



International  
Labour  
Office

## **WORKSHOP REPORT**

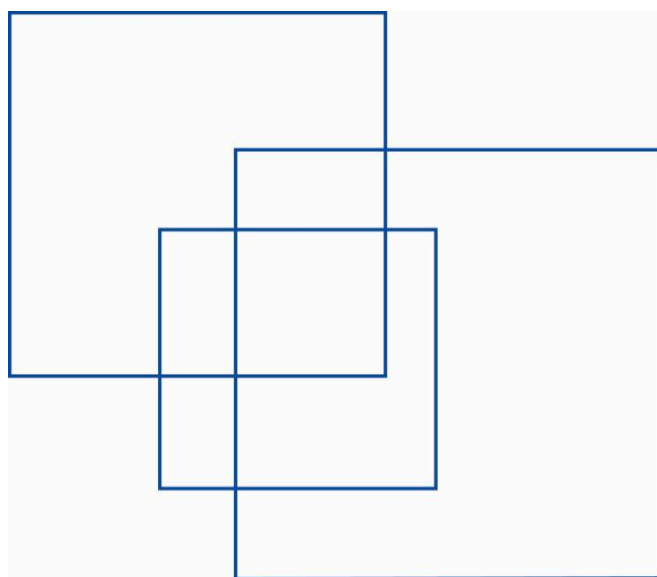
### **ILO Action Programme: Strengthening Social Dialogue in the Utilities Sector**

**National Steering Group, Philippines**

**First Session**

**23-24 June 2010**

**Holiday Inn, Clark Freeport Zone, Angeles City**



## *About the Report*

The Conclusions adopted by the ILO Tripartite Meeting on Challenges and Opportunities Facing Public Utilities (Geneva, 19-23 May 2003) note that “the best way of addressing the issues in the utilities sector would be through national and regional activities.” Furthermore, the Resolution adopted by the Meeting requests the ILO to “facilitate national, regional and sub-regional meetings of the social partners to promote social dialogue in responding to the current challenges to public utilities in order to meet basic human needs in water and energy, and implement the UN Millenium Declaration” and, also, to “facilitate social dialogue by including municipal utility operators and local authorities in appropriate forums and by facilitating the dissemination of best practices and guidelines on the restructuring of utilities.” The meeting that this report summarizes advances these goals. The meeting and this report were made possible through the support of the ILO Country Office for the Philippines and the meeting’s reporter, Jean Encinas-Franco.

This report is designed to allow the members of the National Steering Group to communicate the message of social dialogue to their constituents— union members, employers and government officials—with ease. This purpose follows the assertion in one of the presentations, that after attending the workshop each of the participants is a resource, and that the ILO views people not so much as “human resources” but as *resourceful humans*.

We invite you, the readers, to review the presentations contained in this report and speak to your colleagues about them, discuss the ideas and use the checklists. Particular attention should be paid to the presentation on Social Dialogue in Organizational Change and the information on Gender Mainstreaming, since they address the main purposes of Social Dialogue: to empower the human component of the utility companies to make reforms successful, for the sake of water users in the Philippines.

I hope that you will find this report to be a useful tool.

Carlos Carrión-Crespo  
Utilities specialist  
Sectoral Activities Department

## **LIST OF ACRONYMS**

AGWWAS	Alliance of Government Workers in the Water Sector
ADR	Alternative Dispute Resolution
BAC	Bids and Awards Committee
BISCEA	Bislig City Employees Association
CBA	Collective Bargaining Agreement
CNA	Collective Negotiation Agreement
COLA	Cost of Living Allowance
CSR	Corporate Social Responsibility
DWCP	Decent Work Country Programme
GB	Governing Body
ILC	International Labor Conference
ILO	International Labor Office
JNHS	Jalandoni National High School
LWUA	Local Water Utilities Administration
MDG	Millennium Development Goals
MOU	Memorandum of Understanding
NSG	National Steering Group
NWRB	National Water Resource Board
OSH	Occupational Safety and Health
PSLINK	Public Services Labor Independent Confederation
PSLMC	Public Sector-Labor Management Council
QPS	Quality Performance Standard
SIP	School Improvement Plan
STM	Sectoral and Technical Meeting
TNHS	Taguig National High School
TOEA IX	Telecommunications Office Region IX Employees Association
TOR	Terms of Reference
UBNHSFAEC	Upper Bicutan National High School Faculty and Employees Club

## CONTENTS

Background .....	1
Day 1: 23 June 2010 .....	3
1. Participants .....	3
2. Opening .....	3
3. Introduction of Participants and Discussion of Expectations.....	3
4. Introduction to the International Labor Organization .....	4
5. Action Programme Background, Objectives and Strategies.....	8
6. NSG Tasks and Responsibilities.....	11
7. Principles of Social Dialogue.....	13
8. Social Dialogue as a Tool in Improving Working Conditions.....	15
9. Agreement on Priority Issues.....	20
10. Presentation of Prospective Consultant.....	23
11. ILO Model of Social Dialogue in Situations of Structural Change..	23
Day 2- 24 June 2010 .....	28
1. Recap and Feedback on the Previous Day's Session.....	28
2. Agreement on the Consultant for the Baseline Study .....	28
3. Discussion and Agreement on TOR for a Baseline Study.....	28
4. Planning for Social Dialogue .....	30
5. Discussion on Sector Commitments in the Proposed MOU.....	34
6. Discussion and Adoption of Action Plan.....	37
7. Initiating Social Dialogue.....	38
Appendix.....	40
Checklist- Planning for Social Dialogue.....	40
Checklist: Initiating Social Dialogue .....	43
Checklist for Needs Assessment on Gender Issues .....	45
Operational Plan .....	49

## **Background**

The utilities of water and electricity are fundamental for the development of modern societies and are a prerequisite for effective poverty eradication and to meeting many of the other Millennium Development Goals (MDGs). Many developing countries are not yet able to provide equitable, reliable, universal access to water, sanitation and electricity. Management and staff capacity to respond to changing needs and to address reform rapidly and effectively can be strengthened through improved social dialogue.

In this regard, the International Labor Organization (ILO) launched its *Action Programme on Strengthening Social Dialogue in the Utilities Sector in the Philippines (2010-2011)*. The overall aim of the Action Programme (AP) is to assist the governments and the social partners of the participating countries in developing joint strategies and actions to extend and improve the efficiency of the public utility services. The major means of action will be facilitation and capacity building to strengthen social dialogue mechanisms at the enterprise level in selected developing countries including the Philippines.

In pursuit of this agenda, the Local Water Utilities Administration (LWUA) and the ILO have agreed to cooperate in the implementation of the Action Programme and affirmed its commitment by signing a Memorandum of Agreement last 21st June 2010. Subsequently, the first meeting of the National Steering Group (NSG) was held in 23 to 24, June 2010 at the Holiday Inn, Clark Freeport Zone in Angeles City.

The objectives of the meeting are: (1) to orient the NSG on the key principles of social dialogue and how to plan and initiate the process; (2) to

learn about cases in which social dialogue has been used as a tool in improving working conditions in the Philippines; (3) to determine priority issues in social dialogue in the water utilities sector; (4) to agree on commitments, work plan and time table for implementing social dialogue.



**The signing of the Memorandum of Agreement between the ILO and LWUA, June 21, 2010**  
Clockwise from the right is Ms. Lillian Asprer (Acting Deputy Administration, LWUA and ILO Focal Person on the Action Programme), Mr. Carlos Carrión-Crespo (Public Sector and Utilities Sector Specialist, ILO), Mr. Daniel, Landingin, (Acting Administrator, LWUA), and Ms. Hilda Tidalgo, (Senior Programme Assistant, ILO).

