



AFFILIATED NETWORK FOR SOCIAL ACCOUNTABILITY
IN EAST ASIA AND THE PACIFIC

CONNECTING CITIZENS TO IMPROVE GOVERNANCE
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G-WATCH GUIDE

Your Partner in Monitoring Government Programs

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TABLE OF CONTENTS

SET 1.	INTRODUCTION	1
A.	What this Guidebook Is About and What It Is Not.....	1
B.	Why Base Your Learning on G-Watch?	3
C.	Some Caveats	5
SET 2.	IDENTIFYING WHAT TO MONITOR	8
A.	The Process of Identification	8
B.	Before Designing Your Monitoring Program	16
C.	Recap	18
SET 3.	DEVELOPING A MONITORING PROJECT	19
A.	Set and Re-Affirm Your Monitoring Principles	19
B.	Develop the Logical Framework of Your Project	20
C.	Identify Your Project Components	22
D.	Set Up Coordination and Communication Mechanisms.....	27
E.	Develop Your Monitoring Tool	28
F.	Recap.....	31
SET 4.	MOBILIZING SUPPORT.....	32
A.	Supporters and Stakeholders	32
B.	Prioritizing Stakeholders.....	32
C.	Managing Stakeholders	33
D.	G-Watch Stakeholders	34
E.	Formalizing a Partnership.....	36
F.	Government Partners	39
G.	Civil Society Partners	41
H.	Reform movements and development networks	41
I.	Recap.....	42
SET 5.	MONITORING GOVERNMENT PROCUREMENT	43
A.	The Government Procurement Reform Act.....	43
B.	The Pre-procurement Conference	46
C.	The Pre-Bid Conference	47
D.	The Submission and Opening of Bids.....	47
E.	The Bid Evaluation and Post Qualification	49
F.	Failure of Bidding	51
G.	Alternate Modes of Procurement.....	51

H.	Reporting.....	53
I.	Recap.....	54
SET 6.	MONITORING CONTRACT IMPLEMENTATION.....	56
A.	Importance of Implementation Monitoring.....	56
B.	Important Concepts and Terms.....	57
C.	Using the G-Watch Monitoring Tools.....	60
D.	Guides and Tips on Using the G-Watch Monitoring Tools.....	64
E.	Ethical Do's and Don'ts.....	65
F.	Recap.....	66
SET 7.	COORDINATION AND REPORTING.....	67
A.	Basics of Communication.....	67
B.	Coordination.....	68
C.	National Level Coordination in Vertical View.....	70
D.	Methods in Coordination.....	74
E.	Reporting.....	77
F.	Reporting During the Monitoring.....	78
G.	Reporting After the Monitoring.....	79
H.	Reporting After Project Implementation.....	80
I.	Recap.....	81
SET 8.	POST-MONITORING ACTIVITIES.....	82
A.	Sharing Session.....	82
B.	Problem-Solving Session: Making the Decision-Makers Responsive.....	83
C.	Preparing the Visual Presentation.....	84
D.	Presenting Your Results.....	86
E.	Public Presentation: When and When Not to Include the Public in the Scene.....	87
F.	Marketing the Event.....	88
G.	Inviting Media Personnel.....	89
H.	Evaluation Workshop: The Power of Evaluation.....	91
I.	Recap.....	93

ACRONYMS AND ABBREVIATIONS USED

ADB	Asian Development Bank
ALGU	Assistance to Local Government Units
ANSA-EAP	Affiliated Network for Social Accountability in East Asia and the Pacific
APP	Annual Procurement Plan
ARMM	Autonomous Region of Muslim Mindanao
ASoG	Ateneo School of Government
BAC	Bids and Awards Committee
BAP	Budget Advocacy Project
BOC	Bureau of Customs
BSP	Boy Scouts of the Philippines
CLOA	Certificate of Land Ownership Award
CO	Capital Outlay
COMELEC	Commission on Elections
CSO	Civil society organization
DBM	Department of Budget and Management
DepEd	Department of Education
DFID	Department for International Development (United Kingdom)
DOH	Department of Health
DPWH	Department of Public Works and Highways
DSWD	Department of Social Welfare and Development
FGD	Focus Group Discussion
G-Watch	Government Watch
GAA	General Appropriations Act
GDP	Gross Domestic Product
GFI	Government financial institution
GOCC	Government owned and controlled corporation
GOP	Government of the Philippines
GPPB	Government Procurement Policy Board
GPRA	Government Procurement Reform Act
GSP	Girl Scouts of the Philippines
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation)
HCB	Highest calculated bid
HCRB	Highest calculated responsive bid
HDI	Human Development Index
HOPE	Head of the Procuring Entity
IAEB	Invitation to apply for eligibility and to bid
IAR	Inspection and Acceptance Report
IRR	Implementing Rules and Regulations
LCB	Lowest calculated bid
LCRB	Lowest calculated responsive bid
LGU	Local government unit
Logframe	Logical framework
LOI	Letter of intent
MOOE	Maintenance and Other Operating Expense
MPBF	Miscellaneous Personnel Benefits Fund
NGA	National government agency
NGO	Non-government organization

OAF	Organizational Adjustment Fund
ODI	Overseas Development Institute
OMB	Office of the Ombudsman
PEF	Peace and Equity Foundation
PGF	Philippine Governance Forum
PHILGEPS	Philippine Government Electronic Procurement System
PPMP	Project Procurement Management Plan
PRO	PROtect PROcurement PROject
PS	Personal Services
PTCA	Parent-Teacher-Community Association
PTF	Partnership for Transparency Fund
PTG	Procurement Transparency Group
RHU	Rural Health Unit
RoLE-USAID	Rule of Law Effectiveness Project-U.S. Agency for International Development
SBP	School building project
Sida	Swedish International Development Cooperation Agency
SPF	Special Purpose Fund
SUC	State universities and colleges
SWS	Social Weather Station
TAF	The Asia Foundation
TQIR	Textbook Quality Inspection Report
UNDP	United Nations Development Programme

PREFACE

G-Watch Guide—Your Partner in Monitoring Government Programs is designed to be a flexible sourcebook for citizen groups that wish to engage with government to monitor government activities and outcomes. The guidebook is divided into separate sets, each discussing a particular step or component in setting up and implementing a monitoring program similar to that of G-Watch. Dividing the guidebook into eight separate sets gives the reader freedom to go straight to a specific set of tools and practices, depending on what information is needed.

SET 1 – Introduction

The Introduction gives an overview of the sourcebook, tells readers what they can expect from the contents, and explains why G-Watch is an effective model for setting up mechanisms to monitor government programs.

SET 2 – Identifying What to Monitor

This set will teach you how to identify what goods, programs, or service delivery to monitor.

What are the factors to be considered? A sample set of criteria would be how particular goods, programs or service delivery are essential to the community and which of these are most vulnerable to corruption

What are the processes to be undertaken in identifying the goods to be monitored? Examples of pre-requisite processes are consultations with stakeholders, document reviews and the like.

SET 3 – Developing a Monitoring Project

This set will teach you how to develop a monitoring project. You will learn the five basic steps that will show you:

How to set and re-affirm your monitoring principles

How to develop the logical framework of your project

How to identify components necessary for your projects

How to learn the importance of setting up a coordination and communication mechanism for your project

How to develop your monitoring tool

SET 4 - Mobilizing Support

This set will show you how to mobilize support from the three most critical clusters of stakeholders – the government, donor partner and citizen groups. Specifically, this set will teach you:

How to start the process of identifying the supporters of your project.

How to make sense of the principles and standards of mobilizing support.

SET 5 - Monitoring Government Procurement

This set will provide you with a step-by-step guide on how to observe the government bidding process—the red flags and the pre-requisites. The Protect Procurement Project of G-Watch will be very useful in substantiating this part of the guidebook.

SET 6 - Monitoring Contract Implementation

This set will discuss how to monitor contract implementation. Included in this set are the existing tools (such as: the G-Watch checklist on school-building monitoring, textbook quality inspection tool, and textbook delivery report form) that can be used in monitoring the implementation of government contracts

SET 7 - Coordination and Reporting

This set will delve into how communication is utilized and is essential in the process of coordinating and reporting for your monitoring project. Moreover, you will learn to:

Design different types of coordination setup based on ideal or typical models from selected G-Watch projects

Use available methods for an effective coordination

Prepare reports after the implementation of your monitoring project

SET 8 - Post-Monitoring Activities

This final set will show you what takes place after project implementation. Based on the lessons from the G-Watch experience, you will encounter how to conduct the following:

Sharing sessions among stakeholders to highlight the lessons and identify emerging issues

Problem-solving sessions with decision-makers to discuss and if possible, resolve the issues

Assessment workshops with key movers of the monitoring programs to evaluate the design and management of the program for future improvements

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Government of the Philippines

- Commission on Elections
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- Department of Health
- Department of Public Works and Highways
- Department of Social Welfare and Development
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- Transparency and Accountability Network

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SET 1. INTRODUCTION

Are you sick and tired of the inefficiencies of your government?

Are you interested in the idea of playing an active role in controlling corruption in your country?

Are you curious about finding ways to make yourself more relevant?

Are you open-minded and eager to discover interesting ways of preventing corruption?

Do you want to initiate action that can help your government become efficient in delivering its services by properly spending public resources?

Are you an individual who would like to volunteer in various anti-corruption programs? A member of an organization that has plans to set up an anti-corruption program that will train ordinary citizens to engage with their government? An individual who is not a member of any organization but plans to establish an anti-corruption project?

Do you want to discover a detailed and organized way of understanding government processes and how you can be involved in them?

Do you want to participate in the monitoring of your government's processes but you are too overwhelmed by technical terms and jargon?

Are you ready to act, move and make change happen?

If you answered "Yes" to these questions, then this guidebook is for you!

A. What this Guidebook Is About and What It Is Not

This guidebook has no intention of drowning you in an ocean of pessimism. It is designed to help you understand that virtually anyone can contribute in preventing corruption. It serves as an instrument that will teach you how to participate in the processes of your government so that you can help minimize or control, if not totally eliminate, corruption in your country. It will help you organize your thoughts on how and where you can intervene in those processes. With this guidebook, ordinary individuals can glean the first few steps of how they can transform themselves to more engaged citizens.

This guidebook will help you realize that one of the ways corruption may be addressed is by facilitating participation in government processes. Take the case of abandoned school building and bridge construction projects, missing textbooks and questionable delivery of relief goods. With this guidebook, you will learn to ask and investigate, "What went wrong?"

This is not a collection of motherhood statements and rhetoric. It will not give you the flowery words and grand narratives of being an empowered citizen. Instead, it will an-

swer questions about how you can concretely contribute to preventing or stopping corruption in your own way:

- How can I participate in governance?
- How should I engage my government?
- How should I organize collective efforts to monitor government services and processes?
- How can I form an anti-corruption or monitoring project?

Designed to be easy to use and easy to understand, this guidebook will facilitate and guide your learning on how to become an effective government monitor or better yet, set up a monitoring project by taking you through a step-by-step process. The steps detailed in this book are based on the experience of *Government Watch* or G-watch, a project that aims to approximate good governance in the Philippines by fostering a partnership and direct engagement between the state and civil society.

Keep Asking, "WHY?"

Education helps strengthen the foundation of a nation, which is why most governments see this as one of their top priorities. Such is the case in the Philippines, where a considerable amount of money is dedicated to educational purposes each year. But **why** does shortage of school buildings still exist? **Why** is it that there are so many abandoned school buildings, when official reports clearly state that these infrastructures have been completed?

Let's say though that your government claims to have addressed the infrastructure-related issues of education in your country by completing a lot of school buildings. Does this mean that there is no more room for citizen participation? What about ensuring the quality of these school buildings? Be prepared to ask **why** after only a few months or years of use, these classrooms become dilapidated. How sure are you that they were built in compliance with safety standards?

Another educational issue is the delivery of textbooks. Textbooks are one of the most essential tools of learning and yet, **why** do we hear cases of textbooks not being delivered on time or not at all to reaching their intended recipients?

In an agricultural-based economy, farm-to-market roads facilitate easier transfer of agricultural products, which is why the government spends on road-related projects. But **why** do you constantly hear news about abandoned road and bridge construction projects, when upon closer inspection, official records state that they should have been completed some time ago?

In 2004, a bridge construction project in Surigao was reported as complete. When researchers visited the area, they found out that the project was not even 25% done, and according to local officials, the project may take another five years to complete.

In times of disasters, the government should respond quickly, efficiently and appropriately.. but believe it or not, disaster relief operations that are supposed to help calamity victims may be a breeding ground for corrupt practices. **Why?**

Why is it that the goods released for distribution do not all reach the beneficiaries? Is the distribution process so inefficient that recording and accounting of goods released by the government becomes problematic?

Corruption takes on various forms and appears in many different circumstances. **Why** are these things happening? **Why** are cases of poor implementation by the government tolerated?

B. Why Base Your Learning on G-Watch?

The G-Watch experience is an example of how ordinary citizens were encouraged and given opportunities to participate in the monitoring of government service delivery programs. Established in the year 2000 as a reaction to reports of corruption and inefficiencies during the term of ousted Philippine President Joseph Estrada, G-Watch developed a preventive approach to curbing corruption by introducing a simple but well-planned participatory method. G-Watch devised easy-to-use tools and used them in the monitoring of textbooks, school buildings, medicines and public works—all of which were done in partnership with nationally mandated government agencies.

G-Watch is a model of how citizens and the government can enter into a partnership and work together to achieve desired outputs, such as promoting transparency and accountability and at the same time increasing the efficiency of the delivery of government services. G-Watch engages citizens and the government in a dialogue wherein ways to address problems that are uncovered by and during the monitoring process are discussed.

The participatory mechanism introduced by G-Watch has progressed into a successful initiative, as government officials were receptive to the reports and recommendations of their citizen monitors. In fact, involved government agencies issued memorandum orders and formulated programs aimed at improving their performance following the results of the monitoring.

The G-Watch Innovation

G-Watch chose not to join the spectacle. While it should have been more exciting or entertaining to expose the corrupt practices of government officials, G-Watch chose to veer away from the usual adversarial and confrontational anti-corruption initiatives. Instead of resorting to shame campaigns and corruption perception surveys, G-Watch recognized the need for a proactive and preventive approach. This approach eventually found its way to the very core of the G-watch strategy.

The G-Watch strategy primarily addresses the question: is there something that can be done to address the problem of corruption? Identifying the delivery of government services as one of the areas most vulnerable to corruption, G-Watch devised monitoring tools that ensure that government services reach their intended beneficiaries. The idea behind this is that when the efficient delivery of services is realized, corruption, in one way or another, has been controlled.

The following are the distinct features that characterize G-Watch:

- G-Watch contributes to ending corruption by integrating a participatory mechanism in actual government policies and programs.
- Through its partnership with government agencies, government transactions become open to the scrutiny of the citizens. This is expected to guide the administrators and other players in making appropriate actions and decisions.
- By being collaborative and inclusive, G-Watch puts anti-corruption work in a productive and optimistic mode. With this, G-Watch brings forth the notion that citizens can share the responsibility of making government program implementation more effective, instead of complaining, incessantly making demands and tireless fault-finding and head-hunting.
- With the problematic and inefficient processes of government institutions, G-Watch opens up an opportunity for citizens to become part of the solution that will reform and restructure

the processes of these institutions.

- G-Watch’s main area of concern is corruption in the Philippine government’s expenditure, with special focus given to the procurement and delivery of goods and services for various sectors. It has developed and tested tools to monitor textbook delivery, medicines procurement, school building construction, and public works projects.
- By comparing the agencies’ plans with their actual accomplishments, various problems were found and documented (such as missing books, unfinished school buildings, high prices of medicines, delayed construction of roads and bridges, among others).
- The amicable relationship between G-Watch and government agencies gave way to a unique partnership. As a result, G-Watch findings are respected by both the government agencies being monitored and the citizen monitors themselves.

In its engagement with the Department of Education (DepEd) and the Department of Public Works and Highways (DPWH), G-Watch was able to demonstrate how a simple and easy-to-use monitoring tool eliminates intimidation and arouse participation. Wider participation by citizen monitors is achieved, complementing the insufficient monitoring system of the government. The table below shows selected cases of tangible monitoring issues and outcomes.

Table 1. Tangible Monitoring Issues and Outcomes.

Agency/ Program	Monitoring Issues	Outcomes
Department of Education / Textbook count	Due to G-Watch’s easy-to-use- and-understand nature, even young Scouts were able to participate in the monitoring of textbook delivery. This gave way to the mobilization of volunteers in a big number of schools.	The presence of a number of volunteer-monitors was used by the government agency as leverage to pressure textbook forwarders to agree to the prescribed delivery schedules. The forwarders became more disciplined since the volunteers would wait for the arrival of the books on the previously announced dates. The credibility of the agency was enhanced because its internal reports could be validated by third-party monitoring reports.
DPWH / Bayanihang Eskwela	Usage of G-Watch simplified monitoring tools debunked the notion that only technical engineers can conduct monitoring of school building projects.	Tapping citizens’ participation addresses one of the root causes of the reported problems and deficiencies in school building construction projects, which is the government’s weak monitoring capacity. With its total yearly projects, the DPWH can inspect only 10-15%. Bayanihang Eskwela helped increase this percentage.

Agency/ Program	Monitoring Issues	Outcomes
DPWH / Monitoring of Infrastructure Projects	The nature of public works projects monitoring is perceived to be highly technical, to the point that it discourages the participation of ordinary citizens. This makes the task of enabling them to participate more difficult. To address this, G-Watch proposed an alternative method of conducting monitoring.	The inefficiency and corruption in infrastructure projects is partly attributed to ineffective monitoring systems. G-Watch suggests the introduction of a different approach to strengthen the agency's monitoring system. How citizens can be made part of it needs to be explored.

C. Some Caveats

This guidebook does not aim to detail the tips, information, tools and techniques needed to set up an anti-corruption project. Instead, it will demonstrate how an anti-corruption is possible based on the rich and unique experience of G-Watch.

G-Watch is neither the perfect nor the ultimate example or model of an anti-corruption program. In fact, G-Watch also draws on the practices of other anti-corruption projects. While this easy-to-understand material will provide you with steps that can increase your capacity you to engage with the agencies of your government, it is limited as it only provides you with recommendations. G-Watch does not claim to be an expert; it is also continuously learning as it engages with the government.

What you are going see in this guidebook may not be applicable to your own context. The primary goal of this guidebook is for you to be able to pick up some useful ideas that you can use for further study, investigation and problem solving. It is up to you to use of those ideas to analyze a particular situation that you may encounter along the way.

It is a pre-requisite in starting a G-Watch-type monitoring project that the legal framework of your country provides for citizens' participation in governance. It is enshrined in the Constitution and there is an existing policy by the political leadership to encourage collaboration with citizens' group. It would also be helpful if the government agency that you would like to engage provides a venue for collaboration with civil society in their programs, service-delivery and procurement.

Because of this, the G-Watch approach might not be applicable to all political contexts. For instance, if you are in an authoritarian country where citizen participation is not incorporated in the legal framework and to some point even repressed, there are some alternatives to a G-Watch-type project. Other modes of participation might be more suitable to your political environment.

G-Watch Projects

This guidebook bases its advice and tips on the experience of G-Watch with the following projects:

Bayanihang Eskwela

Bayanihang¹ Eskwela is a collaborative public-private sector program involving the Department of Public Works and Highways (DPWH), Department of Education (DepED), Office of the Ombudsman (OMB), Boy Scouts of the Philippines (BSP) and G-Watch, with support from the Rule of Law Effectiveness Project of the U.S. Agency for International Development (RoLE-USAID).

Bayanihang Eskwela aims to ensure quality school buildings for public school children through preventing corruption in school building construction programs. It has established benchmarks in the performance of the DepED and DPWH and demonstrated success in making contractors more responsive to clients' needs. It also empowered local communities in checking the delivery of public services most especially, school buildings.

Textbook Count

Textbook Count is a collaborative program of G-Watch and DepED in partnership with civil society organizations that started in 2003. It aims to ensure that the right quantity and quality of textbooks are delivered to the right recipients at the right time.

Textbook Count is geared toward eliminating corruption in textbook procurement, systematizing textbook deliveries nationwide, making suppliers more responsive to the clients' needs, establishing benchmark for DepEd performance and mobilizing citizens for monitoring and inspection to achieve greater transparency.

With the help of citizen group volunteers, Textbook Count was able to safeguard the integrity of the bidding process, ensure good textbook quality, help high schools and districts check the textbooks delivered to them, as well as distribute textbooks to elementary schools.

Textbook Walk

With the remaining challenges in Textbook Count such as reports of undistributed textbooks from the district to elementary schools and the growing clamor for the institutionalization of the program, Textbook Walk was launched. Basically, Textbook Walk aims to supplement the mechanism for onward distribution of textbooks and start the process of institutionalizing Textbook Count in the DepED.

DSWD Disaster Relief Distribution

The Department of Social Welfare and Development (DSWD) Disaster Relief Distribution is a monitoring program developed by G-Watch as a reaction to lingering reports that relief distribution is highly susceptible to corruption, most especially if it remains unchecked. It is with this premise that the program was created to track relief goods in the form of food and clothing packs released by the DSWD to Regions² II, VII and Caraga (Region XIII) as well as to monitor donated goods released by the Bureau of Customs (BOC) to DSWD.

The program intended to confirm if relief goods reach intended beneficiaries. It was able to identify the strengths and weaknesses in DSWD's disaster relief distribution system and was able to

¹ "Bayanihan" is a Filipino term taken from the word *bayan*, referring to a nation, town or community. The whole term *bayanihan* refers to a spirit of communal unity or effort to achieve a social good. "Eskwela" means "school" and is derived from the Spanish word, "escuela".

² The Philippines is divided into administrative regions. A region consists of a cluster of provinces, municipalities, and cities.

G-Watch Projects

determine problems that the DSWD typically encounter in obtaining BOC confiscated goods for relief operations. Beneficiary feedback on the delivered relief goods was also included in the reports. The program was aimed at helping the government ensure provision of relief goods for disaster victims, especially the poor.

BOC Monitoring

The findings of the DSWD Relief Distribution Monitoring revealed that there are problematic relief donations from the Bureau of Customs (BOC). It is in this light that BOC Monitoring was developed by G-Watch.

The G-Watch research on the Bureau of Customs looked into the process involved in the auction of abandoned, overstaying and forfeited goods. It aimed to advance a layman's appreciation of the process and design a manual for civil society participation in the form monitoring the implementation of the process.

The research also identified system weaknesses that translated into revenue loss for the government, implementation delays, and procedural lapses and proposed that civil society participation be tapped to help address these problems.

PRO – Protect Procurement Project

As of this writing, G-Watch is busy with PRO – *PROtect PROcurement PROject*, whose general objective is to protect, sustain and expand the gains of previous programs, specifically *Textbook Count*. Protection basically refers to preventing a return to the old system, which lacks transparency and accountability, sustaining the momentum of reforms that have been put in place, and expanding from textbooks to the many other types of goods and services procured by government agencies. By and large, the proposal responds to the challenge of continuity and growth.

COMELEC Budget Watch

G-Watch has expanded its scope of involvement to electoral reform through *Commission on Election (COMELEC) Budget Watch*, a pioneering program that documents and monitors the budget and fiscal management of the Commission on Elections, with the goal of determining key areas where civil society can participate in the budget process.

SET 2.

IDENTIFYING WHAT TO MONITOR

Your monitoring program design will ultimately depend on what you want to monitor, that's why it's important to know the goals and objectives that you or your organization wants to pursue. As the famous German poet Christian Friedrich Hebbel (1813-1863) once said, "Nothing great in the world has ever been accomplished without passion." And this is why it is important to decide on what you really want to know and achieve before you decide on the design of your program.

A. The Process of Identification

Simply said, knowing what you want does not always come easy. At times, serious reflection and discussions among colleagues are necessitated. Consultations regarding these matters should always arrive at a consensus—an agreement among your members that basically says that you are all passionate to do this project, perhaps out of a strong desire for civil society participation. Some of the questions to ask include the following:

1. *What are the basic necessities of your community?*

The baseline needs of a community are considered important by majority of the stakeholders. By knowing what they are, you can be guided on which agencies or projects are directly relevant to the community and consequently, which ones you should monitor.

In 2004, G-Watch decided to monitor the distribution of relief goods by the Department of Social Welfare and Development. The context of this move is that the Philippines is one of the most disaster-prone countries in Asia, and disaster relief goods and services are necessary for the people to cope with this problem. The Philippines experiences 200 to 330 natural and human-made disasters every year. In 2003 alone, disasters incurred PhP1.313 billion (US\$28.5 million) worth of agricultural losses and damages to infrastructure and private property. In the same year, the government, at both local and national levels, spent PhP29 million (US\$630,000) on emergency relief assistance to some 224,213 Filipino families affected by disasters.

While there are some universally accepted necessities for survival, like food, water and shelter, it is also important to know the unique characteristics of your community; that is, other goods and services your community deems equally important. You may do this by making either a quick research on the Internet, interviewing academics in the field of social sciences, politics or economics, or simply looking around. A bit of traveling and immersion in the community members' daily life can help tremendously as well.

