe drinking water is scarce as during droughts.

The cause-effect analysis on vegetation, land use and water is a given especially for small island with no more significant vegetational cover. Occupancy policies for critical lands will be tested. 20 major river basins are significant sources of municipal and domestic water supply, irrigation and power generation. Most of these are experiencing states of degradation due to habitation, and significantly dissipated the water recharging capacities. The MGB estimates 30 billion cubic meters annual supply for a year rainfall recharge of 0.3 meter is suspect as most groundwater development is within the upper 100 to 200 meters. In Metro Manila, the deeper artesian aquifers are at 200 to 400 meters depth because of salt water intrusion at the upper layers. The dependable yield of the total water resources of the country add up to an aggregate of 975 MCM per day (MCM/day) coming mostly from surface runoff (833 MCM/day).

The PWSSR argues that the changes in water quantity and quality due to climate change are expected to affect food production, availability, stability, access and utilization, which will consequently lead to decreased food security and increased vulnerability of the poor. Scientifically routed and empirically proven, these effects will decrease capacities to pay for water use. This negative functional relationship of income and paying for water bills will widen as productivity will decrease, that is, if not addressed at this point of the climate change signals.

[25] NWRB and DENR. 2009. "Water Sector Climate Change Adaptation Strategy"

Moreover, extreme weather will affect the operation of water infrastructure – including hydropower, structural flood defences, drainage, and irrigation systems- including water management practices, which may not cope with the impacts on water supply reliability, flooding risk, health, agriculture, energy and aquatic ecosystems. Recent rainfall events demonstrated that current water infrastructures and disaster management structure cannot satisfactorily cope with extreme climate variability. As climate change science continues to build knowledge, and adaptation to climate change an even newer endeavor, monitoring and review of adaptation plans will be necessary to build on skills while learning from approaches of other developing countries, and from advances in research and development. The NWRB has to take the lead.

Given the alarm, the MTPDP's perspective is pragmatically clear when it "recognizes the issues besetting the sector even without the compounding issue of climate change. Foremost of these issues are the disparities in water supply coverage across regions, depletion of groundwater in many areas of the country but most severely in Metro Manila and Metro Cebu, pollution of water sources, lack of cost recovery on investments, low willingness to pay of consumers, and institutional weaknesses."[26] Work, we should all must as a collective body.

2.2.4 Management Arrangements: Mandates and functional capacities of institutions

Several agencies are directly or indirectly related to water management in the country, and in many instances, their mandates and functions crisscross.[27] Some water institutions are national and local government agencies, others are community or civil society groups (e.g., irrigation associations, farmers' associations, consumer groups, NGOs and POs, private sector/business groups, and there are research and academic institutions. The non-governmental groups are usually granted legal rights and responsibilities such as water service providers, water rights for agriculture and fishery, or for small water bottling enterprise, while NGOs, POs and the consumers are invited to fora, planning and policy discussions.[28] Roles of government institutions are defined by their mandates, which oftentimes are specific to the rationale of their existence. Given the multiplicity of players, accountability of actions on water resources are not simply attributable to a group.

Expectedly, water utilization is multi-level, multi-sectoral, and multi thematic, a difficult governance environment but surmountable to orchestrate.

---

[26] NEDA. 2009.

[27] Nearly all documents cited in this paper claimed unconnected effort s on water utilization in the country.

[28] Pascual, C. " Towards a Sustainable Systems Approach in Governing Water Environment in the Philippines." Mariano Marcos State University. n.d.

2.2.5 Organizations

The mandated lead regulator in water use is the NWRB and is the lead agency in providing the strategic direction for the water sector. Through the DILG, the NWRB assists the LGUs. On the basis of main task, the agencies maybe further classified into water users and resource conservationist, respectively. In fact, the "secondary agencies" are all user groups with targeted purpose, as follows,

Water use

Oversight	-	NEDA
Supply-production regulation	-	NWRB
Finance	-	DOF/GFI
Technical support	-	DILG, DPWH
Local operation	-	LGU
Energy generation, distribution	-	DOE, NPC, PNOC
Enterprise	-	LUWA, MWSS
Primary production	-	DA/NIA

Watershed protection - DENR

2.2.6 Water supply management systems

The five types of water management systems in the country are governed by their authority-wielding bodies, in most cases are functioning independently of the widely accepted view that the NWRB orchestrates the regulation of the resource. Three of these types (LGU-WSP, WD, R/BWASA) are potentially politically-related as the LGU elected officials have influence on their formation, operations and support. If the concern is to manage the resource as an economic enterprise, the measure of effectiveness is measured against the level of profit generated from the sale of the product, in which case the PCWSP is the most appealing. Other models propose other meanings in the provision of water to the public (Table 4).

While the population has now accepted the fact that water is to be paid (but, there are a few that remained with the position that water should be supplied free of charge), the level of tariff is always a contentious item for negotiation. However, unlike the energy resource, regulation for economic valuation vis-à-vis marketing of water is still a debated issue until today. Disappointingly, the NWRB has been reduced to a permitting body. Adding to the problem is the many other mandated agencies on water, which have marginalized this permitting function because the respective agencies could

operate even without the NWRB approval. A surficial scan of WSPs point to a proliferation of "non-permitted water users and sellers".

Table 4. Water supply management types.

Management type	**Main players**	**% profit***
LGU as Water Service Provider	The LCE through the unit assigned directly manages the water supply facility. Budget comes from the LGU as approved by Council.	-57
Water District	The LCE is the appointing official for the members of the Board, in turn administers the management office. The LWUA wields influence as it is mainly funding the utility, and also determining the tariff rate.	+8
Rural/Barangay Water Service Association	The Board would have usually members from the Sanggunian. Normally, the Board is hands on and directly supervises management. LGU could suggest tariff rate but barangay/neighborhood finally decides.	+5
Cooperative Water Service Provider	The members of the Board are elected by the membership, in turn supervises the management office. Dividends are given to members.	+3
Private Company Water Service Provider	Owner-designates management.	++10

* WB. 2003. "Management models for small towns water supply: Lessons learned from case studies in the Philippines"

2.2.7 Struggling policies

Table 5 lists laws which purportedly safeguard the people of their right for safe and adequate supply of water. However, as observed, the proliferation of these policies has negatively impacted on the water supply sector.

Table 5. State water associated policies.

PD 1067	National Water Code
RA 8041, National Water Crisis Act	Addresses the issues of water supply, privatization of state-run water facilities, protection and conservation of watersheds and the waste and pilferage of water
PD 198, Creation of Provincial Water Utilities	Authorizes the creation of local water districts to operate and administer water supply and wastewater disposal systems in the provincial areas
P D 1586, Environmental Impact Statement System	Mandates th e conduct of environmental impact assessment studies for all investments undertaken by the government and private sector
P D 424	Creation of the National Water Resource Council
RA 7160, Local Government Code	Devolves enforcement of laws on sanitation to LGUs and the provision of basic services such as water supply, sanitation and flood control
PD 1151, Philippine Environment Code	The defines the basic elements of a regulatory program, with regulatory functions consisting of discharge standards, permits, monitoring, and enforcements.
RA 9275, Clean Water Act	Provides for a program and regulations for the abatement and management of water pollution from point and non-point sources

	Introduces market-based instruments (MBIs) such as the wastewater charge system that imposes fees based on the volume of effluents discharged The permitting system has been modified to accommodate the fee system based on amount of pollution discharged
Commonwealth Act 383	Anti-Dumping Law
EO 124-A	National Water Resources Board replacing PD 424 (National Water Resources Council) as the policy-making body for the Philippine water sector.
PD 552, PD 1702	Primarily responsible for irrigation development

For the water suppliers, except for the PCWSPs, R/BWASA, CWSP and the WD, which formulates and implements group-specific polices, the rest of the playing field of water users, formulate and implement national and local policies based on mandates and functions provided during their establishment. The regulations generated by the agencies are targeted for the purposes that they were organized, almost always defining the resource coverage and authority or control over the designated development theme or locale. The multiplicity of water users expectedly will result to a trend of potentially crisscrossing regulations. The NWRB, LWUA, and LGU, along with the MWSS, and LLDA, operate on "contract-based regulation. Differences in regulatory practices, processes and fees and cases of overlapping functions or jurisdictions have been observed obviously suggesting a fragmented regulatory framework and lack of coordination."

On tariff rate computations, the system must reflect objective and full costing of the resource to include costs to watershed rehabilitation and climate change adaptation. Indeed, a policy paradigm shift to climate risk reduction water valuation has to be considered in the current discussions. Essentially, the fragmented regulation as cited needs a unifying law that will define an economic regulation for all water utilities. Resource regulation maybe treated as a separate but closely related issue. Meantime, the WSP with Board like the private concessionaires of the MWSS and the 350 small-scale piped water providers, 580 WDs, 200 cooperatives, 3,600 R/BWSAs and 10 private companies operating piped water systems in the provinces, calculate tariff rates based on prescribed procedures and by profit motivation.

The unconnected regulatory policies have weakened the sector's ability to respond to demands for better and sufficient water supplying system. The institutional, financial, informational, and capacity issues hamper the sector in dealing with the challenges posed by climate change. A summary of issues juxtaposed with climate change adaptation are presented in Table 6.[29]

[29] Adopted from NWRB and DENR. 2009. "Water Sector Climate Change Adaptation Strategy"

Table 6. Water governance issues as viewed from the challenges of climate change.

Issue	Description
Weak water sector governance	
1. Weak and fragmented institutional framework on sustainable water resources management and access to water and sanitation services	• Major sector agencies have not changed their paradigm of direct planning and implementation of projects to that of providing support and building the capability of LGUs for water resources management.
2. Weak policy and regulatory framework	• Lack of transparency on sector performance and benchmarking make it difficult to hold government agencies, water service providers and local government accountable for efficient water resources management. • Lack of sector information impedes effective regulation. • Lack of a policy framework or measures to support for effective financing and incentive mechanisms to address climate change adaptation.
3. Uncoordinated sector planning and monitoring	• There are several government agencies with water-related functions and responsibilities. • Absence of a national government agency responsible for translating policies and strategies into a comprehensive water-climate risk reduction program • Lack of or little coordination in water resources and CC planning between urban and rural areas. • Outdated water and sanitation master plans and the current ones do not yet integrate CC issues. • Lack of harmonization of water sector policies and development plans at the national and local level • CCA not yet mainstreamed in national and local water resources management and development plans
4. Water governance is made complex by specific economic, socio-political and cultural structures relating to traditional community, tribal and inter-island practices, rights and interests.	• Deterioration of water quality and depletion of water resources are exacerbated by the lack of political will to implement existing laws and the influence of the economic and political elites. • Generally ineffective water catchment and groundwater protection due to the inability of key government resource managers to monitor use and destructive activities.
Lack of national and local capacity for water-CC adaptation	
5. Lack of assessment of water supply infrastructures to withstand the impact of extreme climate events	• Water supply infrastructures, including large dams and small impoundments were not designed for climate change impacts • Assessment and measures to climate proof water infrastructures are not yet in place.
6. Inadequate national and local capacity on IWRM as an Climate Change adaptation strategy	• Limited sector capacity assessment on CCA and IWRM at the national and local levels

General lack of water sector information	
7. Inadequate reliable and updated information needed for water-CCA planning	• Lack of research on water resources (supply and availability) • Lack of updated information on the state of water resources (supply and consumption) • Lack of updated CC scenarios for water resources at local / river basin level
8. Lack of database, systematic and regular monitoring of water resources and sector activities at the national and LGU level	• Inadequate monitoring of water quality and availability for both surface and groundwater resources • Lack of database on water resources, including supply, demand / consumption.
9. Inadequate public awareness of water use consumption efficiency and CC	• Inadequate Information Education and Communication Campaign (IEC) on CC and its impacts on water resources
10. Inadequate knowledge on and access to water sector CC adaptation measures and technologies in the water sector	• Lack of national research , development and extension on locally appropriate CC adaptation technologies • Weak technology transfer • IEC on research and low cost/indigenous technologies
11. Lack of information on the impact of changes in water quality and availability on the rise of diseases and disease vectors.	• Inadequate research on the spread of vector-borne diseases, such as malaria and dengue etc., as a result of climate change. • Inadequate research on the impact of climate change on vector population.
Inadequate financing and investments in water sector-climate change adaptation measures	
12. Limited access to financing and investments	• Lack of strategies to diversify and mobilize financing sources • Inadequate knowledge and research, applicability and effects of innovative financing schemes
13. Low public and private sector investment in CC-sensitized water resources management	• Government and small water providers have limited revenue base to finance investment and climate-proof existing infrastructures. • Lack of investment for centralized municipal wastewater treatment to improve water quality
14. Low tariffs and cost recovery levels	• Water tariff levels are insufficient for majority of water utilities to recover cost or accumulate capital reserves to maintain current infrastructures, expand coverage or climate-proof infrastructures
15. Tariff structures and tariff setting methodologies are not uniform across service providers	• Lack of political will to set correct water pricing and tariff levels • Lack of detailed guidelines, guidance and assistance in tariff setting

The end result of fragmentation is that local service providers follow different policies and laws set by different national agencies, creating confusion and difficulties in implementation. Co-management advocates observe the need to enhance water users' involvement in the different facets of the water facility operation, e.g., from resource planning to performance measurement. It is believed that with increased participation, mutual accountability and responsibility in safeguarding the welfare and interests of every player is upheld. The MDGF 1919 cited key barriers/issues on water, among them: (1) there is a need to reconcile concept and law on private property, public access and human right to affordable water resources; (2) improving community based water services in terms of financing, capacity to contract and operate; (3) creation of a more functional and sustainable rural and barangay water and sanitation associations; and (4) fragmentation of oversight responsibilities due to several agencies involved in various facets of water resource management and implementation.[30]

2.2.8 Coordination

A reductionist problem could have stemmed from the Local Government Code's proposition for autonomous or independent governance of social services. LGUs may have taken "off track" this principle of devolution, especially when contraposed with the intrinsic limited water bearing capacities of the country's landscapes. An array of cases of conflict between LGUs exists because watering capacities of landscapes differ widely; yet, the LGC equally guides LGUs to explore the principle of subsidiarity as a collective spirit of sustainable development. A corollary concern is the "self appropriation of roles bordering turfing" of water-related agencies, which result to confused policy signals and implementation. The almost 30 agencies are involved in planning, regulating and implementing the delivery of water and sanitation services, and are differentially functioning within the prescriptions of the policies.