## **Day 1: 23 June 2010**

- 1. Participants.** The meeting was attended by 14 representatives of the water sector from the workers, employers and government. Five (5) of them were men while nine (9) were women.
- 2. Opening.** On the part of the International Labor Organization (ILO) Manila, Hilda Tidalgo of the Programme Unit introduced the workshop and welcomed the participants. She introduced Daniel Landingin, Acting Administrator of the Local Water Utilities Administration (LWUA), who delivered the welcome remarks on behalf of the government. Mr. Landingin expressed support for the workshop and the process of social dialogue in the water utilities sector. He was hopeful that the result of the meeting as well as the subsequent activities that will be undertaken will provide meaningful reforms and help address issues in the water sector in the country.
- 3. Introduction of Participants and Discussion of Expectations.** When asked about their expectations, the response of the participants was generally hopeful about social dialogue and how it can improve tripartite cooperation to enhance the delivery of water services in the country.



**Mr. Daniel Landingin, Acting Administrator of LWUA delivering the welcome remarks during the opening ceremonies of the workshop**

- 4. Introduction to the International Labor Organization (ILO).** Mr. Carlos Carrión-Crespo informed the participants about the beginnings and history of the ILO and its main mission. The following are the salient points of his presentation:

The ILO was founded in 1919, at the end of World War I, as a result of a very long effort by governments, workers and employers that dates back to 1871. It joined the UN system in 1946 as its first specialized agency. The ILO has 183 member states and seeks to promote social justice and internationally recognized human and Labor rights. Its founding principle is anchored on the idea that labor is not a commodity and that if social injustice exists in one country, it also becomes a threat to other countries. Mr. Carrión-Crespo further noted some of the milestone achievements of the ILO. In 1963, it became



the first international body to denounce apartheid. In recognition of its fifty years of work for social justice, it was also awarded the Nobel Prize for Peace in 1969.

As an international organization, ILO is unique among other UN bodies as it operates in a tripartite structure. Workers and employers jointly participate as equal partners with governments in the work of its governing organs.



**The three keys used for the inauguration of the ILO offices in 1926, which symbolize the tripartite character of the ILO**

ILO's primary mission is to formulate and promote international labor standards in the form of instruments such as conventions and recommendations that lay down minimum standards of basic labor rights. To achieve this mission, the ILO hosts the annual International Labor Conference (ILC) which gathers representatives of workers, employers and governments in each member-state to consider Labor standards and reports from the countries and committees, including the Committee on Freedom of Association. During the ILC, each

country is represented by a delegation in which the government holds half the seats; worker and employer representatives share the remaining seats on an equal basis. It is also during the annual Conference that representatives elect the members of the tripartite Governing Body, which will be tasked to handle the operations of the ILO the following year. The Governing Body is composed of 28 government representatives, 14 employer representatives and 14 worker representatives. They meet thrice yearly to plan the work of the ILO.

In discussing and approving conventions, the ILC acts as a legislature. Every five years, it elects the Director-General which supervises the work of the International Labor Office, the secretariat of the ILO composed of the staffs that perform the day-to-day work of the agency. Juan Somavía is currently the Director General. He was re-elected in 2009 and will serve until 2014. The International Labor Office is composed of 1,900 employees and is based in Geneva, Switzerland. It has field offices in many countries and one regional office in each continent.

ILO's primary goal is the "Decent Work for All" agenda which seeks to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity. Mr. Carrión-Crespo emphasized that under this agenda, every member of the tripartite benefits. Workers benefit from having decent work; governments regulate standards while enterprises are able to maximize their production capacity.

There are four fundamental principles that the ILO promotes through eight (8) fundamental conventions:

- (i) Freedom of association and effective recognition of the right to collective bargaining (Convention Nos. 87 and 98);
- (ii) The elimination of all forms of forced or compulsory labor (Convention Nos. 29 and 105);
- (iii) The effective abolition of child labor (Convention Nos. 138 and 182); and
- (iv) The elimination of discrimination in respect of employment and occupation (Convention Nos. 100 and 111).

The ILO has begun discussions on the proposed Convention on Domestic Workers, which is very important for the Philippines, one of the world's largest exporters of domestic helpers. Further, he further added that when a country ratifies a convention, it is mandated to enact legislation to put the convention into practice.

The ILO also develops and promotes codes of practice, guidelines, manuals and training materials and provides relevant technical assistance. In this regard, Mr. Carrión-Crespo announced to the participants that currently, he is working on a compilation of best practices in alternative dispute resolution in the public service.

The Sectoral Activities Department, to which Mr. Carrión-Crespo belongs, carries out activities in 22 economic sectors. This approach enables the ILO:

- ✓ To get close to constituents: those who work, and their employers
- ✓ To address targeted, practical issues
- ✓ It reflects growing importance of sectoral social dialogue, and encourages it

- ✓ To promote and implement many Conventions that are sector-specific
- ✓ To promote Decent Work at the sectoral level
- ✓ To get messages from the “real world”

**4.1. ILO Philippines.** To highlight the work of ILO Manila in the Philippines, Ms. Hilda Tidalgo briefly informed the participants that the Philippines has ratified 34 out of the 188 conventions that the ILO has formulated. Out of these 34 conventions, 32 are active and updated. The country is also in the process of denouncing the convention on night work, because it is considered outdated as regards to gender equality.

The ILO in Manila implements projects and activities in each of the four pillars of decent work.



**5. Action Programme Background, Objectives and Strategies.** Mr. Carlos R. Carrión-Crespo presented the ILO’s Action Programme on Strengthening Social Dialogue in the Utilities Sector. He elaborated that recent trends in the restructuring of the public utilities sector, such as deregulation, liberalization, privatization and the increasing participation of multinational companies, had affected basic needs in water and energy and threatened the achievement of the United

Nations (UN) Millennium Development Goals (MDG) in many countries. In view of these trends, the *Tripartite Meeting on Challenges & Opportunities Facing Public Utilities* in 2003 encouraged constituents to:

- respect and defend the right of workers and their representatives to timely information and consultation;
- ensure that the provision of public utilities respect and promote the rights and principles enshrined in the ILO Declaration on Fundamental Principles and Rights at Work;
- promote good employment practices on retention and separation of workers in the utilities sector through training and retraining, proper social security and redeployment mechanisms for workers within the utility sector.

With these challenges in mind, the ILO seeks to develop social dialogue in the utilities sector based on the following objectives:

- Help ILO constituents in developing joint strategies and actions to extend and improve the efficiency of the fundamental public utility services
- Help identify policy solutions
- Improve processes of social dialogue

Generally, the main thrust of the programme strategy is to strengthen social dialogue mechanisms at the enterprise level in selected developing countries through facilitation and capacity building. Resources will come from ILO's regular budget base funding. Certain activities (additional activities of the NSG action plan once decided) may require additional funds. The ILO extra-budgetary resource mobilization will be culled from

partnership with national actors while dedicated staff time and funds is aimed to be sourced from national commitments.

The criteria for the selection of the participating countries in the Action Programme were on the basis of tripartite constituents' agreement and commitments and opportunity for success in terms of the existence of social dialogue mechanisms, institutions and political stability.

Aside from the Philippines, the three other participating countries are Malawi and Nigeria from Africa and Peru in Latin America.