The government's priorities also reflect what it sees as important to its people. Many of these basic necessities also become flagship programs of the government—the construction of school buildings became one of Philippine president Gloria Macapagal-Arroyo's top priorities, and even awarded it with a large budget. This led to Bayanihang Eskwela, the monitoring of school building projects.

Table 2. Asking Questions.

Reflection requires asking yourself or your organization some questions on the necessities of your community. This can eventually help in identifying what you should monitor. Column A are some examples of the questions you can ask, and if the answer is yes, then Column B suggests some issues you may want to look into with regard to your monitoring program.	
Column A	Column B
1) Do you have a limited water supply and depend on the government's water ration?	You may evaluate the water distribution service of the government and see if they give potable, sufficient water for each family.
2) Do you have a large percentage of the population who live in inadequate housing and shanties?	Housing projects may be your field of concentration in your monitoring program.
3) Are there a lot of malnourished children raised, as a result of extreme poverty in the area?	You can have many designs that can cater to this question, some of which are family planning education by the government, nutrition programs in public schools, and the services provided by public health centers.

2. *Which items receive the highest budget?*

Look at the budget of a specific government agency or project and compare it to the national budget as a whole, or with budgets of other agencies or projects. Does it represent a significant percentage? Usually, the more money there is on an item, the more it is considered a priority. The budget is quantifiable data that can help determine how significant an agency or a project is.

Trivia

For example, the procurement of textbooks in the Philippines totals hundreds of millions; in 2007, it totaled PhP542 million (US\$11.8 million). The value of the textbooks (how important it is to the community) and the budget allocated for it were the reasons why Textbook Count was born. Textbook Count has been continually implemented for the last five years. Aside from this, it also became the mother of another project, Textbook Walk, which ensured that textbooks are delivered to students.

In the Philippines, the government agencies with the highest budgets are the Departments of Public Works and Highways, Education, and Agriculture.

"After the government takes enough to balance the budget, the taxpayer has the job of budgeting the balance."

— Unknown

How to look at the Philippine National Budget

The government's budget is: "a plan for how the government spends taxpayers' money, and how it pays for its activities, its borrowings and the repayment of its borrowings. It is the estimated schedule of expenditures and sources of financing."

A fiscal year starts from January 1 and ends on December 31. While there are many aspects in a government's budget, any monitoring organization may need to examine the annual appropriations of the government, which pertain to the General Appropriations passed into the law by Congress on a yearly basis. This is an authorization for incurring obligations during a specified budget year.

The General Appropriations Act (GAA) covers the annual operating requirements of agencies of

government. The GAA is the most comprehensive source of appropriation cover for the budget of the government. It contains provisions for the agencies as well as for Special Purpose Funds (SPFs) that are used for specific purposes.

Agency appropriations are itemized by program, activity, and project. They are classified into Personal Services (PS), Maintenance and Other Operating Expenses (MOOE) and Capital Outlay (CO). SPFs include Assistance to Local Government Units (ALGU), the Calamity Fund, Budgetary Support to Government Corporations, the Organizational Adjustment Fund (OAF), the Miscellaneous Personnel Benefits Fund (MPBF), etc.

Following is a sample of the GAA of the Commission on Elections in 2008.

Sample GAA COMELEC GAA 2008 - Programs				
XXXII. COMMISSION ON ELECTIONS For general administration and support, support to operations, and operations, including locally-funded projects, as indicated hereunder.....PhP 4,282,485,000				
New Appropriations, by Program/Project				
Current_Operating_Expenditures				
	Personal Services	Maintenance and Other Operating Expenses	Capital Outlays	Total
A. PROGRAMS				
I. General Administration and Support				
a. General Administration and Support Services	210,169,000	193,587,000		403,756,000
Sub-Total, General Administration and Support	210,169,000	193,587,000		403,756,000
II. Support to Operations				
a. Conduct and Supervision of Elections and Other Political Exercises	7,048,000	486,000		7,534,000
b. Legal Services and Adjudication of Election Contests	4,157,000	337,000		4,494,000
Sub-Total, Support to Operations	11,205,000	823,000		12,028,000
III. Operations				
a. Conduct and Supervision of Elections and Other Political Exercises	38,641,000	8,253,000		46,894,000
b. Legal Services and Adjudication of Election Contests	22,783,000	1,691,000		24,474,000
c. Conduct and Supervision of Elections and Other Political Exercises	875,558,000	52,772,000		928,330,000
Sub-Total, Operations	936,982,000	62,716,000		999,698,000
Total, Programs	1,158,356,000	257,126,000		1,415,482,000

What to look for in the GAA:

- Large budgets for projects proposed for that particular fiscal year
- Large budgets for the procurement of equipment, construction of buildings and the like that are not usually seen in the previous GAAs of the agency

GAAs normally:

- Appropriate most to Personal Services than any other kind of expenses. Salaries of the people who run an organization, whether in the public or private sector, always get the biggest share of the budget.
- Have lump sum budgets for local offices, mostly at the regional level. There are currently 18 regions in the Philippines, including the Autonomous Region of Muslim Mindanao (ARMM). Watch out for regions that do not have or have the lowest and highest budgets among all regions.

*Note: Also, look out for **continuing appropriations**. These are appropriations that have been previously enacted by Congress and which continue to remain valid and available to support obligations for a specified purpose or project.

*Where to find the GAA:

If the agency you would like to monitor keeps a copy of its GAA in its website, then life would be easy for you. However, you can also look at the Department of Budget and Management (DBM) website, and go to the DBM Publications.

3. *Which items, projects or processes are the most prone to corruption?*

Look at today's newspaper and search for news on corruption. Check which ministries, departments or government agencies are frequently mentioned in these articles. Making a periodicals research on your desired agency/item may determine if this criterion applies to your program design. For example, a whopping PhP21 billion (US\$457 million) of the DPWH budget for infrastructure projects is dubiously accounted for each year. This resulted to Bayanihang Eskwela.

How do you determine whether items, projects or processes are prone to corruption? It depends on what you're monitoring. Items and projects are usually prone to corruption when they receive the highest budgets, or when they are placed under the authority of agencies or officials who have been connected with issues of corruption. Processes are prone to corruption when there is no transparency, or when the general public does not have access to information. Many times, there is no formal, law-sanctioned process requiring access to information as well.

Because disaster relief distribution is one of the immediate services undertaken in times of crisis, recording and accounting of the goods released by the government is quite problematic and hardly prioritized given the need for swift response. Because of this, relief distribution is highly susceptible to corruption, and it became one of the main reasons of the DSWD monitoring.

4. *What are the interests of your funding facility?*

This question only applies to organizations that receive funding from external institutions, as these inherently have some requirements with regard to the project.

The process of getting external funding starts when a non-profit organization submits a proposal to a funding facility. The proposal will be subject to a set of criteria. To increase its chances of getting approved, it should be aligned with the funder's thrusts.

Of course, this doesn't mean that you have to sacrifice your goals and advocacies as an organization in order to get funding. Many of the G-Watch projects that have external financial support have been adjusted to suit the objectives of the funding facility. Think of them as a partner; by doing your project, you have to actualize the objectives and advocacies of both. The project is not just about you, so make it a cooperative effort between you and your funder.

5. *What is the current political, social, and economic context?*

Nobody wants to do something that nobody cares about. Observe proper timing with your program. The more immediate the issue at hand is, the more people will care about it, and the more cooperative and supportive they will be of your program.

For example, COMELEC BudgetWatch was conceptualized in 2008, two years before the 2010 national elections, and around the time COMELEC announced its plans to use automated counting machines in the 2010 elections. Since this would require the COMELEC to procure billions worth of counting machines, and to decide through an advisory council on which machines to procure in the first place, there is a need to closely monitor this agency. Aside from this, previous General Appropriations Acts have shown that COMELEC has larger budgets during election years. This context paved the way for G-Watch to conduct a documentation and tracking study of the budget of COMELEC.

<p>Mapping Political Context: A Tool for Civil Society Organizations Robert Nash, Alan Hudson and Cecilia Lutrell Overseas Development Institute (ODI)</p>
<p>This toolkit describes a range of tools that CSOs [civil society organizations] might use to understand and map political context, in order to engage more effectively in policy processes.</p> <p>Policy is the result of interactions among different organizations about what course of action should be taken. The sum of these interactions constitutes the policy process. And the policy process – the interactions among organizations – is part of a wider environment, or context. Political context includes aspects such as the distribution of power, the range of organizations involved and their interests, and the formal and informal rules that govern the interactions among different players. Political context shapes the ways in which policy processes work. If CSOs can better understand the contexts for their actions, then they will be in a better position to devise more effective strategies, which may allow them to have more influence on policy.</p> <p>This guide introduces a series of tools that have been designed to map various dimensions of political context. The tools have been selected because they cover a wide variety of political dimensions. As such, they provide a menu of different approaches to mapping political context; CSOs and others can select from this menu and make use of the tools according to their own needs.</p> <p>Tools for mapping political context: dimensions considered</p> <ul style="list-style-type: none"> • Civil Society Index (CIVICUS): Civil society's structure, impact, environment and values • Country Policy and Institutional Assessment (World Bank): Governance institutions, policies, economic management • Democracy and Governance Assessment (USAID): Players, interests, resources, objectives, rules, institutional arenas • Drivers of Change (DFID): Structure, agents, institutions • Governance Questionnaire (GTZ): State-society relations, political system, political culture, politics and gender, economic policy and political framework of markets, international integration • Governance Matters (World Bank Institute): Voice and accountability, political stability and

absence of violence, government effectiveness, regulatory quality, rule of law, control of corruption

- Power Analysis (Sida): Power and its distribution
- Stakeholder Analysis: Stakeholder interests and resources
- World Governance Assessment: Participation, decency, fairness, accountability, transparency, efficiency

Some of the tools take the nation-state as the unit of analysis; others can be applied at any scale. Some tools focus on the mapping of power, others on the mapping of institutions, organizations and stakeholders. Some tools focus on formal institutions; others look to map informal institutions too. The tools selected also cover a great deal of ground in terms of the approach they take. Some of the tools are clearly normative; others strive for objectivity. Some work with qualitative data, others with quantitative. Some of the tools can be used quickly and inexpensively; others require large inputs of time and resources. Some are designed with a very specific purpose in mind. Others are not. Some enable cross-country comparisons; others do not. In deciding which tool(s) to use, CSOs need to think carefully about the sort of mapping they are interested in. For instance, do they want to produce comparable maps of different contexts, or will a detailed map of one context be adequate for their purposes?

Each tool is presented as follows. First, each tool is described. Secondly, a brief outline is provided of how the tool works. Thirdly, an attempt is made to identify those elements of the tool that might be of particular interest to CSOs. This third section is structured in terms of three aspects for each tool: the conceptual approach and indicators; the methods employed for sourcing and collecting data; and the ways in which the tool works in terms of analyzing data, presenting results, and recommending action.

Political context matters. By making selective use of the tools presented here, CSOs will be able to understand political context better, and engage more effectively in policy processes.

Other tools to consider:

1. *Human Development Index (HDI)*—an index combining normalized measures of life expectancy, literacy, educational attainment, and GDP per capita for countries worldwide. It is deemed a standard measure of human development—a concept that, according to the United Nations Development Program (UNDP), refers to the process of widening the options of persons, giving them greater opportunities for education, health care, income, employment, etc.

2. *PEF Development Index*—In 2003, the Peace and Equity Foundation (PEF) conducted a poverty scanning exercise to identify the priority areas of its poverty reduction program. The scanning identified 28 priority provinces based on official secondary data on income, health, education, and other socio-economic indicators, as well as the results of its consultation with PEF partners.

3. *SWS surveys*—The Social Weather Station (SWS) is a private non-stock, nonprofit social research institution. The general objective of their surveys is to provide an independent source of pertinent, accurate, timely and credible data on Philippine economic and social conditions. The surveys fill in gaps in data not covered by existing sources. They are meant to supplement, not duplicate, existing government statistical activities. The social weather indicators include self-rated poverty and hunger, quality of life, optimism with the economy and satisfaction with the president.

6. *Have there been limitations of your current programs? If yes, what could possibly solve this problem?*

If your organization has already been doing or has already done monitoring programs prior to your encounter with this manual, then you might have had the chance to see the limitations of your previous designs during your evaluations (more on this on Set 8). Some of these limitations may pose problems for what you're monitoring, i.e., you might not be seeing the problem as a whole, or you're suggesting solutions that were tried and tested, but discontinued due to their ineffectiveness. These limitations are crucial and must not to be ignored.

For example, *Textbook Count* sought to ensure that the right quantity and quality of textbooks are delivered to the right recipient at the right time. It started in 2003 and has been re-implemented each year after that. One of its most salient findings is that some textbooks were not distributed from the district level to elementary schools. While not a part of the original design and objectives of the project, the institutionalization of *Textbook Count* is an issue most stakeholders and volunteers pushed for. This resulted in *Textbook Walk*, which in turn ensured the delivery of textbooks by supplementing the mechanism for its onward distribution.

Table 3. G-Watch Projects Following Criteria.

	Textbook Count	Textbook Walk	Bayanihang Eskwela	COMELEC BudgetWatch	DSWD Disaster Relief Distribution
Basic necessities	Yes	Yes	Yes		Yes
High budget allocation	Yes	Yes	Yes	Yes	Yes
Prone to corruption	Yes	Yes	Yes		Yes
Funder's interest	Yes	Yes	Yes	Yes	
Current context			Yes	Yes	Yes
Limitation of previous programs		Yes			

Scoping and Scaling

Excerpts from: Gregorio, S. 2006. *A Resourcebook on the G-Watch Monitoring Experience*. Ateneo School of Government and United Nations Development Programme.

The *scale* refers to the number of areas to be monitored while *scope* refers to the number of steps in the procurement process that would be monitored. In the beginning, when G-Watch was still climbing up the learning curve, scale meant selecting projects across the broad geographical divisions of the Philippines like Mindanao, Visayas, and Luzon. For the Department of Public Works and Highways, G-Watch selected infrastructure projects in Mindanao, Visayas, and Luzon. The selection was done randomly without paying too much attention to the length, the strategic importance, or the cost of the road or the flood control project. The infrastructure projects that were monitored were either completed or nearing completion. For completed infrastructure projects, the exercise was strictly speaking one of evaluation, not monitoring.

In the pre-Textbook Count monitoring of textbooks, the selection of school districts to monitor followed the Department of Education's (DepEd) zoning: two in Luzon, one in the Visayas, and one in Mindanao. The districts were chosen by the volume of deliveries; those districts with the largest deliveries were monitored. The criterion was the magnitude, as the purpose of the monitoring was to detect leakages in the system. Accessibility of the districts was also a consideration. Because of funding and time constraints, the G-Watch team did not monitor deliveries to schools. Only in 2004 did G-Watch monitor deliveries down to the school level. In this case, distance from the district and the school's accessibility were the criterion for selection, with the farthest and less accessible schools in the districts with large deliveries being monitored. In both these cases, monitoring was done after the fact not during the delivery itself. Hence, like with DPWH, the exercise was more like an evaluation than monitoring.

In scope, the pre-Textbook Count monitoring focused on only one step in the contract implementation stage of the procurement process: the delivery to districts and the delivery from districts to schools. It was a single step for both since two different sets of textbooks were monitored. Had G-Watch monitored the same set of textbook as it was delivered to the district and from the district to the schools, the scope would have been two steps. In contrast, the Textbook Count in its third iteration monitored the procurement process from the pre-bid conference down to the delivery to the districts. Included in that process was inspection at the printing plant levels. The monitoring was done in real time not *ex post facto*. Only the delivery from district to school was not monitored, though the secretariat for the Textbook Count and its counterpart at the DepEd did receive reliable reports from Coca-Cola Bottlers Philippines, Inc. regarding the quantity of textbooks the soft drinks company voluntarily transported from the district to far-flung schools.

G-Watch's monitoring of relief goods distribution concentrated only on two stages: the storage and inventory of used clothing and food at the national and regional levels and their distribution to Local Government Units (LGU). G-Watch did not monitor the distribution of these to the ultimate end-users, the victims of natural and man-made calamities. Doing so would require that G-Watch be actually present during and immediately after a calamity had happened, the times when relief operations were conducted. In place of real-time monitoring, the G-Watch team did a quick, *ex post facto* client satisfaction survey among the recipients of relief goods.

Related to scale, an issue often raised in public presentations is how representative are the findings, particularly the sampling or selection of the sites. G-Watch is the first to admit that its sampling/selection is *purposive* and not random; that is, its selection is driven by operational rather than academic or statistical concerns. For instance, the 2004 study on onward distribution of textbooks (from district to schools) focused on schools that were farthest and less accessible from the district on the hypothesis that if the delivery system could be improved for these schools, those nearest would also benefit. The delivery system is only as good as its weakest or farthest or less accessible destination. In the case of the pre-Textbook Count monitoring of textbook deliveries, the purpose was to detect leakages. Hence, the focus was on those districts in the delivery zones with the largest volume of deliveries. For the monitoring of relief goods distribution, scale was not an issue. Sites were selected on the basis of having experienced a calamity in a set period of time. The G-Watch team selected sites in Mindanao, Visayas, and Luzon but comparison across sites could not be made since the cause of the calamity and the magnitude of the

effects differed across sites.

Related to scope, the usual question is: how extensive should the scope be? How many steps in the project cycle or procurement cycle should be monitored? G-Watch monitored only the delivery of outputs stage or the contract implementation and delivery stages of the procurement process. As the cases above show, this monitoring did not even go as far as the end-users and was not conducted in real-time or during the actual delivery itself. Early on, there were plans to monitor the whole public expenditure management cycle. The Government Watch had a sister project under the Philippine Governance Forum (PGF) umbrella called the Budget Advocacy Project (BAP) that sought to increase budget literacy among the public and promote civil society participation in the budgeting process (initially at the national level). The initial plan was for BAP to track the budget and expenditures and for G-Watch to track the outputs. A comprehensive report would be produced similar to what had been done in Uganda where the flow of funds was tracked from the central level down to the schools. Rapid assessment and experience gained in the monitoring of the drugs procured by DOH's Regional Offices immediately disabused G-Watch of the notion.

Delays in the bidding, e.g., failure in bidding can lead to delays in spending and consequently delays in contract implementation. The monitoring of drugs procured by DOH's Regional Offices showed that two years elapsed from the date of pre-qualification to the delivery of the drugs to the Rural Health Units (RHUs). Hence, if a citizens' group were to decide to monitor how the 2006 budget was spent, it would have to wait till 2008 or 2009 to ascertain if the items had actually been delivered to where the end-users could access them. If it were to monitor 2006 reports, the citizens' groups would have to retrace the steps from the delivery back to the budget – or more accurately – the Cash Program of 2004 or 2003. Given the reality that the donors operate on a yearly basis and demand performance within that timeframe, the citizens' group cannot wait till 2008 to monitor. There remains a basic temporal disconnect between the advocacy for the current budget (2006 with outputs to be delivered in 2008) and the monitoring on goods, procured using the budget of two or three years ago.

If responsiveness to need were to be a parameter of monitoring, certainly government would always be unresponsive, since the procurement of 2004 would rarely match the needs of 2006. The 2004 budget were made on assumptions based partially on historical performance of the previous years, not on the requirements of the date of delivery, 2006.

In conclusion, deciding on the scope and scale of the project depends on a combination of factors: the hypothesis or the purpose for which the monitoring is being done, the financial resources available to the monitor, and the number of personnel.

B. Before Designing Your Monitoring Program

Don't proceed to the second Set just yet! After identifying what you want to monitor, you must also do some preliminary research. This entails gathering all the data that you can find by "scratching the surface," or ultimately conducting research on what has been and is being done on your desired item, program or service.

Research is used to primarily to limit the scope of your program. Evidently, you cannot monitor everything, and nobody is telling you to do so. You should look at strategic entry points in the current process to determine where you can place your monitoring program.

This entails that you know the normative process of your program. The normative process is the formal process or flow of bureaucracy as determined by a public policy or a law. During your monitoring, you may encounter some processes or behavior that are

not indicated in the normative process and this may pose a problem and may result to a significant finding.

Also, you need to research to identify gaps in existing data. In your preliminary research you may notice that several studies or projects have also been done on your advocacy, and by looking at them, you can identify which area has not been delved into before. This may be your opportunity to make a difference; take it! Explore what has never been explored before and strive to fill in the gaps.

Preliminary research can be done using the following methods:

Internet research—look for accessible public documents, news articles, journals, previous studies and monitoring programs and public policies

Interview with key persons—schedule interviews with former government officials, academics or heads of NGOs whose advocacy is what you’re monitoring

Theoretical research—look for books and journals that discuss your topic on a theoretical level. This usually helps in determining the normative process in your research, and what changes should be made to ensure transparency and accountability.

Coordination with agency—informal coordination with the agency you’re monitoring may pose some risks and advantages, depending on how they react. For one thing, they may welcome you with open arms and immediately provide you with all the documents that you need, or they might be more reluctant to share information.

Before designing your program, you should also take a look at some of these stumbling blocks that may hinder you from achieving your goals. Awareness of these is crucial so you can design your program to adapt to or work around these hindrances.

1. *Possible threats*

When you’re doing something fishy, you don’t want other people to know about it. This is why some government officials and agencies are uncooperative to monitoring done by an external agency or organization. When things get too dangerous for them, they might get dangerous for you too.

One incident in the DSWD disaster relief distribution project involved a mayor of a certain island that allegedly did not receive any of the relief goods addressed to them. Because it was a remote island accessible only by boat, the researcher had to ask permission from the DSWD and the mayor of the island for a boat to bring her there. The DSWD agreed at first, but the mayor warned that “some people die there for no reason at all.” Eventually, the DSWD told the researcher not to go to the island anymore, and after some consultations with the G-Watch Team, the researcher eventually decided not to go to the island.

2. *No formal agreement with agency*

For projects such as the Textbook Count, Bayanihang Eskwela, and the Protect Procurement Project (PRO), the G-Watch Team has signed Memorandum of Agreements with the respective government agencies. However, there was no MOA between G-Watch and COMELEC on the COMELEC BudgetWatch. While this did not stop the team from acquiring documents and information, this caused delays in the project.

Formal agreements with the agency imply a co-ownership between G-Watch and the agency. Many times, the agency welcomes the fact that they are involved in the monitoring program; it signifies their commitment to transparency and accountability and their openness to exploring their processes with civil society. When there is no formal agreement, it is harder to get confidential documents interview persons who are working for the agency, or even get them to commit to implementing the solutions suggested by the team.

Disclaimer

While formal agreements reap benefits, there are times when they are abused by the agency by using them as evidence of their non-involvement in alleged corruption cases. If there are news of corruption within the agencies, they use the MOA and the project to claim that they cannot be corrupt if an external office is monitoring them. While there is no concrete evidence of corruption, you should look out for this use of good publicity to cover up controversies, and consider the fact that your organization's name may be dragged into the corruption case as well.

G-Watch has also encountered instances when the projects are advertised as priority programs of the government. This gives the project a political color. Political sponsorships are something that you should look out for, because you need to maintain the neutrality of your program, as well as your organization.

3. Incomplete formal process

When you trace and document the normative process of an organization, there are times when you stumble over a roadblock, a missing step or an incomplete procedure. This happens a lot in government, especially when many of their standard procedures are based on different laws and policies. For example, while it is clear that the DSWD central office should distribute the goods by region, it is unclear how the regional offices should distribute the goods to the affected barangays or towns.

Remember, your passion is what makes your advocacy. Make sure you know what you want to identify, specify and focus on which good, program or service you want to monitor, and consider the stumbling blocks you might encounter along the way. After coming to terms with these issues, it's time to design your monitoring program!

C. Recap

This Set has taught you the criteria to use and processes to undertake in identifying what to monitor. It also provided ideas on how to specify the scope and scale of your project, as well as the important preparatory steps necessary in developing your project.

SET 3.

DEVELOPING A MONITORING PROJECT

At this point, you should have already....

- Assessed your environment and have established the applicability and feasibility of doing a citizens-initiated monitoring program; and,
- You should have already identified the item, program or service that you intend to monitor.

At the minimum, you should know by now the answer to the following questions:

- What are the policies and regulations that govern what you intend to monitor?
- What agencies or institutions of government are involved in producing/ procuring/ providing what you intend to monitor?
- What is the scope and scale of your monitoring?

This Set guides you in designing your monitoring project and developing a monitoring tool. Before getting into it, it is important that you are informed what to expect:

- Program designing and tool development are primarily technical work. It involves deskwork and it requires an eye for detail.
- It pays to have a basic background on project management, but a good common sense and a good grounding on what you intend to monitor would already enable you to go through this part successfully.

A. Set and Re-Affirm Your Monitoring Principles

Principles serve as the anchor that guides decisions and priorities. It provides a way of looking at factors and variables, as well developments and dynamics that may affect the success or failure of your monitoring program. Gleaning from the G-Watch experience, the following principles can appropriately guide the design of your monitoring project.

1. Preventive approach to corruption

One way of addressing corruption is to prevent it from happening. There are several ways to prevent corruption in the government. Check-and-balance mechanism, rules and standard operating procedures and performance assessments are just some of these means. Citizens' participation has also been considered as one way of preventing corruption in bureaucracy by ensuring transparency and by providing inputs for the improvement of existing systems and enhancing performance.

