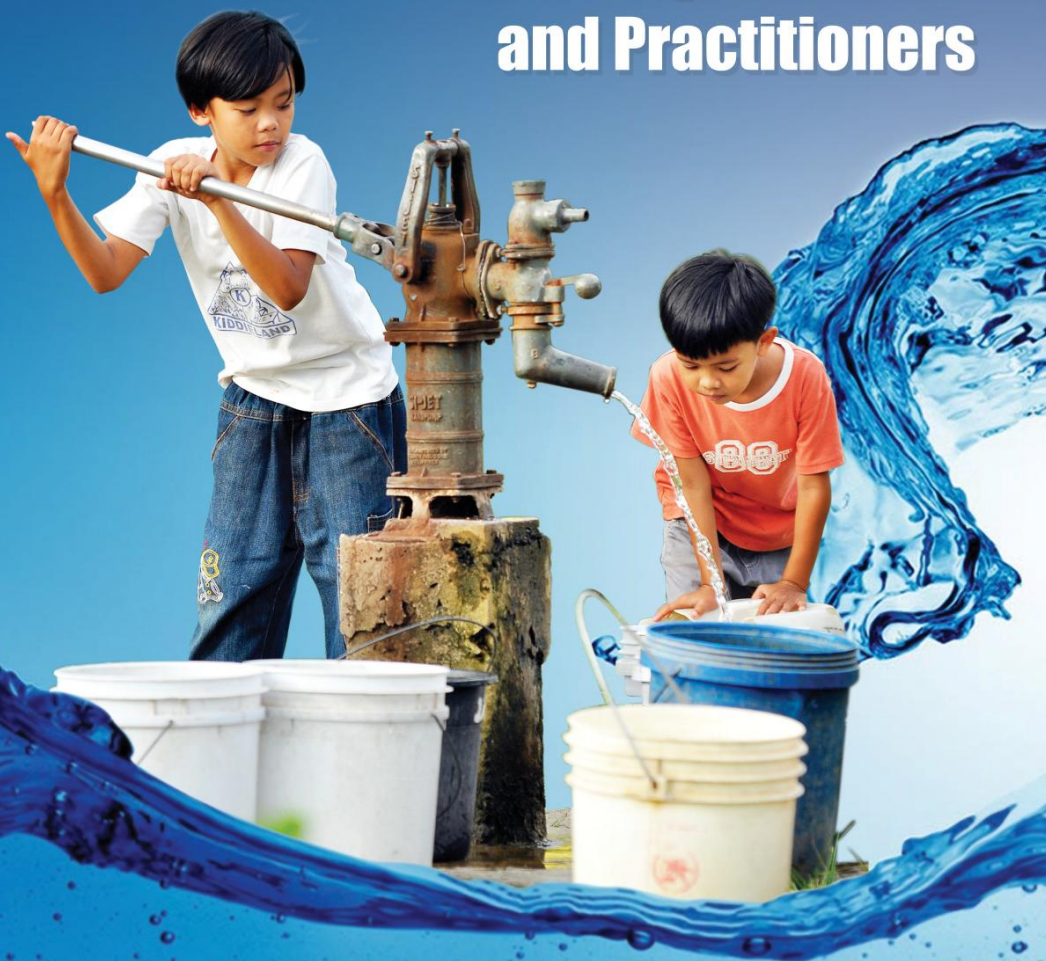


SAFE AND CLEAN WATER FOR THE POOR AND BY THE POOR



MDG ACHIEVEMENT FUND IN THE PHILIPPINES

Assessment Report on Effective Mentoring Practices and Practitioners



JUNE 2011

ABOUT THE MDGF ACHIEVEMENT FUND

The United Nations (UN) MDG Achievement Fund was created in December 2006 with a generous donation from the government of Spain in fulfillment of its aid commitments in relation to MDG 8 (developing global partnership for development). With almost \$700 million invested in 128 programmes in 49 countries around the world, the MDG Achievement Fund is currently the largest global fund dedicated to achieving the MDGs. The MDG Fund represents a unique initiative of the United Nations that brings together more than 22 UN agencies and programmes, building on the strength of each to deliver effective multisectoral interventions that improve the lives of poor and marginalized citizens

MDG-F 1919 Programme Management Office

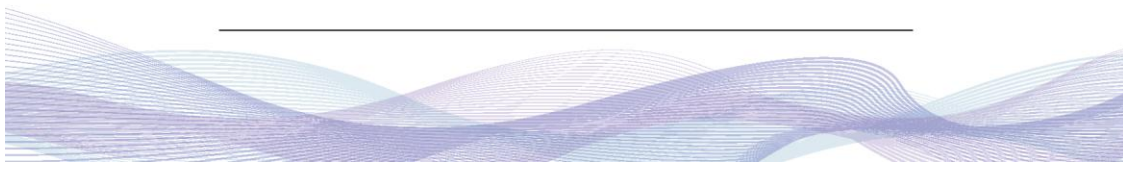
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SAFE AND CLEAN WATER FOR THE POOR AND BY THE POOR



MDG ACHIEVEMENT FUND IN THE PHILIPPINES

MDG-F 1919:

**Enhancing Access to and Provision of Water Services
with the Active Participation of the Poor**

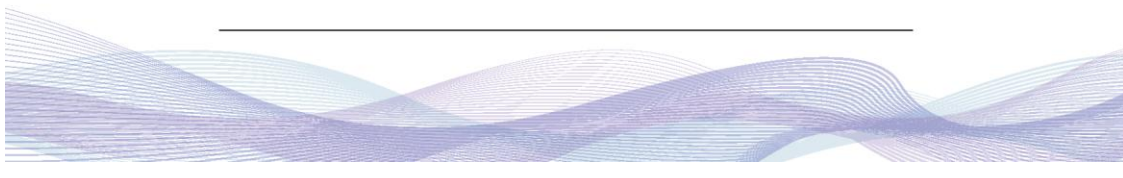
**Assessment
Report on Effective
Mentoring Practices
and Practitioners**