The expected outputs are baseline condition of currents conditions and challenges based on:

- Enterprise level survey/report
- Municipal level survey/report with recommendations
- National level report submitted to government & key stakeholders
- Programme Website

The expected results are as follows;

- Social partners have developed mechanisms and the capacity to engage in social dialogue
- Selected utilities companies at municipal level have implemented a modernisation plan with the full and active participation of the union and workforce

- Results of achieved service delivery improvements of utility companies shared systematically with line ministries, and with the range of utility operators in order to integrate them into the national MDG activities
- National government has best practice examples

After country commitments have been secured, the ILO will undertake the following activities:

- Establish a social dialogue steering committee for the country
- Decide on research priorities & baseline indicators
- Engage consultants and propose terms of reference
- Plan national activities, like a workshop/seminar
- Resource mobilization and allocation

**6. NSG Tasks and Responsibilities.** Mr. Carrión-Crespo moved on to discuss the tasks and responsibilities of the NSG. In March 2004, the Governing Body's (GB) Sectoral and Technical Meetings (STM) Committee agreed that the oversight of the action programs at the national level shall be the responsibility of the NSG. Membership shall be composed of representatives of relevant ministries, workers' organizations, employers' organizations and other stakeholders (to be decided by core partners) in participating countries.

The NSG shall decide on priorities, action plans, resources, participation national meetings, advise ILO on general programme management. Specifically, its tasks are as follows:

- Ensure participatory, consultative and consensual approach in the implementation of the AP in the country;
- Advise on the direction and priorities of different activities proposed for smooth implementation of the AP;
- Advise on detailed work plans, including terms of reference to be agreed on for an assessment study, for example, at the commencement of the AP;
- Take ownership of the activities implemented under the AP ;
- Advise on any other matters in relation to successful implementation and the outcome of the AP.

The first meeting shall be convened by the ILO. The NSG shall meet as often as required, but should at least meet every two months.

The NSG chair shall be elected from the members. One secretary shall keep records and report on the progress of the implementation

The original timeline has been revised to accommodate the first meeting of the NSG in June 2010. The background study is expected to be finished by the end of October 2010, in time for the national validation workshop which is expected to be tentatively held at the end of 2010 or at the latest, during the first half of 2011. The implementation shall be undertaken during the entire year of 2011.

There should be a method of self assessment of the impact of AP in the Philippines: through the establishment of national and/or municipal indicators. Lastly, Mr. Carrión-Crespo stressed the importance of sustainability of the programme and having the right



number of people that are truly representative of the workers, employers and government group.



Participants and resource persons at the First NSG Meeting, June 22-23, 2010

**7. Principles of Social Dialogue.** Using materials that had been developed by Mr. Youcef Ghellab of the Industrial and Employment Relations Department of the ILO, Mr. Carrión-Crespo outlined the ILO's requirements for an effective social dialogue.

Social Dialogue is both a strategic objective and a key value of the ILO, as well as a tool of delivery for decent work at national level. During its 90<sup>th</sup> session of in 2002, the ILC declared that "legitimate, independent and democratic organizations of workers and employers, engaging in dialogue and collective bargaining," so as to

“bring a tradition of social peace based on free negotiations and accommodation of conflicting interests,...” Hence, social dialogue is a “central element of democratic societies”.

The **prerequisites** for an effective social dialogue are:

- Independent, representative and strong social partners enjoying Freedom of Association in law and in practice
- Will to recognise and deal with each other
- Political will of the government to reach out to social partners and support them in the effort
- Effective Social Dialogue institutions
- Effective rules and procedures
- Practice and experience

The Basic **Enabling Conditions** for Social Dialogue are:

- Freedom of association in law and in practice
- Democratic foundations
- Legitimacy of the participating organizations
- Political will and commitment to the process
- Social acceptance of the principles of Social Dialogue
- Technical competence by the participants
- Capacity to deliver on the agreements reached

In implementing social dialogue, the ILO aims to enable tripartite partners to negotiate on an equal footing at the national, regional, and sectoral levels. Finally, Mr. Carrión-Crespo gave participants a copy of key questions to answer in order to determine the prospects of social dialogue among government, social partners and other stakeholders:

**Checklist for Social Dialogue:**

- What interest organizations exist to represent the social partners?
- How inclusive, comprehensive and representative are these interest organizations?
- How are any differences resolved within and between the different interest organizations?
- What mechanisms exist for the ratification and enforcement of agreements reached between the social partners?
- Who are the other stakeholders with an interest in the utilities?
- What mechanisms exist to involve other stakeholders in dialogue with the social partners?

**8. Social Dialogue as a Tool in Improving Working Conditions.** Ms. Annie Geron of the Public Services Labor Independent Confederation presented many cases in the Philippines on social dialogue in which her organization was involved. PSLINK is a national confederation of government employees' associations, unions, clubs with 387 member organizations nationwide, representing over 80,000 public sector workers in national and local government agencies, public education and health systems, state enterprises, state universities and colleges and the informal sector within the public service.

According to Ms. Geron, social Dialogue will enable unions and management (government) at all levels:

- To resolve important economic and social issues amicably and pro-actively;
- To encourage good governance and transparency;
- To promote innovation through partnership between stakeholders;
- To promote good and constructive relations between social partners, and avoid industrial disputes and litigation;
- Enables the development of a strong, independent and representative public sector union capable of engaging management in social dialogue;
- To boost productivity levels among employees and improve the delivery of services;

Ms. Geron further noted that the basic forms of social dialogue that they have implemented that are applicable at all levels are (i) **information sharing**, which can be concretized in terms of publications, bulletin boards, dissemination of policies, user-friendly websites; (ii) **consultation**, such as meetings and fora; (iii) **tripartite or bipartite bodies**, like institutionalized committees or task forces, and (iv) collective negotiation agreement (CNA) for the government employees or collective bargaining agreement (CBA) for private employees.

Ms. Geron identified the benefits to the pilot area of having social dialogue activities:

- Encourages systematic and democratic planning to support organizational mission

- Increases the capacity of the organization to achieve its goals
- Facilitates in defining levels of supervision and management support
- Results in cost savings through improved efficiency and productivity
- Increases the organization's ability to management change
- Clear definition of individual and organizational roles through drawn up guidelines & action plans
- Prioritization of goals
- Facilities improvement
- Start of informal negotiations with management
- Participation in management-employee initiatives
- Improving Quality Public Services

National gains through social dialogue include the following:

On the part of the employees:

- Integration of quality performance standard (QPS) provisions in collective negotiation agreements
- Mainstreaming the campaign against graft and corruption in the activities of trade unions
- Assistance in the conduct of a bureaucracy-wide job evaluation
- Promotion of peaceful resolutions of conflicts and grievances
- Promotion of quality public services and productivity

Concrete results were identified by Ms. Geron such as the move by the Public Sector-Labor Management Council (PSLMC) to reduce the reckoning percentage for registration of government unions from thirty (30) to ten (10) percent; forty (40) workplace level CNA which provided financial assistance worth an average of PhP 52,821.00 to employees; more active union participation and representation in various technical

working groups in both the upper and lower houses of Congress, and many others.