“G-Watch’s collaborative framework guided the formation of partnership for Bayanihang Eskwela. This framework was premised on the support and cooperation of stakeholders, especially the concerned government agencies. It facilitated the coordination and channelling of information between and among the stakeholders.”

—G-Watch Report on Bayanihang Eskwela

2. *Multi-stakeholder collaboration*

Effective delivery of services and program implementation by the government cannot be ensured through government action alone and obviously not through private sector initiatives. There should be participation of and from key stakeholders, or the actors and participants that have direct stakes on the program and service being delivered. Multiple stakeholder participation in a program enhances the likelihood of success by building the sense of ownership of said stakeholders and by factoring in the diverse perspectives and views from the many actors, considering their different backgrounds and biases.

3. *Community volunteerism and participation*

“Community” may not necessarily refer to a geographical-based category only; it may also refer to a group of people taking part in a common process for a prolonged period of time to achieve a medium- to long-term goal or set of goals. Related to multi-stakeholdership is the need to involve the beneficiaries of services in the management of the project, in this case, monitoring. Being direct beneficiaries of the services or products of the government, communities can easily be motivated to volunteer in order to ensure that services and products are delivered on time, in the right quantity and in the best condition.

Filipino communities are no strangers to volunteerism, for “*bayanihan*” (voluntary, cooperative endeavor) has been a traditional practice that they are accustomed to. Community spirit is cultivated when each member of the community sees their place in the efforts to achieve a common goal. Since monitoring requires knowledge and skills, the potential of community participation can best be maximized if knowledge is shared, skills are honed and mechanisms are set up. Capacity-building therefore is an essential component of a citizens’ monitoring program.

4. *Public awareness and information*

Monitoring of government service-delivery and program implementation means taking part in governance, i.e., processes and actions through which public decisions are made and implemented, public resources are managed, public goods and services are delivered and accountability is ensured. Hence, there is no escaping being publicly accountable; in other words, you must be able to publicly account for your decisions and actions just like your government counterpart. It is very critical therefore to look into how you will keep the public informed of the progress and result of your project. Meanwhile, initiatives such as monitoring programs may also consider enhancing public awareness to promote greater participation and to inspire similar initiatives.

B. Develop the Logical Framework of Your Project

A good project design has a well thought out logical framework or logframe. The logframe is a simple framework that organizes the goals, objectives, outputs and activities of a project. It includes clear the performance indicators, means of verification and critical assumptions of the project or program.

	Performance Indicators	Means of Verification	Critical Assumptions
Goal/ Outcome			
Objectives			
Outputs Activities			

Logframe³ is a one-page document that provides information on:

WHY: the project was carried out (development objective)

WHAT: the project is expected to achieve (purpose)

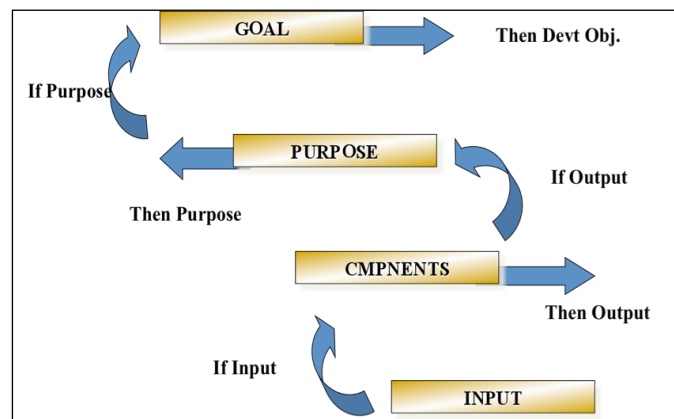
HOW: the project is going to achieve it (activities)

WHICH: external factors are crucial for the success of the project (assumptions)

HOW: to assess the success of the project (indicators)

WHERE: to find the data required to verify the indicators for success (means of verification)

The columns represent the level of project objectives and the means required to achieve them (the vertical logic). The vertical logic is based on principles of causality, or the “if ... then” relationship.



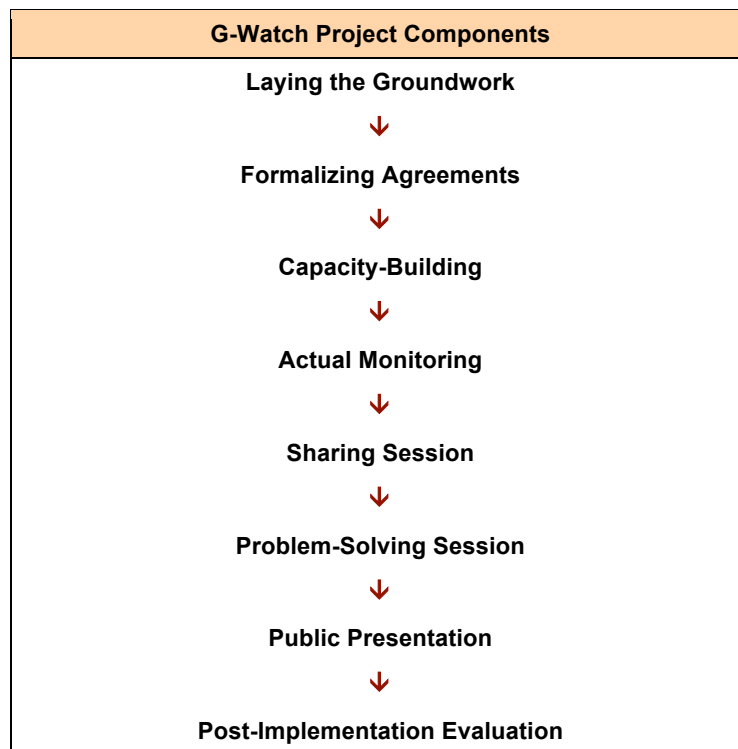
The rows indicate how the achievement of these objectives can be measured and verified (horizontal logic). Important assumptions pertain to conditions that can affect the progress or success of the project over which the project manager has no control. Some examples include natural environment, government action and lack of control on project inputs. What is critical about assumptions is to determine their significance and importance in delivering your objectives.

G-Watch has only recently used the logframe. In designing past projects, the information required in a logframe was supplied, albeit not in this format.

³ The discussion here on logical framework as well as the diagram is from the Ateneo School of Government’s Project Development and Management Course for the Local Government Unit Management Training Project.

C. Identify Your Project Components

In designing your project, you must be clear about its main components. The components usually follow the major activities of the project, but they could also be thematic, in that one theme cuts across the activities, or several themes may be unearthed from the activities.



G-Watch monitoring projects would usually have the following components. This follows the principles discussed above.

1. *Laying the groundwork*

Monitoring projects, like any other project, would usually start with preparatory activities that lay the groundwork of the project implementation.

This is the part where you:

- Form the core management team of your project and clarify terms of reference;
- Inform and consult your prospective partners about the project, solicit their commitments and clarify terms of engagement;
- Prepare the materials of the project;
- Develop the details of the project: mechanics, coordination and communication setup, etc.; and
- Prepare the operational plan of the project.

Since a monitoring project is meant to be simple, no particular academic background is required for the job. In the experience of G-Watch, the only common denominator among team members is that they are all relatively young (below 30 years of age). A

simple monitoring project would only require three to four core team members—a coordinator, a researcher-writer, a finance and admin staff and an all-around project assistant—who...

- Coordinate and communicate with partners and volunteers,
- Organize activities,
- Conduct briefing-orientations in collaboration with other partners;
- Prepare materials and reports;
- And other related tasks.

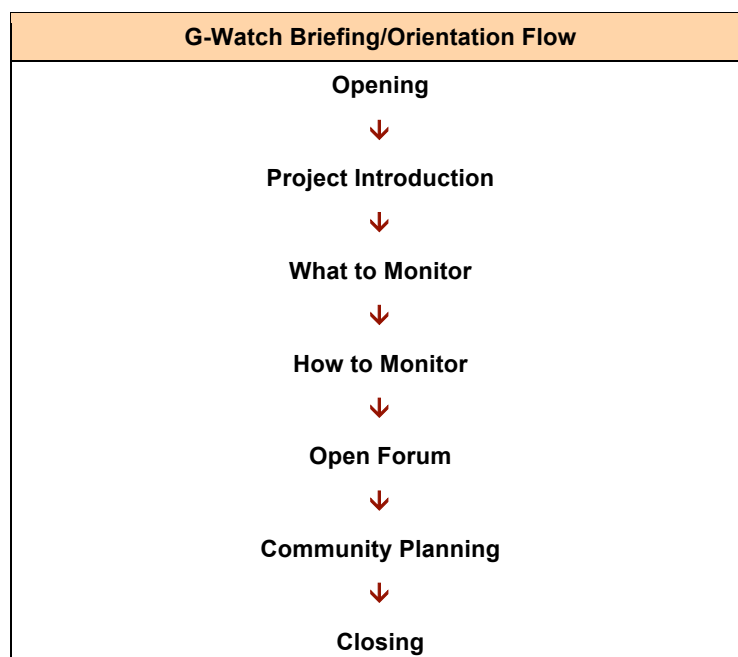
Operational planning is an important activity in the preparatory phase of your project. This is when you detail the activities and schedule of the project. It is also during this stage that you lay down the tasking and deliverables of the project team. The success of the operational planning is largely based on how well you anticipate what is going to happen during the course of the project.

The materials that the project requires vary depending on what type of project you are implementing. It can be from as simple as the project profile (in PowerPoint presentation or brochure format) to as demanding as an operations manual.

2. *Formalizing agreements*

After identifying the commitments of your partners and clarifying the terms of engagement, it is very crucial that the collaboration is formalized; usually this is done through a memorandum of agreement. An agreement states the following ...

- What the project is, and its goals and components;
- Who are entering into an agreement and what the duties and responsibilities of each partners are;
- Which specific unit/ office per participating institution is assigned for the coordination and communication for the project; and
- When the start and end of the project is, as well as the duration of the contract.



What is the value of clarifying and formalizing the terms of engagement?

- You know what to expect. You are clear about what and what not to do.
- It binds participating institutions to their commitments.
- It facilitates the coordination and communication among participating institutions.
- It enables an efficient delivery of project outputs.

The signing of the contract may serve as the launching of the project.

3. *Capacity-building*

Building of capacity usually requires a considerable amount of time. For projects that are short-term and have a limited budget, a simple briefing-orientation would be the most convenient way of sharing the basic information required by a community or group of volunteer to conduct monitoring. This then makes the first monitoring stint of the communities or volunteers an on-the-job training that is part of the capacity-building component of the project.

Since briefing-orientations serve as a venue to inform monitors of what they will monitor and how they will conduct the monitoring, all materials needed for the actual monitoring should already be prepared prior to training, most especially the monitoring tool and report forms. It is also very crucial to know

- Who to invite; and
- How to ensure their attendance.

If you already have an agreement with your partner institution, it is best to release an invitation letter with the heads of your partner institution as co-signatory; or your partner institutions may opt to separately send letters to participants coming from their end.

What are the basic objectives of briefing-orientations?

- To gather the target participants of the monitoring project;
- To introduce the project to the target participants;
- To brief the target participants on what the project intends to monitor;
- To orient the target participants on the monitoring tool and the reporting mechanism/s to be used; and
- To provide a venue for the target participants to meet and plan for their monitoring activities.

4. *Actual monitoring*

G-Watch has had two major types of monitoring, namely: oversight monitoring and community-based monitoring. The type of monitoring largely determines the design of your actual monitoring.

Oversight monitoring involves the creation of a small team (sometimes multi-stakeholder, sometimes purely from civil society organizations) that evaluates the progress and the implementation of projects or service-delivery on the ground. Oversight monitoring is usually done through site visits. G-Watch projects that are classified under this type are the *Joint Monitoring of School-Building Project* in collaboration with the World Bank, Department of Public Works and Highways (DPWH) and Department of

Education (DepEd), the Monitoring of DSWD Disaster Relief Distribution, and the COMELEC BudgetWatch.

Community-based monitoring involves the mobilization of community members to monitor the implementation of a project or a delivery of services. An example G-Watch project for this type is the *Bayanihang Eskwela, Textbook Count* and *Textbook Walk*.

In an oversight monitoring project, the design of the actual monitoring includes:

- Composition of the monitoring team and their coordination setup;
- Site visit protocol;
- Monitoring tool; and
- Data processing.

In a community-based monitoring, the design includes:

- Coordination and communication setup;
- Monitoring tool; and
- Reporting mechanisms.

Sets 5 and 6 detail the tips and guide in conducting the actual monitoring.

5. *Sharing sessions*

A sharing session involves the sharing of experience and the accounting of actions and decisions among the civil society monitors. This is when data and information from the actual monitoring are processed to identify the most critical observations and the emerging issues that need to be raised during the problem-solving session.

In designing the sharing session, it is critical to set the fundamental assumptions of the activity.

- Monitoring activities have already been conducted, if not completed;
- Sufficient information has already been gathered; and
- Majority of the monitors are able to join the session.

Sharing sessions are meant to...

- Encourage maximum participation of monitors, hence methods such as meta-cards and small group exercises can be utilized;
- Provide a conducive (fun, laid-back and dynamic) environment for meaningful learning and reflection; and
- Recognize the efforts of the monitors and celebrate their experience.

Set 8 will extensively discuss tips and guide in conducting the sharing sessions.

6. *Problem-solving sessions*

After accounting and documenting the experience of monitoring, the highlights of and the emerging issues will then be presented to partner government bodies in a problem-solving session. This session primarily aims to generate response from the government on the issues that came out during the monitoring activities of the civil society groups. It serves as a venue for stakeholders to discuss and deliberate among themselves in order

that specific courses of actions can be identified and commitments from the participating institutions can be solicited.

This is particularly critical for policy inputs are determined here. At times, policy decisions are even made during this session.

A problem-solving session requires that:

- Decision-makers in participating institutions are present;
- All questionable data from the sharing session have already been clarified to reflect emerging issues;

The multi-stakeholdership of the project is best operationalized in this part of the project for it is during this time that all stakeholders convene and begin to map out important plans of action.

7. *Project evaluation*

After the completion of the preceding activities, an evaluation workshop on project implementation and completion shall be conducted to identify areas of strength and weaknesses of the project design and implementation. It is this during this activity that the accomplishments of the project are assessed against the logframe. Some of the recommendations generated from the project evaluation may require policy actions on the part of the government, hence their participation and commitment must also be ensured.

8. *Public presentation*

The final step of the project is the public presentation, during which the project completion report shall be presented to the public. The information and awareness generated by the presentation is meant to inspire others to replicate the initiative and to transfer to the public the ownership of the findings for future actions and advocacies.

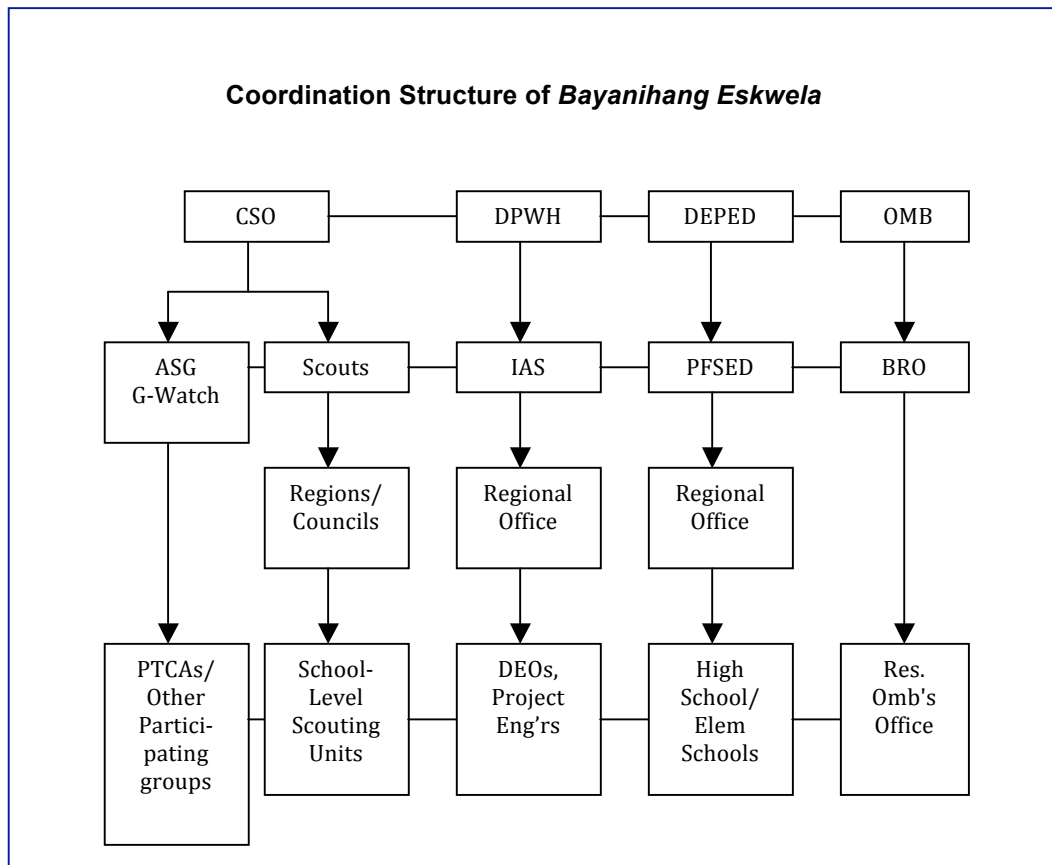
Pilot-Testing a Project

G-Watch monitoring projects were mostly pilot projects before their national implementation and official run. Pilot-testing means to test run a project for the first time to ascertain its reliability and suitability. Pilot runs are very important because ...

- There are assumptions in the design of the project that should be tested first before more time and resources are spent.
- Without the pilot test, there is no assurance that the initial design of the project has already factored in all the variables that may affect the project implementation and operations.
- There are glitches and mistakes in the project that can still be corrected before the project is formally or officially adapted.
- It prevents passing on to the government CSO projects that do not work or are unnecessary.

In the experience of G-Watch, pilot runs were conducted without formal agreements with government agencies. These runs serve the purposes of ...

- Trust- or confidence-building exercise that convinces the agencies of the constructive engagement being advanced and the assistance that the monitoring project can provide; and
- Learning-by-the-rope experience for the project team that will hopefully improve their performance in the official/ large-scale run.



D. Set Up Coordination and Communication Mechanisms

In designing your project, it is very important that you clarify the coordination and communication mechanism that will be used during the actual monitoring. Coordination is necessary in a multi-stakeholder monitoring project because ...

- It assumes the interdependence of actors and institutions and ensures the maximization of available resources and articulation of various points of view.

Mechanisms for communication are critical to ...

- Coordinate actions,
- Share and disseminate information that is at the heart of a monitoring project, and
- Respond accordingly to developments and results of the monitoring project.

Your coordination and communication mechanism must ...

- Connect the lines through which all the partner institutions will communicate and coordinate;
- Identify the standard flow of information exchanges, which are required to start the monitoring, to ensure quick feedback during the conduct of monitoring, and to facilitate post-monitoring reporting; and
- Establish the accountability relationship among and between the units and bodies involved in the project.

In the experience of G-Watch, the coordination and communication mechanism for community-based monitoring usually has two dimensions, namely: the vertical flow, wherein civil society counterparts create their parallel national to local coordination set-up to mirror the hierarchical structure of the government; and the horizontal flow, which signify the local-based coordination among participating groups and institutions which can be self-reliant but not detached from the over-all coordination mechanism.

Set 7 will discuss further tips and guide to creating a coordination and communication mechanism.

E. Develop Your Monitoring Tool

A monitoring tool is a device used to gather the data and information needed to determine the status of program implementation or service delivery.

You will only be able to develop an effective monitoring tool after you have identified ...

- The scope and scale of your monitoring project;
- The specific processes and steps involved in the service, product or program that you intend to monitor;
- The quality standards (attributes and elements) of the service, product or program that you intend to monitor

Tools for citizens' monitoring activities are supposed to be simple and easy-to-use to facilitate the participation of ordinary citizens. Tools are supposed to be useful and empowering; not confusing and overwhelming.

Government Watch Monitoring Tool						
Project	Planned/ Normative	Actual	Variance	Cause of Variance	G-Watch Assessment	Agency As- sessment
Time						
Cost						
Quantity						
Quality						
Process						

G-Watch uses a simple matrix or table that compares agency's planned performance targets against those actually accomplished according to the four parameters of quantity, quality, cost and time. From this, variances and implementation problems were identified and reported to the agencies. The tool has a column for the monitor's subjective observations and special notes. The agency is also given space for their responses. The matrix is kept simple on purpose in order to minimize mix-ups. Important to remember is that the monitoring tool seeks to validate the agency's stated accomplishments and not to replace government monitoring.

Here's a quick run-through of the basic G-Watch monitoring tool. The use and application of this tool will be further explained in Set 6.

- First, establish the planned/ normative/ standard time, cost, quantity, quality and process of the program, service or product you are monitoring.
- Second, observe actual time, cost, quantity, quality and process of the program, service or product being monitored.
- Easily, you can determine the variances or divergences between what was planned and what is standard, and the actual results.
- Based on your interviews and observations, identify the causes (actual or potential) of the variance.
- Make your own assessment of the causes of the variance. Is there an emerging issue that must be addressed? Is this a red flag or is the identified cause of the variance unavoidable?
- Finally, confer with partner government institution to get their explanation for the variance.

It would be better if you can further flesh out the parameters you are monitoring, particularly process and quality, by identifying specific attributes or elements of these parameters that must be checked and verified. In *Bayanihang Eskwela* for instance, G-Watch uses a checklist that compares the specifications in the Program of Work with the actual building, e.g. presence or absence of ceilings, provision of toilets and utilities like water and electricity, type of windows, painted or unpainted, etc.

Simon Gregorio, former coordinator of G-Watch, in *A Resourcebook on the G-Watch Monitoring Experience* provides a useful checklist in developing a checklist tool. Excerpts of which is provided below.

Checklist in Developing a Checklist
Excerpts from: Gregorio, S. 2006. <i>A Resourcebook on the G-Watch Monitoring Experience</i> . Ateneo School of Government and United Nations Development Programme.
<ul style="list-style-type: none"> • The checklist should match the situation of the users and the purposes of the monitoring. <p>In the zeal and excitement to start monitoring, the tendency is to overload a checklist with items or attributes to monitor. For the first draft or prototype of the tool, this is good practice. It is better to be comprehensive, suspending the inner censor, than to find out when processing the data, that important information has not been gathered simply because the tool is silent about it. However, when the full-fledged monitoring takes off, the tool should be manageable, not unwieldy, and adapted to situation of the monitors.</p> <p>In monitoring infrastructure projects, for example, it must be kept in mind that the monitors are not engineers but ordinary citizens. Hence, it may not be appropriate to list as one of the indicators, the strength of materials being used or the kind of soil that the road is being built on. This requires so-called expert knowledge, that of a civil engineer or a geologist.</p> <ul style="list-style-type: none"> • However, the checklist should accommodate space for local knowledge. <p>If the monitors are inhabitants of the place where the road is passing, it is important to flag or note in the tool the residents' experience with the road. If previous roads have a tendency to subside and slide, the road may suffer from the inherent instability of the ground or the softness of the soil, not from faulty construction or the use of substandard materials.</p>

- The length and comprehensiveness of the tool depends also on the purposes and scope of the monitoring.

If the purpose of monitoring is to compare the performance of an agency across several municipalities, districts, the monitoring tool may be designed to focus on a few variables common to the same or similar projects across several municipalities and districts. If, however, the monitoring is to be concentrated in a few localities, the tool may be more comprehensive than the first. The purpose, the kind of project, the situation of the monitors, and the available resources (time and finances) – all of these influence the design of the tool.

- At least in the initial stages of the monitoring, the checklist must be so designed that the indicators can be verified on the spot using any of the five senses or a combination of them aided by basic, everyday, readily accessible instruments.

Since ordinary citizens will be using the tool or checklist, the indicators listed must be immediately verifiable by any or a combination of the five senses. At least in the initial stages, it must not require the citizens to gather a sample, bring these to a laboratory (assuming there is one in the vicinity), and pay for the test themselves. The cost and complexity can turn off volunteers. The most that can be expected is for the volunteers to use a ruler, tape measure, or a measuring stick. For infrastructure projects, this can be used to measure the thickness of the walls and the pavement, the circumference of water pipes and the steel bars, etc.

Admittedly, this is a limiting factor when monitoring consumable goods like drugs, noodles, and milks. There is simply no way outside the laboratory to ascertain if the capsule is really Me-fenamic Acid as labeled and not some other drug. For the quality of drugs, G-Watch uses the expiry date and the date of manufacture. Noting these down enables the monitors to flag important issues. Knowing the standard shelf life for certain drugs and comparing this with what is written on the drug packaging raises the possibility of misrepresentation by manufacturers and by implication, hints at their reputation, i.e. their being legitimate or fly-by-night. There is also the risk that the drugs may actually be expired even if the expiry date is still weeks or months away. To be able to raise this during the agency presentation, the monitor notes down the batch number.

