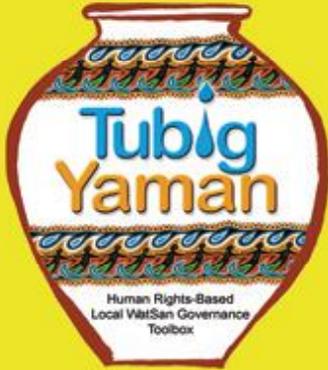


# 2



## **Operationalizing the Human Rights Based Local WatSan Governance**

Karapatan at Kakayanan sa Katubigan







# Volume



## Operationalizing the Human Rights Based Local WatSan Governance

Karapatan at **Kakayanansa** Katubigan

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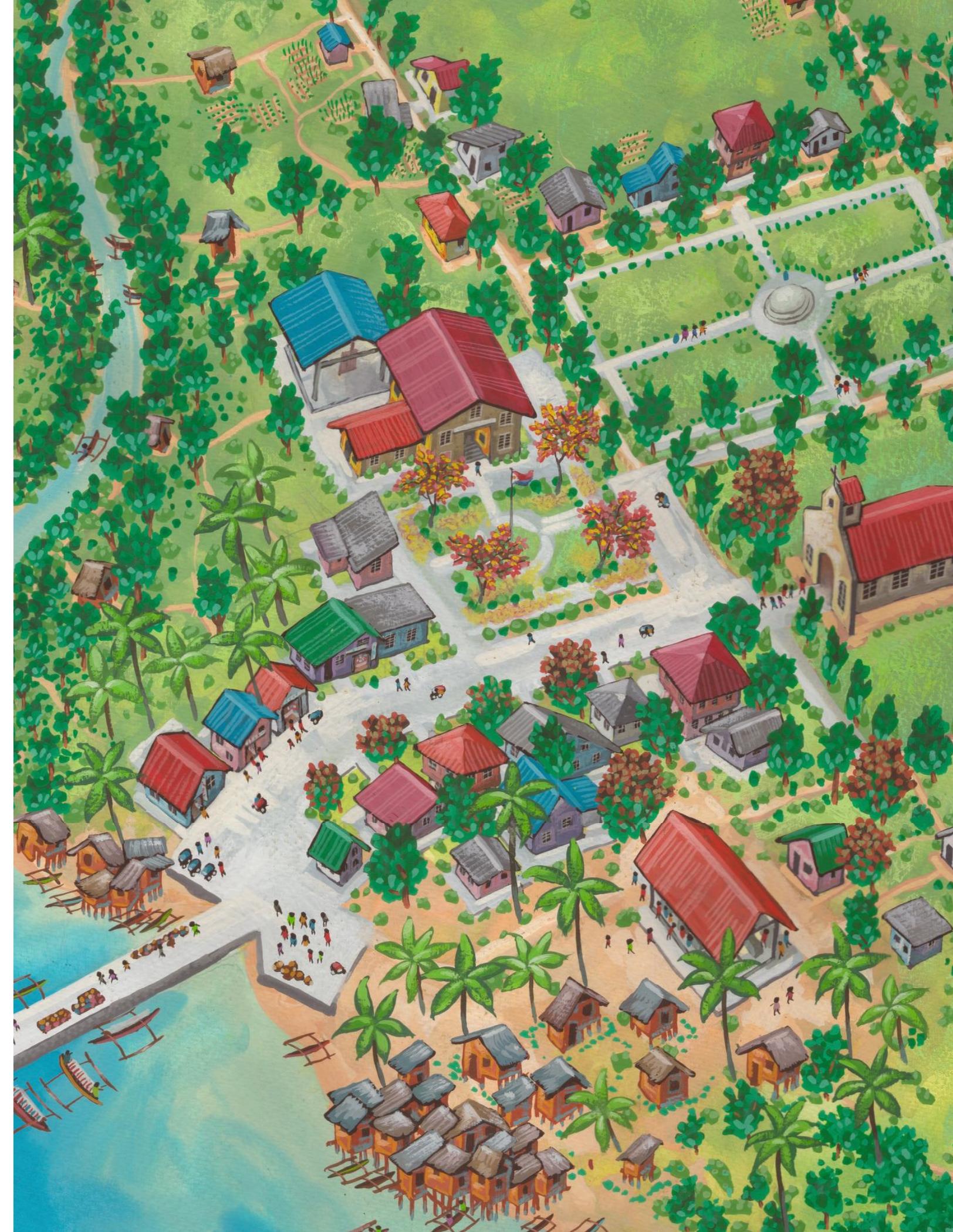
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 Karapatan at Kakayanan sa Katubigan

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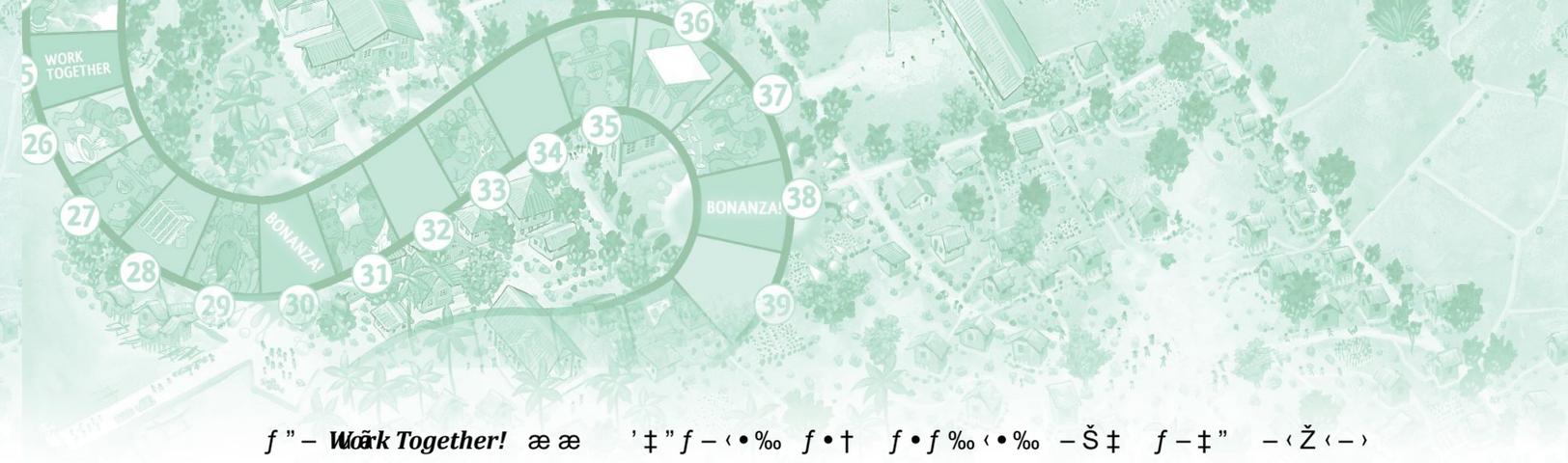
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## Introduction

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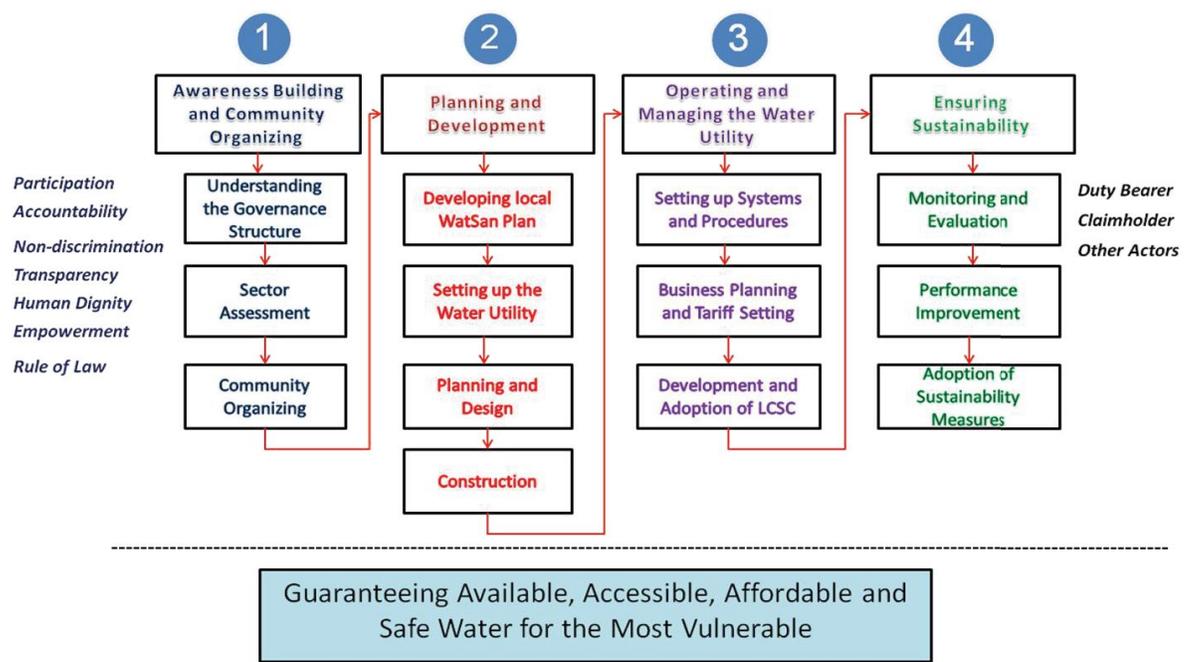


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Figure 1: Operationalizing Human Rights Based Local WatSan Governance







Section



**From Raising Awareness to Ensuring the  
Sustainability of Water**





# PART 1

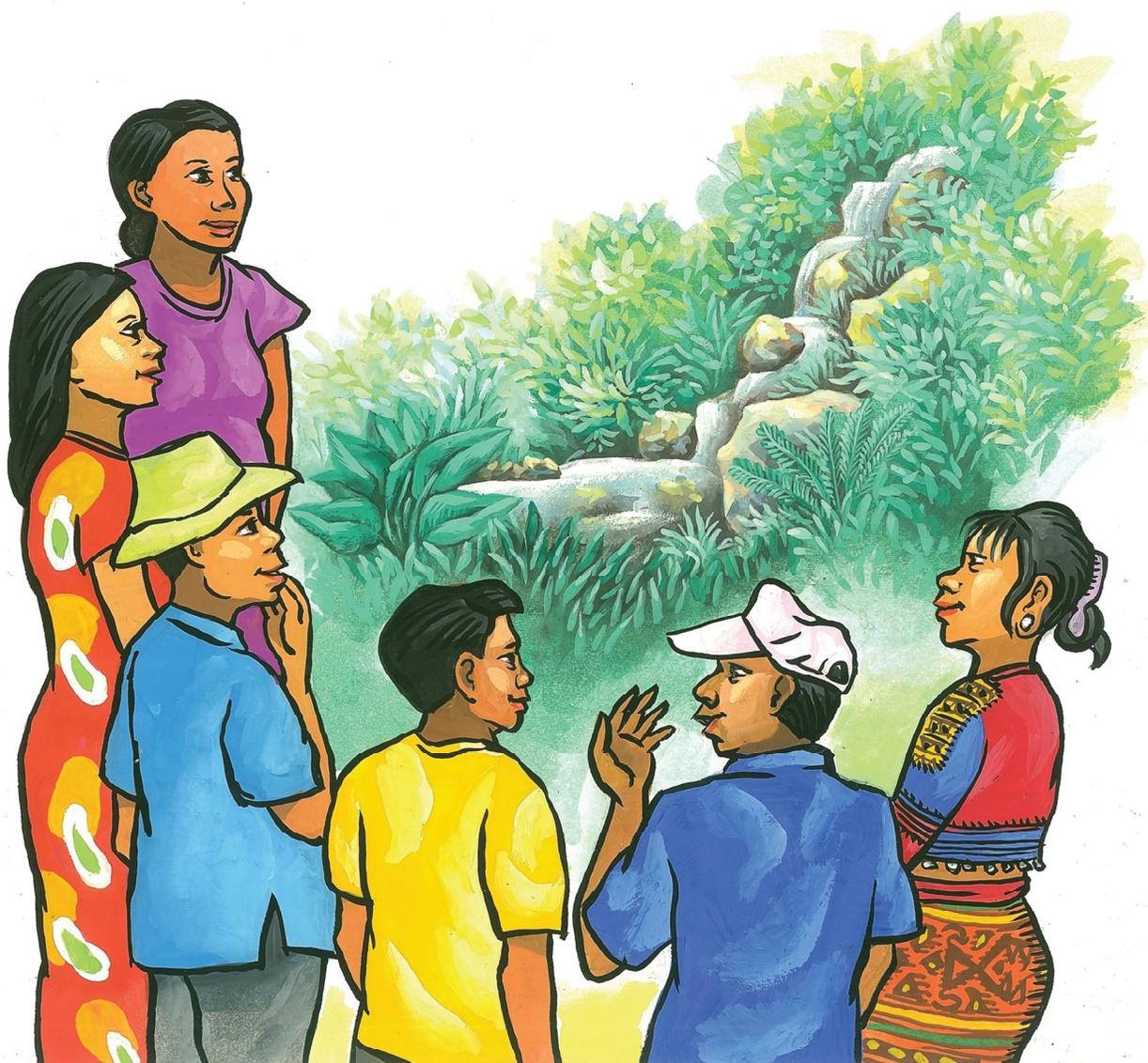
## ***RECOGNIZE THE NEED!*** AWARENESS BUILDING ***AND COMMUNITY ORGANIZING***

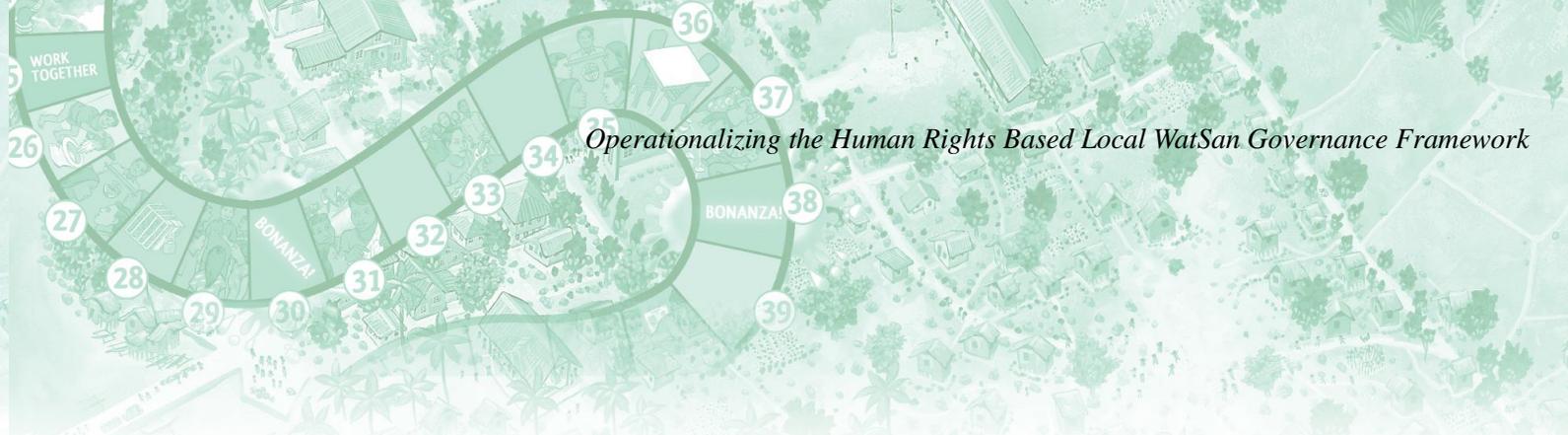
Introduction

Chapter 1: Understanding the Governance Structure

Chapter 2: Conducting a Water and Sanitation Sector Assessment

Chapter 3: Community Organizing





## Recognize the Need!

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### INTRODUCTION

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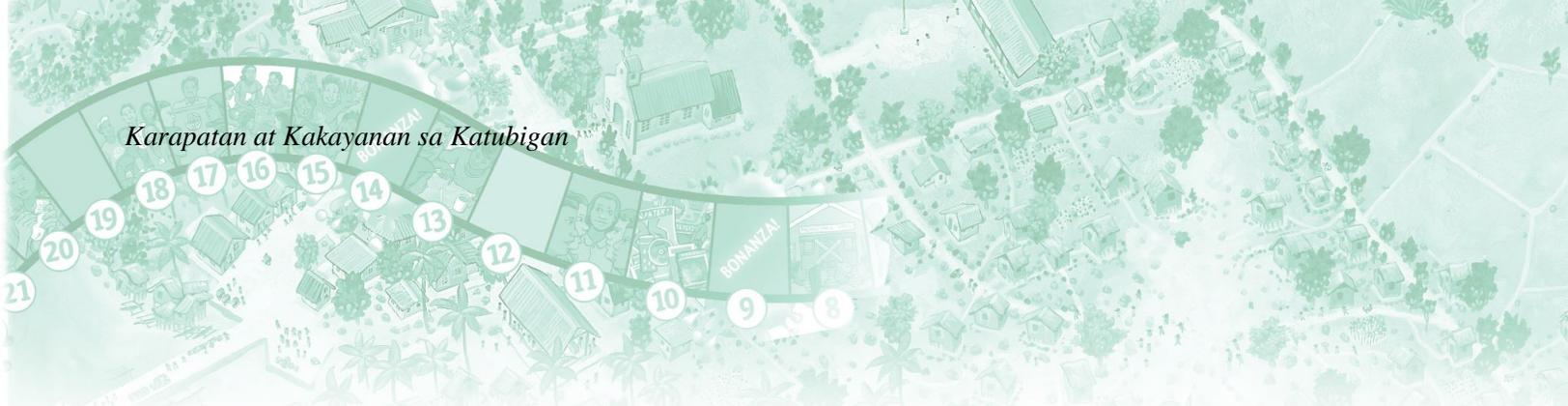
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### Human Rights Guiding Principles

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### General Obligations of the LGUs

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s äThe obligation to facilitate requires the LGU to take positive measures to assist individuals and communities to enjoy the right.

t äThe obligation to promote obliges the LGU to take steps to ensure that there is appropriate education concerning the hygienic use of water, protection of water sources and methods to minimize water wastage.

u äThe LGUs are also obliged to fulfill (provide) the right when individuals or a group are unable, for reasons beyond their control, to realize that right themselves by the means at their disposal.

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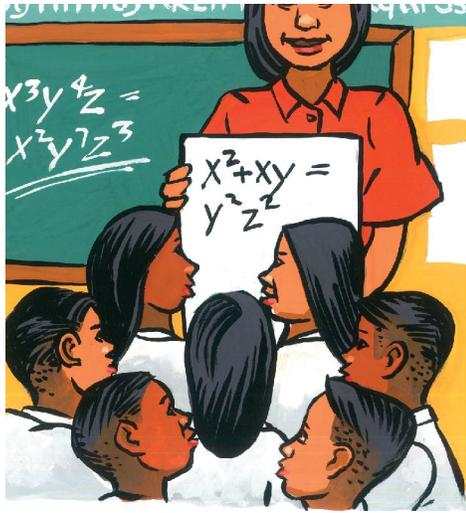








Table 3: Functions and Responsibilities of WatSan Council and Technical Working Group

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Table 4: Specific Users and Uses of the Baseline Survey Guidelines

Users	Uses
DILG-OPDS/WSSU and DILG regional, provincial and municipal level offices	Provision of guidance for implementing teams Monitoring of progress of activities and expected outputs
Provincial and Municipal LGUs	Reference for related decisions
Provincial and Municipal WATSAN Teams	Guide for the conduct of baseline survey activities Reference for the implementation and supervision of activities
Enumerators/Technical Inventory Teams	Guide for data gathering

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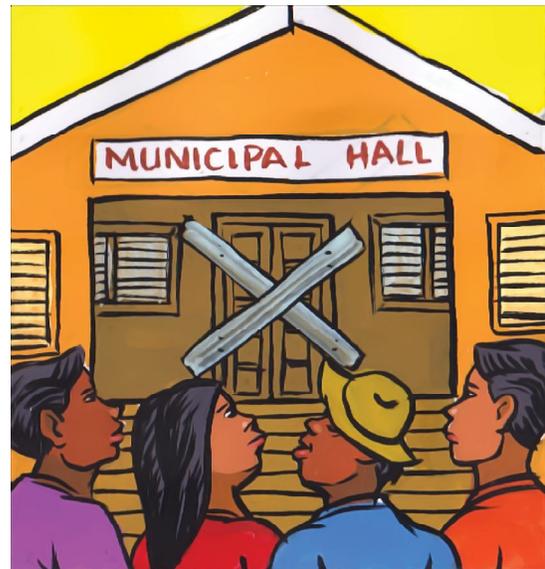
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**Table 5: Baseline Survey Tools**

	Title	Main User/s
A	General Guidelines	All
B	Guide for BLGU Orientation	Provincial/Municipal WATSAN Teams
C	Guidelines for Basic Profiling	
	Assessment of Water Supply Coverage	WSSU-Regional Coordinators (RCs)/WATSAN Teams
	List of Health and Sanitation Facilities	
	General Information on Water Service Providers (WSPs)	
D	Guide for Selection and Training of Technical Assessment Team and Enumerators	Provincial/Municipal WATSAN Teams
E	Technical Assessment	Technical Inventory/Assessment Team
	Guidelines for Spot Mapping of Water Supply and Sanitation Facilities	
	Guidelines for Technical Inventory and Assessment of Water and Sanitation Facilities	
	Forms:	
	- General Information on Water Supply Facilities	
	- Level I Facilities Technical Information	
	- Level II Facilities Technical Information	
	- Level III Facilities Technical Information	
	- General Information on Sanitation Facilities	
	- Technical Information on Sanitation Facilities	
	- Guide for Computerized Entry of Technical Data	

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F	Guidelines for Conducting Household Survey	Enumerators and Household Survey Supervisors,
	Interview Schedule	
G	Guidelines for Institutional Assessment	Institutional Assessment Team
	Plan and Guidelines for Institutional Assessment	
	Detailed Guidelines for Data Gathering	
	Data Generation Tools	
	Key Informant Interview Questionnaires and Guides	
	Focus Group Discussion (FGD) Guide	



**Table 6: Description of Specific Activities for the Baseline Survey**

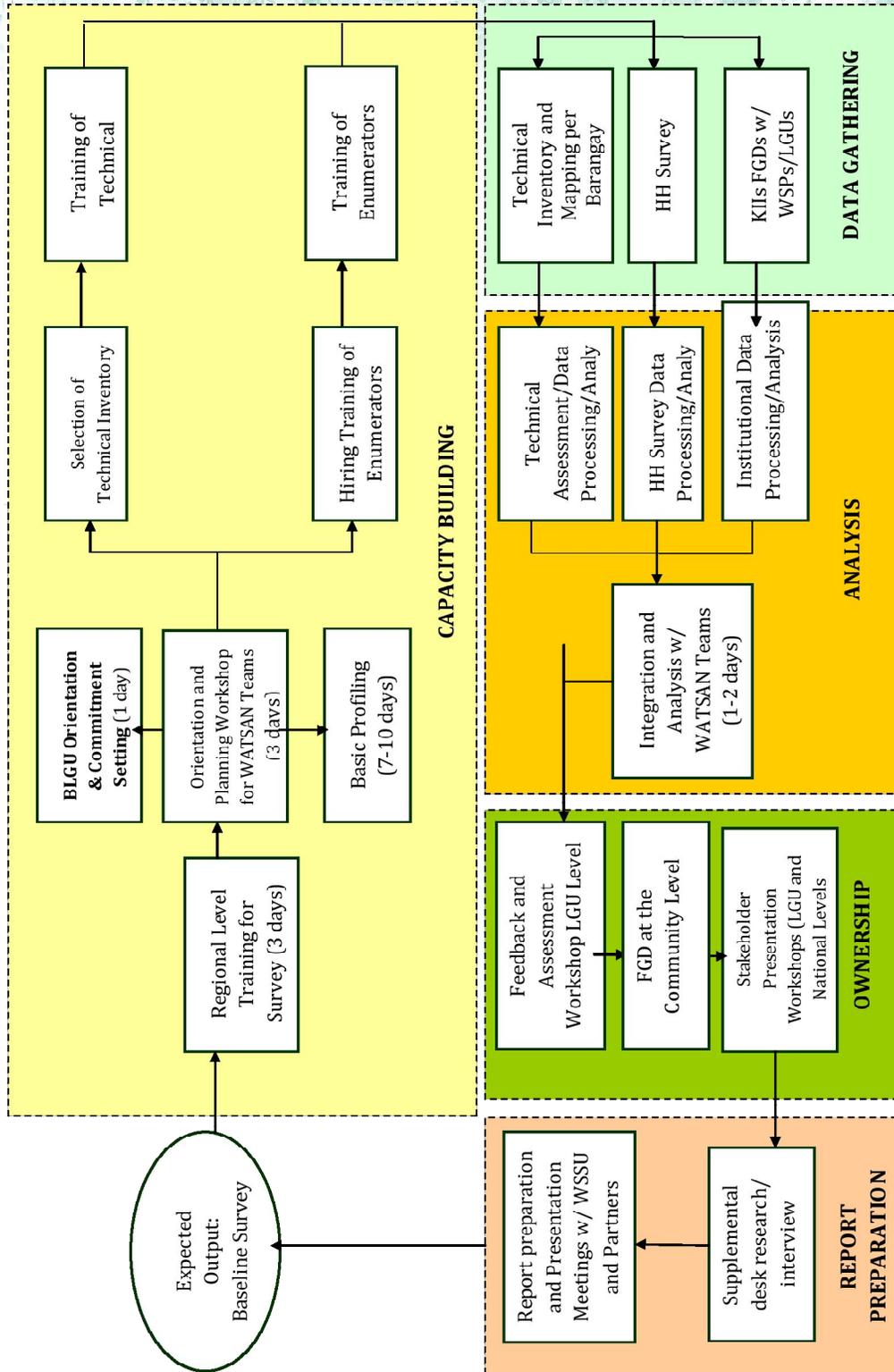
Activity/Key Outputs	Specific Objectives	Specific Activities	Who Will Do It	Target Source/ Participants	
<b>CAPACITY BUILDING PHASE</b>					
1. Regional level training for Baseline Survey  <u>Key outputs:</u> Regional Detailed Work Plan for Baseline Survey	Orient the Regional counterparts on the guidelines for survey  Enable preparation of specific action plans and strategies	Review of agreements and schedules during regional JP orientation	WATSAN Teams at Regional and Provincial levels     Municipal WATSAN Teams		
		Discussion of Baseline Survey guidelines			
	Enable subdivision of tasks among WATSAN teams	Contextualization of questionnaires; strategy formulation			WSSU and consultants
		Detailed planning			
		Role Delineation			
		Reporting system			
2. Orientation and Planning Workshops for WATSAN Teams  <u>Key outputs:</u> P/MWATSAN Work Plans for Baseline Survey Task Subdivision within teams	Orient the Provincial and Municipal WATSAN Teams on Baseline Survey Guidelines	Review/contextualization of Baseline Survey Guidelines			
	Enable preparation of specific work plans and strategies	Assessment of local situations and available resources Work Planning			
	Agree on operating norms, including reporting	General Interaction			