At the national level, the so-called fragmented coordination maybe implied from the representation of the functions of agencies as regards water use and management in Fig 4. The range of water use themes as embodied in the agencies' mandates are not all within the defined role of the NWRB.

[30] MDGF 1919 Programme Document

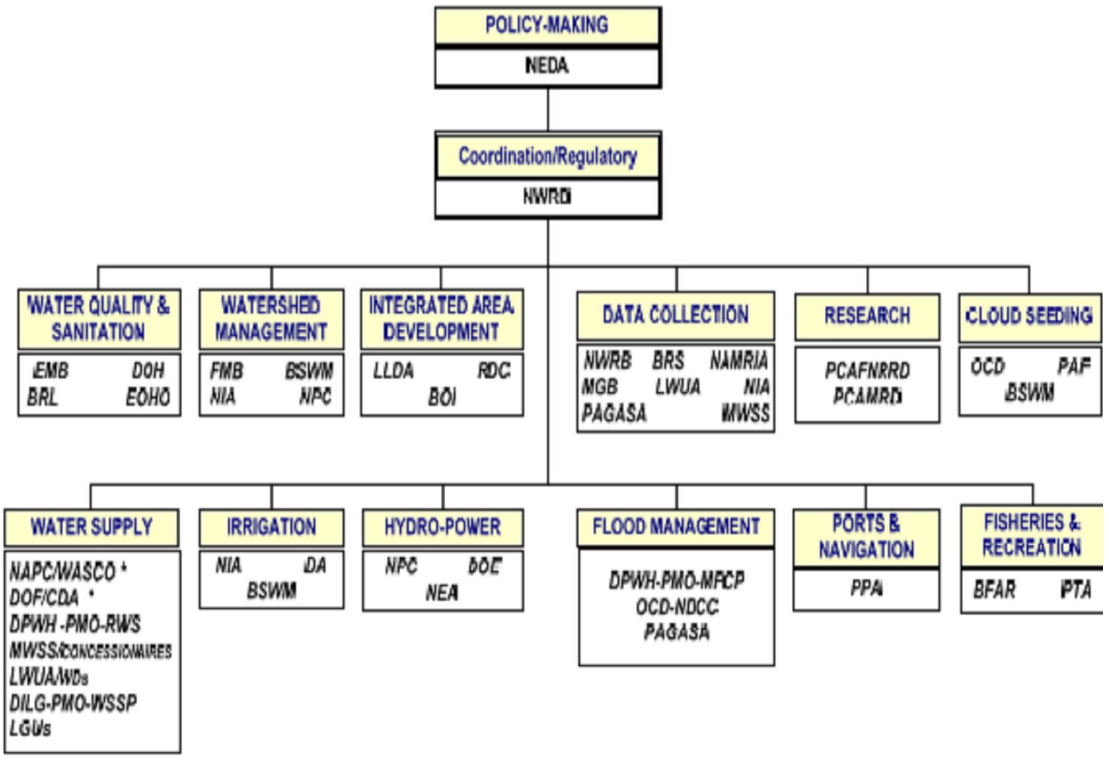

Fig 4. The body politic of the water sector for coordination.

The twin sides of water governance could be argued from the perspectives of decentralized and centralized management, respectively. A decentralized water governance reflects the archipelagic character of the country, basically encouraging island-wide water management by the territorial LGUs. The conservation and development of water bearing locales of the island ecosystem are orchestrated by a coordinated LGU system. Such approach is consistent with the IWRM/WSCCAS.

The thinking to dedicate orchestration by a singular body is operational. For example, along with the proposal to establish a WRAP to coordinate and regulate activities of agencies/organizations on water and the WSPs, are the proposed creation of the WRC for an independent water regulatory body to replace the NWRB, and the creation of more river basin organizations, such as the Laguna Lake Development Authority and others. Clearly, the WRAP and WRC share the view that there will be a national body which has sole authority on water management. The river basin authority approximates the ecosystem-based water management schema. Recently, the PWSSR has proposed for the LWUA to lead the technical and financial support to the LGU's. If pursued, LWUA will need to increase capitalization and hone skills on co-management with the WDs which seem to work only in urban areas essentially because cash flow through employment is higher than in the rural areas. Paying of tariffs is a function of

cash availability, in this case through salaries and wages of the employed urbanite. In rural areas where people's incomes are low and irregular, and population densities are low, no WD is known to have survived. Accordingly, only 14 WDs are financially feasible.

The LGU being the primary planning and implementing body on water supply and sanitation in their respective jurisdictions, is the most strategic. It does have policy making functions and corporative authority, making it the "super local body" on water supply. However, it is at this level also that inefficiency happen as in many cases when the resource facility is politicized. The struggle continues.

All of the information suggests that the country is faced with an intrinsic problem of limited water supply due to its physiographic characteristics, the changing but unpredictable patterns of rainfall and drought, and the human destruction of this fragile island ecosystem. Water management should consider policies, management tools and behavioral changes to address the complex water need. The PWSSR cites that the stress on the resource is also equated to excessive number of water requiring population distributed unevenly especially with respect to urban centers. While the computed amount of raw water is larger than the demand, a significant portion of the population does not have adequate and sustained access to potable water supply. Problems of excessive and wasteful use, pollution, illegal connections and inefficiencies in the distribution system, have been pointed as causes for the shortage.

The discussions in the water sector focuses on two aspects, (a) where the resources will come from, what and how much will it cost to source and sell, and (b) who shall lead and what approaches will be adopted. The state has the main responsibility in assuring delivery of water to the people, but some would encourage more private sector participation, citing the speed and flexibility of management to adopt innovation. Privatization or semi-privatization or government control has shown problems in setting tariff at competitive rates, although the tendency of government is to subsidize. The PWSSR suggested the following outcomes to solve the water crisis:

- Clear institutional arrangement to facilitate and sustain reform processes in the sector
- Effective tariff and performance-based regulatory policies enforced by a strengthened NWRB
- Sustained financing and investments that balances market-based instruments with social/cross subsidies supported by a clear NGA-LGU cost-sharing arrangement, counterpart and incentive mechanisms
- Heightened sector collaboration between state and non-state actors fueled by dynamic local IWRM mechanisms

3.0 Methodology

3.1 The Capacity Assessment Framework

The CAF is developed by intersecting the pre-determined core development challenges and the functional capacities (internationally accepted). The resultant matrix has an axis for functional capacities, another for the development challenges, and the intersection for the technical capacities. The relationship is established as in (Fig 5).[31]

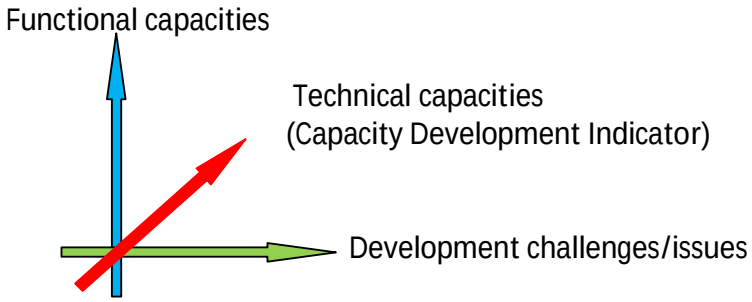

Fig. 5. Relationship of the assessment variables.

The clarity of indicating the interaction between the development challenge and the functional capacity is a critical part in the development of the CAF. It requires that the technical capacity is identified by tracking how that technical capacity could effectively and efficiently dispense of the expected function to address the development challenge and/or solve the issue. As an XYZ matrix, the development challenges are tagged as the independent variables and the functional capacities as the dependent variables. Not all of the intersected cells will have indicators, and this depends on whether there is relevance for indication for the development challenge-functional capacity intersects. The z-axis or the technical capacity is the parameter for assessment.

The capacity development indicators will be rated on a 5-point system. Even while numbers are used in the rating, basically, the approach remains qualitative if the evidence/s for the rating is not provided. A different picture of the interaction is evolved if empirically based. The rules for rating the technical capacities per functional capacity for a given core development challenge are defined according to the scheme below.

[31] These are interchangeably referred to capacity development indicators.

1	(Very Low)	No evidence or only anecdotal evidence of capacity/strategy/approach
2	(Low)	Capacity/strategy/approach exists or has been developed
3	(Medium)	Capacity/strategy/approach is planned and implemented
4	(High)	Capacity/strategy/approach is planned, implemented and reviewed on the basis of benchmark data and adjusted accordingly
5	(Very high)	Capacity/strategy/approach is planned, implemented, reviewed on the basis of benchmarking data, adjusted and fully integrated into the organization

The MDGF 1919 Program convened a series of consultations with the DILG regional offices, LGUs, as well as specialist discussions to "specify" core development issues that delimit the capacities of WSPs. The following are the issues:

(a) LGU as policy maker-regulator on water service provision

- ❖ Ambivalence: social service provider and/or a corporative body
  Difficulties in social acceptance for paid water
  Policy is usually water sector specific rather than a development platform (e.g., context of climate change challenges or even globalization, at macro level)

- ❖ Regulation signals are varying (DENR, NWRB, River Basin bodies, NPC, special bodies like LLDA, and the LGU's) as regards authority over water sources, e.g., watershed
  No actual regulatory authority except on business permitting

- ❖ Water provision is simply politically motivated, thus no emphasis on skills development
  No water professional build up

(b) LGU as water service provider

- ❖ Politics influences leadership in water management
  Personnel's training is generic such as delivery of social services training
  No specific or dedicated unit/office handling water operations and management

- ❖ Regular subsidy from yearly budget is straining
  All money goes into the general fund, thus is "difficult" to draw when needed

- ❖ Water operation and management not given emphasis during planning formulation
  Water is not a priority

(c) Barangay water service provider (administered either by the Barangay Council, Board, and other forms)

- ❖ Little to nil resources are available for continuing competency development
  Leadership is not providing adequate professional growth
  Human resources for up-scaled operations and management are not available locally
  Lack of awareness on potential stakeholder partnership
  Selection of board member based on popularity not on the merit of competence
  Dole out mentality practices

- ❖ Association is non-earning and unable to repay loans
  When subsidy should terminate or should it
  How could it attract fresh funds for expansion of business

(d) Water district

- ❖ Choice of the Board members is political, and leadership could be unresponsive to new challenges like climate change and corporate social responsibility
  Continuity of technically capable staff and management
  Continuity of technically capable staff and management
  Working relations between the policy makers and management

- ❖ As a GOCC, autonomy is reduced
  Capital from LWUA result to high tariffs because loan package has high interests rates
  Relinquished exclusive right of franchise (except own service area) to other WSP for other areas

(e) Cooperative water service provider

- ❖ CDA provides only administrative support
  CWSP needs technical assistance from professional groups
  Human resources for up-scaled operations and management are not available locally

- ❖ CDA rules on profit is conservative which influences tariff computations
  Money is simply rotating (typical of coops) so there are not enough resources for expansion projects

(f) Private company water service provider

- ❖ How far should transparency in management reach
  How should the company express corporate social responsibility
  Continuing efficient services through competent personnel

- ❖ Whose agency's mandate shall be followed
  Enforcement of collection of water fees
  Enforcement of penalties and legal action on water use violators

- ❖ Establishment comprehensive database on PCWSPs

(g) Consumers/customers

- ❖ Water is a social service to be provided for free

- ❖ Take preservation and development of water source areas as a responsibility Pay-for-use

- ❖ Consumers and WSP have limited/ or no collaboration in water supply management

The descriptions of the internationally accepted functional capacities are given below.