At the local level, PSLINK also gained from social dialogue in terms of the following:

- Collective Negotiation Agreements
- Representation in workplace committees
- Institutionalization of OSH Committees in local workplaces
- Improvements in the quality of services rendered

According to Ms. Geron, some specific mandatory provisions of CNAs are:

- Development of occupational safety and health (OSH) programs
- Union participation in decision-making bodies
- Union management of canteens (in the education sector)
- Access to information
- Establishment of Grievance Committees and Labor Management Committees
- Establishment of day care facilities
- Institutionalization of social dialogue mechanisms at the workplace

Some of the best practices in social dialogue that Ms. Geron shared with the participants are the following:

- Granting of Hazard Allowances – Taguig National High School (TNHS)

- Institutionalization of OSH - Jalandoni National High School (JNHS) and in TNHS as part of the employees organization's involvement in the development of their respective SIPs
- Magna Carta for Public School Teachers implementation (6 hours contact time)
- Inclusion of occupational safety and health orientations in staff development programs in TNHS and SANHS
- Inclusion of safety and health issues of the local union in School Improvement Plan (SIP) in the case of JNHS – creation of a Safety and Health Committee and the hiring of security guards thereby lessening incidences of theft
- SD learnings paved the way for the signing of CNAs in Telecommunications Office Region IX Employees Association (TOEA IX) and Bislig City Employees Association (BISCEA)
- BISCEA has been able to seek counterpart funding from their management in their union activities. BISCEA has won 24 million worth of Back Cost of Living Allowance (COLA) benefits for its members.
- In Upper Bicutan National High School Faculty and Employees Club (UBNHSFAEC) and other PSLINK affiliates in the education sector,
  - filling up of vacant teaching positions,
  - provision of school facilities, hence contributing to improved ratings in the division level National Achievement Tests.

Finally, Ms. Geron ended her presentation with this quote: *“We continue to see the Social Dialogue Project as a process that must not only produce outputs but must provide tangible impacts for the union, the workplace and the whole public sector in general.*

**9. Agreement on Priority Issues on Social Dialogue in the Philippines.** Acknowledging that the participants are themselves the experts on issues on the water sector in the Philippines, Mr. Carrión-Crespo asked them to discuss among themselves what they thought should be prioritized in implementing social dialogue in the Philippines. Using the previous presentations as framework in their discussion, the participants brainstormed and identified several priority issues in the process of social dialogue. Subsequently, Mr. Carrión-Crespo asked the participants to categorize the issues into five (5) themes, and then requested them to vote in order of what they think should be the highest to the least priority.

*The five (5) priority themes identified by the participants from the highest to the least priority are:*

- 1. Enabling mechanism for social dialogue for strengthening participatory governance;**
- 2. Water supply policy;**
- 3. Transparency and accountability;**
- 4. Capability issues, and**
- 5. Financial concerns.**

The following items constitute each theme:

**(i) Enabling mechanism for social dialogue for strengthening participatory governance**

Effective open line communication  
Representative in various levels  
Incentive mechanisms for workers  
Institutionalization of Quality Performance Standards (QPS)  
Advocacy campaign  
Government budget for social dialogue



Strengthening rights to negotiate  
Government personnel policies  
Equal opportunities for women and men to be represented in decision-making bodies  
Respect of democratic rights  
Compliance of core labor standards  
Institutionalization of quick response group  
Apprehension –perception of public sector union on the part of management  
Informal settlers in water shed areas  
Healthy and safe working conditions  
Employee morale  
Reasonable use of management prerogative  
Role of unions in selection of appointed officials  
Sustaining commitments in dialogues  
Participation in policymaking bodies  
Beneficiaries' participation in social dialogue

**(ii) Water supply policy**

Unification on policies of water utilities concern  
Regulation and tariff settings  
Institutionalized integrated water resource management  
Promote public-private partnerships  
Climate Change  
Reconcile issues in public service and financial viability  
Water quality and affordability  
Issues concerning privatization of water  
Accessibility of water  
Review/amend existing water system laws  
Resolution of water use conflicts  
Self-determination by indigenous people over their water resources  
Issues of water quality and quantity  
Water rights issues  
Sanitation and sewerage issues  
Reliable source of water

Management of watersheds  
Millennium Development Goals (MDGs) and water  
Water security

**(iii) Transparency and accountability**

Transparency in Bids and Awards Committees (BAC)  
Graft and corruption in water utilities sector  
Conduct of social audit on water utilities sector  
Transparency  
Wise use of resources  
Mechanism to take care of concerns of stakeholders  
Political intervention in water management  
Enforcement of rules and regulation on water resource  
management and water service delivery  
Strengthening of National Water Resource Board (NWRB)  
Lack of integrated water database management  
Values reorientation of elected and appointed officials  
Ethical leadership and good governance  
Implementation of sanctions for erring officials  
Measures to ensure accountability  
Corporate Social Responsibility (CSR) of multinational  
companies

**(iv) Capability issues**

Capability building in performance bench marking  
Information dissemination  
Different levels of understanding about public sector unionism  
Capacity building in Alternative Dispute Resolution (ADR)  
Standardization of qualification standards  
Technical study tour to areas of best practices  
Capability training on a regular basis for highly technical  
officials  
Water management competencies

**(v) Financial concerns**

Availability of financing for small water providers  
Role of international financial institutions in water projects

**10. Presentation of Ms. Maribeth Lorenzo (Prospective Consultant).** Ms. Lorenzo, who was that nominated the Local Water Utilities Administration (LWUA) to undertake a baseline study on the state of social dialogue in water supply in the Philippines, presented her professional credentials to the NSG. She explained that she has previously worked in a number of projects on the water utilities sector since the early 1990s.

After her presentation, the participants did not express any objections to having Ms. Lorenzo hired by the ILO as a consultant to conduct the baseline report for the Action Program. The resulting report will be discussed and validated in a workshop in which the social partners will provide their inputs.

**11. ILO Model of Social Dialogue in Situations of Structural Change.** To cap the first day's session, Mr. Carrión-Crespo enumerated various strategies to transform organizations during periods of private-sector participation schemes in the utilities sector. At the core of his presentation is the message that effective organizational change happens when there is consensus building and a conscious effort to empower employees coupled with the institution of cultural change through a bottom-up approach, in contrast to top-down impositions from the management.

*Organizational Development* is defined as “an attempt to improve organizational effectiveness by revitalizing and renewing the organization’s technical and human resources”.

During the discussion, it was emphasized that organizational development entails the entire process of transforming organizations that deliver water, by “revitalizing and renewing” their “technical and human resources”. It is the *process* rather than the result of the efforts or attempts to improve an organization’s effectiveness in delivering a particular service.

The following are characteristics of organizational development that were emphasized during the discussion:

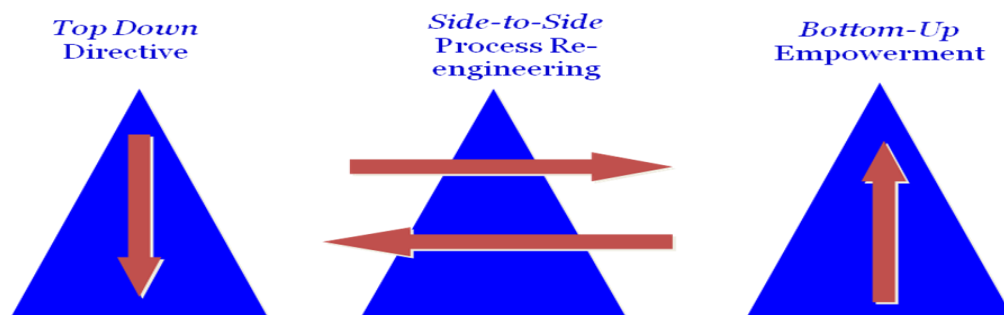
- focuses on the whole organization – *and not a piece-meal approach*
- takes an “open systems” approach- *which means that it does not deny the influence of the political and economic systems on the organization*
- uses problem-solving and group process approaches – *meaning it arrives at decisions by consulting groups and doing it in the bottom-up approach*
- relies heavily on feedback to participants – *allows continuing flow of information*
- provides experiential learning for participants to accomplish their aims – *allows improvement through experience*
- situational and contingency based- *assume that there is no one-size-fits-all strategy but considers the need to adjust to specific situations*
- normally uses outside expert or “change agent” to facilitate change- *acknowledges that there is no monopoly of solving problems and allows facilitators to recognize what needs to be changed and how to do it.*

Organizational change in social dialogue involves the following steps:

- Identify the right problem.