Activity/Key Outputs	Specific Objectives	Specific Activities	Who Will Do It	Target Source/ Participants
<p>3. BLGU Orientation and Commitment Setting</p>	<p>Orient BLGU and generate commitment and work plans for the conduct of survey</p>	<p>Overview of the Baseline Survey: background, purpose, activities</p> <p>List of activity schedules and action requirements from BLGU</p> <p>BLGU scheduling of activities:</p> <ul style="list-style-type: none"> <li>-Basic Profiling</li> <li>-technical inventory and mapping</li> <li>-Household survey</li> <li>-Community Feedback meeting/FGDs</li> <li>-others</li> </ul>	<p>Municipal WATSAN Team</p>	<p>BLGU key officials (at least the Brgy. Chairperson, Chairperson of Infrastructure Committee, Brgy. Secretary)</p>
<p>4. Basic profiling</p> <p><u>Key Outputs:</u></p> <ul style="list-style-type: none"> <li>-Basic Profiles per Municipality</li> </ul>	<p>Establish extent of coverage of water and sanitation services</p>	<p>Review of records at municipal and/or barangay levels</p>	<p>Municipal WATSAN Team/Barangay leaders</p>	<p>WATSAN Records, barangay profiles, project records</p>
<p>5. Selection of Technical Team</p>	<p>Assign team to undertake technical inventory and assessment</p>	<p>Clarification of tasks</p> <p>Formal designation</p>	<p>Municipal WATSAN team</p>	
<p>7. Selection/ hiring of enumerators</p>	<p>Assign team to undertake household census and survey</p>	<p>Clarification of tasks and qualifications</p> <p>Formal designation</p>	<p>Municipal WATSAN Team</p>	<p>BHW, BPO or equivalent, designated/hired enumerators</p>

Activity/Key Outputs	Specific Objectives	Specific Activities	Who Will Do It	Target Source/ Participants
8. Training of Enumerators and Technical Inventory Team	Transfer knowledge and skills in the conduct of activities	Orientation/ classroom training On-the-job training/guided practice	Municipal Team WATSAN	Assigned/hired technical team and enumerators
<b>DATA GATHERING PHASE</b>				
9. Technical inventory/assessment and mapping per barangay	Gather data requirements	Inventory/assessment of source, facilities and service areas	Technical team	Water source, water supply facilities, sanitation facilities, key informants
10. Census and Survey		Interviews	Enumerators	Sample households
11. Institutional Assessment		Documents review, key informant interview, FGDs	Consultant/WatSan Teams	Key informants from WSPs, LGUs, etc.
<b>ANALYSIS PHASE</b>				
12. Processing and analysis of data	Analyze data and information gathered	Review, editing, encoding, tabulation, analysis	WSSU and consultants	
13. Integration and analysis at WATSAN level	Undertake overall analysis and interpretation	Discussion of findings Incorporation of inputs from WATSAN Teams	WSSU/ PDMU	WATSAN Teams

Activity/Key Outputs	Specific Objectives	Specific Activities	Who Will Do It	Target Source/ Participants
<b>OWNERSHIP PHASE</b>				
14. Feedback and assessment workshop at LGU level	Promote LGU ownership of findings	Presentation of findings Further situation analysis (gaps, factors and constraints)	WSSU/ PDMU	LGU management and staff
15. FGD at the community level	Provide feedback on survey results and generate community assessment of WATSAN	Presentation of findings <ul style="list-style-type: none"> <li>• Potentials</li> <li>• Gaps</li> <li>• Factor/ Constraints</li> <li>• Opportunities</li> </ul>	WATSAN Teams	Sample inhabitants; If there are IPs, IPs must have separate FGD
16. Feedback meeting at LGU level	Present, discuss baseline survey results and generate list of next steps by LGUs	Half day meeting	MWATSAN Team with support from WSSU/ PDMU	LGU LCE and key LGU management and staff
<b>REPORTING PHASE</b>				
17. Supplemental Desk Research/ Interview	Support, validate or probe findings as may be necessary	Documents review, Interviews, or e-research	Consultants	
18. Report preparation and Presentation Meetings	Present findings, further incorporate views of partners and stakeholders	Presentation Workshops; Report preparation/ Packaging	Consultants with WSSU	Partner institutions, other stakeholders

Figure 1: Outline of Baseline Survey Activities







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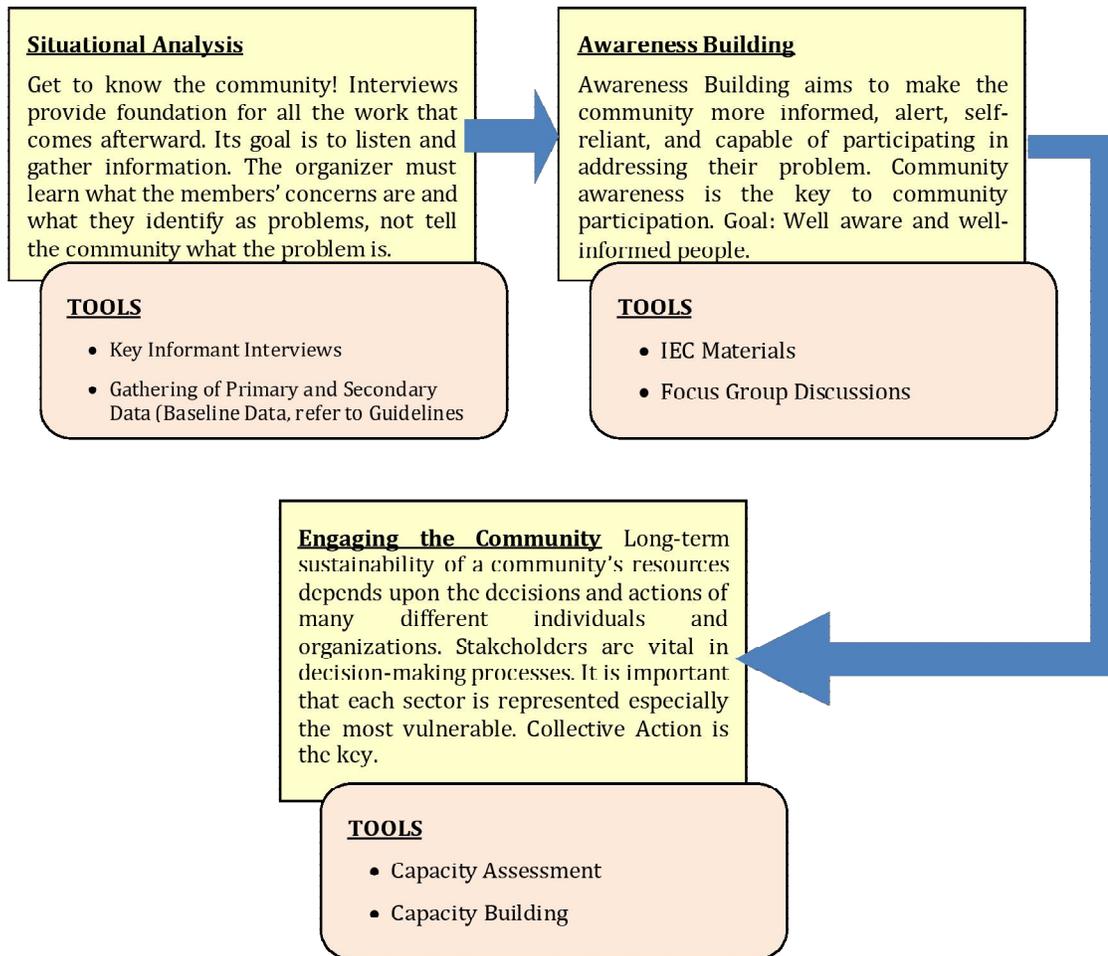
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Figure 2: Community Organizing Process





<p><b>Duty Bearers and Claimholders</b></p>	<p>Human Rights are the underpinning principles of the state as duty bearers in organizing waterless communities to promote, protect, and fulfill its obligation to the progressive realization of the right to water and sanitation of claimholders. The claimholders within the waterless communities are composed of: i) Residents across socioeconomic groups; ii) Persons with Disabilities; iii) Indigenous People ; iv) Women; and v) People who live in isolated areas.</p> <p>These persons are organized into a community water and sanitation association. They are clothed with the right to demand water and sanitation services as their basic right. Meanwhile, as , it shall serve as conduit, partner and arm of the state to fulfill its obligations to the right to water and sanitation.</p> <p>Claimholders- demand their rights</p> <p>Duty Bearers- comply with their obligations to fulfill</p>
<p><b>Impact, Effect, and Output</b></p>	<p>Organizing communities is envisioned to impact on the overall water and sanitation situation of the municipality and ultimately the country as it complies with the MDG commitments of a safe, continuous, affordable, quality drinking water.</p> <p>As a community-managed water system, the will serve the community members themselves. They make accountability more accessible, transparency easily practiced, and demonstrate greater care to ensure safe, continuous, affordable, quality drinking water. Consequently, the actions should lead to improved water services.</p>
<p><b>Major Inputs</b></p>	<p>The major inputs to ensure success of enhancing access to and provision of water services with the active participation of persons living in poverty includes: 1) the CO Process, preparatory and organizing phases; 2) capacity building through participation as a strategy; 3) monitoring and evaluation along the whole CO Process; 4) time frame; and, 5) stakeholder-groups.</p>







Instead of paying PhP20 for every liter of water, now they are assured of safe water at a cheaper cost and they no longer have to walk nearly a Kilometer each day just to fetch water.

But the BWSA members did not stop there. With their initial operational costs totalling PhP4,000 per month including honoraria for the caretaker and treasurer at Ph500 each plus the cost of fuel at Ph3,000 and despite some members not paying their dues on time, the BWSA still was able to earn some income. The members decided to invest this in a cow fattening business and in a general assembly hammered out the details of their new business venture.

The business proved to be a success that it has continued to this day. But the members are not resting easy. From the proceeds of the cow fattening business, they ventured into party equipment rental by purchasing plastic chairs, tables, kitchen utensils for rent to interested individuals.

Because they have been trained to hone their networking skills, the association members were able to lobby with the provincial government and the local electric cooperative for file extension of electrical connections from the main road to their source of water. This qualified them in 2003 to shift from a gasoline-powered generator to electric power in pumping water to their water tank. This also allowed several households along the route to avail of electric power, increasing the number of energized households in the area.

The availability of electric power was a big boost to the operation of the association. It practically erased its maintenance budget for its diesel-powered generator translating to more than 50 percent savings in power costs. The savings were partly used to increase the honorarium for the caretaker.

Then in 2006, the association decided to construct

another collecting tank near the original water source, increasing the system's stored capacity.

After several consultations with the Provincial Planning and Development Office (PPDO), the association members voted in 2009 to upgrade their system from Level II to Level III. By this time membership has declined to 62 because some of the original members were now able to construct their private water supply system.

The BWSA purchased water meters for installation in individual households. The cost of the water meter was incorporated in the monthly bills of the members to ensure cost recovery. The members shouldered the initial cost of plumbing materials that varied according to the individual needs of the members. While labor was volunteered by the BWSA, the PPDO provided technical support.

Water is now available to the BWSA members 24 hours a day, in unlimited quantity, and piped to their individual households. For this, a member pays PhP100 for the first six cubic meter consumption and P25 for every additional cu.m. While always reminding their members of the importance of conserving water, some households are visibly enjoying the new service, consuming as much as 34 cu.m. a month, and paying every drop of it.

The success of the Bulan-bulan BWSA may be attributed to many factors, among them the presence of a champion in its president who helped the members weather many challenges along the way. There were also those who generously donated the water sources located within their properties and government agencies that provided assistance whenever this was needed.

But it was the members' sense of unity and community that eventually spelled the difference between failure and success for the Bulan-bulan BWSA.

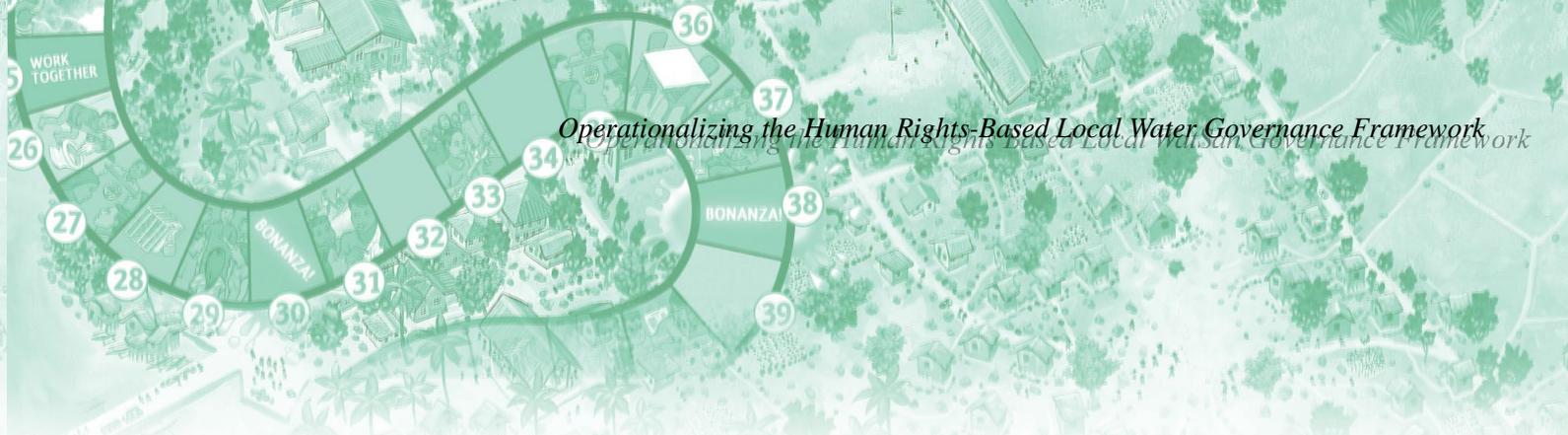
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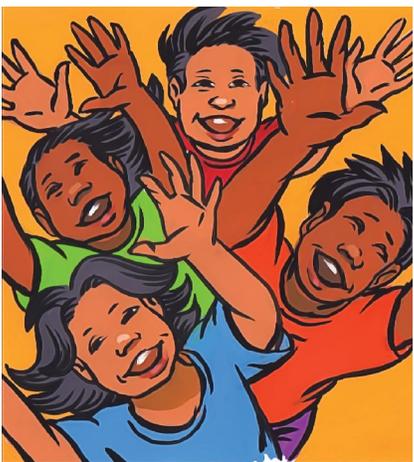
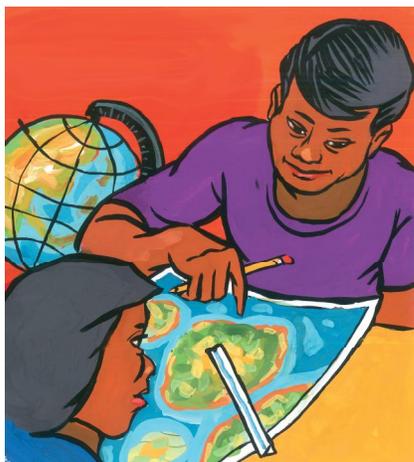


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(Source: Local Governance and Rural Empowerment Project LGREP, 2008)





## PART 2

### ***GET TOGETHER!* PLANNING AND DEVELOPMENT**

Introduction

Chapter 1: Developing the Local Water and Sanitation Plan (Municipal Water Supply Sewerage and Sanitation Sector Plan - MW4SP)

Chapter 2: Setting Up the Water Utility

Chapter 3: Planning and Design

Chapter 4: Construction







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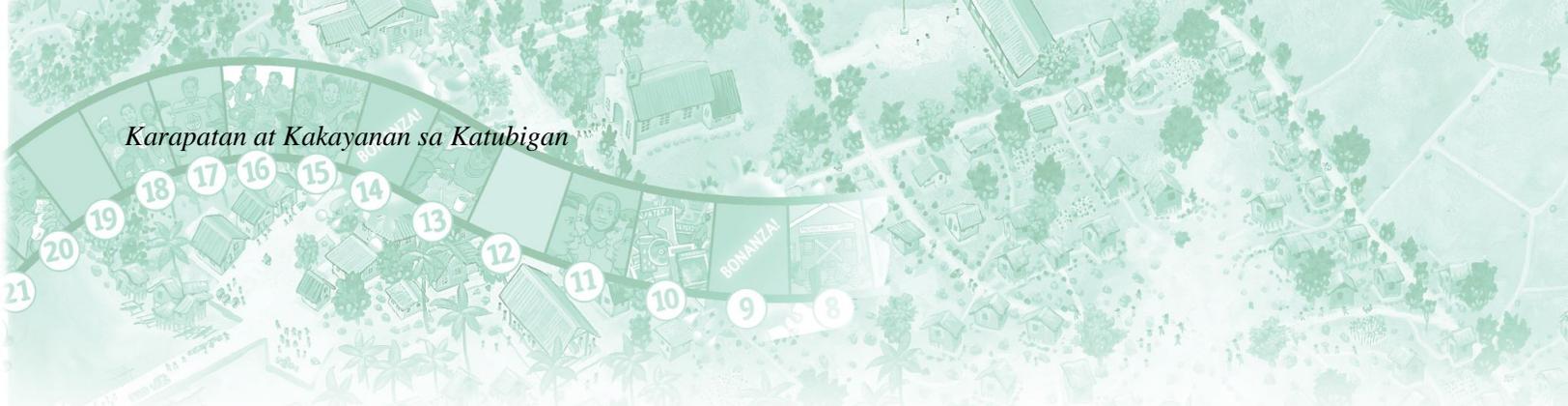
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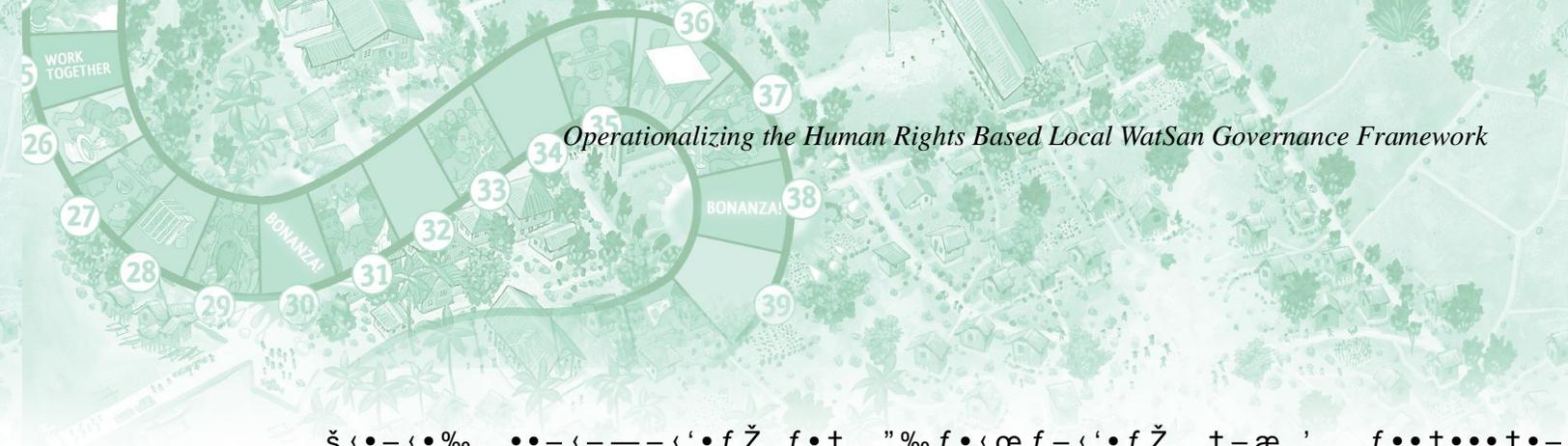
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Operationalizing the Human Rights Based Local WatSan Governance Framework

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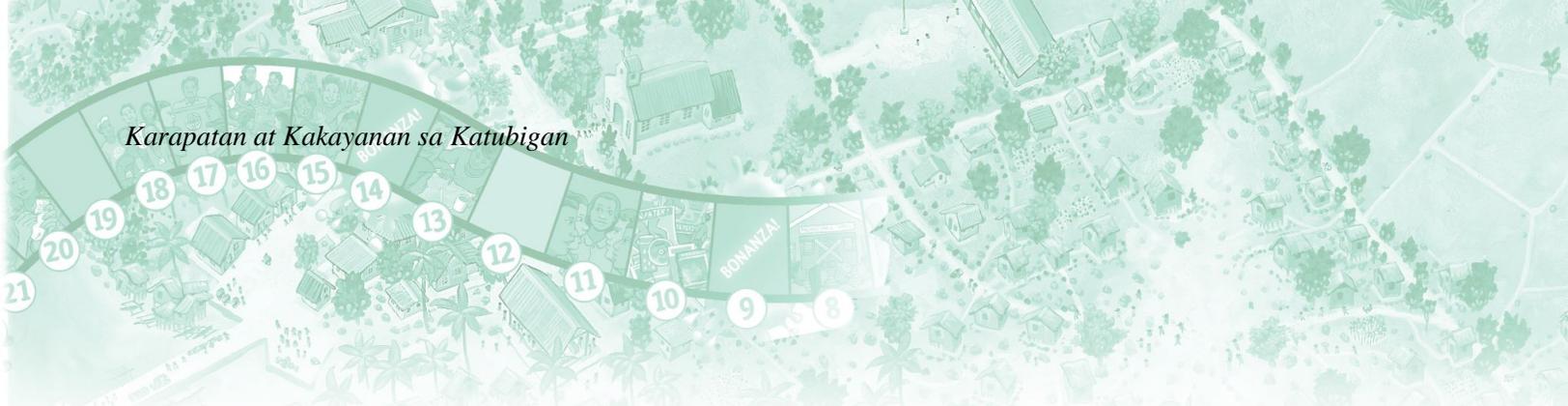
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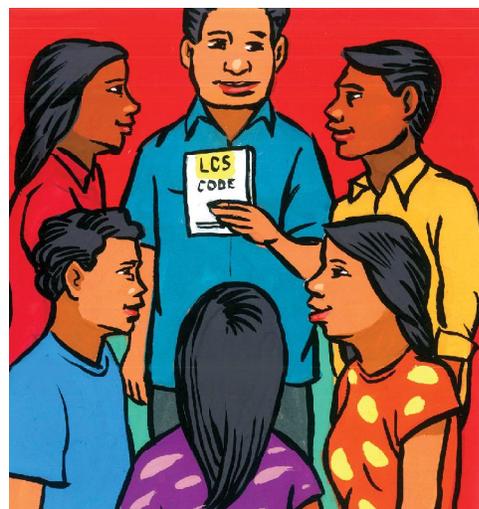
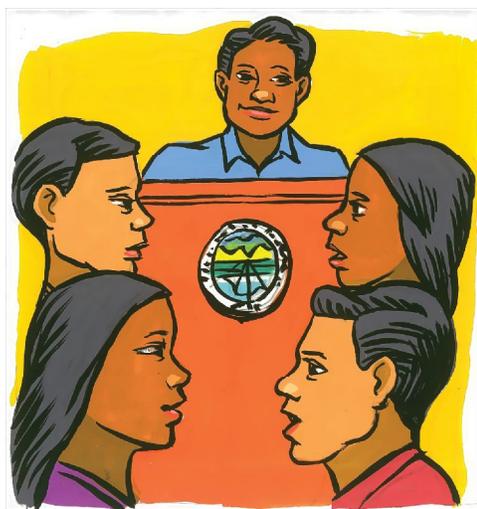
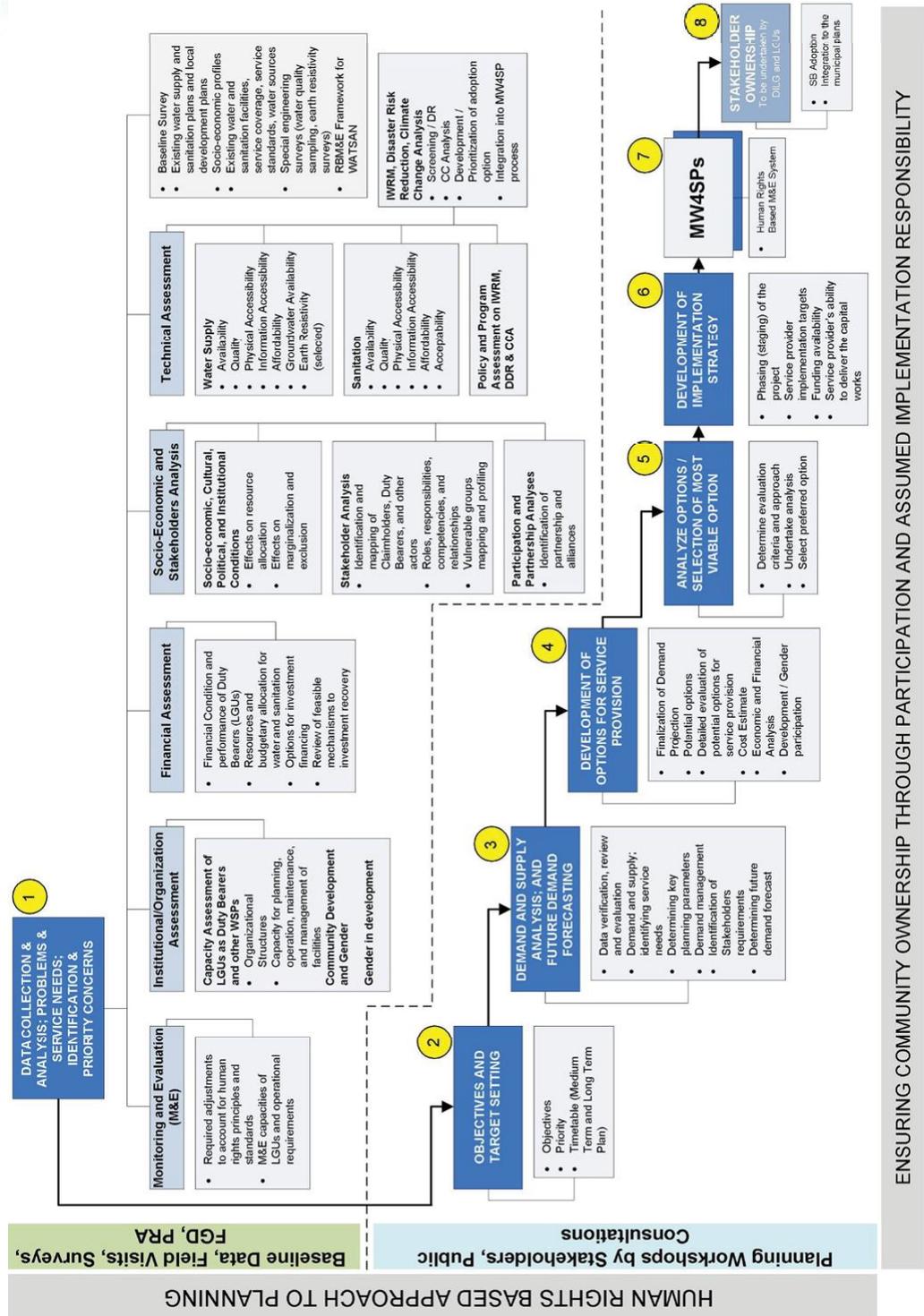