June 2011



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ABOUT THE MDGF 1919

Joint Programme on Enhancing Access to and Provision of Water Services with the Active Participation of the Poor

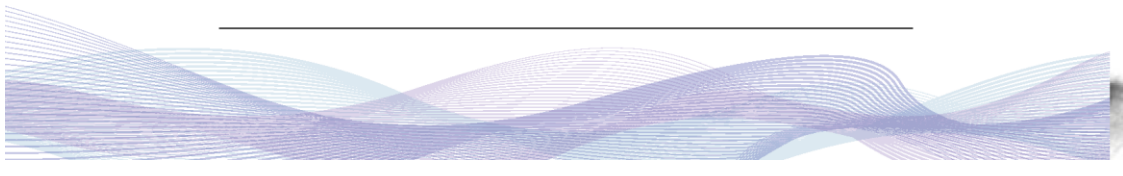
The MDGF 1919 Joint Programme on Enhancing Access to and Provision of Water Services with the Active Participation of the Poor is jointly implemented by the Philippine Government and United Nations partners to enhance provision of and access to water services by filling the “soft” component gaps of existing national government programs that focus only on infrastructure (“hard” components) provision.

Bringing together the NEDA, DILG, and the NWRB, with UNDP and UNICEF as UN Partners over a three-year period (starting May 2009), the Joint Programme specifically aims to contribute in partially addressing issues in low investments and low capacities by 1) establishing investment support mechanisms to improve efficiency, access, affordability and quality of water; and 2) enhancing capacities at the local level to develop, operate and manage water utilities, to benefit 122,000 households in 36 municipalities in Regions 2, 5, 9, 10, and 13.

OUTPUT	
Outcome 1:	Investment support mechanisms established for poor communities/municipalities to improve efficiency, access, affordability and quality of potable water
Output 1.1	Incentives mechanisms and partnership modalities developed and enhanced for public and private investments in “waterless” and poor communities
Output 1.2:	Financing and programming policies in the sector reviewed and amended as necessary to rationalize assistance and increase ownership and accountability <ul style="list-style-type: none"> • Output 1.2.1: NG-LGU cost sharing policy reviewed and amended, as necessary • Output 1.2.2: P3W programming policies reviewed and amended, as necessary
Output 1.3:	Local WATSAN councils and water user associations organized to effect participative provision of water supply services
Output 1.4:	Adjustment of NWRB’s tariff-setting guidelines for small water service providers
Outcome 2:	Enhanced local capacities to develop, operate and manage water utilities
Output 2.1:	Capacities at the local level strengthened, with participation of marginalized groups especially women. <ul style="list-style-type: none"> • Output 2.1.1: Skills and knowledge transferred/shared through institutionalization of local mentoring mechanisms • Output 2.1.2: WATSAN Toolbox rolled out and implemented.
Output 2.2:	Improved sector plans formulated and monitoring mechanisms established
Output 2.3:	Localized customer service code developed and adopted
Output 2.4:	Information, education and communication programs

LIST OF ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
BWSA	Barangay Waterworks and Sanitation Association
COA	Commission on Audit
NEDA	National Economic and Development Authority
DAR	Department of Agrarian Reform
DBM	Department of Budget and Management
DILG	Department of the Interior and Local Government
DOH	Department of Health
DPWH	Department of Public Works and Highways
FGD	Focus Group Discussion
GM	General Manager
INFRACOM	Infrastructure Committee of NEDA Board
KII	Key Informant Interview
LGU	Local Government Unit
LWUA	Local Water Utilities Administration
MDFO	Municipal Development Fund Office
MOA	Memorandum of Agreement
MTPDP	Medium Term Philippine Development Plan
MDG	Millennium Development Goal
NAWASA	National Water and Sanitation Association
NHS	National Health Service (of the United Kingdom)
NGA	National Government Agency
NGO	Non-Government Organization
NRW	Non-Revenue Water
NWRB	National Water Resources Board



OJT	On-the-Job Training
PAWD	Philippine Association of Water District
P3W	President's Priority Program on Water
TWG	Technical Working Group
UNDP	United Nation Development Programme
UNHCR	United Nation High Commissioner for Refugees
USC-WRCF	University of San Carlos Water Resources Center Foundation
WATSAN	Water and Sanitation
WOP	Water Operators Partnership Program
WSP	Water Service Provider
WUA	Water Users Association
VWC	Village Water Committee



SUMMER SMILE. Photo by Juan David Furia

EXECUTIVE SUMMARY

The study sought to address one of the two developmental issues in the water supply sector, which is the lack of local capacities to develop, operate and manage potable water utilities. The study hoped to contribute to the building of skills, values and knowledge of water service providers (WSPs) in the areas of project development, operation and management of water supplies, particularly, through mentoring and coaching strategies.

The study was able to uncover various mentoring and coaching frameworks currently practiced in the water supply and sanitation sector. These are: 1) the “godfather” scheme; 2) service agreement between or among WSPs; 3) twinning arrangement; and 4) capacity building through government initiatives. The actors in the various schemes are the WSPs, the government agencies involve in the water supply and sanitation sector (DILG, LWUA, DPWH, DAR and DOH) and private entities (e.g., private business engaged in the supply of equipment and consumables for the operation and maintenance of water supply facilities). Various mentoring and coaching practices were likewise identified and were classified as technical, financial, commercial and institutional.