- Analyze the problem.
- Identify decision criteria.
- Develop multiple solutions.
- Choose the optimal solution.
- Prepare for contingencies.

There are three processes in which organizational change can happen. The **directive** is usually directed from the top-down and tends to result in changing only the behaviour of employees because they tend to follow the management because of its coercive capacity. The second is **process reengineering**, which aims to transform how the different components of the organization interact with each other. This is referred to as side-to-side change because it allows employees to see how their work affects other employees. Hence, it results in both attitudinal and behavioural change. The third and the best process of organizational change is **empowerment** which is undertaken from the bottom-up by empowering employee through consensus-building and participatory approach. This is likely to change the culture of the organisation, not only the behaviour and the attitudes of its employees.



To underscore the essence of the third and the best form of organizational change, Mr. Carrión-Crespo gave a definition of organizational culture by Schein (1985): “the pattern of basic assumptions that a given group has invented, discovered or developed, in learning to cope with its problems of external adaptation and internal integration. These have worked well enough to be considered valid and are therefore taught to new members as the correct way to perceive, think and feel in relation to these problems.”

To highlight his main point that changing organizational culture can indeed transform organizations in many ways, Mr. Crespo quoted Legge (1995) who explained the following: “Managing culture can be likened to ‘riding a wave’ – the best a surfer can do is understand the pattern of currents and winds that shape and direct the waves, then use these to stay afloat and steer the desired path. Clearly, this is not the same as changing the basic rhythms of the ocean.” Essentially, what this means is that lasting organizational change can happen if the organization identifies the forces that move its employees to act; if employees are involved and consulted in identifying and resolving the problems of the organizations, the chances to institute successful reforms are improved.

Nonetheless he stressed that there are times when change fail because:

- It is not integrated to a strategy
- It is seen as a “fad” or “quick fix”
- A short-term perspective
- Political realities undermine initiatives
- Grandiose expectations
- Inflexible strategy/policies

- Absence of leadership
- Lack of measurable/tangible results
- Fear of the unknown
- It is unable to mobilize commitment to sustain change

To make change happen, therefore, it is necessary to:

- Have leaders committed to the change
- Create a feeling of shared need among all members
- Shape a vision that will move the change
- Mobilize commitment to the process
- Modify systems and structures that may impede the change
- Monitor the progress of the change
- Make change last through investment by members of the organization



**NSG members listen to Daniel Landingin, Acting Administrator, LWUA.**

## **Day 2- 24 June 2010**

- 1. Recap and Feedback on the Previous Day's Session.** Ms. Jean Encinas-Franco did a recap of the previous day's session. The participants also expressed their thoughts on what they have learned so far. All appreciated the new insights they have gained on social dialogue.
- 2. Agreement on the Consultant for the Baseline Study.** The NSG agreed to engage the consultancy services of Ms. Maribeth Lorenzo. She will undertake the baseline study on the water sector in the Philippines.
- 3. Discussion and Agreement on the draft terms of reference (TOR) for a Baseline Study on Current Conditions and Challenges Facing Social Dialogue in Water Supply.** Mr. Carrión-Crespo directed the participants to discuss the draft TOR by caucusing by groups, which will gather workers, government and employers representatives. Each group suggested modifications to the TOR and presented them to the NSG for approval.

All the groups generally found the draft TOR to be acceptable. Upon the suggestion of the workers' group, the agreed to add the five main priority themes they have identified in the previous day's session to the study. The following are the salient points of their suggested modifications:



## **Workers' Group**

The workers' group was attended by the following:

- Abigail Almena
- Victor Chiong
- Ankie Geron
- Bong Domingo

The group proposed the need to stress on the report the importance of quality public services and not the commercialization or profit that is often the case in the water business. Indeed, they pointed out that the main challenge is for utility enterprises to uphold the basic right of people to water. Hence, they believe that the study should also incorporate the effects of privatization on water rates.

## **Employers' Group**

The employers' group was attended by the following:

- Elsa Mejia
- Nenneth Boma
- Lilian Asprer

They were generally satisfied with the draft TOR but emphasized that it is important that the study set the direction to improve reforms in water policies. They also believed that financial viability and transparency are very important in the reform process so as to strengthen governance mechanisms for social dialogue.

## Government Group

The government group was attended by the following members:

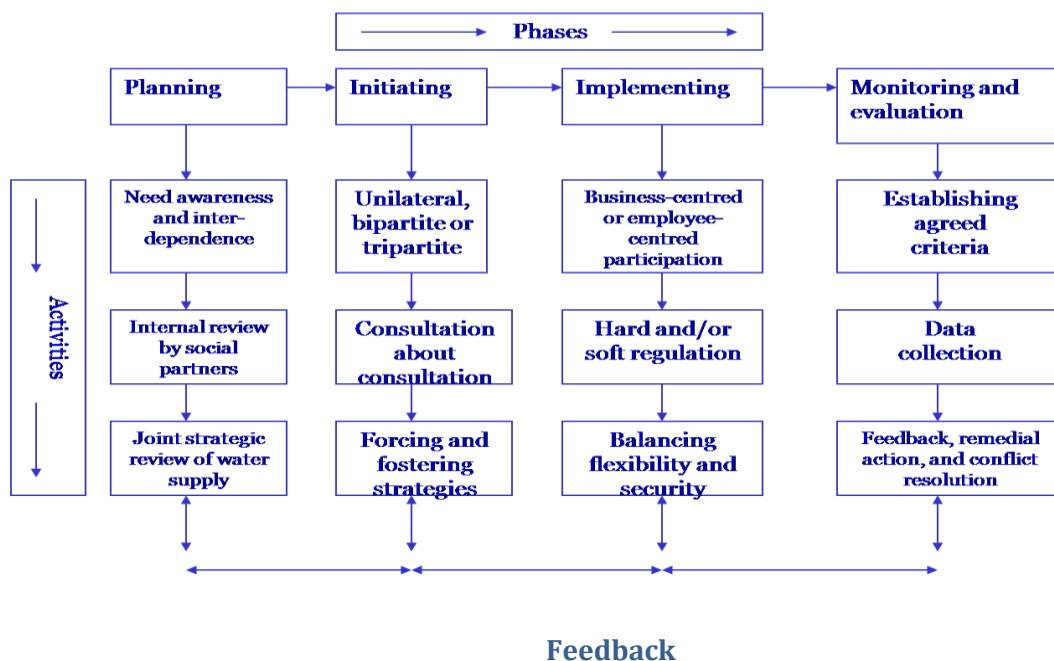
- Mrs. Marilyn J. Estrella
- Allan Alegria
- Mrs. Luz Rosas
- Ms. Virginia Garcia
- Mr. Julio Casilan, Jr.

Their suggestions focused on the need to have nationwide consultations covering the three main islands of the country. Most suggestions will be incorporated in the TOR; those that are not included will be furnished to the consultant, who will consider them in the drafting of the report.

**4. Planning for Social Dialogue.** Mr. Carrión-Crespo discussed the important aspects of planning for social dialogue. Essentially, he focused on the need to prepare for it and the importance of legitimacy and trust to make social dialogue activities successful, especially in situations of structural change.