Figure 4: Steps in Developing the MW4SP





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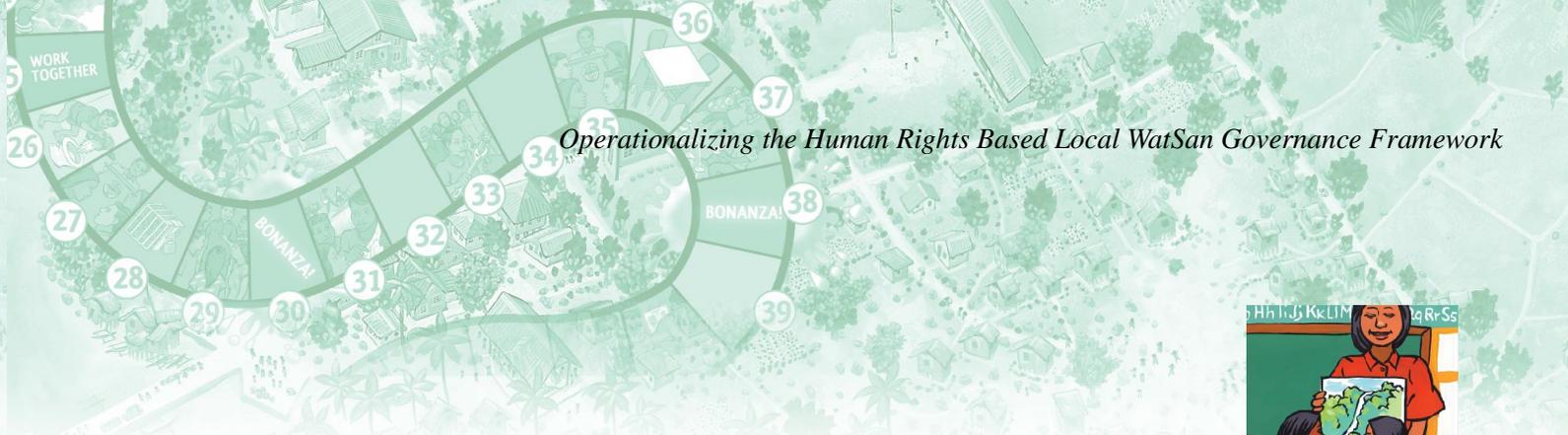
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*Source: Philippine Water Supply Sector Roadmap, 2008*  
*1 In 2004, 127 WD's were not operational*



**Davao City Water District's success story**  
 By Maria Editha C. Monje

*A long time ago, the old Davaoños relied on mother nature - the Davao river and the rain -- for their water needs. Since these were not enough, the first waterworks system came about in 1921. Called the Sales Waterworks System, it tapped the Malagos creek to serve about 10,000 Claimholders. As the populace grew, studies for improvement were made and so in 1968, the water system was placed under the National Waterworks and Sewerage Authority (NAWASA). This signaled the construction of better water facilities. Demand for more potable water proportionately grew with the increasing population.*

*In 1973, Davao City Water District was created by virtue of Presidential Decree 198. Operating as a quasi-public utility or a semi-government status, DCWD implemented its project in calculated phases and stages. Transmission and distribution lines, sources, pumping stations and reservoirs multiplied in large proportion as DCWD tried to cope with*

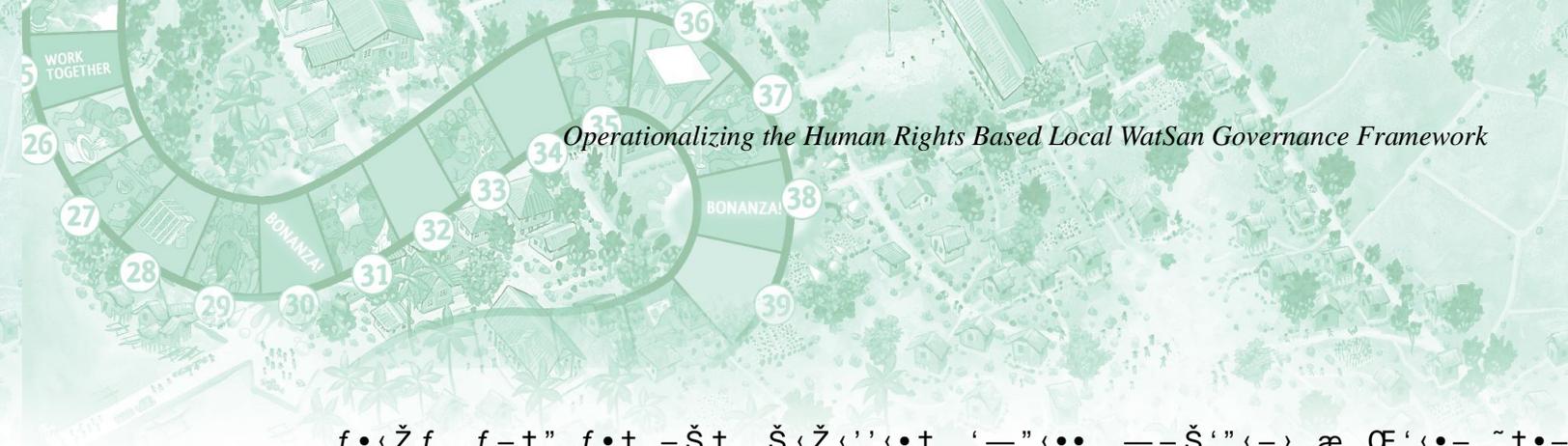
Karapatan at Kakayanan sa Katubigan

Davao City's progress. On March 12, 1992, the Supreme Court declared with finality that all water districts in the country (to include DCWD) created under PD 198 are government-owned and controlled corporations (201 SCRA 593). This is now the status of DCWD.

The DCWD has -- ever since its inception -- been the biggest water district in the Philippines, now having over 130,000 active service connections and is still growing. Over three years, it has continuously widened its horizons beyond basic water delivery. The water utility actively networks with many GOCCs, private and public agencies and even private individuals for water and environmental concerns and gender development. It also takes on scholarship and various outreach programs that benefit the less privileged constituents of the city. It has also been a godfather water district to all water utilities in Region 11 and to all its counterparts around the country that come or it may reach for assistance and guidance in operation and technology.

The Local Water Utilities Administration (LWUA) has more than once awarded DCWD as Most Outstanding Water District (very large category), the distinction it holds to this day. In 1996, DCWD also ranked fourth among the 12 Asia-Pacific countries with the most successful efforts in reducing unaccounted-for-water. In addition to its laurels, in 1997, the Asian Development Bank's Second Water Utilities Data Book ranked DCWD number one among 50 water utilities in the Asia Pacific Region.

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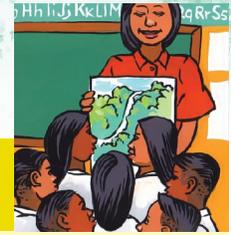
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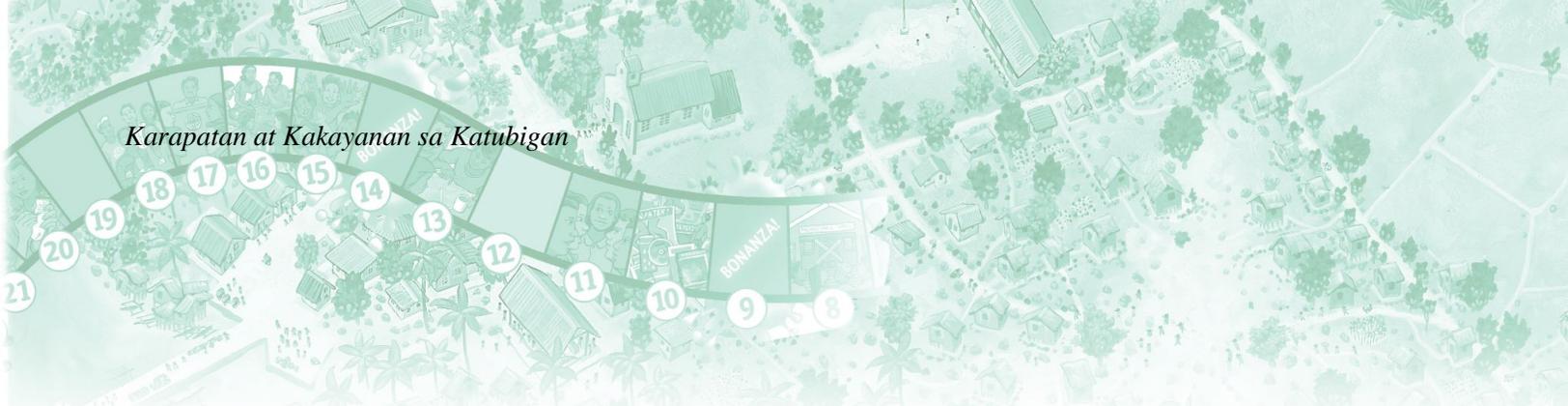
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Table 7: Governance Model and Process to be Undertaken

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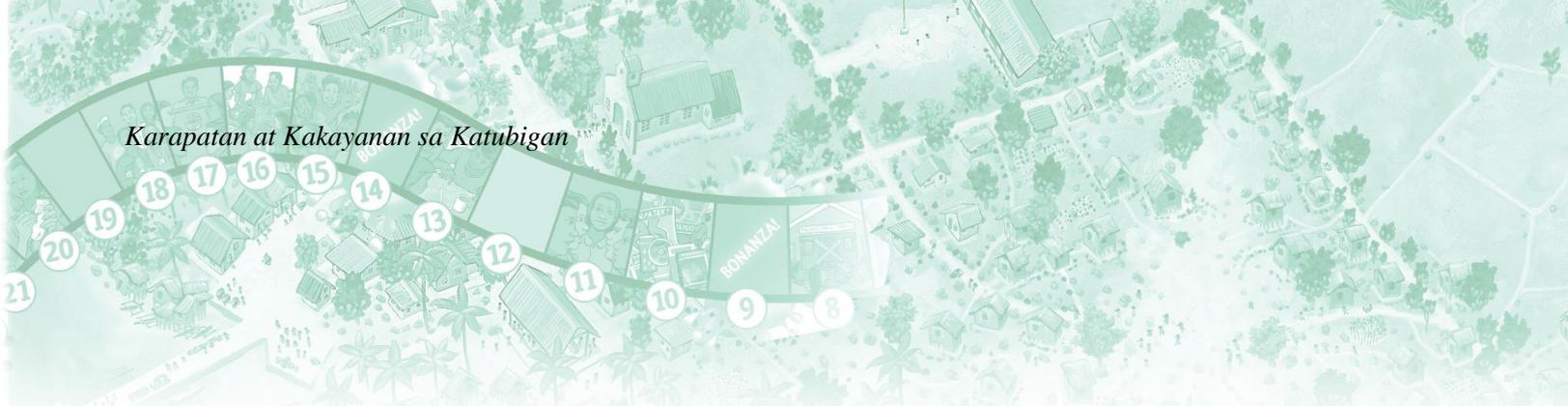
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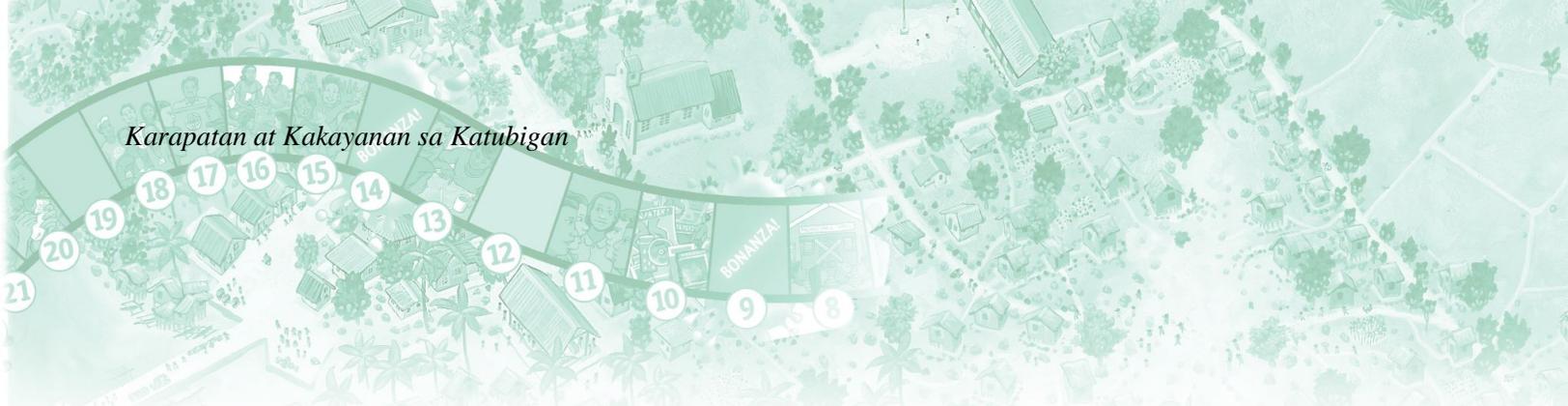
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**Persons living in poverty** – Based on Republic Act 8425, otherwise known as Social Reform and Poverty Alleviation Act, dated 11 December 1997, the poor refers to individuals and families whose income falls below the poverty threshold as defined by the government and/or those who cannot afford in a sustained manner to provide their basic needs of food, health, education, housing and other amenities of life.

**Poverty Threshold** - the minimum income/expenditure required for a family/individual to meet the basic food and non-food requirements.

**Poverty Incidence** - the proportion of families/individuals with per capita income/expenditure less than the per capita poverty threshold to the total number of families/individuals.

**Poverty Gap** - the total Income/Expenditure shortfall (expressed in proportion to the poverty threshold) of Families/ Individuals with Income/Expenditure below the poverty threshold, divided by the total number of Families/ Individuals.

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Social Analysis during Project Design (ADB Guidelines)			
Stage	Purpose	Tool/Process	Output
<b>Inception stage</b>	<ul style="list-style-type: none"> <li>facilitate ownership of all stakeholders;</li> <li>confirm IPSA report and TOR ;</li> <li>review intended project classification;</li> <li>identify key poverty reduction and social development options;</li> <li>identify key client groups;</li> <li>and if needed, prepare and agree on work plans for action/mitigation plans, frameworks, or other measures.</li> </ul>	<ul style="list-style-type: none"> <li>stakeholder analysis,</li> <li>stakeholder workshops,</li> <li>problem analysis,</li> <li>development of initial DMF, and</li> <li>risk analysis.</li> </ul>	<ul style="list-style-type: none"> <li>C&amp;P plan;</li> <li>design options for field testing</li> <li>work plan for detailed social analysis and baseline study;</li> <li>expanded DMF; and</li> <li>work plans to prepare social action and/or mitigation plans/ frameworks, as needed.</li> </ul>
<b>Field investigation</b>	<ul style="list-style-type: none"> <li>confirm problem analysis;</li> <li>rank and review options;</li> <li>assess needs, demands, and capacities of clients/beneficiaries;</li> <li>confirm targeting approach</li> <li>foster maximum positive impact for women/girls; and</li> <li>develop appropriate and accepted mitigation plans, frameworks, or other measures if negative effects are unavoidable.</li> </ul>	<ul style="list-style-type: none"> <li>PRA techniques</li> <li>PIA, for policy-based projects;</li> <li>gender analysis ;</li> <li>willingness/ability to pay survey;</li> <li>client group analysis;</li> <li>risk-reduction options; and</li> <li>social analysis focused on affected persons and/or communities.</li> </ul>	<ul style="list-style-type: none"> <li>client-preferred options;</li> <li>targeting options</li> <li>gender plan, if needed</li> <li>plan for affordable service levels</li> <li>client-focused options for institutional arrangements; and</li> <li>draft mitigation plan(s), frameworks, or other measures for consultation with stakeholders</li> </ul>
<b>Midterm stage</b>	<ul style="list-style-type: none"> <li>ensure all social concerns are addressed in design options,</li> <li>involve all relevant stakeholders in agreement on preferred design,</li> <li>maximize poverty reduction and social development impact, and</li> <li>minimize negative impacts.</li> </ul>	<ul style="list-style-type: none"> <li>comparison of design alternatives, and</li> <li>review of action/mitigation plans or other measures.</li> </ul>	<ul style="list-style-type: none"> <li>midterm report, including draft SPRSS and results of C&amp;P process;</li> <li>draft gender plan; and draft mitigation plan(s),</li> <li>frameworks, or other design measures</li> </ul>





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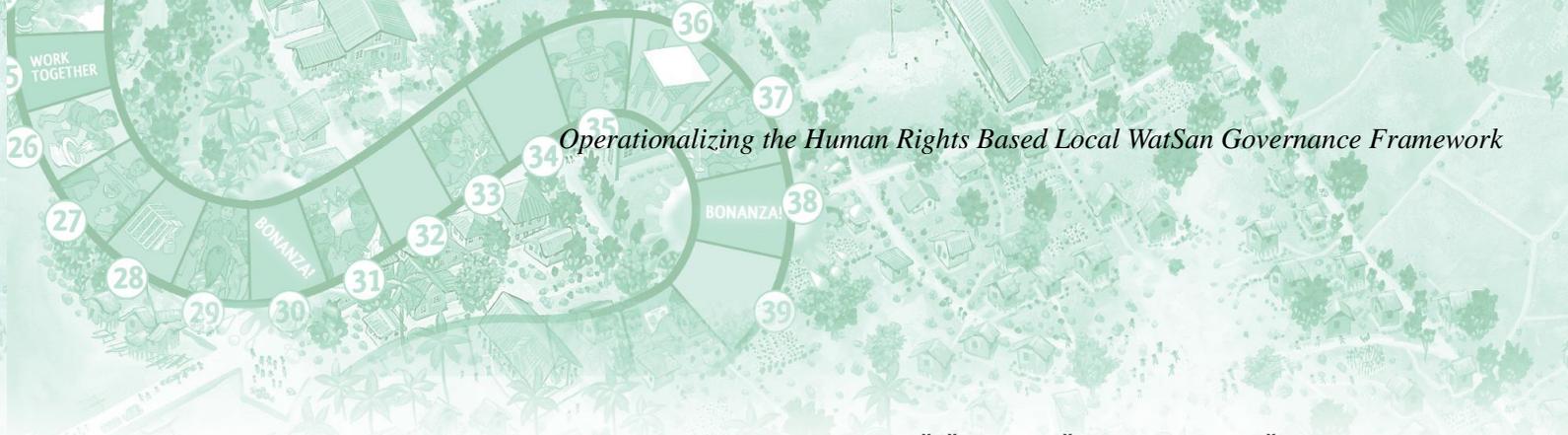
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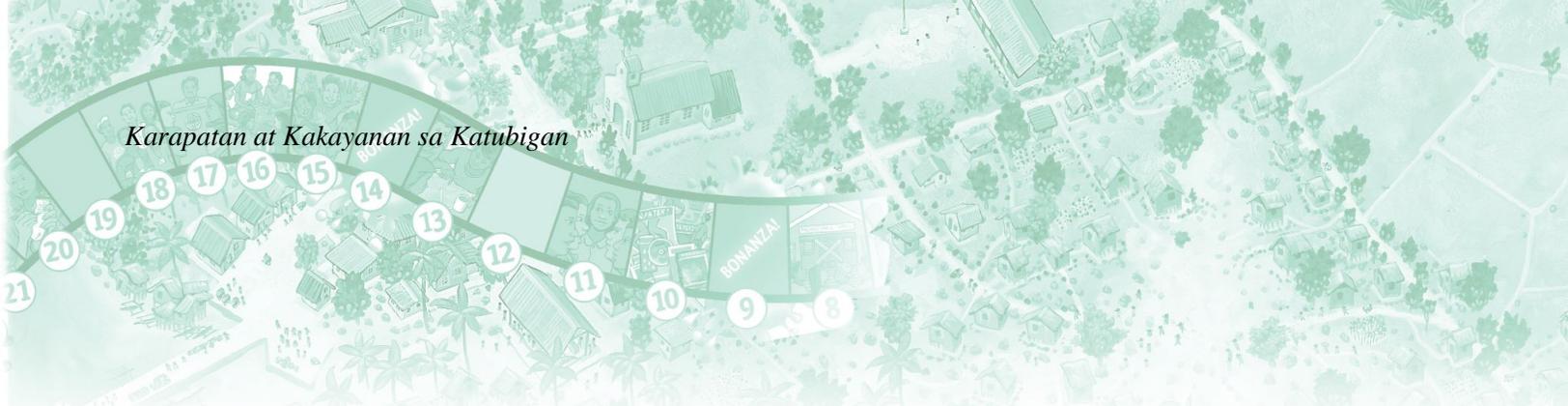
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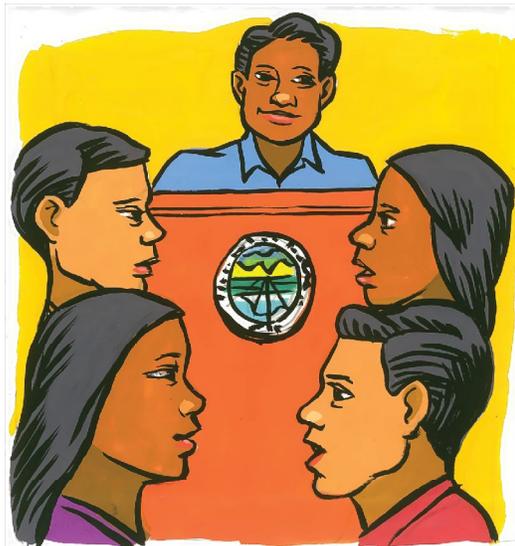


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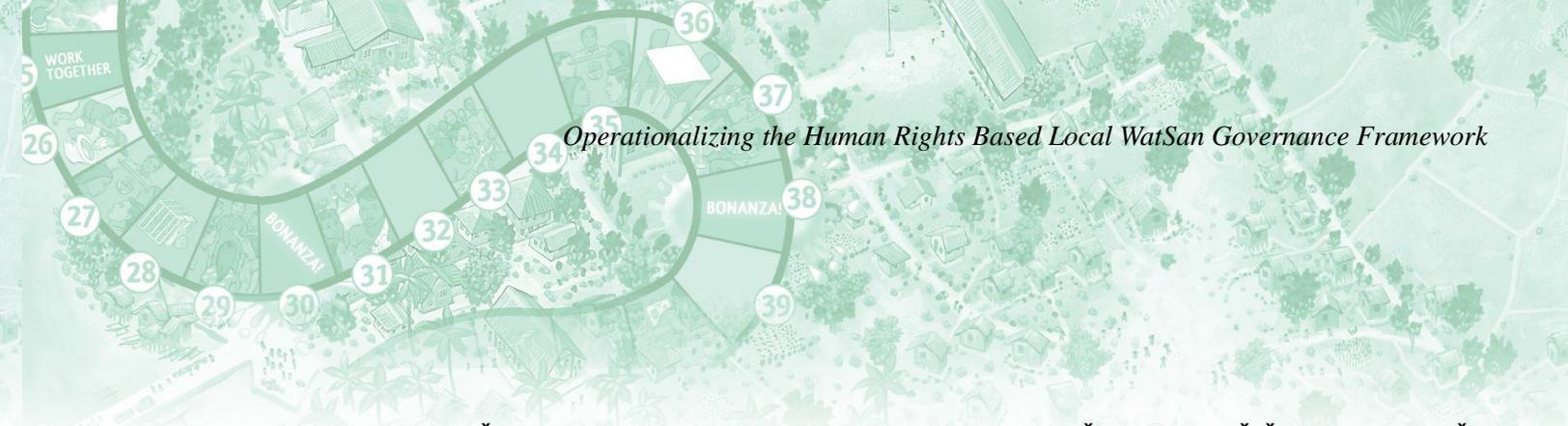


### 3. Tariff Setting Practices to Enable Affordability

Following are existing tariff setting practices that are employed by WSPs in the Philippines to make water more affordable as compared against the requirement of the UN ICESCR

Per UN ICESCR	Suggested Practices	Existing Practices
<p>a. Reduce the indirect costs of water, particularly for women and girls.</p>	<p><b>Tariff Design</b></p> <ol style="list-style-type: none"> <li>1. Cross-customers subsidy where domestic users are subsidized by other types of users; hence lower tariff for domestic users.</li> <li>2. Allowing for a smaller water connection with lower minimum charge for those living in poverty.</li> <li>3. Lowering the coverage of minimum charge users to life-line tariff.</li> <li>4. Regulating the profit on water sales.</li> </ol>	<ol style="list-style-type: none"> <li>1. Classification of residential, commercial, industrial and bulk users.</li> <li>2. 3/8 inch connection which is 2.5 lower than the average 1/2 inch connection.</li> <li>3. The usual Minimum Charge coverage = 10 cubic meter. This is sometimes lowered to 5 cubic meters which meets the requirements of 20 liters per day capital consumption.</li> <li>4. Return of Investment (ROI) should not be more than 12 percent for public utilities under the PSC law.</li> </ol>
<p>b. Support a human rights-based design of tariffs and payment modalities, which accommodates the situation of those living in poverty.</p>		





Operationalizing the Human Rights Based Local WatSan Governance Framework

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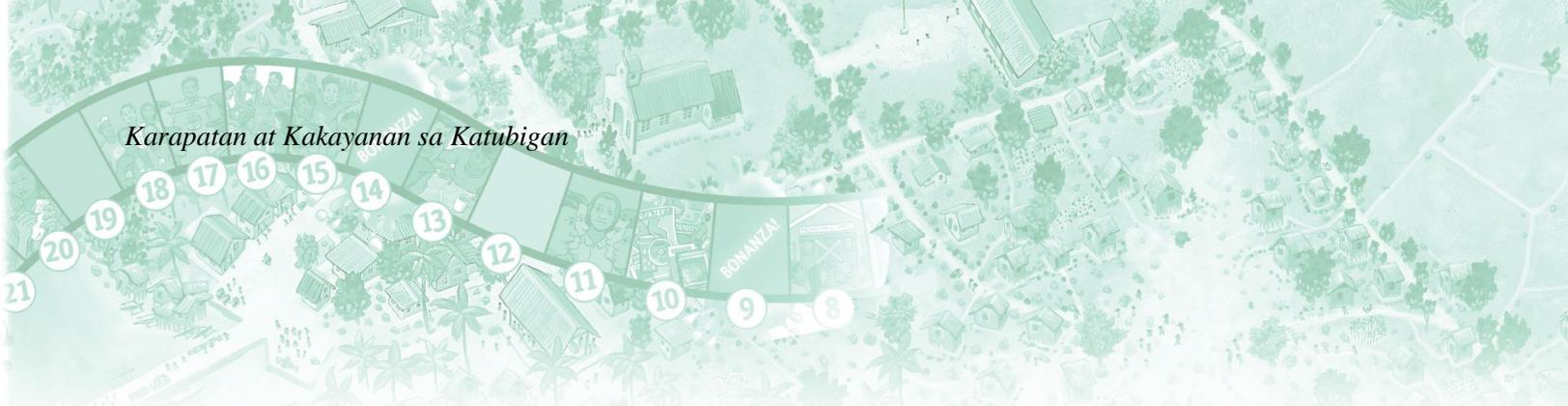
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# PART 3