The study team assessed the effectiveness of various frameworks/schemes, the practitioners and practices by using the UNDP adopted criteria with the following dimensions: relevance, performance and success. The assessment showed that the “godfather” scheme is the most effective and successful, service agreements and twinning arrangement are generally effective and successful, while the government agency initiatives is only partly effective and successful. With regard to actors, water districts were rated as highly effective and successful while government agencies and private entities were rated as partly effective and successful. The various mentoring and coaching practices were likewise assessed and were rated as good, very good and outstanding.

Based on the above findings the study team concluded that the “godfather” scheme is the most effective, practical and sustainable scheme/framework for coaching and mentoring and thus recommended to be popularized and further supported for adoption and enhancement. Other frameworks may also be adopted but only in circumstances where it is found to be more advantageous by participating parties.

The study team also recommended for adoption various coaching and mentoring practices that were found to be outstanding, viable and effective and by which type of WSP may benefit from each practice. From the combination of various best and replicable practices the study team devised step-by-step models or techniques for coaching and mentoring based on the preference and convenience of the client and mentor.

The study team finally outlined an implementation mechanism to utilize the positive findings and recommendations resulting from the study. The recommendation included the incorporation of effective mentoring and coaching practices in the WATSAN toolkit being developed by DILG and some policy recommendations to encourage voluntary assistance to WSPs who would require some support.

1.0 INTRODUCTION

This study, which forms one of the outputs under the Joint Programme, was initiated in order to address the lack of local capacities to develop, operate and manage potable water utilities. It primarily targets to contribute to the building of skills, values and knowledge of water service providers in the areas of project development, operation and management of sustainable water supplies, particularly, through mentoring and coaching strategies. Consequently, this study assessed the effectiveness of current mentoring and coaching practices and practitioners in the water supply sector, analysed their processes and mechanisms, and recommended best practices for replication.

The full study contains three volumes. Volume I presents the main report that includes the details, findings and recommendations of the study. Volume II, meanwhile, involves the discussions and suggestions on how the study findings and recommendations can be incorporated in the Water and Sanitation Toolkit presently being developed by the national government. Finally, Volume III comprises the relevant annexes that render supporting and supplementary information on some chapters of this report. A copy of the full study report can be accessed through the NEDA MDGF 1919 website.

1.1 Study Approach and Methodology

In order that the study objectives can be achieved, the following main activities have been undertaken by the study team:

a. Literature Review

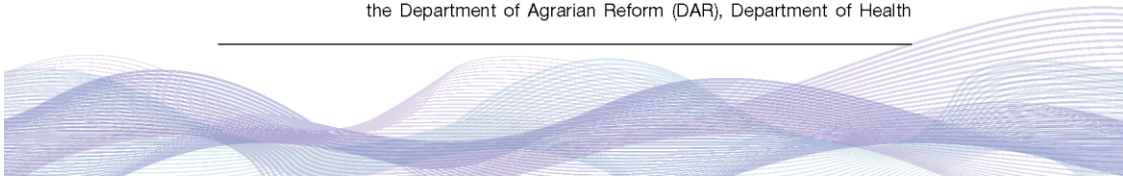
Related literature, papers and documents on mentoring and coaching have been reviewed by the study consultants in order that world view and lessons on mentoring and coaching as applied to water supply may be learned, distilled and applied.

b. Development of Assessment Criteria for Effective Coaching and Mentoring

From the reviewed literature and in consultation with involved personnel of NEDA, LWUA, DILG and other concerned government agencies, the study team has identified and established a set of assessment criteria, which is mainly derived from the UNDP criteria, for effective training and skills transference in water supply.

c. Meetings with Agencies Involved in the Water Sector

The study team has met with agency personnel from LWUA, DILG and Department of Finance - Municipal Development Fund Office (MDFO) that have been involved in the sector's institution building in order that their mentoring and coaching experiences and practices may also be documented. Details of these consultation meetings are provided in Annex-A in Volume III. In addition, the study consultants have likewise communicated with staff members from the Department of Agrarian Reform (DAR), Department of Health



(DOH) and Department of Public Works and Highways (DPWH) to gather any experience or encounter they have on the subject of coaching and mentoring.

d. Interviews with Water Service Providers (WSPs)

Upon identifying water districts and other WSPs that were participants in various coaching and mentoring programs with the assistance of NEDA, LWUA and DILG, the study consultants have conducted interviews with concerned WSP personnel to draw together a variety of coaching and mentoring practices and strategies currently prevalent in the sector. Annex-B in Volume III provides a listing of the different WSPs that have been consulted.

e. Documentation of Practices and Practitioners

Based on the results of the KIIs, the study team has documented successful as well as unsuccessful coaching and mentoring strategies of WSPs and other practitioners to serve as lessons to be learned by workers and institutions in waterless communities.

f. Assessment and Evaluation to Identify Best and Recommended Practices

Using the assessment criteria developed for this study, the consultants have evaluated existing coaching and mentoring practices and practitioners to pinpoint relevant and good practices that could be replicated and/or enhanced further. Thereafter, the study team has crafted short and medium term strategies to replicate the documented and recommended practices in waterless communities including suggestions on how to institutionalize, if deemed necessary, the specific aspects of the recommended coaching and mentoring schemes.

g. Linking of Study with the DILG WATSAN Toolkit

The study consultants have reviewed the pertinent capacity building materials of the DILG such as training brochure in order to consider and incorporate the findings of the study into the WATSAN toolkit being prepared by the department. Specifically, the team has formulated and recommended good and effective practices and techniques as input to the development of the said mentoring module and toolkit.