(a) Capacity to Engage in Multi-Stakeholder Dialogue

The drawing of political commitments of key stakeholders through a participatory process already sets the tone of eventual success of any capacity development undertaking. In other words, engaging the stakeholders early in the process results in complete support and buying-in of the efforts, thus making the process self-sustaining and internally driven[32]. Stakeholders must own the process of mapping partners, assessing capacities and prioritizing actions. Every water service provider has to engage participation of stakeholders to ensure sustainability of support.

(b) Capacity to Assess Situation, Create Mandate and Vision

Climate change adaptation is sector and location specific such that assessing capacity maybe guided by three questions i.e., why the need for capacity? Which concerns for prioritization, capacity for whom? means whose capacities need to be addressed and capacity for what? addresses what capacities (both functional and technical) and core issues are to be developed. The generated responses could set the coordinates to anchor capacity development, and can determine which capacity investments to prioritize. Gathering critical information on capacity assets and needs identify those capacities to be strengthened and/or optimized[33].

At the programme level, creation of a mandate or iteration of plans drawn from the assessment results is probably feasible but becoming difficult and time demanding if one has to “modify” institutional mandates and visions. In the current exercise, this function was interpreted to cover the need to develop a sustainable local water governance policy or enhance the existing mandate and vision to consider internal factors of effectiveness and efficiency as well as external factors like climate change.

[32] UNDP. 2008. Practice Note on Capacity Development. (ed.) Kanni Wignaraja. New York.
[33] UNDP. 2008a. Practice Note on Capacity Assessment. (ed.) Kanni Wignaraja. New York.

(c) Capacity to Formulate Policy and Strategy

This functional capacity is directed to establish a mindset of sustainable local water governance by establishing a proactive water policy and strategy, an excellent imprimatur to engagement by the officers and staff. Building capacity assets and strategy to address capacity development needs at various levels and at different timeframes (quick-impact, medium, long-term) should be more appropriate to institutions reeling from budget cuts or no increase in budgetary allocations.

(d) Capacity to Budget, Manage and Implement

Implementing capacity development could take a piggy back with programmed activities of the water service providers, but with value added. However, for budgeted activities, implementation should be an ongoing process in consideration of the project timeframe. If approaches or strategies are absorbed or instituted by stakeholders in their organizations, then implementation will go beyond program life. On this, "while transparent and participatory implementation can provide an important upward pressure to perform, results-based management system can easily distort capacity development objectives towards quickly measurable results. The key is then to achieve a healthy balance of participation based on organizational/systemic frameworks applied in a manner that project/programme output twins seamlessly with monitoring of the capacity development response indicators"[34].

(e) Capacity to Monitor and Evaluate

Monitoring documents the satisfaction of outputs as programmed, while evaluation would determine how the outputs contribute to outcome achievement. An example is the Organizational Performance Indicator Framework as used by government agencies which reflects this monitoring and evaluation principle. Improved efficiency and effectiveness should be revealed from good performance. To be explored are M&E tools that capture information required for iterative planning and implementation. Both qualitative and quantitative information are collected and collated in systematic fashion for use in later periods of the project. Where necessary, findings should be cross-checked with widely accepted indices.

[34] Ibid[3]

3.2 CDS-CDP Formulation Process

Fig 6 illustrates a formulation process for the CDS-CDP. The components of the CDS were drawn from overlaying the "(problem CDIs or those low rated) X (proposed areas for improvement as recorded in the CAW)", with the core development challenges, and with the policy and institutional analysis of the water sector. The synthesis is an up-scaled location of the proposed activity[35] interventions into wider developmental platform of interactions explored by the IDS.

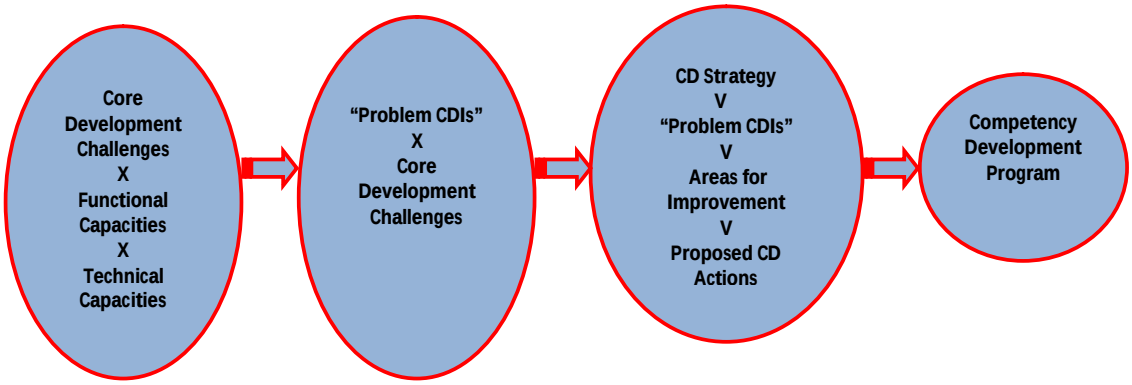

Fig 6. Generation of the CDS-CDP (CDS-CDP of OPDS/PDMU. 2010)

[35] The recorded areas for improvement are designed as activities to extract from the participant specific concerns.

3.3 Utilizing the CA Rating Results to Formulate the CDS-CDP

The take-off material for the formulation of the CDS-CDP is the matrix from the CA report, which captures the technical capacities which rated low across development issues and functional capacities (Fig 7). The capacity development strategy is evolved by juxtaposing the analysis on the water sector situation with the results of the capacity assessment. Following the definition of the CDS and taking competency enrichment as the main approach for capacitation, a competency development action matrix is evolved, as shown in Fig 8. The area of concern in a CDS and the functional capacity delimits the educational objective of the activity.

Technical Capacity	Development challenge/issue		

Fig 7. Low rated technical capacities.

Capacity development strategy	Area of concern	Functional capacity	Objective	Competency development approach

Fig 8. Competency development approach.

The process continues until the Fig 9 is developed. The method states that there is no direct one-on-one correspondence between those rated 1 and 2 as outright priorities, although, initially, these CD indicators will be priorities in as far as putting up measures to address the capacity gaps. The reason behind this analysis is that some competency needs while rated 1 and 2 shall require prerequisite competencies that need to be developed first. In this case, these shall be relegated for implementation towards the latter part of the program. The resultant is a planning matrix, with suggested timeline for the priority action. The process is completed with allocating budget for the competency activities (Fig 10).

Competency target	Competency activities	Timeframe (short, medium, long)

Short- 6 months; medium–2 years; long-beyond 2 years

Fig 9. Competency development timeframe.

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	No. of sessions	No of days	Cost per pax	No of participants	Unit Value (PhP)	Total (PhP)

Fig 10. Budgeting competency development.

4.0 Capacity Development Strategy

The components of the CDS for local water governance are the following:

A. Policy development and education/Providing the environment for investment with a political will for CC-SD water projects

Accordingly, the major water sector policy documents are the IWRM, PWSSR, WSCCAS, and the MTPDP. Of course, this is excluding the "water" mandates given to different agencies, which equally assert that they are the duty-bearers. The lack of a unified enabling framework, despite the recognition that current policies are fragmented, has confused the WSPs, especially on matters pertaining to operations. The LGU which is at the forefront is left to fend itself with policy interpretations which maybe incorrect. This predicament was repeatedly surfaced during the conduct of the assessment. A recent example of policy incoherence was during the water crisis in early 2010. Agencies were pointing at each other as to who should be responsible with the crisis. The governance issue on duty-bearing and claim-holding is as fragmented as authority and management. Attendant issues like, determining the duty bearers for multi-sectoral policy adoption and implementation have to be addressed. In this case, was it the Metropolitan Waterworks and Sewerage System, or the Philippine Atmospheric, Geophysical, and Astronomical Services Authority, or the Department of the Environment and Natural Resources, or the National Water Resources Board, or the Maynilad and other private WSPs, or the National Power Corporation, or Malacanang, is certainly a serious flaw in policy development.

The contending positions on local water governance are whether the LGU should be the WSP or devolve this function to other bodies. The signals are not clear at this point of policy discussions. However, water is fast becoming a main consideration for sustainable development of waterless municipalities and even for watered communities. The threat of climate change will speed up resolution of the governance issue. On a related concern, a first task is to de-couple political control on the LGU-WSP, Barangay-WSP, WD, and Cooperative-WSP. The end result would be greater room for management creativity of the WSPs. The second task is to provide the policy environment for capacity building of staff and officers and attach forms of monetary and non-monetary incentives to the organization especially for water project which factor climate change risk reduction measures in the overall design. Other task is to encourage the trained personnel to take major responsibilities in the organization and support for effective and efficient water management.

Policy education adopts a broader meaning, encompassing the participatory crafting of the policy, translation of the policy into easily understandable material,

systematic dissemination to constituencies, and continuing advocacy education on the climate change policy. Purposive policy education has to be established. It is unfortunate that the waterless municipality covered by the assessment has not had the chance to study the PWSSR or the IWRM, and simply heard of the WSCCAS. Obviously, the IEC campaigns have not reached these remote communities.

(1) Synergy of policy

This need for policy synergy was identified many times over. During the period of assessment, the LGUs and other WSPs have aired the urgency of "codifying" water laws/policies and guidelines of the nearly three dozens of water-related agencies. As national agencies assert their mandates on the WSPs, understanding of policies are so varied (sometimes spurious) and curtailing initiatives of bigger or up-scaled investment on water supplying. Several gray areas have been identified such as "authorities on regulation" of national agencies and the LGU which is an autonomous unit of governance within the Local Government Code.

(2) Continuing systematic education

The policies have to be unbundled and transformed into multi-media educational versions for nationwide dissemination. Standard orientation materials have to be produced for policy trainers. Pooling of resource persons or akin to an Instructors Bureau may be established in the regions.

(3) Encourage a policy of public-private partnership on water governance

The public sector could develop the policy environment for investment on climate change/sustainable development-sensitive water supply projects. Dealing of water resources will be efficiently managed with private sector investment similar to the arrangements for power resources in the country, on condition that the consumer rights are protected.

B. Providing the environment for investment on supplying water with honed capacities on management and technical tools

(1) Technical tools

An insurance for economic feasibility of water supply projects is to have a balanced complement of professionals with honed skills and knowledge on the water sector. The general situation is that there is a limited pool of water professionals like hydrologists, resource economists, sanitary engineers, plumbers, instrumentalists, water geomorphologists, land and water engineers, climatologists, and others. Highly skilled training on technical tools will be in demand especially with the challenges on climate change adaptation of water supply projects.

(2) Management tools

Apart from not being seriously considered during community planning by the LGUs, building the human resource pool is not usually a priority. However, investors like the Water District and the Private Company WSP spend on skills formation as function of efficiency. Their problem is to retain trained personnel.

The focus of development is on management tools (e.g., planning for CC-sensitive comprehensive land use, CC-sensitive comprehensive development, CC-sensitive development projects, monitoring, evaluating, others), notwithstanding tools development for specially targeted aspects on predictive water modeling in relation with climate risks, and others, which are essential for management planning and decision making.

Skills training could be programmed on available management tools, such as;

- vulnerability and adaptation assessments
- institution-specific CC-sensitive water agenda (policy and strategy)
- multi-stakeholder governance tools (e.g., participatory planning and management, customer service code)
- negotiation (e.g., budget, land use conflicts, design problems)
- customized monitoring and evaluation
- replicating good practices

(3) Availability of information

The demand for data on the supply morphology of water sources and demand of the increasing population could only be generated from research studies or purchased from data shelters. Regardless on the manner on data acquisition, WSPs must have in-house technicians and specialists to determine the data needs for planning and implementation. Capturing of lessons and insights from success stories on water management are excellent sources for replication. Stories are widely useful if systematically documented and the sites of storage are known and publicly accessible. However, the R&D on water should be part of that environment that the public sector has to establish to entice private sector investment.

Information coming out from the agencies/units and organizations' practice on water provision, need to be siphoned in a singular system of "inter-connected knowledge management", thus the capturing of lessons and insights is guided by the range of experience. Through synchronizing or connecting storage of knowledge, the IEC materials that maybe developed offer depth of options. Policy reform and development are guided and systematized with empirical information.