## ***Work Together!* OPERATING AND MANAGING THE WATER UTILITY**

Introduction

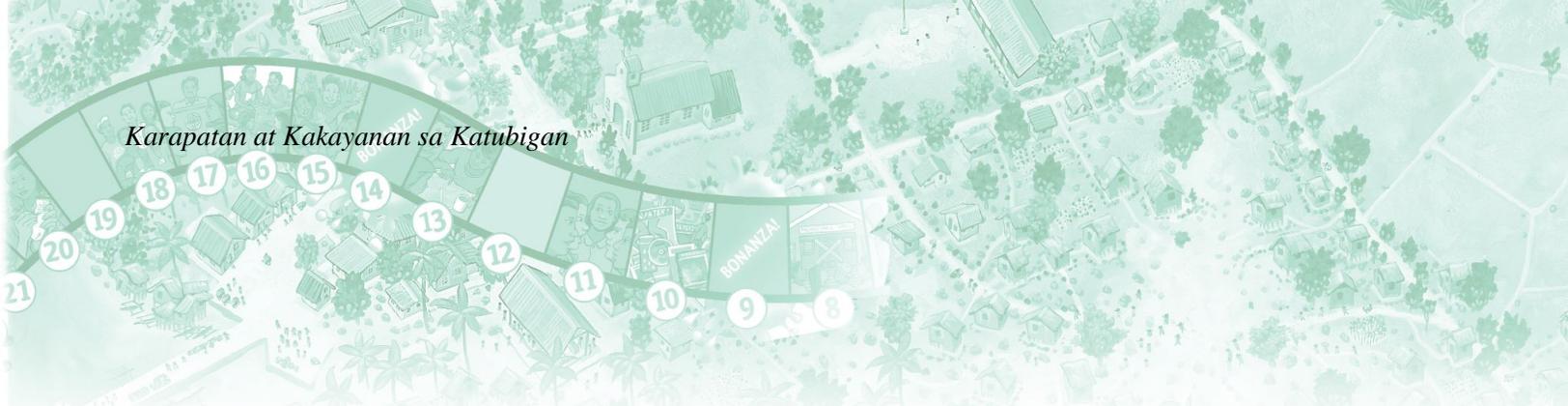
Chapter 1: Setting up Systems and Procedures

Chapter 2: Business Planning and Tariff Setting

Chapter 3: Developing and Adopting of a Localized Customer Service Code







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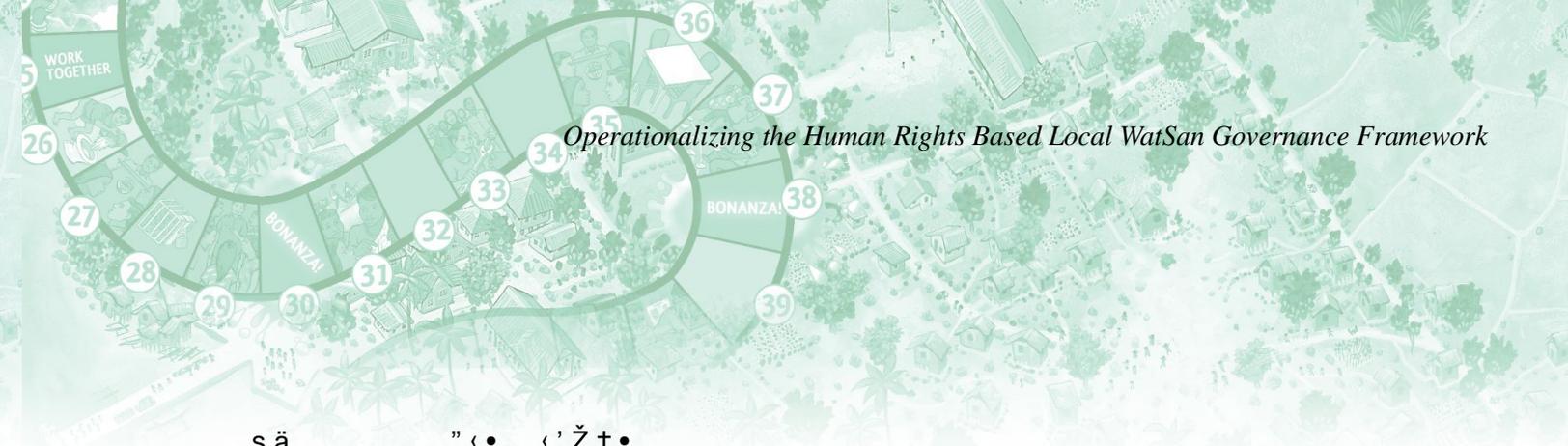
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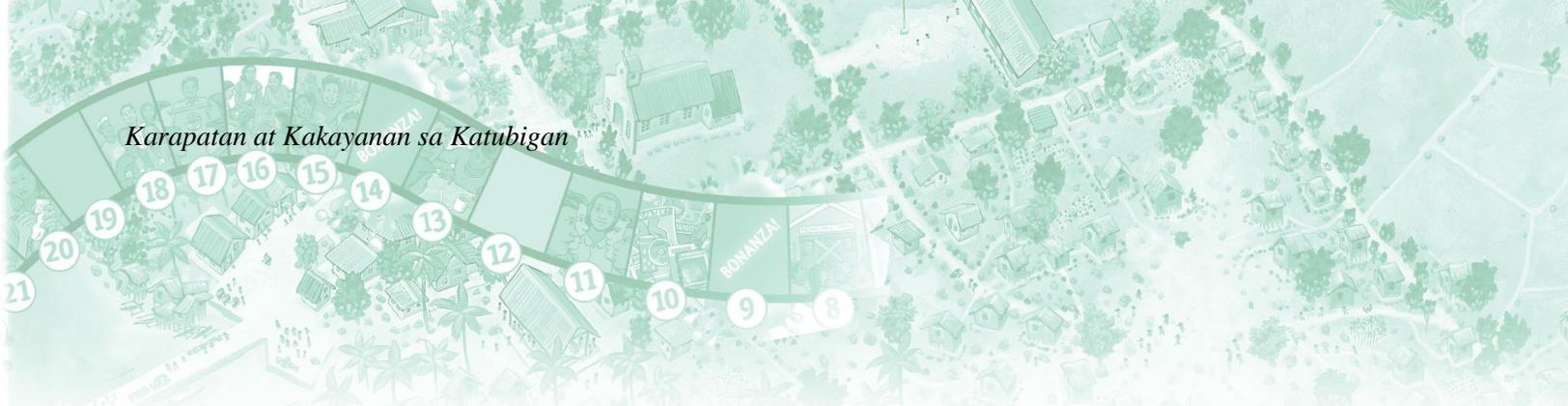
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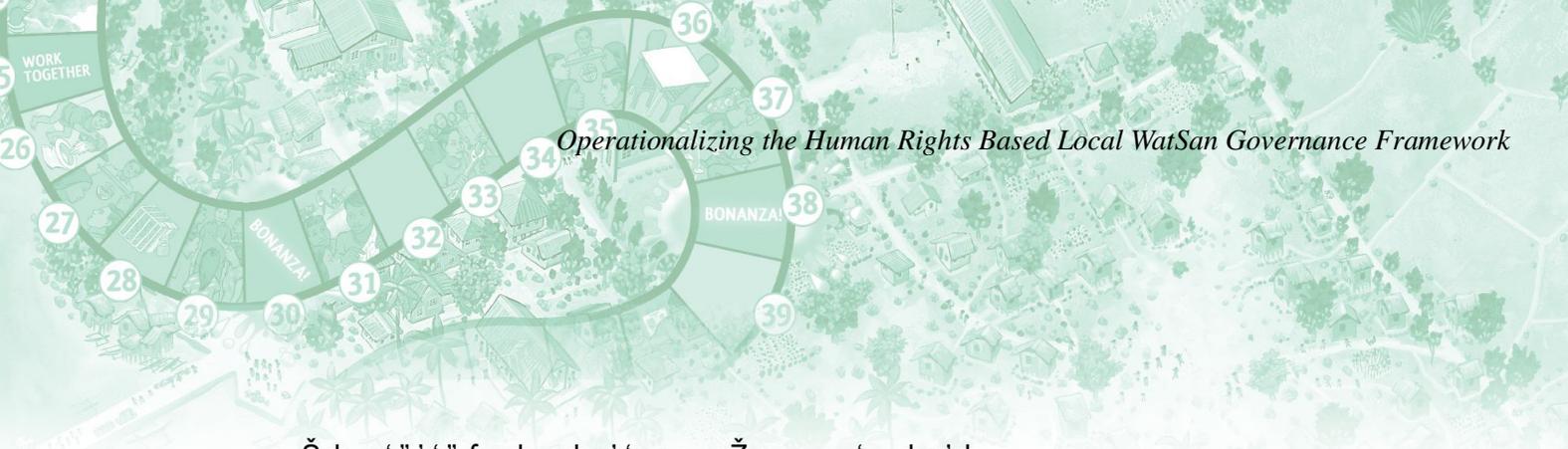
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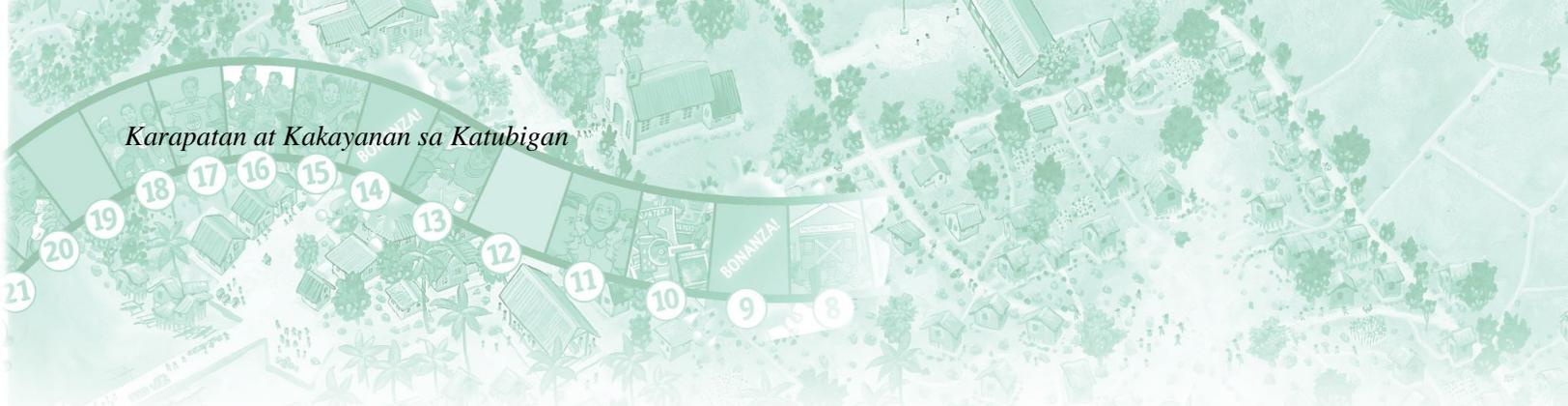
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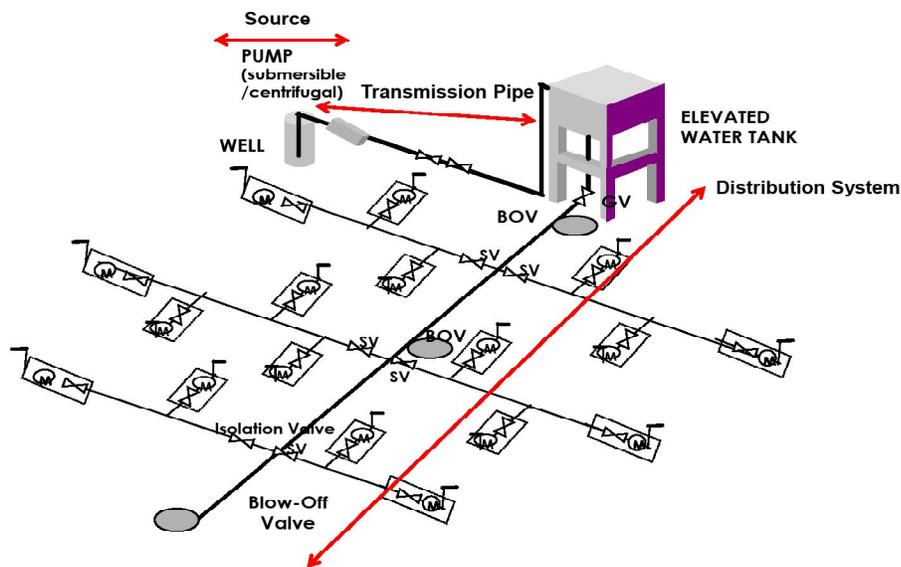
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**Figure 5: Typical Level II System Layout (with Elevated Storage Tank)**



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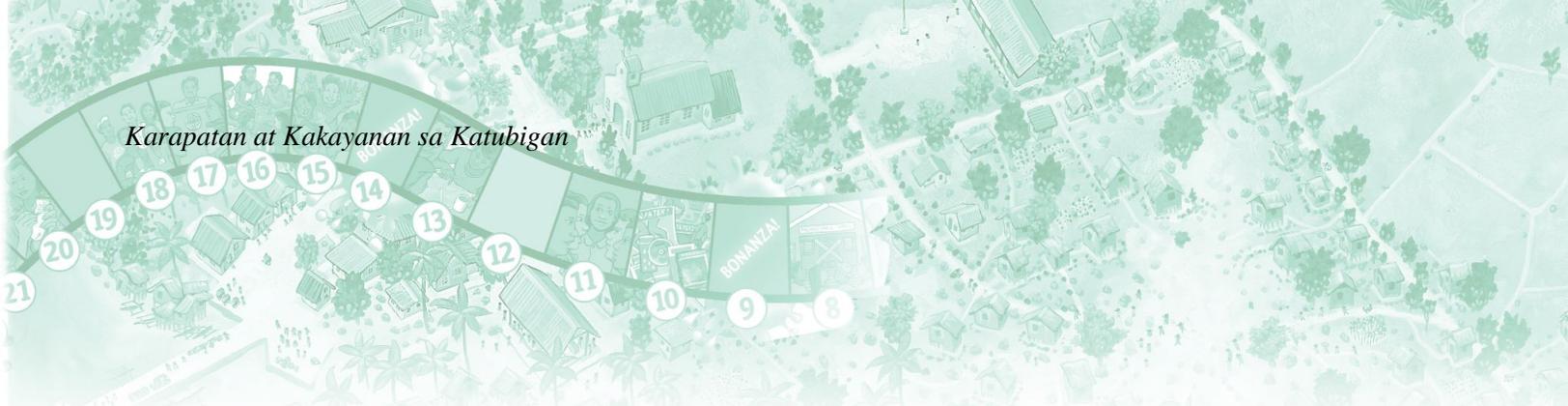
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<ul style="list-style-type: none"> <li>• <b>Cash Receipts Book/Register</b> – this is where all daily cash transactions are recorded wherein the original source documents are the official receipts or the daily collection report prepared by the cashier.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>General Ledger</b> – this is the nominal ledger wherein the summary transactions for all accounts are recorded. This book of account determines the correctness of account balances.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Cash Disbursement Book/Register</b> – this is where all daily expenses are recorded wherein the original source documents comes from the voucher register.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>General Journal</b> – other transactions not recorded in the regular books of accounts are recognized or entered in the general journal. Corrections or adjusting entries are also recorded in this book.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Sales Book/ Billing Register</b> – this is where the water bills are recorded, the original source document is daily billing summary prepared by the billing clerk.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Subsidiary Ledger</b> – this book is maintained to support account balances posted in the general ledger</li> </ul>







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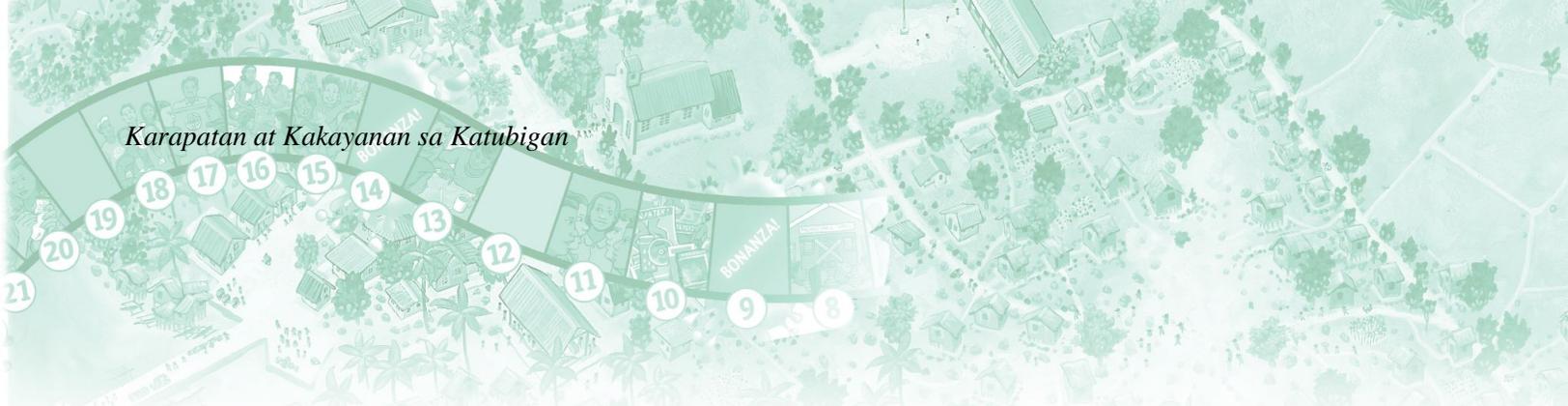
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’”’ ... ††-”†• f” † -•††” -f•†• „ -Š† „ ‹ Ž Ž ... ‘ Ž Ž†... - ‘”• ... f• Š †” f•† „ ›  
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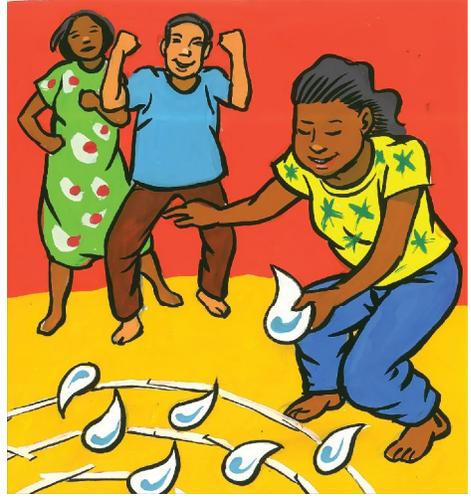
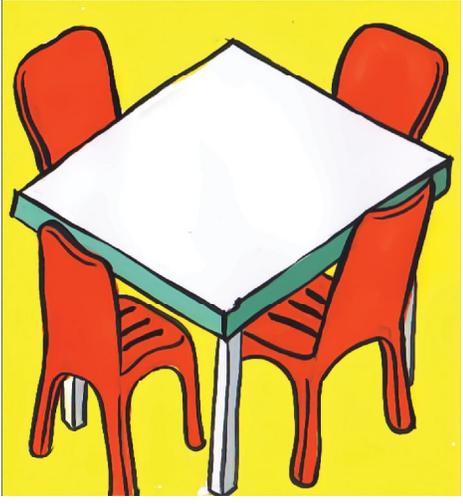
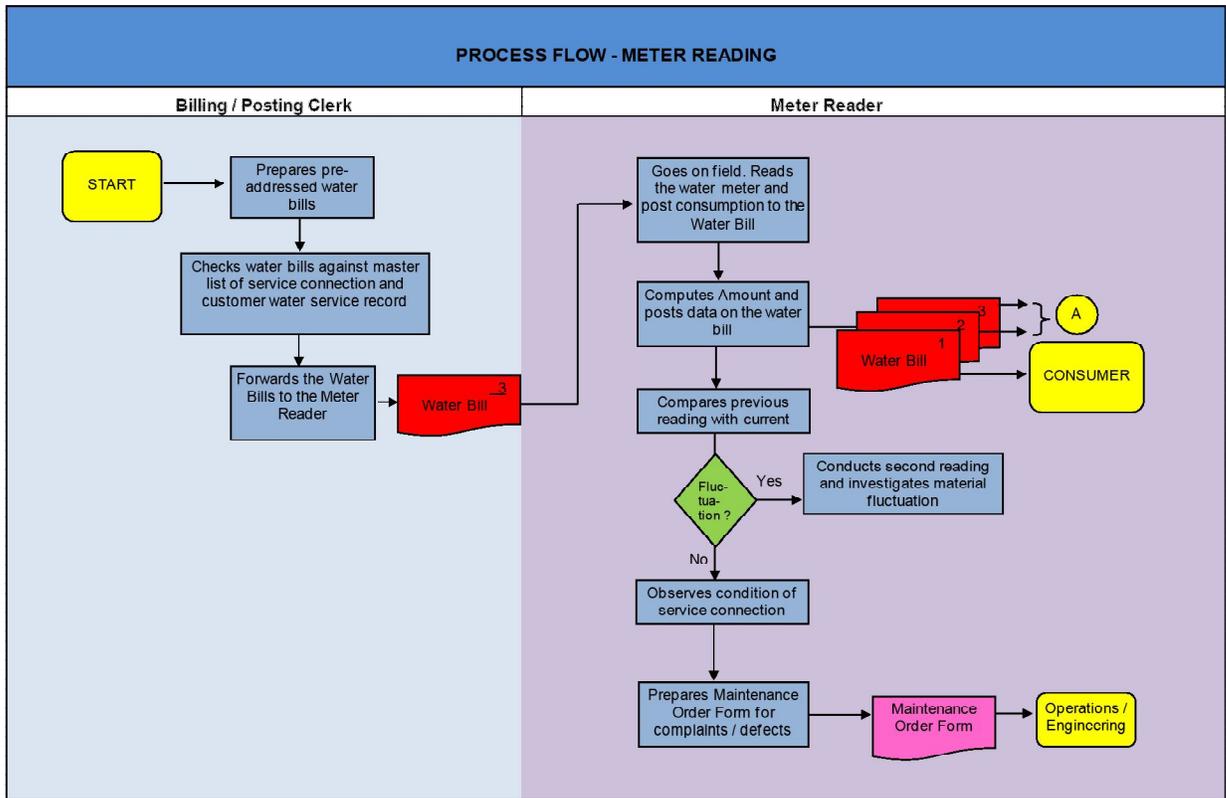


Figure 6: Process Flow - Meter Reading



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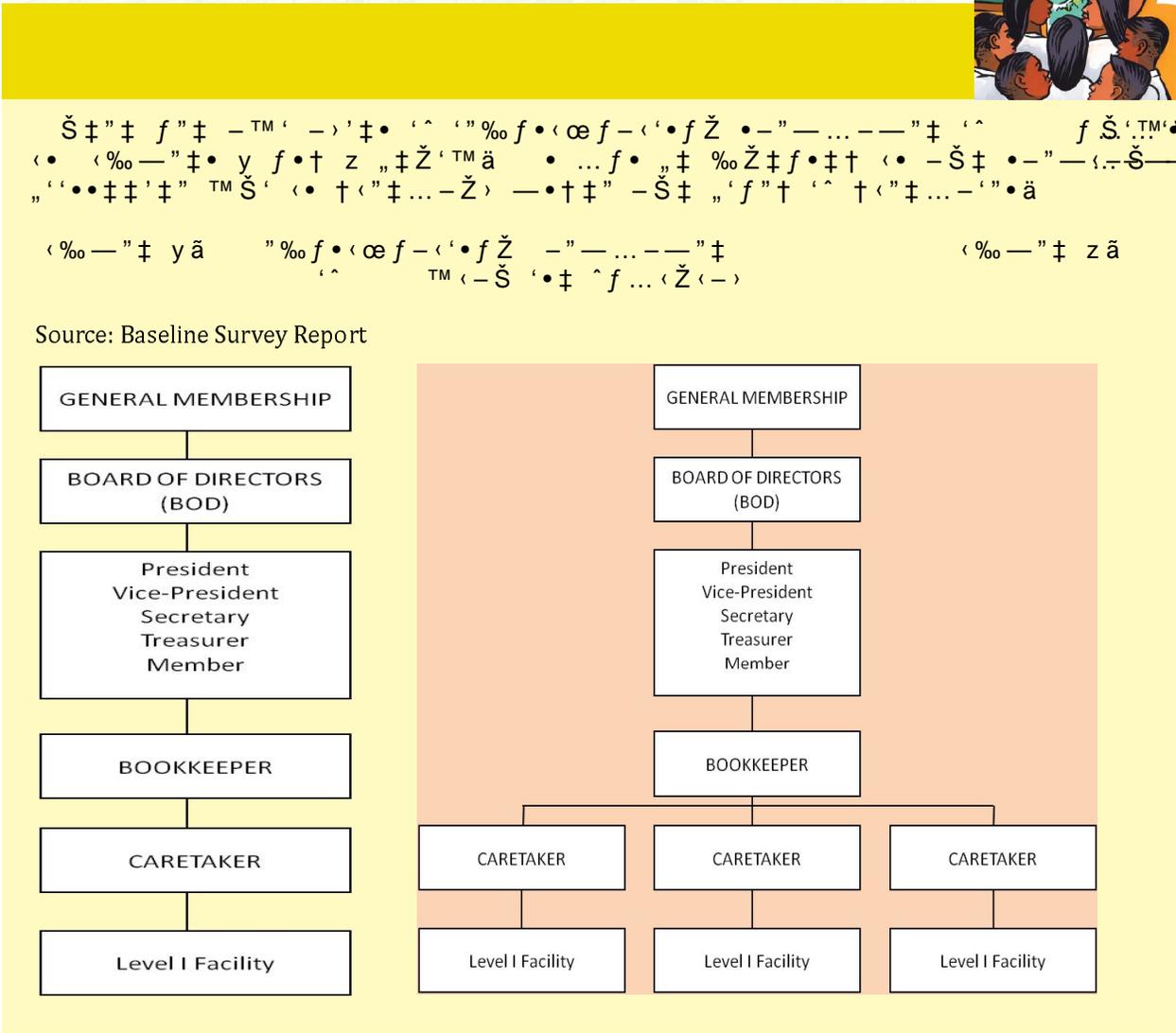
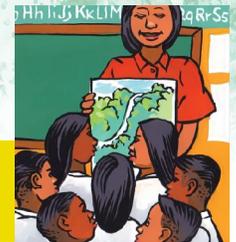
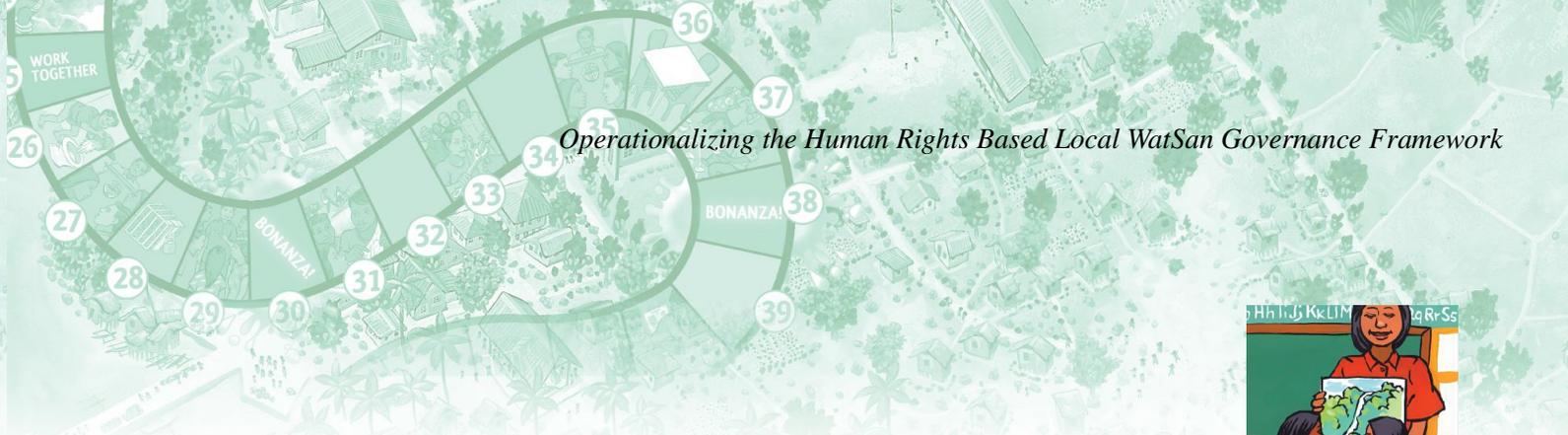
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**Table 11: Roles and Functions in a typical Water Utility**

