

# Capacity Assessment of LGUs and Water Service Providers in Communication Planning and IEC Materials Development for the MDGF 1919 Programme

Prepared by the



Asian Institute of Journalism and Communication



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## List of Acronyms and Abbreviations

ARWAS	Abulug Riverside Waterworks System
BOD	Board of Directors
BWSA	Barangay Water and Sanitation Association
DILG	Department of the Interior and Local Government
GO	Government Organization
IEC	Information, Education and Communication
LGU	Local Government Unit
LWUA	Local Water Utilities Administration
M&E	Monitoring and Evaluation
MDGF	Millennium Development Goal Fund
MHO	Municipal Health Officer
MIO	Municipal Information Officer
MLGOO	Municipal Local Government Operations Officer
MPDC	Municipal Planning and Development Coordinator
NEDA	National Economic and Development Authority
NGO	Non-government Organization
NWRB	National Water Resources Board
OPDS	Office of Project Development Services
PO	People's Organization
RWASH	Rural Water Supply, Sanitation, and Hygiene
SB	Sangguniang Bayan
SI	Sanitary Inspector
UNDP	United Nations Development Programme
WATSAN	Water and Sanitation
WSP	Water Service Provider

# Overview

The Asian Institute of Journalism and Communication (AIJC) Consultancy for the MDGF 1919 Joint Programme includes a Capacity Assessment component for communication. According to the Terms of Reference, the AIJC has been commissioned “to conduct a rapid assessment of LGU capacity to develop and implement a communication plan in selected municipalities, and recommend a minimum capacity required to plan and implement that communication plan at the LGU and community level.” These recommendations must also look at minimum conditions for upscaling the communication interventions, and assess the capacity of local government units (LGUs) and water service providers (WSPs) to plan and implement a communication plan and develop information, education and communication (IEC) materials.

The specific objectives of the Capacity Assessment component are the following:

- Review ongoing initiatives in capacity development in communication in the 36 waterless communities with government and non-government partners,
- Determine individual competencies, collective capabilities, assets and relationships in communicating MDGF 1919 to government and NGO partners and community members in the 36 waterless communities, and
- Identify areas needing improvement in achieving sustainable communication results.

Capacity is defined as the ability to effectively plan, deliver and facilitate communication strategies and activities to intended communities, groups and individuals, with results. Capacity areas for communication work include the following internal variables: (a) organizational structure; (b) policies and programs; (c) competencies and skills; (d) equipment and facilities; (e) budget allotted; and f) networks and linkages. There are external factors which also affect C4D capacity, such as access to community media channels.

Prior to the conduct of this Capacity Assessment, AIJC inquired from the Department of the Interior and Local Government (DILG) and the Local Government Academy (LGA) if there had been previous studies on competencies of local public information officers, as such studies may provide relevant baseline data, but the query yielded negative results. The AIJC Graduate School has a related study, but the respondents were PIA officials/staff at the central office.

This assessment study can therefore fill this gap in terms of communication competencies at the local government level.

The results of the Capacity Assessment can provide inputs for the following: (1) Capacity Building Master Plan for MDGF 1919; (2) Topics for (additional) handbook, tool kit, and related resource materials; (3) Referrals to appropriate support institutions, e.g., training agency, academic institution, and donor agency; and (4) DILG (including LGA) training course for LGU public information officers.

## **Why Capacity Assessment and Capacity Building?**

The MDGF 1919 Joint Programme background documents identified two main issues which the Programme seeks to address: (1) Limited investment support to enable the poor to have greater access to quality potable water; and (2) Lack of local capacities to develop, operate, and manage water supply facilities.

Enhancing capacities of Programme stakeholders on various aspects of development planning and management is an intervention needed to address these two major issues. Such must also include enhancing communication-related competencies, especially since two recent evaluation reports implied that communication gaps may have contributed to the emergence or persistence of these issues. For example, the limited investment support for access to quality water can be partly attributed to communication-related concerns such as access awareness problems, perceptions on priorities, and multiple and uncoordinated actors, among others. On the other hand, inadequate local planning and management capabilities include skills in dialogue and consultations, negotiations, reporting, and documentation.

Identifying capacity building areas should be evidence-based; otherwise, there is a danger of wastage of scarce resources. They should be based on current and emerging needs and requirements of the Programme as defined and cross-validated by stakeholders at various levels. Capacity Assessment provides the mechanism for such identification and validation.

Until recently, communication has been the “weakest link” if not the “missing link” in many development programs and projects. Existing communication components are narrowly perceived to be limited to public awareness, information dissemination, IEC materials development, image building, media relations, and conflict resolution. While these aspects are important, they do not suffice in presenting a more comprehensive and critical role for communication. Capacity Assessment in communication is necessary to determine current perceptions and practices on how communication can contribute to the achievement of the Programme’s vision, mission and goals.

At the early stage of MDGF 1919, it was agreed that the Programme would adopt Communication for Development (C4D) as framework, consistent with the United Nations General Assembly mandate for all UN agencies, funds and programs to adhere to C4D. According to the UN, the four strands of C4D are the following: behavior change communication, communication for social change, communication for advocacy, and media development. This Capacity Assessment exercise will enable the Programme to examine to what extent C4D principles and practices have been mainstreamed, and what additional actions are needed to make future projects and activities consistent with C4D. Special attention may be given to behavior change to distinguish C4D initiatives from previous IEC interventions, which emphasized awareness building and information dissemination. While C4D has been in the consciousness of communication professionals worldwide since the 1990s, it is still a relatively new concept in the Philippine context.

MDGF 1919 is framed within the Human Rights Based Approach (HRBA) to development and therefore adheres to the PANTHER Principles. PANTHER, a mnemonic acronym by the Food and Agriculture Organization (FAO), stands for participation, accountability, nondiscrimination, transparency, human dignity, empowerment and recourse or rule of law. In pursuing the PANTHER Principles, communication competencies and skills are essential. For example, participation is possible only if the community organizer and the Barangay Water and Sanitation Association (BWSA) officials are able to “communicate” and convince the community of a shared sense of purpose (or vision), mobilize collective action, and actively listen to community feedback. Communication ensures transparency through access to adequate and timely information, popularization of technical information, and provision of mechanisms or platforms for information exchange. Communication also promotes nondiscrimination by facilitating acceptance (of differences), reducing or eliminating prejudices, and avoiding stereotyping/typecasting. Communication processes have to be redefined to be consistent with the PANTHER Principles, and a new capacity building program may have to be developed for this purpose.

The Programme Theory of Change adopted as framework by the 2010 Programme Mid-Term Evaluation has three elements: (1) Establishing the appropriate legal and policy environment; (2) Developing capacities of LGUs at municipal and barangay levels, and (3) Conducting an effective communication and advocacy campaign to raise awareness of community members. This framework reiterates the need to measure (and eventually enhance) the communication competencies of local actors as essential activities in pursuing “change” in the water sector. The Mid-Term Evaluation Report also called for additional and more aggressive and strategic advocacy activities. This will require more intensive and systematic capacity building in communication and advocacy work.

The Capacity Assessment on Local Water Governance was conducted in 18 municipalities from July to November 2010. This study focused on the knowledge, skills, and values of WSPs and consumers. The WSPs were rated according to five functional capacities that serve as standards among development organizations and agencies: (1) Capacity to Engage in Multi-stakeholder Dialogues; (2) Capacity to Assess the Situation and Create a Vision and Mandate; (3) Capacity to Formulate Policy and Strategy; (4) Capacity to Budget, Manage and Implement; and (5) Capacity to Monitor and Evaluate.

While the Capacity Assessment on Local Water Governance Study had references to communication, specifically in terms of engaging in multi-stakeholder dialogues, the same was not able to measure diverse communication capacities as this is not part of its scope and coverage. Still, the study yielded data that validates the need for communication capacity building. In terms of results across all types of WSPs, the highest competency score is in the capacity to engage in multi-stakeholder dialogue with an overall average of 2.27. This score, however, is still within the “low” range in the five-point scale. According to the study, the score may indicate that the capacity exists, or has been developed but is underutilized or has not been put to effective use.

The Capacity Assessment must be able to identify core and advanced communication competencies and skills needed to “empower” Programme stakeholders including community members. Empowering means enabling individuals to scale up new or enhanced competencies and skills and apply them to diverse situations and development areas, i.e., applying competencies in water management and utilization to sanitation, health, education, and resource management.

Capacity building leads to sustainability. Long after the MDGF 1919 Programme has been completed, communication competencies gained will remain and stakeholders will be able to continue to apply them in various aspects of community participation and their daily activities. Equipping individuals with communication competencies is a powerful way to engage people and to enable them to participate in decision making related to their development.

# Methodology

This Capacity Assessment for C4D used key informant interviews and documents analysis, two qualitative research methods most suited for a descriptive research study.

The key informant interviews involved face-to-face interviews with the following respondents: (1) Municipal Mayors; (2) Sangguniang Bayan Members; (3) Barangay Chairpersons; (4) Water Service Provider or Barangay Water and Sanitation Association Heads/Representatives; (5) WATSAN Team Members, i.e., Municipal Planning and Development Officers, Municipal Health Officers, and Municipal Information Officers.

A total of 67 individuals were interviewed in eight selected municipalities representing the different ecosystems of the 36 municipalities covered by the Programme, e.g., lowland (two communities), upland (two communities), coastal (two communities) and indigenous (two communities). A distinct interview guide was prepared for each type of respondent. Please refer to **Appendices A to E** for copies of the interview guides.

The documents analysis involved a review of the results of recent related studies, e.g., *Municipal Time Action Plans for IEC, MDGF 1919 Programme Mid-Term Evaluation Report (2010)*, *Socioeconomic Household (Baseline) Survey (Mendoza, 2011)*, *Capacity Assessment on Local Water Governance (Duhaylungsod, 2011)*, *Report on Mainstreaming HRBA in Local Water Governance (Diokno, 2011)*, *Development of Communication Plans/Strategy and IEC Tools for MDGF 1919 Inception Report (AIJC, 2011)*, and the AIJC report on pretesting results, among others.

# Summary of Findings

## I. The Role of Information, Education and Communication (IEC)

The understanding of information, education and communication (IEC) varied among the local government officials, WSP/BWSA heads and representatives, and indigenous peoples (IP) group representatives interviewed.

Majority of the interviewees in the different municipalities associated IEC with information dissemination and the promotion of awareness and understanding of the MDGF 1919 Programme.

Some cited the significance of feedback and getting the people's participation in the Programme. According to a municipal mayor in Bukidnon, communication is important in coordination and getting the people's opinions about the municipality's projects. A WATSAN Team member in the province mentioned that informing the people concerned about the Programme would give them a sense of ownership. Another member of the WATSAN Team said that constant communication helps the local government get the people's participation because they are able to understand the importance of the Programme.

There were also those who were not conscious that their activities were in fact IEC activities. In Camarines Norte, for instance, there were respondents who reported the conduct of general assemblies, meetings, and house-to-house visits, as well as the use of signages, but were unaware that these were IEC activities.

The greater focus on awareness and understanding among the stakeholders can be traced to the original MDGF 1919 Programme documents. The MDGF 1919 Strategic Communications Plan (2010), for instance, states that the Programme's communication objective is "to raise awareness and advocacy" on the MDGF 1919 Programme and its mission to improve the access of the poor to a sustainable water supply system, the localized water supply customer service code, and sanitation. Moreover, the document states that "by raising awareness and advocacy on these three components, the MDGF 1919 [Programme] hopes to enhance capacities of local government units and local water service providers to develop, operate, and manage water and sanitation utilities."

The Plan also states that it "adheres to the principles of Communication for Development" and that it shall employ three core strategies identified as C4D methodologies—"policy advocacy and support for local chief executives, social mobilization for communities and water service providers, and behavior change communication for water facility users and non-users."

The awareness-focused objective of the Strategic Communications Plan is evidently inadequate when compared with the principles of C4D that the same document described. The four strands of C4D, as earlier mentioned, include behavior change communication, communication for social change, communication for advocacy, and media development. According to the UN, C4D involves the types of communication interventions needed in community organizing (CO) work, such as a two-way communication process that enables dialogue and allows communities to speak out, express their aspirations and concerns, and participate in the decisions that relate to their development.

To illustrate, the following communication-related activities were singled out from the CO Phases based on Human Rights Standards, Norms and Practices prepared by MDGF 1919 Consultant, Dr. Ma. Socorro Diokno (2011):

#### Pre-Organization Phase

- Data review
- Courtesy calls and social investigation
- Barangay entry and integration

#### Organizing Phase

- Leadership development and core group formation
- Pre-construction conference

#### Organization Development

- Capacity development and skills training

#### Localization, Sustenance and Pull-Out Activities

- Formal linkages, networking and advocacy

Except for a WATSAN Team member in a Camarines Norte municipality who reported community organizing as one of the activities implemented under the Time Action Plan, and an MIO in a Bukidnon municipality who said the TAP for IEC was prepared after participating in a seminar-workshop on Communication for Development, none of the interviewees were able to directly identify community organizing per se with IEC or C4D.

## **II. IEC Plans, Activities and Materials**

While Time Action Plans were prepared in all of the municipalities, these appear to be similar across the 36 municipalities in terms of general objectives, activities, and steps and outputs for each activity. An MIO in a Bukidnon municipality said the TAP for IEC was prepared after the conduct of a seminar-workshop on Communication for Development, and that a model TAP was used as a pattern for their TAP. Such could explain the similarities in the different municipalities' Plans. It must also be pointed out that the Plans were unable to cover issues and needs specific to each area.

Moreover, only a few of the stakeholders interviewed were able to describe the TAPs' preparation and implementation process in detail, while some tried to do so but failed to give consistent, substantial responses, with their answers contradicting those of other respondents. Those in Agusan del Sur and Camarines Norte, on the other hand, were the least knowledgeable about the TAPs. Despite the researcher's explanation of what a TAP is, the respondents were either completely unaware of the Plan, or did not know what happened after it was prepared.

In addition, there were inconsistencies in the reporting of IEC activities implemented in the municipalities. Most reported that a lot of the activities in their TAPs have yet to be implemented, with many citing funding constraints and the lack of feedback and approval from the DILG as reasons for non-implementation.

There were also interviewees who pointed out the inadequacy of human resources and time. Some explained that members of the WATSAN Council and the WATSAN Team are unable to devote much time to their WATSAN work due to their busy schedules, which is why some recommended having a separate group of people who can focus more on the MDGF 1919 Programme.

Aside from the TAPs, the MDGF 1919 Strategic Communications Plan adopted in 2010 was reviewed in the documents analysis. This was adopted as a main deliverable for the Programme's Output 2.4 referred to as the IEC component, which also includes development and rollout of the IEC campaign for the MDGF 1919 Programme.

While the Terms of Reference for the Plan's contents indicated that it should be backed by "sound research," the Plan was prepared without the benefit of the baseline survey, which was completed months later in June 2011. In the absence of baseline data, qualitative research was conducted, including FGDs with selected BWSA teams and organizations, and key informant interviews with selected provincial and municipal WATSAN Teams as well as information officers from the regional, provincial and municipal levels.

### **III. IEC Policies**

In the municipalities that the researchers visited, IEC policies were atypical. Only a few of the interviewees were able to correctly identify IEC policies in their municipality related to the improvement of local water services and local water governance. Examples of correctly-identified IEC-related policies include: (1) Ordinances on the role of the constituents in ensuring the water system's sustainability or policies on what the consumers need to do to sustain programs for the water system; and (2) Guiding principles among indigenous people regarding the development of sacred water reservoirs, which require the completion of rituals led by a "baylan" or "ritualist" who would declare whether the community can proceed with the development or not.

In certain areas, especially in Agusan del Sur and Camarines Norte, the term “policy” (or “*alituntunin*,” “*gabay*,” “*patakaran*,” or “*pamamalakad*” in Filipino) was often understood in the light of operations and maintenance of water services. The mere mention of the term brought out immediate responses associated with “*nasirang tubo* (broken pipe),” “*butaw* (dues or fees),” or “tap stand.” In the two provinces, policies on operations and maintenance are written, while policies on IEC are unwritten and mutually understood.

While some of the respondents in Cagayan, Bukidnon, Agusan del Sur, and Camarines Norte said there were IEC policies in their municipality, further probing revealed that IEC activities were part of other management-related tasks such as the conduct of house-to-house visits or assemblies to increase tariff collection and guidelines on the use of the water system.

On the other hand, there were respondents who expressed the need for IEC policies such as the following: (1) A policy on meeting the goals of the MDGF 1919 Programme; (2) A policy on the conduct of regular monthly meetings with the WATSAN Council and the barangay; (3) A policy on the conduct of information drives every first month of the year; and (4) A policy on the adoption of the DILG Management Information System (MIS) in the LGU.

Some respondents pointed out, however, that there was no need for communication-related policies because the existing communication methods in their municipality were already effective. Examples of the “effective” communication methods cited are the speakers bureau, the *pulong-pulong* (gathering) strategy approach, and communication-related policies of the LGU (which the interviewee was unable to explain).

The documents analysis validated the inadequacy of local IEC policies. The Socio-Economic Household (Baseline) Survey indicates that the existing local policies related to WATSAN do not pay enough attention to IEC, as well as marginalized groups, environmental protection issues, and stakeholder participation.

The Mid-Term Evaluation Report (2010) revealed that there is a high level of awareness of and expectations from the MDGF 1919 Programme among participating LGUs and community members in the targeted municipalities, but the translation of this awareness into concrete participation and support through the development and implementation of the required IEC policies has yet to be accomplished.

Such IEC policies are needed to pursue a development program that subscribes to the Human Rights Based Approach to Development (HRBA). As Maria Socorro I. Diokno pointed out in the Report on Mainstreaming HRBA in Local Water Governance, communication is an essential process in pursuing the goals and objectives of the MDGF 1919 Programme. She acknowledged the necessity of integrating into forthcoming capacity building programs lessons on communication rights, which are included in both international doctrines such as Article 19 of the UN Declaration of Human Rights and national policies such as those in the Philippine Constitution. As listed in the Report, among the basic communication-related rights are the right to information, the right to participate, and freedom of opinion and expression.

#### **IV. Support Mechanisms for IEC Work**

Support mechanisms in place for IEC work varied within and among the different municipalities visited. Most WATSAN Teams reported that they receive support from the WATSAN Council and the LGU in terms of planning IEC activities, providing funds for IEC and training, and obtaining access to equipment and public venues for IEC activities. In many areas, however, there are several limitations such as inadequate financial resources, and non-exclusive use of facilities and equipment for IEC work.

Though most WATSAN Teams claimed that they receive support from the WATSAN Council and the LGU, some interviewees' answers to the other interview questions did not validate this.

#### **V. Facilitating and Hindering Factors in the Implementation of the MDGF 1919 Programme**

The interviewees identified a wide range of facilitating and hindering factors. The more detailed responses are listed in the section on the Results of the Key Informant Interviews.

Following are some of the facilitating factors in the implementation of the MDGF 1919 Programme:

- Strong commitment to the MDGF 1919 Programme and proactive solving of problems (e.g., officials lending their own personal funds while waiting for the release of the budget for the Programme activities)
- Water users' willingness to pay water tariffs monthly as these make them feel that they have a stake in efficiently operating the water system, and give them the right to demand for quality water services
- Water users' willingness to take part in undertakings that would help sustain water services in their communities
- Water users' initiative to institute a *ronda* or a mobile patrol, where a team of roving "guards" made up of water users and barangay officials go around the barangay to check and ensure that there are no illegal water connections in the community and that households found with illegal connections are penalized

Following are some of the hindering factors in the implementation of the MDGF 1919 Programme:

- Inactive WATSAN Council and Team
- Varying understanding and knowledge about IEC activities held in the municipality among the WATSAN Council/Team members and related issues (e.g., problems encountered, activities implemented)
- Absence or non-implementation of IEC policies

- Inadequate funds for IEC
- Water users' belief that water is supposed to be free
- Distance of barangay chairpersons and other officials to the municipality and the high cost of transportation which make it difficult for them to attend meetings
- Impassable roads during the rainy season
- The need for capacity building of the LGU
- The hierarchical attitude of implementers which negatively affects the water service initiatives, as some people in the municipalities do not complete tasks until they receive word from higher authorities. Until they receive orders from the authorities, nobody takes action and ignores the issue at hand.

## **VI. Community Feedback Mechanisms**

As earlier discussed, the Report on Mainstreaming HRBA in Local Water Governance by Diokno emphasized the significance of communication in pursuing the goals and objectives of the MDGF 1919 Programme, and identified communication rights such as the right to information, the right to participate, and freedom of opinion and expression. Aside from IEC policies, community feedback mechanisms are necessary in order to uphold these rights.

Most of the interviewees reported that there are community feedback mechanisms in place, though many are informal and not necessarily proactively encouraged by the LGU officials or WSPs. Feedback from constituents and water users are welcome, but officials do not encourage or persuade the people to share their thoughts, opinions and problems regarding water issues.

Following are some examples of such mechanisms:

- People who directly approach the municipal mayor about their water and sanitation problems are referred to the appropriate officials who can immediately address their concerns.
- The formal feedback process according to one Sangguniang Bayan Member involves the barangay officials' creation of a resolution for the SB in order for the SB Members to act on a problem or issue.
- For the informal feedback process in the Sangguniang Bayan, the SB Member brings the issues that people report to her directly to the next Municipal Development Council meeting for discussion.
- Constituents report their needs and concerns related to water and sanitation to the Sanitary Inspector, barangay chairpersons, water readers, and tariff collectors.

Meanwhile, proactive initiatives for collecting community feedback were also present in the municipalities. Following are some examples:

- The conduct of a technical inventory of water facilities in the municipality to check their functionality and water quality
- The conduct of a baseline study to determine the water condition in the municipality
- The conduct of a household survey, from which a baseline report was prepared with the assistance of consultants provided by the DILG Central Office
- The conduct of public hearings and *pulong-pulong* (gatherings) as venues for gathering feedback from the people in the community and responding immediately to their concerns
- The invitation to IP representatives to join meetings to discuss water and sanitation concerns
- Personal visits to the chieftain or barangay chairperson in IP communities to coordinate regarding IEC activities in their area
- Airing of a radio program in the municipality where people can “phone in” their issues and concerns.

## **VII. Relationship and Coordination among MDGF 1919 Stakeholders**

Among the interviewees in all of the provinces visited, the most common response when asked about the frequency of their coordination with each other was “as the need arises.”

There were also those who claimed to have frequent coordination with each other, but the frequency of coordination varied from person to person. For instance, in one municipality, the MHO, MLGOO and municipal engineer had different descriptions of the frequency of their coordination with the municipal mayor, the WATSAN Council and the barangay LGU.

There were also inconsistencies in the reports about the WATSAN meetings in each municipality. Three barangay chairpersons interviewed in one municipality, for example, reported different meeting schedules and frequencies, as well as different topics discussed in the meetings.

More detailed discussions on the relationship and coordination among MDGF 1919 stakeholders are in the section on the Results of the Key Informant Interviews.

## VIII. Resources Available for IEC and Training

While resources are LGU-based, most of the respondents said these can be requested for use anytime in Agusan del Sur and Camarines Norte. Here, only two or three pieces of equipment in the list were said to be unavailable (particularly the scanner, landline, LCD projector) mainly due to the absence of electrification, or the distance between the barangays and the *poblacion* (town proper). Further probing on the municipalities' financial resources revealed, however, that the respondents were referring to the budget for maintenance and operations.

A common comment in the two provinces was, "*Buti pa ang health center, may mga poster,*" referring to posters in the health center on the importance of water, health and sanitation. On the other hand, they said their existing resources may be tapped for IEC should the need arise.

Some of the respondents said public schools should be tapped to create awareness and educate the people on the importance of water, protection of water sources, and sanitation, and one said the local youth groups should be involved in the IEC component of the MDGF 1919 Programme.

In Cagayan and Bukidnon, the reported available resources varied, even within the municipalities, but there were some commonalities.

In the two Cagayan municipalities, among the most commonly cited communication resources were annual public events, exhibits and celebrations that can be tapped for communicating development messages, as well as existing venues that provide opportunities for communication such as barangay halls and schools. One, however, also had equipment and facilities available for communication work such as a sound system, computer, printer, LCD projector and camera.

For one municipality, additional resources needed were internet access, computer or laptop, printer, LCD projector and camera. The other municipality reported the need for service vehicles, two-way radio systems, audiovisual materials and equipment for film showing, and a set of equipment including a desktop computer, printer and camera for exclusive use of the WATSAN Team. Most of the equipment and facilities listed in the interview guide were reported to be available in both municipalities, though none were used exclusively for IEC work.

As for Bukidnon, communication resources were reported to be available in two municipalities. Among the common communication resources include the following: local institutions and organizations that can be tapped for communication work such as local schools; annual public events, exhibits and celebrations that can be tapped for communicating development messages; existing venues that provide areas for communication such as barangay halls, school events, community learning centers and training centers; and equipment and facilities for communication work including computers, printers, LCD projects, cameras and sound systems.

In these two municipalities, additional resources needed by the WATSAN Team are vehicles and two-way radio systems to be used for monitoring and IEC activities in the remote barangays, and a printer for mass production of IEC materials. When it came to the inventory of equipment and facilities, however, the two areas differed in that one had very few, such as digital and video cameras, desktop computer, laptop, and printer, while the other had most of the pieces of equipment and facilities listed in the interview guide.

The third municipality, on the other hand, had some communication resources such as annual public events, exhibits and celebrations, and existing venues that can be used as communication venues including barangay halls and schools. Some respondents also cited equipment such as a computer, printer and camera, but these were said to be either outdated or defective, according to one interviewee. Here, the additional resources that the WATSAN Team needs include “enough budget,” vehicles to be used for faster mobilization, and communication equipment such as laptops, LCD projector, camera, and video camera for documentation.