Other proxy indicators that G-Watch monitors use for quality are color, the condition of the packaging, and other observable characteristics, e.g. noodles, brittleness, softness, powdery appearance

- The emphasis is on “the initial stages of the monitoring” because as the monitors gain experience, skill, and hopefully enthusiasm, they may be motivated to learn more.

As the volunteers build their knowledge, the tool will also evolve. In monitoring as in many things in life, it is wisdom to begin simply and move gradually to more complex, technical matters.

- Make space for the monitor’s observations and for the agency’s initial responses.

The tool should provide adequate space for the monitor to record his/her observations and for the agency’s initial responses to the findings. For example while monitoring the Langongan-Roxas section of the Asian Development Bank-funded Puerto Princesa-Roxas Road, the G-Watch monitors noted that the rented vehicle passed through a bridge that was cut in half in a stretch of dirt road. Further investigation revealed that the stretch was a subject of dispute between the landowner and the Department of Public Works and Highways (DPWH) regarding compensation. The land was used as conveyance with the permission of the owner. It was not clear if the portion of land used as a road had been segregated and duly annotated in the owner’s land title. G-Watch also learned that the surrounding land had been placed under agrarian reform and that CLOAs (Certificate of Land Ownership Award) had been issued to the beneficiaries.

F. Recap

To recap...

This Set helps you develop your monitoring project by explaining the following steps:

1. Setting and re-affirming your monitoring principles;
2. Developing the logical framework of your project;
3. Identifying and defining your project components;
4. Setting up your project's coordination and communication mechanism; and
5. Developing your Monitoring tool.

By this time, you should be ready to design and develop your project.

SET 4.

MOBILIZING SUPPORT

A. Supporters and Stakeholders

When you talk about winning support, you will have to first answer the question “Who are the supporters necessary to make the project successful?” It may seem like an easy question to answer but you should not be overly confident since your answer greatly affects the fate of your program. Stakeholders, on the other hand, are different from supporters in that the former encompass those that are not necessarily supportive but have strong interest in your endeavor.

Before continuing, pause for a moment, take a deep breath and clear your mind. Now, list down the stakeholders that immediately come to mind.

You can of course list down every Juan, Paula, and Maria, who you think are important to your work, but it pays to be methodological. Being methodological simply means being aware of and having a clear understanding of the method being used to answer a question or achieve an objective. Moreover, it pays because you follow certain standards and principles that, if used again with no significant intervening variables, should yield the same result because they have been proven to be effective. This may be too difficult to understand at the moment but you need not bother yourself with the explanation, if you do not feel like it, just know it pays to follow standards.

So, what are some of the standards or principles? Below are key questions and tips to keep in mind:

- Key supporters are those who have influence and power over your project.
- What are the manifestations of influence/ power? Resources, position of authority, talents, intelligence or expertise, moral suasion are some.
- You may also ask: Who are affected by my work? Who have an interest in its successful or unsuccessful conclusion?
- Best to specify. Don't identify categories, organizations or institutions. If it is possible to name names, better.

I bet you wrote down a long list of names but if you did not, good for you. That means you know who the most critical people are; who have influence and power over your work. For those who did come up with a long list, you need to prioritize.

B. Prioritizing Stakeholders

There are several ways you can prioritize, such as the consensus-building process, but the Power/ Interest Grid is worth trying. This method also guides you to the next step, which is ways to manage your stakeholders. You no longer take into account only your supporters but also those that could be greatly affected by your work.

Below is an illustration of the Power/Interest Grid.



How to use the Power/Interest Grid

1. First, you have to know about your stakeholders

What is their stake in the work?
 What is their position on the issue/work?
 What are their means of influence and power?

2. Based on the information you've gathered, map them according to the grid:

Stakeholders with high power but low interest in the concern
 Stakeholders with low power and low interest in the concern
 Stakeholder with high power and high interest in the concern
 Stakeholder with high interest, but low power in the concern

3. There maybe stakeholders that are in between categories making them difficult to classify, though in between stakeholders may still fit the grid. If it is too hard to classify, you may drop them if the stakeholder is not significant. However, if you are uncertain of their status be sure to ask.

4. Your priority should be those with high interest and high power as well as those with high power but low interest.

6. You can accomplish this grid on your own; however, it is best to do it with a group so that you can engage in a discussion.

C. Managing Stakeholders

After prioritizing, the next key step is managing your stakeholders. Using the categories you created with the grid already provides you with guidance as to how to deal with your different stakeholders. Below are the general guidelines that the grid offers:

If the stakeholder has high power but low interest in the concern:
 Keep satisfied

If the stakeholder has low power and low interest in the concern:
 Monitor with minimum effort

If the stakeholder has high power and high interest?
 Manage closely

If the stakeholder has high interest but low power?
 Keep informed

While this should give you a good general guide to identifying, prioritizing and managing your stakeholders you will have a better understanding of this topic with concrete examples from actual experiences.

D. G-Watch Stakeholders

Partnerships

There are three clusters of stakeholders that are most critical to G-Watch, namely:

- Donors who provide the resources needed for the operations
- Government agencies who are engaged in the work
- Civil society partners and networks who are partners

Before moving on, the concept of partnership must be understood. There are several interpretations of partnership that lead to a variety of terms of engagement. Hoskins and Angelica (*Fieldstone Alliance: 2007*) provides a continuum of partnership relations as shown below. As you move from left to right, partnership relations becomes more demanding and complex.

Networking/Cooperation	Coordination	Collaboration
Shorter-term, informal relationships Shared information only Separate goals, resources, and structures	Medium-term effort around a project or task Some planning and division of roles Some shared resources, rewards, and risks	More durable and pervasive relationships New structure with commitment to common goals All partners contribute resources and share rewards and leadership

While knowing and understanding the state your partnership is in is important the greater weight lies on your expectations of each other. The nuances in categories become particularly crucial when assessing the partnership and determining whether there is a progression. A good relationship with your partner may go beyond the set terms and the partnership advances to the next level.

1. Donor partners

G-Watch has been able to sustain its operations because of many factors; one of the most crucial is the support of its donor partners. In fact, G-Watch was created under a joint program of the United Nations Development Programme and the Ateneo de Manila University. The Ateneo de Manila University or the UNDP was the first donor partner. G-Watch added to its list of donors through different encounters, which will be discussed next.

Accidental encounters

Accidental encounters aren't as easy as they sound. Sitting around in your office will not get you and your organization noticed. You have to move. Your organization has to be seen, heard, and talked about.

G-Watch, with startup support from the UNDP, was able to build its list of donor friends, by making itself visible during related activities, such as relevant functions, conferences, forums, roundtable discussions workshops, and roadshows.

But how do you get invited to these happenings? Communication is key; and this is discussed extensively in another Set. However, you must make use of your own activities to communicate to “your audience” about you and your work. Your project should always have a public forum where you can discuss what you are doing or what you have accomplished.

Your target audience at these events must be relevant. They are your public—those that have one way or another interest in what you are doing, which is why extending invitations to your gatherings should be done intelligently and with purpose.

Knowing about the community is key to making intelligent choices in targeting your audience. In the Philippines, advocacy areas would usually have a community of advocates and advocacy groups. They are circles of friends or even enemies working in that advocacy. Learn about your community, get information about it, target them as your audience and get yourself invited. Donors, in all likelihood, are either immersed or in the background of these community gatherings.

Remember three important steps to create the right situations for accidental encounters: Expose yourself. Communicate. And socialize.

Planned encounters

The planned encounter is where you intentionally arrange for a meeting with a donor or the other way around.

It is easy to know who you need to meet if you keep yourself informed. Know who the funders working in your advocacy are. Your government website would most likely have that information. If not, search the Internet, find the donor organizations or funders and visit their website to check their priorities.

When a donor has invited you to a meeting or the donor has accepted your invitation it is important to know what to do during the meeting. Knowing your work well is obviously extremely important so that you can discuss it thoroughly and confidently. It is just as important to come prepared with other information.

- Know about the donor. Find out its priorities.
- Sometimes the donor is not immediately related to your work. In this case, you have to think about how your work relates with the priorities of your donor.
- Ideally, you should have a project idea, which you can pitch.

G-Watch attained its partnership with other generous donors through chance meetings, which were pursued while some were arranged meeting where the donors found us out.

E. Formalizing a Partnership

The next big step is formalizing the partnership with a donor. We can divide this part into three major steps:

1. Developing a concept
2. Writing a proposal
3. Signing a memorandum of agreement

The guide on proposal development provided here is generic, simple and only serves as an overview based on how G-Watch does it. There are other available references on proposal development and, since this guidebook covers a range of topics, information provided here is limited. It is advisable that further study on proposal development is undertaken.

1. Developing a concept

The beginning of project proposal development starts with developing a project concept. The output made later on is a concept note, which you first send for review to your donor partner.

A project concept is a broad stroke of related ideas that gives general information about a project. It usually answers the following questions:

- What is the existing problem?
- What are the existing efforts to address the problem and what are the gaps and limitations?
- How can the gaps be addressed or what new intervention can be undertaken to address the problem?
- What can you do as an organization to contribute in addressing the gap or undertaking a new initiative?

Sample Concept Note

Bayanihang Eskwela
Citizens' Participation in the Monitoring of School Building Construction Projects

CONCEPT NOTE
27 February 2009

Submitted By: G-Watch
Submitted to: Partnership for Transparency Fund

Background

Government Watch (G-Watch) is one of the member civil society organizations of the Procurement Transparency Group (PTG). Created under Executive Order 662, PTG is mandated to evaluate, comment on, record and monitor procurement activities of national government agencies (NGAs), government owned and controlled corporations (GOCCs), government financial institutions (GFIs), state universities and colleges (SUCs) and local government units (LGUs) based on the mode of procurement, amount of budget, volume, susceptibility to problems or anomalies and importance of the project to the developmental objectives of the country.

As part of its mandate, PTG identified the monitoring of the *school building projects (SBPs) in ar-*

Sample Concept Note

as with acute shortages as a critical government spending that must be monitored. G-Watch, with its track record in monitoring education-related programs, was assigned to monitor the said government program.

The need to pursue this endeavor has become more urgent with the issuance of the Department Order No. 4, series of 2009 by the Department of Education (DepED). The said order outlines the guidelines for the construction of classrooms under the pump-priming program of the government, meant to address the shortage of school buildings in the country and will be implemented immediately. These SBPs, amounting to PhP 2.8 billion, will be procured locally and hence will be open to the influence of local politicians, particularly the congress representatives.

It can be noted from the Order that the posting of invitation to the Philippine Government Electronic Procurement System (PHILGEPS) is not mandatory. This could make it difficult for the public to participate and verify the conduct of bidding and execution of these school buildings projects. This poses a need for the communities to get involved in ensuring the integrity of the procurement process and the quality of the construction projects.

In 2006, G-Watch with DepEd and the Department of Public Works and Highways (DPWH) pilot-tested a monitoring of school building projects called the *Bayanihang Eskwela*. The goal of collaboration between the government and the civil society was achieved in the pilot run of *Bayanihang Eskwela*. Learning from its strengths is crucial in bringing it to a new arena of implementation.

The school-building projects covered by Department Order No. 4 series of 2009 can be monitored by reviving *Bayanihang Eskwela*.

Bayanihang Eskwela is a collaborative public-private sector program that involves the DPWH, DepED and the Government Watch. It aims to ensure quality school buildings for public school children.

Project Proponent

The implementer of the project is Government Watch (G-Watch), a social accountability program that aims to institute good governance in bureaucracy through state-civil society engagement. It was established in 2001 as a component of the United Nations Development Programme's Philippine Governance Forum. G-Watch specializes in expenditure tracking and in monitoring government agencies' program implementation. It has developed and tested monitoring tools in five programs, namely the textbook deliveries, school building projects, public works, medicines procurement, disaster relief goods distribution, and inventory and auction of seized goods.

Objectives

This proposed project aims to deter corrupt practices and lessen the scope of corruption related to school-building projects, and help improve the quality of education in public schools. The project will particularly endeavor to:

- 1) Forge public-private partnership for monitoring of school building projects;
- 2) Use the monitoring tool developed during the pilot implementation, which is suited for third-party monitors and based on the new procurement law and new school building monitoring standards;
- 3) Create community-based school building monitoring groups;
- 4) Broaden the number of mobilized volunteers;
- 5) Evaluate the monitoring process.

Scope of Implementation and Estimated Cost

The number and sites of the school building projects to be covered may depend on the resources available for the project. In cases of a limited budget, targeting becomes very crucial. It is possible

Sample Concept Note

that only areas with acute school-building shortages that belong to the poorest localities are considered.

In the pilot implementation, 30 school building projects in three (3) regions in Luzon were monitored. The total project cost was PhP1.1 Million, including tool development.

Bayanihang Eskwela monitoring work starts with the tracking of the procurement process –from the first stage of the bidding to the last (or when the contract has been awarded). Capacity-building for volunteers in the communities is then conducted before the actual conduct of monitoring, which is followed by reporting and evaluation.

This project will be undertaken in collaboration with the Boy Scouts/Girl Scouts of the Philippines (BSP/GSP) and the Parent-Teacher-Community Associations (PTCAs) in the target school building sites. The PTCAs have the natural interest with and stake on education-related matters, especially when it comes to the building or rebuilding of public schools that has a direct effect on the quality of education of local children.

Although PTCAs exist in almost every public school, to date, there is no PTCA organization with the scope beyond the schools district level, other than those in Metro Manila. This is where the BSP and GSP will come in. Because the BSP and GSP have associations in almost any public or private school in the Philippines, a well-ordered organizational structure and efficient logistical coordination at the local/regional/national level, BSP and GSP will become the channel for mobilizing PTCA monitors in the target *Bayanihang Eskwela* project sites. This networking mechanism done with the BSP and GSP has been tested and proven effective under the *Textbook Count Project*. To promote sustainability of the project, BSP/GSP and PTCAs will be involved under a voluntary basis with minimum assistance for basic operations.

A concept note, hand, is more specific and does the following:

- Presents the analysis of a problem and issue and the cause-and-effect relationship of factors
- Identifies what specific issue is to be addressed
- Includes the target group and beneficiaries
- Discusses the relevance of the project in addressing the problem and the constraints
- Relates the proposal to the priorities of the funding facility
- Presents the objective, outputs and expected results
- Discusses the involvement of partners and attitude of stakeholders
- Analyzes the risks involve and how to mitigate them

2. Proposal writing

The key to proposal development is the logical framework, which was discussed earlier. Once you have your logical framework, you can easily substantiate the following parts of a project proposal:

1. Executive Summary
2. Rationale
3. Project Objectives and Approach
4. Proponent
5. Program of Activities
6. Outputs
7. Outcome
8. Schedule
9. Estimated Cost

In other words, a proposal is an elaborated concept note with project implementation plans.

3. *Contract signing*

Contract signing is usually the simplest part because the contract is usually prepared by the donor partner for the signing of the authorized signatory of your organization. However, it is extremely important that before signing the contract you read it thoroughly to understand the terms and clarify and correct the provisions that are unclear and incorrect.

F. Government Partners

Engagement of civil society with the government is a multi-faceted experience since civil society acts as an opposition, critic, collaborator and partner of the government.

G-Watch's approach in engaging the government is that of a collaborator. G-Watch collaborates with a government agency for monitoring of service delivery and program implementation.

Here are some important tips in winning government support:

1. *Understand your agency well*

You must know the profile of your agency very well. Be aware of its strengths and limitations as well as what it should be doing but are unable to do due to constraints, which you must take note of. Know that bureaucracies are full of standard procedures and regulations therefore things are not done as fast as you want it to be. Understand also that while the bureaucracy is supposed to be professionalized, it works within a political context that affects its functions.

2. *Reinforce confidence and trust-building*

It is necessary that you show the government what you can do for it and the good that will come from it. This is to help you along with your relationship with the government agency you wish to partner with. Do not expect to always be received with open arms though your intention is to help because they do not know you. A government institution cannot simply take your word for it, which is why trust-building is necessary.

In the case of G-Watch, the first engagement with an agency is done without a memorandum of agreement. It is only after the dry run that the agencies agree to enter into a MOA when they see how and where they can make use of G-Watch.

3. *Find a top to middle-level champion*

In the experience of G-Watch, the most critical factor to attain the buy-in of a government agency is to find a champion who is a top to middle-level manager. A champion is one who can and is willing to rally his agency toward engagement with your organization. She or he ensures that your engagement is protected and sustained.

4. *Form a constituency of supporters among middle managers and staff*

In the course of engaging a government agency, it is best to build a constituency of champions from among the middle managers, such as directors and even the staff. It is hard to rely on your top manager champion alone. In the Philippines, secretaries serve in the pleasure of the president, the secretaries for undersecretaries, and assistant secretaries. Unless he or she is tenured, which is rare. Given the volatile political situation, top managers of the bureaucracy come and go.

5. *Secure funding for your project*

Assume that the government can no longer accommodate additional cost. If you want to undertake a monitoring project, anticipate that you will have to spend for it. If you have funding for your work, the government can't use the lack of funds as an excuse to not engage you. If the government agency sees your initiative as worth pursuing it can provide counterpart as part of its commitment to your project.

6. *Use a memorandum of agreement to clarify the terms and facilitate collaboration*

To ensure that the terms are clear and that there is a means of ensuring that all parties are bound to their commitments, a MOA should be referred to.

There are important things you need to know about your project's MOA that best contextualize it in the bigger picture of engaging the government agency:

- The processing of MOA takes some time so consistently follow up with the agency.
- Even with a MOA, there is no assurance that all commitments by the agency are met in the course of project implementation. For example, related documents, though guaranteed through the MOA, may still be inaccessible, especially in field offices where oftentimes documents, such as the MOA, are not forwarded.
- Even if there is a MOA, buy-in of staff especially in the field or sub-national offices, is not guaranteed. Therefore you must convince them that your project benefits them, especially when they start considering your project to air their views and issues to the national office or officials. Eventually, they should be able to see that the project is beneficial.

“Getting buy-in from agencies is not a one-time process. It continues on even during the agency and public presentation where agencies may continue to be defensive and resist the findings. The monitor must accept that not all of his findings will please everyone, even if framed positively. (If it does, it may mean that she has not done her job well.) Being a monitor requires balancing receptivity, e.g. ability to listen even sympathize with the agency and steadfastness to the purposes of the monitoring and what the data show.”
— Simon Gregorio

7. *Constantly communicate and coordinate to keep the relationship healthy*

You must keep your partner government agency informed of the status of the implementation of the project. It should not be difficult to communicate with your partner agency, including your champions, since you must coordinate with them during the course of the project implementation. If there are controversies and emergencies, you must make yourself available to check on your partner agency regarding their response and course of action to determine how you will situate yourself in responding to the emergency.

8. *Share accountability and responsibility*

The engagement between you and your partner government agency can be sustained if it is founded on shared accountability and responsibility.

G. Civil Society Partners

Solidarity and communication are the two important principles in gaining the support and maintaining civil society partners and networks.

Solidarity means having a common cause, a shared commitment and, support for each other. Communication involves consultation, coordinating, updating and reporting. The level of solidarity and the extent of communication depend on your terms of engagement with your civil society organization partner, which is in turn based on your category of partners.

Your civil society partners can be categorized according to level of closeness with which you work with them.

H. Reform movements and development networks

You are part of broad civil society reform movements and development networks in the country; hence you must consider all reform groups and actors your partners or potential partners in achieving your vision for your country. All the reform efforts are interconnected because development and progress is multi-faceted and requires the confluence of changes. For example, there can only be good governance if there is sustainable development and vice versa or there can only be electoral reform if there is good governance and vice versa.

1. *Good governance/Anti-corruption community*

In the civil society reform and development advocacy world, your country is the good governance/ anti-corruption community. The shared cause and commitment in the community is much more focused, although approaches and strategies may vary. Support is gained through solidarity and recognition of interdependence. Keep your community informed of your work and consult them on important matters that also affect them.

2. *Project-based networks*

As a support and implementation mechanism for a project, you would need to form project-based networks consisting of several civil society organizations, which you coordinate with.

For Government Watch, the most successful project-based network is the Textbook Count Consortium of Civil Society Organizations. The Consortium has expanded from 8 in the second round of Textbook Count to over 40 in Textbook Count 6. It is a loose network with no organizational structure only a memorandum of agreement where CSO members are committed very specific contributions to the project.

Some tips in creating and maintaining a network:

- The consortium should convene when the project is about to start. This is for updates during the course of project implementation, especially if there are critical issues that must be tackled, and for sharing and assessment sessions after the monitoring or before the public presentation.
- Make it easy for the organizations to commit to the project first by aligning the goals of the project with the goals of the organization; second by giving them a list of options of specific contributions that they can choose from.
- Constant communication is critical. Make the accessibility of information about the project easy and let someone be available for the persons from the coordinator's group to talk to about certain concerns.

3. *Volunteers*

Most of the volunteer monitors of the project are usually from network member organizations or are mobilized by the member organizations.

Support should be most extensive and concrete for the volunteers of the project.

- Since they are no longer getting paid for their work, the project should at least provide them with minimal resources for them to do their work.
- They must also be given all the information necessary to do their job well.
- They must be given the capacity to use the tools and in doing their part in the project.
- If necessary, they must be assisted in looking for additional funds for their work for the project.
- There must be a mechanism to receive and respond to their queries and give feedback quickly.
- Their reports must be shared with them and they must be given an avenue to give their comments and suggestions on the project and its implementation.

I. Recap

In ensuring that your project has the support it needs, you must take care of your stakeholders. This Set has given you tips and guides in acquiring and maintaining the support of your key stakeholders. Now you may start learning about the actual monitoring work, which is in the next Set.

SET 5. MONITORING GOVERNMENT PROCUREMENT

Here is a summary of the main ideas that have been discussed so far:

- You have identified the government program to be monitored.
- You have already developed the tool to be used for your monitoring work.
- Most importantly, you already have the needed support from your stakeholders.

Now you are ready to do the actual monitoring of government programs and each of these programs begins with the bidding process, which is the process where the government takes the first steps to acquire goods or services or to undertake an infrastructure project. It is important to look at the bidding side of government programs because this is where money flows out of the government and to the suppliers. Monitoring the bidding side is an integral part of your monitoring work. You have to ensure that when you do monitoring of, say, roads, the process of selecting the construction firm was transparent and most advantageous to the government.

A. The Government Procurement Reform Act

This Set will tell you how government bidding works and how you can ensure its integrity. Before that it would help you to understand the law that guides all government bidding activities, the Government Procurement Reform Act (Republic Act 9184 or the GPRA). The law is founded on the principles of transparency, competitiveness, accountability, equity/uniformity, efficiency and economy in procurement.

The principle of transparency is a key feature in the GPRA which allows non-government organizations to sit as observers in the bidding procedures of the government—be it a national government agency, a local government unit, government owned and corporation, a state college or university or a government financial institution.

Specifically, the provision below, lifted from the GPRA, should give your organization the mandate and requirements to observe government bidding.

SEC 13. Observers. – To enhance the transparency of the process, the BAC shall, in all stages of the procurement process, invite, in addition to the representative of the Commission on Audit, at least (2) observers to sit in its proceedings, one (1) from a duly recognized private group in a sector or discipline relevant to the procurement at hand, and the other from a non-government organization: *Provided, however,* That observers should be duly registered with the Securities and Exchange Commission and should meet the criteria for observers as set forth in the IRR.

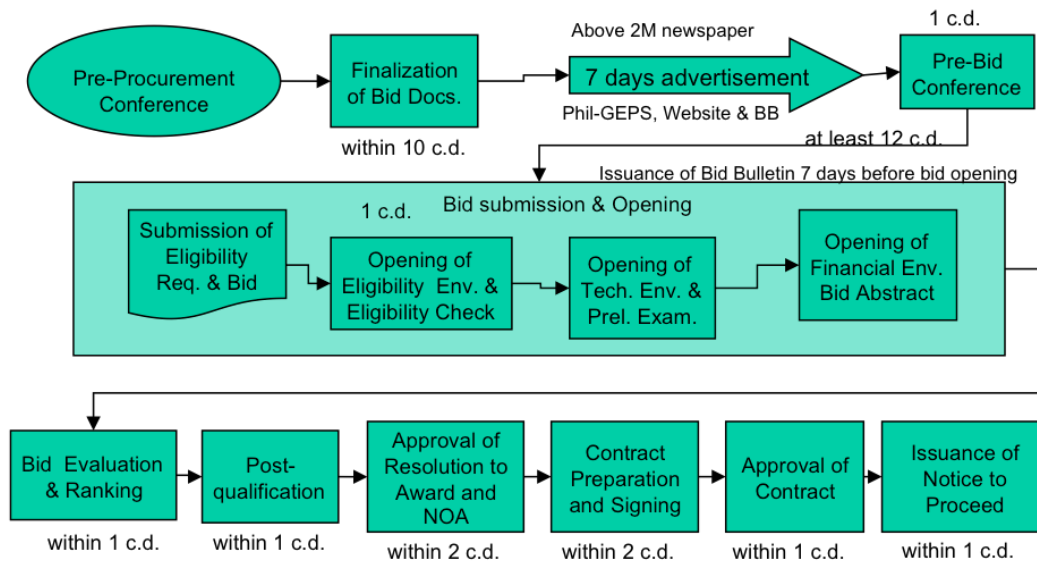
For you to be able to effectively carry out your role as a civil society organization or CSO observer, it is important that you make yourself familiar with the bidding process as outlined in the GPRA. In most cases, the CSO observer undergoes training on procurement monitoring, but such trainings may not be readily available in your area, or you may not be reached by organizations conducting the training. The discussions in this Set may be your guide to being a CSO observer.