WSP Model	Policy Making	Operations and Management
LGU run water utility	WatSan Council and Mayor, Sanggunian	A distinct unit within the Economic Enterprise Dept. of the LGU
Water District	Board of Directors (appointed by the Mayor)	Personnel hired subject to the rules of CSC and DBM; headed by a General Manager
Cooperatives	Board of Directors (elected by the General Assembly)	Personnel hired subject to the rules of CDA
	Board of Directors elected by the General Assembly	Personnel to come from the community

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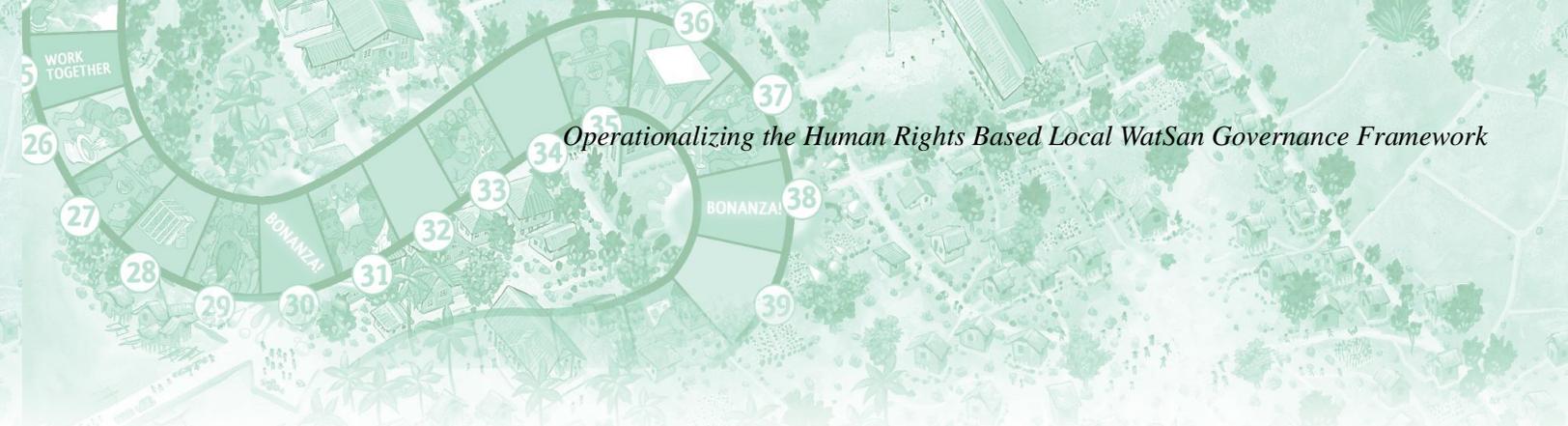
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**Public – Claimholders/Civil Society**

<p>Š" ‡ f – • f • † ‹ • • •</p>	<p><b>Control and Mitigating Measures</b></p>
<p>a. Administrative corruption: – repayment/billing for WSS.</p>	<p>Bank accounting will be transparent, verified by non-beneficiary groups and audited by external auditors.</p>
<p>b. Fraudulent meter reading, avoidance or partial payment, overcharging.</p>	<p>Zero tolerance policy for fixers must be enforced.</p> <p>Only a special committee can exempt households living in extreme poverty from cash payments for construction. The special committee may also allow persons living in poverty to make payments in kind (through labor) or in cash. All decisions are fully documented and made public</p> <p>Minutes for all important decisions and purchases should be made available and intelligible to community stakeholders or consumer representatives, and be accounted for by LGU management and the project proponents/WSP.</p>
	<p>External, independent audit of accounts is performed, where negative audit results are referred to LGU staff, NGOs and the community. No money will be released until the situation is rectified.</p>
	<p>Spot checks will be deployed to inspect receipts, storehouses, tenders, household receipts and government records.</p>





# CHAPTER 2

## INTRODUCTION

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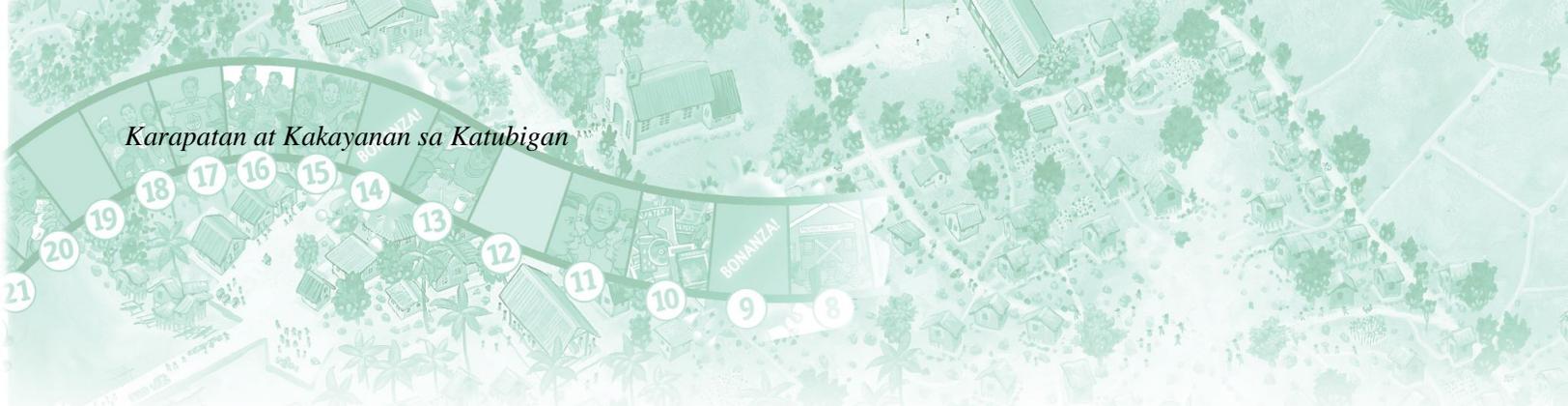
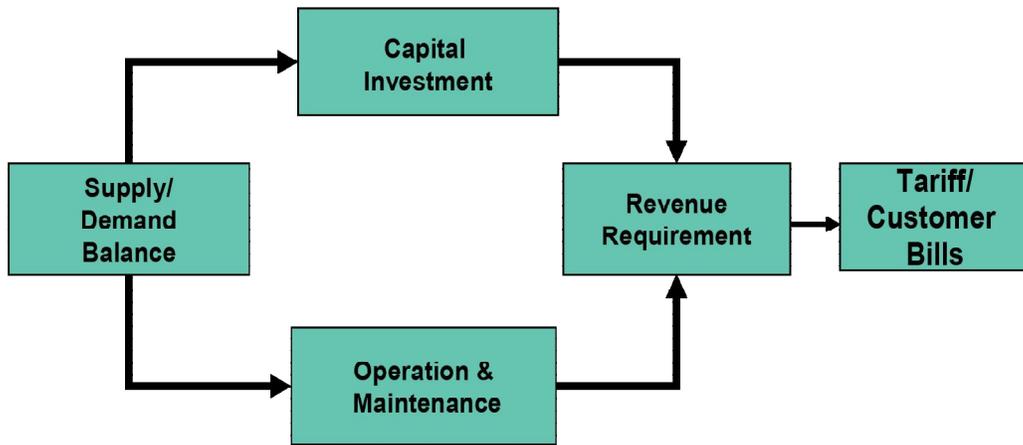


Figure 9: Business Plan for Water Utilities



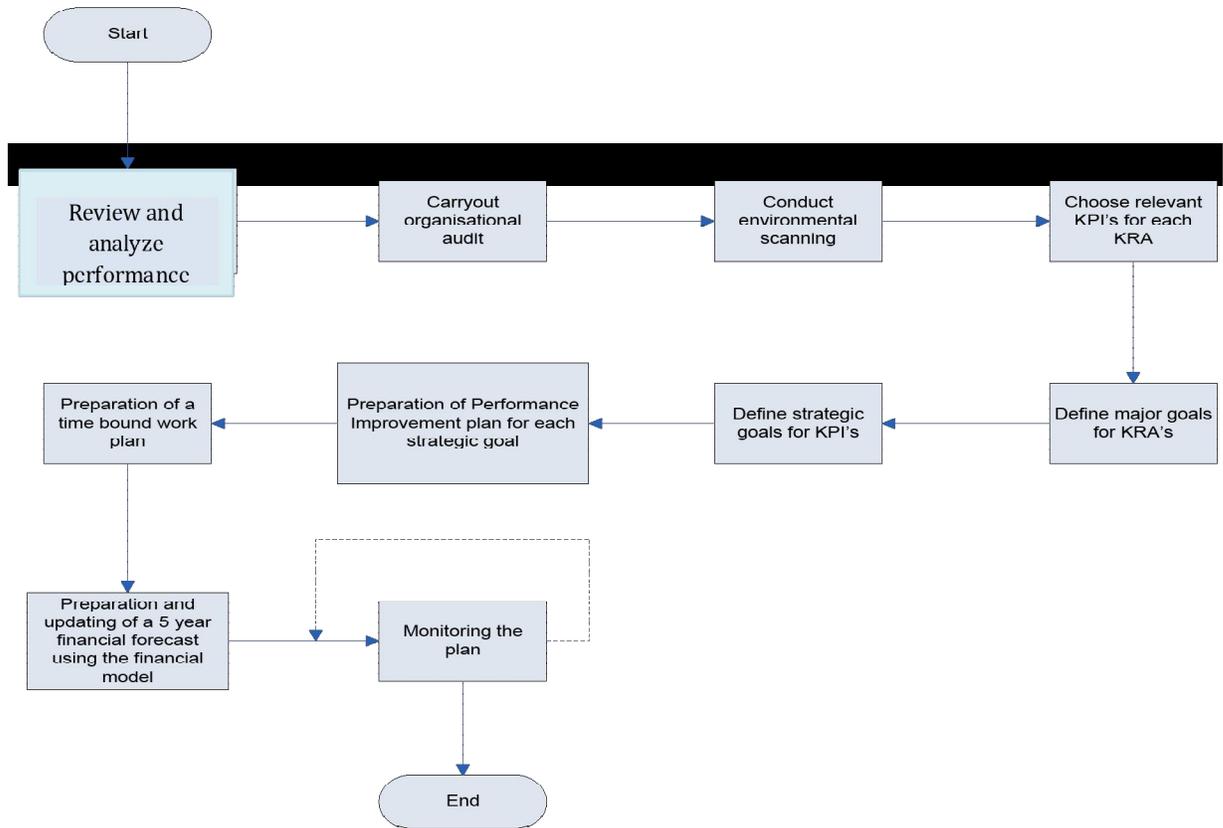
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Figure 10: Steps in Business Planning for Water Utilities



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A participatory approach in the development of the Participatory Strategic Plan promotes transparency and ownership of the plan by the community. In the development of the SP, representatives from the community shall participate where they will contribute their views on how the water utility shall move forward, and shall be informed of their responsibilities as users/claimholders.



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- Demand and Production
  - Financing Plan
  - Operation and Maintenance Expenses
  - Cost Recovery and Pricing Strategy
  - Projected Financial Statements
  - Key Performance Indicators

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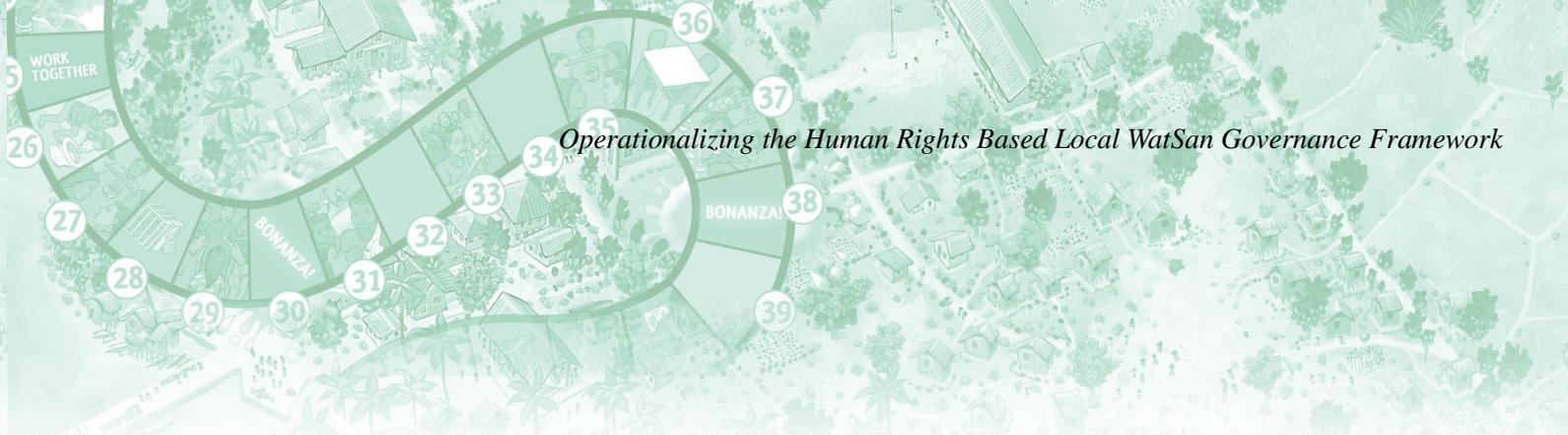
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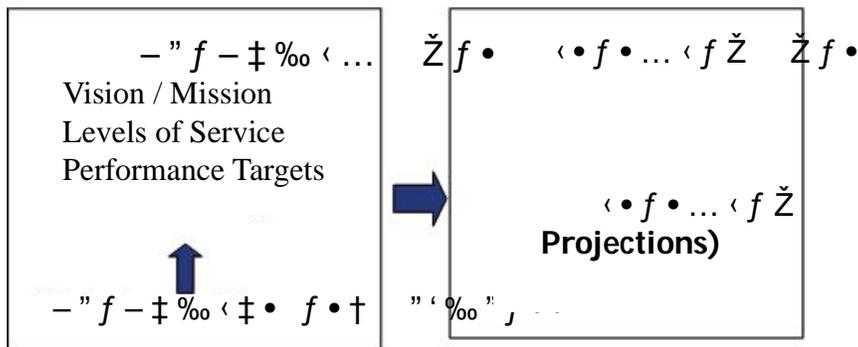
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### Business Plan



### SAMPLE INPUT

Inputs	Assumptions
<ul style="list-style-type: none"> <li>• Population and Population Served</li> <li>• Production</li> <li>• Consumption</li> <li>• Financial Performance (Income Statement and Balance Sheet)</li> <li>• Current and completed investment projects</li> <li>• Human Resources</li> <li>• Other relevant inputs</li> </ul>	<ul style="list-style-type: none"> <li>• Service Coverage</li> <li>• Operating Hours</li> <li>• Population Growth</li> <li>• Price Escalation</li> <li>• Organization growth</li> <li>• Performance improvement measures</li> <li>• NRW</li> <li>• Proposed investments</li> <li>• Growth in service connections</li> <li>• And others</li> </ul>

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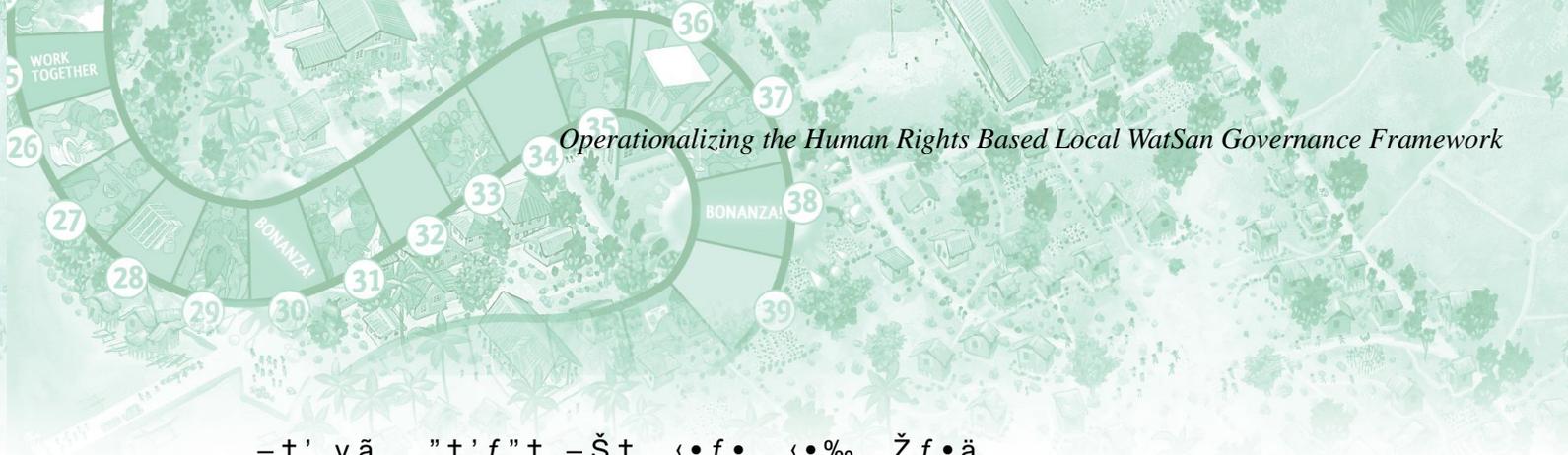
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<ul style="list-style-type: none"> <li>Define sources of funds</li> </ul>	<ul style="list-style-type: none"> <li>(i) Loans</li> <li>(ii) Grants</li> <li>(iii) Internally generated funds</li> </ul>
<ul style="list-style-type: none"> <li>Terms and Conditions of Loans</li> </ul>	<ul style="list-style-type: none"> <li>(i) Interests and repayment period</li> <li>(ii) Capitalization of interests and grace period</li> <li>(iv) Equity portion</li> </ul>
<ul style="list-style-type: none"> <li>Prepare amortization schedule</li> </ul>	<ul style="list-style-type: none"> <li>(i) Consider the terms and conditions</li> </ul>

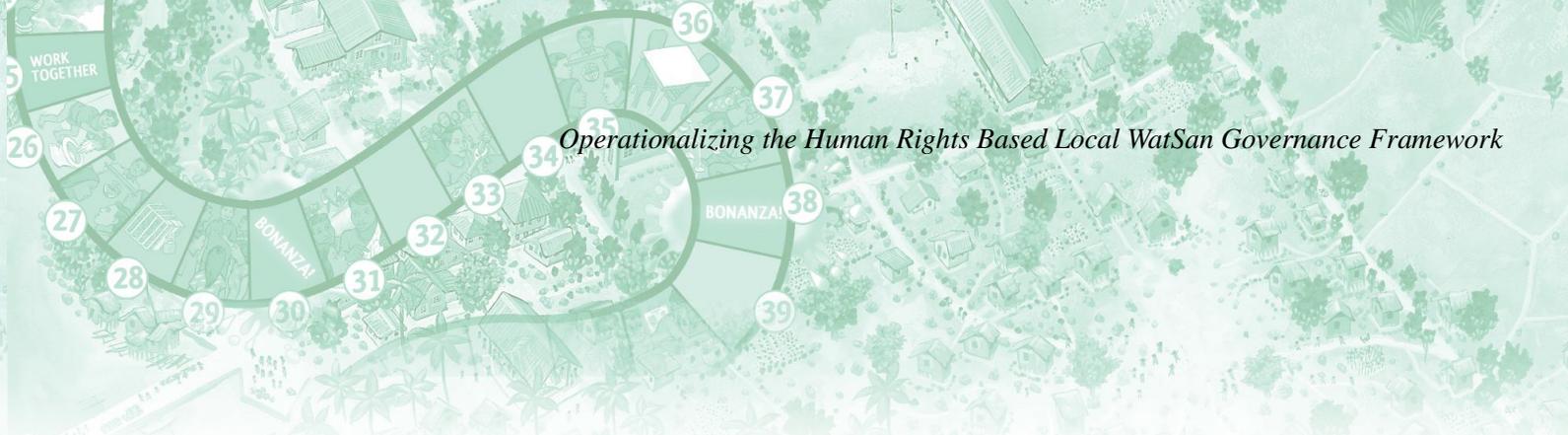


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**Figure 11: Cost Recovery and Financial Strategy**

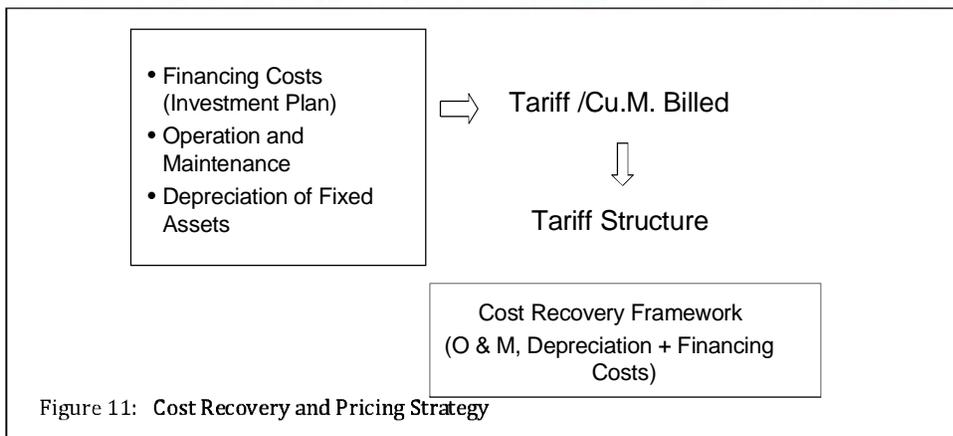


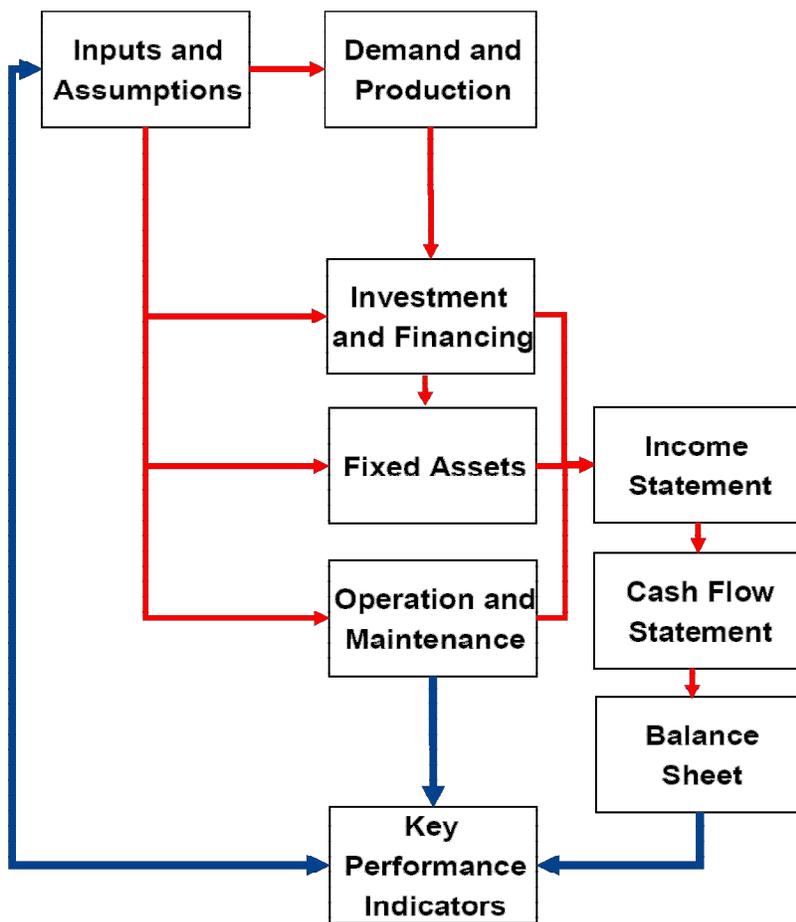
Figure 11: Cost Recovery and Pricing Strategy

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Figure 12: Financial Planning Process

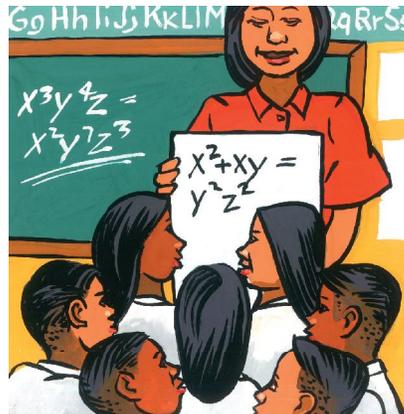


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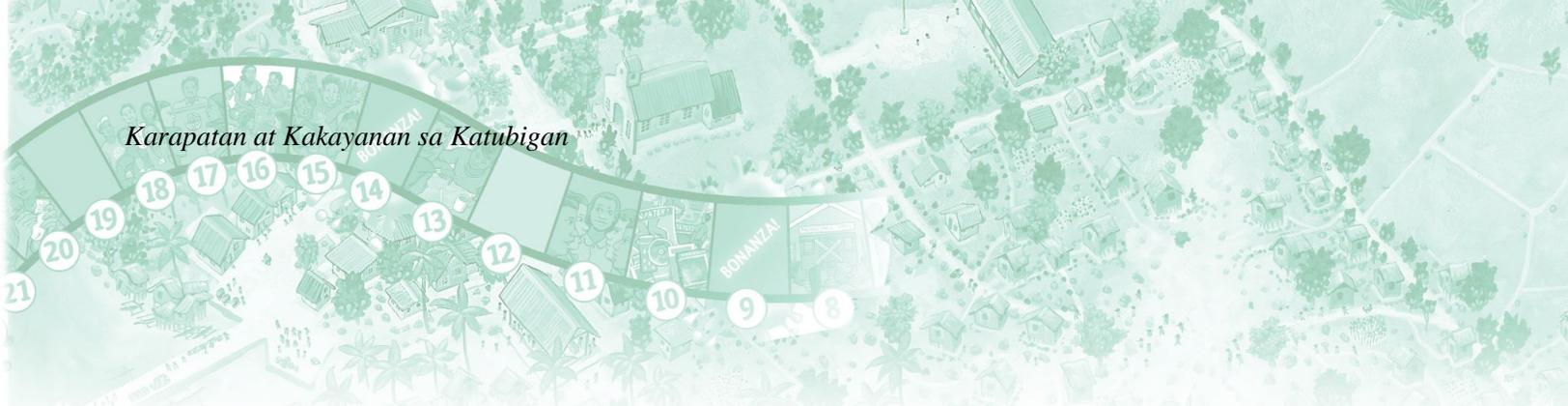
Table 13: Computer-Based Financial Model - Summary of Work Sheets

No.	Title	Description
1	Assumptions	...
2	...	...
3	...	...
4	...	...
5	...	...
6	...	...
7	...	...
8	...	...
...		
1	Expenditures	...
2	...	...