In general, many of those who reported having sufficient equipment and facilities for IEC and training pointed out that these were shared with other offices or departments in their respective municipalities. Those who reported having inadequate resources, on the other hand, said they try to maximize these resources in order to implement the Programme.

While rural health centers and schools are used by some municipalities as key information centers in the barangays, few IEC materials on water and sanitation are locally produced.

## **IX. IEC Training Needs**

Common training needs among all of the municipalities were basic oral presentations and conceptualization, design and production of IEC materials such as posters, flyers and brochures. There were also those who expressed the need for competencies in process documentation, specifically using photos and videos.

In Capalonga, Camarines Norte, there was a request for training on broadcasting due to the heavy use of community radio. Such could also be conducted in Kadingilan, Bukidnon, where community radio is one of the most effective venues for communication, according to an IP representative.

A review of communication-related functions of WATSAN Team members indicates that more members are equipped with basic communication skills like organizing meetings, gathering people in assemblies, and preparing reports and letters, than those who have more advanced skills such as communication planning and monitoring and evaluation, which were among the training subjects suggested by some interviewees in Bukidnon.

It must be emphasized, however, that aside from IEC competencies, many of the interviewees have expressed the need for clarification of their role as WATSAN Team members. As a municipal engineer in Cagayan said, there is a need to provide training sessions or workshops to new members of the WATSAN Team, not only in terms of IEC competencies but the MDGF 1919 Programme itself.

An MPDC in Cagayan cited gaps in the capability building sessions conducted by the DILG, saying the workshops were insufficient especially for WATSAN Team members who do not have a background in communication. Thus, he suggested a series of training sessions on communication strategies and approaches. Orientations on “new IEC techniques and strategies” were also suggested by an MLGOO in Bukidnon.

On the other hand, some interviewees in Bukidnon believe that their WATSAN Team is already adequately equipped with IEC competencies. One municipality’s sanitary inspector commented that the WATSAN Team was “too dependent” on the DILG.

The documents analysis also revealed a number of training needs in the areas of dialogic communication, process documentation, IEC monitoring and evaluation, negotiation and conflict management, among others.

The Report on Mainstreaming HRBA in Local Water Governance cited the need for community leaders and members to receive training on C4D, oral communication (including presentation skills), dialogic communication (including peer-to-peer communication, interpersonal and group communication, and basic technical writing, which can encourage two-way, circular information exchange rather than the one-way, top-down approach of information dissemination.

The Capacity Assessment on Local Water Governance prepared by Noel C. Duhaylungsod, which focused on the knowledge, skills and values of WSPs and consumers in 18 municipalities, listed the skill areas that may require enhancement among LGUs and the officers and staff of barangay-managed or administered water facilities, the Water District (WD), the Private Company Water Service Provider (PCWSP) and the consumers/customers of WSPs.

According to the report, common skill areas for enhancement among the WSPs include interpersonal and dialogic communication, managing meetings and consultations, technical and popular writing, monitoring and evaluation, and knowledge management.

Consumers/customers of WSPs, on the average, scored low in terms of their capacities to engage in multi-stakeholder dialogue, and monitor and evaluate development issues. Duhaylungsod pointed out the need for the consumers/customers to learn to participate in discussions on sustainable local water governance, get involved in IEC activities including planning for water source protection and development, and respond to calls for co-management by WSPs. The need for advocacy interventions on increasing consumers/customers’ capacities to stay vigilant of their right to clean, safe and adequate

water supply and to participate actively in developing sustainable water management policies was also cited.

The need to include conflict management and prevention in the capacity building program for WSP planners and managers, with content areas such as understanding the nature and types of conflict as well as conflict management techniques with the use of communication, was implied by the findings of the Socio-Economic Household (Baseline) Survey.

As for the 2010 Mid-Term Evaluation Report of the MDGF 1919 Programme, training courses to upgrade advocacy and lobbying competencies were cited, such as those on public policymaking, policy advocacy planning and management, use of social media as advocacy tools, crafting persuasive advocacy messages, and measuring impact of advocacy initiatives. The need for courses on process documentation and popularization was also mentioned.

# Results of the Key Informant Interviews

This section presents the findings in each of the municipalities the researchers visited: Abulug and Allacapan in Cagayan; Kadingilan, Dangcagan and Kibawe in Bukidnon; Sibagat in Agusan del Sur; and Basud and Capalonga in Camarines Norte.

The complete list of interviewees are in **Appendix F**.

## I. The Role of Information, Education and Communication (IEC)

### Abulug, Cagayan

The newly elected Abulug Rural Water Supply, Sanitation, and Hygiene (RWASH) President believes that information, education and communication (IEC) helps in the easy dissemination of information from the government to the people. A barangay chairperson and municipal engineer cited better coordination as an important benefit of using IEC.

The Municipal Local Government Operations Officer (MLGOO) briefly identified the informing role of IEC. For one SB Member, conducting IEC activities such as public hearings is important for informing his constituents about programs of the government and for getting their opinions about these. He believes sharing information creates transparency and allows feedback in the local government.

The Municipal Planning and Development Coordinator (MPDC) said the role of communication, specifically in the attainment of the goals and objectives of MDGF 1919, is sharing the essence and the benefits of the Programme to the people, getting their feedback and support, and encouraging their participation. One way of getting the people's feedback is through the household survey and technical survey that the local government conducted in the community. They were able to identify the people's water and sanitation problems, which they used as baseline information for the creation of plans of action to address the said issues. In the household survey, the initial target was 30 percent of the total households in the municipality, but they exceeded this percentage with about 47 percent.

As for the Municipal Health Officer (MHO), communication is important in stressing the importance of potable water to the community and keeping water sources from being contaminated through proper environmental sanitation.

As members of the WATSAN Team, the MHO, MPDC, MLGOO and municipal engineer identified the persons/organizations the researchers should speak with regarding the MDGF 1919 Programme, as well as these persons/organizations' needs and expectations. These are as follows:

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
Community/Barangay/ Clientele/Recipients	<ul style="list-style-type: none"> <li>• They need to understand the importance of using potable water in order to decrease the occurrence of waterborne diseases</li> </ul>	<ul style="list-style-type: none"> <li>• To actively participate in all IEC activities</li> </ul>
Barangay Chairperson/Officials		<ul style="list-style-type: none"> <li>• To disseminate information about the Programme to his/her constituents in his/her own way</li> <li>• To explain the importance of the Programme to the community</li> <li>• To create laws or policies on the implementation of the program</li> </ul>
Municipal Officials		<ul style="list-style-type: none"> <li>• To explain the importance of the Programme to the community</li> <li>• To create laws or policies on the implementation of the program</li> </ul>
Municipal Health Officer	<ul style="list-style-type: none"> <li>• To obtain vehicles for easier mobility</li> <li>• To obtain more office equipment such as additional computers</li> <li>• To hire more personnel who can concentrate on the implementation of the MDGF 1919 program</li> </ul>	<ul style="list-style-type: none"> <li>• To inform the constituents of the dangers of unsafe water</li> <li>• To deliver IEC activities</li> </ul>
Municipal Planning and Development Coordinator		<ul style="list-style-type: none"> <li>• To monitor and forecast benefits of the program</li> <li>• To deliver IEC activities</li> </ul>
Partner Agencies/Organizations		<ul style="list-style-type: none"> <li>• To help or lead the community in the implementation of the Programme in the barangay</li> </ul>

## Allacapan, Cagayan

In Allacapan, the President of the newly formed Barangay Water and Sanitation Association (BWSA) said IEC is important in communicating issues regarding water and sanitation to the members of the community, though he only identified “personal,” face-to-face communication as a way of doing such.

The barangay chairperson of Bessang believes that communication is important to get the people to embrace the benefits of the government’s programs. He also cited face-to-face communication through house visits as a form of communication, and noted that it is difficult to communicate via text messages because of the possibility of misunderstandings. He also cited the use of posters from the municipality, which he found to be “effective” in teaching the people how to use water properly.

The Maluyo barangay chairperson expressed that communication is important in uniting the barangay to maintain the water system. He explained how he coordinates with other barangay officials and how they help him communicate with the people and determine both positive and negative experiences in the community.

The barangay chairperson of Labben also cited the importance of face-to-face communication in informing the people about what the government is doing. Aside from conducting assembly meetings, however, he also uses letters and text messages to communicate with his constituents. He thinks his barangay no longer needs other forms of IEC materials.

The MPDC said communication is an important component of any project because it helps both the managers and recipients understand everything about the Programme, including the processes involved in implementation.

The MLGOO, on the other hand, said the role of communication is to bring people closer to the government, and to make the people feel they are important. She said that while the municipality makes up for the lack of IEC materials through the conduct of meetings, barangay assemblies or gatherings where local officials inform the people about the importance of safe water.

The sanitary inspector and engineering assistant simply stated that communication is important in informing MDGF 1919 recipients about what the Programme was about, including its benefits.

Though the municipal mayor agreed to be interviewed, she let her private secretary answer the question about the role of IEC in the MDGF 1919 Programme. According to her private secretary, information is the “source” of the any government program’s success. IEC helps the people understand a program better, making implementation easier for the government.

When asked about the concrete benefits of IEC in improving water services for the waterless communities, the mayor said that a concrete benefit is the “WATSAN,” saying in Filipino that the WATSAN is important to the municipality because their water is not potable. Though the MLGOO reported that the mayor is “always in contact with the WATSAN Team Members” and always asks about the Programme’s progress, the mayor’s actions and responses indicate that she does not know much about IEC and the MDGF 1919 Programme.

As members of the WATSAN Team, the MPDC, SI, MLGOO and Engineering Assistant identified the persons/organizations the researchers should speak with regarding the MDGF 1919 Programme, as well as these persons/organizations’ needs and expectations. These are as follows:

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
LGUs		<ul style="list-style-type: none"> <li>• To conduct baseline activities</li> <li>• To handle the IEC component</li> </ul>
Municipal Officials	<ul style="list-style-type: none"> <li>• Budgetary support</li> </ul>	
Mayor		<ul style="list-style-type: none"> <li>• To contact the WATSAN Team regularly for updates in order to be abreast with the development of the Programme</li> </ul>
Vice Mayor		<ul style="list-style-type: none"> <li>• To stay informed about the Programme’s development</li> <li>• To follow up on the Programme’s implementation</li> <li>• To create policies</li> </ul>
Sangguniang Barangay Members		<ul style="list-style-type: none"> <li>• To approve the budget of the communication-related activities of the WATSAN Team through SB resolutions</li> <li>• To stay informed about the Programme’s development</li> <li>• To follow up on the Programme’s implementation</li> <li>• To create policies</li> </ul>
Municipal Officials	<ul style="list-style-type: none"> <li>• They need the timely release of funds for the MDGF 1919 Programme from the concerned agency to avoid utilization of the LGU’s budget for the</li> </ul>	

CONCERNED PERSON/ORGANIZATION	PERCEIVED NEED	EXPECTATION
	IEC activities such as the seminars, meetings and surveys	
Barangay Officials	<ul style="list-style-type: none"> <li>• They need to be knowledgeable about the MDGF 1919 Programme so that they can inform their constituents about it</li> </ul>	<ul style="list-style-type: none"> <li>• To coordinate between the officials and the community</li> <li>• To sustain the Programme</li> </ul>
BWSA		<ul style="list-style-type: none"> <li>• To identify the recipients of the program</li> <li>• To support the WATSAN Team</li> </ul>
Community/Residents Without Access to Safe Water	<ul style="list-style-type: none"> <li>• They need to understand why they need to pay the tariff and know how much they are going to pay</li> <li>• They need to be informed about the problems that they might encounter so that these can be prepared for or addressed</li> </ul>	<ul style="list-style-type: none"> <li>• To actively participate in meetings and assemblies</li> </ul>
Department of the Interior and Local Government (DILG)		<ul style="list-style-type: none"> <li>• To take charge of the capability building activities for the LGUs</li> </ul>
National Economic and Development Authority (NEDA)		<ul style="list-style-type: none"> <li>• To take charge of the IEC activities for the MDGF 1919 Programme</li> </ul>
United Nations Development Program (UNDP)		<ul style="list-style-type: none"> <li>• To fund the Programme</li> </ul>
National Water Resources Board (NWRB)		<ul style="list-style-type: none"> <li>• To prepare the localized customer service code of the LGUs under the MDGF 1919</li> </ul>
Academe		<ul style="list-style-type: none"> <li>• To enrich the knowledge of the schoolchildren on water and</li> </ul>

CONCERNED PERSON/ORGANIZATION	PERCEIVED NEED	EXPECTATION
		sanitation in relation to MDGF 1919 program
Organizations (GOs and NGOs)		<ul style="list-style-type: none"> <li>To help address the people's apprehensions about the Programme and why it is being implemented in the three selected barangays and not in the centro</li> </ul>

### **Kadingilan, Bukidnon**

The SB Member and BWSA Member interviewed agree that IEC is important in fulfilling the goal to provide improved water services to waterless communities because without it, the customers or users would not know the importance of water services, and their knowledge about water and sanitation would be very limited.

The municipal mayor, on the other hand, said that through IEC, he is able to educate his constituents about issues in the municipality and clearly communicate the things they need to do.

While the IP representative was unable to respond to the questions about the role and importance of communication in addressing her community's water concerns, she identified the effective communication methods her community employs. These include formal letters, text messages, information drives, general assemblies, and messages aired via community radio.

The barangay chairperson of Poblacion was also unable to answer the questions about the role and importance of communication in her barangay. Instead, she shared her barangay's water and sanitation problems.

The MHO, MLGOO and MPDC believe the role of IEC is important in the MDGF 1919 Programme's implementation, simply because they help inform the people about the Programme. The MPDC noted that the municipality makes use of information drives and barangay assemblies to communicate with the people, while the MLGOO said he often uses letters.

Their fellow WATSAN Team Member, the MIO, said communication not only helps the constituents understand the importance of conserving water and what the Programme is about, but also helps them understand the Programme's legal bases.

The WATSAN Team Members except for the MLGOO were able to identify the persons/organizations the researchers should speak with regarding the MDGF 1919 Programme, as well as these persons/organizations' needs and expectations. These are as follows:

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
DILG		<ul style="list-style-type: none"> <li>To conduct regular monitoring of the status of the program</li> </ul>
Municipal Mayor		<ul style="list-style-type: none"> <li>To provide regular updates on the status of the Programme's implementation</li> </ul>
Sangguniang Bayan		<ul style="list-style-type: none"> <li>To provide regular updates on the status of the Programme's implementation</li> </ul>
Municipal Officials		<ul style="list-style-type: none"> <li>To spearhead plans and activities of the MDGF 1919</li> </ul>
Municipal Engineer		<ul style="list-style-type: none"> <li>To spearhead the infrastructure and communication component of the Programme</li> </ul>
Barangay Officials, Barangay Council and Purok Leaders		<ul style="list-style-type: none"> <li>To help in conducting IEC activities in the barangays</li> <li>To present activity outputs</li> <li>To actively participate during meetings and assemblies</li> <li>To assist in the conduct of surveys, tax information drives every first month of the year, open forums and other activities related to MDGF 1919</li> </ul>
Barangay Health Workers and Volunteers		<ul style="list-style-type: none"> <li>To help in conducting IEC activities in the barangays</li> </ul>
WATSAN Team		<ul style="list-style-type: none"> <li>To be in charge of the Programme's implementation</li> </ul>
Community/Beneficiaries/ Clients/Users	<ul style="list-style-type: none"> <li>They need proper information on the importance of water and how to use water wisely</li> </ul>	<ul style="list-style-type: none"> <li>To assist and participated in well drilling tests</li> <li>To pay the water tariffs</li> </ul>

The MLGOO suggested speaking with the Planning Officer and the MHO, but could not explain what each of them need or are expected to do regarding the MDGF 1919 Programme.

### **Dangcagan, Bukidnon**

The municipal mayor was unable to answer the questions about the role and benefits of communication in his municipality. His responses were focused on the water problem in Dangcagan and their need for more support. He agreed that communication was important, but when asked why, he briefly stated that it was important because it is what the people needs.

The barangay chairperson of Sagbayan also responded to the questions briefly, saying communication is important in helping people easily understand the programs of the municipality. The San Vicente BWSA President and the SB Member gave similar responses, but the latter added that communication is important for the leaders to identify the people's needs.

The Economic Enterprise Waterworks Officer gave a more substantial response about the importance of communication in the implementation of the MDGF 1919 Programme. He said that part of his job is coordinating with the barangay and the consumers, especially those in MDGF 1919 recipient barangays Poblacion, Sagbayan and San Vicente, through an information education campaign. IEC activities such as assemblies in barangay halls are conducted, though no IEC materials are prepared.

Since the MPDC was unavailable, a member of the MPDC staff (also a WATSAN Team member) was interviewed in his place. She said that through constant communication with the people, they are able to get the people's participation because they are able to understand the importance of the Programme.

The MIO said that information is "very powerful" and that informing the people concerned about the MDGF 1919 Programme results in giving them a sense of ownership. He added that the success or failure of the Programme depends on the information given to the recipients, which is why misinformation or giving negative information about the Programme would lead to implementation problems.

The rural sanitary inspector said communication is important in informing the constituents about what should be done to preserve water and how to maintain proper environmental sanitation. The MLGOO, on the other hand, said IEC helps the community or constituents understand the importance of water and the Programme's objectives. He also cited the role of communication in involving elementary and high school students in the development of IEC materials.

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
Mayor, Vice Mayor and Sangguniang Bayan		<ul style="list-style-type: none"> <li>• To implement ordinances related to water and sanitation</li> <li>• To provide logistics support</li> </ul>
Local Officials/Barangay Officials		<ul style="list-style-type: none"> <li>• To allocate funding for the implementation of projects</li> <li>• To provide personnel to implement the Programme</li> <li>• To supervise subordinates in the implementation of the Programme</li> <li>• To provide logistics and administrative support</li> <li>• To assist in the conduct of IEC activities</li> </ul>
PDMU/DILG Consultants		<ul style="list-style-type: none"> <li>• To coordinate and conduct training sessions for the WATSAN Council</li> <li>• To support IEC activities in the municipality</li> </ul>
WATSAN Council		<ul style="list-style-type: none"> <li>• To plan and implement the Programme</li> <li>• To provide logistics and administrative support</li> </ul>
Private Sector (Cooperatives)		<ul style="list-style-type: none"> <li>• To assist in data gathering activities</li> </ul>
Academe		<ul style="list-style-type: none"> <li>• To get involved in informing schoolchildren about water and sanitation</li> </ul>
PWDs		<ul style="list-style-type: none"> <li>• To provide inputs on whether or not the MDGF 1919 Programme suits their needs</li> </ul>
Indigenous Peoples (IPs)	<ul style="list-style-type: none"> <li>• They need to get involved in water and sanitation activities for them to learn and practice proper hygiene</li> </ul>	
Consumers/Recipients		<ul style="list-style-type: none"> <li>• To conserve water</li> <li>• To pay water tariffs</li> </ul>

CONCERNED PERSON/ORGANIZATION	PERCEIVED NEED	EXPECTATION
		<ul style="list-style-type: none"> <li>• To ask for project-related information that they need</li> <li>• To participate in IEC activities related to the MDGF 1919 Programme</li> </ul>
Line Agencies (e.g., Department of Education)		<ul style="list-style-type: none"> <li>• To coordinate and facilitate activities related to the MDGF 1919 Programme</li> <li>• To disseminate information to schoolchildren through teachers</li> </ul>

### **Kibawe, Bukidnon**

According to one SB Member, communication is important in giving enough information to the people on the proper use of water facilities. He cited face-to-face communication as the municipality's choice IEC activity.

Though the Natulungan barangay chairperson was unable to explain why, he agreed that communication is good for the barangay, and cited assemblies and letters as the kinds of IEC activities organized in Natulungan.

The municipal mayor believes that communication is important in coordination and getting feedback. While she is busy with other activities in the municipality, she makes sure to communicate with her MPDC and engineers to get status updates on the MDGF 1919 Programme's implementation.

One IP representative said communication plays an important role in informing the people that the government is organizing activities that will help their situation.

No water service provider representative was interviewed because both the BWSA President and the manager of the water district were unable to attend, but four members of the WATSAN Team were available for interviews, including the MLGOO, MIO designate, MPDC, and sanitary inspector.

The MLGOO, MIO designate and sanitary inspector expressed that the role of communication is to let the people know and understand what the MDGF 1919 Programme is, and to keep the people updated about its status. Aside from information dissemination, the MPDC cited sustainability as one of the things that communication can ensure for the Programme.

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
Office of the Mayor	<ul style="list-style-type: none"> <li>To be updated on the status of the Programme</li> </ul>	<ul style="list-style-type: none"> <li>To be involved in any activity or communication-related activity regarding the MDGF 1919 Programme</li> </ul>
Sangguniang Bayan	<ul style="list-style-type: none"> <li>To be updated on the status of the Programme</li> </ul>	<ul style="list-style-type: none"> <li>To approve plans and activities of the WATSAN Team/Council</li> </ul>
MPDC		<ul style="list-style-type: none"> <li>To be the focal person of the MDGF 1919 Programme</li> </ul>
Sanitary Inspector		<ul style="list-style-type: none"> <li>To be involved in sanitation seminars in the barangays</li> </ul>
Municipal Engineering Department		<ul style="list-style-type: none"> <li>To be in charge of the infrastructure component of the Programme</li> <li>To be in charge of the planning and implementation of the Programme</li> </ul>
WATSAN Council		<ul style="list-style-type: none"> <li>To conduct information drives in the waterless communities</li> </ul>
WATSAN Team		<ul style="list-style-type: none"> <li>To plan activities</li> </ul>
Barangay Officials		<ul style="list-style-type: none"> <li>To assist in the conduct of water and sanitation activities</li> <li>To maintain the water system</li> </ul>
Community	<ul style="list-style-type: none"> <li>Their water and sanitation problems/ concerns need to be identified and addressed</li> </ul>	<ul style="list-style-type: none"> <li>To accept the plans and activities of the WATSAN Team/Council</li> <li>To participate in the and activities of the WATSAN Team/Council</li> </ul>

### **Sibagat, Agusan del Sur**

According to the municipal mayor, the LGU of Sibagat is highly supportive of the IEC component of the MDGF 1919 Programme. As the former MHO, she said she understands and appreciates the role of communication and the use of IEC materials in improving water services in the barangays of Sibagat. She believes correct information should get to the people to enable them to understand their role in the sustainability of water services.

One SB Member’s statement validated the municipal mayor’s belief that the use of IEC materials should enable communities to understand their role, duties and responsibilities in improving water services. He said these should be able to educate people and encourage cooperation and unity.

The BWSA President said IEC is very important as it helps explain policies and guidelines on water and the duties of water users. A barangay chairperson, also an IP leader in one barangay in Sibagat, echoed this, and said he believes that the use of IEC should sustain people’s awareness and understanding of the proper use of water and the importance of maintaining cleanliness not only around the tap stand but also in their homes.

The mayor said that among the benefits of communication and use of IEC materials are efficient use of water, participation of the people in water operations and activities, increased collection of tariffs and connections, and understanding of roles and responsibilities among water users.

The BWSA President explained that people are able to get a clearer understanding of their role as water users with the use of communication and IEC. From the point of view of the Sangguniang Bayan, the SB Member interviewed said that among the benefits of communication/IEC use include immediate resolution of conflicts and cooperation among users and implementers. He also said it helps the SB respond to concerns or issues raised, citing Sibagat’s radio station’s role as a communication or IEC tool.

One barangay chairperson excitedly narrated how the Sibagat radio station has helped reach out to water users in remote areas especially during the rainy season when roads are impassable. He says despite the distance, they are able to remind users of their duties and responsibilities and discuss other water issues and concerns.

The members of the WATSAN Team of Sibagat interviewed see the role of communication in MDGF 1919 Programme as follows:

<b>WATSAN Team Member</b>	<b>Perceived Role of Communication in the MDGF 1919 Programme</b>
<b>Municipal Information Officer/Budget Officer</b>	<p>Helps inform and educate people on the objectives and achievement of the MDGF 1919 Programme</p> <p>Helps crystallize the roles and functions of various Programme stakeholders</p>
<b>Municipal Planning and Development Coordinator</b>	Empowers stakeholders to act as one for the attainment of the goals and objectives of the MDGF 1919 Programme

<b>WATSAN Team Member</b>	<b>Perceived Role of Communication in the MDGF 1919 Programme</b>
	<p>Promotes transparency for better understanding, coordination and collaboration to maximize resources</p> <p>Encourages greater participation among the beneficiaries</p>
<b>Municipal Local Government Operations Officer</b>	<p>Conveys water- and sanitation-related needs of the beneficiaries and identifies the best strategies or solutions to address the identified needs</p> <p>Creates greater appreciation of the Programme among the people</p> <p>Enables smoother coordination and cooperation between and among the Programme stakeholders and beneficiaries</p>
<b>Sanitary Inspector</b>	<p>Enables the beneficiaries to identify and verbalize their needs regarding water and sanitation</p> <p>Helps the government understand the real situation of the people on water and sanitation</p>

The WATSAN Team Members also identified the persons/organizations the researchers should speak with regarding the MDGF 1919 Programme, as well as these persons/organizations' needs and expectations.