h. Regional Consultations to Validate and Refine Study Findings

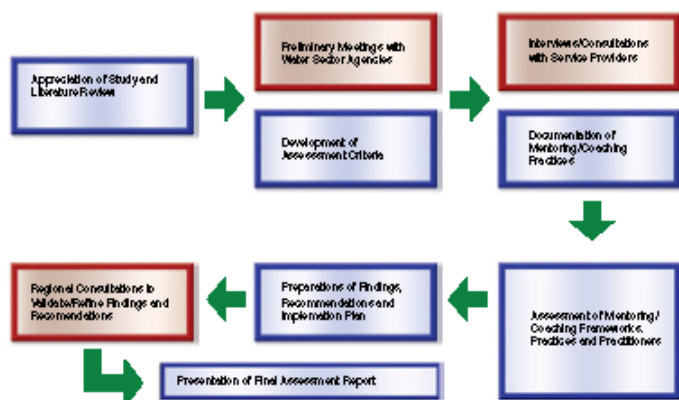
Once findings and recommendations have been organized, the study team, in collaboration with NEDA and the technical working group (TWG) for this study component of the JP, have conducted three regional consultations with key stakeholders in Luzon, Visayas and Mindanao to validate and refine the findings and recommendations.

i. Presentation of Findings and Recommendations

Finally, the consultants shall present the refined findings and recommendations of the study to the NEDA INFRACOM for approval, and, thereafter, draft the necessary policy issuance to adopt said recommendations.

The following (Figure 1) illustrates the general flow of the study:

Figure 1. Study Flow



1.2 Relevant Concepts and Terms

Coaching and Mentoring

The concept of coaching and mentoring adopted by the study was largely based on the work done by Barry Sweeny of the International Mentoring Association. Mentoring was defined as the all-inclusive description of everything done by one person (mentor) to support the orientation and professional development as well as to develop the capabilities of another person (mentee or protégé).

Coaching, meanwhile, is defined as the support for technical skills-related learning and growth which is provided by one person (coach) who uses observation, data collection and descriptive non-judgemental reporting on specific requested behavior and techniques to develop the skills of another person (coachee).

From the foregoing, coaching can be considered as a subset or component of mentoring. Indeed, coaching can be identified as one

of the sets of strategies which mentors must learn to apply in order to succeed in the development of their mentees or protégés. In fact, as the later sections will show, most of the practices involved in enhancing capacities of local water operators in the Philippines essentially fall under coaching. Thus, the assessment done in this study has been expanded to include not only mentoring but also coaching practices and practitioners.

Table 1 shows some of the major contrasts between mentoring and coaching as presented in the Guidance Series: Mentoring Framework of the National Health Service (NHS) National Workforce Projects of the United Kingdom:

Table 1. Differences between Mentoring and Coaching

Mentoring	Coaching
Focus on progress	Focus on Task
Usually longer term-sometimes for life	Usually short term
Intuitive feedback	Explicit feedback
Develops capabilities	Develop skills
Driven by mentee/learner	Driven by coach
Helps you to work it out yourself	Shows you where you went wrong

At any rate, both arrangements can enable the mentee/coachee to increase their knowledge and understanding of a chosen area such as technical, financial and administrative aspects of water supply provision. However, these arrangements require time commitment from both mentee/coachee and mentor/coach; therefore, management and organizational support are required to ensure this happens.

Both mentoring and coaching are learning and development processes which allow a mentee/coachee to discuss any issues or development needs it may have with a more experienced and senior mentor/coach. As a result of the arrangement, the mentee/coachee will learn and develop through reflective thinking, benefiting from the mentor/coach's knowledge.

Effectiveness

In its publication entitled "Development Effectiveness – Review of Evaluative Evidence"⁴, the UNDP defines effectiveness as "the extent to which an institution or intervention has brought about targeted change in a country or the life of the individual beneficiary." Accordingly, this description of effectiveness shall be taken into account in the subsequent assessment of various coaching and mentoring practices and practitioners.



LIGHT OF LIFE. Photo by Jose Malencio Mirlo

2.0 MENTORING AND COACHING FRAMEWORKS IN THE PHILIPPINES

From the consultative meetings with national and local government agencies and WSPs, various coaching and mentoring frameworks or arrangements have been identified. These frameworks basically depict the relationships that arise between or among the entities involved in the process of coaching and mentoring.

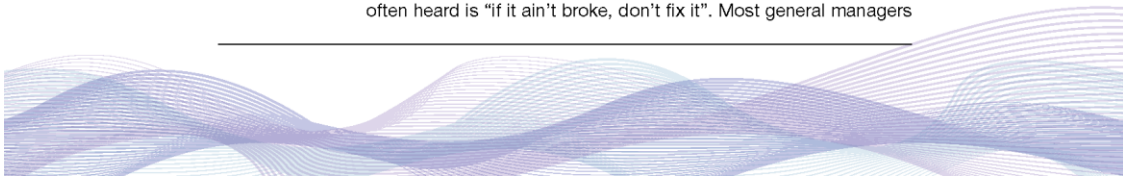
2.1 Godfather Scheme

The “godfather” scheme has been initiated by LWUA as an informal system of mentoring or coaching smaller water districts by LWUA and/ or bigger, more capable water districts (“godfather” water districts) in various aspects of water supply provision including, among others, technical, financial and accounting, administration and management, and operations and maintenance. There was no formal project design from the beginning as the scheme only evolved out of the need to respond to occasional problems or issues encountered by young, small and underperforming water districts. Now, the scheme, albeit still informal, has been expanded to provide coaching and mentoring not only to water districts but also to other WSPs such as LGU-run systems, BWSAs and water cooperatives, among others.