Social dialogue involves four (4) phases. It begins with the planning phase, which is followed by initiating measures, implementing activities, and monitoring and evaluating results. Notably, though feedback is supposed to be the last stage, it is also used inform subsequent planning activities.

The following diagram presents the four (4) phases, how they relate to each other and the different activities that constitute each phase:



There are three activities involved in planning for social dialogue: Needs Awareness & Interdependencies, Internal Review by the Social Partners, and Joint Strategic Review of Utilities.

As an **Introduction**, the social partners should:

- Acknowledge and define the problem
- Develop appropriate conditions, perceptions and attitudes
- Understand the problem solving process (diagnosis, prescription and action)
- Agree ground-rules, including: not interrupting one another, respect one another, indicate by hand desire to speak, maintain order of speakers

In the second step, the **Diagnosis**, the social partners should:

- Give each party the opportunity to present their arguments regarding the problem

- Identify all current symptoms of the problem
- Establish all the causes of the problem
- Explore all the needs of the parties
- Extract all the issues that need attention
- Group the issues in themes
- Prioritise the themes

In the third step, the **Prescription**, the social partners should:

- Generalise all possible solutions to each issue without evaluating them (using brainstorming, surveys, experts, etc)
- Identify objective criteria to evaluate each possible solution (e.g. in relation to costs/benefits, consequences, practicality, meeting of needs, addressing causes, advantages/disadvantages, eliminating symptoms)
- Evaluate each possible solution using the agreed criteria
- Narrow the range of solutions
- Decide on the preferred solution or combination of solutions

In the fourth step, the **Action**, the social partners should:

- Determine acceptable action steps for the implementation of each solution
- Determine acceptable responsibilities and deadlines
- Determine acceptable monitoring and feedback steps
- Determine a review process
- Legitimacy and authority

In order to be effective, each party must be confident that the other parties:

- Are truly representative of their constituents or members,
- That they have a mandate and speak with authority, and
- That their commitments will be honoured

Regarding co-operation with other stakeholders (for example, users or communities), the Social Partners should:

- Identify stakeholders in the service other than workers and employers
- Identify organizations that can speak for them
- Define a role for these organizations in the process

In cases of conflict, the social partners must make efforts to reconcile this through high-level dialogue or the intervention of third parties, like a specialized entity, mediators, arbitrators, court, etc.

*If these questions are not addressed at the planning stage it will likely undermine subsequent phases of social dialogue.*

Each social partner should engage in its own Internal Review, to evaluate:

- Their commitment to make compromises
- Their strategy to develop the necessary expertise
- How representative are their own structures
- How they will protect workers' interests
- How they will accommodate to new management practices

The social partners need to engage in a Joint Strategic Review of the proposed reforms. They can do this by incorporating expert advice, which should not be taken as a blueprint, but as a template that can be improved. This is necessary so to create ownership of the process and outcomes by the social partners. They should also agree to a timetable.

**5. Discussion on Sector Commitments in the Proposed Memorandum of Understanding (MOU).** A proposed MOU was distributed among the participants during the first day of the meeting for their review. Essentially, it aims to address the five priority themes on the water sector that were earlier identified by the participants. The following are the specific agreements that the social partners would make in the MOU:

- To establish a permanent mechanism to address water utilities challenges through social dialogue between workers, water operators and government;
- To develop the appropriate conditions, opinions and attitudes for the social dialogue;
- To explore all the needs of the parties and to offer ample opportunities to the participants to set out their positions;
- To select participants who can represent their constituents with legitimacy and authority;
- To agree rules for social dialogue;
- To jointly diagnose the problems of the water utilities in the Philippines;

- To enumerate all the solutions suggested and to identify objective criteria to evaluate each possible solution;
- To execute the work program to put in practice the selected solutions;
- To distribute responsibilities equitably and to determine acceptable and realistic terms according to the work program;
- To establish a process to verify the agreements and results, and to solve the conflicts of interests; and, finally,
- In order to execute the commitments, the NSG shall seek the contribution of experts in the matter and to study their advice, so that they can make suitable diagnoses and plan the actions with reliable information for all.

There were questions from the participants on sector commitments to the MOU. Specifically, the questions revolved around the following:

- Some of the officers might not be in a position to commit their organization, they must report back to their superiors and consult with them
- The need to clarify roles and expectations on the NSG members
- The need to have consumer groups as a major stakeholder to be represented in the NSG-one suggestion was to include the Consumer Association of the Philippines to perform the monitoring and feedback
- The person/s who will sign the MOU and on whether everybody or a representative of each group will sign

After some discussion, the participants agreed on the following matters:

- To take the draft memorandum of understanding (MOU) to the constituents so that they can sign and ratify it
- Mr. Carrión-Crespo will work on the MOU based on the work plan that will be adopted and then will submit them to the participants by email
- The main substance of the MOU will not change since the commitments have been generally agreed upon by the participants.
- An electronic group (e-group) will be created to facilitate communication among the NSG
- The participants will also negotiate with their constituents and superiors on who will sign the MOU

The participants also agreed on the following:

- The LWUA will chair the NSG
- The Alliance of Government Workers in the Water Sector (AGWWAS) shall represent the workers' union
- To hold a second meeting before the report is finalized and submitted to serve as a progress report on the baseline study
- To hold a validation meeting after the baseline report was delivered to provide feedback. This will be arranged by the NSG Chair. Under the agreed action plan, the ILO was expected to hold a workshop with wider participation from social partners to validate the report, adopt its own conclusions and recommendations, and plan on how to implement those recommendations.





**Participants during one of the brainstorming sessions in the meeting**

**6. Discussion and Adoption of Action Plan and Timeline for National Activities.** Mr. Carrión-Crespo distributed copies of a proposed operational plan and timeline for national activities. The participants once again divided into groups and discussed among themselves the proposal, according to affiliation: workers, employers and government representatives. Following the caucuses, each group presented reports. For the consolidated proposed operational plan, please see Appendix VI.

**7. Initiating Social Dialogue.** Mr. Carrión-Crespo presented the key steps begin the process of social dialogue. He emphasized the need to have tripartite involvement in initiating social dialogue and the immense benefits of building consensus in negotiations so as to avoid conflict and build trust among social partners.

The three steps of initiating social dialogue are:

**(i) Initiation**

- Unilateral      ⇒      state or employer(s)
- Bilateral      ⇒      state and the workers or the employers and the workers
- Tripartite      ⇒      specially created task force by the partners or an established consultation (such as the NSG)

**(ii) Consultation about Consultation**

- Discuss the purpose of social dialogue
- Assign roles and responsibilities of all the partners
- Establish means of accountability for actions and reactions
- Support each other
- Define acceptable and unacceptable behaviour
- Agree on the level and form of social dialogue
- Establish conflict resolution mechanisms

**(iii) Typical Approaches to Dispute Resolution**

- the exercise of power
- the assertion of rights
- the avoidance of conflict
- the search for consensus

As the social partners abandon consensus-building in favour of asserting their power, they are less likely to:

- have control of the outcome
- be satisfied with the outcome
- resolve the real causes
- obtain compliance with the outcome by the other parties
- obtain the trust of the other parties

They are also more likely to increase the:

- alienation of the parties
- time and cost involved

The parties can also choose to use *forcing* strategies or *fostering* strategies in initiating social dialogue. The distinctions are as follows:

#### *Forcing vs. Fostering Strategies*

	<b>Forcing strategies</b>	<b>Fostering strategies</b>
<b>Bargaining</b>	<i>Distributive</i>	<i>Integrative</i>
<b>Inter-group attitudes</b>	<i>Uncertainty</i>	<i>Positive affect</i>
<b>Internal differences</b>	<i>Own = solidarity Opponent = division</i>	<i>Consensus within own group &amp; with other party</i>

**8. Other Matters.** Due to the limited time available, the presentation on implementing and evaluating social dialogue was not delivered. This presentation will be delivered in the validation workshop for the baseline study, for use as basis for further action. Also, a checklist on assessing gender issues is included in this report as Appendix III.