These are as follows:

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
DILG	<ul style="list-style-type: none"> <li>To be able to explain the MDGF 1919 Programme in simple terms to ensure that beneficiaries understand it very well</li> </ul>	<ul style="list-style-type: none"> <li>To conduct continuous orientations and provide updates regarding the MDGF 1919 Programme</li> </ul>
Water Service Providers	<ul style="list-style-type: none"> <li>To closely coordinate and work for the</li> </ul>	<ul style="list-style-type: none"> <li>To know their specific roles and responsibilities</li> </ul>

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
	<p>effective and efficient delivery of services as expected by the beneficiaries</p> <ul style="list-style-type: none"> <li>• To deliver recipients' expectations of them</li> </ul>	<p>in the MDGF 1919 Programme</p> <ul style="list-style-type: none"> <li>• To work with the LGUs in ensuring delivery of quality service to the consumers/ recipients</li> </ul>
Beneficiaries/Communities	<ul style="list-style-type: none"> <li>• To understand the program well and know their specific roles and responsibilities (e.g., paying their bills)</li> </ul>	<ul style="list-style-type: none"> <li>• To show greater appreciation and support to the Programme through cooperation and participation</li> </ul>
Barangay Officials	<ul style="list-style-type: none"> <li>• To be well-informed on their significant roles and responsibilities in the Programme</li> <li>• To have greater appreciation of the Programme</li> </ul>	<ul style="list-style-type: none"> <li>• To provide 100% support for the Programme</li> </ul>
WATSAN Council (Municipal Officials)	<ul style="list-style-type: none"> <li>• To integrate the MDGF 1919 Programme into the local development plan (Annual Investment Plan)</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure that all the activities/ policies of the program will be conveyed to the people</li> <li>• To draft and pass appropriate legislations in support to the attainment of the MDGF 1919 Programme's goals and objectives</li> </ul>
Municipal Health Officers	<ul style="list-style-type: none"> <li>• To inform their frontliners (e.g., BHWs, midwives) regarding the current situation of the barangays in terms of water and sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• To conduct regular dialogue with the community</li> </ul>
Schools	<ul style="list-style-type: none"> <li>• To be informed regarding water and sanitation concerns of the community</li> </ul>	<ul style="list-style-type: none"> <li>• To conduct regular information dissemination about water and sanitation</li> </ul>

## Basud, Camarines Norte

The Basud municipal mayor believes that good performance starts with efficient communication and the use of IEC materials. He explained that these enable the local government to facilitate cooperation and unity among water users as they are properly informed about their roles. These also equip people with lessons on how to sustain water facilities.

The SB Member who was supposed to be interviewed was on leave when the researchers went to Basud. He was represented by the sanitary inspector, who said communication/IEC facilitates awareness on water and sanitation and that in the process people are educated about the importance of water and their role as users in sustaining water resources. She lamented the fact, however, that the LGU continues to rely on the Provincial Health Office for IEC materials on water and sanitation, and expressed her wish for the LGU to be able to produce its own IEC materials.

For one barangay chairperson, communication/IEC can be used as a tool for addressing conflicts. The BWSA President, on the other hand, said the importance of IEC lies in its ability to equip people with knowledge about how water services can be properly managed and operated. She added that if they could be trained on how to use and produce various IEC media, they would be able to maximize their effectiveness for the benefit of water users whom she believes are willing to learn and participate in operating and sustaining the project.

For the Basud WATSAN Team, the role of communication in meeting the goals and objectives of the MDGF 1919 Programme are perceived as follows:

<b>WATSAN Team Member</b>	<b>Perceived Role of Communication in the MDGF 1919 Programme</b>
<b>Municipal Planning and Development Coordinator</b>	Helps increase the level of awareness of the community regarding the Programme on water and sanitation  Helps in the smooth implementation of the Programme in the barangay level  Serves as the most important link between and among Programme implementers at the national, regional, provincial, municipal and barangay levels
<b>Planning Assistant (also functioning as Information Officer)</b>	Enables stakeholders (beneficiaries and implementers) to understand the details of the water and sanitation Programme
<b>Municipal Local Government Operations Officer</b>	Identifies target beneficiaries and the most appropriate areas for the implementation of the

<b>WATSAN Team Member</b>	<b>Perceived Role of Communication in the MDGF 1919 Programme</b>
	water and sanitation Programme
<b>Municipal Health Officer</b>	Enables project beneficiaries to raise their problems regarding water and sanitation  Guides implementers in addressing problems

The WATSAN Team Members also identified the persons/organizations the researchers should speak with regarding the MDGF 1919 Programme, as well as these persons/organizations' needs and expectations.

These are as follows:

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
WATSAN Council	<ul style="list-style-type: none"> <li>To be knowledgeable about all the components of the Programme</li> <li>To be equipped with technical skills</li> </ul>	<ul style="list-style-type: none"> <li>To enforce all regulations</li> <li>To cooperate and participate in the Programme</li> </ul>
Implementers (LGUs, WATSAN Team, WATSAN Council)	<ul style="list-style-type: none"> <li>To become experts about the Programme</li> </ul>	<ul style="list-style-type: none"> <li>To share their expertise about the Programme to the community</li> </ul>
Recipients	<ul style="list-style-type: none"> <li>To have knowledge and understanding about the Programme</li> </ul>	<ul style="list-style-type: none"> <li>To cooperate in the Programme</li> </ul>
Target Community	<ul style="list-style-type: none"> <li>To be open to accept the Programme</li> </ul>	<ul style="list-style-type: none"> <li>To be committed to the Programme</li> </ul>
Sangguniang Barangay	<ul style="list-style-type: none"> <li>To be knowledgeable about the Programme</li> </ul>	<ul style="list-style-type: none"> <li>To provide legislative support for the Programme</li> </ul>
NGOs	<ul style="list-style-type: none"> <li>To be knowledgeable about the Programme</li> </ul>	<ul style="list-style-type: none"> <li>To serve as a channel between government and project beneficiaries</li> </ul>
School Administrators/Teachers	<ul style="list-style-type: none"> <li>To have access to potential channels for educating Programme recipients</li> </ul>	<ul style="list-style-type: none"> <li>To discuss water and sanitation issues during meetings with parents</li> </ul>
Schoolchildren and Parents	<ul style="list-style-type: none"> <li>To be informed about important water and sanitation issues</li> </ul>	<ul style="list-style-type: none"> <li>To be knowledgeable about the importance of having access to clean water</li> </ul>

## Capalonga, Camarines Norte

According to the municipal mayor, communication/IEC materials would definitely improve water services in the waterless communities of Capalonga. One SB Member, who heads the Environment Committee, agreed, noting that while interpersonal communication is mainly used in the waterless communities, IEC materials such as posters, banners/tarpaulins, and handouts/leaflets should also be used not only to inform but also to educate and motivate people to participate in development projects.

The SB Member cited the use of Radyo Capalonga, launched on January 30, 2012, as an important IEC tool. He also talked about his plans to integrate water, sanitation and environment protection in both elementary and high school subjects, and to tap the participation of religious organizations. He said learning about water services and the importance of water for each person, family and the entire community takes a lot of “extra” time, which is why it should be a primary concern among all sectors in Capalonga.

The SB Member added that there is a need to produce IEC materials in the Capalonga context. While interpersonal communication works for the communities, he believes print materials are important because these can be brought home and periodically read by the entire family. Moreover, he mentioned the possibility of a movie that shows a dramatized version of the importance of community participation in improving water services. He suggested that other topics can be dramatized by a *teatro* (theater group) which can be organized by the local youth.

According to the BWSA President and one barangay chairperson, the role of communication/IEC is to communicate the roles and responsibilities of water users and the proper use of water sources. Both also see its benefits in fostering unity and cooperation.

The Capalonga WATSAN Team perceives the role of communication in meeting the goals and objectives of the MDGF 1919 Programme as follows:

<b>WATSAN Team Member</b>	<b>Perceived Role of Communication in the MDGF 1919 Programme</b>
<b>Municipal Health Officer</b>	None  (Admitted that she was unaware of the Programme as she only assumed office on February 1, 2012)
<b>Nurse II/OIC-MHO from July 2011 to January 2012</b>	Helps us learn about the problems related to water that need to be prioritized
<b>Rural Sanitary Inspector</b>	Allows the people to give feedback or reactions about the project

The WATSAN Team Members also identified the persons/organizations the researchers should speak with regarding the MDGF 1919 Programme, as well as these persons/organizations' needs and expectations.

These are as follows:

<b>CONCERNED PERSON/ORGANIZATION</b>	<b>PERCEIVED NEED</b>	<b>EXPECTATION</b>
Municipal Planning Coordinator, Mayor's Office	<ul style="list-style-type: none"> <li>• To become knowledgeable about the Programme</li> <li>• To receive capacity building on Programme implementation</li> <li>• To receive support from all stakeholders to make the Programme successful</li> </ul>	<ul style="list-style-type: none"> <li>• To share knowledge to concerned individuals</li> </ul>
BWSA	<ul style="list-style-type: none"> <li>• To become experts on the Programme</li> </ul>	<ul style="list-style-type: none"> <li>• To share their expertise about the program to the community</li> </ul>
Technical Working Group	<ul style="list-style-type: none"> <li>• To become knowledgeable about the Programme</li> <li>• To foster unity among its members</li> </ul>	<ul style="list-style-type: none"> <li>• To deliver based on the Terms of Reference (TOR)</li> </ul>
WATSAN Council	<ul style="list-style-type: none"> <li>• To give significant inputs for decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• To perform duties and responsibilities as WATSAN Council</li> </ul>

## II. IEC Plans, Activities and Materials

### Abulug, Cagayan

The MHO confirmed that a Time Action Plan for Abulug had been prepared by herself and a staff member of the MPDC in either September or October 2010. She shared that a training session was conducted by the DILG in Cagayan, where they made a time-bound plan on IEC. There was also a session on IEC materials development where they submitted sample IEC materials for the DILG's approval. She pointed out, however, that they no longer received updates on these, which is why they have not yet been able to use the materials they produced. "I don't know what happened to [those] IEC [materials], whether [they were] approved or not.

The leaflet that I made [was] in Ilocano so that it can be readily understandable by the clientele,” the MHO said.

Asked if the LGU has implemented the TAP for IEC, the MHO said it has, and that she “tried to cover the barangays, schoolchildren and parents” in the activities, which include a teaser on proper hand washing, a film showing, and a question and answer after the film. These were conducted from June to September 2011. The MHO said the municipal mayor’s support helped facilitate the implementation of the TAP, as he provided transportation for the barangay visits.

According to the MHO, the only activity in the TAP that has not been implemented is the distribution of the leaflets, as these have not yet been approved by the DILG. The municipality was able to use IEC materials such as those from the DOH (e.g., Enteng Ebak, a comic about dirty drinking water) and those created by the winners of the MDGF 1919 postcard making contest. Other than the activities in the TAP, the MHO implemented other IEC activities through the regular health programs, though she did not elaborate further.

The MLGOO validated the existence of the TAP and how it was prepared during the DILG training. He reported, however, that it was prepared in 2011, and not in 2010, as the MHO said in her interview. He also said the development of the TAP involved not only the MHO and the MPDC staff member, but also his “group” and members of the WATSAN Council. The MLGOO noted that though the action plan was created, the municipality did not get to follow it. While he confirmed the conduct of a film showing and the use of the postcards from the 2011 contest in the municipality, he said no other IEC materials were developed. Thus, his “group” who were supposedly involved in the preparation of the TAP did not inform him about the creation of leaflets in Ilocano, which the MHO said were submitted to the DILG for approval.

Though the MPDC’s staff member was said to be involved in the creation of the TAP according to the MHO and the MLGOO, the MPDC himself was unaware of his. When he asked about the TAP, his first response was that he did not know if the LGU had one. After asking the MHO about it, he corrected himself, apologized, and said, “In the first place, *hindi ako* one hundred percent *naka-attend sa mga* IEC, *ano... Kaya naguusap na lang kami ni doctor*, eh. (In the first place, I was unable to attend IEC [planning activities] one hundred percent. That is why I just discuss them with [the MHO].)”

### **Allacapan, Cagayan**

The engineering assistant interviewed said the LGU had a TAP, which was prepared in 2011 by the MPDC, MLGOO and DILG personnel during a training session and “two to three workshops” in Cagayan. According to him, the TAP for IEC has been implemented, with data gathering, forums with the community, and meetings among the activities that have been effectively conducted with the help of proper coordination with the other WATSAN Team members and local officials. He noted, however, that he was not sure if there were activities that have not yet been implemented. The IEC materials that the WATSAN Team developed included banners, streamers, leaflets and flyers.

On the other hand, the MLGOO reported that the TAP was prepared in September to October 2010 by herself and the MPDC. She said “all activities in the TAP were implemented,” examples of which were the postcard making contest and distribution of IEC materials in the barangays.

It was the MPDC, however, who seemed to be the most knowledgeable about the preparation of the TAP, as he provided more specific, substantial answers to the questions. He said the TAP was prepared in March 2010, and was revised and finalized in September 2011. The people involved were himself, the MLGOO, the Sanitary Inspector, a representative from the Engineering Department, and other members of the Technical Working Group. He noted that they formulated the Plan along with the DILG, and added, “Aside from the calendar of activities of the DILG on the IEC activities component of the MDGF 1919 Programme, we have identified our local abilities in the LGU, and then we distributed them by timeline with the corresponding cost and profit. We projected how we will do it and we [scheduled] it one by one.”

During the interview with the municipal mayor, her private secretary said that no formal IEC activities had been conducted by the WATSAN Council or the WATSAN Team, and that only information about water is being disseminated to the people in Allacapan. The MPDC corrected the private secretary, clarifying that there were orientations with barangay chairpersons where the MDGF 1919 Programme brief was presented. He also cited the Ripples of Hope campaign, which the municipality organized with the help of NEDA, through which around 5,000 postcards created by schoolchildren in the municipality were sent to the President to inform him about Allacapan’s water condition. The MPDC added that project updates are also presented to the Sangguniang Bayan and barangay recipients.

The said Ripples of Hope campaign, as well as IEC activities on proper hand washing, were among the activities in the TAP that have been implemented. According to the MPDC, the support of the municipal mayor was very important in facilitating the implementation of the TAP “because most of the persons involved in the project are the organic personnel of the LGU.” He noted, however, that it would be better to have a separate group of people who can focus on the project for it to become more successful, as LGU staff members are only able to allot “little time” for the MDGF 1919 Programme, which is why they lack focus.

Among the activities that have yet to be implemented are the printing of IEC materials, such as the poster, flyer and banner that they designed, due to funding constraints and the lack of feedback and approval from the DILG. The e-copies of the said materials are in **Appendices G to I**.

### **Kadingilan, Bukidnon**

According to the Kadingilan MHO, the LGU has a TAP which was prepared in 2011 by himself and the PIO designate during two workshops, (one of which he was able to attend.) He identified the cooperation of the municipal department heads as the main facilitating factor in the TAP’s implementation, citing the poster and postcard making contests among the activities

that have already been executed. He noted, however, that there were also activities that have not yet pushed through, including the water-sealed toilet project in Bagumbayan, due to the lack of financial resources.

The MPDC also reported that the TAP was created in 2011 through workshops and training sessions, but cited a different set of people involved in its creation: the MIO, MHO, MPDC, and MLGOO. He said the TAP for IEC has been implemented, and, similar to the MHO, identified the poster making contest as one of the implemented activities. He also cited a photo contest, but later added that it did not generate any entries.

The WATSAN Team, according to the MPDC, has not created its own IEC materials, but the DILG, UNDP and UNICEF provided posters for distribution in the barangays, as well as water stories on various topics such as hand washing in CD format, which were also shown in the barangays.

Finally, the MIO said that while he was aware of the TAP, he was not the MIO who helped in its preparation. He was able to participate in the conduct of the IEC activities, though, and confirmed that they did not receive any entries for the photo contest.

### **Dangcagan, Bukidnon**

In Dangcagan, the only key informant interviewee who was able to respond to questions about the Time Action Plan was the MIO, who prepared it along with the MHO and rural sanitary inspector in 2010.

He said the TAP for IEC was prepared after they participated in a seminar-workshop for communication for development, and that a model TAP was used as a pattern for their Plan. He shared, however, that not all of the activities in the TAP were implemented. The following are the activities the municipality had been able to execute so far:

1. Briefing of the mayor and the SB on the Programme
2. Approval and adoption of the Time Action Plan
3. Inclusion of the water and sanitation Programme in the Comprehensive Development Plan/Executive and Legislative Agenda Formulation
4. Appearance in the SB Session to lobby the institutionalization of the Advocacy, Brokering and Capacity Building (ABCs) role of WATSAN Teams in the 14 barangays as well as schools, public establishments and offices in the municipality
5. Convening of the WATSAN Council and WSPs to discuss how to assist the NWRB in developing and promoting the LCSC for water
6. Briefing/orientation of fathers and mothers on ABCs during a barangay assembly
7. Sending of letters to school heads/principals regarding the teaching of the ABC of hygiene and sanitation to schoolboys and schoolgirls
8. Conduct of a Postcard Making Contest and Campaign

9. Organization of a municipal stakeholder forum on water supply
10. Development, pretesting and roll-out of IEC collaterals

The waterworks supervisor mentioned that during meetings of the WATSAN Council and the WATSAN Team at the SB Session Hall, IEC would be discussed often, with the planning of IEC activities among the first things brought up in the agenda.

In addition, the MIO reported that the WATSAN Team has also developed IEC materials such as those for the *Tubig Unahin Bago Ibang Gastusin* (TUBIG) campaign. The poster, banner and flyer are in **Appendices J to L**.

While the MIO identified the rural sanitary inspector as one of the people who prepared the TAP, the latter said he was not involved in its preparation, and that it was the MHO who was involved. The MHO was not available for an interview at the time.

### **Kibawe, Bukidnon**

The MLGOO could not answer the questions about the TAP preparation as it was the former MLGOO who was involved in it. She said, however, that the municipality was able to use posters for the MDGF 1919 Programme provided by the DILG Central Office, as well as a PowerPoint presentation for the MDGF 1919 briefing that the WATSAN Team developed.

The sanitary inspector said the TAP of Kibawe was prepared by the MIO, MPDC, MSWDO, MHO or SI, and the MLGOO in 2010. These WATSAN Team members attended training sessions and seminars prior to the TAP preparation, and the draft TAP was submitted to the municipal mayor for approval.

He said some of the activities in the TAP have been implemented, such as the development of a water system in barangay Marapangi, and the conduct of a survey of water system sources through the use of GPS “to identify which are functional and not functional”. Among the activities that have not yet been implemented due to budget constraints are the installation/development of water facilities and public toilets. No IEC materials have been produced either, though he did not state whether these were included in the Plan.

Upon reviewing the actual TAP, the MPDO signed as the sole person who prepared the document, while the municipal mayor signed the approval. During the interview with the MPDO, however, he said he “cannot recall” when the TAP was prepared, and identified members of the WATSAN Council as the ones involved in its development. He also could not discuss the preparation process, saying, “I don’t know. I forgot already.”

What he did know was that the LGU has implemented the TAP, and that an example of a specific activity was the photo contest conducted in schools. Similar to sanitary inspector, he did not identify any IEC materials being used in the municipality. An example of an activity

under the TAP that has not been implemented, according to the MPDO, is the monitoring of the implementation of the LCSC.

The MIO designate also reported that the TAP was prepared in 2010, and that it was developed by the MIO, MPDC, MSWDO, MHO or SI and MLGOO. He validated the sanitary inspector's responses about the preparation and implementation of activities, and added that another activity that has not yet been implemented is the *Talakayan sa Community Radio* (Discussion on Community Radio).

The MIO and the municipal mayor were the only interviewees who cited IEC materials used in the municipality. Posters from the DILG Central Office titled "Water is Life" were distributed in Kibawe, and a PowerPoint presentation was prepared for municipal officials, said the MIO. The municipal mayor, on the other hand, cited barangay assemblies, school visits, poster making, and hand washing contests as examples of IEC-related activities conducted by the WATSAN Council and the WATSAN Team.

### **Sibagat, Agusan del Sur**

According to the BWSA President and one barangay chairperson interviewed, Sibagat has a communication/IEC Plan. Upon further probing, however, the interviewees' responses revealed that this was actually a list of IEC activities designed to complement a particular concern, such as radio for info dissemination, assemblies to explain policies, meetings to encourage participation, *ronda* (mobile patrol) to ensure that rules are followed, or water billing statements to encourage payments for water consumed. The BWSA President shared that users like to receive the water billing statement because it gives them a sense of ownership of the water system. The community radio station of Sibagat is also popular, according to the barangay chairperson, who said he is able to receive feedback from community members through his mobile phone or through listeners who approach him directly.

A billboard that reminds the people of their role as water users has been put up by the LGU, and signages on maintenance and proper use of water facilities have been prepared and set up in consultation with the WATSAN Team and *purok* officials. For the barangay chairperson of Sta. Cruz, all IEC activities were able to meet the purpose successfully because they were able to educate the users on the availability of water and the importance of sanitation. He said their concern now is how to make the signages more permanent and not easily worn out.

The WATSAN Team members reported that IEC plans, activities and materials are detailed in the Time Action Plan (TAP). Of the four members interviewed, only one said there is a TAP while three said they were unaware of it. The Sibagat TAP was prepared during a series of trainings in 2011 by one of the Department of Education's personnel, one Health personnel, and the WATSAN Focal Person.

Among the activities in the TAP that have been implemented in Sibagat are the postcard making contest, postcard writing campaign (with 1,500 sent to the President), and the Localized Customer Service Code. The facilitating factors in the implementation of the Plan were the support of the LCE as well as the community radio and concerned broadcasters, WATSAN Council, and water service providers.

The activities that were not implemented are the visits to 24 barangays for the presentation of the TAP and the consultation with the constituents. In lieu of these activities, the WATSAN Team consulted the 24 barangay chairpersons during the ABC Meeting where the presentation of the TAP was included in the agenda.

The IEC materials used were developed by the Team. These are the billboard on hand washing and the tarpaulin on the conservation of water and postcard making contest.

### **Basud, Camarines Norte**

The BWSA President interviewed in Basud explained that their IEC Plan was developed by the barangay council. As in the case of Sibagat, the IEC Plan she mentioned is in fact a list of IEC activities carried out to promote understanding of the people's role in the water program. The municipality has also conducted forums on health with the SB Member in charge of Health and the community organizer as resource persons. Signages and posters on water users' duties and responsibilities have also been produced, and general assemblies and health workers' meetings on sanitation have been organized.

Other IEC-related activities on water in one of the barangays in Basud include garbage segregation and cleanliness initiatives conducted by the Department of Health. The activities were successful as the said barangay won first place in the regional level and third place in the national level for Best in Sanitation Practices. Despite these, some of the interviewees said they still need more more IEC activities/materials that will strengthen cooperation among water users.

Out of the four Basud WATSAN Team members interviewed, one reported to be aware of the TAP and said it was prepared in 2011 by the MPDO, MHO, DILG, municipal engineer, and MIO designate in workshops conducted by resource speaker Faye Canlas. The Team was reportedly able to implement the following activities in the TAP:

1. Design of IEC materials
2. Conduct of community organizing/social preparation
3. Inclusion of water and sanitation program in the Comprehensive Development Plan/Executive and Legislative Agenda Formulation
4. Convening of WATSAN Council and WSPs to discuss how to assist NWRB in developing and promoting the LCSC for water
5. Briefing/orientation of BHW and BSFP on MDGF 1919 WATSAN Time Action Plans

6. Promotion and advocacy of the MDGF 1919 postcard making and campaign contest and the national photo contest
7. Organization of municipal stakeholder forum on water supply

Facilitating factors in the implementation of the plan are the availability of manpower and funding support. The interviewees shared that prototypes of IEC materials have been prepared by the WATSAN Team, but these have not yet been pretested and mass produced.

### **Capalonga, Camarines Norte**

The interviewees in Capalonga revealed that the municipality does not have a communication/IEC Plan. The BWSA President believes, however, that such is necessary to improve and sustain water services. According to him, it should be developed by both the BWSA and the barangay to ensure that the cultural context of the community is considered.

At present, interpersonal communication is commonly used, according to the barangay chairperson interviewed. His barangay has supported the IEC activities of the municipal LGU on water and sanitation, health, *Pantawid Pamilya*, and nutrition. He also reported that the barangay has received and used IEC materials on these topics, but noted that they refrain from using posters because “*binabaklas ng tao* (people remove them).”

The barangay chairperson believes that IEC activities that need improvement are barangay assemblies or meetings, where water services and policies should be discussed.

As in some of the other municipalities the researchers visited, some Capalonga interviewees did not know that their use of signages, meetings, assemblies, and house-to-house visits were IEC materials and activities. According to the WATSAN Team members, the IEC materials they have been able to use were the brochure and flyer on operations and maintenance of water facilities, which they developed.

The WATSAN Team member who signed as the person who prepared the TAP was unaware of the Plan’s existence. Only one member, the MLGOO, mentioned that the municipality had a TAP, but she was unable to explain why it was not implemented.

## **III. IEC Policies**

### **Abulug, Cagayan**

No barangay policies on improving local water services and local water governance are in place, but the barangay chairperson interviewed acknowledged the importance of having a memorandum of agreement and a set of rules once the MDGF 1919 Programme is already being implemented in his barangay.

The SB Member interviewed said that in the past, the Local Water Utilities Administration (LWUA) was able to release guidelines on the water system, but based on his explanation, it appears that these so-called “guidelines” were only a description of the proposed water project, which officials explained to the people during a public hearing.

RWASH has not created policies or guidelines yet, but its President believes there is a need for policies on water tariffs and ensuring the use of potable water.

The municipal engineer and MLGOO said they were unaware of LGU provisions related to communication, but the former expressed that there should be a communication-related policy to meet the goals of the MDGF 1919 Programme. He added that there should also be a policy on the maintenance of the water system to ensure sustainability of the Programme.

The MHO, on the other hand, pointed out that some barangays in the municipality have adopted the policy that all houses should have water-sealed toilets.

### **Allacapan, Cagayan**

The engineering assistant in Allacapan was unaware of the specific communication-related policies in the LGU, but thought there were some on proper waste disposal and water and sanitation. He believes that one policy the LGU needs is one that requires septic tanks in all houses to prevent the contamination of water sources especially during the rainy season when they experience heavy floods.