Much identifiable with the Filipino notion of a “godparent” (or “ninong”), the “godfather” system rests heavily in the discharge of the commitment and sense of duty of a “godfather” to support the growth and development of his “godchild” (or “inaanak”). In like manner, the activities under the “godfather” coaching and mentoring framework of LWUA are carried out with the end view of ensuring the welfare of younger and problematic water districts and other WSPs by more capable and established water districts.

The following views and opinions about the “godfather” system have been expressed and derived by the study team:

- a. The “godfather” scheme is a home-grown initiative by LWUA that capitalizes on the Filipino values of “pakikipagkapuwa-tao” and “pakikisama”, loosely translated as being a responsible citizen and a helpful neighbor that lead to smooth relations among persons and entities. The early success and acceptance of the concept may also be explained by the generally non-competitive operation of WSPs and that the viability and continued operation of a neighboring WSP will obviate demand for take-over by a more mature WSP which shall only likely add to the burden of personnel of the latter WSP.
- b. The early success of the “godfather” concept was derived from the voluntary outpouring of support for the call to assist nascent and weak WSPs. Interviews with majority of the general managers of WSPs, especially, water districts, however, expressed apprehension if mentoring and coaching become mandatory. The expression often heard is “if it ain’t broke, don’t fix it”. Most general managers



who are now providing assistance would rather not have anything that shall oblige them to provide such assistance. Perhaps, being a voluntary act, personal gratification is greater to the mentor and that a debt of gratitude is established with the mentee. Thus, a social order is established between the mentor and mentee WSPs, the core concept of the “godfather” system.

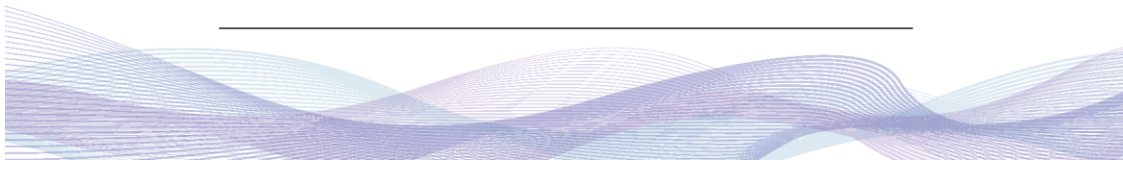
- c. As opposed to the immediately preceding item, general managers of two water districts that had been recipient of mentoring in the past support making mentoring and coaching and other forms of assistance from bigger, experienced and financially prosperous WSP mandatory. From the interviews, it was learned that the two general managers had experienced difficulty accessing assistance in the past due to non-cordial relation with the general manager of the donor WSP and restrictions imposed by the board of directors on donations and use of equipment and personnel for the benefit of another WSP.
- d. Mentoring and coaching, as practiced by WSPs under the “godfather” scheme, are largely ad-hoc and dispensed on a demand basis. There is no conscious effort on the part of the mentor to monitor, evaluate and fine-tune techniques in order to develop a more efficient and effective system.

2.2 Service Agreement Between or Among Water Service Providers

In contrast to the informal “godfather” scheme, there are more formal frameworks for the conduct of coaching and mentoring such as through a service agreement between or among WSPs. Such legal arrangement is normally executed through a contract or memorandum of agreement (MOA). The MOA, for example, may constitute a formal arrangement between two parties on the provision of technical and financial assistance as regards water supply operations. Say, under this agreement, a more competent and experienced WSP have agreed to assist and support the development and operation of the water supply system of a younger and inept WSP for a specific investment program and activities over a period of time in exchange for certain privileges like the right to extract raw water from the latter’s franchise area. This type of formal agreement can be an efficient framework for coaching and mentoring among WSPs since it effectively shields the process from critical factors such as politics, human relationships, and board and/or management policy issues, among others. However, more stringent obligations and commitments are required from both parties to the agreement.

2.3 Twinning Arrangement

A twinning arrangement constitutes another formal type of coaching and mentoring structure. This is a formal arrangement between two WSPs for technical assistance to address a specific issue. Under this framework, an exemplary water utility is tapped to help a developing



or problematic WSP enhance its operational efficiency. What contrasts Twinning Arrangement from the preceding framework is that there is no exchange of privileges or goods that characterizes the former. Usually, a third party facilitator is involved in the matching or partnering of WSPs.

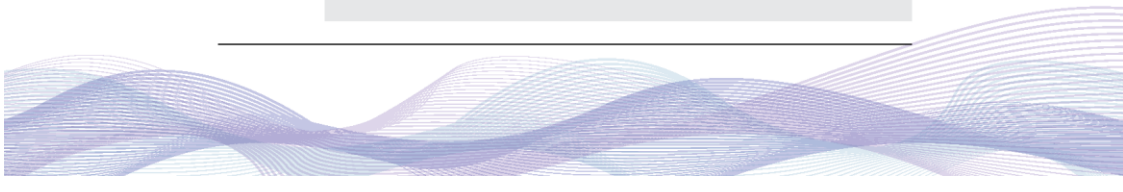
Generally, the twinning approach can deliver positive results. However, 100% success of the activity cannot always be guaranteed. Some of possible reasons why recipient twins may be unable to capitalize on their access to an expert utility include the recipient's other equally important priorities, changing key staff members and operating culture. In other cases, workloads and access to funding may also cause delays in completing the work program under the twinning agreement.