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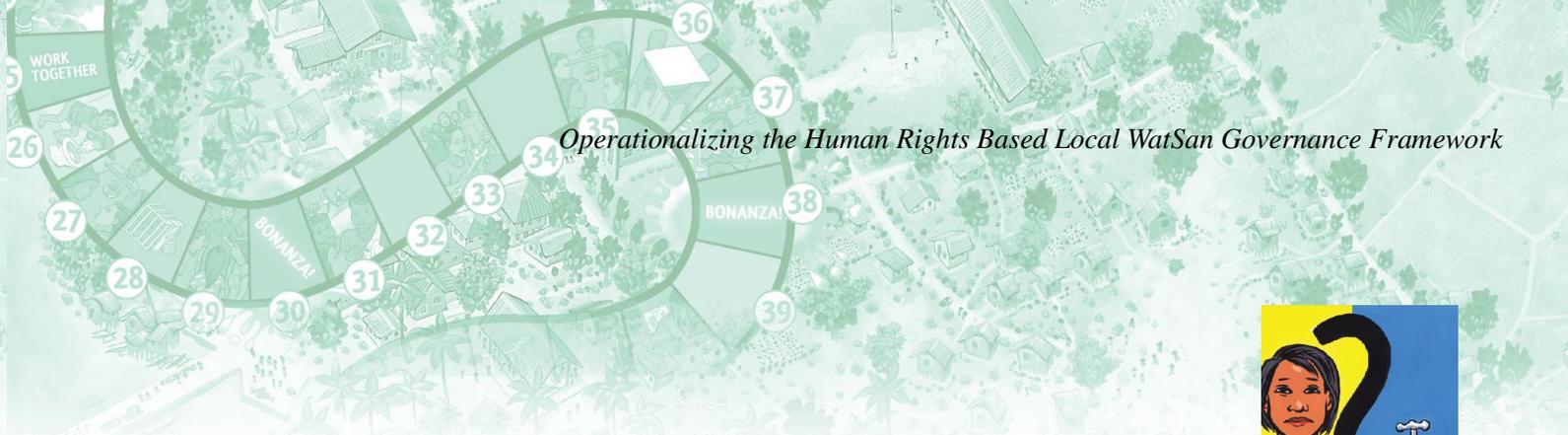
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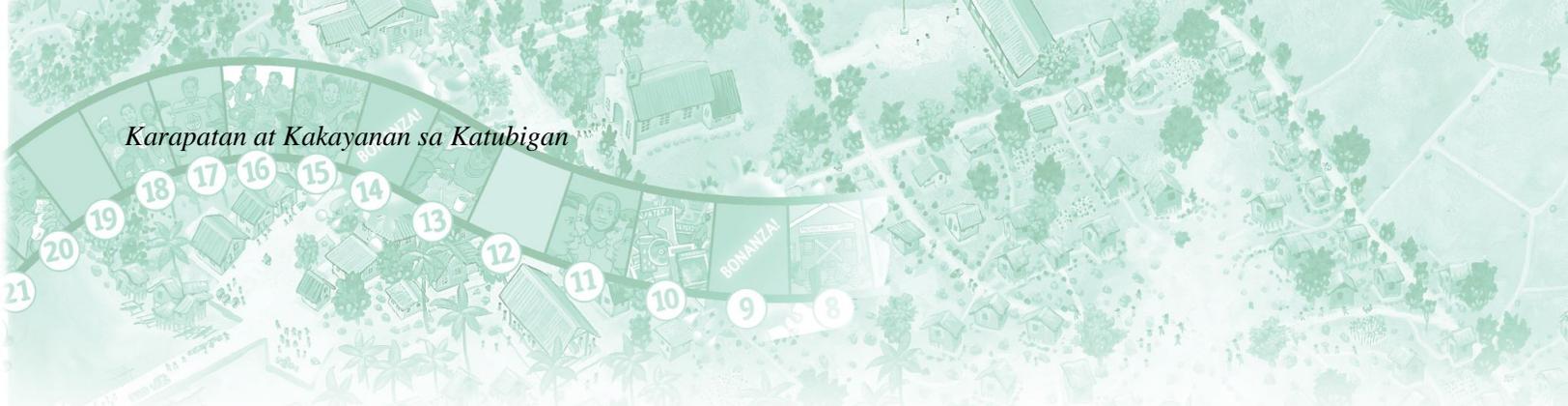
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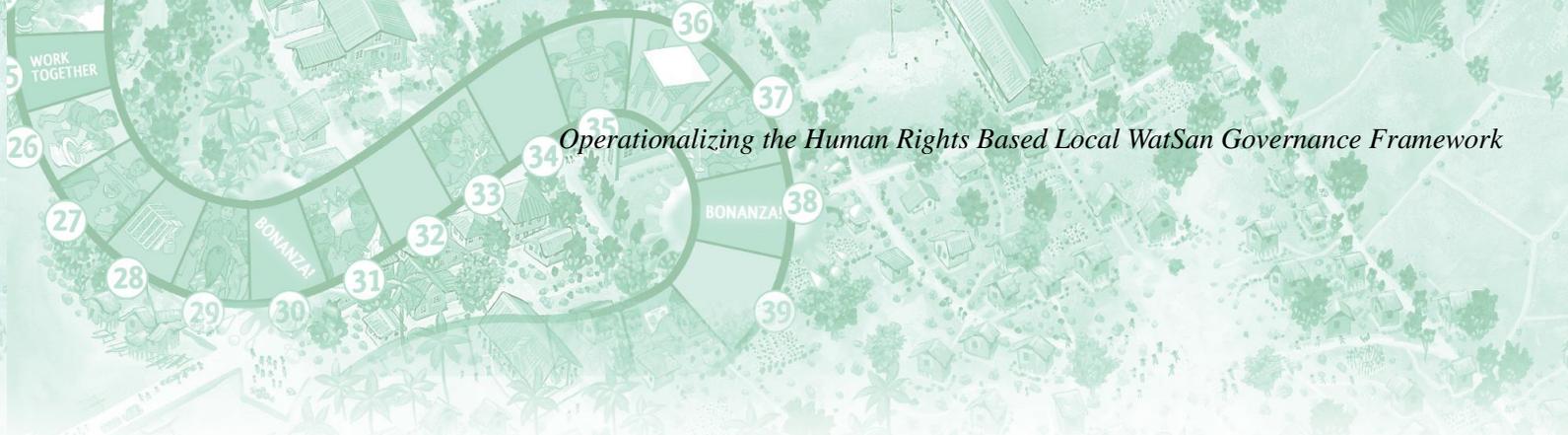
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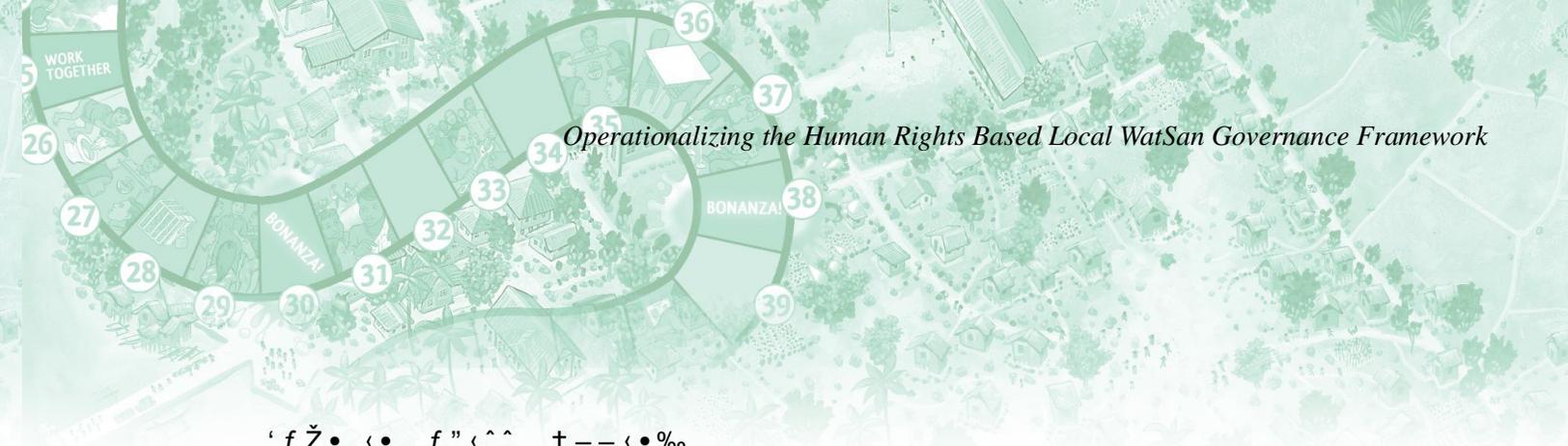


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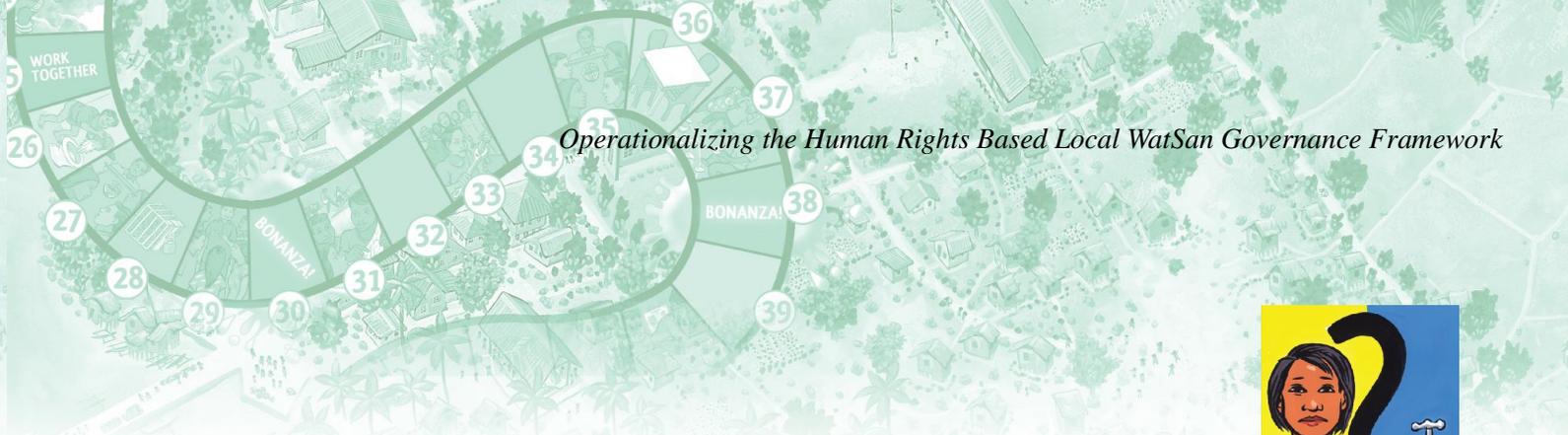
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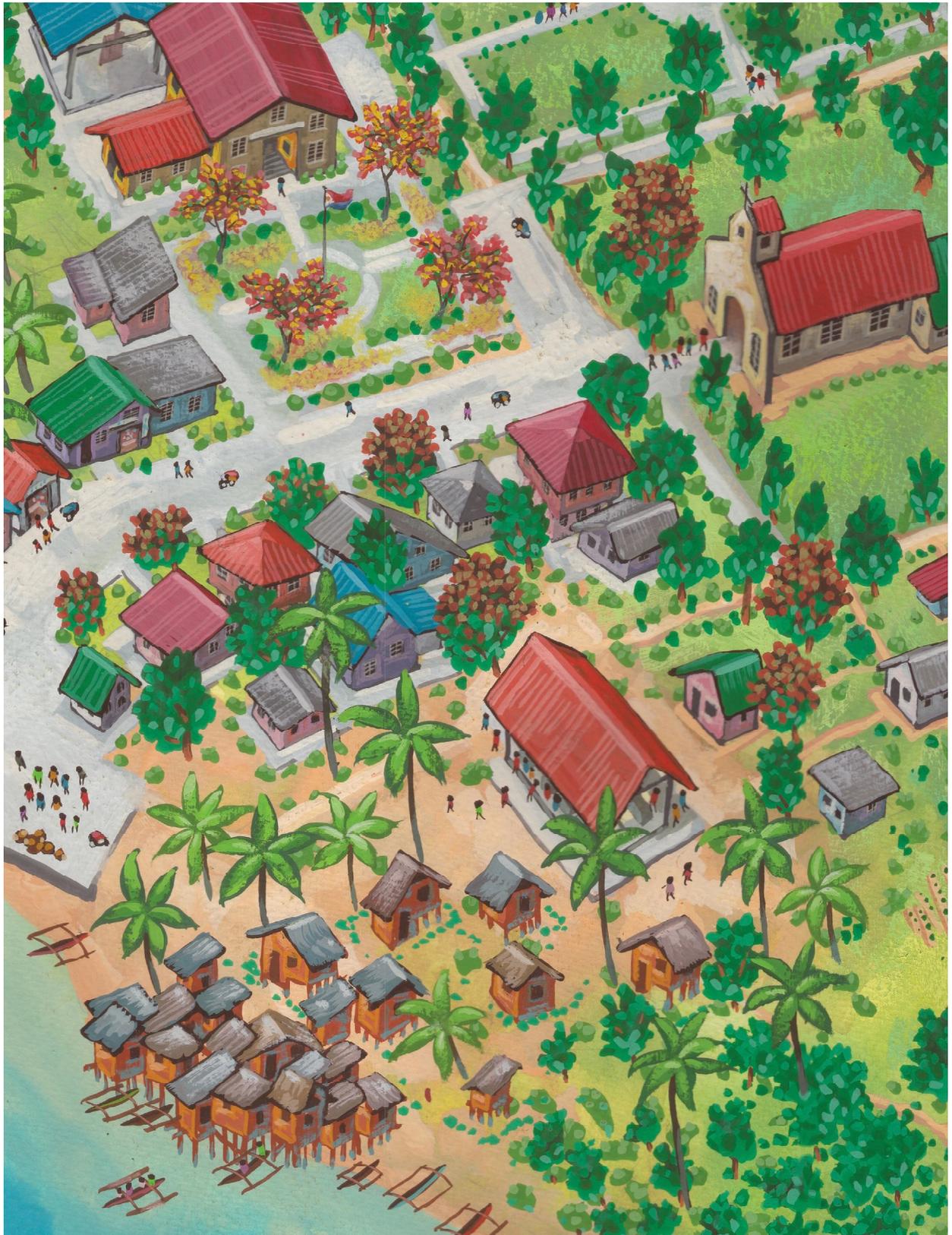
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# PART 4

## ***Move Forward!* ENSURING WATER SUSTAINABILITY**

Introduction

Chapter 1: Monitoring and Evaluation

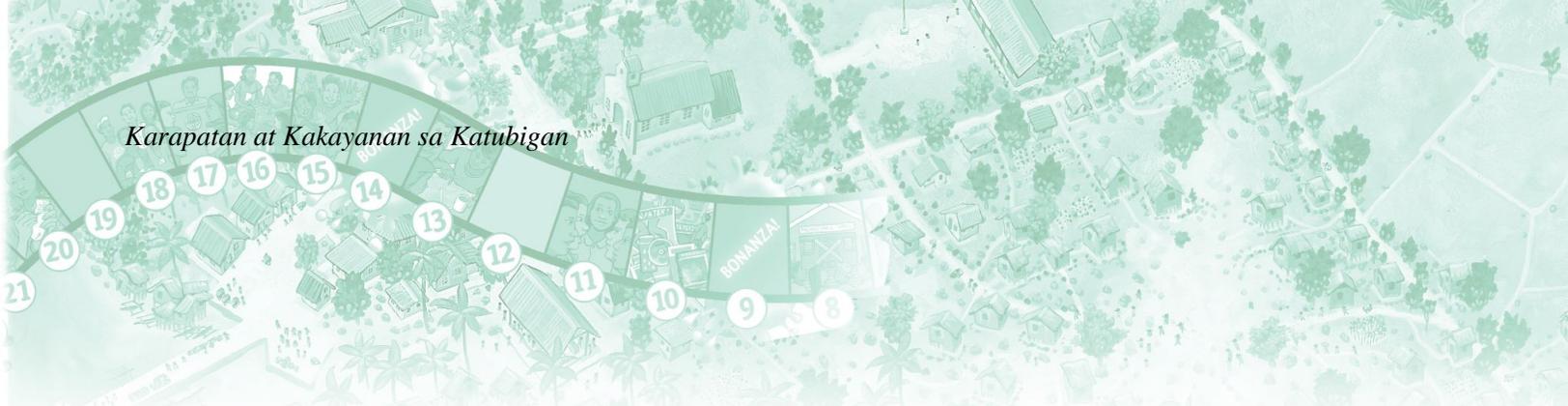
Chapter 2: Adoption of Sustainability Measures





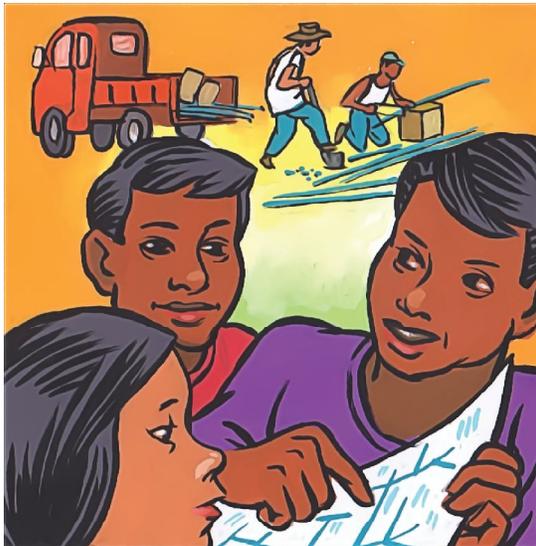


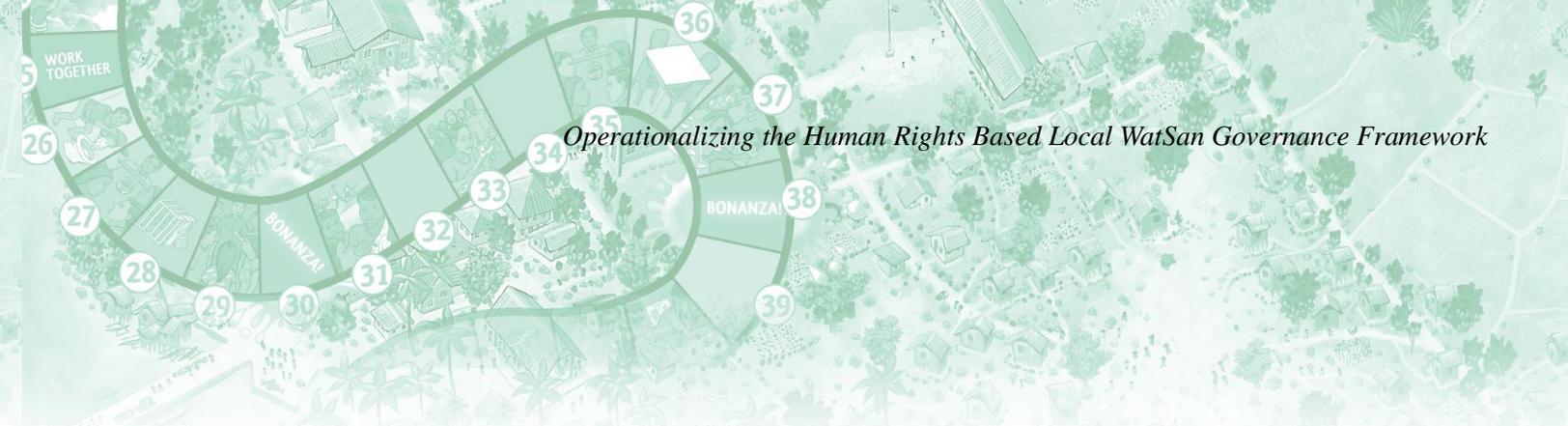




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# CHAPTER 1



## Introduction

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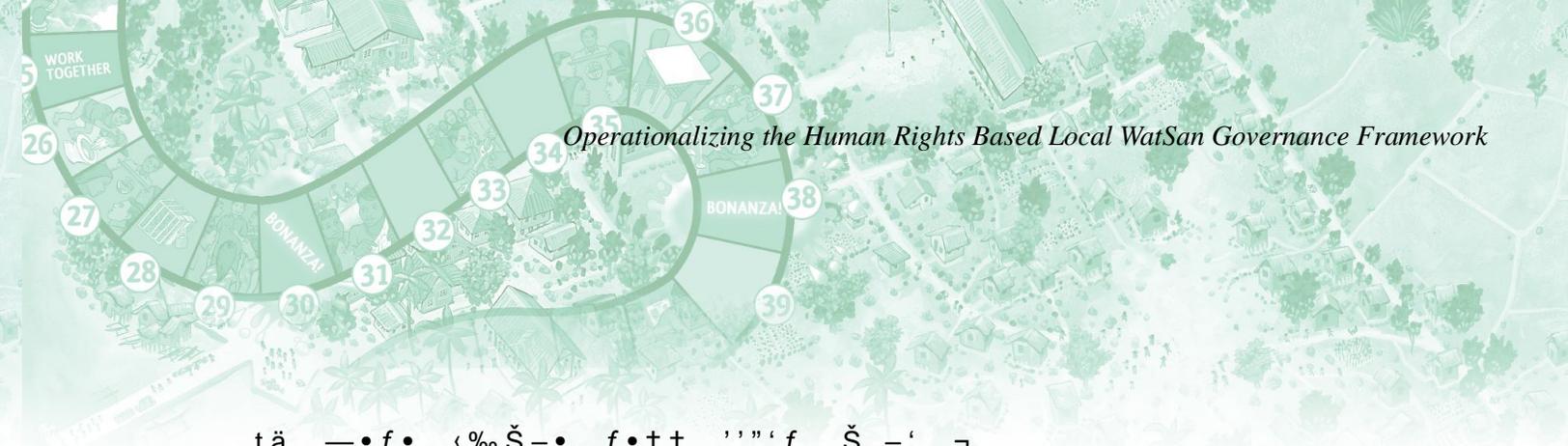
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Table 13: PANTHER Principles for Setting-Up M&E Mechanism

Principles	Concrete Actions Required / Standards
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Non-discrimination	< †”†††-f-<‘• ^ †<^†††•- %o”-’• ...žf<•š‘ž††”•á • <••‘<-“<•% ...‘••<-††• << f-f„f•† ‘• -š† ’”“Đ (ž† ^ -f”%o†- f•† †\$<•-<•% „†ž<
Transparency	< <•†•<f-<‘• ^ ”†’”-á <-†”•†-á á •-<...<’fž „-< < „ž†•• •‘ž~<•% •†••<••
Human Dignity	< f”-<...<’f-<‘• ^ „††Đ (<...<’f”†• <• ^ ‘...-• %o”-’ †<...- -š†<” •†ž^ †-††• f•† †<%•(-)
Empowerment	< „ž†•• •‘ž~<•% •†••<••
Rule of Law	< „ž†•• •‘ž~<•% •†••<•• << ‘•’ž<f•... †™ <-š †š<•-<•% žf™•á ”-ž†• <<< †††”fž -’ -š† ^Đ (<... † ^ -š† •„-†••f•

Note: Details of HRBME provided in HRBA Toolkit (Human Rights Based M&E)