The government bidding process is different for each item to be procured, such as goods, infrastructure, and consulting services. This guidebook will do away with discus-

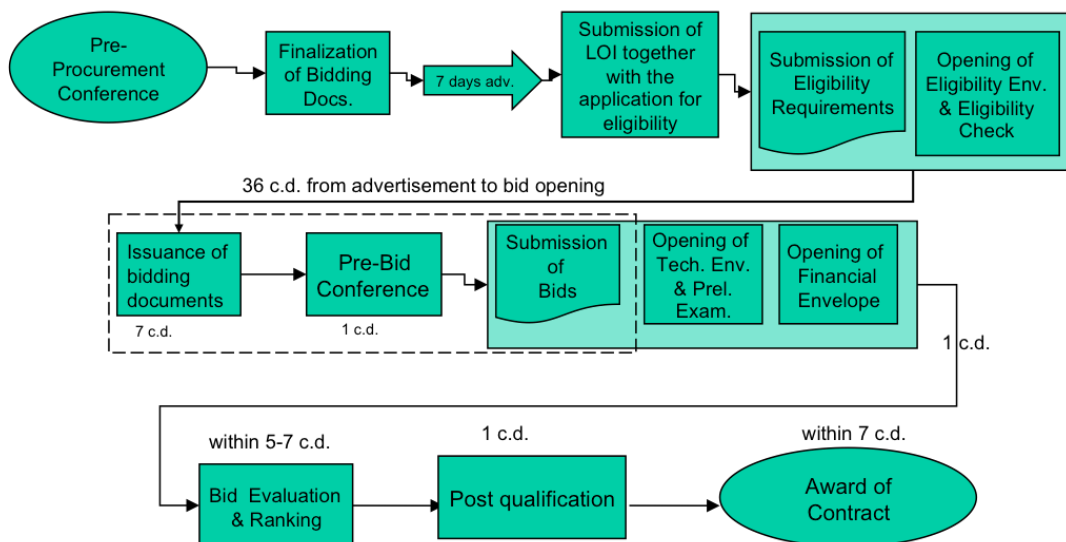
sions on the bidding of consulting services but it will guide you through each stage of the procurement process and red flags to look out for. Red flags show you the parts vulnerable to corruption.

The whole process of procurement of goods and infrastructure are shown in the figures below:

Procurement of Goods
(Minimum of 28 calendar days; maximum of 80 calendar days)



Procurement of Infrastructure Projects
(Minimum of 43 calendar days; maximum of 70 calendar days if ABC is 50M and below; and up to 100 days if ABC is above 50M)



The diagrams might seem daunting but you will soon realize that the whole procurement process is simple.

Not shown in the diagram is the preparation of the Annual Procurement Plan (APP), which is required before any procurement is undertaken. No government procurement can be undertaken unless it is in accordance with the APP, which is to be approved by the Head of the Procuring Entity (HOPE) or the next in rank.

HOPE –Head of the Procuring Entity; the person who heads the government agency that procures the item. In the Department of Education, the HOPE is the Secretary of Education

The APP shall include the specific Project Procurement Management Plan (PPMP), as well as provisions for foreseeable emergencies based on historical records. The PPMP shall contain the following:

- a. Type of Contract to be employed
- b. Extent/size of contract scopes/packages
- c. The procurement methods to be adopted (indicating if the procurement task is to be “Outsourced”)
- d. Time schedule for each procurement activity
- e. Estimated budget for each procurement

The APP is a public document, thus it can be accessed by anyone. Remember that it is a requirement for any procurement to proceed.

You should also keep in mind that aside from the requirements needed for your organization to qualify as CSO observer (i.e., Securities and Exchange Commission registration), you also need the formal invitation from the agency to observe their bidding process.

National government agencies would be willing to invite you as a CSO observer. Those usually invited are sourced from a list that is being circulated by the Government Procurement Policy Board (GPPB) and other CSOs that conduct trainings for CSO observers. If you are from a CSO that has not undergone any of those trainings, you can still have yourself invited if you have already established a partnership with the government agency that you have a monitoring project with.

GPPB–Government Procurement Policy Board; the government body that has the mandate to oversee the compliance of government agencies with the procurement law. I also is the policy arm of the government on procurement law. The official website of GPPB is www.gppb.gov.ph

The invitation, which you will get from the agency, usually contains the schedule of all stages of the procurement process that you need to observe, from the pre-procurement conference to the bid evaluation and post qualification. Many times though, you will encounter instances wherein the pre-procurement conference has already been conducted before you were given the invitation.

It is up to you as a CSO observer to be assertive enough, taking the initiative to get yourself updated about the schedule of the bidding stages, which can change even at the last minute, as had been experienced by the participating CSOs of G-Watch’s PROtect PROcurement PROject.

As you read through, you will notice small boxes on the right. They will briefly explain or describe a certain term or acronym used. You will also encounter checked boxes. They contain documents required for you to complete your report as a CSO observer.

B. The Pre-procurement Conference

Congratulations! You got yourself to sit in the pre-procurement conference, which procurement practitioners usually refer to as “pre-proc.” During this stage, the Bids and Awards Committee (BAC) should ensure the consistency of the project with the APP and the PPMP. The BAC should also determine if the procurement is ready to roll out.

BAC –Bids and Awards Committee; the body that administers the bidding process. It is chaired by a high-ranking official of the agency; it has a Vice-Chair and three members.



- a. Attendance
- b. Minutes
- c. APP and related PPMP

The criteria for determining the eligibility of prospective suppliers, as well as the criteria for the evaluation of bids, are reviewed, modified and agreed upon in this stage. The terms and specifications set for the procurement must be clarified as minimum requirements.

Goods worth two million pesos and below, and infrastructure projects worth PhP5 million (US\$109,000) and below are not to be required for pre-procurement conference.

Red Flags in the Pre-procurement Conference

- You need to look out for the price of the item to be procured, especially in terms of each unit (unit price). Do not be tricked by total amounts that are not large, which may only be for a few units, giving a higher unit price.
- Item specifications may be changed in favor of a certain supplier or bidder. This is called tailor-fitting and should signal a possible anomaly.
- Watch out for the inclusion of unnecessary items in the project.
Note: although observers are not invited during the pre procurement conference, it will be good to look at unit prices, specifications and the list of items included in the project

The pre-procurement conference sometimes happens much earlier before the next stage, or long before the pre-bid conference. In this case, one possible cause may be that the budget has not yet been released.

In an ideal setup, where there are no glitches, the bid documents should already be finalized within ten days from the day the pre-procurement conference was conducted. After ten days, the agency will post an advertisement in a newspaper of general circulation the notice of invitation to apply for eligibility and to bid (IAEB). The ad will include the schedule of the pre-bid conference, and the deadline of submission and opening of bids.



- a. Attendance
- b. Minutes
- c. Bid docs (with supplemental/bid bulletin, if any)
- d. List of bidders who secured bid docs
- e. Copy of newspaper ad
- f. G-EPMS Reference Number

The approved budget for the contract is also included. This advertisement is only necessary for items above PhP2 million (US\$43,480) (for goods) or above PhP5 million (US\$109,000) (for infrastructure). Each government procurement is also assigned a reference number online, through the Philippine Government Electronic Procurement System (PhilGEPS).

Suppliers who wish to participate in the bidding may secure a copy of the bid documents from the end-user, or the office within the agency that will make use of the item to be procured (e.g. for textbooks, the end-user is the In-

structional Materials Council Secretariat of the Department of Education).

C. The Pre-Bid Conference

It is during this stage that agencies usually start inviting CSOs. Though you may not be invited to the pre-POC, you will still be able to know what transpired by looking at the documentation. As a CSO observer, you should be provided a copy of the minutes and other documents that were presented during the pre-procurement.

The pre-bid conference, more commonly referred to as “pre-bid,” is conducted at least twelve days before the deadline of submission of bids. It is during the pre-bid that prospective bidders sit with the BAC. The BAC should answer queries, issues and concerns of the prospective bidders. Answers must be in writing, through the Supplemental/Bid Bulletin to be given not less than seven days before bid opening.

No disqualification of bidders happens during this stage. Most importantly, pre-qualification or checking of eligibility cannot be done.

While a documentation of the proceedings of every stage of the procurement process is available, it is still your responsibility to take down notes and write your observations independent of what the documentation says. Reporting, which is essentially the preparation of the diagnostic report, will be discussed in the latter part of this Set.

At this point, you have already met some of the suppliers. Don't be surprised if you see new suppliers during the next stage, the opening of bids. Just take note who were present during the pre-bid and bid opening, and who among those present in the pre-bid are absent in the bid opening.

Red Flags in the Pre-bid conference

- It is important that you observe the way changes in the specifications are made from what was stipulated in the bidding documents. If the BAC is overly accommodating of the demands of suppliers when it comes to the specifications the suppliers want to change, be on guard for a possible tailor-fitting.
- A possible collusion of bidders and BAC members could be reflected in the way a BAC member takes the suggestions or comments of a bidder/bidders. Sometimes, this may come in the form of favoring a bidder. This is not easy to establish, but be observant nonetheless.
- The supplemental bid must be issued to suppliers who bought the bid documents. Making sure that this is followed could not be immediately checked during the pre-bid. You will get to know this when you check the documents sent by the end-user to the suppliers. Make sure that the end-user has communicated in black and white the changes in the bid docs to the suppliers.



- a. Attendance
- b. Minutes
- c. List of participating bidders
- d. Abstract of Bids
- e. Eligibility, Technical and Financial Checklist
- f. Copies of at least 3 “opened” proposals declared as eligible, LCB and problematic

D. The Submission and Opening of Bids

Let us just assume that you were at the pre-procurement and the pre-bid. You have seen so far discussions of the BAC with the end-user (during the pre-proc) and discussions of the BAC with the end-user and the prospective suppliers (during the pre-bid).

Ample time had been given to the suppliers to pre-

pare their bids. It is now time for the submission and opening of bids. The submission and opening of bids happens in just one day, with the deadline of submission right before the opening of bids.

As a CSO observer, you must be at the venue on time so that you can observe if the BAC strictly followed the time for suppliers to submit their bids. Late bids are supposed to be rejected outright. The BAC may receive late bids, but these should be marked "LATE" and the action entered into the minutes.

At the first minute after the deadline of submission of bids, the BAC Chair should immediately open the proceedings and declare the submission closed. Then proceed with the roll call of all those present: the BAC member, representatives of the end-user, COA observer, CSO observer/s and suppliers and others. The proceeding CANNOT start without the BAC Chair or Vice-Chair, or if there is no quorum.

Secure a copy of the GPRA and its IRR and bring it to the venue so that you have a reference in case issues arise. It is also crucial that you are seated next to the BAC. This will give you a better view of the documents being checked.

Each supplier is entitled to only one bid. Each bid contains three envelopes: (1) eligibility documents; (2) technical proposal; and (3) financial proposal.

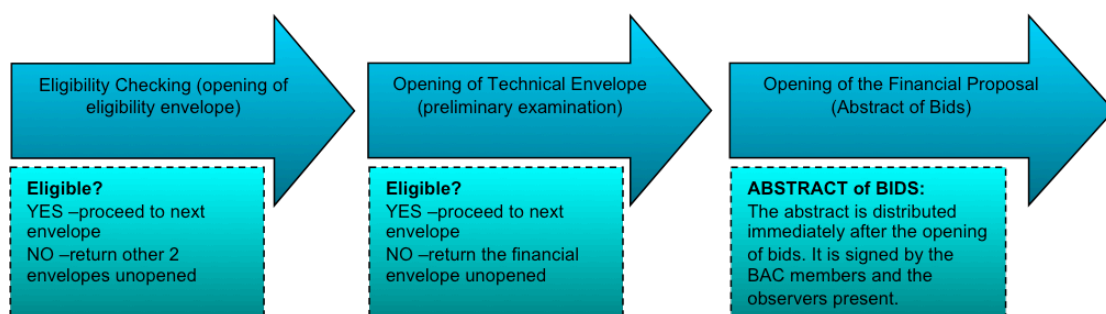
The way pre-bid and opening of bids are conducted for goods and infrastructure are different in the sense that for goods, the pre-bid happens before the checking of eligibility, followed by the opening of the technical proposal, then by the financial proposal.

For infrastructure, the interested supplier needs to submit a letter of intent, together with an application for eligibility, to the end-user during the period of advertisement. The eligibility is checked and suppliers need to be declared eligible before bid documents are issued to them, and only after this shall the pre-bid take place.

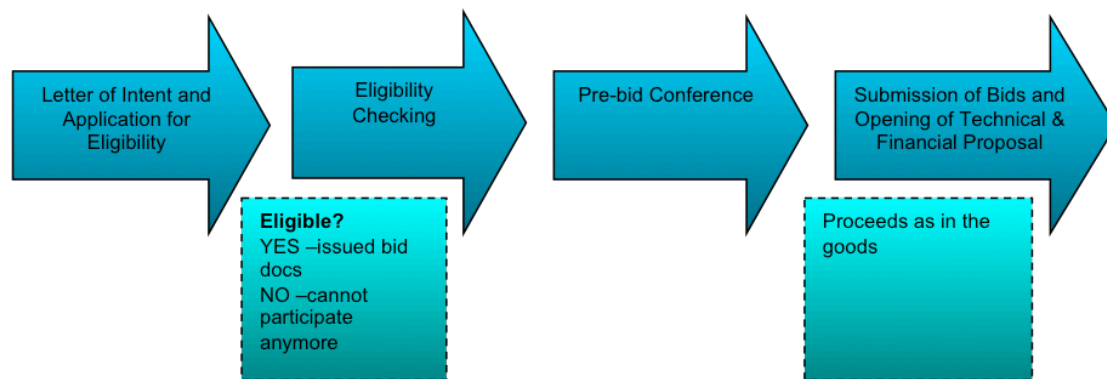
In the eligibility checking, the BAC should use the pass/fail criteria. Discretion is never to be exercised. Presence or absence of requirements may mean pass or fail. In case a BAC member needs clarifications, he/she will call on the supplier. When the requirements are complied the BAC should declare the complying bidder "eligible." In the case of goods, technical and financial envelopes of bidders declared ineligible should be returned to the bidder UNOPENED. For infrastructure, only eligible bidders can submit technical and financial proposal, which happens after the pre-bid.

The BAC Members have a checklist of the eligibility requirements for each of the bidders. CSO Observers may look at this checklist.

At a glance, the opening of bids proceeds in the following manner (for procurement of goods):



For infrastructure, the pre-bid and submission of bids follow a different flow.



As in the eligibility checking, technical proposals are looked at using the pass/fail criteria. Another checklist is being used by the BAC to check the technical proposals. The financial envelope of the bidder declared ineligible after the opening of the technical envelope should not be opened.

Last to be opened is the financial envelope. The financial envelope contains the amount that a bidder is bidding.

After the opening of all the bids, no member of the BAC can have any communication with the suppliers.

Red Flags in the Submission and Opening of Bids

- Number of days between pre bid conference and submission and opening of bids: if the number of days between the pre-bid and bid opening is not within the prescribed time –too short (less than 12 days for goods and less than 36 days for infrastructure), there could be a rushing of the process to favor some bidders
- Acceptance of late bids: the rule is that late bids should never be accepted.
- Acceptance of incomplete submissions: using the pass/fail criterion, incomplete submissions should be deemed ineligible.
- BAC’s discretion over eligibility documents: discretion is never to be used in determining the eligibility of a supplier.
- Submission of falsified documents by the bidders
- Consistent non participation of those bidders who bought bid documents: it is important to check who the bidders are who bought bid docs but do not submit bids.

E. The Bid Evaluation and Post Qualification

This is again one of the stages hardly observed by CSOs. Many experienced CSO observers would tell you that bid evaluation and post-qualification happen without them knowing it. It is on you, as a CSO observer, to guarantee your participation in this stage. Always check with the agency what the schedule of bid evaluation is; be on the lookout for changes in the schedule (which is mostly due to the availability of the BAC members).

Bid Evaluation is to determine the Lowest Calculated Bid (LCB) done by (a) a detailed evaluation of the financial component of the bids, to establish the correct calculated

prices of the bids; and (b) ranking of the total bid prices as calculated from the lowest to the highest. The bid with lowest price shall be the “Lowest Calculated Bid.”

In this stage, the BAC carries out a jury duty to come up with a resolution to award the contract. Usually, the BAC Secretariat does the review of all the documents of the eligible bidders and the preparation of the resolution to award, with the BAC members coming in just to do a quick review before signing the resolution. The length of time spent for the conduct of this activity varies depending on the number of eligible bidders.

The maximum period for bid evaluation under GPPB Resolution No.014-2006 is:

- Seven (7) calendar days for goods;
- Five (5) calendar days for infrastructure with ABC PhP50 million (US\$109,000) and below;
- Seven (7) calendar days for infrastructure with ABC above PhP50 million (US\$109,000);
- 21 calendar days for consulting services, plus two (2) calendar days for approval of ranking

For discrepancies between (a) bid prices in figures and in **words**, the latter shall prevail; (b) total prices and **unit prices**, the latter shall prevail; (c) unit cost in the detailed estimate **vs.** unit cost in the **bill of quantities**, the latter shall prevail. (Implementing Rules and Regulations-A Sections 32.4.3)

Post-Qualification is conducted to verify, validate, and ascertain all statements made and documents submitted by the bidder with the Lowest Calculated Bid/ Highest Calculated Bid, using non-discretionary criteria. The criteria shall consider, among others, the legal, technical and financial requirements.

Red Flags in the Post-qualification and Contract Award

- Number of days that post qualification is done: may be longer than what the law requires
- Falsified documents
- Winning bidders that consistently decline from accepting the project which results to failed biddings (*Remember that 2 Failed Biddings would qualify for negotiated procurement*)
- Sabotaged negotiation

The Notice of Award (in the case of GOCCs and GFIs, the Notice of Award shall be issued within fifteen (15) calendar days from determination of LCB/HCB) follows the following schedules:

Goods	Civil Works For ABC 50M and below	Civil Works For ABC above 50M)	Consulting Services
7 calendar days	4 calendar days	7 calendar days	7 calendar days

The winning bidder or its duly authorized representative shall enter into contract and submit all documentary requirements within 10 calendar days from receipt of the Notice of Award.

Other Red Flags

- Resorting to alternative modes of procurement without the necessary preconditions/requirements
- Splitting of contracts
- Invitation limited to friendly NGO Observers

F. Failure of Bidding

There is failure of bidding when:

1. No prospective bidder submits a letter of intent (LOI,) or no bids are received;
2. All prospective bidders are declared ineligible;
3. All bids fail to comply with all the bid requirements or fail post-qualification; or
4. The bidder with the lowest calculated responsive bid (LCRB) refuses, without justifiable cause, to accept the award of contract or no contract is awarded in accordance with Section 40 of RA 9184.



In case there is a failure of bidding, the procuring entity can resort to alternative modes of procurement. Below are the alternative modes and their preconditions. You should be keen on making sure that such preconditions are met before an alternative mode of procurement is used. Some agencies deliberately cause the failure of bidding so that they can proceed with alternative methods and give the contract to the supplier of their choice. Some suppliers also work to cause the failure of bidding so that contract amount can be raised during negotiations in an alternative mode of procurement. You are to look out for these as an observer.

G. Alternate Modes of Procurement

1. *Limited Source Bidding (Goods and Consulting)*

- Involves direct invitation to bid from pre-selected suppliers or consultants with known experience and proven capability and listed in GPPB;
- Procurement of highly specialized types of goods (e.g. sophisticated defense equipment, complex air navigation system, coal);
- Consulting Services where only few suppliers or consultants are known to be available;
- Procurement of major plant components to maintain uniform quality and performance of the plant.

2. *Direct Contracting (Goods only)*

- Procurement of items which are proprietary in nature, *i.e., when patents, trade secrets and copyrights prohibit others from manufacturing the same item;*
- Those sold by an exclusive dealer or manufacturer which does not have sub-dealers selling at lower prices and of which no suitable substitute can be obtained;

- Supplier is simply asked to submit a price quotation or a pro-forma invoice together with the conditions of sale;
- Offer maybe accepted after some negotiations.

3. *Repeat Order (Goods only)*

- Procurement of goods from previous winning bidder, when there is a need for replenishment;
- Original contract was awarded through competitive bidding;
- Contract price of the repeat order must be the same or lower than those in the original contract;
- Shall be availed of within six (6) months from the date of Notice to Proceed;
- Repeat Order shall not exceed twenty-five percent (25%) of the quantity of each item in the original contract.

4. *Shopping (Goods only)*

- Simply request for submission of price quotations for readily available off-the-shelves or ordinary/ regular equipment to be procured directly from suppliers of known qualifications;
- Occurrence of unforeseen contingency requiring immediate purchase, but the amount shall not exceed PhP50,000 (US\$1,087);
- Procurement of ordinary or regular office supplies and equipment NOT available in the Procurement Service-DBM involving an amount not exceeding PhP250,000 (US\$5,435);
- GPPB Resolution 012-2006 dated 14 June 2006:

“Ordinary or regular office supplies” shall include those supplies, commodities, or materials which, depending on the procuring entity’s mandate and nature of operations, are necessary in the transaction of its official business; and consumed in the day-to-day operations.

It shall not include services such as repair and maintenance of equipment and furniture, as well as trucking, hauling, janitorial security and other analogous services.”

5. *Negotiated Procurement (Goods, Infrastructure, and Consulting)*

Subject to prior approval of the Head of the Procuring Entity upon the recommendation of the Bids and Awards Committee).

- Two (2) failed public biddings;
- There is imminent danger to life or property during state of calamity to prevent damage to or loss of life or property; to restore vital public services, infrastructure facilities and other public utilities immediately;

- Take-over of contracts that were rescinded or terminated, where immediate action is necessary to prevent damage to or loss of life or property;
- Subject matter is adjacent or contiguous to an on-going infrastructure project;
- Procurement from another agency of the Government (government to government), for example, the Department of Education buying rice from the National Food Authority for the feeding program;
- Done in the case of individual consultants hired to do work that is (i) highly technical or proprietary, (ii) primarily confidential;
- Major defense equipment or defense related consultancy for use by the AFP and not available locally which contract is covered by a foreign government guarantee covering 100% of the contract price;
- Where the amount involved is Fifty Thousand Pesos (Php50,000.00 or US\$1,087) and below; *Provided, however,* that the procurement does not result in splitting of contracts, as provided under Section 54.1 of the IRR. *Provided, further,* that the procurement does not fall under Shopping in Section 52 of the IRR-A. PE shall draw up a list of at least three (3) suppliers, contractors or consultants of known qualifications which will be invited to submit: proposals, in case of goods and infrastructure projects; and curriculum vitae, in case of consulting services.
- Lease of privately owned real estate for official use, subject to guidelines to be issued by the GPPB.
- When an appropriation law or ordinance earmarks an amount to be specifically contracted out to Non-Governmental Organizations (NGOs), the procuring entity may enter into a Memorandum of Agreement with an NGO, subject to guidelines from the GPPB.

H. Reporting

Your observations, especially when they carry crucial information that merits action from concerned government agencies, need to be reported and channeled to the appropriate bodies.

A template of what your report should contain is shown in the box below. The necessary documents have been identified in the previous discussions. These are the documents that you will attach to your report.

Be warned, though, that there will be cases of inefficiency on the part of the government agency. It may not be that easy for you to get the needed documents for simple reasons such as that oftentimes their photocopying machine is not functioning. Just be ready with whatever alternatives you could think of, like a digital camera perhaps. You may also just ask for a softcopy of the documents to save on paper.

You may file a quick report when you have a complaint that needs quick action. Major violations to the provisions of the GPRA should be immediately channeled to the procurement office of the agency (i.e., Department of Education –Procurement Service). They will be the one to submit it to the appropriate agency.

You may also bring your complaints to procurement watchdog groups such as G-Watch, the Procurement Watch, Inc., or the Transparency and Accountability Network. There is also the Procurement Transparency Group that looks into critical—or big ticket—procurements.

If you feel that the complaint is too heavy, something that would put you in a collision course with influential people, ask help from your networks. It may also help if you directly contact the monitoring group of the GPPB.

I. Recap

We learned about the different stages of procurement, the standard processes, the documents you need to acquire and the red flags that you should watch out for. We also discussed how to prepare a report. Exciting, indeed!