Accordingly, the above issues, among others, shall be taken into account when thinking of using twinning between two WSPs as the framework for providing coaching and mentoring. Once these issues are fully considered, the coaching and mentoring practices under a twinning arrangement can certainly be effective ways of building the capacity and improving the performance of water utilities. In fact, owing to its generally successful outcome, the Asian Development Bank (ADB) intends to further expand the implementation of its twinning project to benefit more water utilities in the upcoming years.

BOX 1 Some Twinning Arrangements under the ADB Water Operators Partnership Program

ADB, through its WOP Program, has recently been promoting various twinning arrangements. Since 2007, it has already supported 11 twinning programs, two of which involve a water utility from the country, namely, Metro Cebu Water District and Davao City Water District. Under this framework, ADB matches a stronger water utility (expert) with a developing utility (recipient) to enable the latter to improve service coverage and delivery, financial sustainability and other aspects of its performance. In most cases, activities include lectures and diagnostic studies, exchange visits and on-site demonstrations. It is worth noting that there is no commercial motive in ADB's twinning program; it is essentially a case of one water utility helping out another.

The twinning program between Metro Cebu Water District, as recipient, and City West Water of Australia, as expert, is basically instructive focusing on non-revenue water (NRW) reduction in a pilot district metered area of the recipient. Apart from achieving the recipient twin's target NRW reduction through the program, the twinning also resulted in a very good working relationship between the two utilities such that it has moved beyond the original work program to include some follow-up mentoring activities and transfer of knowledge on a broad range of water utility matters such as business planning,



organizational structure, and training and development

Similarly, the twinning arrangement between Davao City Water District, as recipient, and Ranhill Utilities Berhad of Malaysia, as expert, also provides another good example of how a twinning arrangement can serve as an effective platform for skills and knowledge transfer between two WSPs. Subjects under the twinning program between these two utilities cover NRW reduction, improvement of management practices including human resources, as well as enhancing metering operations.

2.4 Capacity building initiatives of some government agencies

Government agencies like the DILG, the MDFO and others have implemented capacity and institutional development programs for WSPs, particularly targeting LGUs and community-based water service providers. However, many of these initiatives are project-based, limited and subject specific.

The DILG for instance has provided skills training programs to LGUs, i.e., provincial water and sanitation teams (PWTs) and municipal water and sanitation teams (MWTs), and BWSAs under the ADB Rural Water Supply and Sanitation Sector Project completed in 2006. The department has also conducted capacity building to give the implementers skills in project planning and operation and the proper maintenance of water supply system and sanitation services.

The Municipal Development Fund Office (MDFO) of the Department of Finance combines training and coaching in one continuous seminar for LGU personnel. This is to take advantage of the presence of experts in one gathering while the LGU personnel are working on their required project output, which is the purpose of training. Moreover, in order to guide and provide LGUs with efficient and effective coaching and mentoring mechanism, the MDFO maintains a database of LGUs who have acquired specific project skills that can be accessed by other neighbouring LGUs for purposes of coaching and mentoring.



LIFE BRINGER. Photo by Lester Al Sandala

3.0 PRACTICES IN WATER SERVICE DELIVERY

Various coaching and mentoring practices have been documented from the Key Informant Interviews (KI) and Focus Group Discussions (FGDs) with several WSPs.

This section provides a list of commonly observed practices, which have been categorized under four major aspects involved in water supply operation and delivery, namely: (1) Technical, (2) Financial, (3) Commercial, and (4) Institutional.

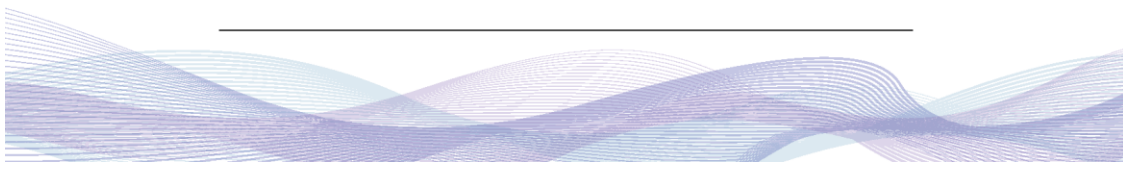
Many of these practices are through personal advice, face to face meetings, phone calls, online assistance and through conferences and workshops. These practices were examined and assessed in terms of their applicability to different types of water service providers.

BOX 2 Best and Replicable Mentoring or Coaching Practices and its Applicability to WSPs provides an overview of current practices in the field deemed to be outstanding, viable and effective that could be recommended for possible replication and implementation to build and enhance local capacities in water supply provision and delivery:

BOX 2. Best and Replicable Mentoring or Coaching Practices and its Applicability to WSPs

Aspect/Category	Recommended Mentoring or Coaching Practice	Applicability to type of Water Service Provider (Potential Beneficiary (WSP))				
		Water District	LGU-run, BWSA, RWSA, Cooperative			Private Operator
		Level III	Level I	Level II	Level III	Level III
Technical	Principal or hands-on demonstration on meter calibration and test benching of water meters	✓			✓	✓
	Sharing of experience, strategies and technology to address specific technical issues such as water source quality management (e.g. chlorine dioxide problem causing yellow water, water hardness due to poor source deep well management)	✓	✓	✓	✓	✓
	Teaching and demonstration on preventive maintenance, repair as well as proper care and control of facilities and equipment such as pump, pipes, etc.	✓	✓	✓	✓	✓
	Study/learning visits to observe effective technical operations of a competent water service provider	✓	✓	✓	✓	✓

