

# Citizen-led Monitoring Program: Monitoring & Evaluation of Government Projects

---



**Synthesis Writer:**

Deanie Lyn Ocampo

**Editors:**

Celia Fatima E. de Jesus  
Sixto Donato C. Macasaet  
Roselle S. Rasay

**Layout:**

Mary Joie C. Cruz

***Decoding Conversations:*** Compilation of the Syntheses of CODE-NGO's Communities of Practice Forums in 2014-2016

Copyright @2017

Rights Reserved

The Caucus of Development NGO Networks (CODE-NGO) encourages the use, translation, adaptation and copying of this material for non-commercial use, with appropriate credit given to CODE-NGO.

Printed in Manila, Philippines

First Printing, 2016

ISBN 978-971-95854-8-0

**Published by:**

Caucus of Development NGO Networks (CODE-NGO)  
Quezon City, Philippines

Tels. (+632)9202595, 4356616, 9209310

Fax (+632)9202595 loc 101

Email: caucus@code-ngo.org

Website: www.code-ngo.org

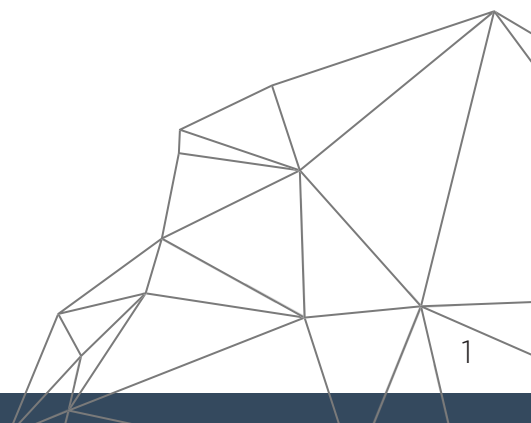
# INTRODUCTION

“Decoding Conversations” was an offshoot of the Strengthening the Capacity of Philippines CSOs Project, implemented by a consortium of civil society organizations (CSOs) to which the Caucus of Development NGO Networks (CODE-NGO) was a part of. The 3-year project led by Ayala Foundation and funded by USAID aimed to build the capacities of 120 CSOs for them to be more sustainable and accountable. Specifically, it covered organizational development (OD) interventions on Governance and Leadership Development, Planning and Strategic Management, Resource Mobilization and Development, Program Design, Implementation and Management, Monitoring and Evaluation (PDIMME), Financial Management and Administrative and Personnel Management.

Various modes of learning were utilized for capacity building: formal training, mentoring, peer-to-peer learning (through communities of practice via social media), internships and provision of templates. As the project’s technical partner for building a Community of Practice (CoP) among participating CSOs, CODE-NGO launched the ‘CSOCommunity’ site, an online community and discussion forum on organizational development issues confronting Philippine non-profits. The site was meant to allow exchanges on good practices, tips and techniques on OD matters for the participating CSOs of the project.

In 2016, CODE-NGO’s Knowledge Development and Management (KDM) Program continued to facilitate more meaningful learning exchanges through a forum on “Citizen-Led Monitoring Program (CLMP)”. This was through the CODE-NGO Facebook page (<https://www.facebook.com/caucusofdevelopmentngonetworks>) and was co-organized with the Citizens’ Monitoring of LGU Performance Project. A resource person was invited to share her expertise on the topic and the discussion was summarized and shared through the CODE-NGO website, e-Newsletter and Facebook page.

To make better use of such synthesis of online and face-to-face discussions, this compilation was pursued and in such a way that the reader can easily understand the development concepts and principles delved on in each topic by transforming the text to information graphics or infographics. To be abreast with the current communication trends and changing landscape of capturing an audience, it is good to explore and adopt more creative and innovative methods to process and share knowledge. May the 10 infographics presented here be able to help CSOs in one way or another as they strive to be more effective stewards of social development in the Philippines.





# CITIZEN-LED MONITORING PROGRAM

Monitoring & Evaluation (M&E) of Government Projects

Resource Person: Gina Dean Ragudo,  
CML Regional Project Coordinator for Eastern Visayas

## 01 HOW SHOULD WE VIEW MONITORING AND EVALUATION



Recognize that monitoring and evaluation (M&E) is essential for successful programs and projects.