DIAGNOSTIC REPORT TEMPLATE

Procuring Entity :
 Head of Procuring Entity:
 BAC Chairman :
 Project/ID No. :
 Funding :
 ABC :

Bidding Procedures

I. Please check appropriate box:

- A. Procurement Type
 Goods Infrastructure Consulting Service

- B. Type of Bidding
 Competitive Public Bidding
 Alternative Mode of Procurement
 Specify: _____

II. Details of Procurement Stages Attended and Observations Made

Type of Document and Attachment No.	Date	Time	Place	Procurement Stage	Were there any deviations observed? Yes/No	GPRA/ IRR Provision Violated (if any)

III. Please provide a brief narrative of deviation/s observed, if any:

IV. Despite a formal letter of request to the BAC Secretariat, below is a list of other required documents that were not provided by the agency:

Respectfully submitted by:

 Signature over printed name
 Date:

SET 6. MONITORING CONTRACT IMPLEMENTATION

In this Set you will:

Learn the basics of actual monitoring of the program implementation, starting from the point when the contract has been awarded to the winning bidder. This Set will also walk you through the different G-Watch monitoring tools that could be useful to you as well.

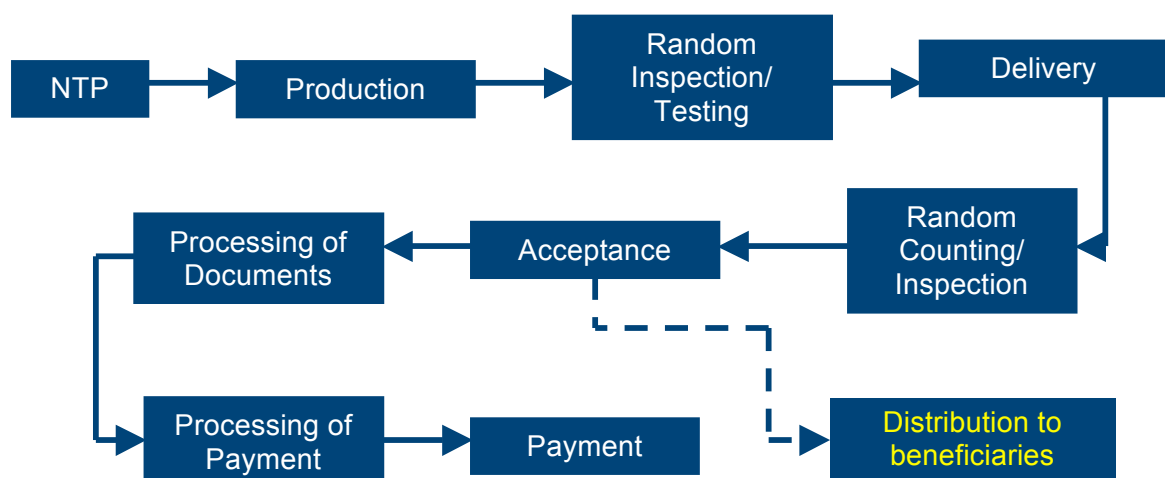
This section is divided into two parts: contract implementation monitoring and showcasing of customized G-Watch monitoring tools. In the first part, you will be guided through the stages of contract implementation, particularly how to identify red flags for each of the stages. In the second part, you will learn more about the different customized G-Watch tools used in the past monitoring projects and will be given general tips on conducting actual monitoring of a program implementation or service delivery.

Though you were taught in Set 3 how to develop your own customized monitoring tool, this part will demonstrate how to use already existing monitoring tools to help you customize tools that fit your project.

A. Importance of Implementation Monitoring

“Clean” bidding does not ensure good performance during implementation. When you talk about public goods and services, citizens have a natural stake in their delivery. And while every government program has a monitoring and evaluation component, or at least assume all government programs have this component, but you also know that government has a limited capacity and resources to monitor program implementation. It is always good to have alternative third-party information that validates project assessments. The delivery of government programs must be according to a contract (for those which involve bidding).

Contract implementation has the following stages⁴:



⁴ This part is from the module prepared by Redempto Parafina on Contract Implementation Monitoring for Procurement Watch.

NTP	Notice to Proceed; release of the document that signals the start of work
Production	Involves the process of producing the goods as agreed upon in the contract
Random Inspection/Testing	Random checking of goods in the production stage
Delivery	Transfer of goods to identified receiving entity
Random Counting/Inspection	Final checking of goods prior to acceptance
Acceptance	Authorized personnel's acceptance of accountability over received goods
Processing of Documents	Submission and receipt of documents indicating successful delivery of the goods
Processing of Payments	Submission and receipt of documents indicating entitlement to payment
Payments	Release of agreed payment to supplier
Distribution to Beneficiaries	Transfer of the goods to rightful beneficiaries

B. Important Concepts and Terms

1. *Contract prices*

Bid prices are fixed prices. There should be no price escalation during contract implementation, except under extraordinary circumstances and upon prior approval of GPPB. Contracts should be denominated and payable in Philippine currency.

2. *Warranty*

A warranty shall be required from the contract awardee for a minimum period of three (3) months, in the case of supplies, and one (1) year, in the case of equipment, after performance of the contract. "... The obligation for the warranty shall be covered by either retention money in an amount equivalent to at least ten percent (10%) of every progress payment, or a special bank guarantee equivalent to at least ten percent (10%) of the total contract price. The said amounts shall only be released after the lapse of the warranty period."

3. *Liquidated damages*

The amount of the liquidated damages shall be at least equal to one tenth of one percent (0.1%) of the cost of unperformed portion for every day of delay. "... Once the cumulative amount of liquidated damages reaches ten percent (10%) of the amount of the contract, the procuring entity shall rescind the contract, without prejudice to other sources of action and remedies open to it."

4. *Termination of contract*

Contracts can be terminated on the following grounds:

Default: Failure to perform obligations under the contract.

Convenience: Project is deemed to be economically, financially or technically impractical and/or unnecessary.

Insolvency: Supplier is declared bankrupt or declared insolvent with finality.

Unlawful Acts: Supplier is found to have engaged before or during the contract implementation in unlawful deeds or behaviors relative to contract acquisition and implementation

5. *Blacklisting*

Upon the termination of contract due to default of contractor, the Head of the Procuring Entity shall immediately issue a Blacklisting Order disqualifying the erring contractor from participating in the bidding of all government projects. The performance security of said contractor shall also be forfeited.

The best method to use in monitoring contract implementation is through the identification of red flags. Red flags are indicators of possible graft and corruption taking place. The table below presents the different types of red flags:

Expediting payments	Paying someone to speed up normal work or process
False error delays	Creating delays by creating immaterial errors to extract bribe or illegal payment
Falsification of receipts	Providing official receipts that are actually above or below the real price
Falsifying results	Paying someone or getting paid to falsify reports to aid corruption activity
Feigned indecision	Faking indecision in order to encourage illegal off-the-books payment to decision maker
Forced substitutions	Forcing substitution higher cost items in contract with inferior, lower-cost items
Kickbacks	Returning a portion of invoiced and paid bill without taxation and records
Pay to play	Forcing everyday people to pay authorities to be allowed in their transactions
Unofficial signing rights	Unnecessary signatory added in the approval process to extract bribe or illegal payment

Red flags could be a time factor, an issue of documentation, or a case involving the players.

Time

- Expediting payments
- False error delays

Documentation

Falsification of receipts
Falsifying results
Forced substitutions
Kickbacks

Players

Feigned indecision
Pay to play
Unofficial signing rights

The tables below present the questions you may ask per stage to identify red flags:

Notice to Proceed
<ul style="list-style-type: none">• Is the NTP available even before awarding of the contract?• Is it taking more than 3 days to process NTP?• Are there irrelevant errors that are being cited for delays in processing NTP?• Is the NTP ante-dated?• Are there more NTP signatories than necessary?

Random Inspection/Testing
<ul style="list-style-type: none">• Is the inspection/testing being carried out as scheduled?• Is the result of the inspection/testing publicly available?• Is the result of the inspection/testing immediately available?• Are the inspectors selected based on competency?• Does the agency authorize the inspectors?• Are there more inspection/testing report signatories than necessary?

Random Checking/Inspection
<ul style="list-style-type: none">• Are the goods being checked/inspected upon delivery?• Does checking/inspection take unreasonably long?• Is the result of the inspection/testing publicly available?• Is the result of the inspection/testing immediately available?• Are the inspectors selected based on competency?• Does the agency authorize the inspectors?• Are there more inspection/checking report signatories than necessary?

Acceptance
<ul style="list-style-type: none">• Are the goods accepted without checking/inspection?• Does acceptance have too many pre-requisites?• Is the acceptance report publicly available?• Does the acceptance report accurately state the results of the checking/inspection?• Is the acceptance report officially signed?• Are there more acceptance report signatories than necessary?

Processing of Documents

- How fast or how slow was the processing of the documents?
- Did the supplier submit complete and authentic documents?
- Do the documents have complete signatories?
- Are the documents processed by authorized personnel?
- Are the processed documents officially signed?
- Are there more signatories in the processing stage than necessary?

Processing of Payments

- How fast or how slow was the processing of the payment?
- Is payment being processed even without supplier's complete documents?
- Is the LD being computed and computed correctly?
- Are the payment being processed by authorized personnel?
- Are the papers to process payment officially signed?
- Are there more signatories in the payment processing stage than necessary?

Distribution to Beneficiaries

- Are the goods distributed to beneficiaries?
- How fast or slow were the goods distributed to beneficiaries?
- Did the distribution follow set allocation?
- Was there a designated personnel to distributed the goods?
- Are the identified beneficiaries in accordance with set criteria?
- Do the goods last as indicated in the specifications?
- Do the suppliers comply with the warranty agreement?
- Are there more signatories in the distribution stage than necessary?

In monitoring exercises, documents are very critical. To effectively do your monitoring of a contract implementation, you need to secure the following documents.

- Notice of Award
- Notice to Proceed
- List of Specifications
- Test Results
- Inspection Reports
- List of Inspectors
- Delivery Receipt
- Allocation List
- Acceptance Report
- Billing Document
- Voucher
- Check
- Computation of Liquidated Damages
- Distribution List

C. Using the G-Watch Monitoring Tools

The tool below, the G-Watch monitoring tool, has been presented to you previously. You will now be guided through the tool and its usage, using the examples of previous G-Watch projects

Project	Planned/Normative	Actual	Variance	Cause of Variance	G-Watch Assessment	Agency Assessment
Time						
Cost						
Quantity						
Quality						
Process						

On the first column, you have the variables of the project: time, cost, quantity, quality and process. Not all of these variables may be used in every monitoring work.

The normative time will be derived from the documents gathered (look at the dates). The actual time can be measured by on-site monitoring, or even by checking the documents (national or regional to local).

The cost is easy to get since the contract is there to look at. For programs with no bidding, as in the DSWD Relief Goods, the cost was derived from the documents gathered from the national, regional, provincial and municipal offices. The cost was computed from the amount of each item in a relief goods package, using the original amounts of the national office.

Quantity is also easy to examine because the contract would specify the quantity. For Textbook Count, DepED issues an allocation list to both DepED personnel on the ground and to the CSOs. Actual quantity is determined by monitors doing the inspections. The same is true for Bayanihang Eskwela, where you have a contract, which lists the specifications, and monitors, who determine the actual amount of materials used in the construction.

The contract supplies the normative or planned quality, like quantity, it is also easy to determine. The actual quality is quite tricky. You have to be familiar with what you are supposed to look at. In Textbook Count, CSO inspectors are trained on textbook quality inspection. A briefing-orientation is also conducted for Bayanihang Eskwela monitors. What first seems like a difficult job will actually be easy because the tools to be used does not require technical expertise. During on-site inspections, monitors are able to gather the needed information for the actual quality.

In the process variable, getting the information is more tedious and time-consuming. You will begin with reviewing plans written in documents and in some cases that G-Watch experienced, processes are actually not standardized or are hard to establish. You may also conduct interviews to really track the whole process when there are no papers to show you this. Interviews will help you to determine the actual process (and even the normative).

1. *Bayanihang Eskwela*

From the manual produced during the pilot run of *Bayanihang Eskwela*, the tool used is as follows:

“The **G-Watch Checklist** for the monitoring of school building construction projects is an easy-to-use guide for ordinary, non-technical people. It must be brought during the actual monitoring visits to the project site.

Stages

It consists of three major stages: pre-construction, construction and post-construction stages. Under the stages are key activities.

Format

The checklist has four columns. The first column contains the Monitoring Points, which are in question form, answerable by yes or no. The monitor simply checks the second or third columns, which are the Yes or No columns, respectively, to answer the questions. The fourth column asks for Details of the answer. Some details are pre-determined in boxes that have to be checked if they have been fulfilled while others ask for the date, place and measure of area or observations and elaboration.

In the Structure section of the post-construction stage, the first column is also called Monitoring Points. It contains the features to look for in a completed school building. The second and third columns contain the (+) and (-) signs, respectively. They must be checked accordingly, depending on whether the feature is "present" or "absent" based on the requirements of the Program of Work. The fourth column asks for Comments and Observations.

This tool was used by the monitors in the field. To answer the questions in the checklist monitors had to do actual field visits, where they observed the constructions and checked the materials, as well as interviewed concerned parties. To substantiate the data they gathered from the field, they also took pictures.

Monitoring Points	Yes or (-)	No or (+)	Details
PRE-CONSTRUCTION STAGE ACTIVITY 1: SITE IDENTIFICATION ACTIVITY 2: PROJECT MEETING ACTIVITY 3: PRE-ENGINEERING SURVEY ACTIVITY 4: PREPARATION OF THE PROGRAM OF WORK ACTIVITY 5: SITE INSPECTION ACTIVITY 6: BIDDING ACTIVITY 7: POST-QUALIFICATION ACTIVITY 8: NOTICE OF AWARD AND NOTICE TO PROCEED			
CONSTRUCTION STAGE ACTIVITY 1: EARTHWORKS ACTIVITY 2: EXCAVATION ACTIVITY 3: CONCRETE WORKS ACTIVITY 4: MASONRY ACTIVITY 5: CARPENTRY ACTIVITY 6: PAINTING			
POST CONSTRUCTION STAGE - INSPECTION OF COMPLETED BUILDING - PROCESS - STRUCTURE			

2. Textbook Count

The Textbook Quality Inspection Report (TQIR) and the Inspection and Acceptance Report (IAR) are actually forms developed, prepared and used by the Department of Education (DepEd). Given the degree of partnership between the CSOs and DepEd, a slot in the forms is allotted for the CSO inspector/monitor. The TQIR is used during quality inspections in printing presses and warehouses. The IAR is used during the delivery of books at delivery points, such as high schools and district offices, where CSOs need to be present to sign the form for it to be considered valid.

Below is the TQIR form:

Book Title:		Supplier:	
Stage of Production	Quantity inspected (random)	Findings (Quality)	Remarks/Action
Printing of signatures			
Binding			
Trimming			
Packaging			

The IAR form is as follows:

Supplier:				
Book Title	Quantity		Findings (Quality)	Remarks/Action
	Normative	Actual		
Book 1				
Book 2				
Book 3				
Book 4				

3. COMELEC Budget Watch

COMELEC Budget Watch, unlike *Bayanihang Eskwela* or Textbook Count, which looks into goods or infrastructure, looks into the budget system of the COMELEC. The tool that was used, as shown below, is based on the generic G-Watch Monitoring Tool.

Stage	Process		Quantity	Time
	Normative Process	Actual Process	Amount of Budget	Target vs. Actual
Budget Preparation				
Budget Authorization				
Budget Execution				
Budget Accountability				

G-Watch researchers, in gathering the information, conducted actual observation of the budget process, gathered and analyzed documents and interviewed key informants.

4. *DSWD Relief Goods Monitoring*

The tool used for this monitoring project made the tracking of the process, time and quantity in the distribution of relief goods much easier. Data gathering was done from the national level and down to the municipal and barangay levels. The monitoring covered interviews with key personnel in all levels, as well as site inspections.

	Quantity (Packs)		Time	No. of Beneficiaries
	Food	Clothing		
NATIONAL/REGIONAL/ MUNCIPAL/BARANGAY				
PROCESS				

D. Guides and Tips on Using the G-Watch Monitoring Tools

1. The following are useful materials to bring:

- Copy of the Memorandum of Agreement with the agency;
- Monitoring tool or observation guide;
- Summary Data Collection Sheet (SDCS);
- Measuring tape; (depending on the project to be monitored.)
- Interview guide;
- Tape recorder and blank cassettes or an MP3 player;
- Pens and pencils;
- Notebook;
- Digital still camera; and,
- A video camera recorder, if available.

(Note: Some digital camera models have built-in video recording capabilities.)

2. Familiarize yourself with the monitoring protocols and tool.

3. Divide the tasks among the volunteers if necessary, and depending on the type of good to be monitored.

4. Get copies of documents, either by photocopy or by taking photos of the documents.

5. Begin the analysis of documents at the field. This would give the monitor time to double check the facts in the documents.

6. Be as comprehensive as possible when interviewing people,. Never assume. Keep asking, approaching a topic from different angles and framing the same question in as many ways possible.

7. Take notes of your interviews.

8. Be resourceful in getting the documents you need. Sometimes, you meet resistance from people on the field. You have to explain to them that your monitoring is not to look into their faults. You are doing your monitoring to find the weaknesses in the system and create ways to improve them. In cases when your diplomacy doesn't work, resort to alternative ways of getting the documents.

E. Ethical Do's and Don'ts

While you're at it, be mindful of the things that you do, making sure that they are within the bounds of ethical practices. Here are some important reminders⁵:

1. *Private sector and NGO representatives should **NOT**--*

- Have pecuniary or monetary interest in the contract as a subcontractor, supplier, forwarder/transporter, or a losing bidder.
- Belong to the immediate family or related up to the third degree.
- Be associated to the contractor, subcontractor, supplier, forwarder-transporter, or losing bidder/s in a way that would compromise their objectivity.

2. *Responsibilities of the agencies:*

- Publicly announce (via radio, community newspaper, and other means, like posting in community bulletin boards).
- Publicly invite private sector, NGOs, and volunteers to observe the contract implementation.
- Keep a masterlist of organizations and individuals who can be tapped to serve as observers in the contract implementation.
- Accredite volunteers.
- Furnish relevant information and documents to private sector and NGO observers.
- Conduct with its private sector and NGO partners orientation for observers and the individual volunteers on the various contracts.
- Prepare a statement of Non-Conflict of Interest for signing by the private, NGO observers and individual volunteers.
- Prepare detailed guidelines for the NGO and private sector role in contract implementation.

3. *Responsibilities of observers:*

- Sign a Statement of Non-Conflict of Interest.
- Join the official inspection team of the agency in monitoring the progress of contract implementation.
- Conduct unannounced inspections of production sites or warehouses with the authority of the agency.

⁵ From Department Order 59, s.2007. DepEd Order 59, s. 2007, which was prepared and lobbied for adoption by G-Watch.

- Prepare a report, either jointly or separately, indicating observations on contract implementation (report may be appended to official agency report and submitted to Head of the Procuring Agency, Head of Procurement Service, Office of the Resident Ombudsman).
- Observe the delivery and acceptance proceedings, sign the necessary documents, and file the requisite report.

F. Recap

In this Set, you learned about contract implementation monitoring and the different G-Watch monitoring tools. You were also given lists of what to remember in doing implementation monitoring and the ethical standards you have to follow.

SET 7.

COORDINATION AND REPORTING

Before you go on, you should be able to remember some pointers given in Set 3. You should recall that in developing a monitoring project it is important to set-up its coordination and communication mechanism. A coordination set-up is necessary in a multi-stakeholder monitoring project because it provides an instrument that enables your organization to link with other actors and institutions to accomplish a certain goal. Crucial to establishing linkages is your mechanism for communication that will facilitate coordination of actions, decision-making, and sharing of information.

Coordination and reporting are critical elements of your monitoring project. At the heart of coordination and reporting is communication.

In this Set, you will be introduced to the different tricks of the trade when it comes to coordinating and reporting. Communication, obviously, is always an element of coordination and reporting precisely because you communicate when you coordinate and you communicate when you report.

A. Basics of Communication

There are a lot of communication models for you to sift through when you search Google. Referring only to the simplest form of communication. Your search will probably lead into an illustration of a two-way process, a dyad, wherein there is a sender and receiver. The sender conveys a message and the receiver interprets it. If messages are sent and interpreted right, then actions are properly coordinated. You can always browse Idealliance.org if you want to know more about communication dynamics.

The two-way process of communication should make you realize that as you coordinate and report, you are sending a message and you are being interpreted by whomever that message is intended. What is the implication of this?

Simply, in coordination and reporting, you have to find a way to effectively communicate your messages, or anything that you want to convey. Clarity is the key, because you don't want to be misinterpreted and be put into a big mess.

Just imagine a disaster where you cannot pull-in volunteers to your project precisely because you are not able to make them understand your objectives, the roles that they should play in it, and how they could participate! Or imagine a situation where your report got interpreted the wrong way because you failed to present your findings coherently. In the end, you might find yourself lost along the way, unable to achieve what you intended.

So how do you communicate effectively? There are just four main points to follow, according to Idealliance.org:

1. Be careful when giving information as this will lead to inaccurate perception.
2. Understand the values, perceptions and behavior of the people you interact and communicate with.

3. Avoid misunderstanding brought about by poor communication or miscommunication.

4. Clarity, logic and coherence should always be your best friends.

This Set guides you in coordinating your monitoring project and reporting about the observation, implementation and completion of your project. So it is best to keep those basics in mind and remember those simple tips, as they could help you along the way.

B. Coordination

The success of your monitoring project greatly depends on how well you are able to establish partnerships with different stakeholders. This entails, of course, an effective communication and coordination strategy to get hold of their cooperation and support. In G-Watch, you will find internal and external coordination as the usual set-up.

1. Internal coordination

As discussed in Set 4, a simple monitoring project would require at least four core team members to coordinate and communicate with partners and volunteers.

The team is made up of:

- Coordinator,
- Researcher-Writer
- Finance and Admin Staff
- All-around Project Assistant

In order for the monitoring program to work, the functions of the team members must be defined and their tasks must be strategically delegated. The division of labor should be put in place to ensure the proper functioning and coordination of the team, though job descriptions should not be too rigid.

Remember to ask yourself when distributing tasks and functions: who should perform what? You may set criteria as you wish, but you should be guided by the idea that every job comes with great responsibility and a sense of accountability.

G-Watch normally assigns specific functions, listed below, of its core team to facilitate both internal and external coordination. You should take note that since the team needs to interact with partners and volunteers outside of the project, job descriptions incorporate some of their roles in external coordination.

- Assign the Program Coordinator to
 - Oversee the implementation of the project by managing the program staff
 - Communicate as well as coordinate with different partner and donor agencies about status, progress or discovered gaps of an ongoing project
- Assign the Researcher-Writer to
 - Coordinate with the monitors and gather research documents, consolidate reports as well as give updates to the program staff
 - Develop monitoring tools and advise the coordinator on how to improve project implementation

- Assign the Finance and Admin Officer to
 - Regularly update the coordinator on project expenditures
 - Prepares financial reports informing the funder or the donor agency how much is being spent on the implementation of a monitoring project
- Assign the Project Assistant to
 - Aid the entire project team

2. *External coordination*

Coordination entails talking and linking with partners (agencies, organizations or individuals) to accomplish your objectives. If you want to set-up a monitoring project, say for example, you want to monitor the construction of school buildings, what are you going to do first? Who should you talk to? Who should you bring in? Who should you partner with? Where should you get support? These questions suggest that if you want to do something like this, it is very important for you to be able to identify who should be in the loop—the stakeholders that should be engaged.

Before you begin anything, you should already have a clear plan on how to coordinate to get your monitoring project running. Designing your external coordination set-up is groundwork for your project.

To understand what coordination is and how it works, the coordination set-up of Bayanihang Eskwela and Textbook Count are presented as ideal-typical models. They should give you an idea on how to build your coordination structure. You may also adopt them as you wish.

Before going through your coordination set-up, here are a few things you should do:

Coordinate for the preparation of a project. You should identify your partners and the key persons you need to engage with in order to advance your monitoring project. Let them know about your commitments; and whatever agreements you may reach with them, always clarify your terms of engagement, and as much as possible, Set 3 for a lengthier discussion on setting up arrangements.

Form a monitoring team. You should be able to attract and gather participants for the monitoring projects. The success of your monitoring plan will greatly depend on the support that you will get from your volunteers. You should be able to solicit their support and participation, which means contributing their time, effort and resources for the monitoring. You can check Set 3 as it offers a more detailed discussion on building and capacitating a monitoring team.

Coordinate for the actual implementation of the monitoring project. During the implementation, communication and coordination is essential. Set 3 introduced the two kinds of monitoring G-Watch has undertaken, namely, oversight and community-based monitoring. Those types of monitoring are determinant of the actual design of the monitoring project and also vary when it comes to their coordination set-up.

Coordination in an oversight monitoring is not complicated as it only involves a team consisting of representatives from different agencies and organizations that coordinate with each other, to do a monitoring project and coming up with a report. For instance, the *Joint Monitoring of School-Building Project* only involved G-Watch's collaboration with World Bank, Department of Public Works and Highways (DPWH) and Department of Education (DepEd).

This Set will discuss extensively the coordination set-up of a community-based monitoring project. Drawing from G-Watch experience, the coordination and communication mechanism for community-based monitoring would usually have two dimensions, and speaking visually, will give you *vertical view* and *horizontal view*.