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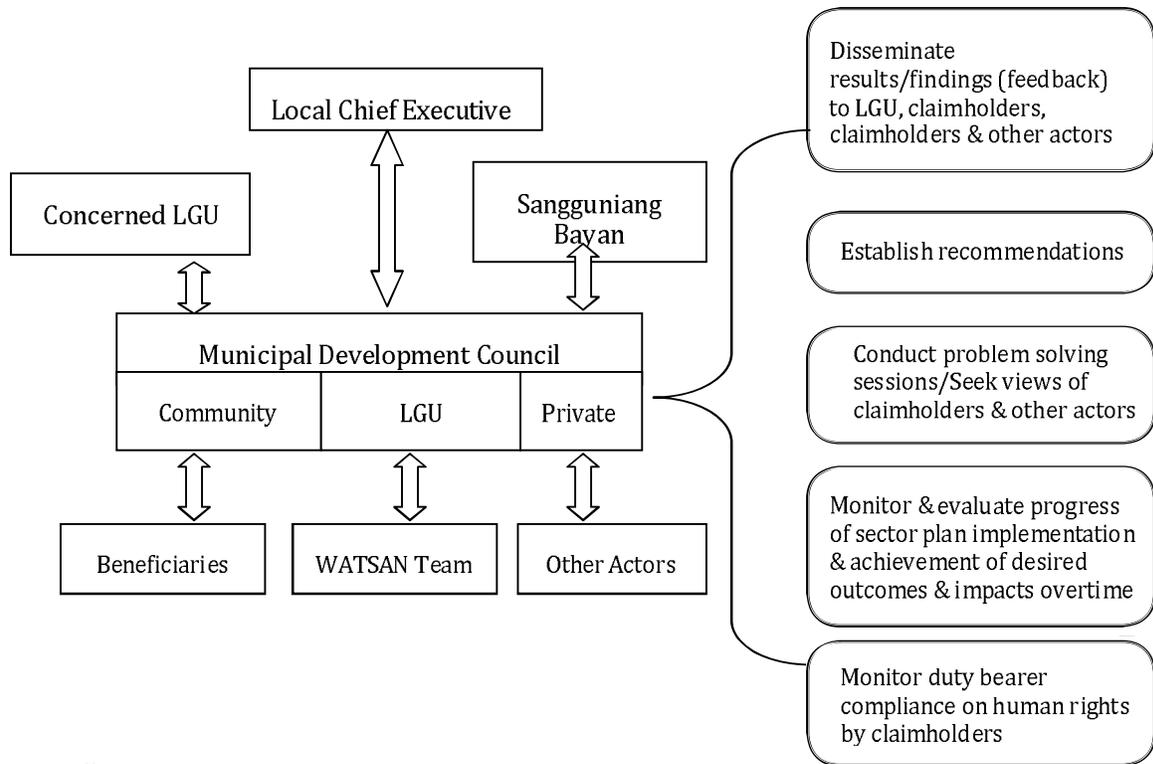
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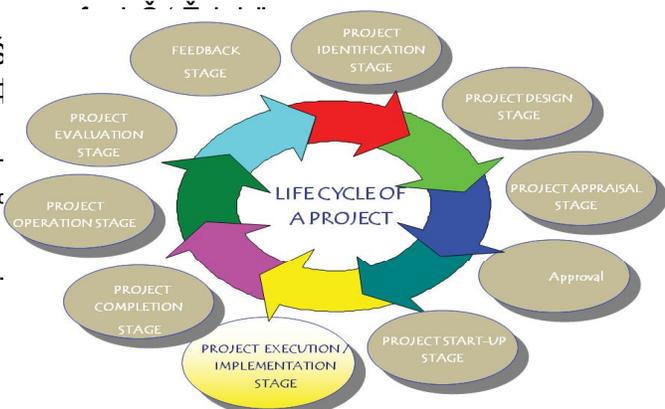
Figure 14: HRBME Collaboration Involving Duty Bearer, Claimholder and Other Actors



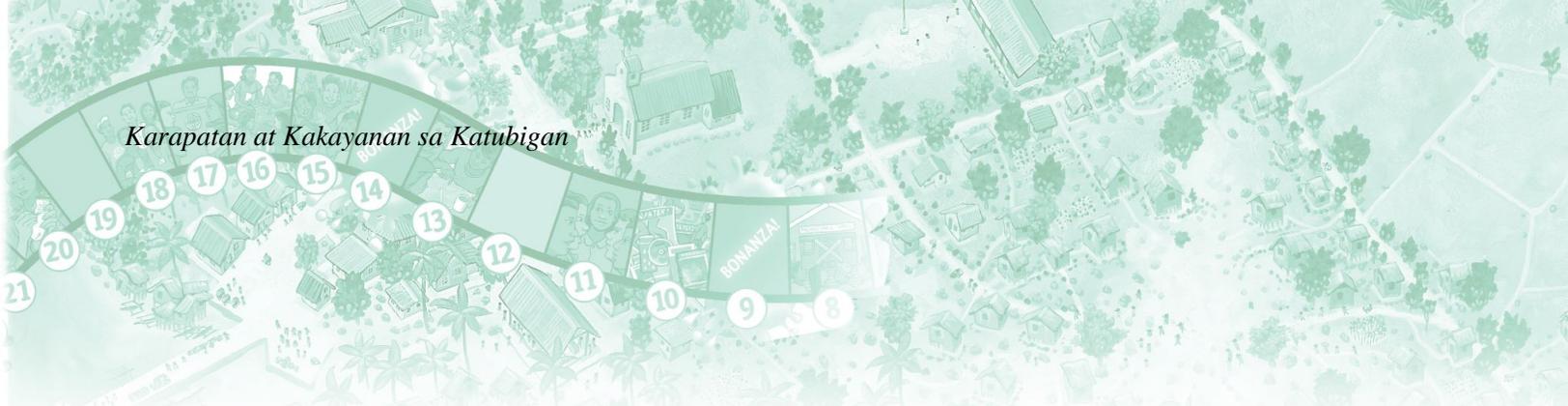
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Figure 15: Project Lifecycle







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Table 14: Key Performance Indicators

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3.	" † — ... - < ' • ' ' — ž f (m3/d/c)	- f • • — f ž ' ' † — ... - < ' • ~ ž — • † • u u x w
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# CHAPTER 2

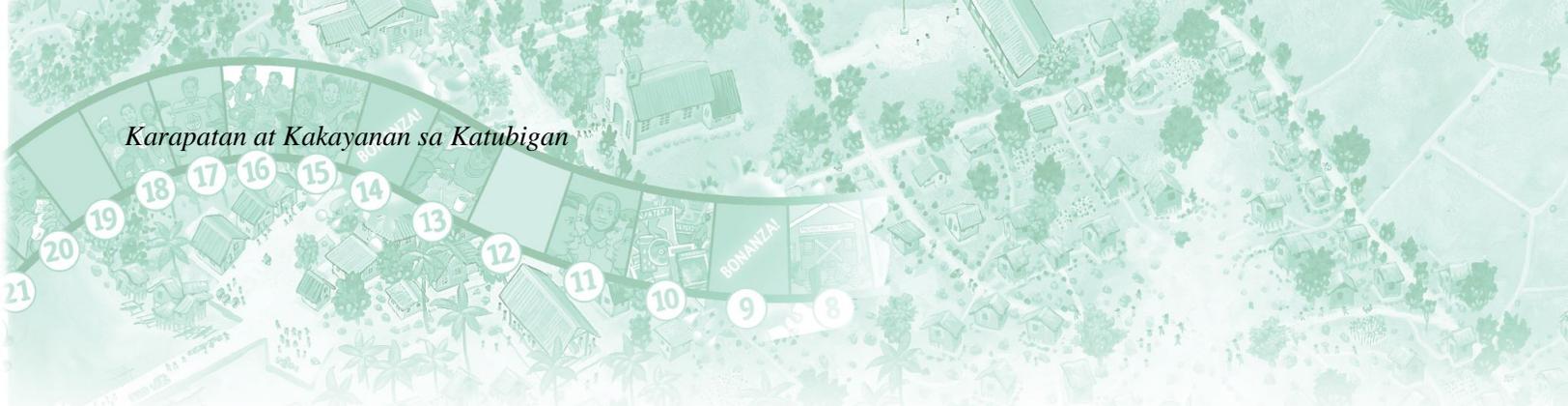
## INTRODUCTION



Water is a finite and vulnerable resource, essential to sustain life, development and the environment. Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels. Women play a central part in the provision, management and safeguarding of water. Water has an economic value in all its competing uses and should be recognized as an economic good, taking into account its affordability and equity criteria.

1. Fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment.
2. Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels.
3. Women play a central part in the provision, management and safeguarding of water.
4. Water has an economic value in all its competing uses and should be recognized as an economic good, taking into account its affordability and equity criteria.

Water is a finite and vulnerable resource, essential to sustain life, development and the environment. Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels. Women play a central part in the provision, management and safeguarding of water. Water has an economic value in all its competing uses and should be recognized as an economic good, taking into account its affordability and equity criteria.



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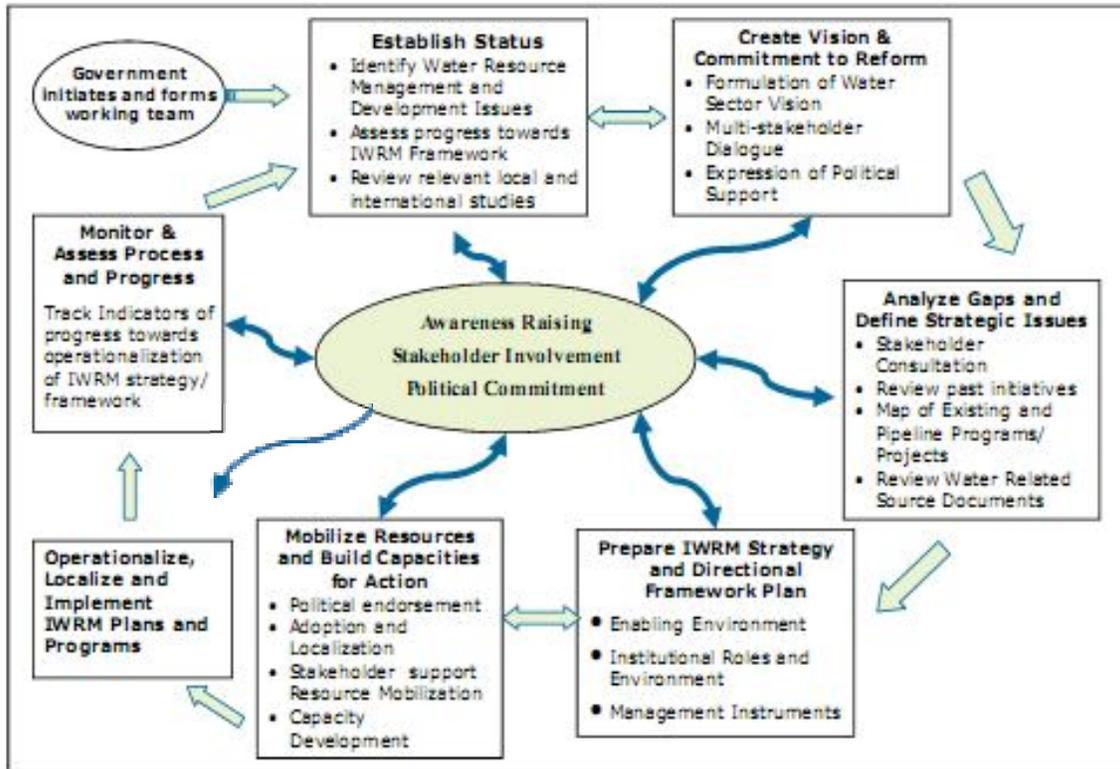
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Figure 16: IWRM Implementation in the Philippines



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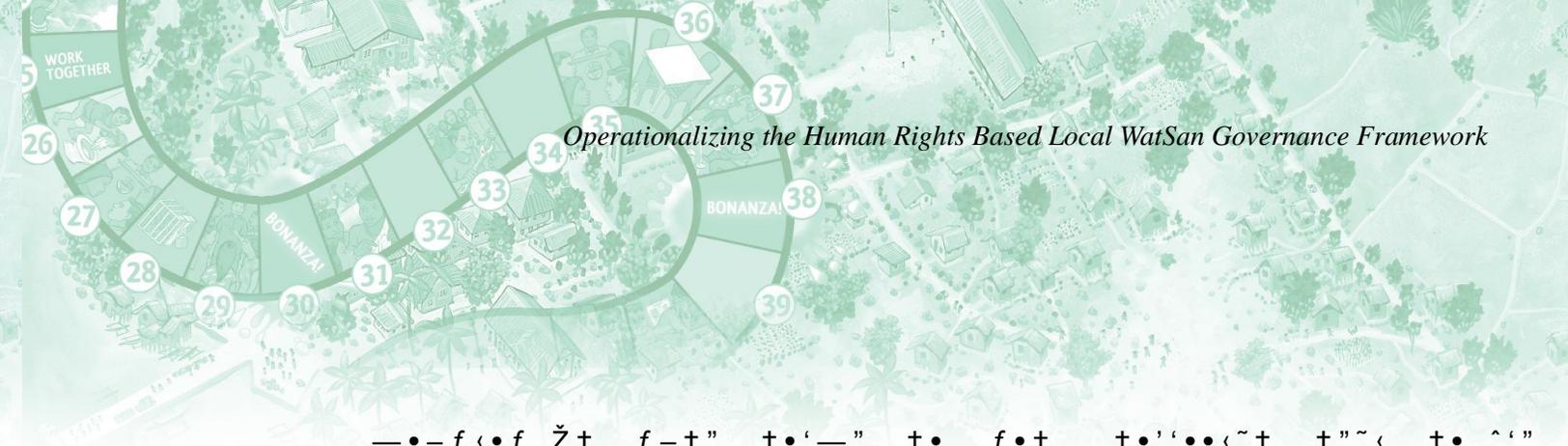
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Operationalizing the Human Rights Based Local WatSan Governance Framework

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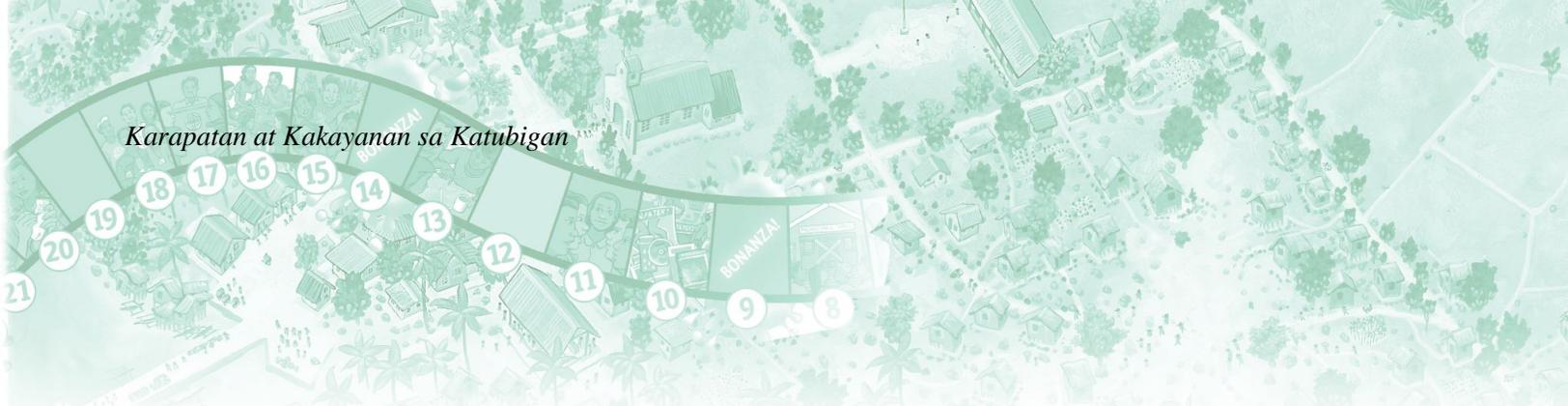
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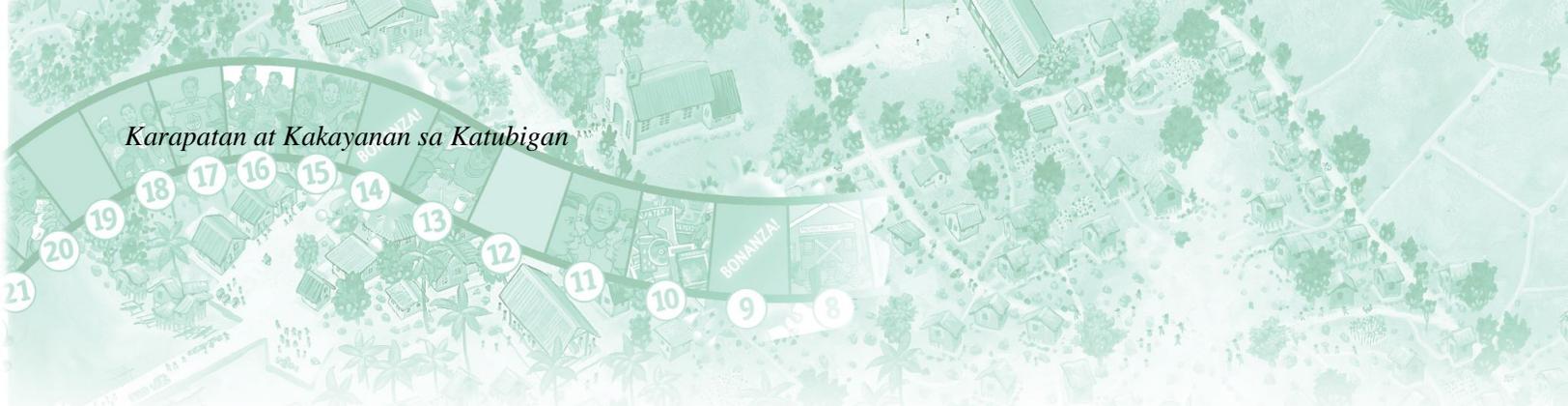


## Section



Tool and Mechanism for for Enabling Access to  
Water Services through Human Rights Based  
Local WatSan Governance





# CHAPTER 1

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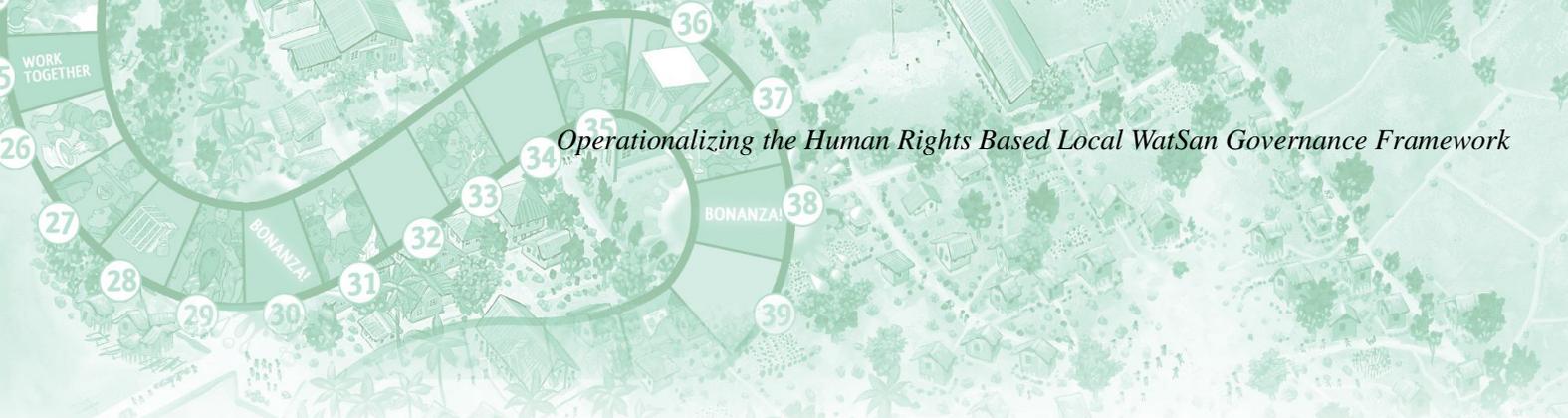
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*By Violeta Corral*

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(pp. 171-173 IN: Innovations in Local Governance: Stories in the Ten Galing Pook Awardees for 2007, Quezon City. Galing Pook Foundation (2009)

# CHAPTER 2

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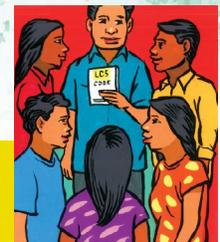
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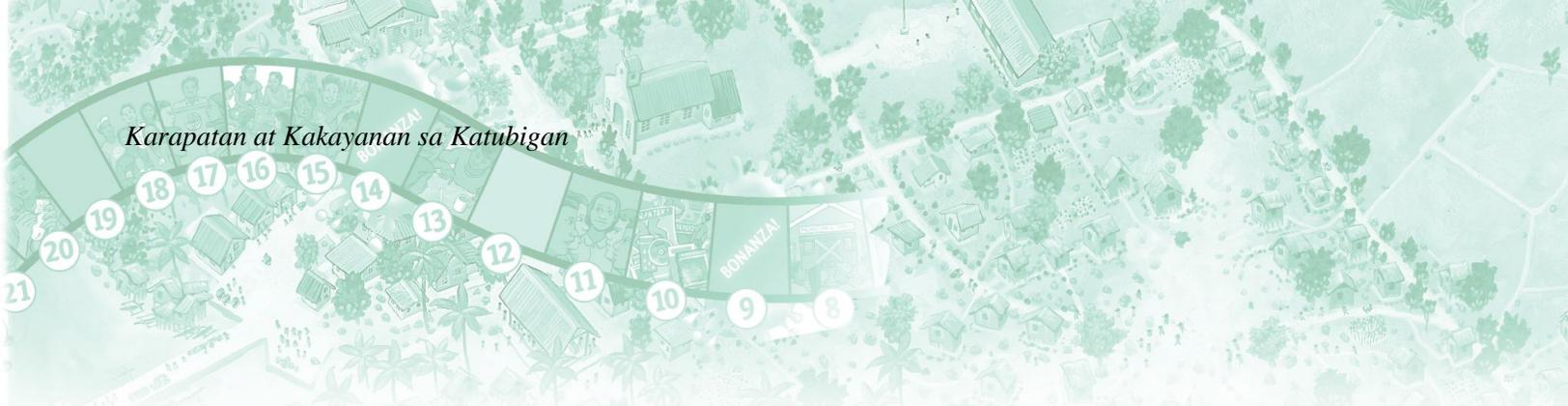
**Table 15: Types of Participation and its Components and Characteristics**

Type of Participation	Some Components and Characteristics
<b>1 Passive Participation</b>	People are told what is going to happen or has already happened. Top down, information shared belongs only to external professionals.
<b>2 Participation in information giving</b>	People answer questions posed by extractive researchers, using surveys etc. People not able to influence the research.
<b>3 Participation by consultation</b>	People are consulted and external agents listen to their views. Usually externally defined problems and solutions. People not really involved in decision making. Participation as consultation.
<b>4 Participation by material Incentives</b>	Provision of resources, e.g. labor. Little incentive to participate after the incentives end, for example much farm research, some community forestry.
<b>5 Functional Participation</b>	Groups are formed to meet predetermined objectives. Usually done after major project decisions are made, therefore initially dependent on outsiders but may become self dependent and enabling.
<b>6 Participation as organization</b>	Interactive participation from joint analysis to joint actions. Possible use of new local institutions or strengthening existing ones. Enabling and empowering so people have a stake in maintaining structures or practices.
<b>7 Self-Mobilization</b>	Already empowered, take decisions independently of external institutions. May or may not challenge existing inequitable distributions of wealth and power. Participation as empowering.

Source: Pimbert and Pretty, 1994.







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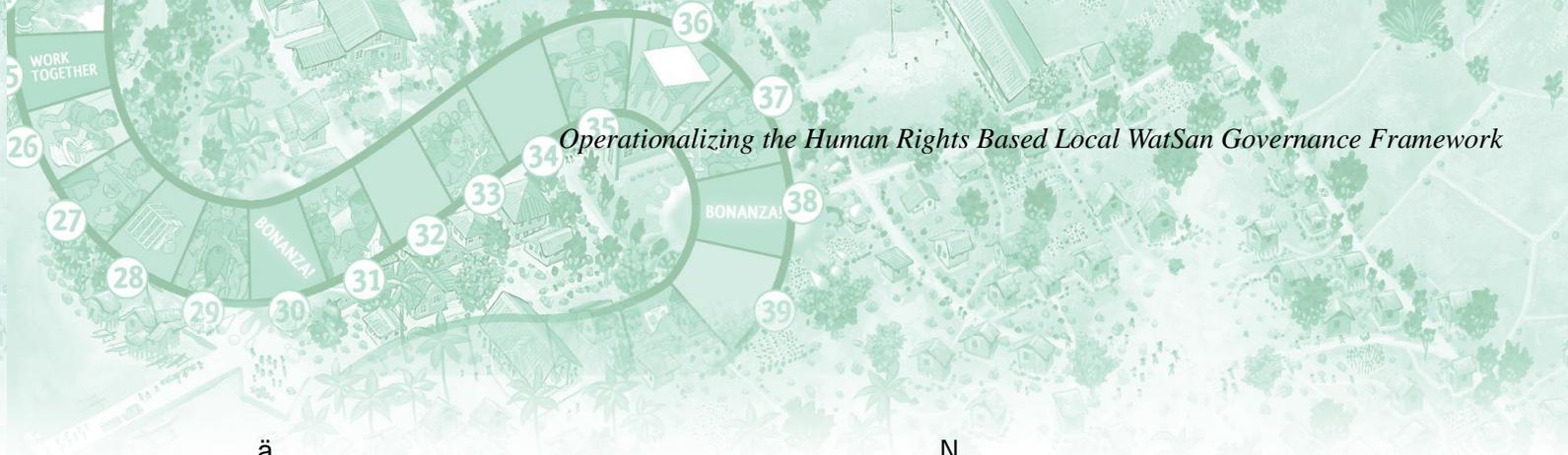
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<p><b>1. Passive Participation</b></p>	<p>The community is informed by the LGU that there will be a baseline survey to be conducted to assess the situation of water and sanitation in the area/municipality.</p>
<p><b>2. Participation in information giving</b></p>	<p>The community participates as respondents in the baseline survey that will be conducted by the LGU.</p>
<p><b>3. Participation by consultation</b></p>	<p>FGDs, community meetings are conducted to inform them on the results of the survey and the status of the water and sanitation condition in the area. They are then consulted on proposed action</p>
<p><b>4. Participation by material incentives</b></p>	<p>This happens when the community is engaged to participate in undertaking to provide equity in the project such as cash for work, f • † ' - Š † " • ä ä</p>
<p><b>5. Functional participation</b></p>	<p>The LGU leads the creation of consumer groups or users' groups and/or requests representatives to sit in the WATSAN Council</p>
<p><b>6. Participation as an organization</b></p>	<p>The established CSOs, users' groups work with the LGU as partners in the development of plans for the water sector.</p>
<p><b>7. Self-mobilization</b></p>	<p>The existing CSOs, users' groups are empowered and initiate actions without influence of the LGU.</p>