Databanks/information centers should be interlinked, but without compromising the validity of information and the integrity of the databank. In the scheme, the access to information is bound by the institutional protocols of the owners of the information. Another interconnection is akin to an Executive Referencing System which allows the agencies/units and organizational executives to access management cases as references for policy reform or development. Access could be on a "pay basis", depending on designed protocols.

(4) <u>Providing the environment for investment on supplying water with broadened funding opportunities</u>

The concept of preferential funding like loans could be explored further to mean for example, priority support for water projects which are climate change sensitive at low interest soft loans. Also, combine the loans with conditional technical assistance from climate change adaptation skills providers. The CDA, CB, LB, other GOCCs, and even the DOF can couple investment monies with technical assistance package. The concept of subsidy should be re-considered with the thought of scrapping to break the cycle created from paternalistic relationship.

For the insisting LGU-WSP, ring-fencing of water funds will lead to a more effective and efficient management. The basis for tariff computations will need modification to contain externalities of rates such as the CC impacts.

Fig 11 is an illustration of the elements of the CDS. Every CDS is constituted by a sequence of appropriate approaches, building one from the next. The five CD Strategies are interconnected, and involve the different stakeholders. For instance, policy is related to the setting up and implementation of a research and development agenda on local water governance, and that tools development should be coordinated among all the actors. Obviously, training is integral to the process.

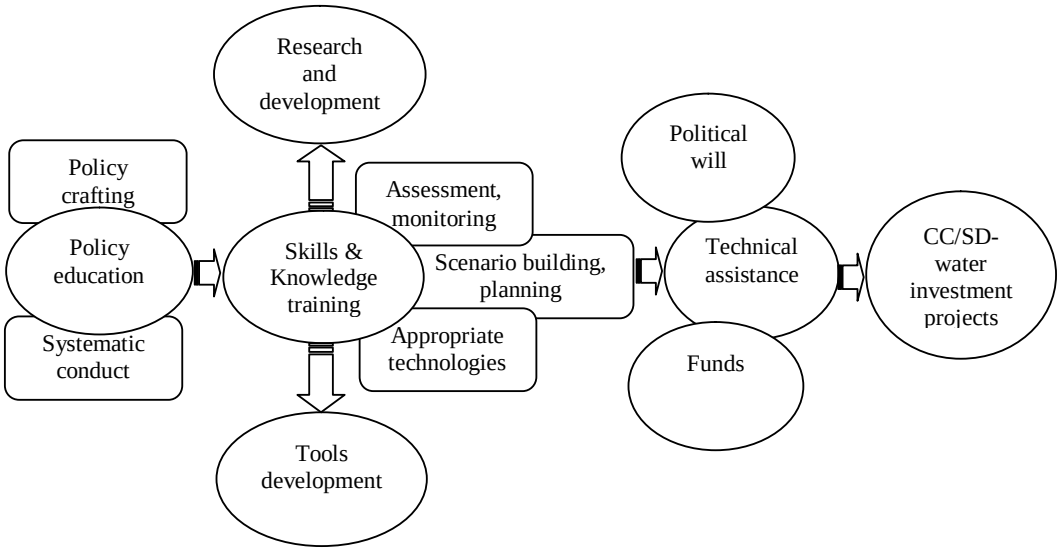

Fig 11. A logical sequencing of the elements of a Capacity Development Strategy.

(5) Consumers/customers

As both claim holders and duty bearers, consumer rights need to be upheld while their responsibilities are kept. It is beneficial to the investment project when consumers are in the loop of service provision-payment-maintenance-provision. Operationally, this means getting them involved in conceptualization, planning, decision-making, and implementation.

5.0 Competency Development Program

"Competency is universally understood as a combination of skills, abilities, and knowledge needed to perform a specific task.[36] In a ladder of learning, the rungs of development are products of graded processes starting from the foundational personal traits and characteristics of the learners, which usually vary. The same variable foundation is to be found in institutions which explain the differences in pursuing learning and consequently differences in acquiring levels and kinds of skills and knowledge (Fig 12). By experiencing individual and collective learning activities, these skills and knowledge are developed. The new acquisitions are then bundled as competencies to perform the task at hand with greater effectiveness and efficiency. An important aspect of this progressive development is the assessment for each of the rungs in the ladder of learning, although the eventual measure of the entire process is the demonstrated performance of the learner."[37]

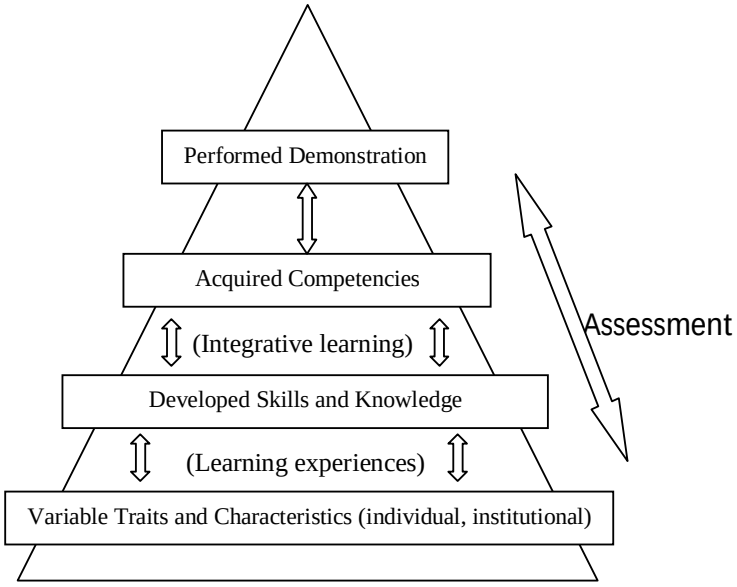

Fig 12. A learning ladder model
(source: U.S. Department of Education, 2001)

Competency development is a capacity development strategy,[38] and shall refer to the range of training as below. The workshop-types of skills development will cover research and discourse, with regard to policy development. Training/workshop modules and plans must be produced and packaged for the themes.

---

[36] U.S. Department of Education, National Center for Education Statistics. 2001. Defining and Assessing Learning: Exploring Competency-based Initiatives. E. Jones, R.A. Voorhees, and K. Paulson.
[37] Ibid [5]
[38] Component 6.1.2

(a) Non-formal training
(b) Formal training
(c) Workshop/writeshop
(d) Orientation, seminars, and the like
(e) Studies/research/development
(f) Desk work
(g) Exchange visit
(h) Documentation

Some training/workshops will take over two years of work, so that the program should start tracking resources to fund the CDP. The training/workshop activities slated for the incoming six months of 2011 should receive urgent attention.

The process of putting together a competency program from the CA results is challenging especially with complex development issues, and when one takes an ecological approach that works through an input-output-throughput sequence. The identification of the Capacity Development Components exactly did this sequence, explaining the coverage.

The tables 7-14 considered the logic. Column 2 (area of concern) is regarded as the expressed target competency development themes. Column 3 therefore is the educational objective while column 4 is the competency development approach or the solution. The competency development approach as proposed is a basket of possibilities for the WSPs to sieve through to select the most appropriate for them. The deciphered choice should be counter checked with the proposed actions to reach a logical consequence of "more complete" competency development. Recall that these proposed actions were provided as a long list at the tail-end of the Capacity Assessment Report (referred as Section 4, Tables 10-15).

"Gray CD approaches" placed as priorities should be acceptable provided that these are linked with capacity build up and not addressing the subject matter per se, as in policy development. Different types of competency development approaches have been included, even tenuously lumped these as training, for tactical justifications. For as long as the activity has a defined educative process and value, it will end up as competency development.

As the developmentalist reads the texts in the tables, the analytical system of the CAM methodology could be clearer.

5.1 Common Competency Development Approaches

Repeating areas of concerns have been identified across water service providers and the LGU as policy maker/regulator. In other words, the technical capacities were rated consistently low, and that the suggested improvement approaches were generally repeating. The enumerated competencies that need to be developed or enhanced are applicable to the WSPs and the policy maker.

The timeframe are squeezed in the remaining 18 months of the MDGF 1919, however education advocacies will point to the fact that competency development is a deliberate and long process of empowerment. The DILG could scout for ways of implementing the process past the program life. Some thoughts on this is embedded in Fig 13, see stage 4.

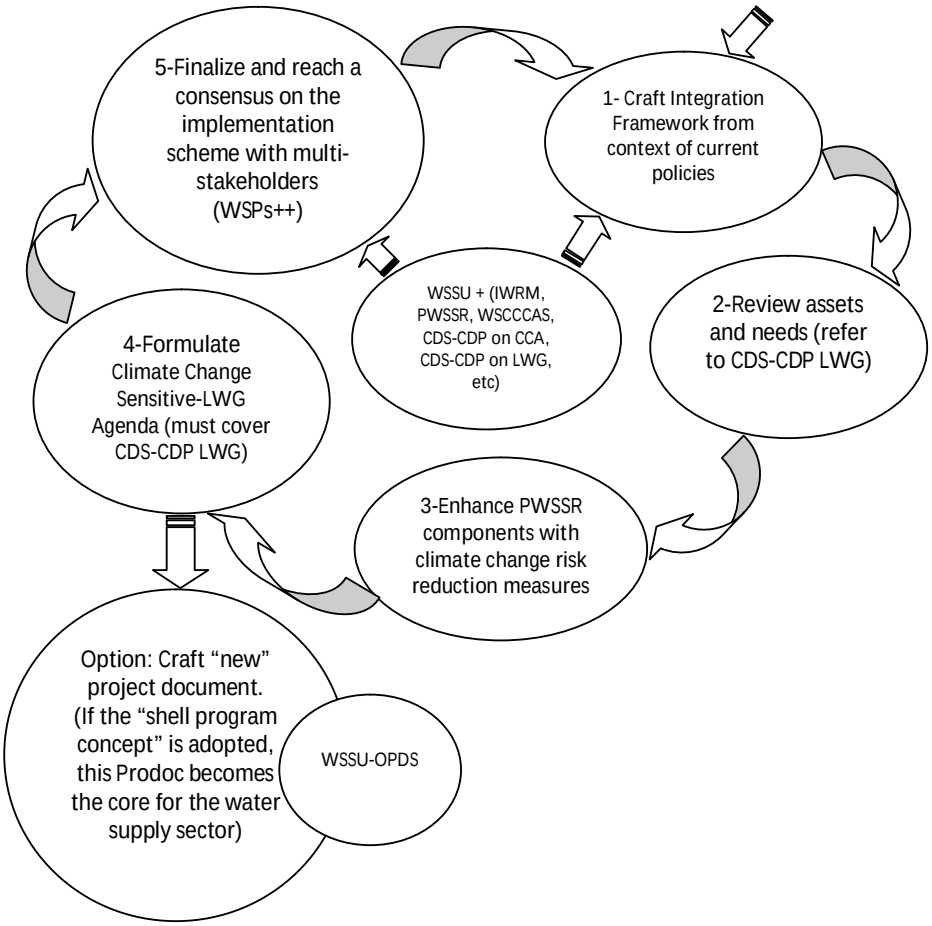

Fig 13. Proposed scheme for climate change proofing policy development and possibility of crafting of a project concept.[39]

[39] Lifted from Capacity Assessment on Local Water Governance report. MDGF 1919 Program: "Enhancing Access to and Provision of Water Services with Active Participation of the Poor". Written by Noel C. Duhaylungsod. November 2010.

Table 7. Common CD approaches relevant to all water service providers.

Capacity Dev't. Strategy	Area of concern	Fxn'l. capacity[40]	Objectives	Competency Development Approach[41]
Policy development and education/ Providing the environment for investment with a political will for CC-SD water projects (PDE-PIP) > Synergy of policy > Continuing systematic education > Encourage a policy of public-private partnership on water governance	Local Water Governance Policy Sustainable Water Resource Management	ASCV	To evolve a pro-active Local Water Governance Policy To develop a compendium of technical and management tools To hone on technical skills on sustainable water resource management	Integrate climate change risk reduction measures in the sector policy and development plan, and the LGU VMG Conduct training (all types) on techniques and technical tools on water resource management Build a pool of knowledgeable and skilled resource persons on climate change sensitive-LWG Others: Policy studies: ➢ Harmonize policies on water supply and sanitation ➢ Align with the climate change sensitized-PWSSR ➢ Review water subsidiarity and autonomy of setting up most suitable economic development models for water governance Conduct an "editorialized-annotated" review of tools Ensure regular inventory and monitoring of water resources Verify MDG water targets Establish appropriate institutional mechanisms and structure for sustainable water service provision

[40] EMSD = engage in multi-stakeholder dialogues; ASCV = assess a situation, create a vision, and mandate; FPS = formulate policy and strategy; BMI = budget, manage, and implement; ME = monitor and evaluate

[41] Those approaches entered as others are competency-related and will be placed in the lower rung of priorities.