The MLGOO said there are no provisions related to communication in the LGU, except for the proposed annual fund allocation for the MDGF 1919 proposed by the MPDC. The MPDC validated this, and noted that he does not see the need for communication-related policies because he finds their existing communication methods effective, referring to the speakers bureau and the “*pulong-pulong* (gathering) strategy approach,” done during school and barangay visits. The MLGOO, on the other hand, believes that the LGU needs communication-related policies, but could not identify or describe a specific one.

Similar to the MPDC, the sanitary inspector also believes that the communication-related policies of the LGU are already adequate. He said there are provisions on water and sanitation but could not elaborate further. The Sangguniang Bayan, according to the sanitary inspector, can provide copies of the resolutions, but the researchers were unable to get these as no SB Member was available for an interview.

The BWSA has not crafted policies or guidelines yet, but its President said he was given bylaws, which contained rules and regulations regarding WATSAN. He was unable to elaborate on this further, but said that among the policies he wishes to create during his term are those on proper maintenance and management of the water system and the payment of water tariffs.

There are no guidelines yet in barangays Bessang, Maluyo and Labben, but according to their barangay chairpersons, they will need policies on the proper use and sustainability of the water facilities and payment of water tariffs. According to them, penalties for those who will break the policies should also be specified.

When asked whether the municipal government or the Sangguniang Bayan had any communication-related guidelines that could help improve local water services and local water governance, the municipal mayor asked the MPDC to respond. The MPDC cited an executive order issued by the mayor on the organization of a speakers bureau in Allacapan, which is in charge of conducting IEC activities. The bureau was formed when the municipality's project with the Bureau of Soils and Water Management began, but it continues to be functional.

### **Kadingilan, Bukidnon**

The municipal mayor and the BWSA Member interviewed said there are already policies and guidelines on IEC that seek to improve local water services and local water governance, but they were unable to give concrete examples. The BWSA Member noted, however, that these should be improved and strengthened.

The barangay chairperson of Poblacion said there are guidelines in her barangay such as those on water tariffs, the roles and responsibilities of her constituents, and penalties for illegal connections.

According to the SB Member interviewed, the LGU has guidelines on the use of water, such as ordinances on how to get a water connection, how and how often water tariffs are collected, what the tariff rates are, and penalties for violations. She said these have helped improve local water services and local water governance in the municipality, especially since local government officials also encourage the people to report violations.

The responses of the MHO did not answer the question regarding the existing communication-related policies in the municipality. While he cited the need for a better communication-related policy, he could not suggest any. The MPDC was unable to give suggestions either, but identified existing policies on the conduct of regular monthly meetings with the WATSAN Council and the barangay, the organization of information drives every first month of the year, and the completion of medical missions.

While the MLGOO said there are no communication-related policies in the municipality, he suggested a policy on the adoption of the DILG Management Information System (MIS) system in the LGU.

The MIO said the LGU's provisions related to communication are not enough. He said that in order to implement the MDGF 1919 Programme, the local government officials should go to the grassroots communities and explain what the Programme is about. In addition, he suggested

that the BWSA and the water users should be trained on taking care of the water system, and that a team should conduct training sessions on water and sanitation.

### **Dangcagan, Bukidnon**

When asked about the LGU's communication-related policies, the SB Member and MLGOO cited the annual information drive in the municipality. According to the former, this is done twice a year to inform the people about the different programs of the LGU. The MLGOO noted, however, that there is still a need for improvement, and that there should be continuing efforts in terms of communication and coordination. He suggested releasing a monthly magazine or newsletter.

The SB Member also cited policies on the role of consumers in sustaining the water system. The Dangcagan municipal mayor said that aside from ordinances on the management of the water system and the role of the constituents in ensuring the water system's sustainability, there are also ordinances on water tariffs and penalties for violations.

The LGU, according to the sanitary inspector, has provisions on the scheduling of IEC activities. He expressed the need for a policy on providing the local government with airtime on the radio.

A member of the MPDC staff said there is a provision for counterpart funding for the Programme in a memorandum of agreement, but could not give details. She was also unable to answer if the LGU needed more communication-related policies.

While the MIO said there are no written communication-related policies in the municipality, he mentioned an unwritten protocol that any IEC activity or material should first be submitted to the Local Chief Executive or municipal officials for approval. He commented that there is a need for written and transparent communication-related policies on the municipality's ongoing programs, including the MDGF 1919 Programme.

The only policies that the Economic Enterprise has created regarding water services were rules and regulations on water usage and a payment policy, as the waterworks officer reported. The barangay chairperson of Sagbayan, on the other hand, said his barangay has policies on water tariffs. According to the DILG, the barangay also has a localized customer service code.

The San Vicente BWSA President said there are ordinances on water payments and water system maintenance, but since the BWSA is new, the officials cannot formulate additional policies yet.

### **Kibawe, Bukidnon**

The Kibawe municipal mayor said the LGU encourages the BWSA to create guidelines on water services for the people. She explained that the role of the LGU is to monitor how these guidelines are implemented.

Unaware of provisions related to communication in the LGU, the MLGOO said there is a need for such provisions in order to institutionalize the MDGF 1919 Programme. She emphasized the LGU's need for funding support.

The sanitary inspector claimed that the LGU had communication-related policies, but could not identify any. He said that there is a need for policies on the use of water-sealed instead of open-pit toilets to eradicate the contamination of water sources, funding support for the Programme, and regular water analysis.

The MPDO said there is a barangay ordinance related to communication but was unable to elaborate nor identify additional communication-related policies the municipality needs. The MIO designate and the barangay chairperson of Natulungan could not identify new policies needed either, but the latter said there are barangay policies in place on water tariffs and water usage.

According to the SB Member, the Sangguniang Bayan has drafted ordinances but these have not yet been implemented. Examples of these are ordinances on the construction of water supplies and the use of water equipment.

One of the IP representatives interviewed relayed in Visayan that there are communication-related policies in the Manobo tribe. To the people of the tribe, water is sacred, and water reservoirs are sacred places. These areas can be developed but there are rituals to be followed. Plans are drafted, then meetings with the tribal council take place. The ritual follows, led by a "*baylan*" or "ritualist" who declares whether the community can proceed with the development or not.

Another policy of the Manobo tribe related to water is their "highest judgment" wherein two quarreling parties are immersed in a body of water, and the first to emerge is deemed the guilty party.

### **Sibagat, Agusan del Sur**

The municipal mayor explained that while she has delegated the creation of IEC policies and guidelines to the Sanggunian Bayan, she is closely in touch with SB Members on the developments of the Programme and readily approves of whatever they propose in order to ensure the operations and sustainability of water services in the municipality. She emphasized that her concern for policies and guidelines on communicating with families and communities is based on her belief that such basic service has given people a better quality of life. An example of such policy, according to the SB Member and BWSA President interviewed, is one on communicating the proper use of water sources, which has led to increased understanding and a decrease in conflicts.

A barangay chairperson in the municipality also cited a barangay ordinance on monthly dues, which is communicated through frequent house-to-house visits, meetings and general assemblies.

Among the IEC policies suggested by the WATSAN Team members in Sibagat were the institutionalization of the production of IEC materials and adding appropriations for IEC in every project.

### **Basud, Camarines Norte**

There are no existing policies or guidelines on IEC in Basud, according to its municipal mayor. He noted, however, that he believed it was time to prepare for future developments on IEC use.

IEC initiatives in the municipality are limited to the use of general assemblies and meetings. One barangay chairperson said his barangay has guidelines on the operations of water services, which are also communicated through meetings. The BWSA President interviewed cited guidelines on the role of the water users, communicated during both meetings and house visits, which have resulted in increased cooperation.

Despite this, the interviewees expressed their desire to go beyond interpersonal communication and explore the use of print materials such as posters and tarpaulins. The acting MIO shared that they are unable to do so until they receive approval from the consultant from Manila who promised to edit and return the materials the Basud WATSAN Team conceptualized and executed (which can be found in **Appendices M to R**). At the time of the interview, the Team members said the consultant has not contacted them yet.

The sanitary inspector said policies on IEC should come with training on communication and basic IEC materials production, especially for LGU staff who are the “frontline workers.”

The Basud WATSAN Team strongly suggested policies on fund allocation for IEC.

### **Capalonga, Camarines Norte**

Though the municipal mayor was very busy during the researchers’ visit, he chose to leave his meeting to grant their interview request. During the course of the interview, however, he mainly relied on his technical assistant and other officials present in his office for answers.

Asked if there were IEC policies in the municipality, the mayor referred the interviewers to the WSP head, who said that though they had been using interpersonal communication and advocacy strategies, no IEC guidelines are in place yet. He said there is only the Municipal Ordinance No. 01 Series of 2009, which established and created the Capalonga Water Service, but according to an SB Member and BWSA President, the municipality wishes to develop and issue policies that would encourage discipline in water usage, foster cooperation among the users, and encourage the payment of tariffs.

One barangay chairperson said that while his barangay has existing policies on IEC such as the use of signages, these are not enough, and they would like to make policies or guidelines that would help boost the people's participation in the operations and maintenance of the water system.

The members of the Capalonga WATSAN Team suggested the creation of a media council to determine the IEC needs of the LGU. With the LGU's recent move to tap radio station DWLP 90.5 FM, the people's recognition of the importance of communication within the municipality is evident.

#### **IV. Support Mechanisms for IEC Work**

##### **Abulug, Cagayan**

The responses of the interviewees in Abulug imply the inactive state of the WATSAN Council and the WATSAN Team in the municipality. The municipal mayor was unavailable for an interview, and among the WATSAN Council and WATSAN Team members present, none were able to discuss how the LGU supports their work in the Council and the Team.

The MPDC explained that the Council and the Team have yet to convene regularly, but noted that the Office of the Municipal Mayor and the Sangguniang Bayan have the capability to support them in terms of planning IEC activities and allocating funds for training. He said they would also be able to lend the equipment the two groups might need, and allow them to use public venues for their IEC activities. One thing the municipality would not be able to provide, however, is the budget for IEC.

##### **Allacapan, Cagayan**

Since no SB Member was available for an interview, information regarding the support given by the LGU to the WATSAN Council and the WATSAN Team were only gathered from the interview with the municipal mayor and the people she invited to join the interview—her private secretary and the MPDC.

According to the mayor, the WATSAN Council and the WATSAN Team hold constant meetings. She said their coordination was good, and that the MPDC is the one who guides them during the meetings. She confirmed that in Allacapan, the WATSAN Council and the WATSAN Team are separate, but they work as one.

Her private secretary clarified that there is no division of responsibilities between the Council and the Team yet, at least during the current stage of the Programme. He said that as the Programme progresses, they would develop the separate functions of the Council and the Team.

When asked about the IEC-related activities conducted by the WATSAN Council and the WATSAN Team, the mayor's private secretary emphasized that no formal IEC activities have been conducted by the WATSAN Council or the WATSAN Team, and that only information about water is being disseminated to the people in Allacapan. The MPDC corrected this information, however, citing orientations with barangay chairpersons where the MDGF 1919 Programme brief was presented. He also cited the Ripples of Hope campaign, which the municipality organized with the help of NEDA, through which around 5,000 postcards made by the schoolchildren in the municipality were sent to the President to inform him about Allacapan's water condition. The MPDC added that project updates have also been presented to the Sangguniang Bayan and barangay recipients.

The Office of the Municipal Mayor and the Sangguniang Bayan in Allacapan are able to provide assistance to the WATSAN Council and the WATSAN Team in the planning of IEC activities, allocating a budget for training through the annual investment plan, and obtaining access to equipment and public venues for IEC activities.

### **Kadingilan, Bukidnon**

The municipal mayor of Kadingilan shared that the WATSAN Council and the WATSAN Team coordinate through meetings and visit the barangays to educate the people about the proper management of the water system and the importance and benefits of paying water tariffs. While the Office of the Municipal Mayor is unable to provide support to the Council and the Team in terms of equipment for IEC activities, the mayor is able to support them in planning IEC activities, allocating funds for IEC and training (as needed), and allowing the use of public venues for WATSAN activities.

The SB Member interviewed validated that the WATSAN Council is able to provide these to the WATSAN Team. The venues available for activities and meetings include the municipal gym and the community stage. She noted that the SB prioritizes the needs of the Team and uses the funds from the province for its needs. She added that the mayor is always ready to augment the budget whenever it is found inadequate.

### **Dangcagan, Bukidnon**

According to the municipal mayor, the Dangcagan WATSAN Council and the WATSAN Team work as one and coordinate through meetings. They also hold seminars, though the mayor could not recall what these were for. The SB Member said the Council and the Team usually convene monthly, but additional meetings can also be scheduled when there is an emergency.

The Office of the Municipal Mayor and the Sangguniang Bayan provide support to the WATSAN Council and the WATSAN Team in the planning of IEC activities, the allocation of budget for IEC and training, and the provision of equipment, transportation and public venues such as the municipal hall and the municipal-owned Lucky 9 resort. The SB Member noted, however, that

the financial appropriations for IEC and training as well as the equipment are not solely for the WATSAN Council and the WATSAN Team. During the meetings, the budget for IEC and the organization of IEC activities are only discussed when the need arises.

### **Kibawe, Bukidnon**

The WATSAN Council and the WATSAN Team in Kibawe always have “close coordination,” said the municipal mayor. The SB Member revealed, however, that the WATSAN Council does not meet often because its members such as the municipal mayor and himself are very busy, so it is the WATSAN Team that meets regularly every month. The MPDC, MHO, MLGOO, sanitary inspector, and the municipal engineer were reportedly the most active members of the Team.

On the other hand, the Council is able to provide support to the Team in planning IEC activities, allocating funds for training and IEC, and getting access to the LGU’s equipment and public venues such as the Tourism Hall, gymnasium and schools. The financial resources for IEC, however, remain inadequate.

The SB Member added that another kind of support that the WATSAN Council gives to the WATSAN Team is providing capability building on water and sanitation. In 2009, training sessions on IEC, leadership, and WATSAN operation and management were conducted in the municipality.

Barangay assemblies, school visits, and poster making and hand washing contests were among the IEC-related activities the WATSAN Council and the WATSAN Team have conducted.

### **Sibagat, Agusan del Sur**

In Sibagat, the WATSAN Council and Team closely work together and monitor not only the Programme but each other as well for check and balance, shared the mayor.

All of the kinds of support listed in the interview guide—including planning IEC activities, budget allocation for IEC and training, and use of equipment and public venues for IEC activities—are available to the WATSAN Council and the WATSAN Team. The mayor stressed that they even have GPS for the use of Council and Team members, though she did not elaborate further.

The SB Member noted however, that the WATSAN Council has yet to acquire certain pieces of equipment such as a computer and LCD projector.

WATSAN Council meetings are usually held every quarter, but Council members meet twice a month for urgent issues that need to be addressed immediately. Their coordination with the WATSAN Team is done through meetings and official communication such as letters or memos. In the quarterly meetings, IEC is included in the agenda. The budget for IEC is requested from the Office of the Municipal Mayor, and all public venues are available for IEC activities. The

interviewees said that any other kind of support that the Team might need would always be extended by the Council.

### **Basud, Camarines Norte**

Similar to Sibagat, the WATSAN Council in Basud provides all of the kinds of support listed in the interview guide. The Council helps the Team plan IEC activities, allocates funds for IEC and training, and provides equipment and public venues for the Team's IEC activities. The groups also have close coordination through regular meetings, consultations, and periodic visits.

### **Capalonga, Camarines Norte**

In Capalonga, IEC is not included in the WATSAN Council's agenda, and no specific budget for IEC activities has been defined yet as IEC activities in the municipality are still limited to interpersonal communication. The SB Member interviewed noted, however, that the municipal mayor extends his full support to the WATSAN Council and the WATSAN Team, and allows them to source necessary funds from his office's budget.

Here, the Council and the Team closely coordinate as well, but the MLGOO shared that sometimes, conflict cannot be avoided. There are those who prefer the "top-down" communication process, while others do not mind where the orders or messages come from. Nevertheless, the WATSAN Council is able to provide supplies, gasoline, transportation, and public venues to the WATSAN Team.

## **V. Facilitating/Hindering Factors**

### **Abulug, Cagayan**

Since the WATSAN Council and the WATSAN Team still appear to be inactive in Abulug, the SB Member was unable to cite issues or challenges the Council or the Team encountered in policymaking and resource allocation for IEC.

According to the MPDC, that the municipal mayor has encountered difficulty in identifying problems related to water and sanitation in the municipality because the people in the community are unable to express their concerns, perhaps due to lack of knowledge related to water and sanitation. The municipality, however, is able to pinpoint these problems by analyzing the results of the household surveys.

### **Allacapan, Cagayan**

While the municipal mayor was unaware of any problems the WATSAN Council has encountered in planning and implementing IEC for the water program, the MPDC was able to share that the main problem was changing the mindset of the people that water should be free.

This has since become the focus of the municipality's IEC activities. The LGU sought to explain that the government is investing in the delivery of potable water to the people, and that they have a counterpart responsibility to sustain these services by paying minimal water tariffs. The impact of these IEC activities, however, have not yet been assessed.

### **Kadingilan, Bukidnon**

Communication problems caused by distance were cited by the municipal mayor. Not all of the barangay chairpersons are able to attend meetings because transportation is expensive at 200 pesos for a motorcycle ride from some of the barangays to the municipal hall. The mayor noted that the barangay chairpersons have small honorariums, which is why they could not afford to shell out much just to attend meetings. The municipality addressed this problem by providing them with a traveling allowance.

The DILG LGOO-V also brought up the problem of barangay Bagongbayan's non-functional water facilities. According to her, the community organizer was reluctant to approach the municipal mayor about it. The SB Member noted that usually, the BWSA becomes non-functional when it runs out of funds. She said the mayor could provide 20 percent of the amount needed as long as the barangay council makes a resolution requesting funds to help the cooperative. She said this was a "misunderstanding" and that the mayor is in fact "very approachable," so the members of the community should know that all they have to do is express their needs through the barangay council.

### **Dangcagan, Bukidnon**

While the municipal mayor said the WATSAN Council has not encountered any problems in planning and implementing IEC for the water program, one SB Member pointed out problems in collecting water tariffs. This was addressed through the implementation of a policy that a user's water supply would be cut off if no payment is made.

### **Kibawe, Bukidnon**

The Kibawe municipal mayor could not identify any problems in the planning and implementation of IEC for the water program, either, but one of the SB Members pointed out the problem with funds, which he said the municipality found difficult to access due to the need for document support. According to him, this issue is addressed through budgeting, but he was unable to elaborate further.

### **Sibagat, Agusan del Sur**

One of the major problems the municipality encountered in planning and implementing IEC for the Programme was the difficulty in reaching the communities during the rainy season, as half of the barangay roads become impassable.

Today, communication problems are addressed through the municipality's radio station, which also helps address other development issues. The municipal mayor said that while the radio station is only two years old, it has tremendously facilitated communication between local government officials and constituents, serving as a feedback mechanism.

### **Basud, Camarines Norte**

The need for water encouraged the use of IEC in the LGU. The municipal mayor identified the cooperation of users, the capacity of the LGU, and the availability of funds as the factors that facilitated communication with water users.

The researchers were able to speak with a BESRA coordinator and public school teacher, who cited the people's openness and willingness to participate as key factors that have contributed to the implementation of the Programme. She said the people in the community were willing to listen and take part in the undertaking that would provide their homes with safe and continuous water supply.

The sanitary inspector believes that the people are willing to listen and participate because they learned the importance of water services through interpersonal communication.

### **Capalonga, Camarines Norte**

Among the hindering factors cited by the MLGOO were personality conflicts among members of the WATSAN Council and the WATSAN Team, which get in the way of work and cause miscommunication. Some of the Council and Team members also prefer for "top-down" communication, and tend to ignore calls or orders from persons whom they do not regard as the "authorities".

## **VI. Community Feedback Mechanisms**

### **Abulug, Cagayan**

The interviewees in Abulug cited public hearings, assemblies, meetings, direct consultations with municipal/barangay officials and the household survey as the community feedback mechanisms often used in the municipality.

### **Allacapan, Cagayan**

Asked how her constituents normally inform her about their water and sanitation needs and concerns, the municipal mayor responded that they go directly to her office to tell her about their problems regarding water and sanitation, and that she addresses them right away. Her response, however, was very specific to one problem, which indicates the extent of her knowledge and understanding about the people's concerns regarding water and sanitation. She

said, “*Pumupunta lang sila at sinasabi nila yung water nila hindi potable, at saka yung water namin talagang yellowish, eh* (They just go to my office and tell me their water is not potable. Our water is really yellowish.)” When the interviewer asked how she responds to such concerns, she responded, “*Wala. Nagbibigay na lang kami ng ano, ng chlorine... although hindi puede inumin talaga kasi kulay na lang, eh.* (Nothing. We just give them chlorine... although they really cannot drink it because the color alone already makes it suspect.)”

The MPDC, on the other hand, discussed how the municipality conducted a baseline study to determine the water condition as part of the MDGF 1919 Programme implementation. According to him, the first activity was a technical inventory wherein they visited all the water facilities in the municipality to test their functionality and to check the water quality from the said sources. After determining the conditions of the water and the facilities, they conducted a household survey, in which 30 percent of the total households in the municipality served as a sample. A baseline report was then prepared with assistance of consultants provided by the DILG Central Office. He added, “That is actually one of the bases in identifying Labben, Maluyo and Bessang as the recipient barangays for the *Salin Tubig* program.”

### **Kadingilan, Bukidnon**

The municipal mayor shared that the people usually approach him directly about their water and sanitation problems. He then refers them to the appropriate officials who can help them with their concerns. Sometimes, his constituents call or text him, and he forwards the messages to his engineers or other staff, who are immediately able to respond to the people. He emphasized that water concerns are immediately given attention, and that it is not difficult to handle the 17 barangays, which he considered few.

The SB Member said the people also approach her for help, but emphasized that the formal process involves the barangay officials’ creation of a resolution for the Sangguniang Bayan in order for the SB to be able to act on a problem or issue. She added, however, that if the people go to her directly regarding concerns on appropriation, she brings the issue to the Municipal Development Council for discussion. She serves as Appropriation Committee Chairman while the municipal mayor serves as Chairman in the Association of Barangay Councils Municipal Development Council (ABCMDC), which holds meetings every second Wednesday of the month. The SB Member emphasized that since water is a basic need, it is among the main priorities of the municipal government, and the officials strive to address all related concerns immediately.

One of the IP representatives in the municipality also shared the communication process between her barangay (Poblacion) and the municipal LGU. She said they use text messages and formal letters to communicate, and that the local government usually conducts information drives and sends invitations to assemblies where they learn about the different projects of the government such as the Programme on water.

The IP representative also cited reports from the LGU on water sources and groups who have benefited from the water Programme such as recipients of new faucets. She added that messages from the government are also disseminated through the community radio station—“from the province direct to the different municipalities” usually for an hour every morning.

### **Dangcagan, Bukidnon**

According to municipal mayor, the constituents report their needs and concerns related to water and sanitation to the sanitary inspector and to the NGO in the barangay. Local officials such as barangay chairpersons approach his office regarding inspection concerns.

The municipal mayor responds to his constituents’ needs and concerns by sending the WATSAN Team, which includes a representative from the DOH, a municipal engineer and SB Member.

The SB Member, on the other hand, said the people usually report water and sanitation problems to the water reader and the tariff collector. Their concerns are addressed by the water reader or tariff collector, but if the reported issues are more complicated, these are first reported to the management. He cited brownouts and slow water flow as some of the problems the people in the municipality often encounter which they address by acquiring a standby unit or generator when there is no electricity.

### **Kibawe, Bukidnon**

The Kibawe municipal mayor shared that her constituents usually approach barangay chairpersons and other barangay officials about their water and sanitation problems, but sometimes send letters as well. The barangay chairpersons are the ones who report the issues to her. According to her, they always try to take action immediately.

She cited water tariffs, maintenance of water facilities, and the people’s doubts about the sincerity of the officials in charge of water services as some of the main problems the municipality has encountered. She said, “*Ang tinitignan natin diyan ay ang sustainability of the project. Kasi ang mga tao, baka magsawa sa monthly payments. Kasi ang mga tao, pag government project, [they think] it’s [another] dole out... Pero during our assembly at pag-organize ng BWSA, talagang sinasabi namin na this project, sa mga maintenance, sa kuryente, not free. Counterpart naman ninyo. Yun din ang responsibility ninyo. (We are looking at the sustainability of the project. The people might get tired of paying their monthly dues, because they think every government project is [another] dole out. During our assembly and the organization of the BWSA, we really emphasized that the maintenance and the electricity the project requires are not free. The people have a counterpart, which is their responsibility.)*”

The SB Member validated that the constituents usually approach barangay chairpersons regarding their water and sanitation needs and concerns, but they sometimes visit the offices of the municipal mayor and the MPDO as well. He admitted that he was too busy to attend the WATSAN Council meetings, though he claims that he asks for updates from those who were

able to attend whenever he sees them. He confirmed, however, that he joins the team that visits constituents who report problems regarding water, though they are given appointments.

During the interview, the said SB Member emphasized “being a politician” several times as the reason why he attends to the people’s needs: “*Kung mag-a-appointment na, puntahan namin, bilang politician.* (If they have an appointment, we would go to them, as politicians.)”

The IP representative from the Manobo Tribe shared how he and his fellow representatives would be invited to meetings to discuss water and sanitation and their related concerns. He added that they have constant coordination with the barangay and DOH representatives—the barangay health workers—to discuss WATSAN-related problems such as the inspection of water and how water from certain sources cause diarrhea.

According to the IP representative, the most effective way of delivering information to the Manobo tribe is through a personal visit to the chieftain, or in the case of certain IP communities, the barangay chairperson. Upon meeting the chieftain or the barangay chairperson, a letter is drafted and sent to the representatives or leaders of Kibawe’s 18 POs.