---

## Appendix I

### Checklist- Planning for Social Dialogue

#### I. Joint Problem Solving

##### *Step 1. Introduction*

- ☐ Acknowledge that a problem exists and then define the problem
- ☐ Develop appropriate conditions, perceptions and attitudes
- ☐ Understand the problem solving process (i.e. diagnosis, prescription and action)
- ☐ Agree ground-rules, including: not interrupting one another, respect one another, indicate by hand desire to speak, maintain order of speakers

##### *Step 2. Diagnosis*

- ☐ Give each party an opportunity to put their case
- ☐ Identify all the current symptoms of the problem(s)
- ☐ Establish all the causes of the problem(s)
- ☐ Explore all the needs of the parties
- ☐ Extract all the issues that need attention
- ☐ Theme the issues
- ☐ Prioritise the themes

##### *Step 3. Prescription*

- ☐ Generalise all possible solutions to each issue without evaluating them (using brainstorming, surveys, experts, etc)
- ☐ Identify objective criteria to evaluate each possible solution (e.g. in relation to costs/benefits, consequences, practicality, meeting of needs, addressing causes, dis/advantages, eliminating symptoms)
- ☐ Evaluate each possible solution using the agreed criteria

- ☐ Narrow the range of solutions
- ☐ Decide on the preferred solution or combination of solutions

#### *Step 4. Action*

- ☐ Determine acceptable action steps for the implementation of each solution
- ☐ Determine acceptable responsibilities and deadlines
- ☐ Determine acceptable monitoring and feedback steps
- ☐ Determine a review process

NOTE: it is vital that each party is confident that the other parties are truly representative of their constituents or members, that they have a mandate and speak with authority, their commitments will be honoured, etc. This may well demand an internal review by the social partners before the process becomes too far advanced.

#### II. Internal Review

- ☐ who will speak for the management of the utilities?
- ☐ What role will local and national political interests continue to play in the management of the utilities?
- ☐ How will the new management of the utilities interact with users and other stakeholders? On what basis will they co-operate with other stakeholders?
- ☐ How will conflicts of interest be reconciled?

#### III. Internal Review – Trade Unions

- ☐ Need for a commitment to compromise during negotiations (e.g. principle of exchanging concessions rather than demanding political or moral rights when faced with proposals for private sector participation) combined with a strong defence of any agreements concluded by the social partners (i.e. “principled” as opposed to “positional bargaining”)

- ❑ Need to improve expertise within the union through a combination of education and training and the utilization of outside expertise
- ❑ Possible introduction of new trade union structures, including more comprehensive or unified organizations with a commitment to internal democracy
- ❑ Protecting income and employment to allay workers' fear of change
- ❑ accommodating to new human resource management and industrial relations policies associated with private sector firms

#### IV. Joint Strategic Review

- ❑ Obtaining expert advice
- ❑ Joint review of recommendations
- ❑ Agreement on timeframe for implementation

## APPENDIX II

### **Checklist: Initiating Social Dialogue**

#### I. Labor reform task force, including:

- ☐ Ministries of transport, labor, finance, economics, and planning.
- ☐ Parastatal authorities.
- ☐ Utilities labor representatives.
- ☐ Main utilities customers and users, including exporters, importers, carriers and agents, freight forwarders, and multimodal transport operators.
- ☐ Private investors and utilities operators.

#### II. Main areas of activity:

- ☐ Commissioning or conducting studies
- ☐ Organizing seminars and workshops
- ☐ Informing the community and consumers
- ☐ Fostering the creation of joint committees
- ☐ Defining government's role regarding utilities
- ☐ Developing a workforce rationalization plan

#### III. Consultation about Consultation:

- ☐ What is the purpose of social dialogue, both in general and in the context of specific changes such as private sector participation (PSP)?
- ☐ What will be the roles and responsibilities of the social partners?
- ☐ How will the social partners be held accountable for their actions and reactions?
- ☐ How will the social partners support each other?

- ❑ What forms of behaviour are deemed acceptable and unacceptable (e.g. behaviour that demonstrates mutual trust and respect, or the opposite)?
- ❑ What is the preferred level(s) (e.g. workplace, company, port-wide or industry-wide, or some combination of these levels) and form(s) of social dialogue (i.e. what combination of information sharing, consultation and negotiation is preferred over particular issues)?
- ❑ How will future conflicts be resolved?

#### IV. Fostering strategy based on:

- ❑ Integrative techniques, such as open exchange of information
- ❑ Formation of positive inter-group attitudes, and
- ❑ Promotion of a broad consensus and a constructive use of differences within one's own and the other parties' organizations



## **APPENDIX III**

### **Checklist for Needs Assessment on Gender Issues**

- ❑ Define the objectives of the needs assessment. For example:
  - To find out about the capacity of a social partner;
  - To identify problems in a particular sector or area and the root causes of such problems;
  - To generate data on a specific topic that will be useful for project formulation;
  - To obtain information from the field on priorities for action
- ❑ Identify the necessary data or information that is required in the needs assessment, ensuring that it is sex disaggregated
- ❑ Choose a participatory method for gathering data and information, or use various combinations of different methods
- ❑ Collect the data using different methods and involve a broad range of stakeholders (all those who are directly or indirectly affected by the situation), taking care that marginalized groups in the utilities or area also participate
- ❑ Analyse and confirm the data in collaboration with partner institutions or intended project beneficiaries, cross check with a broad range of stakeholders ensuring that women and other potentially marginalized social groups are also included
- ❑ Prepare a final report that highlights the problems, as identified by stakeholders, and potential needs (both practical and strategic needs) for different categories of project beneficiaries that should be addressed in the project
- ❑ Include the report on the needs assessment in the project problem statement and detailed project proposal

## APPENDIX IV

### Directory of Participants

#### Government

1. Ms. Lillian N. Asprer  
National Focal Person – ILO Action Programme  
Acting Deputy Administrator – Admin Services  
Local Water Utilities Administration (LWUA)  
Tel: 920-5435  
Mobile No. 0917 8529219  
Email: [lnasprer@yahoo.com](mailto:lnasprer@yahoo.com)
2. Ms. Carmen F. Amores  
Program Specialist in Water Utilities  
Industrial Relations Development Chief  
LWUA  
Office Tel No.: 9244538, 9296210  
Mobile No.: 0918 9157732  
Email: [carmenf.amores@yahoo.com](mailto:carmenf.amores@yahoo.com)
3. Mr. Alan F. Alegria  
Director IV  
Personal Relations Office  
Civil Service Commission  
Office Tel: 931-4149  
Mobile No.: 09205654009  
Email: [afa\\_csc@yahoo.com](mailto:afa_csc@yahoo.com)
4. Ms. Luz R. Rosas  
Supervising Labor and Employment Officer  
Bureau of Labor Relations  
Department of Labor and Employment (DOLE)  
Office Tel: 5273574  
Mobile No.: 09169331487  
Email: [luzr1012@yahoo.com](mailto:luzr1012@yahoo.com)
5. Ms. Virginia B. Garcia  
Senior Labor and Employment Officer  
Bureau of Labor Relations  
DOLE  
Office Tel: 5273574  
Mobile No.: 09219931535  
Email: [ybgarcia56@yahoo.com](mailto:ybgarcia56@yahoo.com)
6. Ms. Marilyn J. Estrella  
Chief, Cooperative Project Asst. & Development Division  
Cooperative Development Authority  
CDA-OP-DOF  
Tel. No.: 7276735  
Mobile No.: 09209456647