Providing the environment for investment on supplying water with broadened funding opportune-ties (PIF)	Water pricing	FPS/ASCV	To establish a most appropriate level of tariff rates for particular types of WSP	Conduct workshop on innovative tariff computation imputing "undervalued or not considered factors" like watershed rehabilitation, climate change costs, social costs, co-management, etc. Others: Review standard water pricing policy
	Investment development		To incentivize investment for climate change sensitive-LWG	Others: Following the Renewable Energy model, explore incentives for innovative water resource management; propose modification in the Investment and Incentives Law and other laws or seek an Executive Order, and other legal means to operationalize the incentives
Providing the environment for investment on supplying water with honed capacities on management and technical tools (PICMT) > Technical tools > Manage-ment tools > Availability of information	Information availability	ME	To link WSPs to data bases and train these on information management	Others: The OPDS' capacity assessment has recommended for "linked databases", hopefully with water as a major subject; assist WSPs in providing them information on where to source the relevant information they need for investment or for increasing effectiveness and efficiency in their services; training on information management (specifically on retrieval and analysis of data, and translation into usable information) is a need for strategic planning or increasing efficiencies of water servicing.

5.2 LGU as Policy Maker-Regulator on Water Service Provision

Table 8. Competency development approaches for the LGUPM.

Capacity Dev't. Strategy[42]	Area of concern	Fxn'l. capacity	Objectives	Competency Development Approach
PDE-PIP	LDWQMC Participatory review of the policy environment on water service provision	EMSD	To establish the LDWQMC To harmonize understanding of major policies on water management	Policy education forums
PDE-PIP/ PIF	Water management legislation with climate change risk reduction measures and MDG targets Ring fencing of water funds Business permitting for water use	FPS/BMI	To manifest the LGU water management authority by innovating on its water sector policy To set up a specific system of finance management for water	Others: Formulate prototype water management bill for sponsorship: ➢ Integrate climate change risk reduction measures in the water sector development ➢ Align with the PWSSR ➢ Water subsidiarity in corporative context ➢ Build local professional expertise ➢ Establish environment to retain trained water professionals Others: Propose a draft legislation for consideration by legislative Council regarding ring fencing of funds generated from the sale of water services Establish an express system for business permitting

[42] Policy development and education/Providing the environment for investment with a political will for CC-SD water projects (PDE-PIP), on synergy of policy, continuing systematic education, encouragement for a policy of public-private partnership on water governance; providing the environment for investment on supplying water with broadened funding opportunities (PIF); providing the environment for investment on supplying water with honed capacities on management and technical tools (PICMT), on technical tools, management tools, availability of information; abbreviations will used in the entries of the succeeding Tables

PICMT	Policy implementation Results-based monitoring Rewards and incentives	ME	To establish a tailor-fitted M&E system To establish schemes to retain skilled professionals	Evolve the participatory monitoring and evaluation system for the water sector policy reform Conduct training on the M&E instrument Evolve an incentive award scheme for good WSPs and dis-incentivize non-performers Disseminate reports on experience in administering a water facility, policy implementation as well as trajectories of water development Review best practices and draw lessons

5.3 WSP-focused Competency Development Approaches

Some competency development approaches could be assumed for a WSP, thus require specific tasks. However, it is recognized that these "peculiar" competencies could be technically categorized with the "common" competencies as described. Such is expected as the service is the same for everyone and the WSPs digress on matters of purpose. Moreover expectedly, some of the competency development approaches will have cross utilization with other WSPs.

5.3.1 LGU as Water Service Provider

Table 9. Competency development approaches for the LGU WSP.

Capacity Dev't. Strategy	Area of concern	Fxn'l. capacity	Objectives	Competency Development Approach
PICMT	Harnessing local expertise	EMSD	To build the resource pool of water professionals	Network with CD institutions especially with those situated in the regions Conduct sharing workshop: ➢ Complementation of technical expertise of local WSPs ➢ Best practice Others: Negotiate for non-financial incentives with financial institutions
PDE-PIP	Integration of climate risk reduction measures in the VMG Devolution of water service function to WSPs	ASCV	To strategically integrate climate change risk reduction measures in local water governance	Conduct VMG workshop to integrate and operationalize climate change risk reduction measures on following concerns: ➢ Multi-party local water governance ➢ Sustainable supply of safe and clean water ➢ Progressively contextualize competency development modules Others: Conduct policy advocacy directed at eventually "devolving" water service

				provision function to other WSPs Develop and implement water governance reforms
PICMT/ PDE-PIC	Short and long-term Business Plans Roles and responsibilities of the water management office/unit	FPS	To translate the integration of climate change risk reduction in policy into a business plan To establish a dedicated Water Management Office	Formulate a Business Planning Module to include the following aspects, and conduct training: ➢ Short-term targets ➢ Long-term business feasibility ➢ Tax policy ➢ Strategic partnership with the private sector on business expansion ➢ Devolution to other WSPs Craft a local Customers' Service Code and conduct training Others: Define a Water Management Office with the following: ➢ Operations Manual ➢ HRD plan for quality professional build up ➢ Feedback system Deliberately build up professional expertise on water supply management coupled with developing an encouraging policy environment for sustainable water management
	Sustainable and Responsive Water Supply Management System	BMI	To hone the skills of the Water Management Office on technical and management tools	Develop a training module on Sustainable and Responsive Water Supply Management with aspects on: ➢ Annual investment planning ➢ Provision of adequate supply ➢ Compliance to regulations ➢ Imputing costs to rehabilitation and climate change in tariff setting ➢ Maintenance ➢ Regulation and control

PICMT	Adaptive M&E tools to challenges Assessment tools for Water Management Office' operation	ME	To modify/develop technical and management tools for use by the Water Management Office	Others: Formulate tools which cover the following: ➢ Multi-partite monitoring ➢ Transparent reporting (narrative, financial, policy) ➢ Assessment, e.g., for system losses, and measures against loses Formulate tools for assessing Water Management Office operations and performance Review best practices and draw lessons

5.3.2 Barangay-administered Water Facility

Table 10. Competency development approaches for the Barangay-administered Water Facility.

Capacity Dev't. Strategy	Area of concern	Fxn'l. capacity	Objectives	Competency Development Approach
PIF	Subsidy	EMSD	To garner a continuing support from the municipal government	Negotiate for a continuing support from the municipal LGU (materials, expertise, financial) Others: Open up to possibilities for public-private partnership on water service provision
PDE-PIP/ PICMT	Contextualized VMG	ASCV	To craft a VMG which reflects good governance on water resources	Conduct a VMG workshop to cover the concerns below: ➢ Rules and regulations on water management ➢ Climate change risk reduction measures ➢ Participatory monitoring and evaluation ➢ In line with the priorities of the municipality Develop a systematic and continuing monitoring and inventory of water supply and demand Review best practices and draw lessons

PICMT	Short and long-term Business Plan	FPS	To develop short and long-term business plans on water provision	Establish a comprehensive water supply development plan with assistance from professional experts, and with the following features: ➢ Integrated climate change risk reduction measures ➢ Customers Service Code ➢ Financial feasibility ➢ Professional expertise build up ➢ Operations Manual ➢ Non-financial incentives like tax incentives from government ➢ Tariff that reflects full costing of the water resource (i.e., watershed rehabilitation and climate change costs)

5.3.3 Water District

Table 11. Competency development approaches for the Water District.

Capacity Dev't. Strategy	Area of concern	Fxn'l. capacity	Objectives	Competency Development Approach
PICMT	Transparent and accountable water management system	EMSD	To provide venues for stakeholders' participation in water management	Participate in workshops on stakeholder analysis and planning Conduct participatory strategic planning with stakeholders to expand perspectives on: ➢ Watershed management ➢ Negotiating for additional financing ➢ Non-financial incentives ➢ Competitive tariff levels Document and share ideas and best practices with other WSPs
PDE-PIC/ PICMT	Climate change risk reduction measures in VMG Short and long-term Business Plans	ASCV/ FPS	To climate proof the system To develop business plans which are responsive to challenges To setup a policy of transparency and accountability	Develop a climate change-sensitive VMG Participate in training on climate change risk planning and management Formulate a Business Planning Module to include the following aspects, and conduct training: ➢ Short-term targets ➢ Long-term business feasibility ➢ Tax policy ➢ Integrated climate change risk reduction measures ➢ Customers Service Code

PICMT	Proactive tariff system Systematic and transparent M&E system	BMI/ME	To establish a challenged tariff system To develop a transparent M&E	Review the parameters for tariff computations and consider the important emerging variables of climate change adaptation and rehabilitation Review best practices and draw lessons Evolve a system of feedback for stakeholders to appreciate the situation of the facility, their responsibilities and stake on its sustainability Ensure that reports are disseminated and read by the stakeholders and the LGU Others: Develop CC risks policies

5.3.4 Cooperative Water Service Provider

Table 12. Competency development approaches for Cooperative WSP.

Capacity Dev't. Strategy	Area of concern	Fxn'l. capacity	Objectives	Competency Development Approach
PICMT/ PDE-PIC	Short and long-term Business Plans Comprehensive water supply development plan	EMSD ASCV FPS	To develop business plans which are responsive to challenges To build up staff and officers on knowledge and skills on sustainable water management To integrate in the business plans a comprehensive water supply development scheme To ensure that the plans are reflective of an innovative VMG	Conduct training on business planning (short and long-term) ➢ Financial feasibility ➢ Loan repayment ➢ Negotiation skills, i.e., CDA assistance on technical matters apart from preferred loans ➢ Re-casting of tariff rates by imputing factors like climate change and environmental rehabilitation ➢ Rewards and incentives ➢ Investing on HRD management ➢ Non-financial incentives Establish a comprehensive water supply development plan with the following features: ➢ Integrated climate change risk reduction measures ➢ Customers Service Code ➢ Operations Manual ➢ Professional expertise build up Conduct a VMG workshop to cover the concerns below: ➢ Rules and regulations on water management ➢ Climate change risk reduction measures ➢ Participatory monitoring and evaluation Develop a systematic and continuing monitoring and inventory of water supply and demand

PIF	Up-scaled investments	BMI	To provide water to wider area and larger population of water users	Others: Conduct an investing planning workshop: ➢ Establish a scheme for effective computation of tariff rates ➢ Efficient collection of fees ➢ Loan repayments ➢ Mobilization of funds for expansion ➢ Anticipatory solving of financial problems
PICMT	Systematic and transparent M&E system	ME	To establish participation in management by stakeholders	Develop a participatory monitoring and evaluation system: ➢ Adjustment(s) in plans and operation ➢ Regular transparent feedback/reporting system ➢ Violations Review best practices and draw lessons

5.3.5 Private Company Water Service Provider

Table 13. Competency development approaches for the Private Company WSP.

Capacity Dev't. Strategy	Area of concern	Fxn'l. capacity	Objectives	Competency Development Approach
PDE-PIP	Public-private partnership	EMSD	To establish a platform for multi-partite participation in management To establish private-public investment on water	Convene multi-stakeholders meetings and/or participate in activities organized by stakeholders
		FPS		Network with capacity building institutions or organizations, especially those that could assist in "acclimatizing" (making plans and programs climate change sensitive) activities
		BMI		Others: For up-scaling purposes, establish public-private partnerships ➢ Co-management ➢ Preferred loans ➢ Investments
	Transparency and accountability	ME		Establish a feedback system which periodically informs stakeholders on the situation of the water facility

5.4 Consumers/Customers of water service providers

Basically, the action plan activities of the consumers are reactive to what the WSPs are offering, although some are referring to the basic tenets of co-management or the sharing of the duty bearers and claim holders. Their expressed need is to be involved in the conceptualization, planning and implementation of water projects, and not just as payers of water bill.

Table 14. Competency development approaches for the consumers.

Capacity Dev't. Strategy	Area of concern	Fxn'l. capacity	Objectives	Competency Development Approach
PICMT	Co-management Sustainable water management	EMSD/FPS /BMI/ME	To increase awareness on conservation and protection of water resources vis-à-vis consumer rights and responsibilities	Organize an organizational workshop to establish the platform for leveraging WSPs to engage stakeholders in management Conduct water management skills training for customers Ensure the protection of consumer rights and responsibilities as water users
	Water conservation		To enhance skills on water management	Conduct training for consumers on water conservation and techniques on water management monitoring Others: Link consumers to the database to share relevant information Develop an M&E scheme for use by the consumers to monitor water conservation among its ranks Assign IEC roles and tasks to rally its ranks towards sustainable water management

5.5 Schedule of Competency Activities

The Tables 5.3.1 to 5.3.5 and 5.4 are further distilled to pin down the competency targets. Some of the identified activities are non-training types but are required to attain the targets. The proposed schedule of implementation is for six months, 18 months and beyond.