### **Sibagat, Agusan del Sur**

The municipal mayor of Sibagat is informed about water and sanitation concerns during the Municipal Development Council meetings or through the SB, WATSAN Council members and barangay chairpersons. For urgent cases, people in the community are encouraged to go directly to mayor’s office.

The SB Member, BWSA President and barangay chairperson interviewed shared that people usually approach them personally to relay their concerns. These concerns are either referred to the BWSA, brought up during SB sessions, or discussed with the barangay council.

Members of the WATSAN Council and the WATSAN Team in Sibagat believe that sending invitations and conducting regular barangay meetings are some strategies that could help involve community members in Programme activities. Examples of ways to encourage participation, on the other hand, are providing snacks for the participants, promoting the spirit of volunteerism, explaining the benefits of the Programme, and requesting the mayor to write letters directly to the concerned barangay officials.

### **Basud, Camarines Norte**

Barangay officials visit the Office of the Municipal Mayor to report their needs or concerns regarding water and sanitation, which are immediately addressed. The BWSA President also cited a committee that handles problems, issues and complaints, which are then discussed in a meeting with the BWSA President and concerned barangay chairperson present.

In Basud, the interviewees said that the ways to involve community members in Programme activities are sending invitations to concerned individuals through the barangay chairperson, tapping private organizations, people's organizations, and NGOs, and posting announcements. Ways to encourage participation include conducting house-to-house campaigns with the help of barangay officials, BHWs and midwives, informing the people about the importance of their participation, and defining the people's roles in the Programme.

### **Capalonga, Camarines Norte**

The SB Member, BWSA President and barangay chairperson interviewed all shared that they are personally informed by their constituents about their water and sanitation-related problems and concerns. According to the MLGOO, the people relay their concerns to those they can trust, and prefer to listen to community leaders in the order of hierarchy. The SB Member reported that he relays the people's concerns to the municipal mayor.

Members of the WATSAN Council and the WATSAN Team in Capalonga said that among the ways to involve community members in Programme activities are calling meetings through BHWs and midwives, and conducting assemblies and public hearings, while an effective way to encourage participation is providing snacks for the participants.

## **VII. Relationship and Coordination among MDGF 1919 Stakeholders**

### **Abulug, Cagayan**

The Abulug Riverside Waterworks System (ARWAS) President said that while he has only been in his position for a week, he knew that the WATSAN Council and the WATSAN Team have visited their barangay several times already to conduct a survey and check the community's water sources. The Council and the Team taught the community that they should not get water from their old well because the water was contaminated.

The ARWAS President believes the people can easily be convinced to refrain from using the well and opt to get water from safer sources as long as the barangay officials are able to explain why they should change their old practices. He suggested direct, face-to-face communication between the barangay officials and the people in the community.

The table below shows how frequently the MPDC, as WATSAN Council Member, coordinates with the municipal mayor, the WATSAN Council, the barangay, the water service provider, and the community organizer. It also lists the kinds of IEC-related support the MPDC receives from them.

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	Almost everyday when he's at the office	Participates, gives full support
(b) WATSAN Council	As the need arises (for now)	Unites, coordinates
(c) Barangay LGU	Often; once a month	Coordinates
(d) Water Service Provider (RWASH)	So far we have seldom coordinated with the RWASH since it is still new	
(e) Others Community organizer	Per quarter	Organizes community; helps RWASH

The table below shows how often the MHO, MLGOO and municipal engineer coordinate with the municipal mayor, the WATSAN Council, the barangay, and the water service provider. It also lists the kind of support the said WATSAN Team members get from each of these persons/groups.

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	<ul style="list-style-type: none"> <li>There is no regular coordination but every time we need something in connection with the work of the WATSAN team, especially after a training, we usually report it to him and ask for support, and also present our plans.</li> </ul>	<ul style="list-style-type: none"> <li>Financial/budgetary support</li> <li>Facilitated in the release of the fund for putting up the Abulug Riverside Waterworks System (ARWAS)</li> <li>Logistics</li> <li>Attendance and appearances</li> <li>Moral support</li> </ul>

	Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider	Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken
	<p>This explains why we are the first to implement among the six municipalities under this Programme in Cagayan</p> <ul style="list-style-type: none"> <li>• As the need arises, as soon as possible</li> <li>• Daily, whenever he is around. He wants to be updated all the time even by phone. He is very much focused</li> </ul>	
(b) WATSAN Council	<ul style="list-style-type: none"> <li>• There is no regular coordination but we convene if there are important things to tackle (i.e., the ARWAS constitution)</li> <li>• Informal</li> <li>• I am not aware of this because the MPDC is not always around because, as far as I know, he is a businessman. When I need to get some data from him, he could not provide them</li> </ul>	<ul style="list-style-type: none"> <li>• Organization of the ARWAS</li> <li>• Preparation of the papers for the project</li> <li>• Personal resources</li> <li>• None because there is no proper coordination</li> </ul>
(c) Barangay LGU	<ul style="list-style-type: none"> <li>• There is no regular coordination but they respond immediately if there is a call for a meeting</li> <li>• As the need arises</li> </ul>	<ul style="list-style-type: none"> <li>• Community organization and mobilization</li> <li>• Venue; gathering of participants</li> <li>• Barangay meeting</li> </ul>

	Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider	Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken
	<ul style="list-style-type: none"> <li>The only meeting that I know was just last week</li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> </ul>
(d) Water Service Provider (RWASH)	<ul style="list-style-type: none"> <li>Per household or individual; that would be the newly constituted ARWAS</li> <li>The ARWAS is newly constituted; no meetings have been organized yet</li> </ul>	

### Allacapan, Cagayan

Similar to Abulug’s ARWAS President, the BWSA President in Allacapan has also taken his post only a week before the interview. The BWSA President, however, has only coordinated with the WATSAN Council and the WATSAN Team once, when he organized a meeting to discuss his new job. He noted, however, that once his requirements have all been submitted, he would already be able to start working.

The Maluyo barangay chairperson cited one instance during a meeting in barangay Bessang when he was asked to endorse persons to become “officials of the WATSAN.” He was also told during the meeting about the allocation of four million pesos for the Programme.

Meanwhile, the Bessang barangay chairperson said that since last year, the WATSAN Team and the WATSAN Council would meet twice a month. When asked about the dates of the meetings, he could not identify the month, saying, “*Basta ang date po noon, 17 to 18. 17 to 18 po kasi yung meeting sa barangay, Ma’am.*” Evidently, his first statement about the WATSAN Team and the WATSAN Council meeting twice a month was therefore misleading and erroneous. The said two-day meeting, where the implementation process of the MDGF 1919 Programme was explained, was held in the barangay hall of Bessang.

The Labben barangay chairperson gave yet another answer. When asked how often he met with the WATSAN Council and the WATSAN Team, he replied, “*Bale three times na.* (About three times already.)” According to Mr. Ponce, the agenda during their last meeting included the “faithfulness” of the officers to be elected, the election of officers, and the selection of the

members of the Board of Directors. He said the officers have been tasked to secure their TIN numbers already, and added that in their next meeting, they plan to create guidelines and policies, and finalize the bylaws.

As for coordination between the WATSAN Council and the WATSAN Team, the municipal mayor said the two have good coordination as they are able to have “constant meetings,” with the MPDC guiding them in their activities. Later, however, she, her private secretary and the MPDC confirmed that the WATSAN Council and the WATSAN Team are working as one, and that there is no division of responsibilities yet.

The table below shows how often the municipal engineering assistant, MLGOO, MPDC and sanitary inspector coordinate with the municipal mayor, the WATSAN Council, the barangay, and the water service provider. It also lists the kind of support the said WATSAN Team members get from each of these persons/groups.

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	<ul style="list-style-type: none"> <li>• As the need arises</li> <li>• At least twice a month as indicated in the TAP</li> <li>• Very frequent coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Financial support is always made available when needed</li> <li>• Budgetary support (subject to replenishment or reimbursement)</li> <li>• Appearances in concerned barangay or community</li> <li>• Fast approval of IEC activities</li> <li>• Provides manpower support</li> </ul>
(b) WATSAN Council	<ul style="list-style-type: none"> <li>• As the need arises</li> <li>• Irregular but frequent</li> </ul>	<ul style="list-style-type: none"> <li>• Policymaking</li> <li>• If there is a needed report, we immediately convene for its preparation and finalization</li> <li>• Works as a team but</li> </ul>

	Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider	Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken
		each member has his/her own duties and responsibilities
(c) Barangay LGU	<ul style="list-style-type: none"> <li>• Often/frequently</li> <li>• Monthly council meeting; assemblies twice a year (in March and October)</li> <li>• Not so frequent; only the three recipient barangays</li> <li>• As the need arises</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation and coordination</li> <li>• Community organization and mobilization; in every purok, there is an assigned <i>tanod</i> to call for a meeting or assembly</li> <li>• Community organization and mobilization</li> <li>• Mobilization of constituents through zone leaders; barangay assemblies</li> </ul>
(d) Water Service Provider	<ul style="list-style-type: none"> <li>• Refilling stations only; individual water sources (Level 1 only) unsafe</li> </ul>	

### Kadingilan, Bukidnon

Asked if the WATSAN Council and the WATSAN Team hold regular meetings with the BWSA officials, the BWSA member responded that board meetings have been scheduled, though he did not know the dates. He also could not determine the number of times such meetings were held. He noted, however, that they requested for the continuous focus on the Programme as they wanted the WATSAN to “prosper”. Specific areas of concern that were discussed during the previous meetings included the issues and concerns of each board member regarding water and sanitation such as the maintenance of water services and the implementation of related policies.

When asked how often she gets to coordinate with the WATSAN Council and/or the WATSAN Team, the Poblacion barangay chairperson said these have only been organized recently. The DILG LGOO-V, who served as the researchers' companion, corrected her and said the Council and the Team have been around for a long time already, but the problem was that there were no regular meetings because the members were all busy as most of them also served as department heads in the municipality. She noted that the Council and Team members only convened whenever there were concerns that need action.

The barangay chairperson said she was able to attend three meetings with the Council and the Team, and repeated that they have only been organized recently. The DILG LGOO-V corrected her again, saying they were formed in 2009, but noted that the WATSAN Council and the WATSAN Team only meet when there are issues that need to be discussed. The barangay chairperson concurred, saying, "*Pag meron lang dapat aksyunan* (Only when there are issues that need to be taken action on.)"

When asked for examples of such issues, the barangay chairperson responded that she has not yet attended any of the WATSAN meetings because she usually has other appointments scheduled. The DILG LGOO-V interrupted again and insisted that she was able to attend the barangay orientation on MDGF 1919: "*Pero yung barangay orientation sa MDGF 1919, 'di ba? Naka-attend kayo kasi lahat man yung punong barangays, oo. Pero matagal na yun, from the start pa yun.*" The barangay chairperson of Poblacion maintained, however, that she was unable to join the orientation as she was a "first-timer": "*Hindi pa ako kasali kay first-timer ako.*"

The MPDC reported that he often coordinates with the municipal mayor, who provides the budget for training sessions and meetings. The WATSAN Council also coordinates with the mayor weekly through meetings, where updates on water and sanitation are discussed. According the MPDC, the barangay LGU holds barangay meetings monthly. The barangay provides the venue and is also in charge of contacting the community members. He said the LGU-run water district holds monthly development council meetings, while the barangay-run water district, which is still under organization, has organized an Executive and Legislative Agenda Forum.

The table below shows how often the MHO, MLGOO and MIO coordinate with the municipal mayor, the WATSAN Council, the barangay, and the water service provider. It also lists the kind of support the said WATSAN Team members get from each of these persons/groups.

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	<ul style="list-style-type: none"> <li>• Anytime, as the need arises</li> <li>• Continuous regular coordination</li> <li>• Every Monday or twice a month</li> </ul>	<ul style="list-style-type: none"> <li>• Provides budget for trainings and meetings</li> <li>• Gives financial assistance</li> <li>• Conducts the Executive and Legislative Agenda Forum where problems and issues, operations and development, and updates on projects are discussed</li> <li>• Usually pushes for the implementation of the IEC activities</li> </ul>
(b) WATSAN Council	<ul style="list-style-type: none"> <li>• As the need arises; there is no regular coordination</li> <li>• Lack of quorum is often the problem in the WATSAN Council</li> <li>• Twice a month; sometimes weekly or when there are emergency cases</li> </ul>	<ul style="list-style-type: none"> <li>• Had several meetings for updates on our water and sanitation project</li> <li>• Provides technical assistance to the barangay officials and community organizers</li> <li>• Conducts regular meetings for updates on water and sanitation project</li> <li>• Follows up and monitors programs</li> </ul>
(c) Barangay LGU	<ul style="list-style-type: none"> <li>• There is regular coordination; very frequent</li> <li>• There is regular meeting and coordination with</li> </ul>	<ul style="list-style-type: none"> <li>• Holds barangay meetings; provides venues for our IEC meetings and contests</li> <li>• Calls the community members for meetings</li> </ul>

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
	<p>them; anytime when needed</p> <ul style="list-style-type: none"> <li>• There are regular legislative meetings</li> </ul>	<p>and assemblies, where they also provide meals and snacks</p> <ul style="list-style-type: none"> <li>• There are ABC legislative meetings where all the barangay chairpersons and other sectors are present</li> </ul>
(d) Water Service Provider	<ul style="list-style-type: none"> <li>• There is regular monthly coordination</li> <li>• The LGU-run water district has regular, frequent coordination</li> </ul>	<ul style="list-style-type: none"> <li>• They are the front liners in our IEC activities</li> <li>• They are partners of the WATSAN in orientation activities in the community regarding water and sanitation</li> <li>• Gives orientations on how to deal with the clients/end-users</li> </ul>

### **Dangcagan, Bukidnon**

The Sagbayan barangay chairperson said his barangay coordinates with the WATSAN Council and the WATSAN Team when there are issues and concerns that need to be discussed, and that meetings are usually held in the barangay hall. When asked for examples of specific issues, however, he explained that when they need money and the barangay could no longer afford to shoulder their financial needs, they go to the municipal hall and approach the WATSAN Council or Team.

As WATSAN Council member, the Economic Enterprise Waterworks Officer said the Enterprise coordinates with the WATSAN Team monthly through meetings. Specific areas of concern usually discussed are policies, the WATSAN Council and Team's mission and vision, and the identification of groups of people that need to be prioritized.

Asked about the frequency of coordination between the BWSA and the WATSAN Council and the WATSAN Team, the San Vicente BWSA President’s initial answer was “once a year,” followed by an explanation in the local language. According to the DILG LGOO-V, the BWSA President explained that there is no regular coordination and that he only meets the WATSAN Council and the WATSAN Team as the need arises, such as when there are MDGF 1919-related activities to discuss. Usually, the topics of discussion during these meetings are the community organizing process and activities, the creation of a core group of leaders, and meeting vulnerable groups.

The table below shows how often the MPDC staff member, MIO, rural sanitary inspector and MLGOO coordinate with the municipal mayor, the WATSAN Council, the barangay, and the water service provider. It also lists the kind of support the said WATSAN Team members get from each of these persons/groups.

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	<ul style="list-style-type: none"> <li>• Always</li> <li>• Regularly every month and as the need arises</li> <li>• Regularly/frequently</li> <li>• Monthly due to the start of the community organizing activity</li> </ul>	<ul style="list-style-type: none"> <li>• Budget and moral support</li> <li>• He would always join IEC activities</li> <li>• Often joins IEC activities but if not, he usually sends somebody else to take his place</li> <li>• Gives logistics and administrative support</li> <li>• Allows staff to attend trainings and seminars related to WATSAN</li> </ul>
(b) WATSAN Council	<ul style="list-style-type: none"> <li>• As the need arises</li> <li>• Regularly every month and as the need arises</li> </ul>	<ul style="list-style-type: none"> <li>• Planning, organizing and implementing IEC activities in barangays</li> <li>• Meetings in barangays</li> <li>• Planning and scheduling of IEC activities</li> <li>• Conduct of</li> </ul>

	Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider	Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken
		information drive
(c) Barangay LGU	<ul style="list-style-type: none"> <li>• At least twice a month</li> <li>• As the need arises</li> <li>• Every week</li> <li>• Regular monthly meetings are organized frequently</li> </ul>	<ul style="list-style-type: none"> <li>• Participation</li> <li>• Assistance in data gathering</li> <li>• Coordination and calling of community members</li> <li>• Assists in other activities like surveys</li> <li>• Provides the venue, snacks and the sound system</li> <li>• Tackles water and sanitation concerns in the Municipal Development Council meetings (MDCs)</li> <li>• Coordinates with and convenes community members</li> </ul>
(d) Water Service Provider	<ul style="list-style-type: none"> <li>• LGU-run water district: frequent</li> <li>• Barangay-run water district: still under organization</li> <li>• Barangay-run water district: frequent</li> <li>• Two BWSA: under processing</li> <li>• As the need arises</li> </ul>	<ul style="list-style-type: none"> <li>• Involved in all IEC activities, being in direct contact with the community</li> <li>• Actively participates in IEC activities</li> <li>• Tapped for WATSAN Team IEC activities</li> </ul>

## Kibawe, Bukidnon

As earlier mentioned, the Kibawe municipal mayor described how the WATSAN Council and the WATSAN Team had close coordination. Moreover, as earlier discussed, the municipal mayor agrees that communication is important in not only getting feedback but coordinating as well in order to ensure that the timetable is followed, which, based on her answers to the interview, seems to be one of her main concerns.

The process of coordination among the WATSAN Council and Team and the barangays is different, according to the Natulunganb chairperson, who said they coordinate only as the need arises.

The table below shows how often the MLGOO, MIO designate, MPDO and sanitary inspector coordinate with the municipal mayor, the WATSAN Council, the barangay, and the water service provider. It also lists the kind of support the said WATSAN Team members get from each of these persons/groups.

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	<ul style="list-style-type: none"> <li>• As the need arises</li> <li>• Always, from time to time</li> <li>• The MPDC has constant coordination with the Municipal Mayor</li> </ul>	<ul style="list-style-type: none"> <li>• Provides funding support and vehicle</li> <li>• Always participates in IEC activities</li> <li>• Sometimes participates in IEC activities</li> <li>• Does not participate in IEC activities but gave financial support, vehicle and per diem allowances</li> </ul>
(b) WATSAN Council	<ul style="list-style-type: none"> <li>• As the need arises</li> </ul>	<ul style="list-style-type: none"> <li>• Not all WATSAN Team members join the IEC activities like barangay assemblies for water and sanitation information drive</li> <li>• Conducts information</li> </ul>

	Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider	Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken
		drive (along with the barangay officials and purok leaders) <ul style="list-style-type: none"> <li>• Conducted baseline survey</li> </ul>
(c) Barangay LGU	<ul style="list-style-type: none"> <li>• As the need arises</li> <li>• Monthly</li> </ul>	<ul style="list-style-type: none"> <li>• Calls and convenes community members in barangay assemblies</li> <li>• Conducts information drive (along with the WATSAN Council)</li> <li>• Conducts monthly barangay assemblies/sessions</li> <li>• Provides logistics and snacks for IEC activities</li> </ul>
(d) Water Service Provider	<ul style="list-style-type: none"> <li>• Barangay-managed: at least twice a month</li> <li>• Barangay-managed water system: There is regular meeting with Engr. Tamula</li> <li>• As the need arises</li> </ul>	<ul style="list-style-type: none"> <li>• Calls and convenes community members in barangay assemblies</li> <li>• Conducts monthly barangay assemblies/sessions</li> </ul> <p>(NOTE: The WSP staff is the same as those in the barangay LGU)</p>

Upon describing the coordination process, the sanitary inspector shared that the barangay-managed water system was “mismanaged” and that he has not been invited to the regular meetings conducted by the water service provider.

## Sibagat, Agusan del Sur

In Sibagat, the WATSAN Council reportedly monitors the WATSAN Team closely. Members of the Council said coordination depends on the needs and concerns that have to be discussed or addressed. Usually, the Council communicates with the Team through letters or memos, and organizes meetings twice a month.

The BWSA President said the association approaches the Council and the Team and vice versa three times a month, but coordination is more frequent when there are urgent matters. The barangay chairperson, on the other hand, coordinates with the Council and the Team monthly or as the need arises, with operations and maintenance the usual reason for coordination.

The Sibagat WATSAN Team describes the frequency of their coordination with different stakeholders as follows:

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	<ul style="list-style-type: none"><li>• Monthly</li><li>• Quarterly</li><li>• As the need arises</li></ul>	None specified
(b) WATSAN Council	<ul style="list-style-type: none"><li>• Twice a year</li><li>• As the need arises</li></ul>	None specified
(c) Barangay LGU	<ul style="list-style-type: none"><li>• Quarterly</li><li>• Minimum of twice a year</li><li>• As the need arises</li></ul>	None specified
(d) Water Service Provider	<ul style="list-style-type: none"><li>• Twice a month</li><li>• Twice a year</li><li>• As the need arises</li></ul>	None specified

## Basud, Camarines Norte

There is regular coordination between the WATSAN Council and the WATSAN Team in Basud, and both groups visit the barangays to discuss the operations and maintenance of the local water services. When there is a problem or issue, they reportedly visit daily; otherwise, coordination usually occurs twice a month through meetings or general assemblies.

The Basud WATSAN Team describes the frequency of their coordination with different stakeholders as follows:

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	<ul style="list-style-type: none"> <li>• Weekly</li> <li>• Monthly</li> <li>• As the need arises</li> </ul>	None specified
(b) WATSAN Council	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Twice a year</li> <li>• As the need arises</li> </ul>	None specified
(c) Barangay LGU	<ul style="list-style-type: none"> <li>• Weekly</li> <li>• Monthly</li> <li>• Quarterly</li> <li>• As the need arises</li> </ul>	None specified
(d) Water Service Provider	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• As the need arises</li> </ul>	None specified

### **Capalonga, Camarines Norte**

The Capalonga MLGOO said the Council depends on the WATSAN Team for coordination. According to the BWSA President, the WSP coordinates with both the Council and the Team in disseminating information on policies, maintenance and operations.

The WATSAN Team of Capalonga describes the frequency of their coordination with different stakeholders as follows:

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
(a) Municipal Mayor	<ul style="list-style-type: none"> <li>• Regularly/weekly</li> <li>• As the need arises</li> </ul>	<ul style="list-style-type: none"> <li>• Provides funding support</li> </ul>
(b) WATSAN Council	<ul style="list-style-type: none"> <li>• As the need arises</li> </ul>	None specified
(c) Barangay LGU	<ul style="list-style-type: none"> <li>• Monthly</li> </ul>	<ul style="list-style-type: none"> <li>• Helps generate</li> </ul>

	<b>Frequency of coordination with the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider</b>	<b>Kinds of IEC-related support given by the (a) municipal mayor, (b) the WATSAN Council, (c) the barangay and (d) the water service provider and IEC activities jointly undertaken</b>
		feedback (informally)
(d) Water Service Provider	<ul style="list-style-type: none"> <li>• Weekly</li> </ul>	None specified

### **VIII. Resources Available for IEC and Training**

The WATSAN Team interviewees in the municipalities Abulug and Allacapan in Cagayan, as well as Kadingilan, Dangcagan, and Kibawe in Bukidnon, gave different responses regarding the available resources for IEC and training in the municipality. Their answers are detailed in the following tables.