Email: [cpdad.idd@cda.gov.ph](mailto:cpdad.idd@cda.gov.ph)

7. Mr. Julio Casilan Jr.  
Cooperative Development Specialist II  
Cooperative Development Authority  
Tel. 727-6735  
Mobile No. 0922-5948106  
Email: [casilan\\_jun@yahoo.com](mailto:casilan_jun@yahoo.com)

### **Workers (Government)**

8. Mr. Victor G. Chiong  
President  
Metro Cebu Water District Employees Union (MEU)  
President, Alliance of Govt. Workers in the Water Sector (AGWWAS)  
Tel: (032) 516-0308  
Mobile 09176403932  
Email: [agwwas.phils@yahoo.com](mailto:agwwas.phils@yahoo.com)
9. Ms. Abigail A. Almeria  
Secretary, MEU  
NSG Alternate Representative  
Alliance of Govt. Workers in the Water Sector (AGWWAS)  
Tel. (032) 256-0413 to 15 loc. 327  
Mobile No. 0922-3791979 or 0919-8126729  
Email: [abbyalmeria@yahoo.com](mailto:abbyalmeria@yahoo.com)
10. Mr. Melanio B. Cuchapin  
Chairman, LWUA Employees Association for Progress (LEAP)  
Area Vice President - AGWWAS  
Tel : 9294538  
Mobile : 09185170476  
Email : [boyetcuchapin@yahoo.com](mailto:boyetcuchapin@yahoo.com)
11. Mr. Felix A. Domingo  
Water Utilities Development Officer  
LWUA/LEAP Representative  
Tel : 920-5581 to 89  
Mobile No. 09162146969  
Email : [f3\\_domingo@yahoo.com](mailto:f3_domingo@yahoo.com)

### **Management (Private Sector)**

12. Ms. Elsa Mejia  
Vice President  
Inpart Waterworks & Development Corporation  
President, NAWASA  
Tel : 9145217  
Mobile : 09178625272 / 09285511842 / 09228511842

### **Management (Public Sector)**

13. Ma. Antonia F. Boma  
General Manager

Camarines Norte Water District  
Chair, Special Committee on Waterless Communities  
Philippine Association of Water Districts (PAWD)  
(054) 721-2237  
Mobile No: 0908 8729019  
Email: [nfboma@yahoo.com](mailto:nfboma@yahoo.com)

**Resource Persons:**

14. Ms. Annie B. Geron  
Secretary General  
PSLINK-PSI  
Office Tel No: 9244710  
No: 0917 5328277  
Email: [anniegeron@yahoo.com](mailto:anniegeron@yahoo.com)
15. Ms. Marie Beth Lorenzo  
Consultant/Researcher  
Mobile No. 09167949062  
Email : [mblorenzo\\_2005@yahoo.com.ph](mailto:mblorenzo_2005@yahoo.com.ph)
16. Ms. Jean Encinas-Franco  
ILO Consultant/ Documentor  
Mobile No: 09178247363  
Email: [jeanfranco825@yahoo.com](mailto:jeanfranco825@yahoo.com)
17. Ms. Hilda Tidalgo  
Senior Programme Assistant  
International Labor Organization  
Tel: 580 9900  
Email: [tidalgo@ilo.org](mailto:tidalgo@ilo.org)
18. Mr. Carlos R. Carrión Crespo  
Specialist  
Public Services and Utilities Sector  
Sectoral Activities Department  
Tel: +41 22 799 73 48, Fax +41 22 799 7046  
Email: [carrion-crespo@ilo.org](mailto:carrion-crespo@ilo.org)
19. Mr. Rey M. Vida  
LWUA  
Tel. 929 4526  
Mobile Number: 0912 236 6184

**Secretariat:**

20. Ms. Gwendolyn Fabros  
Secretary  
International Labor Organization  
Tel: 5809913  
Fax: 8567597  
Email: [fabros@ilo.org](mailto:fabros@ilo.org)

## APPENDIX V

### Operational Plan

Legend: yellow (Government); green (Employers); orange (Workers)

Strategies	Strategic directions	Actions	2010								2011		2012		Funding source	Responsible body
			VI	VII	VIII	IX	X	XI	XII	I-VI	VII-XII	I-VI	VII-XII			
Strategy 1. Establish fundamentals for initiation of social dialogue process for reform of the utilities	1.1. Establish baseline information	Develop Terms of reference	4 <sup>th</sup> Wk													NSG
		Agree on and engage consultant	4 <sup>th</sup> Wk													NSG
		Validate Baseline Study Baseline data is presumed to be existing														NSG
	1.2. Discuss and agree on the Memorandum of Understanding to ensure the process on social dialogue for reform of the utilities	Develop draft Memorandum of Understanding on social dialogue process Create NSG E-Group Include social partners (private water districts and consumer groups)	4 <sup>th</sup> Wk													NSG
		Disseminate and discuss among stakeholders -own constituency and external stakeholders														NSG
		Organize joint workshop to discuss and agree on the social dialogue Area-wide approach, focused group discussions			2 <sup>nd</sup> Wk											
		Submit to the union/decision body for approval Submit to the Secretary of the Civil Service Commission Submit approval of MOU to the highest governing Body														Workers

1.3 Strengthen the understanding and knowledge of stakeholders for social dialogue and utilities reform	Based on stakeholders' capacity building needs assessment, organize workshops, seminars, meetings and training of trainers on social dialogue and utilities issues  Trainers' Training of Core Group of SD Trainers Pilot testing, area wide focused group discussion															
	Publish series of articles and interviews on priority issues of the utilities in the Philippines  Devote a page for SD Project in LWUA and PAWAD newsletter Publish articles about the ill effects of water sector if priority issues are not attended to															NSG
	Organize study tours, conferences and meetings on utilities reform Local and international study tours Third world versus first world															
	Train three experts on social dialogue and consensus building  15@5 pax/social partners Establish focal point persons															NSG
	Work with international expert on social dialogue and consensus building															
	Submit the Social dialogue/consensus strategy for reform of the Utilities, Memorandum of Understanding to respective donors															
1.4 Initiate and materialize the mobilization of financial resources for implementation	Organize donor consultative meeting															

	of the social dialogue process	Obtain the endorsement of potential donors in support of the implementation of the Social dialogue/consensus strategy for reform of the utilities													
<b>Strategy 2. Initiate and advance social dialogue/consensus building process for utilities reform</b>	2.1 Strengthen the steering roles for social dialogue/consensus building process	Set up working group to revise terms of references and membership of utilities social dialogue forum													
		Submit and approve the revised terms of reference and membership of utilities social dialogue forum													
		Conduct decision making meetings by steering body													
	2.2. Organize the Support unit to assist the implementation of social dialogue/consensus building activities	Determine terms of references and structure for the support unit													
		Estimate financial resources and budget for setting up the support unit													
		Discuss and approve terms of references and structure for the support unit													
	2.3. Regularize activities of technical working groups on utilities reform	Establish technical working groups, develop their terms of references and working plan of the working groups and be approved by the government													
		Determine Utilities reform framework													