Table 15. Competency development activities for water-related groups.

Competency target	**Competency activities (training, workshops, orientation, writeshops, etc.)**	**Timeframe[43]**		
		S	**M**	**L**
	General			
Pro-active Local Water Governance Policy Compendium of technical and management tools Honed professionals on technical skills on sustainable water resource management	Carry out orientation-seminars on climate change risk reduction measures for water sector policy development			
	Conduct training (all types) on techniques and technical tools on water resource management			
	Convene a conference of knowledgeable and skilled resource persons/institutions on climate change sensitive-LWG			
	Codify policies on water			
Appropriate level of tariff rates for particular types of WSP Incentivized investment for climate change sensitive-LWG	Gather a workshop on innovative tariff computation imputing "undervalued or not considered factors" like watershed rehabilitation, climate change costs, social costs, co-mgt., etc.			
	Review standard water pricing policy			
	Gather resource management professionals (economists, planners, managers, researchers) for a conference on incentives for innovative water resource management (use the Renewable Energy as model)			
Linked WSPs to data bases and trained	Conduct workshops on the Executive Referencing System established by OPDS to link WSPs			
	LGU as Policy Maker/Regulator			
Established LDWQMC Deepened understanding of major policies on water management	Conduct LGU-level policy education forums			

[43] S = short (from present to 6 months); M = medium term (from 6 months to 18 months); L = long term (more than 18 months)

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	Timeframe[43]		
		S	M	L
Re-defined LGU authority on local water management Water finance management	Formulate prototype water management bill for sponsorship: integrate climate change risk reduction measures in the water sector development, align with the PWSSR, water subsidiarity in corporative context, build local professional expertise, establish environment to retain trained water professionals			
	Propose a draft legislation for consideration by legislative Council on ring fencing of funds generated from the sale of water services			
	Develop an express system for business permitting			
Tailor-fitted M&E system Retained skilled professionals	Formulate participatory monitoring and evaluation system for the water sector policy reform			
	Conduct training on the M&E instrument			
	Evolve an incentive award scheme for good WSPs and dis-incentivize non-performers			
	Package and disseminate experience on water development and management			
	Review best practices and draw lessons			
	LGU as Water Service Provider			
Pool of water professionals	Perform a sharing workshop to establish complementation of technical expertise of local WSPs, and collect best practice			
Integrated climate change risk reduction measures in local water governance	Conduct VMG workshop to integrate and operationalize climate change risk reduction measures on multi-party local water governance, and sustainable supply of safe and clean water, as modules			
	Carry out policy advocacies directed at eventually "devolving" water service provision function to other WSP			
Integrated climate change risk reduction in the business plan Established a dedicated Water Management Office	Craft a Business Planning Module: short-term targets, long-term business feasibility, tax policy, strategic partnership with the private sector on business expansion, devolution to other WSPs			
	Craft a local Customers' Service Code and conduct training			
	Define an Operations Manual, HRD plan for quality professional build up, and feedback system for a Water Management Office			
Honed skills of the Water Management Office on technical and management tools	Develop a training module on Sustainable and Responsive Water Supply Management and conduct training: annual investment planning, sustainable supply management, compliance to regulations, costs to rehabilitation and climate change in tariff setting, maintenance, and regulation and control			
Modified/developed technical and management tools for use by the Water Management Office	Periodically re-contextualize tools of monitoring and assessment			
	Barangay-administered Water Facility			
Garnered a continuing support from the municipal	Negotiate for a continuing subsidy from the municipal LGU			
	Negotiate for a public-private partnership on water service provision			

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	Timeframe[43]		
		S	M	L
government				
VMG with good governance on water resources	Conduct a VMG workshop: rules and regulations on water management, climate change risk reduction measures, participatory monitoring and evaluation, coinciding priorities with the municipal LGU			
	Develop a module on systematic and regular assessment on water supply and demand			
	Review best practices and draw lessons			
Short and long-term business plan	Formulate a comprehensive water supply development plan (with assistance from professional experts): integrated climate change risk reduction measures, Customers Service Code, financial feasibility, professional expertise build up, Operations Manual, non-financial incentives like tax incentives from government, tariff with full costing of the water resource (i.e., watershed rehabilitation and climate change costs)			
	Water District			
Opened up for stakeholders' participation in water management	Conduct participatory strategic planning with stakeholders: watershed management, non-financial incentives, tariff computation			
	Document and share ideas and best practices with other WSPs			
Climate proofed system Responsive business plan Transparent and accountable policy	Participate in training on climate change risk planning and management and apply by integrating climate change in VMG statement			
	Formulate a Business Planning Module: short-term targets, long-term business feasibility, tax policy, integrated climate change risk reduction measures			
	Formulate a Customers Service Code			
A challenged tariff system Developed a transparent M&E	Conduct policy review on tariff computations			
	Evolve a system of feedback for stakeholders to appreciate the situation of the facility, their responsibilities and stake on its sustainability			
	Review best practices and draw lessons			
	Disseminate reports to stakeholders and the LGU			
	Cooperative Water Service Provider			
Developed business plans Honed staff and officers on sustainable water management Comprehensive water supply scheme in VMG and business plan	Conduct training on business planning (short and long-term): financial feasibility, loan repayment, negotiation skills, i.e., CDA assistance on technical matters apart from preferred loans, re-casting of tariff rates by imputing factors like climate change and environmental rehabilitation, rewards and incentives, investing on HRD management, and non-financial incentives			
	Formulate through participatory workshop a comprehensive water supply development plan: integrated climate change risk reduction measures, Customers Service Code, Operations Manual, rules and regulations on water management, and participatory monitoring and evaluation			
Up-scaled	Conduct an investing planning workshop: scheme for effective			

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	Timeframe[43]		
		S	M	L
investment with wider area and larger population of water users	computation of tariff rates, efficient collection of fees, loan repayments, mobilization of funds for expansion, and anticipatory solving of financial problems			
Systematic and transparent M&E system	Develop a participatory monitoring and evaluation system: adjustment in plans and operation, regular transparent feedback/reporting system, and violations			
	Review best practices and draw lessons			
	Private Company Water Service Provider			
A platform for multi-partite participation in management Private-public investment on water	Convene multi-stakeholders meetings to stress transparency and accountability in water management			
	"Acclimatize" plans and programs, possibly with assistance from capacity building institutions or organizations			
	Establish public-private partnership investment			
	Develop an iterative feedback system for periodic information to stakeholders			
	Consumers/Customers of Water Service Providers			
Increased awareness on conservation and protection of water resources vis-à-vis consumer rights and responsibilities	Organize an organizational workshop to establish the platform for leveraging WSPs to engage stakeholders in management			
	Conduct water management skills training for consumers			
	Conduct workshop on the protection of consumer rights and responsibilities as water users			
Enhanced skills on water management	Conduct training for consumers on water conservation and techniques on water management monitoring			
	Organize a training-workshop on database management			
	Develop an M&E scheme to monitor water conservation			
	Assign IEC roles and tasks for sustainable water management			

6.0 Indicative levels of required resources for the CDP implementation

Table 16 is a general budgetary allocation for the competency activities. The estimates are conservative based on 2000 rates for educational activity expenses, although training providers' professional rates vary widely especially with respect to location and the level of expertise required by particular education/training modules.

The total budget of 13.7 million pesos is earmarked for the next 24 months beginning 2011, but as stated, some competency activities will require longer gestation periods thus will incur more resources.

Table 16. Budgetary allocation for the competency activities.

Competency target	**Competency activities (training, workshops, orientation, writeshops, etc.)**	**NS**[44]	**ND**[45]	**CPP**[46]	**NP**[47]	**Unit Value (PhP)**	**Total (PhP)**
General							
Pro-active Local Water Governance Policy	Carry out orientation-seminars on climate change risk reduction measures for water sector policy development	2	1	3000	50	150,000.00	300,000.00
Compendium of technical and management tools	Conduct training (all types) on techniques and technical tools on water resource management	3	4	3000	20	240,000.00	720,000.00
	Convene a conference of knowledgeable and skilled resource persons/institutions on climate change sensitive-LWG	1	1	3000	150	450,000.00	450,000.00
Honed professionals on technical skills on sustainable water resource management	Codify policies on water					250,000.00	500,000.00

[44] Number of sessions
[45] Number of days per session
[46] Cost per participant per day-basis
[47] Total number of participants per session

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[44]	ND[45]	CPP[46]	NP[47]	Unit Value (PhP)	Total (PhP)
Appropriate level of tariff rates for particular types of WSP	Gather a workshop on innovative tariff computation imputing "undervalued or not considered factors" like watershed rehabilitation, climate change costs, social costs, co-mgt., etc.	1	2	3000	20	120,000.00	120,000.00
	Review standard water pricing policy					125,000.00	125,000.00
Incentivized investment for climate change sensitive-LWG	Gather resource management professionals (economists, planners, managers, researchers) for a conference on incentives for innovative water resource management (use the Renewable Energy as model)	1	1	3000	150	450,000.00	450,000.00
Linked WSPs to data bases and trained	Conduct workshops on the Executive Referencing System established by OPDS to link WSPs	2	1	3000	20	60,000.00	120,000.00
Sub-total							**2,785,000.00**
LGU as Policy Maker/ Regulator							
Established LDWQMC	Conduct LGU-level policy education forums (Luzon, Visayas, Mindanao)	1	1	3000	150	450,000.00	450,000.00
		1	1	3000	150	450,000.00	450,000.00
Deepened understanding of major policies on water management		1	1	300	150	45,000.00	45,000.00
Re-defined LGU authority on local water management Water finance management	Formulate prototype water management bill for sponsorship: Ø Integrate climate change risk reduction measures in the water sector development Ø Align with the PWSSR Ø Water subsidiarity					62,500.00	62,500.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[44]	ND[45]	CPP[46]	NP[47]	Unit Value (PhP)	Total (PhP)
	in corporative context Ø Build local professional expertise Ø Establish environment to retain trained water professionals						
	Propose a draft legislation for consideration by legislative Council on ring fencing of funds generated from the sale of water services					62,500.00	62,500.00
	Develop an express system for business permitting					0.00	0.00
Tailor-fitted M&E system	Formulate participatory monitoring and evaluation system for the water sector policy reform					62,500.00	62,500.00
	Conduct training on the M&E instrument	1	2	3000	20	120,000.00	120,000.00
Retained skilled professionals	Evolve an incentive award scheme for good WSPs and dis-incentivize non-performers					62,500.00	62,500.00
	Package and disseminate experience on water development and management					250,000.00	500,000.00
	Review best practices and draw lessons					0.00	0.00
Sub-total							**1,815,000.00**
LGU as Water Service Provider							
Pool of water professionals	Perform a sharing workshop to establish complementation of technical expertise of local WSPs, and collect best practice	3	1	3000	20	60,000.00	180,000.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[44]	ND[45]	CPP[46]	NP[47]	Unit Value (PhP)	Total (PhP)
Integrated climate change risk reduction measures in local water governance	Conduct VMG workshop to integrate and operationalize climate change risk reduction measures on multi-party local water governance, and sustainable supply of safe and clean water, as modules	1	3	3000	20	180,000.00	180,000.00
	Carry out policy advocacies directed at eventually "devolving" water service provision function to other WSP					500,000.00	500,000.00
Integrated climate change risk reduction in the business plan	Craft a Business Planning Module to include: short-term targets, long-term business feasibility, tax policy, strategic partnership with the private sector on business expansion, devolution to other WSPs					250,000.00	250,000.00
	Craft a local Customers' Service Code and conduct training					250,000.00	250,000.00
Established a dedicated Water Management Office	Define an Operations Manual, HRD plan for quality professional build up, and feedback system for a Water Management Office					125,000.00	125,000.00
Honed skills of the Water Management Office on technical and management tools	Develop a training module on Sustainable and Responsive Water Supply Management and conduct training: annual investment planning, sustainable supply management, compliance to regulations, costs to rehabilitation and climate change in tariff setting, maintenance, and regulation and control	3	3	3000	20	180,000.00	790,000.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[44]	ND[45]	CPP[46]	NP[47]	Unit Value (PhP)	Total (PhP)
Modified/developed technical and management tools for use by the Water Management Office	Periodically re-contextualize tools of monitoring and assessment					125,000.00	125,000.00
Sub-total							**2,400,000.00**
Barangay-administered Water Facility							
Garnered a continuing support from the municipal government	Negotiate for a continuing subsidy from the municipal LGU					0.00	0.00
	Negotiate for a public-private partnership on water service provision					125,000.00	125,000.00
VMG with good governance on water resources	Conduct a VMG workshop: rules and regulations on water management, climate change risk reduction measures, participatory monitoring and evaluation, coinciding priorities with the municipal LGU	3	2	3000	40	240,000.00	720,000.00
	Develop a module on systematic and regular assessment on water supply and demand					125,000.00	125,000.00
	Review best practices and draw lessons					125,000.00	125,000.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[44]	ND[45]	CPP[46]	NP[47]	Unit Value (PhP)	Total (PhP)
Short and long-term business plan	Formulate a comprehensive water supply development plan (with assistance from professional experts): integrated climate change risk reduction measures, Customers Service Code, financial feasibility, professional expertise build up, Operations Manual, non-financial incentives like tax incentives from government, tariff with full costing of the water resource (i.e., watershed rehabilitation and climate change costs)					250,000.00	250,000.00
Sub-total							**1,345,000.00**
Water District							
Opened up for stakeholders' participation in water management	Conduct participatory strategic planning with stakeholders: watershed management, non-financial incentives, tariff computation	1	2	3000	20	120,000.00	120,000.00
	Document and share ideas and best practices with other WSPs					250,000.00	250,000.00
Climate proofed system	Participate in training on climate change risk planning and management and apply by integrating climate change in VMG statement					62,500.00	62,500.00
Responsive business plan	Formulate a Business Planning Module: short-term targets, long-term business feasibility, tax policy, integrated climate change risk reduction measures					250,000.00	250,000.00
Transparent and accountable policy	Formulate a Customers Service Code					62,500.00	62,500.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[44]	ND[45]	CPP[46]	NP[47]	Unit Value (PhP)	Total (PhP)
A challenged tariff system	Conduct policy review on tariff computations	1	1	3000	20	60,000.00	60,000.00
	Evolve a system of feedback for stakeholders to appreciate the situation of the facility, their responsibilities and stake on its sustainability	1	1	3000	20	60,000.00	60,000.00
Developed a transparent M&E	Review best practices and draw lessons					0.00	0.00
	Disseminate reports to stakeholders and the LGU					62,500.00	62,500.00
Sub-total							**927,500.00**
Cooperative Water Service Provider							
Developed business plans Honed staff and officers on sustainable water management	Conduct training on business planning (short and long-term): financial feasibility, loan repayment, negotiation skills, i.e., CDA assistance on technical matters apart from preferred loans, re-casting of tariff rates by imputing factors like climate change and environmental rehabilitation, rewards and incentives, investing on HRD management, and non-financial incentives	1	3	3000	20	180,000.00	180,000.00
Comprehensive water supply scheme in VMG and business plan	Formulate through participatory workshop a comprehensive water supply development plan: integrated climate change risk reduction measures, Customers Service Code, Operations Manual, rules and regulations on water management, and participatory monitoring and evaluation	1	3	3000	20	180,000.00	180,000.00