**Abulug, Cagayan**

<b>Resources Available for IEC and Training in Abulug, Cagayan</b>				
<b>Description of Resource</b>	<b>Municipal Engineer Keith Glenn Sabbun</b>	<b>MHO Dr. Litamin Gonzales</b>	<b>MLGOO Mr. Danny Cariño</b>	<b>MPDC Mr. Milbert Apaga, Sr.</b>
<b>Communication Resources</b>				
a. Identified Budget for Communication work	Not sure if available/ existing	Available/existing	None	None
b. Local institutions and organizations that can be tapped for communication work such as local universities, state colleges,	Available/existing	Available/existing	None	Available/existing
c. Local/indigenous communication means, traditions, skills	None	Available/existing	Available/existing	Available/existing
d. Media channels and outlets	None	Available/existing	None	None
e. Annual public events, exhibits, celebrations that can be tapped for communicating development messages	Not sure if available/ existing	Available/existing	Available/existing	Available/existing
f. Existing venues, opportunities for communicating with the people such as Barangay halls	Available/existing	Available/existing	Available/existing	Available/existing

<b>Resources Available for IEC and Training in Abulug, Cagayan</b>				
<b>Description of Resource</b>	<b>Municipal Engineer Keith Glenn Sabbun</b>	<b>MHO Dr. Litamin Gonzales</b>	<b>MLGOO Mr. Danny Cariño</b>	<b>MPDC Mr. Milbert Apaga, Sr.</b>
School events	Available/existing	Available/existing	Available/existing	Available/existing
Community learning centers	None	Available/existing	None	Available/existing
Training centers	None	Available/existing	N/A	Available/existing
Others	Session hall	Available/existing	None	None
g. Equipment and facilities for communication work	Available/existing	Available/existing	MLGOO uses his personal equipment	Available/existing
Computer/laptop				
Printer	Available/existing	Available/existing	MLGOO uses his personal equipment	Available/existing
LCD projector	Available/existing	Available/existing	MLGOO uses his personal equipment	Available/existing
Camera	Available/existing	Available/existing	MLGOO uses his personal equipment	Available/existing
Others	None	Sound system		None
<b>Additional Resources Needed</b>				
Additional Resources Needed by the WATSAN Team	Internet access	None	Computer/laptop, printer, LCD projector, camera	Please refer to the equipment and facilities that are specified unavailable in the inventory
<b>Inventory of Equipment and Facilities</b>				
Digital camera	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Defective

**Resources Available for IEC and Training  
in Abulug, Cagayan**

<b>Description of Resource</b>	<b>Municipal Engineer Keith Glenn Sabbun</b>	<b>MHO Dr. Litamin Gonzales</b>	<b>MLGOO Mr. Danny Cariño</b>	<b>MPDC Mr. Milbert Apaga, Sr.</b>
Video camera	None	None	MLGOO uses his personal equipment	Shared with other departments
Desktop computer	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Laptop computer	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Fax machine	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Printer	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Scanner	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
CD Burner	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Photocopier	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Landline telephone	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Mobile phone	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Digital or tape recorder	None	None	MLGOO uses his personal equipment	None
DVD player	None	Shared with other departments	MLGOO uses his personal equipment	None

**Resources Available for IEC and Training  
in Abulug, Cagayan**

<b>Description of Resource</b>	<b>Municipal Engineer Keith Glenn Sabbun</b>	<b>MHO Dr. Litamin Gonzales</b>	<b>MLGOO Mr. Danny Cariño</b>	<b>MPDC Mr. Milbert Apaga, Sr.</b>
Karaoke	None	Shared with other departments	MLGOO uses his personal equipment	None
LCD projector	Shared with other departments	Shared with other departments	MLGOO uses his personal equipment	Shared with other departments
Others (please specify)	None	Sound system	None	None

**Allacapan, Cagayan**

<b>Resources Available for IEC and Training in Allacapan, Cagayan</b>				
<b>Description of Resource</b>	<b>Engineering Assistant Mr. Ramsey Rabanal</b>	<b>MLGOO Ms. Lina Posadas</b>	<b>MPDC Mr. Rommel Ursua</b>	<b>Sanitary Inspector Mr. Charles Agraba</b>
<b>Communication Resources</b>				
a. Identified Budget for Communication work	Available/existing	Not sure if available/existing	Available/existing	Not sure if available/existing
b. Local institutions and organizations that can be tapped for communication work such as local universities, state colleges,	Not sure if available/existing	Available/existing	Available/existing	Available/existing
c. Local/indigenous communication means, traditions, skills	Not sure if available/existing	None	Available/existing	Available/existing
d. Media channels and outlets	None	None	Available/existing	None
e. Annual public events, exhibits, celebrations that can be tapped for communicating development messages	Available/existing	Available/existing	Available/existing	Available/existing
f. Existing venues, opportunities for communicating with the people such as Barangay halls	Available/existing	Available/existing	Available/existing	Available/existing
School events	Available/existing	Available/existing	Available/existing	Available/existing

<b>Resources Available for IEC and Training in Allacapan, Cagayan</b>				
<b>Description of Resource</b>	<b>Engineering Assistant Mr. Ramsey Rabanal</b>	<b>MLGOO Ms. Lina Posadas</b>	<b>MPDC Mr. Rommel Ursua</b>	<b>Sanitary Inspector Mr. Charles Agraba</b>
Community learning centers	Available/existing	Available/existing	Available/existing	Available/existing
Training centers	Available/existing (gymnasium)	None	Available/existing	Available/existing
Others	None	None	None	None
g. Equipment and facilities for communication work	Available/existing	Available/existing	Available/existing	Available/existing
Computer/laptop				
Printer	Available/existing	Available/existing	Available/existing	Available/existing
LCD projector	Available/existing	Available/existing	Available/existing	Available/existing
Camera	Available/existing	Available/existing	Available/existing	Available/existing
Others	Sound system	None	Sound system	Sound system
<b>Additional Resources Needed</b>				
Additional Resources Needed by the WATSAN Team	Service vehicles and two-way radios	Desktop computer with printer and camera for exclusive use of the WATSAN Team	Audiovisual materials and equipment for film showing, among others	To be determined (“when the project is already fully operational”)
<b>Inventory of Equipment and Facilities</b>				
Digital camera	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Video camera	Shared with other departments	None	None	None
Desktop computer	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments

<b>Resources Available for IEC and Training in Allacapan, Cagayan</b>				
<b>Description of Resource</b>	<b>Engineering Assistant Mr. Ramsey Rabanal</b>	<b>MLGOO Ms. Lina Posadas</b>	<b>MPDC Mr. Rommel Ursua</b>	<b>Sanitary Inspector Mr. Charles Agraba</b>
Laptop computer	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Fax machine	Shared with other departments	None	Shared with other departments	Shared with other departments
Printer	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Scanner	Shared with other departments	None	Shared with other departments	Shared with other departments
CD Burner	Shared with other departments	None	Shared with other departments	Shared with other departments
Photocopier	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Landline telephone	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Mobile phone	Shared with other departments	Shared with other departments	Shared with other departments	Exclusively used for IEC work
Digital or tape recorder	Shared with other departments	None	None	None
DVD player	Shared with other departments	None	Shared with other departments	Shared with other departments
Karaoke	None	None	Shared with other departments	Shared with other departments
LCD projector	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments

<b>Resources Available for IEC and Training in Allacapan, Cagayan</b>				
<b>Description of Resource</b>	<b>Engineering Assistant Mr. Ramsey Rabanal</b>	<b>MLGOO Ms. Lina Posadas</b>	<b>MPDC Mr. Rommel Ursua</b>	<b>Sanitary Inspector Mr. Charles Agraba</b>
Others (please specify)	None	Sound system	None	None

**Kadingilan, Bukidnon**

<b>Resources Available for IEC and Training in Kadingilan, Bukidnon</b>				
<b>Description of Resource</b>	<b>MHO Mr. Leo Ramirez</b>	<b>MPDC Mr. Rizal Capili</b>	<b>MLGOO Mr. Bayani Mampao</b>	<b>MIO Mr. Juliето Barinque</b>
<b>Communication Resources</b>				
a. Identified Budget for Communication work	None	Available/existing, though limited	None	None
b. Local institutions and organizations that can be tapped for communication work such as local universities, state colleges,	Available/existing	None	None	None
c. Local/indigenous communication means, traditions, skills	None	None	None	None
d. Media channels and outlets	Available/existing	Available/existing, though frequency of use is limited	None	None
e. Annual public events, exhibits, celebrations that can be tapped for communicating development messages	Available/existing	Available/existing	Available/existing	Available/existing
f. Existing venues, opportunities for communicating with the people such as	Available/existing	Available/existing	Available/existing	Available/existing

<b>Resources Available for IEC and Training in Kadingilan, Bukidnon</b>				
<b>Description of Resource</b>	<b>MHO Mr. Leo Ramirez</b>	<b>MPDC Mr. Rizal Capili</b>	<b>MLGOO Mr. Bayani Mampao</b>	<b>MIO Mr. Juliето Barinque</b>
Barangay halls				
School events	Available/existing	Available/existing	Available/existing	Available/existing
Community learning centers	Available/existing	Available/existing	None	None
Training centers	Available/existing	Available/existing	None	Available/existing
Others	None	Multi-purpose training centers and Gabay sa Mamamayan Action Center (GMAC)	None	None
g. Equipment and facilities for communication work	Available/existing	Available/existing	Available/existing	Outdated
Computer/laptop				
Printer	Available/existing	Available/existing	Available/existing	Defective
LCD projector	Available/existing	Available/existing	Available/existing	None
Camera	Available/existing	Available/existing	Available/existing	Outdated
Others	None	Cell phones	None	None
<b>Additional Resources Needed</b>				
Additional Resources Needed by the WATSAN Team	Enough budget and motor vehicles	Additional laptop computers, video camera for documentation, and vehicles for faster mobilization ("We usually utilize the	Vehicles to be used in field work like surveys and communication equipment	Laptop, LCD projector, camera and video camera

<b>Resources Available for IEC and Training in Kadingilan, Bukidnon</b>				
<b>Description of Resource</b>	<b>MHO Mr. Leo Ramirez</b>	<b>MPDC Mr. Rizal Capili</b>	<b>MLGOO Mr. Bayani Mampao</b>	<b>MIO Mr. Juliето Barinque</b>
		vehicles of the municipality or the local PNP that are oftentimes not available.”)		
<b>Inventory of Equipment and Facilities</b>				
Digital camera	Shared with other departments	None	None	None
Video camera	Shared with other departments	None	None	None
Desktop computer	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Laptop computer	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Fax machine	None	None	None	None
Printer	Shared with other departments	Shared with other departments	Defective	Defective
Scanner	Shared with other departments	None	None	None
CD Burner	None	None	None	None
Photocopier	Shared with other departments	None	None	None
Landline telephone	None	None	None	None
Mobile phone	Shared with other	Shared with other	Shared with other	Shared with other

<b>Resources Available for IEC and Training in Kadingilan, Bukidnon</b>				
<b>Description of Resource</b>	<b>MHO Mr. Leo Ramirez</b>	<b>MPDC Mr. Rizal Capili</b>	<b>MLGOO Mr. Bayani Mampao</b>	<b>MIO Mr. Julieta Barinque</b>
	departments	departments	departments	departments
Digital or tape recorder	Shared with other departments	None	None	None
DVD player	Shared with other departments	None	None	None
Karaoke	Shared with other departments	None	Old/defective	Old/defective
LCD projector	Shared with other departments	Defective	None	None
Others (please specify)	None	None	None	None

**Dangcagan, Bukidnon**

<b>Resources Available for IEC and Training in Dangcagan, Bukidnon</b>				
<b>Description of Resource</b>	<b>MPDC Staff Ms. Liza Maribojoc</b>	<b>MIO Mr. Francis Labrador</b>	<b>Rural Sanitary Inspector Mr. Reynaldito Espinoza</b>	<b>MLGOO Mr. Virgilio Tejano</b>
<b>Communication Resources</b>				
a. Identified Budget for Communication work	Available/existing	Available/existing	Not sure if available/existing	Not sure if available/existing
b. Local institutions and organizations that can be tapped for communication work such as local universities, state colleges,	Available/existing	Available/existing	Available/existing	Available/existing
c. Local/indigenous communication means, traditions, skills	None	None	None	Not sure if available/existing
d. Media channels and outlets	Available/existing	Available/existing	Available/existing	Available/existing
e. Annual public events, exhibits, celebrations that can be tapped for communicating development messages	Available/existing	Available/existing	Available/existing	Available/existing
f. Existing venues, opportunities for communicating with the people such as	Available/existing	Available/existing	Available/existing	Available/existing

<b>Resources Available for IEC and Training in Dangcagan, Bukidnon</b>				
<b>Description of Resource</b>	<b>MPDC Staff Ms. Liza Maribojoc</b>	<b>MIO Mr. Francis Labrador</b>	<b>Rural Sanitary Inspector Mr. Reynaldito Espinoza</b>	<b>MLGOO Mr. Virgilio Tejano</b>
Barangay halls				
School events	Available/existing	Available/existing	Available/existing	Available/existing
Community learning centers	Available/existing	Available/existing	Available/existing	Available/existing
Training centers	Available/existing	Available/existing	Available/existing	Available/existing
Others	None	None	None	None
g. Equipment and facilities for communication work	Available/existing	Available/existing	Available/existing	Available/existing
Computer/laptop				
Printer	Available/existing	Available/existing	Available/existing	Available/existing
LCD projector	Available/existing	None	Available/existing	Available/existing
Camera	Available/existing	Available/existing	Available/existing	Available/existing
Others	None	Sound system	Sound system	None
<b>Additional Resources Needed</b>				
Additional Resources Needed by the WATSAN Team	Vehicles	Printer for mass production of IEC materials	Vehicles and communication equipment	None
<b>Inventory of Equipment and Facilities</b>				
Digital camera	Shared with other departments	Shared with other departments	Shared with other departments	Exclusively used for IEC work
Video camera	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments

<b>Resources Available for IEC and Training in Dangcagan, Bukidnon</b>				
<b>Description of Resource</b>	<b>MPDC Staff Ms. Liza Maribojoc</b>	<b>MIO Mr. Francis Labrador</b>	<b>Rural Sanitary Inspector Mr. Reynaldito Espinoza</b>	<b>MLGOO Mr. Virgilio Tejano</b>
Desktop computer	Shared with other departments	Exclusively used for IEC work	Shared with other departments	Exclusively used for IEC work
Laptop computer	Shared with other departments	Exclusively used for IEC work	Shared with other departments	Shared with other departments
Fax machine	None	None	None	None
Printer	Shared with other departments	Exclusively used for IEC work	Shared with other departments	Shared with other departments
Scanner	Shared with other departments	Exclusively used for IEC work	None	None
CD Burner	Shared with other departments	Exclusively used for IEC work	None	Shared with other departments
Photocopier	None	Exclusively used for IEC work	Shared with other departments	None
Landline telephone	Shared with other departments	Shared with other departments	None	None
Mobile phone	Personal	Exclusively used for IEC work	Personal	Shared with other departments
Digital or tape recorder	None	None	Shared with other departments	Shared with other departments
DVD player	None	None	Shared with other departments	Shared with other departments
Karaoke	Available but not	Shared with other	Shared with other	None

<b>Resources Available for IEC and Training in Dangcagan, Bukidnon</b>				
<b>Description of Resource</b>	<b>MPDC Staff Ms. Liza Maribojoc</b>	<b>MIO Mr. Francis Labrador</b>	<b>Rural Sanitary Inspector Mr. Reynaldito Espinoza</b>	<b>MLGOO Mr. Virgilio Tejano</b>
	specified whether for exclusive use or shared with other departments	departments	departments	
LCD projector	Available but not specified whether for exclusive use or shared with other departments	Shared with other departments	Shared with other departments	None
Others (please specify)	None	None	None	None

**Kibawe, Bukidnon**

<b>Resources Available for IEC and Training in Kibawe, Bukidnon</b>				
<b>Description of Resource</b>	<b>MLGOO Ms. Anavil Amba</b>	<b>MIO Designate Mr. Baldomero Baldomero</b>	<b>MPDO Mr. Roger Tamula</b>	<b>Sanitary Inspector Mr. Roy Cahatol</b>
<b>Communication Resources</b>				
a. Identified Budget for Communication work	Available/existing	Available/existing	Available/existing	Available/existing
b. Local institutions and organizations that can be tapped for communication work such as local universities, state colleges,	Available/existing	Available/existing	Available/existing	Available/existing
c. Local/indigenous communication means, traditions, skills	None	None	None	None
d. Media channels and outlets	None	None	None	Available/existing
e. Annual public events, exhibits, celebrations that can be tapped for communicating development messages	Available/existing	Available/existing	Available/existing	Available/existing
f. Existing venues, opportunities for communicating with the people such as Barangay halls	Available/existing	Available/existing	Available/existing	Available/existing

<b>Resources Available for IEC and Training in Kibawe, Bukidnon</b>				
<b>Description of Resource</b>	<b>MLGOO Ms. Anavil Amba</b>	<b>MIO Designate Mr. Baldomero Baldomero</b>	<b>MPDO Mr. Roger Tamula</b>	<b>Sanitary Inspector Mr. Roy Cahatol</b>
School events	Available/existing	Available/existing	Available/existing	Available/existing
Community learning centers	Available/existing	Available/existing	Available/existing	Available/existing
Training centers	Available/existing	Available/existing	Available/existing	Available/existing
Others	None	None	None	None
g. Equipment and facilities for communication work	Available/existing	Available/existing	Available/existing	Available/existing
Computer/laptop				
Printer	Available/existing	Available/existing	Available/existing	Available/existing
LCD projector	Available/existing	Available/existing	Available/existing	Available/existing
Camera	Available/existing	Available/existing	Available/existing	Available/existing
Others	CD, flash drive	None	None	Sound system
<b>Additional Resources Needed</b>				
Additional Resources Needed by the WATSAN Team	None	Communication equipment like two-way radios and motor vehicles like motorbikes for monitoring and IEC activities in the remote barangays	Motor vehicles like motorbikes	Motor vehicles like motorcycles for monitoring and IEC activities in the remote barangays
<b>Inventory of Equipment and Facilities</b>				
Digital camera	Shared with other	Shared with other	Shared with other	Shared with other

**Resources Available for IEC and Training  
in Kibawe, Bukidnon**

<b>Description of Resource</b>	<b>MLGOO Ms. Anavil Amba</b>	<b>MIO Designate Mr. Baldomero Baldomero</b>	<b>MPDO Mr. Roger Tamula</b>	<b>Sanitary Inspector Mr. Roy Cahatol</b>
	departments	departments	departments	departments
Video camera	None	Shared with other departments	Shared with other departments	Shared with other departments
Desktop computer	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Laptop computer	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Fax machine	Shared with other departments	Shared with other departments	Shared with other departments	None
Printer	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Scanner	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
CD Burner	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Photocopier	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Landline telephone	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Mobile phone	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Digital or tape recorder	None	None	Shared with other departments	None

<b>Resources Available for IEC and Training in Kibawe, Bukidnon</b>				
<b>Description of Resource</b>	<b>MLGOO Ms. Anavil Amba</b>	<b>MIO Designate Mr. Baldomero Baldomero</b>	<b>MPDO Mr. Roger Tamula</b>	<b>Sanitary Inspector Mr. Roy Cahatol</b>
DVD player	None	Shared with other departments	Shared with other departments	None
Karaoke	Shared with other departments	None	None	Shared with other departments
LCD projector	Shared with other departments	Shared with other departments	Shared with other departments	Shared with other departments
Others (please specify)	None	None	Sound system	None

As for Sibagat in Agusan del Sur and Basud and Capalonga in Camarines Norte, responses of the interviewees within each municipality regarding the resources available for IEC and training were often similar and tended to validate each other, as shown in the tables below:

### Sibagat, Agusan del Sur

Resources Available for IEC and Training in Sibagat, Agusan del Sur	TOTAL			MPDC			MLGOO			MIO			RSI		
	A/E			A/E			A/E			A/E			A/E		
	Y	N S	N	Y	N S	N	Y	N S	N	Y	N S	N	Y	N S	N
a. Identified budget...	4	-	-	✓	-	-	✓	-	-	✓			✓		
b. Local institutions...	1	-	3	-	-	✓	✓	-	-			✓			✓
c. Local/indigenous communication means...	3	-	1	-	-	✓	✓	-	-	✓			✓		
d. Media channels and outlets	4	-		✓	-	-	✓	-	-	✓			✓		
e. Annual public events...	4	-		✓	-	-	✓	-	-	✓			✓		
f. Existing venues						-		-	-						
1. Barangay halls	4	-		✓	-	-	✓	-	-	✓			✓		
2. School events	4	-		✓	-	-	✓	-	-	✓			✓		
3. Community learning centers	4	-		✓	-	-	✓	-	-	✓			✓		
4. Training centers	4	-		✓	-	-	✓	-	-	✓			✓		
g. Equipment and facilities		-		✓	-	-		-	-						
1. Computer/laptop	4	-		✓	-	-	✓	-	-	✓			4/ 2		
2. Printer	4	-		✓	-	-	✓	-	-	✓			3		
3. Camera	4	-		✓	-	-	✓	-	-	✓			-		

### Basud, Camarines Norte

Resources Available for IEC and Training in Basud, Camarines Norte	TOTAL			MPDC			MLGOO			MHO			PA		
	A/E			A/E			A/E			A/E			A/E		
	Y	N S	N	Y	N S	N	Y	N S	N	Y	N S	N	Y	N S	N
a. Identified budget...	1	2	1	✓				✓			✓				✓
b. Local institutions...	1	1	2	✓				✓				✓			✓
c. Local/indigenous communication means...		1	3			✓			✓		✓				✓
d. Media channels and outlets		1	3			✓		✓				✓			✓
e. Annual public events...	3	1		✓			✓				✓		✓		
f. Existing venues				✓											
1. Barangay halls	3	1		✓			✓				✓		✓		
2. School events	3	1		✓			✓				✓		✓		

Resources Available for IEC and Training in Basud, Camarines Norte	TOTAL			MPDC			MLGOO			MHO			PA		
	A/E			A/E			A/E			A/E			A/E		
	Y	N S	N	Y	N S	N	Y	N S	N	Y	N S	N	Y	N S	N
3. Community learning centers	3	1		✓			✓				✓		✓		
4. Training centers	3	1		✓			✓				✓		✓		
g. Equipment and facilities	2	1		✓			✓				✓				
1. Computer/laptop	3	1		✓			✓				✓		✓		
2. Printer	3	1		✓			✓				✓		✓		
3. Camera															

### Capalonga, Camarines Norte

Resources Available for IEC and Training in Capalonga, Camarines Norte	TOTAL			MHO			RSI			NURSE II			ENGR.		
	A/E			A/E			A/E			A/E			A/E		
	Y	N S	N	Y	N S	N	Y	N S	N	Y	N S	N	Y	N S	N
a. Identified budget...	3	-	1	✓			✓			✓					✓
b. Local institutions...	-	-	4			✓			✓			✓			✓
c. Local/indigenous communication means...	3	-	1			✓	✓			✓			✓		
d. Media channels and outlets	4	-	-	✓			✓			✓			✓		
e. Annual public events...	4			✓			✓			✓			✓		
f. Existing venues															
1. Barangay halls	4			✓			✓			✓			✓		
2. School events	4			✓			✓			✓			✓		
3. Community learning centers	4			✓			✓			✓			✓		
4. Training centers	4			✓			✓			✓			✓		
g. Equipment and facilities															
1. Computer/laptop	4			✓			✓			✓			✓		
2. Printer	4			✓			✓			✓			✓		
3. Camera	4			✓			✓			✓			✓		

## **IX. IEC Training Needs**

### **Abulug, Cagayan**

The Abulug MHO pointed out that some of the WATSAN Team members may need training on IEC because only selected people are able to join the training, which is why only the MPDC and the MHO are equipped with IEC skills. She said other members of the Team, such as the municipal engineer, need training on how to talk to the people in the community and effectively convince them to pay tariffs by explaining their importance. WATSAN Team Members should also be ready to answer queries.

The municipal engineer's response highlighted the need to provide training sessions or workshops to new members of the WATSAN Team, not only in terms of IEC competencies but the MDGF 1919 Programme itself. He admitted that he still needs to be "briefed about the Programme" because he is "confused about these MDGF and *Salin Tubig* projects."

### **Allacapan, Cagayan**

The sanitary inspector believes the IEC competencies of the WATSAN Team members are insufficient, but noted that these can be evaluated "when the project is fully operational." The MLGOO agreed that the members are "not yet knowledgeable in IEC" and said such inadequacy can be met through a series of training sessions.

The MPDC, on the other hand, highlighted the gaps in the capability building sessions conducted by the DILG, saying participants were only taught how to design posters, banners, and flyers but were not introduced to various communication approaches. He said the workshops were insufficient especially for WATSAN Team members who do not have a background in communication. Thus, he suggested a series of training sessions on communication strategies and approaches.

### **Kadingilan, Bukidnon**

The MHO said the WATSAN Team's competencies in developing and producing IEC materials need improvement, but training sessions on these should be provided with a sufficient budget. In addition to these, the MLGOO and the MIO said the Team would benefit from seminar-workshops on monitoring and evaluation and other forms of communication work.

### **Dangcagan, Bukidnon**

Training sessions, workshops and additional information on development and production of IEC materials were also requested by the MPDC's staff member and the rural sanitary inspector. The MIO also suggested training sessions or seminars on communication or development communication with specific topics such as enhancement of skills in speaking, writing skills, facilitating meetings, conducting discussions, and disseminating information. New IEC

techniques and strategies, on the other hand, were suggested by the MLGOO. He said these can be taught by “WATSAN consultants” through briefings and orientations.

### **Kibawe, Bukidnon**

The Kibawe MLGOO said the IEC competencies of the WATSAN Team need improvement, and that there is a need for “training [sessions], seminars and other capability building activities,” though she was unable to identify specific topic areas.

The MPDO and MIO designate, on the other hand, believe the WATSAN Team already has enough IEC competencies, but the former also mentioned that he would like to participate in capability building activities, though he did not specify coverage either.

Asked for new or additional IEC competencies he thinks the WATSAN Team needs, the sanitary inspector did not answer the question and instead responded that the WATSAN Team was “too dependent” on the DILG. He added, however, that there is a need for “technical trainings and capability building.”

### **Sibagat, Agusan del Sur**

According to the BWSA President, the municipality would benefit from training sessions on conceptualization and production of posters, broadcasting and the use of radio, digital filmmaking, and other IEC tools that they can use to create materials on a variety of topics such as proper usage of water, operations and management of water facilities, and the importance of paying water tariffs.

The barangay chairperson said he and his fellow barangay officials need IEC training, specifically on making oral presentations, constructing easily understandable messages, and using radio broadcasting effectively.

### **Basud, Camarines Norte**

As for the barangay chairperson interviewed in Basud, he expressed that he would like to be able to perform all of the communication functions listed in the interview guide, and believes such was possible with the help of a series of training workshops. Among the topics for the workshops that he cited were computer use and the development and production of print materials such as posters and tarpaulins.

Similarly, the WATSAN Team expressed the need for a follow-up training session on IEC materials development. The BWSA also identified this as an area for capacity building, along with learning how to use drama to strengthen their partnerships with other stakeholders.

## **Capalonga, Camarines Norte**

The barangay chairperson interviewed in Capalonga believes that with proper training, the barangay officials would be able to perform the communication-related functions listed in the interview guide. In particular, he cited making oral presentations as an additional IEC competency they would like to acquire through training.

The BWSA President, on the other hand, believes that there is a need for training on the use of print materials like tarpaulins and posters, as well as the use of interpersonal communication. As earlier discussed, the SB Member mentioned the need for training on the use of theater especially among the local youth who can be mobilized to participate in the Programme. He also cited print IEC materials production and events organizing for awareness campaigns as additional training areas. Training sessions on oral presentations were also suggested by one barangay chairman, while the WATSAN Team members said they need training on process documentation with the use of photos and videos.

# Assessment Based on the Key Informant Interviews

This section assesses the communication-related capacities of MDGF 1919 Programme stakeholders in the municipalities of Abulug and Allacapan in Cagayan; Kadingilan, Dangcagan and Kibawe in Bukidnon; Sibagat in Agusan del Sur; and Basud and Capalonga in Camarines Norte.