C. National Level Coordination in Vertical View

This section and the next one will tackle the vertical and horizontal structure of the national and community level coordination respectively. But before that, it is helpful to acquaint yourself this early with useful hints and reminders that will eventually give you an idea of how to design your own coordination set-up.

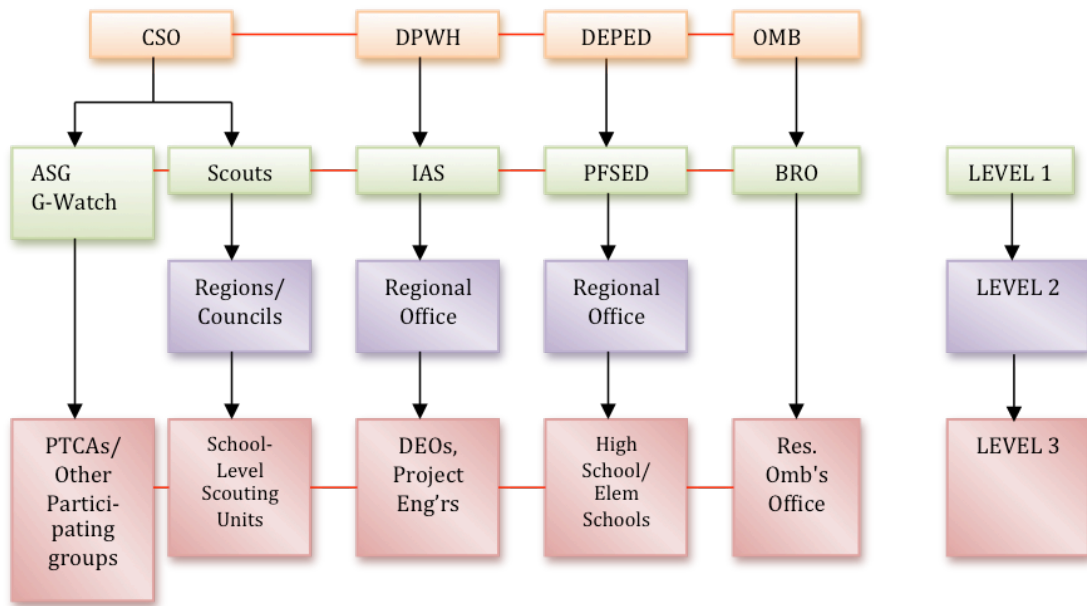
1. General tips on designing a coordination set-up

- In designing your set-up, prepare a sketch of your plans, as it is better to visualize them.
- Determine all stakeholders to be involved and draw a visual map. It can be in vertical view or horizontal, depending on whether it is a national or a community level coordination.
- Your sketch must tell you who and where to coordinate at different levels. Your visual map should remind you who's who is in the loop.
- Your sketch must be able to map your communication channels. Draw lines that connect all routes in which all your partner institutions will communicate and coordinate. Use different kinds of arrows as necessary.
- Your sketch must tell you clearly about the standard flow and exchanges of information. For example, if you need relevant information to start the monitoring, where should the data come from? If you need updates on the progress of the monitoring, who should inform you? After the monitoring, to whom should you be presenting your reports?
- Following the previous point, it is important to establish the accountability relationship among and between units and bodies involved in the project.
- There is no specific format in designing you coordination set-up. Do whatever works for you. Use all signs and markers that you can avail.

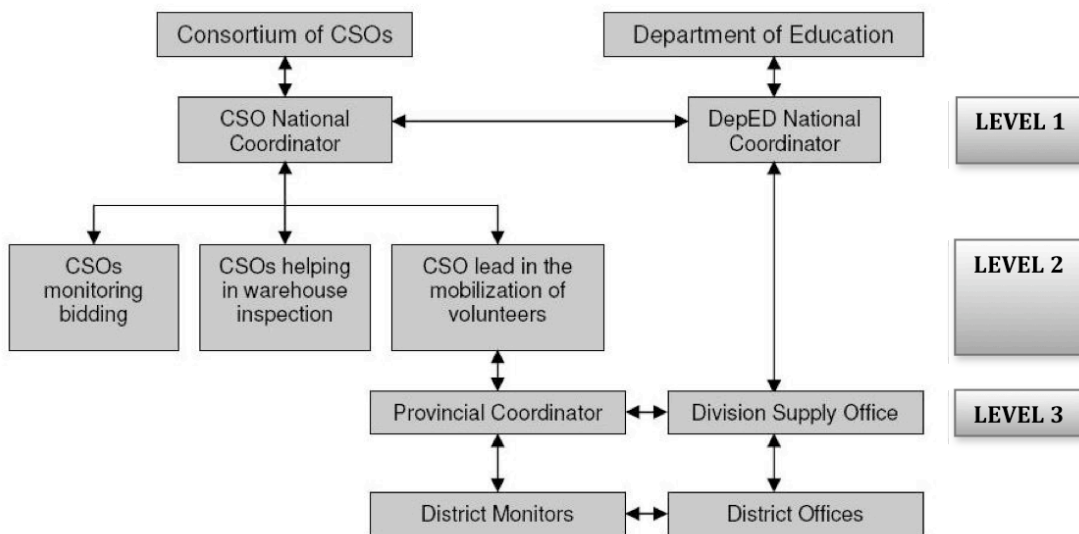
The figures below are the coordination set-up in *Bayanihang Eskwela* and Textbook Count 4. In *Bayanihang Eskwela*, G-Watch collaborated with the Department of Public Works and Highways (DPWH), Department of Education (DEPED), and the Office of the Ombudsman (OMB). The DEPED was the sole agency partner in the Textbook Count 4.

If you go through them and observe, this coordination set-up of community-based monitoring shows you that civil society counterparts create a parallel national to local coordination set-up which mirrors the structure of the government.

Coordination Structure of *Bayanihang Eskwela*



Organizational Structure of Textbook Count 4



2. Why use a vertical view?

- The national level coordination, when brought into picture, shows a vertical structure because of the top-down hierarchical coordination.
- This vertical view of coordination replicates and mirrors the bureaucratic layers of the government.

3. How to make your national level coordination set-up work

Following the models ...

- Coordinate with the government agencies that you identified as partners, at different levels. Start from the top, from the central offices down to the regional and local offices. Coordination will highly be dependent upon your needs and arrangements with those offices.
- Observe a twofold, parallel coordination. While the coordination with government agencies is taking place, there should also be coordination between and among civil society organizations or citizens groups that you identified to be involved. Coordination also happens in varying levels and follows the top-down principle.
- Be prepared, because your organization and other offices will have to coordinate with each other simultaneously at each level.
- Devise a set-up that is suited to coordinate two or more agencies and organizations at the same time. For instance, the coordination set-up of *Bayanihang Eskwela* shows a set-up ideal for coordination with multiple agencies while the set-up of Textbook Count 4 shows only a two-fold coordination. Nonetheless, they are the same by principle.

4. *Community level coordination in horizontal view*

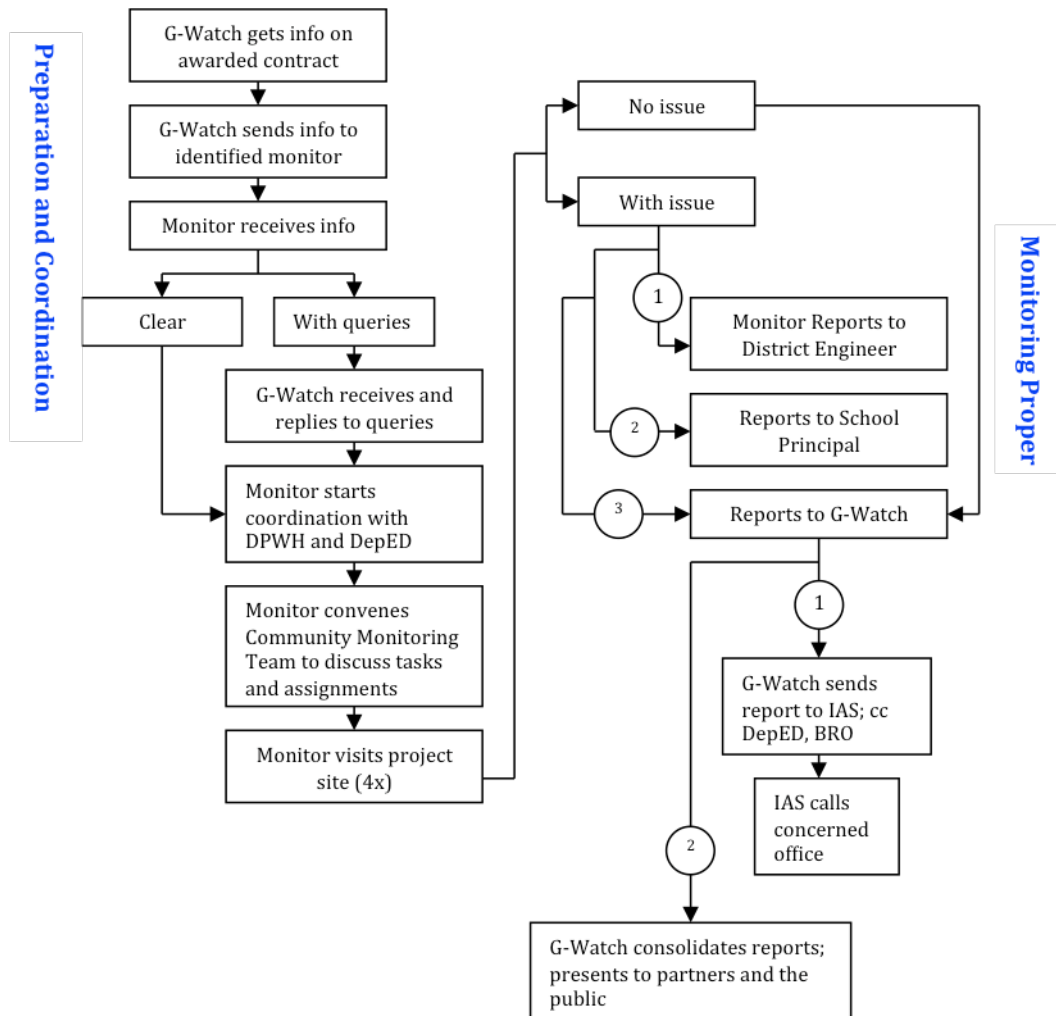
As you might have observed, coordinating at the national level is a matter of passing through organizational channels. With the nationwide stretch, you are able to coordinate with the government at different levels even to the farthest communities. For instance, the organized nationwide presence of the Scouts group in the *Bayanihang Eskwela* demonstrates coordination from national level down to the regional, provincial (Council), district and school levels.

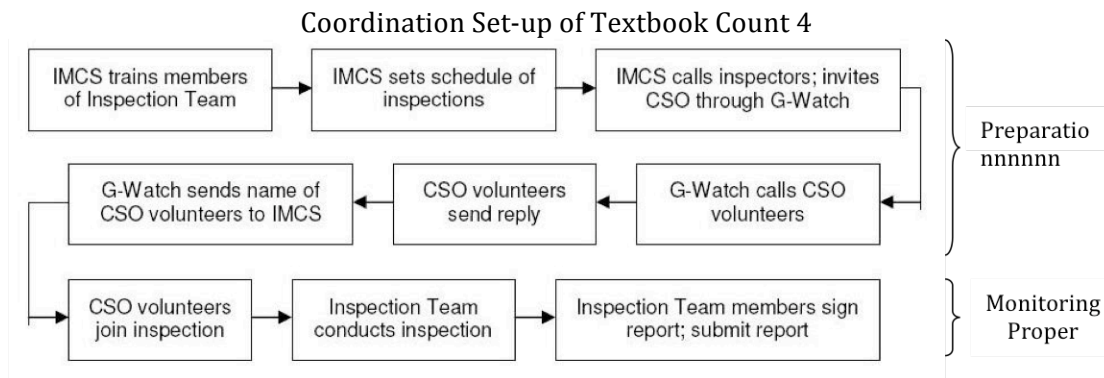
Noticeably, national level coordination slides down to the local and community levels. The community level requires more coordination therefore you should also have a clear coordination plan or set-up.

What you will have is the horizontal view. The set-up is horizontal in structure because, in principle, it signals the local-based coordination among participating groups and institutions can be self-reliant but not detached from the over-all coordination mechanism.

Setting up this coordination plan follows the general tips on doing the design as previously enumerated.

Monitoring Coordination Plan of *Bayanihang Eskwela*





5. *What is coordination in the horizontal view?*

- Applies most significantly to the community level operation located at the bottom where the actual monitoring activities are done.
- The interface at this level needs to receive prior instructions from above before any action or decision is made.

6. *How do you make your community level coordination set-up work?*

Following the models ...

- Bear in mind that the monitoring coordination plan or the operations plan should facilitate the conduct of the actual monitoring activities.
- The simple linear process of the set-up should give you a clear idea on who to coordinate with, one after the other. You should also be able to grasp the step-by-step guide and picture of the whole monitoring process, from the preparation, monitoring proper and submission of monitoring reports.
- For purposes of organization, you may divide your set-up into two connected phases: the preparation and the monitoring proper. In Textbook Count 4, G-Watch coordinated with the Instructional Materials Council Secretariat of DepED first before proceeding to inspect textbooks. After the preparations, that readies all relevant documents, the actual conduct of monitoring and reporting of updates should follow. Reporting will be discussed in later sections.
- Since you are coordinating the actual monitoring, you will eventually have to consolidate monitoring reports and findings then report them to the concerned offices at the top, when necessary. The set-up of Bayanihang Eskwela demonstrates the communication channels by which this is done. Monitoring reports are usually coursed through the district engineers and school principals and then through G-Watch, which in turn sends it to concerned offices at the top. The information coming from the bottom going to the top makes this kind of coordination *bottom-up* in nature.

D. Methods in Coordination

In the beginning of this Chapter, you are told that you communicate while you coordinate. Now, it is best to give you some useful communication methods that you can utilize while doing the rigorous work of coordinating.

You might be thinking about an innovative tool, but just some usual tools in communication is all you need, namely formal and informal communication. The trick however is how you can make the most out of them.

The formal type of communication requires putting everything into writing, especially when you are trying to communicate very delicate and important information. Of course, written communication give impressions of formality but, more than that, they also serve as a means to record incoming and outgoing communications, which shall serve as future references. It is best to keep everything on the record.

To whom should you write formal letters?

- Donor partners
- Government agencies you engage
- Citizens' groups that participate in your endeavors

Why do you need to write formal letters?

- To inform parties about an upcoming activity
- To invite resource persons and participants to an activity
- To request for documents and other necessary materials
- To report about your research findings or update on the progress of your project
- To formally respond to queries or anything that is asked about your project or your organization as a whole.

How do you write formal letters?

- Be coherent. Carefully organize your paragraphs. The paragraphs should develop clearly and logically what you want to say.
- Define your purpose – why are you writing the letter?
- Be clear about the results you expect.
- Provide all necessary information that will substantiate your letter.
- Be convincing.
- Determine the right tone for your letter.
- End the letter nicely.

The following letter is an example of a letter written for the purpose of updating the donor partner on the status of project implementation. Go through the letter carefully and observe how the principles written above are applied.

SAMPLE LETTER

7 January 2005

DIR. VIRGILIO V. SALENTE
 Head Secretariat, Joint Portfolio Secretariat
 GOP-UNDP Governance Portfolio

Dear Sir:

We are pleased to submit to you the completion report of the Government Watch (G-Watch) project. The project was completed within the approved budget, but was delayed by a month. The delay was due to the adjustments made in preparation for the public presentation, which was held in line with the Governance Festival.

The six-month activities proceeded as follows:

Activity	Target Completion Date	Actual Completion Date
1. Preparation and MOA Signing	Jun 2004	25 Jun, 2 Jul/ 20 Jul 2004
2. Identification of areas & projects	Jul 2004	6 Jul 2004
3. Preliminary research	Jul 2004	13,19 Jul 2004
4. Field monitoring	Aug 2004	1 st batch: 20-30 Jul 2004 2 nd batch: ongoing
5. Processing and analysis of data	Sep 2004	Oct 2004
6. Agency Presentation	Oct 2004	8 Nov 2004
7. Manual Formulation	Oct-Nov 2004	17 Dec 2004
8. Submission of output	Nov 2004	7 January 2004

The summary of spending from June to November 2004 is as follows:

PTF Support in Peso		Disbursement in Peso	
1 st Tranche	392,000.00	Operations	307,747.49
2 nd Tranche	168,000.00	Salaries	192,000.00
		Adm. overhead	56,647.02
Total	560,000.00	Total	556,394.52
Variance (Total PTF Support – Total Disbursement) = 3,605.48			

In terms of impact, the project promoted good governance by:

- providing information on administrative lapses that lead to ineffective governance and corruption; and
- interfacing concerned stakeholders, namely DSWD, BoC, LGU, NAPC and civil society, for the improvement of the system of disaster relief distribution.

Please see attached document for the detailed accomplishment and financial reports.

We hope you find everything in order. Thank you for supporting the Government Watch project.

Sincerely yours,

REDEMPTO PARAFINA
 G-Watch Coordinator

The body of the letter is carefully organized such that:

The purpose is stated at the onset. (Why the letter is written).

The expected results of writing the letter are laid out, that the slight delay should be properly explained and justified.

All necessary information is provided to substantiate the letter.

Major accomplishments are highlighted.

The letter is ended in the most appropriate way to keep the established relationship with partners and look forward to continued partnerships in the future.

Now, if you want the “quickie” way of communicating to your partners and to the people you work with, you can do it informally. It gives you the best way of constantly updating them about the progress of your projects.

Informal communication is ideal when you want to avoid the hassle of the bureaucratic process. With this kind of communication, instant outcomes are achieved, for example, immediate replies.

Communicating informally needs only the basic communication devices – telephones and mobile phones. It is very convenient to use these devices when you need them most.

Through phone-in conversations, you can

- speak directly to the person who can provide you with the information you need
- discuss matters that require minor decisions
- get immediate responses
- facilitate a real-time conversation as things are clarified in the process

Informal and small-group meetings can also be venues to facilitate informal communication. Meetings achieve the same results to that of phone-in conversations. Of course, for you to be able to set those kinds of meetings, you will have to use your phone to communicate with the people you want to sit down in a meeting with to ask their availability, negotiate for a common and most convenient time, as well as discuss the agenda of the meeting.

Things to Ponder

When you start coordinating with government agencies, you may find yourself facing issues of objectivity and cooptation. This will likely happen when you already have long-standing partnerships. The question remains, how do you separate professional from the personal? What is ethical and what is not?

By default, you should assume that you are objective and there will always be possible attempts to influence you along the way as you do your work.

1. Good sense of discernment is needed to distinguish veiled attempts at bribery from the usual accordance of hospitality. Should you accept invitations for snacks, lunch or dinner? Should you eat when you are offered?
2. Exercise your good judgment. Assess reasonability. If you need anything from government officials and employees, for example, access to necessary documents, should you offer gifts? Is it acceptable to give tokens of appreciation for their cooperation?

Also, beware when coordinating with government agencies, always bear this in mind: You should have a good sense to recognize the possibility that they are accommodating you just to say they are transparent and accountable! Avoid being used by this scheme!

E. Reporting

After you are done coordinating the monitoring process, you are now ready to tell the donor partner, the government agency and the wider public about what you have found. It's time to report the findings from your monitoring. Reporting requires more detailed and in-depth communication as you will be writing formal reports and doing presentations.

It is best if you develop a reporting system that could easily identify what kinds of reports are necessary and for what purpose. You don't need to prepare all the types of reports that you will encounter in this section. It is up to you to decide what are important, according to the needs of your project implementation and/or according to some requirements, especially, from your donor partners.

Please take note of what reports may be necessary at each of the following stages of project implementation:

- During the monitoring: *quick reports* and *quick feedback mechanism* to get real-time updates from the field. Your volunteer monitors give the reports and your task is to consolidate and process them, as these will become sources of data in your future reports. On your end, it requires immediate response and action when certain issues are identified.
- Also, if you want to give updates on your project, or if you are requested to do so, you can write a *status* report, even when you are not yet through with all the monitoring.
- After the monitoring: agency presentation and public presentation are usually done. In preparation for the presentations, a preliminary report in narrative form is prepared to at least prepare for the presentations.
- After Project implementation: a final report to the donor partner, called the terminal report, is usually prepared along with a financial report.

F. Reporting During the Monitoring

The following are the types of reports clustered under this category:

1. Quick report

This report is based on all findings from community monitoring teams and anticipates the submission of real-time information on the progress of the project being monitored and issues that were raised during the monitoring. This report is important because quick reports are consolidated, processed and synthesized during the evaluation stage.

The Quick Feedback Mechanism is a reporting system usually established to enable volunteers and monitors to report and update real-time. Since reporting should be quick and fast, you need to take advantage of technology – mobile phones, internet, and so on. The simplest thing you could do is to disseminate your contact numbers to enable your volunteers to reach you when they need to do so. This will also help you keep in the loop to make immediate and appropriate responses.

In Bayanihang Eskwela, G-Watch launched 'Text-GWatch', a short messaging service interface that enabled citizens to send in short messages to report about the situation in their communities. After receipt, G-Watch forwarded messages to concerned agencies like DPWH and DepED. To make it more interactive, G-Watch generated a generic reply sent to all concerned citizens that reads, "Thank you for your message. G-Watch shall forward it to appropriate authorities."

2. *Status report*

A status report is written when you want to update your partners on the status of your project implementation. This report should be brief, and it should give a clear picture of what has happened, what is happening and what is going to happen.

In writing this report, remember to

- Provide a description of what your project is all about (if needed)
- Track and present the progress of your activities
- Identify all the activities related to your project, identify what projects have already been completed and are yet to be completed and if possible, prepare a table showing target completion dates and actual completion dates
- Provide an explanation about the status of your activities
- Emphasize the major activities that your project team has undertaken (if any)

G. Reporting After the Monitoring

After monitoring and processing, synthesizing, consolidating and evaluating the field reports, you are now ready to write a more comprehensive report and present your findings to your immediate stakeholders that include the donor and government agency partners, as well as the wider public. You are expected to account for what you have undertaken and consequently, your endeavor is of public interest. Moreover, it is necessary to arrange an exclusive presentation to agency officials to sharpen analysis and enable them to examine and respond to your findings, these will be discussed in the next Set.

In the meantime, before the agency and public presentations, a preliminary report is usually prepared.

1. *Preliminary report*

It is up to you how to organize the report, but it should be in narrative form, containing the following:

- An executive summary that presents the overview of the report
- An introduction that usually gives the context behind why you are doing your project
- A discussion on objectives, methodology and scope and limitations
- A discussion on the activities undertaken and outputs delivered to achieve and realize the objectives
- A discussion on the challenges encountered along the way and how they were addressed
- A presentation of general findings, analysis and appropriate recommendations

Tips on Placing Tables and Visuals in Reports

From: Gregorio (2006), *Resourcebook for G-Watch Monitors*.

1. When necessary, reports should place findings in tables, matrices, diagrams, charts and other forms of visual representation.
2. Content of matrices should be concise, consisting of important phrases or key words and not lengthy paragraphs.
3. Tables/matrices, charts and diagrams require textual explanation before and after: before, to introduce its contents and after, to summarize its contents.
4. The tables, figures, and diagrams require a title and should be consecutively numbered.

Basically, the contents of your preliminary report should be translated into a PowerPoint presentation for the purposes of presenting the findings in a concise and simple way.

Presenting in front of agency officials is advantageous on your part, because you can easily get their responses and reactions as well as communicate your message very well. With this, there is room for you to clarify oddities. Needless to say, you don't want to bore them, so as much as possible, design the presentation to make it more interactive; and you can creatively use the PowerPoint to get this task done. The next Set will elaborate more on how you can make use of the PowerPoint presentations to achieve your desired impact.

In other cases, PowerPoint presentations are prepared before writing the report. An added value of this practice is that the PowerPoint usually becomes the basis and structure of the entire report, later on when it is written.

H. Reporting After Project Implementation

Since this is the last stage of your project, the report that you need to prepare is the terminal report. The terminal report is a final report presenting *everything* that happened during your project implementation.

1. Terminal report

The terminal report is written to account for all expected deliverables of your project. Again, it is up to you how to organize your report, but basically, in writing a monitoring report, you have to–

- provide an executive summary that will present the overview of your report;
- have an introduction that tells the context why you conducted your project;
- describe the challenges you encountered and how you were able to address them;
- enumerate all the activities you have undertaken from preparation to the actual execution;
- evaluate your project, if necessary;
- assess whether you have achieved your desired effects;
- present the responses of the government agencies from the agency presentation;
- present major breakthroughs (i.e., institutionalization);
- identify the next steps; and,
- use pictures if necessary to visually aid the reader

The financial report comes with the terminal report, which accounts for all the expenses incurred during your project implementation.

2. *Financial report*

Your financial reporting will greatly depend upon the requirements of your donor partner. More often than not, different donor partners have their different requirements for financial reporting. It is best to coordinate with your donor partner regarding what kind of financial reporting it requires. Usually, you always follow the financial guidelines of your donor partner.