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[44]	ND[45]	CPP[46]	NP[47]	Unit Value (PhP)	Total (PhP)
Up-scaled investment with wider area and larger population of water users	Conduct an investing planning workshop: scheme for effective computation of tariff rates, efficient collection of fees, loan repayments, mobilization of funds for expansion, and anticipatory solving of financial problems	1	2	3000	20	120,000.00	120,000.00
Systematic and transparent M&E system	Develop a participatory monitoring and evaluation system: adjustment in plans and operation, regular transparent feedback/reporting system, and violations					62,500.00	62,500.00
	Review best practices and draw lessons					62,500.00	62,500.00
Sub-total							**905,000.00**
Private Company Water Service Provider							
A platform for multi-partite participation in management	Convene multi-stakeholders meetings to stress transparency and accountability in water management	1	1	3000	100	300,000.00	300,000.00
	"Acclimatize" plans and programs, possibly with assistance from capacity building institutions or organizations					62,500.00	62,500.00
Private-public investment on water	Establish public-private partnership investment					0.00	0.00
	Develop an iterative feedback system for periodic information to stakeholders					62,500.00	62,500.00
Sub-total							**425,000.00**
Consumers/Customers of Water Service Providers							

Competency target	Competency activities (training, workshops, orientation, writeshops, etc.)	NS[44]	ND[45]	CPP[46]	NP[47]	Unit Value (PhP)	Total (PhP)
Increased awareness on conservation and protection of water resources vis-à-vis consumer rights and responsibilities	Organize an organizational workshop to establish the platform for leveraging WSPs to engage stakeholders in management	3	1	3000	150	450,000.00	1,350,000.00
	Conduct water management skills training for consumers	3	2	3000	20	120,000.00	360,000.00
	Conduct workshop on the protection of consumer rights and responsibilities as water users	6	1	3000	40	120,000.00	720,000.00
Enhanced skills on water management	Conduct training for consumers on water conservation and techniques on water management monitoring	3	1	3000	40	120,000.00	360,000.00
	Organize a training-workshop on database management	3	1	3000	20	60,000.00	180,000.00
	Develop an M&E scheme to monitor water conservation					62,500.00	62,500.00
	Assign IEC roles and tasks for sustainable water management					62,500.00	62,500.00
Sub-total							**3,095,000.00**
Grand total							**13,697,500.00**

7.0 Way Forward

(1) Establish a CDS-CDP Focal Group

Conduct an in-house workshop to study the CDS-CDP on Local Water Governance and plan for the next steps by detailing the activities that will be implemented in the next six months, 18 months and beyond. A scheme to do this is to assign the Regional Coordinators with the MDGF 1919 Manager serving as lead person, as the Focal Group dedicated to facilitate the following tasks:

(a) Re-scan and evolve an Action Plan

At this point, conduct another scan from your perspective, on the CA results (Section 3.0, Capacity Assessment on Local Water Governance) for other concerns which may not have been covered by the proposed actions, particularly on the technical capacities rated above the CORu but are significant to the entire competency development process. Treat the proposed actions (Section 4.0, Capacity Assessment on Local Water Governance) as base information, together with the Sections 5 & 6 of the CDS-CDP.

Evolve an Action Plan based on the points raised in the Way Forward (Volumes 1 & 2).

(b) Conduct participatory discussions on the CDS-CDP in the regions with the end view of crafting a doable set of activities given the resources of the JP and the counterparting of WSPs, LGU and the consumers

(c) Disseminate educational materials

(d) Collectivize development of an "innovative, catalytic and new project idea" (see # 4, below)

(2) Agree on an Operational framework

Even while the main task of the IDS is to draw up the Competency Development Program for the WSPs, the results of the capacity assessment have ushered a need for reforming existing policies so that competency activities will be more meaningful and directed. Therefore, it is recommended that a policy on Climate Change Sensitive-Local Water Governance be developed.

The priori but ideal task of coalescing IWRM, WSCCCAS and PWSSR into an authoritative instrument for local water governance demands a different set of activities. Moreover, the putting together of the different protagonists (initiators-formulators) will command so much process, unless the scheme is to conduct this via the specialist review process, and subject the same in a multi-stakeholder validation. Another option is to integrate, quick-smart, climate change sensitivity into the PWSSR but with strong reference to the IWRM and WSCCCAS. This will have lesser requirement and yet have immediate impact to the entire WSP community.

Fig 14 describes a climate proofing policy development route. A possibility of a project idea with WSSU as the lead group is explored, while optimizing the pool of resources from the 36 waterless municipalities as the take-off playing field. The concepts of coaching, mentoring, big-little sister, and rescue, are relevant in a schema where regional networks (Mindanao, Visayas, Luzon) of organizational/institutional service providers are established, for facilitation and documentation.

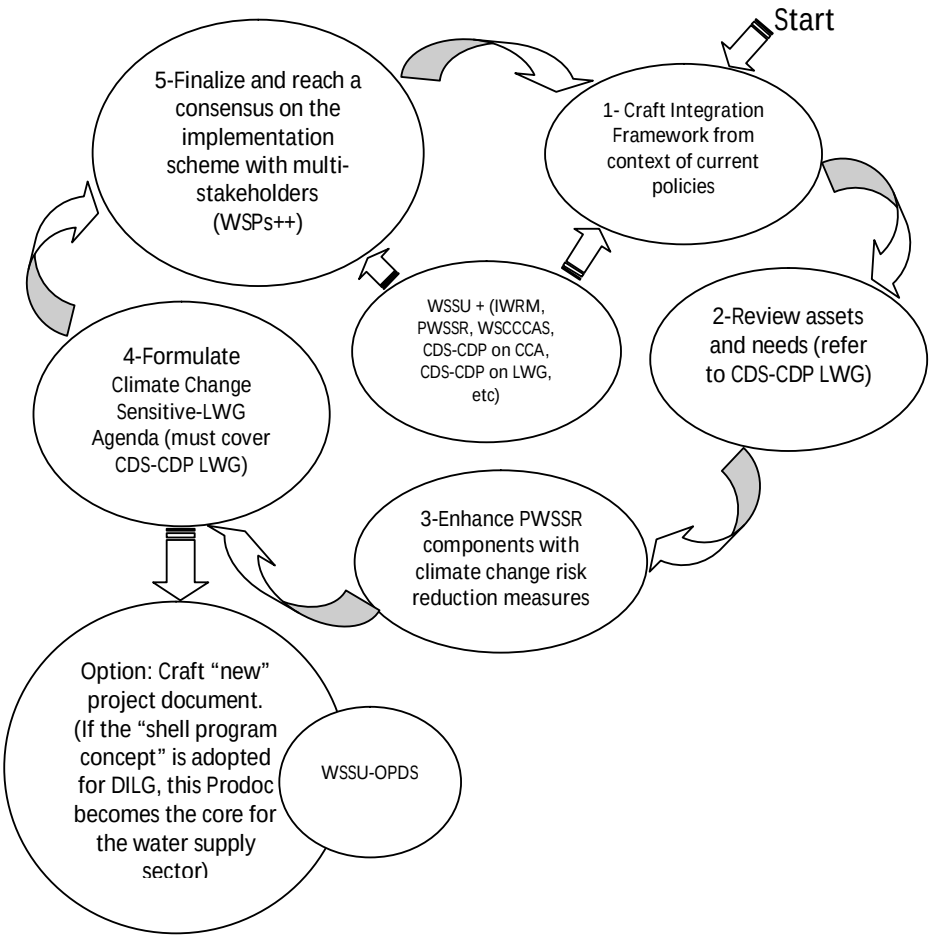

Fig 14. Proposed scheme for climate change proofing policy development and possibility of crafting of a project concept.

(3) Adopt the CDS-CDP on Local Water Governance as a working document

With competency development activities (broadly treated), as the manner of capacitation, the CDS-CDP Focal Group should deliberately set the ground rules for implementation to include, which numbers plenty, the "indirect competency activities" within the operational framework. In other words, the FG has to clearly delineate the "strictly competency activities" from those "straddling as competency activities".

Resources should be allocated first on the former activities and perhaps, allocate catalytic funds for the latter type of activities. However, since there is a long list of the latter activities, and are prerequisite for more effective competency development, the FG could parallel work by sourcing funds for these via the crafting of a new project concept. Whatever is spent in the next 18 months on the straddlers will be considered as bridge funding and therefore should be used as leverage funds.

(a) Policy development and education, and providing the environment for investment with a political will for CC-SD water projects

The issue on policy synergy but gravitating on Climate Change Sensitive Local Water Governance and a continuing systematic education with emphasis on a policy on public-private partnership in local water governance should be addressed as proposed in the "extended competency" program. The significance of this policy development and education (#2 above) is to be viewed in the long-term, especially with the current talk about re-institutionalizing water management in the country.

(b) Providing the environment for investment on supplying water with honed capacities on management and technical tools

Technical and management tools need to be developed or modified to suit locales. A pool of honed professionals on these tools shall ensure continuity of effective and efficient supplying of water. A connected aspect to tools development and application is the availability of relevant and reasonably priced information from databanks. Activities were identified in the CDP.

(c) Providing the environment for investment on supplying water with broadened funding opportunities

Under a public-private partnership on local water governance, the policy environment for more relaxed and open field for investment on supplying water shall encourage attainment of MDG water targets. The public-private partnership on water needs to be defined given the "ambivalence" of LGUs and the private sector on how to capitalize water. A local policy for private investment will bring in capital from the private sector but a policy of confining water service with the LGU will shun other sources of capital except that coming from the government.

Particularly, a policy akin to the Renewable Energy Law will encourage bigger and larger investments on water. Policy work is needed here.

(d) Providing the environment for participation by consumers/customers of WSPs in conceptualizing, planning and implementation

Providing the environment for investment on supplying water with consciousness for co-management with consumers will usher a healthier environment of water use. Such is good governance.

(e) Tools enhancement and development

The findings and the subsequent competency proposals on tools enhancement and development apply for technical and management tools. The training, workshop, orientation, documentation, educational exchange, etc. as cited in the CDS-CDP are hinged on the availability of appropriate tools for the WSPs and the consumers. Three types of tools will need to be developed, or if available, adapted, namely; management instruments, technical instruments, and "scientific" instruments.