## On Integrity and Accuracy of the Key Informants' Responses

In the course of conducting the key informant interviews, the researchers realized that in order to identify the facilitating and hindering factors in the implementation of the MDGF 1919 Programme, there is a need to first scrutinize the integrity of the data and reports generated.

While most of the interviewees were able to reply to the questions freely, honestly and substantially, there were those who gave vague answers and seemed uncertain or hesitant to respond.

For instance, it was difficult to determine the accuracy of the responses of one MLGOO in Cagayan, as he took a long time answering the questions and asked for the other interviewees' responses. He asked, "*Ano ba yung mga sinagot nila? (What were their answers?)*" and added, "*Para hindi na tayo mahirapan (So that we would no longer have a hard time [answering].)*" The researchers explained that they would like to hear about his own personal experience as MLGOO, but he started to look distressed and irritated, which is why the researchers decided to share the answers of the other interviewees. Even after learning about the answers of the MPDC and other key informants, however, he still could not give substantial responses. After the interview, the researchers overheard him ask the DILG representative who accompanied the researchers if he was going to receive a fee for the interview.

There were also those whom the researchers found unreliable due to the inconsistency in their answers, an example of which was the incident in Cagayan where the municipal mayor could not answer many of the questions and requested her private secretary and the MPDC to address them on her behalf.

As detailed in the previous section, the mayor's private secretary and the MPDC also had different understanding and knowledge about the IEC activities being held in the municipality, with one reporting that "no formal IEC activities" had been conducted, and the other saying IEC activities such as the Ripples of Hope campaign have in fact been organized.

On the other hand, the interviewees who reported having IEC policies and support mechanisms for IEC work in place but could not elaborate on their answers may have sought to create a “picture of success” for their respective municipalities by supplying answers that may not be accurate.

Thus, to be able to objectively analyze the state of the Programme in each municipality, there should be a cross-validation of all the interviewees’ answers, an analysis of activity documentation and related policies, and perhaps additional interviews with the people in the barangays.

## **On the Role of Culture**

Culture plays both facilitative and hindering roles in the implementation of the Programme.

An example of a cultural hindrance is the concept of *hiya* or shame, which keeps members of a community from bringing up water and sanitation issues or problems to the local officials. Shame, however, can also be used to encourage stakeholders (e.g., water users) to fulfill their counterpart responsibilities such as paying their water bills. *Pakikipagkapwa* or (relating with others based on equality) and *pakikisama* (comradeship) are Filipino values that can be adopted to encourage community participation, support, and even compliance.

Political culture and hierarchical attitude also affect Programme implementation. As in the case of a municipality in Camarines Norte, the preference for “top-down” communication among implementers negatively affects the water service initiatives, as some people in the municipalities do not complete tasks until they receive orders from higher authorities. Until they receive word from those whom they perceive to be in power, nobody takes action and ignores the issue at hand.

While the need to get approval on all IEC materials and activities from higher officials can ensure quality control, it can also be abused and used as an opportunity for the personal gain among local government officials. The process can be beneficial, however, if it is done transparently and efficiently, sans the long processes with unnecessary additional steps for approval.

Then again, the practice of “traditional” Filipino politicians of deliberately branding or connecting government programs with their names in order to get the people’s votes in the next election plays more of a facilitative role because local government staff and officials tend to focus more on the Programme and its implementation. Such abuse should not be tolerated; instead, formal partnerships with officials can be proposed. A real danger to this practice, however, is the risk of discontinuity of certain projects because they are identified with a previous administration or political opponent.

An example of a positive Filipino trait that can help ensure the success of MDGF 1919 is the *maasikaso* or caring nature of Filipinos, which, if possessed by those in charge of the Programme, can help in proactively solving any hindrance in the course of the implementation. Such was found in some of the interviewees, such as an MPDC in Cagayan, who seemed to be very hands-on in the Programme's implementation, and even goes the extra mile in addressing delays by lending his personal funds while waiting for the release of the budget for the project.

For the successful implementation of the MDGF 1919 Programme, there is also a need to address the wrong perception of rights to water (e.g., the belief that water should be free) among members of certain communities. A model municipality can be found in Agusan del Sur, where the people find that the act of receiving water billing statements and paying water tariffs give them a sense of ownership and the "*lakas ng loob*" or courage to demand for quality water services because they are paying for it.

### **On Community Feedback and Participatory Mechanisms**

Upon reviewing the situation in each of the municipalities, the researchers found that feedback mechanisms exist but only a few LGUs really take the initiative to encourage the people to share their concerns. The community organizers, people's organizations (POs) and NGOs in the barangays can aid in empowering the people to have their voices heard.

More important than feedback mechanisms are participatory mechanisms, which enable stakeholders to initiate action, as opposed to feedback which is merely a response or reaction. Participatory mechanisms recognize the right to participate, and makes program planning and management inclusive, adhering to the principles of C4D and the human rights-based approach to development.

The results of the interviews revealed that there are municipalities that actively involve IP representatives in discussions regarding the MDGF 1919 Programme and local water services and utilize the IPs' preferred channels to reach them. Community participation and feedback are also dependent on the level of transparency of the Programme, including ease in accessing information.

For instance, a representative of the Manobo tribe shared that the most effective way of delivering information to them is through a personal visit to the chieftain, or in the case of certain IP communities, the barangay chairperson. Upon meeting the chieftain or the barangay chairperson, a letter is drafted and sent to the representatives or leaders of the people's organizations in the municipality. Another IP representative cited the use of media and telecommunications such as text messaging and announcements via the community radio station as some of the best ways to reach them.

Recognizing and respecting the communication channels these stakeholders prefer is crucial in ensuring the reach of the Programme to marginalized sectors.

More innovative and indigenous communication mechanisms can still be crafted, especially for marginalized communities. Aside from the IPs, strategies to reach and encourage feedback from senior citizens and differently abled persons should be created.

### **On Relationship and Coordination among MDGF 1919 Stakeholders**

The relationship and coordination among the stakeholders of the Programme still need to be strengthened, especially in areas where the WATSAN Council and the WATSAN Team still appear to be inactive.

The responses of the key informants in Cagayan suggest that the WATSAN Councils and Teams have not yet been established in the two municipalities visited. These reveal inadequate coordination not only in terms of the MDGF 1919 Programme but other projects and activities of the municipality as well. Setbacks in Programme implementation may be traced to these root problems in coordination, which is why these should be among the priority areas that need to be reviewed.

In addition, many of the key informants reported that coordination is done “as the need arises,” which may not be enough to sustain the activities under the Programme. More regular meetings and consultations should be encouraged among stakeholders.

# Assessment Based on the Documents Analysis

## I. Report on Mainstreaming HRBA in Local Water Governance by Ma. Socorro I. Diokno

### Rationale for Capacity Assessment

Strengthened capacities at the local level are one of the key components of the MDGF 1919 Joint Programme. This Capacity Assessment initiative, while focusing on advocacy and communication competencies, provides a systematic mechanism for identifying the specific competencies Programme stakeholders need to gain in facilitating and sustaining Programme implementation.

### Competency Areas

The Report on Mainstreaming HRBA in Local Water Governance noted that developing community leadership should be an essential element of the Joint Programme. It described community leaders to have the following characteristics: *“... know how to work together and how to be effective to realize the right to water and sanitation, deal with conflict and confrontation, mobilize the community, solicit community members’ contributions, engage their support, and build a community that is democratically controlled by the members of the community.”*

The Report further noted that among the roles and functions of the Joint Programme is to act as conduit for the resolution of water conflicts and water-related disputes, which may arise in the course of Programme implementation.

These leadership characteristics require the enhancement, if not development, of specific communication competencies including the following:

- Dialogic Communication
- Organizational Communication
- Social Mobilization
- Conflict Management/Resolution
- Negotiation and Mediation
- Planning and Managing Meetings and Consultations

## Information Dissemination

Information dissemination was identified among the responsibilities of BWSA to enable community members to responsibly exercise their right to water and sanitation. This includes providing “full and transparent information on water, sanitation and the environment.”

But the concept of information dissemination should be viewed as a two-way or multi-directional process in contrast to the traditional one-way, top-down approach. In the context of the human rights-based approach, the right of the community to initiate the communication process (rather than be relegated to mere passive recipients of information) should be recognized. It also involves the community regularly “talking back” or sending feedback.

The change from information dissemination to “information exchange” requires changes in the mindset (attitudes and behavior) of all stakeholders as well as acquisition of new communication skills. For community members, a two-way process would require them to be more self-confident, assertive, open and transparent (with their views and feelings). They have to enhance (and practice) various expression skills, both written and oral, as well as the use of new (social) media, if available. A comprehensive communication training program must be able to address the different dimensions of holistic training—knowledge, attitudes, behaviors and practices.

Community leaders (e.g., barangay officials) and members may need training on the following:

- Communication for Development (C4D)
- Oral communication (including presentation skills)
- Dialogic communication (including peer-to-peer communication)
- Interpersonal and group communication
- Basic technical writing

## The PANTHER Principles

A closer look at the PANTHER Principles discussed by Diokno would prove that communication can facilitate the adherence to these principles at the community level. For example, participation is possible only if the community organizer and BWSA officials are able to “communicate” and convince the community of a shared sense of purpose (or vision) and is able to mobilize collective action. The Report also noted an important communication skill—active listening. According to the Report, “A community organizer is an active listener, who creates a conversational environment where the community freely, voluntarily, meaningfully and actively participates in community meetings.”

Communication ensures transparency through access to adequate and timely information, popularization of technical information (including use of local language), and provision of mechanisms or platforms for information exchange. Communication also promotes nondiscrimination by facilitating acceptance (of differences), reducing or eliminating prejudices

and avoiding stereotyping/typecasting. Human dignity as a principle is attained if the community organizer is able to draw out wisdom, insights and experiences from the community. The other PANTHER principles are Accountability and Empowerment.

In summary, the following communication competencies are needed to facilitate adherence to the PANTHER Principles by community organizers and BWSA members:

- Dialogic communication
- Participatory communication
- Popularization
- Cross-cultural Communication
- Popular education

### **Communication in Community Organizing Work**

The following communication-related activities were singled out from the CO Phases based on Human Rights Standards, Norms and Practices:

#### Pre-Organization Phase

- Data review
- Courtesy calls and social investigation
- Barangay entry and integration

#### Organizing Phase

- Leadership Development and Core Group Formation
- Pre-construction conference

#### Organization Development

- Capacity Development and skills training

#### Localization, Sustenance and Pull-Out Activities

- Formal linkages, networking and advocacy

Given the above communication-related activities undertaken by a community organizer, the communication competencies/skills needed include the following:

- Interpersonal and group communication
- Cross-cultural communication
- Knowledge management
- Policy advocacy

## Communication Rights

Recognizing that communication is an essential process in pursuing the goals/objectives and initiatives under MDGF 1919, the necessity of incorporating lessons on communication rights in forthcoming capacity building programs is recognized. Communication rights are incorporated in both international doctrines such as Article 19 of the UN Declaration of Human Rights as well as national policies/laws such as the Philippine Constitution.

As listed in the Report, basic communication-related rights include the following:

- **Right to information** or the right to seek, receive and impart information on water and sanitation issues
- **Right to Participate** or the right to take part in the conduct of public affairs as well as the right to take part in cultural life
- **Freedom of Opinion and Expression** or the right to hold opinions without interference and the right to seek, receive and impart information and ideas through any media, either orally, in writing or in print, in the form of art, or through any media (Article 19, UNDHR).

## II. Capacity Assessment on Local Water Governance by Noel C. Duhaylungsod

The Capacity Assessment on Local Water Governance was conducted in 18 municipalities from July to November 2010.

This study focused on the knowledge, skills, and values of water service providers (WSPs) and consumers. It rates the WSPs according to five functional capacities that serve as standards among development organizations and agencies: (1) Capacity to Engage in Multi-stakeholder Dialogues; (2) Capacity to Assess Situations, Create a Vision and Mandate; (3) Capacity to Formulate Policy and Strategy; (4) Capacity to Budget, Manage and Implement; and (5) Capacity to Monitor and Evaluate. The study adopted a five-point scale with five as Very High and one as Very Low.

In terms of results across all types of WSPs, the highest competency score is in the capacity to engage in multi-stakeholder dialogue with an overall average of 2.27. However, this score is still within the low range of 2 or low in the five-point scale. According to the study, the 2.27 score could indicate that the capacity exists or has been developed but is underutilized or has not been put to effective use.

The conduct of effective dialogue requires the following competencies:

- Two-way, bottom-up and interactive communication strategies and channels
- Manifestation of I-Thou Relationship (e.g., mutual openness, non-manipulative, recognition of uniqueness)
- Nonverbal communication in dialogue setting
- Language sensitivity
- Appropriate listening types, e.g., comprehension listening, critical listening, sympathetic listening, dialogic listening, active listening, etc.

The second highest score among all WSPs is in the capacity to Budget, Manage and Implement (2.26), but the Study noted that this capacity is pulled down by the low score in Monitoring and Evaluation (2.0).

It may be safe to assume that this weakness in M&E work is also present in specialized M&E areas such as M&E in IEC (or C4D work). Several foreign and local studies have noted this weakness, if not absence, of an M&E component in IEC programs/projects. Many of these studies also recommended the strengthening of M&E components in IEC programs including the provision of appropriate capacities in planning and managing IEC M&E.

An issue often raised in M&E is the difficulty in attributing program/project impacts or outcomes to communication, given that there are other (non-communication) interventions introduced. The question is whether it is possible to “isolate” the impact of C4D interventions from non-communication variables. Several methodologies have been used in the past to address this issue, e.g., the use of an experimental control group. There is also the question on whether changes in Knowledge, Attitudes and Practices (KAP) can be immediate to enable M&E to capture such changes, considering that attitudinal and behavioral changes take time.

The communication competency needs or gaps of each type of water service provider can also be gleaned from the Capacity Assessment Report. LGUs as Policymaker and Regulator scored higher than 2.0 but lower than 3.0 in four competencies related to engaging in multi-sectoral stakeholder dialogue with the highest score relative to integrating community participation in water sector planning (2.78). The scores indicate some room for improvement considering it is still within the low range.

Capacities of the LGU to assess a situation and create a vision and mandate were rated between low to very low. The role of communication in crafting and sharing vision and mandate (mission) statements cannot be overemphasized. Policymakers need communication skills to generate participation, solicit inputs in shaping a shared vision statement, popularize the adopted vision statement and in mobilizing all sectors (the community) to rally behind the vision-mission statements. The study also noted low rating in monitoring and evaluation (2.6).

The LGUs, as water service providers, scored low in all aspects of the functional capacities across development issues with the national average recorded at 1.67. The study noted that none of the participating LGUs could show a coherent plan on water service provision, even more so a strategic plan based on long-term supply and demand. This situation highlights the need to develop the advocacy competencies of local groups so that they can “demand” from LGUs to give priority to the development of programs and projects that address their priority needs.

The highest average score of the LGU as water service provider was in terms of engaging in multi-stakeholder dialogue (2.01) as it received an average of rating of below 2.0 for the other capacities. The different capacities related to multi-stakeholder dialogues which involve communication competencies according to the research instrument are the following:

- Participatory planning/consultations
- Participation in learning events
- Listen and consider interest groups’ suggestions
- Learn from best practices
- Coordinate with DOH
- Negotiate with other WSP to complement their services with the LGUs
- Negotiate for preferential rates from loaning institutions
- Conduct transparent public hearings

In terms of capacities of LGUs to formulate a policy and strategy, communication-related capacities included in the Capacity Assessment Report which have low scores include:

- Capacity of the LGU to strategize attainment of its VMG
- Capacity of the LGU to feedback to the Local Development Council regarding implementation of environmental ordinances affecting water situation

Communication-related capacities of the LGU to monitor and evaluate with low scores include:

- Regularly submit and disseminate narrative reports to the executive, legislature, consumers and other stakeholders
- Submit and disseminate financial reports to the executive, legislature, consumers and other stakeholders

Considering the low scores for the different competency areas above, there may be a need to enhance skills of LGUs (as WSPs) in the following areas:

- Communication for Development
- Communication Planning
- Interpersonal and dialogic communication
- Cross-cultural (or inter-cultural) communication
- Negotiation skills

- Presentation skills (including oral presentation and public speaking)
- Managing meetings and consultations
- Technical Writing
- Popular writing

For a barangay-managed or administered water facility, engaging in multi-stakeholder dialogues also recorded the highest score among the five functional capacity areas. In terms of its component skills, the following earned scores higher than 2.0:

- Conduct transparent dialogues with consumers on the operations of the facility (2.75)
- Conduct regular meetings with LGU officials (2.25)
- Encourage local legislators to formulate ordinances and policies that support sustainable water supply (2.17)

On the other hand, dialogue (communication)-related competencies with scores lower than 2.0 are the following:

- Convince LGU to continue subsidy (1.94)
- Negotiate for preferential rates from loaners (1.33)

In terms of managing barangay WSP, the Assessment Study emphasized “the importance of being able to collaborate with the LGU on policy matters and with WSPs that have more experiences in operating a water service enterprise.”

A weakness listed in terms of management is “regularly submitting complete reports to the LGU.” Perhaps this weakness can be related to capability of BWSP in documentation and technical writing, which are essentially communication skills.

The Assessment Report included “capacity of the R/BWSA to implement a systematic and transparent M&E system” as among the “significant areas of intervention for capacity building at the barangay level.”

Given the results of the Assessment Study, officers and staff of barangay-managed or administered water facility may therefore benefit from capacity building courses on the following areas:

- Conducting participatory meetings and hearings
- Process documentation
- Technical writing
- Making oral presentations

The Water District is the most highly rated among the WSPs; however, it received a relatively low rating in terms of stakeholder relations especially with LGUs, national agencies (DOH), customers and resources or knowledge centers (e.g., academe). According to the study, “this lack of interaction could blindside the WD in dealing with critical programs related to water service delivery.”

The communication-related technical capacities of WDs that need further honing as may be gleaned from the Assessment Study are the following:

- Capacity to implement a systematic and transparent M&E system
- Capacity to maintain a transparent relationship with LGU and consumers
- Capacity to collaborate with interest groups such as NGOs, the academe, LGUs, and private investors on watershed management

In addition, capacity building for WDs in the following areas may be included:

#### Stakeholder Relations

- Stakeholder identification and analysis techniques
- Cross-cultural/inter-cultural communication
- Creating a community of practice
- Stakeholder relationship practices and tools

For cooperative WSPs, the Assessment Study concluded that given current research findings, there is no urgency for capacity-development activities related to water services for cooperatives.

Private Company Water Service Provider (PCWSP) scored low in terms of quality of relations with stakeholders especially with customers. It also has low rating in terms of conducting monitoring and evaluation.

According to the Study, despite the high scores of the PCWSP, there is a lot of room for improvement in various technical capacities including the following communication-related capacities:

- Capacity to conduct an effective M&E
- Capacity to update the database
- Capacity to submit/disseminate reports to the LGU and consumers
- Capacity to portray a transparent profile
- Capacity to share ideas and best practices with other WSPs

Learning areas for PCWSP, therefore, may include the following:

- Knowledge management (including database management)
- Monitoring and evaluation (including of IEC Programs)
- Technical writing
- Popular writing
- Interpersonal and group communication
- Documentation of best practices

Consumers/customers of WSPs average rating in terms of engaging in multi-stakeholder dialogue is a low 1.60. According to the Capacity Assessment Report, this indicates “the isolation they experience or the sense of social exclusion in regard to matters of transparency and accountability by the providers.”

The specific competencies in multi-stakeholders dialogue where the consumers/customers scored low are the following:

- Capacity to participate in discussions on sustainable local water governance (1.61)
- Capacity to get involved in IEC activities including in planning for water source protection and development (1.65)
- Capacity of consumers to respond to calls on co-management by WSPs (1.56)

In terms of indicators of the capacity to monitor and evaluate development issues, the ratings are likewise low indicating the need for advocacy interventions:

- Capacity to share views and participate actively in developing sustainable water management policy (1.67)
- Capacity of consumers to be vigilant of their rights to be provided with clean, safe, and adequate water supply (2.0)

The Study also reported that co-management advocacy for administering common resources like water appears as a distant concept for the sector. Similarly, the relatively low notion of consumer rights and vigilant water conservation suggest lack of organization among water users.

### **III. Mid-Term Evaluation Report on the MDGF 1919 in the Philippines (2010)**

The Mid-Term Evaluation Report conducted in 2010 noted that there are about 30 agencies that are involved in the water supply sector, most of them with overlapping functions. Local level actors in the water sector were often unable to perform satisfactorily due to the lack of capacity to fulfill their mandates.

Enhancing capacities of Programme stakeholders on various aspects of development planning and management are major interventions needed to address these two major issues. These interventions include enhancing communication-related competencies. The limited investment support for access to quality water can be partly attributed to communication-related concerns such as awareness of access problems, perceptions on priorities, and multiple and uncoordinated actors, among others. On the other hand, inadequate local planning and management capabilities include skills in dialogue and consultations, negotiations, reporting and documentation.

The Programme Theory of Change adopted as framework by the Mid-Term Evaluation comprises three elements: (1) establishing the appropriate legal and policy environment; (2) developing capacities of LGUs at municipal and barangay levels, and (3) conducting an effective communication and advocacy campaign to raise awareness of community members. This framework also reiterates the need to measure (and eventually enhance) the communication competencies of local actors as essential activities in pursuing “change” in the water sector.

#### **Bottom-Up Approach in Development**

Among the key findings of the Mid-Term Evaluation is that MDGF 1919 was able to develop good practices in bottom-up participation processes for implementation and planning of water delivery at the community level.

The MTE reported that the Joint Programme has developed good examples of bottom-up participation processes in planning for water service delivery. The social mobilization strategy adopted aims to ensure that socially excluded and economically marginalized groups are aware of the resources and the need for them to participate in the planning and management of water services.

It is important to point out that bottom-up participation can only be facilitated by two-way or multidirectional communication, where each community stakeholder is given adequate information to make informed choices as well as the right and the opportunity to express views and opinions in an open, transparent environment.

Capacitating the “socially excluded and economically marginalized” to be more participative and “communicative” can be quite challenging as these sectors may have long endured the so-called “culture of silence” prevalent among excluded sectors. Empowering them to be rights-

sensitive, proactive, and engaging demands skills in cross-cultural communication, participatory (two-way) communication, and negotiation.

While bottom-up approaches have contributed to strengthening community participation and capacities, political interference can prevent the achievement of sustainable results. These good practices thus need to be replicated or scaled up in other project sites and development programs and projects. Here, documentation using various channels and formats is necessary to capture essential lessons and experiences.

The Mid-Term Evaluation Report noted that to avoid misleading the population with unrealistic expectations, it is important that water governance issues, including the policy, operational and institutional dimensions, are mainstreamed at all levels. This requires continuing advocacy and IEC work.

### **The Need for Policy Advocacy**

A specific advocacy thrust, according to the Mid-Term Evaluation Report, is engaging the national government in the setup of a single economic regulatory water commission in the medium term, and a single water authority in the long term. The Joint Programme correctly identified the absence of a unitary water authority as the main institutional constraint in the governance of the water sector in the Philippines.

The MDGF 1919 Joint Programme has undertaken five local water governance forums and national executive-legislative dialogues. In addition, the Mid-Term Evaluation Report called for more aggressive and strategic advocacy activities at both the national and local levels towards engaging more support for the water sector reform. To upgrade advocacy and lobbying competencies, training courses on the following may be in order:

- Public policy making
- Policy advocacy planning and management
- Use of social media as advocacy tools
- Crafting persuasive advocacy messages
- Alliance building and networking
- Communication for social change
- Measuring impact of advocacy initiatives

### **Multisectoral Partnership through Social Mobilization**

The Report also noted that sustainable water service delivery requires building broader partnership of stakeholders including donors, the private sector and civil society. This essentially involves social mobilization and networking work. Social mobilization is broadly defined to include convincing and involving all sectors at all levels (from decision-makers to front liners) to support a particular advocacy theme.

According to the Mid-Term Evaluation Report, there is a high level of awareness and expectations of the Joint Programme among both the participating LGUs and community members in the targeted municipalities. Given this setting, the challenge is to translate such awareness into concrete participation and support—from words into actions (including needed policies) and desired behaviors. Expectations have to be met, otherwise this could lead to frustration. The community may lose interest and even trust and confidence in the Programme, which may be difficult to regain for the project or related interventions in the future.

Outcome 2 envisions enhanced capacities of LGUs and WSPs to develop, operate and manage potable water services. Many of the LGUs visited for the Mid-Term Evaluation, however, still do not have separate water sector plans. Instead, municipalities had integrated municipal development plans, which are basically budgets of planned activities including upgrading of water service infrastructures such as increasing capacity of the water pump from the source of distribution, etc.

In San Vicente, residents were not happy with the tariff structure proposed in the service code, partly because the incumbent LGU administration had promised to abolish water tariffs as part of their campaign for office. This illustrates how public investment programmes, e.g., the water system, may be too risky as it can be unpredictably influenced by political decisions and changing priorities over time.

The two preceding paragraphs reinforce the earlier statement on the need for more aggressive, strategic and “specialized” advocacy activities at both national and local levels. A specialized skill which may be needed is “convincing” political leaders to support advocacy themes but not to completely politicize the program or project.

Another challenge identified by the MTE is whether or not pilot models can be successfully replicated by a national institutional mechanism that has the appropriate capacity. Citing the PTC, the MTE listed down the three key Programme level success factors: (1) the 36 municipalities should improve access and provision of water services for the poor; (2) water delivery system operation, management and maintenance should be **documented** and be easily replicable; (3) a national mechanism should be established and be able to **upscale the pilot model** and improve access and provision of water services to the remaining waterless municipalities.

Again, some communication processes must be brought in to facilitate replication. These include (process) documentation (including case study writing), popularization, promotion and advocacy.