Include M&E at all stages – from design and proposal submission to implementation and completion.



Recognize that although M&E has significant costs, time and human resource implications, it is essential for successful programs and projects.

**NOTE:** M&E may be conducted with government partners or representatives, or without them (M&E by civil society organizations as an independent initiative).



## 02 What are data-gathering methods in monitoring different kinds of projects?



- Review of project documents (e.g. Program of Work)
- Interview with stakeholders
- Community Score Card
- Focused group discussion (FGD)
- Project site visits
- Community assembly

### 03 What indicators do we use for Citizen-Led Monitoring of government projects?

The Community Score Card has two Performance Criteria and its corresponding indicators. Each indicator is measured by using a scale of 1 (very bad) to 5 (very good). Remarks are also obtained.

**ONGOING PROJECT**  
Efficiency, quality, beneficiaries' satisfaction, transparency, and people's participation;

**COMPLETED PROJECT**  
It should be monitored as above, plus availability, accessibility to target population, adequacy, gender-sensitivity, responsiveness, sustainability, and environmental impact




The concern with Bottom-up Budgeting (BUB) is the "absorptive" capacity of the local government unit (LGU) and the degree to which it is able to complete and deliver the project within the approved calendar year.

**The Self-Evaluation Score Card**

A tool for the government agency as project implementer. It has the same set of indicators.



Almost always, the delays are on the:

-  Timing of the approval of the projects by the line agencies
-  Release and downloading of funds to either the LGU or concerned entity
-  Upon completion of the project, how fast the LGU or the concerned implementing entity submits its liquidation report and project completion report

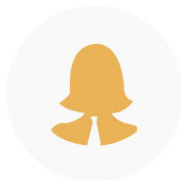
### 04 Four major stakeholders



Community



Beneficiary







Implementor



Government Unit/Agency

### 05 Key areas for consideration when monitoring government-funded projects

-  Composition of the project monitoring team
-  Capacities and competencies of monitoring team members
-  Degree to which members of the team have access to documents/ information
-  Government support to the monitoring team, such as logistics for mobilization

## 06

# Do's and Don'ts in monitoring government-funded projects



Promote the idea that monitoring is about learning from the experiences. Ensure that those involved in monitoring are appropriately trained and understand the importance of monitoring.



Involve as many stakeholders as possible in monitoring. Manage buy-in process with stakeholders.



Respect others' point of view. Always bear in mind that all of us are aiming for the same goal which is to uplift the plight of all the sectors and the community. Develop good, harmonious relationships with government agency representatives.



Make sure that all monitoring instruments have been carefully pilot-tested.



Keep in mind that culture is local. Give importance to contextual and geographical variation.



Consider the unintended results of the project.



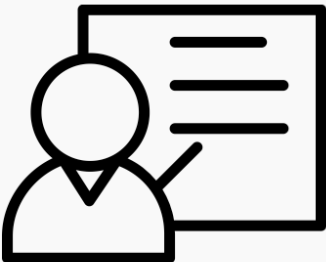
If you don't get it right the first time, do better next time. Disseminate your finding so that others can benefit from your experiences.



Remember to keep the Millennium Development Goals/Sustainable Development Goals in mind, and the need to prioritize the most excluded - focus on the poor.

## 07

# RECOMMENDATIONS



We can possibly lobby for a policy that will automatically allocate a certain percentage of government project funds for citizens-led monitoring to be used for technical inputs, actual monitoring, and meetings, etc.



The youth sector or students enrolled in the National Service Training Program can be more involved. Corruption as a topic may be included in the course syllabi and students can do practicum work on project monitoring. This can be suggested to Department of Education, Commission on Higher Education, or select universities/ colleges.



The LGU Accounting department's participation is crucial in monitoring, hence we can perhaps suggest that the citizen monitors' report must be submitted as a requirement before releasing payment to contractors.



[www.code-ngo.org](http://www.code-ngo.org)

 [caucusofdevelopmentngonetworks](#)

 [CODE\\_NGO](#)