At the start of the project or when you submit a project proposal, you are asked to submit or include a budget proposal. At this point, you need to factor in all of your expected expenses because, once approved, this will eventually guide you in your spending pattern – it will tell you what you can or cannot afford to spend.

It is helpful to record your expenses after every activity. This is a more organized way of managing your finances as it is easier to keep track how much amount of money is spent after an activity. In an activity, you are likely to incur the following expenses:

- **Travel Expenses:** includes air and land travel
- **Lodging and Boarding:** includes food and venue as well as the accommodation of participants attending your activity
- **Honoraria for resource persons and other personnel**
- **General Expenses:** include supplies, communication, photocopying, travel allowances and other related and allowed expenses

Also, your donor partner will likely provide you with financial reporting forms and templates, so you just need to accomplish them based on all the actual expenses that you have recorded.

I. Recap

This Set taught you the following:

- The basics of communication;
- Designing your coordination plan, specifically in a community-based monitoring; and
- Preparing your reports.

SET 8. POST-MONITORING ACTIVITIES

You have now finished your study and implemented the actions you needed to achieve your objectives. At this point, you have achieved what you wanted, which is to monitor but what happens next?

A. Sharing Session

When the monitors convene to discuss what they have finally observed, this is where all issues emerge. A sharing session attended exclusively by the CSOs to share their experiences and extract the emerging issues. The monitors may be outsourced researchers, similar to the COMELEC Budget Watch, and volunteers such as those in PRO or the G-Watch Team tracking the DSWD disaster relief goods.

Because the format of a sharing session is ideally informal and relaxed, the participants should feel that they can speak without fear of being misinterpreted, rejected or insulted. Each session must have a relaxed atmosphere, free from distractions for reflection.

First, brief the monitors as to what will happen in the sharing session. The monitors should bring their field notes and observations to help them in the session. A program sent to them in advance will help them determine their personal observations about the project, item or process that they monitored.

A sample program from the PRO is found below:

Sharing Session

14 December 2008 (Sunday) | 9:00 a.m. – 5:00 p.m.

Gems Hotel and Conference Center, Circumferential Road, Antipolo City

7:30 – 8:00am	Assembly Time <i>(Assembly place: Ateneo School of Government, Pacifico Ortiz Hall, S Development Complex, Ateneo de Manila University, Loyola Heights, zon City)</i>
8:00 – 9:00am	Travel to the venue
9:00 – 9:30am	Arrival at the venue Billeting
9:30 – 10:00am	Opening AM Snacks
10:00am – 12:00nn	Sharing of Experiences <ul style="list-style-type: none"> • On the Bid Procedures <ul style="list-style-type: none"> - Pre-procurement, pre-bid, bid opening, post qualification • On the Coordination Set-up <ul style="list-style-type: none"> - Coordination among CSOs - Coordination with DepED • On the Capacity of CSO Observers <ul style="list-style-type: none"> - Preparedness - Use of tools
12:00nn – 1:30pm	Lunch Break
1:30 – 3:00pm	Workshop Identifying the: <ul style="list-style-type: none"> • Strengths and Meritorious Practices of DepED in its Proc

	ment Processes
	• Issues, Problems and Challenges in CSO Procurement Monitoring
3:00 – 4:30pm	Plenary Presentation of Workshop Results PM Snacks Closing
4:30 – 6:00pm	Free Time
6:00 – onwards	Dinner Solidarity Night

Icebreakers help in attaining a relaxed, personal atmosphere that you would like to achieve. Physically energizing team building or getting-to-know activities may encourage them to communicate with their co-monitors and share personal feelings and opinions. Icebreakers work best in groups of ten or more monitors.

Some reminders in conducting a sharing session:

1. A Focus Group Discussion (FGD) is the most effective manner of conducting a sharing session. Gather them in batches of 3-5 organizations or 8-10 individuals to make the sessions shorter and the individuals more participative. It is also important to make the environment conducive to sharing by making them feel comfortable and their opinions welcome.
2. Create a table of what you want to hear from them. What are the questions you want them to answer? What should they think about during the session? It is important to lay down what you want to know, rather than coming to the session unprepared.
3. Once the sharing starts, type in the answers in the table of questions/criteria you created. It helps when the participants can see the table as you collate the data. This way they also know what they are forgetting.
4. Make room for follow up questions and additional comments.
Email them the completed table to make sure that everybody gives his/her consent for the publication of the findings.

B. Problem-Solving Session: Making the Decision-Makers Responsive

After the sharing session, you need to talk to your partner agency for a problem-solving session. Your partner agency is your equal in this project and a problem solving session builds trust between your organization and the agency you are monitoring. The main objective of this session is to share the results of your project, the emerging issues from the sharing session of the monitors, and look at how to address these issues *together*. The partnership between you and the agency is crucial, because this helps them realize the value of your study and how they can improve in the areas you identified. How the agency commits to addressing your issues is your primary success indicator.

It is vital to the success of the problem solving session that the decision makers themselves attend the event, and not just representatives. You will need someone who can commit to implement the solutions to the problems and be accountable for it. Representatives of the decision makers do not have the proper authority to make that commitment.

IMPORTANT: When there are conflicts in the relationship dynamics between you and the agency, or if there is no memorandum of agreement between you and the agency, it

is better to call this session a “dialogue” or a “consultation.” Though certainly, an agency who would not want to partner with you would not want to solve problems with you, but they would consider if you package it in a way that *you* need their help – by saying that you are consulting them for matters that they know.

The objectives of the problem solving session are as follows:

- To present the findings of the monitoring program
- To identify the solutions, together with the stakeholders and the decision makers
- To get the commitment of the decision makers to implement the solutions

Do's and Don'ts in Problem Solving Sessions with Decision-Makers

- DO remember to include the findings in your sharing session. It helps when the agency sees the point of view of the monitors themselves.
- DO begin the session with the primary objective of cooperating with the agency. Remember that you are not there to merely point out their problems, but to give them solutions. If you are presenting adverse findings, it makes them feel as if they are not doing their jobs, and makes them defensive. Keep them from turning on their defense mechanisms by initiating them into finding solutions and not point fingers.
- DO open your mind to what they say. Many times, what they say are not merely excuses, but factual limitations they have as agencies. It helps if you listen to what they say instead of dismissing them as excuses they can deal with.
- DON'T blame them. Many times, members of civil society organizations are full of angst when they communicate with the agency. They forget that they are there to solve the problems together. Blaming and pointing do not solve the problem. Resist the temptation to be bitter and just state the facts.

When the decision-makers are convinced that you are not merely lambasting them or looking for someone to blame, it opens up the possibility of committing themselves in realizing the proposed avenues of improvement. Never conclude the session without getting an agreement between you and the decision-makers to try to solve the problems at hand. Commitment to the issue is the main point of a problem-solving session. Failing to get a commitment from the agency may lead to your project's failure.

The problem-solving session can make or break your project, which is why it is important to plan to every little detail of it. The efforts you need to make may be enormous, but taking it piece by piece can reduce the enormity of the preparation. Let's start with your presentation.

C. Preparing the Visual Presentation

The most common way of presenting your results visually is by Powerpoint, where you can use text, graphics, charts and tables to present your findings. However, the tendency of using Powerpoint presentations is to cut important portions of the written report and paste it on the slide. This misses the entire point of having a “visual presentation”. Make your report visually appealing by not filling it with text.

First, always remember the purpose of the problem solving session. No matter how adverse your findings may be, resist the temptation to write them the way they are. Keep

in mind that it is the decision makers you are reporting to. If you were in their position, would you want to go to a session that says you are not doing your job properly?

You should not be biased about your findings. Your partner agency may be your equal, but remember also the objectives of your monitoring program. Be constructive in your language, because the main objective is to arrive to a solution. So while keeping things positive, also keep it factual.

The Most Common Misconceptions in Making Visual Presentations

1. Black text on a white background is easiest to read.

Imagine yourself watching TV where the screen is white all the time. Five minutes like this will hurt your eyes and make you squint. You don't want the agency personnel to look at you as if it hurts them to see you in front. Also, If you use white, the tendency is for your presentation to blend in with the lights, so that you will need to turn off the house lights for people to see your presentation. When the lights are off, the people do not see you anymore, and you are reduced to a voice in the darkness that supports the Powerpoint. Again, the situation should be the other way around: the Powerpoint supports YOU.

Treat your Powerpoint as if it is a television screen. You do not want to read on TV—you want to see images, movement and graphics.

2. Animations do not matter as much and they make your report "less serious."

While the people you are presenting your Powerpoint to might be the highest-ranking officials in a particular government agency, that does not mean they do not want to be entertained. Text or image movement, even excerpt videos, may actually help you in keeping their attention. While it is important also to not overdo your animations lest your presentation might look like a mockery of your research, make sure you sprinkle in a little movement for it helps liven up your report.

3. Just copy the main points of your report and you are good.

Even if you just copy the main points and report orally the details, this will still make you and your audience merely read your presentation. When a slide full of text (even summarized points) shows up, the tendency is for you to read it, nobody wants a presenter who just repeats what the slide says.

The best thing to do is to think of two- or three-word phrases that will summarize your discussion of that slide, and put a picture that goes well with it. For example, if you would like to discuss whether there is transparency in procurement bidding, you can simply put "Bidding - transparent?" as a title slide and a political cartoon that signifies bidding.

4. Your Powerpoint should not just be your guide to the presentation.

In your attempt not to forget anything, you put everything in your report making you read through the whole presentation. Instead of doing this, use cue cards with a detailed discussion in outline form so you are aware of the progress of your presentation. It is also handy to print a copy of your Powerpoint so you know the contents of each slide and what comes next.

Another important thing is to keep the presentation as short as possible. If the monitoring program took months to complete, thirty minutes might not be enough to tell it all however keep in mind that high-ranking officials have other things to attend to and they would like to speak more than listen.

The presentation is not about you, and the audience would probably look more at the screen than you but do not give them the impression that you are not too serious about the project. Below is a list that should guide you as to how you must to look like during the presentation.

Appropriate	Inappropriate
<ul style="list-style-type: none"> • Formal clothing • Long-sleeved shirts • Collared shirts • Slacks or pencil-cut skirts • Leather shoes or heels 	<ul style="list-style-type: none"> • Jeans • Slippers (aka “flip-flops”) • Round-neck T-shirts • Undershirts • Low necklines, spaghetti straps or mini-skirts

Lastly, remember to send your presentation before the session to your partner agency, especially to the decision makers themselves, to give them time to prepare their reactions. Make sure they have time to formulate their explanations or responses.

D. Presenting Your Results

Now that you are ready with your presentation, it is time to go to the event itself. There have been instances with G-Watch that the problem solving session was scheduled immediately after the sharing session with the monitors. However, you can also schedule it separately. Below is the program of PRO, which happened immediately after the sharing session in the same venue.

Sample Program of the Problem Solving Session PROtect PROcurement PROject G-Watch and the Department of Education	
Consultation Session 15 December 2008 (Monday) 10:00 a.m. - 12:30 p.m. Gems Hotel and Conference Center, Circumferential Road, Antipolo City	
10:00 – 10:10am	Objectives-Setting and Leveling-off on Expectations
10:10 – 10:15am	Introduction of PRO
10:15 – 10:30am	Presentation of CSO Observers’ Feedback <ul style="list-style-type: none"> • Strengths and Meritorious Practices of DepED in the Observed Procurement Processes • Issues, Problems and Challenges Encountered
10:30 – 11:00am	Response from DepED Responses from other concerned agencies
11:00 – 11:30am	<ul style="list-style-type: none"> • Government Procurement Policy Board • Office of the Ombudsman • Commission on Audit
11:30am – 12:30pm	Question and Answer Closing
12:30 – 1:30pm	Lunch Check-out and Departure

Give time for the partner agency to respond to the emerging issues that were presented. You can also invite other concerned agencies and stakeholders that you think would like to hear and react to the issues, and who can make their own commitments in addressing the issues.

Your objective is to set the maximum commitment from your partner agency and other concerned stakeholders that you want to achieve. But of course, there will be times when you won't agree with each other. How do you address this situation?

First, remember that you are in a session with two different sides: that of the monitor and those who are monitored. When there is a conflict, you expect that one side will win and the other will lose. However, if you take a look at the diagram below, you can see that it is actually possible for you to both win an argument.

THEM	YOU	
	Win	Lose
Win	Win-Win	Lose-Win
Lose	Win-Lose	Lose-Lose

A win-win situation does not always happen, but if both sides believe that this should be the case, then most likely it will. Stephen Covey, in his book *The 7 Habits of Highly Effective People*, said that thinking win-win is an attitude toward life or a mental frame of mind that says "I can win, and so can you. It's not me or you. It's both of us."

It makes the process of negotiation much easier if the people pursue interests and not positions. It also helps when people suggest options first, and writes them down before finally deciding on one. Sometimes, these options can be blended so they can mesh well together. This way, the people who suggested it are satisfied with the result of the synergy.

Negotiating is not a difficult process, although you may need some practice. It is always better to keep a fresh and open mind and hear out the other side before making a decision.

Lastly, an open forum may really help you determine some relevant issues which are not directly related.

E. Public Presentation: When and When Not to Include the Public in the Scene

After your sharing and problem-solving sessions, you may share your results to the general public. This may include the same stakeholders and decision-makers who have attended your previous sessions, as well as the media, other CSOs, concerned individuals and politicians. Inviting the media is not a requirement for your program; in fact, G-Watch has not invited any media personnel to the public presentations, for reasons such as:

- Issue sensitivity
- As requested by funding facility or by partner agency
- Incomplete findings or data gaps that may cause misinterpretation of findings
- Not applicable or appropriate to the project rationale and objectives

However, when you do decide that the media is necessary to complete your program, you may need to consider the following:

- Marketing the event
- Inviting media people

- Simplify
- Give them souvenirs
- Post-event media advisory

F. Marketing the Event

Remember, your target audience does not have direct involvement or stakes on your program, so it may be necessary to market your public presentation as something “fit for public consumption.” Marketing is not just about telling people that your event is taking place and hoping they will come. Good marketing will enable you to communicate with people who are interested in what you are doing. This will enable them to feel confident in your activity and provide valid and precious inputs to the discussion.

Some tips on marketing:

1. Package your event according to your target audience

Different audiences are attracted differently, so be sure you know how to attract them. You can determine this by looking at their main concerns, the things they do most in their lives. A program on voting and election monitoring attracts the general public especially the first-time voters. The youth are especially interested in education and are also most active in educational advocacies, so when your program is relevant to their concerns, you may want to lighten up your package to target a more youthful audience. The labor sector almost cuts across all adults, so it may need a more mature approach, maybe even to tackle labor rights. Specific sectors have their own advocacies, so you can package your event according to their advocacies.

If you have the time and resources, conceptualizing different packages for your program is the best way to get to your intended audience. This does not mean making major overhauls in each package. You may simply differ in the title or carrying slogan, depending on who you intend to invite to your presentation.

2. Determine the best communication vehicles

If you are targeting a youth audience, print advertisements such as posters and flyers in colleges and universities may be one of your avenues for communication. However, these cost a lot, and if your organization does not have the funds for marketing and promotion, the best way is to simply put your ad up on the Internet and email it to as many groups as you can. The Internet is one of the best ways to share information, so never forget to use this tool.

These are some tools you can also consider:

- Sending letters of invitations directly to organization heads
- Creating a free webpage about your event and send links to your networks
- Attend events similar or relevant to your program and make yourself known in the circle
- Producing video presentations or short clips and posting them on free video-hosting websites
- Posting advertisements in newspapers
- Sending press releases

3. *Determine your time constraints and quantity requirements*

If you want to invite specific individuals or representatives, it is best to send letters to them directly at least two weeks in advance. This way, they have time to organize their schedules to fit in your event. Sometimes, you may need to send invitations a month before, especially for top managers and bureaucrats.

In sending letters, contact the office first and speak to a secretary or a receptionist to determine which way of sending will most likely receive a response. You may send invitations by fax, email or by messenger service, depending on which they prefer.

For print advertisements such as posters, you may distribute the first batch two weeks before the event so that people will be aware of the event, and the second batch about three to five days before, so you can be sure that they won't be removed. For newspapers, three to five days before the event should be enough to inform any interested parties.

You can send as many emails as you want, but be careful of flooding other people's email accounts. In cyberspace, you can earn a reputation for being so persistent that when people see your name in their inbox, they might just ignore anything that comes from you. Worse, they could automatically redirect your emails to their spam folders. Take care of your cyber reputation and do not flood people with daily numerous emails.

4. *Emphasis on what is attention-worthy*

Take a look at the attributes below and determine whether your event has them. Usually, this is what captures the attention of the general public or your target audience.

- Timeliness?
- Proximity? (happening locally, or involving local people)
- Prominence?
- Impact (major effect on a large number of people)?
- Magnitude (large number of people involved)?
- Conflict?
- Human interest?
- Potential for good visuals?

5. *Keep on talking about the event*

Lastly, nothing beats the power of the word of mouth. Talking about it with other people makes the word spread around, and people who listen become interested when many people talk. Sometimes, being a tattletale will do well with your work.

G. Inviting Media Personnel

This is a very crucial question to your study. Should the media be invited? As said before, G-Watch prefers that media personnel not be invited to the public presentations, although they are welcome if they desire to come. In one instance, the media came uninvited having chanced upon the public presentation. In other G-Watch activities, the attendance of a high-ranking official was a magnet for the media; in another, the staff of the high-ranking official invited the media.

Creating a Media Advisory Template

1. Place your company's logo at the top of the page then drop down two lines.
2. Type in all caps: FOR IMMEDIATE RELEASE. Drop down to the next line.
3. Type the date, then drop to the next line.
4. Type your contact information, including your name, email address and phone number. Drop down two lines.
5. Type in all caps: MEDIA ADVISORY. Bold and center this text then drop down two lines.
6. Create a boilerplate at the bottom of the release. This is a short statement of facts about your organization, generally not longer than three or four lines of text.

Write the Advisory Text

1. Create a brief headline that describes the event. Center the headline in bold two lines below the "MEDIA ADVISORY" text.
2. Write two or three short paragraphs describing the event. The first paragraph needs to capture the reporter's attention, so make sure your lead is descriptive and catchy.
3. Create a section at the end with a line for each of the following categories: who, what, why and when. Each category name should be bold and in all caps with the corresponding information typed normally.

Send the Advisory to the Reporter

1. Send the advisory via email if at all possible, but fax is acceptable as well.
2. Follow up with the reporter before the day of the event to see if he/she is planning to cover it.

Source: www.ehow.com

If you and your partner agency do decide that you would like the media to be invited, then the following tips might help you. It is good if your organization is already affiliated with media companies or personnel, but establishing media networks may be difficult at first. One of the things that you need to write is a media advisory that you will send to all media groups and personnel to inform them of your event.

1. *Considerations*

- Physical location of media members if they attend
- Whether to set aside time for reporters to talk with you or your speaker
- Whether media interviews should be done in a news conference or in one-on-one interviews
- Location of cameras during the event
- What backdrop can be used or created to help identify your unit and the campus

2. *Simplify*

Remember that the general public is not used to whatever jargon you used during your study or while conducting research, so make it as simple as possible. Avoid using terminologies that are only familiar to people who are directly involved in your program. Think of an audience who knows nothing about your presentation. Never assume that they know it. It is better sometimes to over-inform than leave out details.

3. *Give them souvenirs (“take aways”)*

This actually does not mean giving out gifts, although sometimes it helps promote the event when you give out pens, notepads or little tokens from your funding facility. However, what is essential is to give them reading materials or handouts that they can utilize during the presentation and keep after for further reference. It is important therefore to print copies of your presentation and photocopy all other essential reading materials and provide them with handouts during the event.

4. *Post-event media advisory*

If the media releases are not out by the end of the next day after your conference, it is better to send them with a post-event media advisory that will summarize what happened during the presentation. This will take form of the media advisory template earlier discussed, only in past tense. This not only reminds the reporter to write the article, but it can also help him/her decide on which facts to write or report.

H. Evaluation Workshop: The Power of Evaluation

It was probably mentioned throughout this guidebook that the G-Watch team experienced a success story in the process of evaluation. Textbook Walk was a result of a serious problem solving discussion among the stakeholders, G-Watch and the decision makers. It was apparent that it was not enough to make sure that the money was going absolutely to the procurement of textbooks. It was also important to make sure the textbooks go to where they should go, and not rot away in stockrooms for termites.

Many professionals in the field of project management and development continue to disregard the process of evaluation, thinking that it is a waste of time and energy, and lessons may be learned through merely remembering what happened and why. However, evaluation is not simply a matter of enumerating what happened but analyzing why it happened and what should be done about it. It helps to know what you did great and what you did wrong. It is also important to view this as the end of the project itself, and not simply as an additional step. The viewpoint should be that the project has not yet ended without the evaluation.

It also determines the future of follow up projects. When you know what happened the last time and analyzed what you can do about it after, this will reflect in how you develop your next projects. Textbook Walk was the result of an analytic evaluation of Textbook Count. By producing your own program, you also produce more data gaps, which are not always bad. Sometimes, data gaps are necessary to make way for more projects that you may want to do.

Keep in mind that there are findings you can't see on preliminary research and even in the conclusion. Do not forget that the evaluation sessions may do the matter of “good” and “great” in your program.

1. *Why self-help is not as overrated as it seems*

At the end of the project, it is important to have an assessment of the project as a whole. This is where you realize how successful the project was. Most project evaluations are done by the organizers only, but G-Watch has always invited the partner agency and the stakeholders to give their testimonies as to how the project went. For example, in Textbook Count, not only did high-ranking officials from the DepEd gave their messages, but school principals, school employees and even representatives from the Parents-

Teachers Associations of the schools attended the evaluation. By using this manner of evaluation, you can be certain that the evaluation is fair and unbiased because you have seen different sides from different opinions. It is best if they say that the project encouraged some innovative changes, but also make sure you get their constructive criticisms as to how to make the project better. This is why there should be a discussion among the evaluators on the issues, concerns and recommendations for the project.

There are many frameworks for assessment. G-Watch has utilized at least two frameworks:

- SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats). This is a framework of assessment where the strengths and weaknesses (internal factors); and opportunities and threats (external factors) of a project are identified.
- Appreciative Inquiry. This is an alternative method of assessment where instead of taking-off with the issues and problems, the evaluation starts with how the different stakeholders envisioned the project and the milestone of the project so far; before we identify what else can be done to improve it.

Some of the critical areas about the project that you may want to evaluate are:

- Realization of Objectives;
- Coordination and Communication;
- Logistical and Technical Aspect of the Project;
- Management of the Project.

2. *Team evaluation*

It also pays to have an internal evaluation among team members. You may use both quantitative and qualitative methods. In using a quantitative method, it will be better to create a set of criteria to help you with your assessment, and then create a grading system where the team can quantify their evaluation. After quantifying data, discuss with the team on the quantified averages and determine why the grade appeared as such. What could be the reasons why team performance received a low grade? This could be the qualitative evaluation of the team.

3. *Sample evaluation form*

Place a check mark on the box that you think best answers the questions below.

Rating:

SD – Strongly Disagree

D – Disagree

N – Neutral

A – Agree

SA – Strongly Agree

	SD	D	N	A	SA
Realization of Objectives					
1. The objectives conceptualized in the proposal were all attained.					
2. The objectives were attainable at the given time and resources of the project.					
3. The methods and implementation of the project were appropriate to meet the objectives.					
Reactions of Stakeholders					
1. The project achieved highly satisfactory and positive remarks from the stakeholders.					
2. From the beginning, it was clear to the team who the stakeholders of the project are.					
3. Communication with the stakeholders helped the team attain the objectives of the project.					
4. The stakeholders would like to be involved again in case the project continues.					
5. The team received highly satisfactory and positive remarks from the stakeholders.					
Agency Partnership					
1. The project succeeded because of the close partnership between the team and the agency.					
2. The project paved the way for future communications and cooperation between the team and the agency.					
3. The agency gave highly satisfactory and positive remarks about the team.					
4. The agency gave highly satisfactory and positive remarks about the project.					
5. The agency would like to partner with the team again.					
6. The agency learned a lot from the project and committed to improve their systems and processes.					
Logistical Arrangements					
1. The events were scheduled on an appropriate time, venue and date.					
2. The project went on smoothly that there were no logistical problems encountered by the team.					
3. The partner agency and stakeholders reacted positively to the logistical arrangements of the project.					
Team Performance					
1. All individuals cooperated and worked efficiently for the team.					
2. All the tasks and assignments were divided equally among members.					
3. All the tasks and assignments were performed satisfactorily by the team members.					
4. The team members helped each other as needed.					
5. All the issues encountered by the team were resolved.					

It is better to customize an evaluation form specific to your project.

I. Recap

This has guided you in undertaking four (4) post-monitoring activities, namely:

- Sharing Session, a process exclusive with civil society monitors to share their experience and identify emerging issues;

- Problem-Solving Session, when the result of the monitoring is presented to the decision-makers to identify possible solution and course of action to issues and problems identified;
- Public Presentation, where the monitoring results as well as the agreed upon courses of action to address the issues and problems that emerged in the course of project implementation are presented before the public; and,
- Evaluation Workshop, where the management, accomplishment and limitations of the project are assessed.