Popularization courses may include the following:

- Principles of popularization
- How to handle technical terms and concepts
- How to handle numbers

- Simplifying complex information including writing human interest stories
- Popularization formats and channels

While the MTE noted that there is a strong sense of ownership at all levels as well as high expectations of improved water service delivery, if these three outcomes listed above are not achieved, then the Programme would not be perceived to have been successful.

### **Monitoring and Reporting in Advocacy and Communication Work**

As in the other documents reviewed for this Capacity Assessment Component of the AIJC Consultancy, the MTE also recommended improvements in the M&E system specially in strengthening the output indicators so that they can more efficiently measure performance and changes in the results. The evaluation observed that there was a general weakness in the formulation of output indicators. Some of the indicators lack baseline data, and there was a general tendency towards quantitative indicators, even when qualitative indicators would have been more appropriate.

Moreover, as earlier mentioned, capacity building on M&E in IEC needs special attention considering that M&E in IEC is often the “missing link” or the “weakest link” in development programs and projects.

### **Communication Planning**

The Joint Programme has adopted an approach whereby individual municipalities will develop their own communication plans. If implemented effectively, this approach has the potential to ensure that the most remote areas and disadvantaged communities are covered in the Programme. This is also one of the areas where engagement of civil society organizations to mobilize communities for advocacy and increased participation could increase awareness of the need to assert the right to demand better public service. This is significant considering that according to the MTE, one particular area that lacks a clearly defined plan of action is on developing partnership with NGOs, development partners, and other water service providers such as the private sector and cooperatives.

Some activities to provide LGUs with requisite capacities to develop and implement their own communication plans have been completed. For example, two regions have completed training in desktop publishing, which enabled them to develop their own localized communications materials. Two workshops on C4D were also conducted in 2010, with participants from all the participating municipalities.

#### **IV. Socio-Economic Household Survey (Baseline Survey)**

The key question to be answered is, “What factors facilitate or hinder the access to and provision of water services to beneficiaries, especially the poor?”

##### **Access to Information and Participation**

According to the Socio-Economic Household (Baseline) Survey, access to information relies on the barangay health workers and barangay/WSP officials. The baseline survey further noted that an effective mechanism for accessing information is through meetings and consultations which promote direct, face-to-face interaction.

Recognizing the value of meetings and consultations as platforms for information and participation, capability building courses which will enhance facilitative and consultative skills of barangay officials including BHWs and BWSP officials should be included in any capacity building plan. Topics on planning, managing, and monitoring and evaluation should also be included.

A course on planning and managing meetings and consultations may cover the following areas:

- Dialogic communication
- Observation and facilitation skills
- Nonverbal communication
- Using evocative skills to generate participation and feedback
- Group dynamics
- Building consensus or compromise
- Use of ICT tools for participative/interactive meetings
- Process documentation of meetings and consultations
- Monitoring and evaluation of meetings

##### **Assessment of MWATSAN Councils: Application of the PANTHER Principle**

A major finding of the baseline survey is that the “MWATSAN Councils,” which have received a generally low rating, need assistance and development interventions in terms of policies, guidelines and resource materials, aside from skills and knowledge training. This rationalizes the need for a systematic capacity assessment, and eventually, a comprehensive competency development plan.

In general, respondents in the 36 municipalities said the PANTHER principles in the Human Rights Based Approach to Development do exist in WATSAN management and operations. Upon further probing on how they are manifested, however, the following opinions and ideas surfaced:

## **Participation**

Participation is manifested only in group work and community consultations. In this context, participation through attendance in community consultations is understood to include acquiring information, receiving updates, and learning about plans and latest events.

The respondents' understanding of community consultations tend to be "top-down," with participants merely "reactive" rather than "proactive" participants. There is indication that the objective is to disseminate information (plans and latest events) rather than encourage the community to express their views or opinions and initiate dialogue. The proposed course on meetings and consultations mentioned earlier should include discussions on participatory communication (e.g., dialogues and meetings), evocative skills, and active listening, among others.

## **Accountability**

According to the baseline survey, accountability is manifested in the consumers' responsibility to pay water fees, and in the reports submitted by officials (presumably done regularly).

Communication interventions may be needed to expand the community's understanding of the concept of accountability, from merely paying water fees (by consumers) and reporting by officials, to include other responsibilities such as exercising care in the use of water facilities, encouraging neighbors to pay water fees on time, and cleaning water facility surroundings, among others. New messages discussing broader roles and responsibilities have to be crafted using appropriate message (persuasive) appeals.

## **Non-Discrimination**

The baseline survey noted that non-discrimination is manifested through equal rights to water, but the concept of non-discrimination can be further expanded to include non-discriminatory communication, together with sensitivity in the use of words and images. Note that some forms of prejudices and pride (including stereotyping) can be traced in languages and visuals. Thus, non-discriminatory communication should be a part of the capability building exercises.

## **Transparency**

The Baseline Survey reported that transparency is manifested only in reporting. A comprehensive communication capability building program will be able to identify other platforms and mechanisms to promote and facilitate transparency in the Joint Programme's planning and management.

These may include the following:

- Knowledge management (including database management)
- Publications (print and online newsletter)

- Regular Programme meetings and dialogues
- The use of electronic media (website and social media)

Appropriate competencies in pursuing these transparency mechanisms must be provided.

Following are the recommendations based on these findings:

### **Tool Kit/Learning Materials Development**

Facility ownership combined with sound management would guarantee sustainability of facilities. This is indicated by the high frequency of functional level I facilities. Level II facilities are more complicated for the households, but adaptation of information and education packages would enable better community management of facilities would contribute to their sustainability.

Information and education packages may refer to tool kits that Programme planners/managers can use anytime. There is a need to equip planners and managers with adequate skills in developing such tool kits, or in outsourcing the development of such. Learning areas in developing tool kits may include the following:

- Principles and theories in adult learning (andragogy)
- Technical writing
- Principles of layout and design
- Pretesting and posttesting of IEC materials including learning tools

### **IEC Policies**

Adopting IEC and participation policies is atypical among development programs and projects but should be encouraged. Such policies are needed as mechanisms to promote greater transparency and accountability, and facilitate popular participation (including information exchange), among others.

Areas for IEC policies may include the following:

- Access to official project information
- IEC materials development, dissemination and exchange
- Public feedback mechanisms

## **Comprehensive Advocacy and Communication Program**

Competencies in IEC policymaking will be very useful in pursuing this recommendation. There is a need to equip the WSPs and MWATSAN Councils with the technical and management capabilities that they lack, as well as skills in IEC and effective application of governance principles.

This finding rationalizes the need for a comprehensive advocacy and communication program for different types of WSPs.

The Baseline Survey also identified WATSAN-related issues, which include the following:

### **Conflict Management and Resolution**

There is a lack of cooperation and understanding among water users, which could cause conflicts. Cooperation among users would prevent illegal tapping, promote proper use and smooth operation of facilities, and hence prevent conflicts.

This finding reinforces the need to include conflict management/resolution (inclusive of communication strategies and approaches) in the capacity building program for WSP planners and managers.

Specific content areas may include the following:

- Understanding conflict: nature and types
- Ingredients to conflict
- Conflict management techniques
  - Collaborating: win/win
  - Compromising: win some/lose some
  - Accommodating: lose/win
  - Competing: win/lose
  - Avoiding: no winners/no losers
- Mediation as alternative dispute resolution
  - Steps to conflict management and mediation
- Using communication in conflict management (including Mediation)
- Conflict prevention

### **“Information Dissemination” versus “Information Sharing and Participation”**

The dissemination of information on water and sanitation is done in order to reach the majority of the households. Notices in case of interruptions and fee adjustments need to be disseminated within an acceptable timeframe to enable consumers to prepare for such adjustments and give them the opportunity to provide feedback.

Information dissemination in this case requires skills in message development (inclusive of the use of appropriate appeals) and format and channel selection. Considering the number of channels now available, WSP planners and managers should have knowledge of the advantages/disadvantages of various communication channels and formats.

WSP planners and managers should have adequate skills in surveying, identifying and using the appropriate mechanisms and channels for information sharing and participation within their respective communities. Communication channels refer to indigenous media, local mass media and new media including social media (if available). Mechanisms include credible opinion makers, sociocultural events which can serve as communication venues, and public infrastructures as venues for discussions. The interactive and collaborative features of various channels and mechanisms should be learned, understood and applied.

The more appropriate term to use, however, would be “information sharing and participation,” which refers to a circular exchange of information rather than the one-way, non-participative process of communication that “dissemination” implies.

### **Recommendations on the Baseline Survey**

Baseline surveys should be conducted periodically to update data on the situation and assess changes. Knowledge management plays a crucial role in the conduct of such studies, as the data from the baseline surveys need to be well-managed.

A unit or group of dedicated staff that can attend to this would be necessary, as conscientious data management would be a good contribution to the management of the Programme from planning stages to monitoring and evaluation. Training courses on knowledge management and M&E for the said unit or group would therefore be essential.

# Recommendations

Based on the findings of the Capacity Assessment, following are the researchers' recommendations:

## Understanding C4D

The importance of integrating communication into development programs and projects is well recognized by governments, local, national and global civil society organizations, and international development agencies. The UN General Assembly, through Resolution 50/130 adopted in December 1995, recognizes the “pivotal role of communication in the successful implementation of development programmes within the UN system” and urges relevant UN agencies and organizations to develop a systematic approach to capacity building in what it refers to as Communication for Development (C4D).

C4D as a framework, which also defines the approaches to be used in communicating with various internal and external stakeholders, needs more intensive or in-depth understanding and appreciation by individuals and groups responsible for communication work. There should be planned, systematic opportunities for responsible individuals and groups to learn more about C4D. This, however, should not be limited to traditional seminar-workshops but should include more innovative and creative approaches, e.g., exposure to or immersion in model C4D initiatives, coaching and mentoring by experts, and exchange of best practices, among others.

C4D should not only be manifested in strategies and activities. It should also be institutionalized through the adoption of appropriate communication policies and structures consistent with C4D values and principles. Examples of communication policies consistent with C4D are institutionalizing two-way communication (including feedback mechanisms), providing mechanisms for greater transparency and accountability, and facilitating access to information. Structures consistent with C4D are those that decentralize decision making, among others.

Community organizing (CO) work, in the context of the Human Rights Based Approach to Local Water Governance and the C4D framework, requires integration of essential communication (or C4D) processes such as genuine consultations and dialogues, community empowerment and mobilization, transparent management, and inclusive (rather than discriminatory) communication.

CO in this context also requires the fulfillment of basic communication-related rights of community stakeholders, particularly the right to information, the right to participate, and the right to freedom of opinion and expression.

## C4D Policies

C4D policies should be explicit to ensure predictability, adoption, institutionalization, and sustainability. The MDGF 1919 Programme and *Salintubig* program need well-defined policies in the following areas:

- Access to information
- Participatory and feedback mechanisms
- Information dissemination, e.g., house-to-house visits, community assemblies
- Advocacy messages
- Advocacy strategies and tools
- Media relations strategies, channels and tools
- IEC materials development
- Integration of cultural values, practices and tradition
- Others

## Communication (Time Action) Plans

The practice of referring to a communication plan matrix as a complete communication plan by itself should be discontinued. A real communication or C4D plan includes analyses, discussions and narratives. The use of the matrix gives an impression that communication planning is merely an exercise that involves filling up rows and columns, rather than a product of a systematic process. The matrix should only be used as a summative tool to be included at the end (or appendix) of a more comprehensive document. The processes involved in preparing a communication plan and its components are described in the Guide on Communication Planning for community-based development produced by the AIJC for this project.

The adoption of the Assessment, Communication Analysis, Design and Action, Evaluation (ACADAE) process in communication planning is highly recommended as it provides for a systematic approach in doing the task.

Communication (C4D) plans or Time Action Plans (TAPs) should not be prepared for compliance purposes but as tools for systematic (rather than *ad hoc*) implementation of advocacy, communication and mobilization activities. Each TAP should be distinct, addressing local communication issues and problems and therefore adopting corresponding (distinct) strategies and approaches. There cannot be a “one-size fits all” approach as no two communities are exactly the same. The communication issues and problems being addressed are based on evidence rather than mere perceptions.

Capacity building in communication planning is inclusive of the components (elements) of a communication or Time Action Plan as well as the stages and processes involved. The stages refer to requirements needed such as the conduct of situation analysis (including research) and problem identification, among others. Again, consistent with the C4D frame, the

communication planning process is an inclusive and participatory process—one that manifests cultural sensitivity, among others.

The objectives of the MDGF 1919 Strategic Communications Plan (2010), which is “to raise awareness and advocacy,” and those of the different Time Action Plans should be reviewed and possibly revised to make them more consistent with the principles of Communication for Development (C4D). This includes going beyond the traditional awareness building towards “policy advocacy and support by local chief executives, social mobilization for communities and water service providers, and behavior change communication for water facility users and non-users.”

There is also the need to distinguish issues and problems related to communication issues from those on the management and operations of water facilities. A communication plan must address only communication issues and concerns. It is important to differentiate these and isolate the communication dimension(s) of the latter, as wrongly identified communication issues lead to incorrect C4D objectives and messages rendering the C4D plan and its eventual implementation a useless exercise.

The use of data on Knowledge, Attitudes, Practices (KAP) as basis for objective and strategy formulation is recognized. KAP surveys also provide baselines, which are eventually used for measuring the performance (success) of the communication program. However, there should be distinct research which will identify determinants of attitudes and behaviors to provide a more in-depth and comprehensive understanding of intended audiences. This type of research will answer the question *why* intended participants (audiences) display certain attitudes and behaviors. These explanations should be adequately addressed in the communication plan.

### **A Distinct C4D Group**

Considering the importance of C4D in the success of MDGF 1919 Programme and the *Salintubig* program and the enormity of communication-related activities which have to be undertaken, a distinct group or unit in charge solely of C4D work is most ideal. Such a distinct group or unit will ensure focused (priority) attention to communication work rather than relegating communication activities as “among the many other functions” competing for time, attention and resources. The set up will also ensure more proactive than reactive communication interventions. However, a distinct group or unit is still not an assurance of success if other necessary resources are not provided.

Other advantages of a distinct C4D group or unit are the following:

- It institutionalizes C4D initiatives and therefore ensures sustainability of communication programs, projects and activities.
- The locus of accountability and responsibility becomes well-defined.

- Resources (e.g., funds, equipment and facilities) can be mobilized and generated among stakeholders and donors (partners) to be used in sustained and expanded C4D programs and projects.

Considering the short timeframe available for the MDGF 1919 Programme, a strengthened WATSAN Council and WATSAN Team may remain as the focal point or lead for C4D activities. This means WATSAN members should be provided (and assured of) opportunities to upgrade their skills and competencies in doing communication work and adequate resources (e.g., financial, equipment and facilities) to do their job efficiently.

## **Networking and Alliance Building**

Networking with like-minded individuals and groups enable a communicator to “multiply” himself/herself. These networks can be found in civil society organizations, the academe, national and local government agencies, and sectoral groups. The role of the youth and women’s groups (including mothers) cannot be overemphasized—the former because of their idealism and energy and the latter because of their unique role in the family and the community. Empirical evidence proves that empowering a woman leads to empowering her entire family, as family members also benefit in terms of better education, literacy, health, nutrition, etc. As the saying goes, “educate a woman and you educate a family (nation).”

The support of the Philippine Information Agency (PIA) should be maximized considering that it is the lead C4D agency of the government. PIA has 16 regional offices and 68 provincial information offices nationwide. PIA resources which may be tapped include C4D specialists (for communication planning, media production and training), equipment and facilities, and government media network (PTV and Philippine Broadcasting Service), among others.

The Philippine Broadcasting Service (PBS) is the government-owned radio network with 32 radio stations nationwide.

Latest data (AY 2009-2010) from the Commission on Higher Education (CHED) show that there are 107 higher education institutions (HEIs) offering Communication; 31 HEIs offering Development Communication; 45 offering Journalism, and 32 offering Broadcasting. Faculty members and even students of these institutions have the capacity to support communication needs of development programs in terms of research, training, materials development.

## **C4D Resources**

Funds allotted exclusively for communication work will remain a challenge but its adequacy and availability must be ensured in order for C4D to make a difference. Failure of communication officers to show or prove the cost-effectiveness of investing in C4D work has discouraged many decision makers from giving adequate and sustained financial support. Development programs

and projects (with foreign funding or otherwise) must adopt a policy of allocating a distinct budget for C4D work explicitly reflected in the original work plans. Such budget must include allocations for capital expenditures and operations.

Ideally, C4D work is allotted exclusive equipment and facilities to ensure sustained and expanded coverage as practiced in many donor funded programs and projects (both loans and grants). This will also facilitate timely completion of assignments, among others. But the reality is the C4D group or unit has to beg, borrow and “steal” these resources to be able to do their job well.

How do we generate complementary or supplementary funds and equipment/facilities for C4D work? Related government and/or NGO projects may be willing to collaborate in implementing C4D work. Tapping into Public-Private Sector Partnership (PP) e.g., co-financing can be considered. Although many C4D projects are not revenue-generating, many can be attractive to corporate sponsorship (as part of CSR) because of their inherent communication media nature. For example, production of IEC materials can have sponsors. These also show that the communicator must be good in mobilizing resources.

Partnerships with legislators using their countryside development funds should be sustained and expanded in initiating C4D programs and events.

Some relevant IEC materials produced by partner agencies and other projects can be adapted for nationwide production and distribution. A mechanism can also be set up to facilitate materials exchange among different Programme sites. This recognizes the capability of the field to produce quality materials for sharing. In the case of printed materials, some editing may be needed to eliminate location-specific messages. Local video productions can be used nationally because they provide lessons and experiences from various project areas.

To facilitate materials exchange, there is a need for a centralized information base where all IEC materials produced will be registered, documented and deposited. The information base can be physical or virtual. The latter will facilitate downloading by partners and field implementers anytime, anywhere.

Public infrastructures are among the most common and available venues for communication especially for the MDGF 1919 Programme and *Salintubig* program, which require regular consultations/dialogues and assemblies. These infrastructures include public schools, community learning centers, health centers, and barangay halls. Several studies revealed that health centers are among the most popular public venues (e.g., Summative Study on the Effectiveness of Bright Child Campaign, 2007). The feasibility of using churches should also be explored.

Public events, exhibits and celebrations (including fiestas) were cited in some of the communities as opportunities and occasions to communicate. Many of these have cultural roots and may enjoy wide acceptance and participation by community members. Perhaps

traditional or folk media can also be tapped as communication channels. This strategy can even help revive local arts and culture in addition to providing indigenous and low-cost communication channels.

Filipinos are known worldwide for their talent in music, performing and visual arts. Such talent cuts across gender, age, and economic status. Integrating relevant developmental messages, e.g., water utilization in various forms of music, visual and performing arts, can be a cost-effective strategy.

The use of community radio (including radio stations owned by LGUs) has been proven effective in at least two of the communities visited. This practice should be sustained and replicated or expanded. The distinct feature of using community radio stations is their ability to present local content in the local context. Value added would be direct community participation in planning and programming. Community newspapers can be of help but their readers are usually limited to (local) opinion makers and are therefore useful for policy advocacy work. Another limitation is that they are usually available only in the centers.

It should be emphasized that there is no “one size fits all” channel. There are appropriate channels for specific participants (audiences). Appropriateness is determined by indicators such as audience use, preference, accessibility, availability, and affordability. Local research on channel use and preferences and related concerns is recommended.

## **C4D Competencies**

Considering the limited training and experience in communication work among many WATSAN Council and Team members, providing or enhancing their basic communication management competencies is a must. Basic communication (management) skills include communication planning and communication research (e.g., audience analysis), among others.

The very nature of water governance makes the emergence of some management issues and concerns inevitable, requiring “advanced” communication competencies. For example, misunderstanding and conflict among community members and between local officials and residents are common due to the absence or lack of cooperation and participation, refusal to pay tariffs, misperceptions (access to water is a right without corresponding obligation), and so on. This realization requires skills in conflict management (prevention and resolution), negotiation, mediation and other alternative dispute resolution modes. Such skills go hand in hand with communication competencies.

The concept of “inclusiveness” gains greater recognition in the context of HRBA to local water governance and the C4D framework. Preferential option is given to those who have been “socio-culturally excluded and economically marginalized” and may have long endured the so-called “culture of silence.” Empowering them to be rights-sensitive, proactive, and engaging demands skills in cross-cultural communication, participatory (two-way) communication, and negotiation.

A distinct M&E system for C4D work should be integrated in the work plan, and capabilities in conducting M&E should be enhanced through training, coaching, and mentoring.

Enhancing M&E in C4D needs specific attention considering that M&E in general, and in communication work in particular, is often the “missing link” or the “weakest link” in development programs and projects. Improvements in the M&E system must focus on strengthening the output and outcome indicators so that they can more efficiently measure performance and changes in the results.

Installation of process documentation will ensure systematic recording of important issues and events as well as lessons gained in the process. Process-oriented documentation focuses on the whys and hows rather than on the what. Process documentation also looks into effects, impact and causative variables.

Competencies take a new meaning. In terms of skills, it is not enough to know how to disseminate information, but more importantly, one must have the capability to facilitate exchange and sharing of information (including soliciting or encouraging participation). Today’s communicator should also be a Knowledge Manager. Appropriate attitudes, behavior and values are equally important to the new breed of communicators working at the grassroots level. The communicator must have a new mindset reflective of HRBA and C4D.

## **Capacity Building**

Capacity building involves enhancing the competencies of internal stakeholders to plan, implement and sustain the communication, advocacy and social mobilization strategies and activities recommended. Capacity building strategies include traditional formats like seminar-workshops to more innovative approaches using various learning delivery strategies and channels such as coaching, mentoring, consultations with experts, and in the future, online learning using print and digital modules, among others. Capacity building, however, should go beyond skills. It should also focus on knowledge, attitudes and values in a continuing education environment.

As strategy for capacity building, good (best) practices generated from process documentation and monitoring and evaluation of the MDGF 1919 Programme and *Salintubig* program should be systematically harvested and shared with participating communities (and even outside the 36 municipalities) and Programme partners using a variety of platforms and formats. These formats and platforms include case studies, video documentations, news and feature articles, and even web articles for the envisioned distinct MDGF 1919 Programme website (which will include a webpage for good practices), online magazine (or newsletter) on best practices, and video (for YouTube uploading).

The development of tool kits, manuals and other learning resources should be sustained as part of capability building as well as knowledge products of the Programme. However, mechanism for systematic monitoring and evaluation of distribution, utilization and impact of these learning materials should be put in place. These materials can also be adapted into more popular formats for various audiences. Their content can also be rewritten or repackaged into mass media materials or stories including news articles, features, and documentaries (particularly for good practices), among others.

The following are initial areas for capacity building (training) based on the interviews conducted, the documents analyzed, as well as recommendations from AIJC:

<b>COURSE</b>	<b>COVERAGE</b>
<b>Communication Concepts</b>	
Communication for Development (C4D)	Defining Communication for Development; distinguishing C4D from other concepts and models; elements of C4D; strategies and tools; best practices in C4D programs; monitoring and evaluating C4D
Behavior Change Communication (BCC)	BCC as an element of C4D; stages of behavior change; behavior change communication theories; communication strategies per stage/phase; case studies of BCC best practices
Advocacy and Lobbying Work	Definition of advocacy and lobbying; strategies and tools; advocacies in difficult situations; crafting advocacy messages; measuring and evaluating advocacy and lobbying work
Cross-Cultural Communication	Cultural identity; language sensitivity; understanding nonverbal communication; intercultural competence; and managing cross cultural conflict
<b>Interpersonal and Group Communication</b>	
Public Speaking	Delivering well-crafted messages through speeches and presentations that can mobilize target groups and individuals into specific actions. Techniques and tools for effective delivery. These involve verbal, non-verbal, and vocal tools.
Public Consultations and Dialogue	Oral communication skills; creating environment for open communication; evocative and inquisitive skills; documenting public consultations and dialogue

Facilitating Skills (meetings, training courses, etc.	Delineating coverage or scope; creating environment for open communication; controlling monopolists; eliciting viewpoints and ideas; physical setting and venue; ethical considerations in facilitating meetings and courses, among others; generating consensus; and closing and summing up
Conflict Management and Prevention	Understanding conflict – nature and types; conflict management techniques, e.g., collaborating, compromising, accommodating, and competing; mediation as alternative dispute resolution; steps to conflict management and mediation; using communication in conflict management (including mediation)
Negotiation	Negotiation strategies and tools; addressing perceptions, stereotypes and biases; and communication strategies in negotiation
Planning and Managing Meetings and Consultations	Observation and facilitation skills; nonverbal communication; using evocative skills to generate participation and feedback; group dynamics; building consensus or compromise; use of ICT tools for participative/interactive meetings; and process documentation of meetings and consultations
Service Quality Consciousness and Customer/Client Orientation	How to instill service quality consciousness; skills in customer/client relations
<b>Language and Writing</b>	
Technical Writing and Business Correspondence	Types of technical reports and business correspondences; writing formats and styles; review of grammar; and packaging technical reports. The Identity Design System and Manual of Style will be used as reference material.
<b>Communication and Knowledge Management</b>	
Communication Planning	Phases/stages in communication planning; elements of a communication plan; communication planning process; and requirements in communication planning
Knowledge Management	Principles of Knowledge Management; knowledge process and its stages, e.g., generation, representation, storage, access, transfer and utilization; knowledge audit

	process; KM planning and implementation; KM tools; and nurturing KM culture.
<b>Media Relations</b>	
Media Relations	Mass media work environment and culture; media relations planning; media relations strategies and tools; handling negative publicity; and legal and ethical considerations in media relations work
Media Skills	Preparing for media interviews and appearances; principles and techniques in responding to face-to-face, online and mediated media queries; and physical appearance (including dress code) in media interviews