Financial/Commercial	Tutoring, via phone or personal visits, on financial and accounting systems and procedures including preparation of vouchers, general and subsidiary ledgers, financial statements, etc.	✓			✓	✓
	Sharing of knowledge in internal audit, systems development, electronic new government accounting system (e-NGAS), corporate planning, and budget monitoring and control	✓			✓	
	Lectures and hands-on training on billing and collection procedures to improve efficiency	✓	✓	✓	✓	✓
	Echo seminars conducted by personnel who participated in training courses/ workshops in order to transfer skills/ knowledge gained to other staff/employees	✓	✓	✓	✓	✓
	Internal coaching and mentoring of personnel using materials from workshops/training courses (e.g. manuals, presentation, CD handouts, etc.) to broaden their skills and know-how	✓	✓	✓	✓	✓
	Discussion/dialogue/forum on administrative and management issues and concerns among water service providers in various meetings of their associations or organizations	✓	✓	✓	✓	
Institutional	Sharing of lessons and provision of practical tips regarding proper way to deal with local executives and how to manage problems and foster good relationships at the local scene	✓	✓	✓	✓	✓
	On the job training (OJT) courses for personnel of small water service providers within the premises/offices/plants of more experienced water service providers	✓	✓	✓	✓	✓
	Seminars and lectures on policy-making and management principles for managers/ board members of water service providers	✓	✓	✓	✓	✓
	Conduct of coaching sessions after seminars/lectures to take advantage of the presence of lecturers and experts. The participants should be required to bring with them actual problems or tasks in their respective WSPs to work on during the coaching sessions.	✓	✓	✓	✓	✓



3.1 Technical

- a. Practical or hands-on demonstration on meter calibration and test-benching of water meters
- b. Sharing of experience, strategies and technology to address specific technical issues such as water source quality management (e.g., chlorine dioxide problem causing yellow water, water hardness due to poor source/deep well management)
- c. Actual execution and demonstration of pump pull-out procedures in the presence of personnel of requesting water service providers/mentees
- d. Guidance and coaching on the selection of type, characteristics, size and brand of equipment, supplies and facilities to be procured by small water service providers
- e. Teaching and demonstration on preventive maintenance and repair as well as proper care and control of facilities and equipment such as pumps, pipes, etc.
- f. Study/learning visits to observe effective technical operations of a competent water service provider

3.2 Financial

- a. Tutoring, via phone or personal visits, on financial and accounting systems and procedures including preparation of vouchers, general and subsidiary ledgers, financial statements, etc.
- b. Making queries and receiving advice/guidance from relevant government agencies such as DBM and COA regarding budgeting and auditing concerns. Common topics or concerns involve filling up of forms, following specific procedures and guidelines and preparation and submission of required reports.
- c. Provision of hard and sometimes even soft copies of sample forms, records, reports and standard formats of financial or accounting documents to serve as reference or guide in the preparation of similar materials
- d. Sharing of knowledge in internal audit, systems development, electronic new government accounting system (e-NGAS), corporate planning, and budget monitoring and control

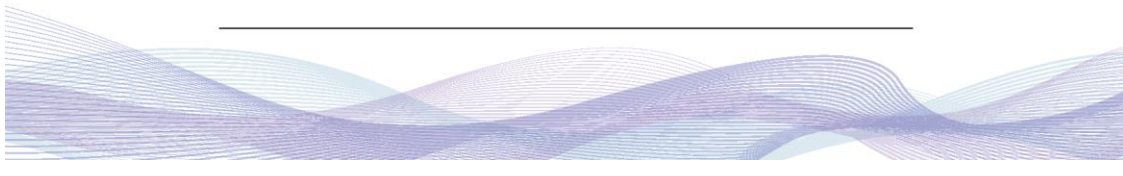
3.3 Commercial

- a. Provision of forms and electronic files regarding commercial aspects such as water rates, billing and metering
 - b. Coaching on proper way to deal with customer complaints as
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well as sharing of experiences and giving of tips about promos, advertisements and public information dissemination strategies to improve service operations

- c. Lectures and hands-on training on billing and collection procedures to improve efficiency
- d. Guidance and coaching on how to gain public support and acceptance for water rates, encourage proper and timely payment of fees as well as marketing to attract new customers.

3.4 Institutional

- a. Echo seminars conducted by personnel who participated in training courses/workshops in order to transfer skills/ knowledge gained to other staffs/employees
 - b. Internal coaching and mentoring of personnel using materials from workshops/training courses (e.g., manuals, presentation, CD, handouts, etc.) to broaden their skills, know-how and capability
 - c. Discussion/dialogue/forum on administrative and management issues and concerns among water service providers in various meetings of their associations or organizations
 - d. Sharing of lessons and provision of practical tips regarding proper way to deal with local executives and how to manage problems and foster good relationships at the local scene
 - e. Presence during public hearings and consultations to give guidance and support whenever issues or problems arise
 - f. On-the-job training (OJT) courses for personnel of small water service providers within the premises/offices/plants of more experienced water service providers
 - g. Seminars and lectures on policy-making and management principles for managers and board members of water service providers
 - h. Conduct of coaching sessions after seminar/lectures to take advantage of the presence of lecturers and experts coming from other countries
 - i. Mentoring and assistance during start-up of newly-formed water districts in all aspects of water service operations (e.g., drafting of sanggunian board resolutions, organization)
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4.0 STUDY RECOMMENDATIONS

4.1. Incorporation of study findings in Training Modules

Enhancing the capacities of small water service providers can take different forms and methods and the concept of coaching and mentoring is one of the useful methodology proven to work in the Philippines.