Firstly, a compendium of tools with systematic commentary on their robustness, and use on the side, is an urgent task of research. This kind of preliminary work has been purposely budgeted to ensure that training activities are better directed. The formulation of the WATSAN Toolbox can pick out the tools necessary for good local water governance from the two volumes. Judgment on which tool should be modularized quickly and which ones to come next is subject to availability of current funds.

However, it is suggested that management tools should come as priority over the technical tools, especially those which the WSPs could use immediately for improving services and up-scaling.

The other related urgent area is the availability of information which is reasonably priced from the databanks. An Executive Referencing System has been proposed for the OPDS, and it is recommended that this be financially supported by the program.

References

ACOSTA, V. 2006. The Philippine Water Situation Report. League of Cities of the Philippines.

ASEAN Secretariat. 2005. Country Data Tables, in *State of Water Resources Management in the ASEAN*. pp. 51-54. Thailand. ISBN: 0-643-09264 http://www.aseansec.org/awgwrm/State%20of%20Water%20Resources%20Management%20in%20ASEAN%20October%202005.pdf

ASIAN DEVELOPMENT BANK. 2002. Philippines, Basic Water Information. March 22, 2002. http://www.adb.org/Water/Indicators/water_info_phi.pdf

BARBA, PACITA. 2005. Challenges in Water Resource Management in the Philippines-NWRB. http://www.wrrc.dpri.kyoto-u.ac.jp/~aphw/APHW2004/proceedings/JSE/56-JSE-A519/56-JSE-A519.pdf

CLEMENTE, ROBERTO, *et al.* 2001. Metro Manila and Metro Cebu Groundwater Assessment. Philippine Institute for Development Studies Discussion Paper Series. http://www3.pids.gov.ph/ris/dps/pidsdps0105.pdf

DILG. The Provincial Water Supply, Sewerage and Sanitation Master Plans. nd.

DENR and NWRB. 2009. "Water Sector Climate Change Adaptation Strategy".

EMB. 2004. List of Classified River Basins. (As of December 2004). http://www.emb.gov.ph/wqms/Classified%20Rivers%20as%20of%20Dec%202004.htm

EMB. 2006. National Water Quality Status Report.

GAYLICAN, C. A. 2007. Water crisis in RP seen in 2010. *Philippine Daily Inquirer*. January 29, 2007.

GOVERNMENT OF THE PHILIPPINES AND THE UNITED NATIONS. The Joint Programme Document, MDGF 1919:"Enhancing Access to and Provision of Water Services with Active Participation of the Poor", 2008-2010

OFFICE OF PROJECT DEVELOPMENT SERVICES. Strengthening and Empowering Local Government Units: Office of the Project Development Services (OPDS) Transition Report. Draft. nd.

LONTOC. J.F.B. 2010. "Water, Water, Everywhere? Ensuring the Country's Water Security". The UP Forum Vol. 11:3 May-June 2010.

NWRB. 1998. "Master Plan Study on Water Resource Management".

NWRB. 2006. "Working Together to Secure Sustainable Water for All: The Integrated Water Resources Management (IWRM) Plan Framework".

NWRB and DENR. 2009. "Water Sector Climate Change Adaptation Strategy"

PASCUAL, C. " Towards a Sustainable Systems Approach in Governing Water Environment in the Philippines." Mariano Marcos State University. n.d

PHILIPPINE DEVELOPMENT STUDIES. 2002. Development Research News. Philippine Development Studies, Vol. 20: 4. July-August 2002. pp. 1-7.

REPUBLIC OF THE PHILIPPINES. 2008. "Philippine Water Supply Sector Roadmap".

WB. 2003. Philippine Environment Monitor.

WB. 2004. Philippine Environment Monitor.

WB. 2003. "Management models for small towns water supply: Lessons learned from case studies in the Philippines"

WB. 2005. Philippines: Meeting Infrastructure Challenges. East Asia and Pacific Region: The World Bank, Infrastructure Sector Department.

WHO. 2006. Guidelines for drinking-water quality, Volume 1, recommendations; 3rd edition. World Health Organization (WHO). ISBN 9241546964.

Websites:

INTER-GOVERNMENTAL PANEL ON CLIMATE CHANGE

REPUBLIC OF THE PHILIPPINES. Several sources on Departments mandates, functions, structures; Inter Agency Committee on Climate Change ; Presidential Task Force on Climate Change

UNDP. Several sources (2005-2007) on the Capacity Development Approach and Capacity Assessment Methodology as manuals and practice notes.

Capacity Assessment Framework for Consumers

Issues and/or Challenges in Local Water Supply Governance	Functional Capacities				
	Engage in Multi-stakeholder Dialogues	**Assess a Situation and Create a Vision for Water Governance**	**Formulate Policy and Strategy for Local Water Governance**	**Budget, Manage and Implement**	**Monitor and Evaluate**
A. Belief System					
• Water is a social service to be provided for free	• Capacity of consumers to participate in discussions on sustainable local water governance	• Capacity of consumers to accept the view that water should be managed efficiently and must be paid for every use		• Capacity of consumers to take active roles in IEC activities on sustainable water management	
B. Willingness attitude					
• Take preservation and development of water source areas as a responsibility; Pay-for-use	• Capacity of consumers to get involved in IEC activities including in planning for water source protection and development	• Capacity of customers to be responsible payers for water use	• Capacity of consumers to share views and participate actively in developing sustainable water management policy	• Capacity of consumers to pay regularly /religiously tariffs to improve the water services	• Capacity of consumers to share relevant information
				• Capacity of consumers to pay tariffs regularly	
C. Co- management					
• Consumers and WSP have limited/ or no collaboration in water supply management	• Capacity of consumers to respond to calls on co-management by WSPs		• Capacity of consumers to be vigilant of their rights to be provided with clean, safe and adequate supply of water		• Capacity of consumers to monitor water conservation among its ranks

Capacity Assessment Framework for Cooperative Water Service Provider

Issues and/or Challenges in Local Water Supply Governance	Functional Capacities				
	Engage in Multi-stakeholder Dialogues	Assess a Situation and Create a Vision for Water Governance	Formulate Policy and Strategy for Local Water Governance	Budget, Manage and Implement	Monitor and Evaluate
A. Development issue/challenge: (Human Resources)					
• CDA provides only administrative support;	• Capacity of the CWSP to harness assistance from capacity building institutions	• Capacity of the CWSP to develop its VMG in line with the LGU priorities	• Capacity of the CWSP to formulate policies which integrate climate risk reduction measures in water management	• Capacity of the CWSP to allocate annual budget for repair & maintenance	• Capacity of the CWSP to implement a systematic and transparent M&E system
• CWSP needs technical assistance from professional groups;	• Capacity of the CWSP to hold transparent dialogues and information forum with members on the operations of the facility	• Capacity of the CWSP to integrate climate change risk reduction measures in the VMG	• Capacity of the CWSP to develop short and long-term Business Plans	• Capacity of the CWSP to conduct timely repair and regular maintenance operations	• Capacity of the CWSP to produce regular reports
• Human resources for up-scaled operations and management are not available locally	• Capacity of the CWSP to hold and participate in multi-stakeholder gatherings on water management	• Capacity of the CWSP to conduct systematic and continuing study on the supply and demand situation of the water facility	• Capacity of the CWSP to develop a local Customers' Service Code (CSC)	• Capacity of the CWSP to mobilize funds to pay for loans	• Capacity of the CWSP to use its M&E report to improve its plans and operations
	• Capacity of the CWSP to report back (including financial aspects) to the CDA, LGU, and its members		• Capacity of the CWSP to formulate a tariff rate system that reflects full costing of the water resource (should include watershed rehabilitation and climate change adaptation costs)	• Capacity of the CWSP to mobilize funds for expansion	• Capacity of the CWSP to learn from best practices of other CWSPs
			• Capacity of the CWSP to produce an Operations Manual	• Capacity of the CWSP to address problems on time	
			• Capacity of the CWSP to keep trained professional personnel	• Capacity of the CWSP to collect water fees efficiently	
			• Capacity of the CWSP to implement incentive/reward system to performing staff		
			• Capacity of the CWSP to persuade CDA to formulate policies that support sustainable water supply by cooperatives		

			• Capacity of the CWSP to establish short and long-term scheme for repayment of loans		
B. Development issue/challenge: (Rules and regulation)					
• CDA rules on profit is conservative which influences tariff computations;	• Capacity of the CWSP to negotiate for preferential rates for loans from financial institutions	• Capacity of the CWSP to ensure that governmental rules and regulations on water are considered in its VMG	• Capacity of the CWSP to provide regular feedback to the CDA regarding its financial performance/status	• Capacity of the CWSP to comply with water regulations and guidelines of government	• Capacity of the CWSP to monitor violations
• Money is simply rotating (typical of coops) so there is not enough resources for expansion projects	• Capacity of the CWSP to conduct stakeholders hearings on water tariff adjustments	• Capacity of the CWSP to integrate climate change risk reduction measures in its VMG	• Capacity of the CWSP to explore financial and non-financial incentives from government	• Capacity of the CWSP to take action on violations	• Capacity of the CWSP to guard against system losses
	• Capacity of the CWSP to work with other bodies/agencies on water use				
	Capacity of the CWSP to negotiate for non-financial incentives from institutions				

Capacity Assessment Framework for LGU as Water Policy Maker and Regulator

Issues and/or Challenges in Local Water Supply Governance	Functional Capacities				
	Engage in Multi-stakeholder Dialogues	**Assess a Situation and Create a Vision for Water Governance**	**Formulate Policy and Strategy for Local Water Governance**	**Budget, Manage and Implement**	**Monitor and Evaluate**
A. Development issue/challenge: (Policy maker)					
• Ambivalence: social service provider & corporative body;	• Capacity of the LGU to organize/establish Local Drinking Water Quality Management Committee as required by the IRR Chapter II Water Supply, PD 856	• Capacity of the LGU to integrate climate change risk reduction measures in the water sector sustainable plan	• Capacity of the LGU to quantify MDG water targets	• Capacity of the LGU to implement local water policies	• Capacity of the LGU to monitor policy implementation on water management
• Difficulties in social acceptance for paid water;	• Capacity of the LGU to devolve the water service function to potential WSPs	• Capacity of the LGU to conduct systematic and continuing policy study on the supply and demand situation of the water facility	• Capacity of the LGU to legislate water policies that includes climate change risk reduction measures	• Capacity of LGU to budget for the water sector plan	• Capacity of the LGU to use results of monitoring for adjusting policy
• Policy is usually water sector specific rather than a development platform (e.g., context of climate change impacts)	• Capacity of the LGU to integrate community participation in sectoral planning including the water sector		• Capacity of the LGU to exercise its corporative authority for the water sector development	• Capacity of the LGU to develop a program for the water sector	
			• Capacity of the LGU to formulate local water management policies which are aligned to national laws	• Capacity of the LGU to implement ring fencing of funds generated from sale of water	
				• Capacity of the LGU to allocate budget for implementing a water management program	
B. Development issue/challenge: (Regulator)					

• Regulation signals are varying (DENR, NWRB, River Basin bodies, NPC, special bodies like LLDA, and the LGU's) as regards authority over water sources, e.g., watershed;	• Capacity of the LGU to coordinate with various agencies regulating water use	• Capacity of the LGU to harmonize policies relevant to the water sector	• Capacity of the LGU to explore water sharing (subsidiarity) principle between LGUs with abundant water resources and those LGUs with limited water resources	• Capacity of the LGU to manage water sources	• Capacity of the LGU to monitor WSPs
• No actual regulatory authority except on business permitting		• Capacity of the LGU to incorporate protection and development of water resources in the Comprehensive Land Use Plan	• Capacity of the LGU to develop policy on appropriate management and utilization of water source	• Capacity of the LGU to enhance the process of business permitting for water use	• Capacity of the LGU to reward good WSP performers
		• Capacity of the LGU to develop unified local water management policy	• Capacity of the LGU to legislate local water policies		• Capacity of the LGU to penalize (dis-incentivize) WSP non-performers
		• Capacity of the LGU to generate a local water sector development plan			
C. Development issue/challenge: (Human Resources)					
• Leadership takes water provision as political;	• Capacity of the LGU to be non-partisan in engaging public meetings	• Capacity of the LGU to integrate climate change risk reduction measures in the water sector VMG	• Capacity of the LGU to build own local professional expertise on water management	• Capacity of the LGU leadership to mobilize resources for water and sanitation from donors and funding agencies	• Capacity of the LGU to institute M&E system for water resource management
• No water professional build up			• Capacity of the LGU to retain trained water professionals	• Capacity of LGU leadership to enforce its water policies to ensure sustainable development	• Capacity of the LGU to prepare reports for decision making
					• Capacity of the LGU to disseminate reports to the public