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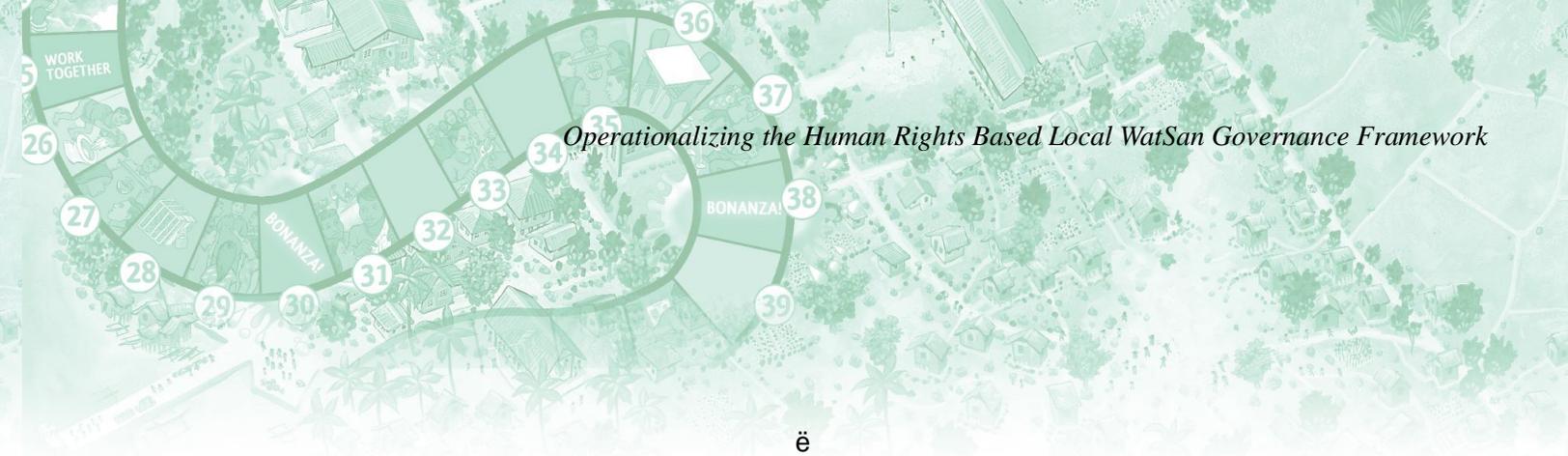
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Operationalizing the Human Rights Based Local WatSan Governance Framework

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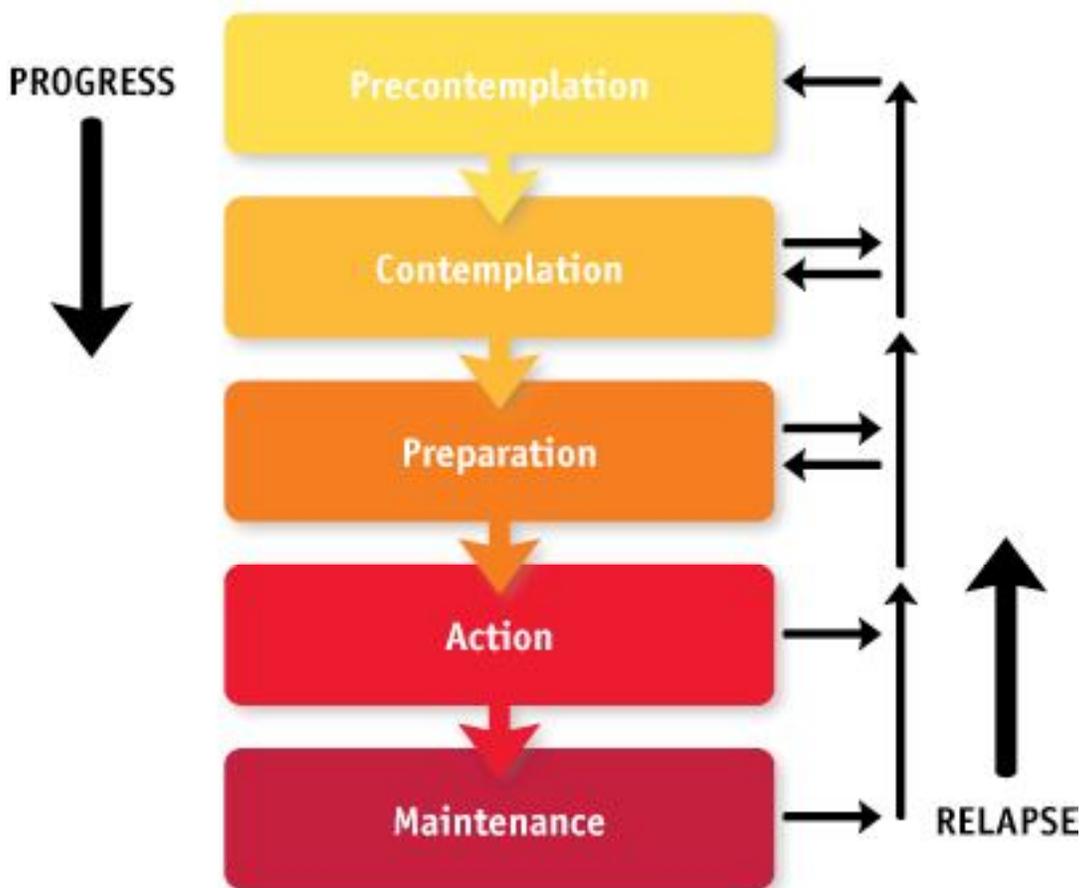
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 •-”f-†%<†• f— †f... Š •-f%† -Šf-™ <ŽŽ †•%f%† -Š† 'f”—<... <'f—<'• '^  
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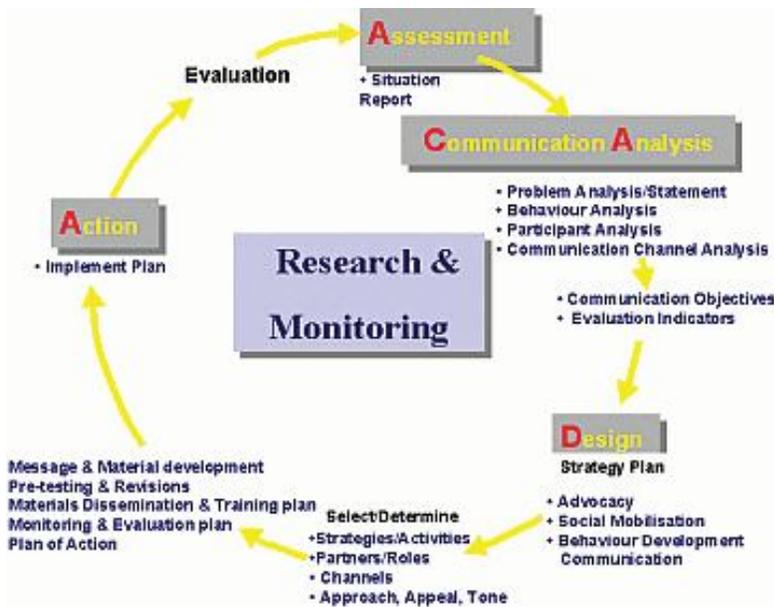
Figure 19: Stages of Behavior Change Model



Source: Adapted from DiClemente and Prochaska, 1998



Figure 20: ACADA Plan Matrix



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Table 17: Sample outline for a Communication Plan

Component	Description
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ä ‘••—•<... f-‘• Žf• ”f•†™‘	•”†•†--• -Š† %o—<†<•%o ””<•... <'Ž†• -Š ... ‘••—•<... f-‘• 'Žf• <• f•... Š ”†† ‘•ä
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ä ‘••—•<... f-‘• ‘fŽ• f•† „œ†	...†•†--• -Š† ‘~†”fŽŽ ... ‘••—•<... f-‘• %o ‘fŽ •†... <Đ<... ‘„œ†...-˘†• „f•†† ‘• ... ‘••—•<... <††•-<Đ<††ä
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ä ‘•<-”<•%o f•† ~fŽ—f-‘•	††•-<Đ†† <†<... f-“” -‘ •†f•—††™Š†-Š f...-˘<†<† f•† †š†...-†† ”†-Ž-• f”††- “”<††• f ...‘-• †-<•f-† ‘^ †š†•†† <-†• ™<ŽŽ „† <...—””†† <-Š† †š†... —<'• ‘^ • <'Ž††•-f-‘• ‘^ f...-˘<†<†•ä
ä —†%o†-	Š™• f- f %oŽf•...† -Š† •—•f”> ‘^ ‘„œ 'f”-<... <'f•--•á •†•f%o†•á •-”f-†%o†• f•† ^“ ••<-”<•%o <'Ž††•-f-‘• f•† •—...†•• ... ‘••—•<... f-‘• <•<-f-˘†• f•™†ŽŽ f• „
ä ”%of•<œf-‘• f•† f•f%o†•†•	-”†•†--• •—%o%o†-†† •†... Šf•<••• ‘• Š™ -Š† 'Žf• <-‘ f...-‘• -‘ „† Ž†† „) f• <'Ž: -•<-â ”†•†--• ”†... ‘••††f-‘••• ‘Š™ -‘ ... ‘••—•<... f-‘• <•<-f-˘†• †~†• f^†† -Š† ends.









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low ' ‡ • f • f % ‡ ‡ • - - Š f - • ‡ ‡ ' • ... Poor management, waste, corrupt practices, inadequate maintenance, leakage, and low labor productivity often mean that costs are higher than they should be.

Tariffs usually cover operating costs at most, because the government wants to keep water affordable.

f " ( ^ ^ • - Š f - ... ' ~ ‡ " ... ' • - • " — The government carries some of the utility's costs, for example, writing off debt when the utility cannot pay. However, subsidies and low tariffs benefit only those connected to the network, who tend to be better off, while the unconnected get no subsidy and suffer, because low tariffs means the utility cannot expand to serve.



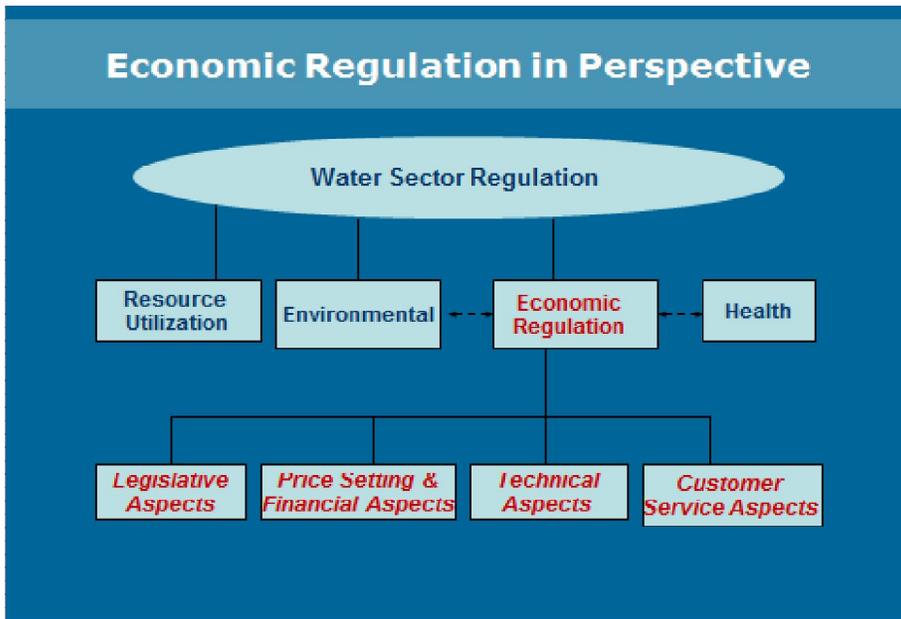
‡%—Žf-‹• ‹• f ‡... Šf•‹•• f~f‹Žf„Ž‡ -‘ %‘~‡”••‡•-• -Šf- ‡•f„Ž‡ •  
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...‘••‹... ”‡%—Žf-‹‘• ‡...‘•’f••‡• ^—” f”‡f• f• Š‘™• ‹• -Š‡ Đ‹%—

Figure 21: Economic Regulation in Perspective



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 ”‡...‘••‡‡•f””””‹f-‡ ’Ž‹...‹‡• ‘• -f”˘˘ •‡--‹•% f•‡ ...‘•-”‡...˘‡”  
 ‹• f„Ž‡ -‘ ‡‡-‡”•‹‡ -Š‡ f”””””‹f-‡ Ž‡~‡Ž• ^-f”˘˘ ‹• f ^ff‹”‡f•‡ -  
 ‹• ^f~” ‘^ f•) ’f”-) f•‡ -f•‡• ‹•-‘ ...‘••‹‡‡f-‹• •Š”-æ-‡”• f^^  
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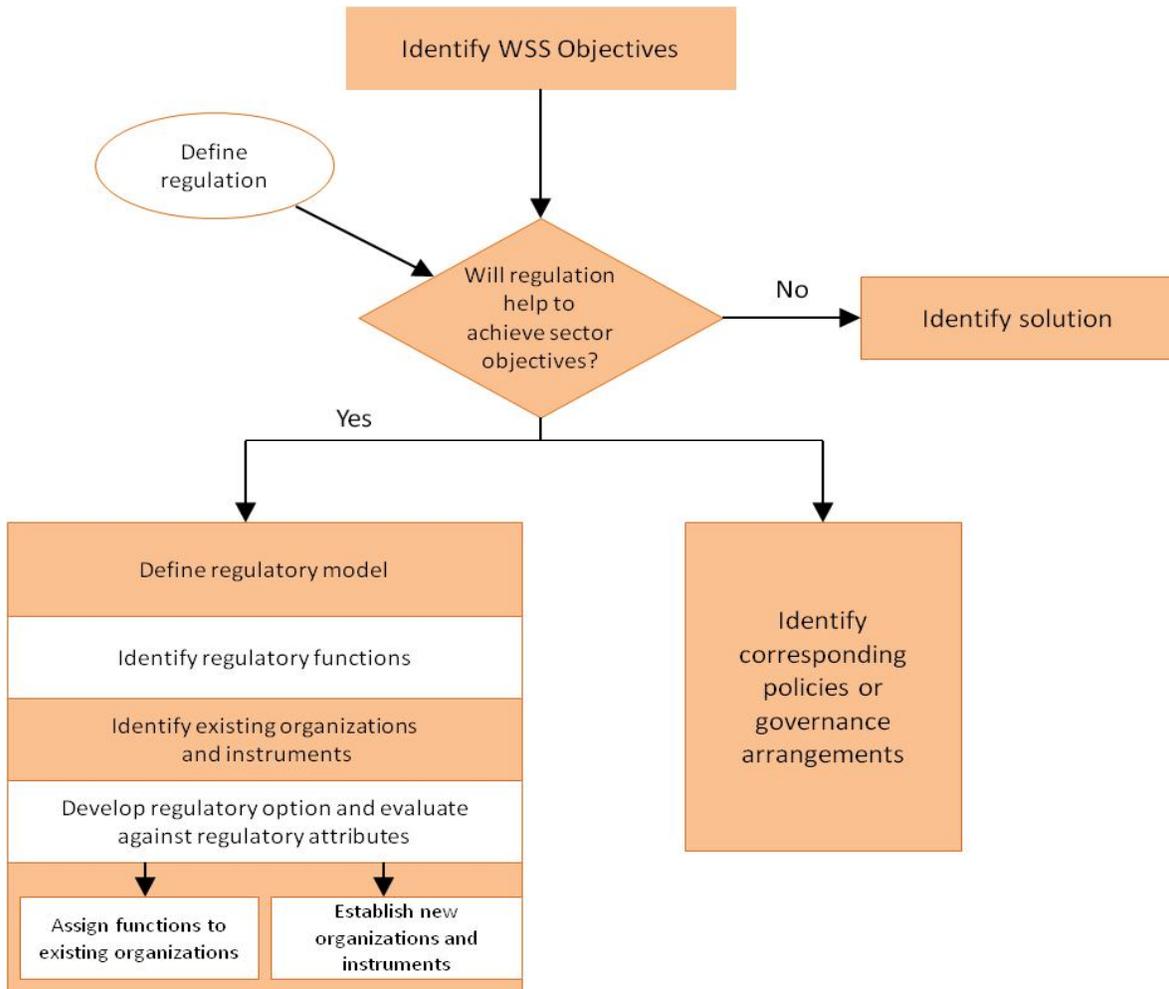






**Figure 22: Regulatory System Diagram**

The diagram will be useful to the LGU when it establishes a regulatory framework within the authority or limits set under the Local Government Code.









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Agency	Relevant Laws and Executive Promulgations
NWRB	<ul style="list-style-type: none"> <li>• Commonwealth Act No. 146 (1935): Also known as the Public Service Act, created the Public Service Commission to regulate private utilities and prescribed the Return on Asset methodology with 12% as the maximum return.</li> <li>• PD 1 (1971): Abolished the Public Service Commission and transferred its powers and functions to the Board of Power and Waterworks.</li> <li>• PD 424 (1974): Created the National Water Resources Council (NWRC), attached NWRC to the DPWH with the task of coordinating and integrating all activities related to water resource development and management.</li> <li>• PD 744 (1976): Directed the NWRC to eliminate all unnecessary regulatory measures and fees especially on privately owned and dug wells.</li> <li>• PD 1067 (1976): Promulgation of the “Water Code”. Updates and consolidates into one piece of legislation basic laws and administrative systems governing ownership, appropriation, utilization, exploitation, development, conservation and protection of the country’s water resources. The IRR of the Water Code was implemented in 1979.</li> <li>• PD 1206 (1977): Gave mandate for the regulation of private water supply systems from the defunct Board of Power and Waterworks of the Department of Energy to NWRC. Also made the NWRC an appeals body on tariff disputes arising between LWUA and the WDs.</li> </ul>

Agency	Relevant Laws and Executive Promulgations
	<ul style="list-style-type: none"> <li>EO 124-A (1987): Renamed the NWRC as the National Water Resources Board and reorganizes its Board to include heads of user agencies (MWSS, LWUA, NPC and NIA).</li> <li>EO 123 (2002): Reorganized the Board membership; attached NWRB to the DENR and transferred the review and approval of WD tariffs to NWRB from LWUA.</li> </ul>
LWUA	<ul style="list-style-type: none"> <li>PD198 (1973): This law authorized the formation of Water districts in the provinces on a local option basis and created the LWUA as a specialized lending institution with authority to review WD tariffs. Rates must be adequate to provide for the following: i) cost of services and meters; ii) annual operating expenses; iii) maintenance and repair of waterworks; iv) a reasonable surplus; v) debt service; and vi) sinking fund.</li> <li>LOI 700 (1978): Directed LWUA to approve warranted tariff increases up to a maximum of 60% of existing tariffs. Directed the WDs to conduct public hearings prior to any tariff adjustment.</li> <li>LOI 744 (1978): Directed LWUA to adopt ways and means to reduce WD tariffs.</li> <li>EO 124 (1987): Abolished the RWDC and transferred to LWUA the supervision and development of the RWSAs.</li> </ul>

EO 123 (2002): Transferred LWUA's authority to review WD tariffs to the NWRB.

EO 279 (2004): Rationalized LWUA's organizational structure in support of new sector financing policies. LWUA to finance only WDs below creditworthy status. While the guidelines for WD tariff review may have been sufficient, there is a lack of emphasis on setting coverage levels. LWUA does not set or enforce WD coverage levels. While the law mandates LWUA to set and enforce operating standards,

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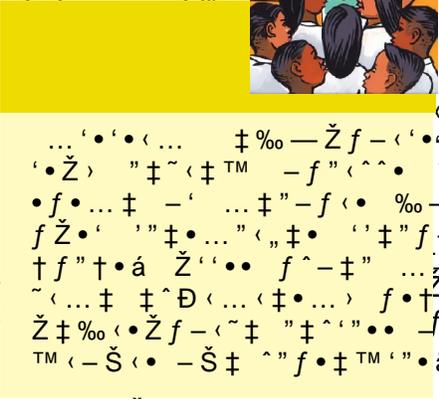
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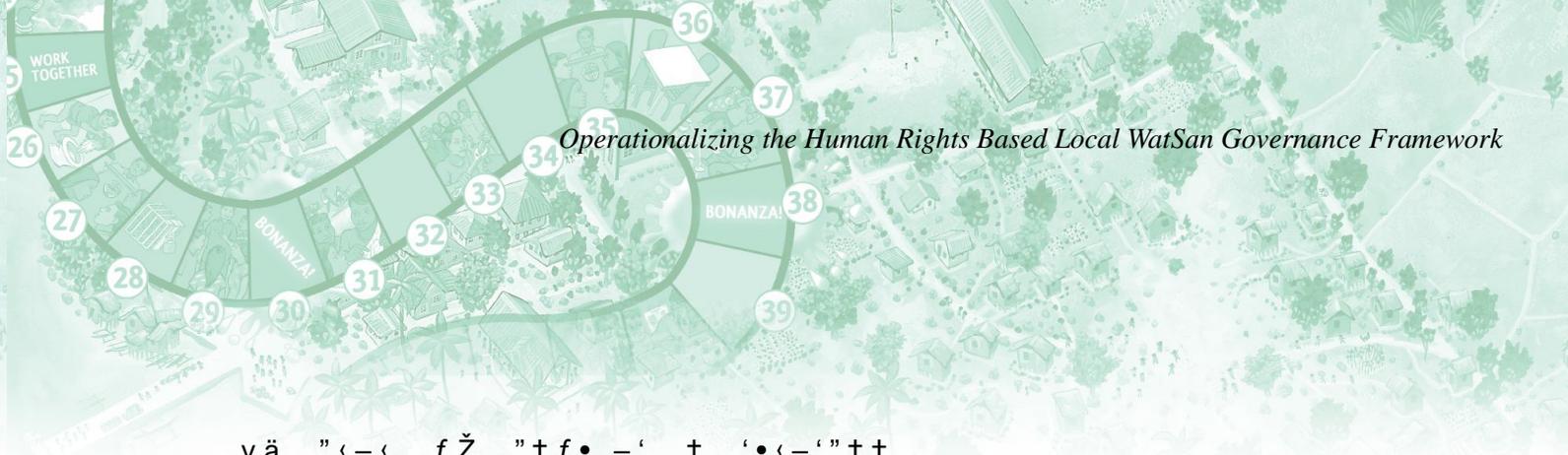


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~ ( ( *Subject to existing laws, provide for the establishment, operation, maintenance, and repair of an efficient waterworks system to supply water for the inhabitants; regulate the construction, maintenance, repair and use of hydrants, pumps, cisterns and reservoirs; protect the purity and quantity of the water supply of the municipality and, for this purpose, extend the coverage of appropriate ordinances over all territory within the drainage area of said water supply and within one hundred (100) meters of the reservoir, conduit, canal, aqueduct, pumping station, or watershed used in connection with the water service; and regulate the consumption, use or wastage of water.*



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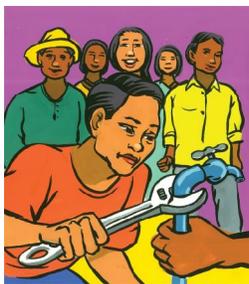
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## ABBREVIATIONS

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BIBLIOGRAPHY

„f•‘á ä ä Integrated Water Resources Management.

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•†f• †~†ž‘‘•†•- f••Marketing Asian Cities. Sustainable and inclusive urban solutions ä f•†fž—›‘•%o ‹-›á š ž‘‘†•ä

•†f• †~†ž‘‘•†•- f••Attaining Access for All: Pro-Poor Policy and Regulation for Water and Energy Services ä f•†fž—›‘•%o ‹-›ä •†f• †~†ž‘‘•†•- f••ä

•†f• †~†ž‘‘•†•- f••Community-Based Water Supply and Sanitation Sector Project, Case Study: Nepal ä f•†fž—›‘•%o ‹-›ä •†f• †~†ž‘‘•†•- f••ä

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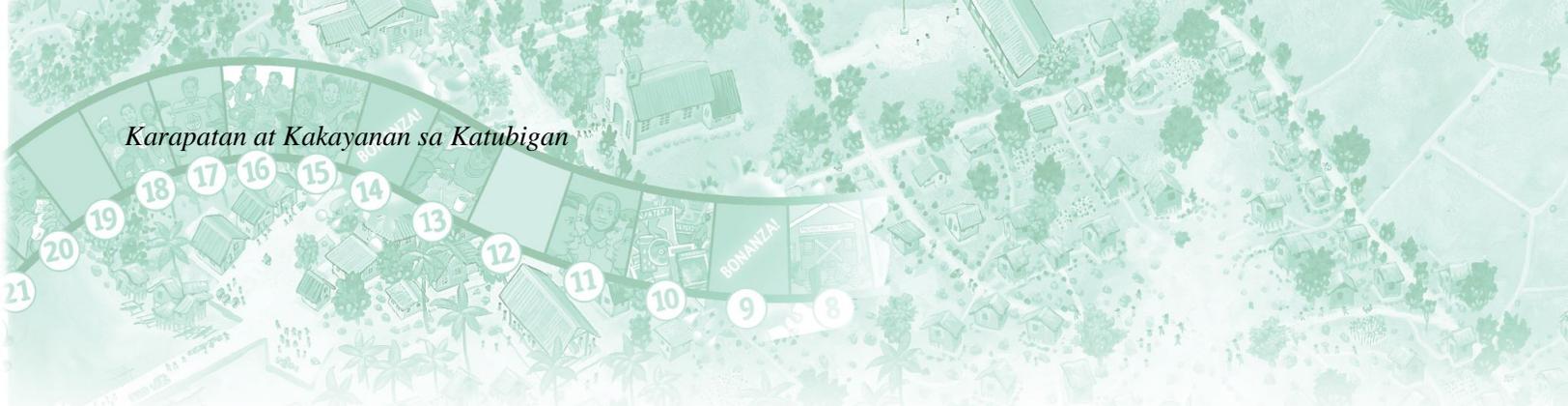
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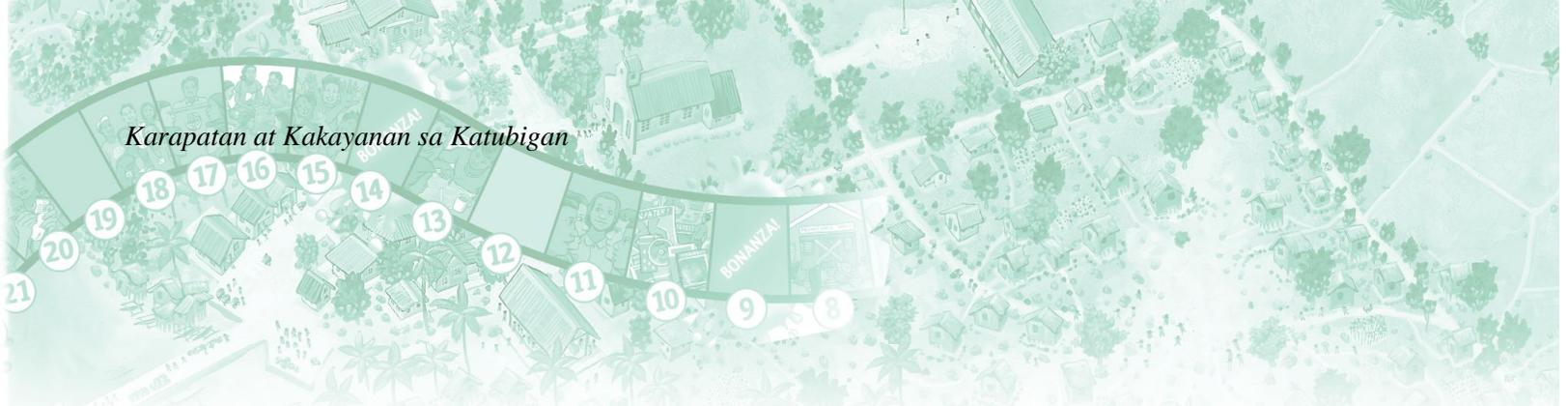
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