Box 3 below is the study's recommended training module targeted to educate and encourage small scale WSPs to effectively practice coaching and mentoring strategies. It is proposed to be incorporated in the DILG's Local Governance Watsan Toolbox and future training brochures.

Course Title

Coaching and Mentoring for Capacity Building in Water Supply and Sanitation Sector

Target Beneficiaries

Managers and Staff of Water Service Providers (WSPs), local government staff involved in planning, development, operation, and maintenance of WATSAN facilities.

Objective

LGU and WSP staff become aware and utilize mentoring and coaching models to build capacity to run an effective and efficient water service facility.

Learning Outcomes

At the end of the course, the participants are able to:

1. Identify alternative sources of expertise to assist in the operation and maintenance of a water service facility.
2. Be aware of concepts of cooperation being practiced by water districts and other WSPs and how they can participate.
3. Identify and choose the most appropriate model for coaching and mentoring for their purpose.

Course Outline

1. Overview of concepts of Coaching and Mentoring.
2. Overview of the concept of "Godfather" Scheme as practiced LWUA



and water districts.

3. Other framework of cooperation as practiced.
4. Presentation and discussion of various models for coaching and mentoring.
5. Sharing of lessons learned as recipient and provider of technical assistance.

Methodologies

Presentation, Interaction, Discussion, Workshops, and Sharing of Experiences.

Number of Participants: 25 to 30

Duration: 1 day

Pre-training Requirement

The participants must have some practical experience or knowledge in the technical and non-technical aspects of running a water service facility.

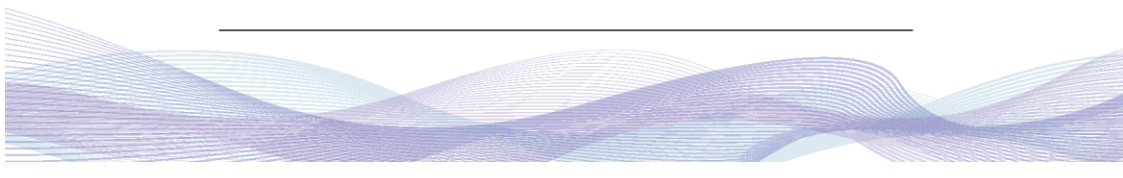
4.2. Some Policy Recommendations and Future Proposals

The study put forward some policy recommendations:

- a. Institutionalize, strengthen, expand the voluntary assistance practices to encourage replication by incorporating the concept in national and local policies and capacity building tools relating to pro-poor water supply service delivery programs.
- b. Incorporate funds for coaching and mentoring in the annual budget of both the mentor/coach and the mentee/coachee WSPs, as their financial capacities would allow.
- c. Provide resources to fund studies and further develop an effective and efficient system of mentoring and coaching including the process of monitoring, evaluating and fine tuning techniques.

In addition, the study proposed some activities to further enhance the provision of coaching and mentoring assistance to needy WSPs. Supplementary studies and discussions have to be made to better assess feasibility and importance of undertaking these future proposals:

- a. Establishment of Confederation of WSPs



The Philippine Association of Water Districts (PAWD) and the National Water And Sanitation Association (NAWASA) may be chartered members and should be encouraged to expand and involve non-affiliated WSPs. Regular fora, workshops and fellowships could be held to build good relationships and camaraderie among WSPs.

b. Establishment of Knowledge Portal for Water Supply

A knowledge portal can be hosted by either LWUA, NWRB and or DILG. It should contain the WATSAN Toolkit currently being prepared by the DILG and other information useful to the WSPs day to day operation.

c. Establishment of Regional Water Supply Knowledge Center

Regional training centers of LWUA or university-based learning centers should be able to build knowledge centers that can be a repository of water and sanitation books and learning materials.

d. Conduct of further study or research on types of incentives as well as mechanisms that may be adopted to encourage mentor/coach WSPs to continue with their voluntary support and assistance to other inexperienced WSPs under the recommended "godfather" scheme.



INNOCENCE. Photo by Kristoffer John Ducay

NOTES ON THE STUDY

- a. The full study was prepared in June 2011 by a Study team composed of Mr. Jose S. Montero (Team Leader) and Mr. Patrick John R. Ramos.

Mr. Jose S. Montero is an independent consultant who has undertaken considerable works in development research and project development in the Philippines and overseas. He was previously employed with the Philippine government as assistant staff director with the National Economic and Development Authority (NEDA). His works encompass engagement in project planning, monitoring and evaluation and coordination.

Mr. Patrick John R. Ramos (Institutional Expert) is currently a regular consultant of Philkoei International, Inc. (PKII) who has considerable experience in infrastructure project planning, development and implementation especially in the water supply and transport sectors.

- b. A copy of the full study report can be requested from the National Economic and Development Authority. Interested parties may contact Ms. Kathleen P. Manguna, Project Manager (kpmanguna@neda.gov.ph).
- c. This summary document was prepared by Rosario Aurora L. Villaluna based on the final report of the Study Team. This report feeds into the Integrated Policy Document on Pro-poor water supply and sanitation that will be prepared by December 2011.

Ms. Rosario Aurora L. Villaluna is currently the Chairperson-elect of the Philippine Water Partnership and is a member of the NEDA sub-committee on Water Resources. She is currently the Chairperson of the Philippine Ecological Sanitation network and the Executive Secretary of the Streams of Knowledge.



WATER SOURCE IN IRUGAO. Photo by Ranie Castañeda

Implementing Partners:



Department of the Interior
and Local Government



National Water
Resources Board



National Economic and
Development Authority



United Nations
Children's Fund



United Nations Development
Programme