

MONITORING INFRASTRUCTURE

A Guide Based on the Experience of
*Tambayayong sa Infrastrakturang
Paglambo sa Southern Leyte*



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Government Watch (G-Watch) Program
of the Ateneo School of Government (ASoG)
with support from the European Commission

Monitoring Infrastructure Projects

A Guide Based on the Experience of

Tambayayong sa Infrastrakturang Paglambo sa Southern Leyte (TIP-SL)

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Government Watch (G-Watch) is the pioneering social accountability program of ASoG that aims to contribute to the strengthening of the bureaucracy through systems improvement and the enhancement of transparency and accountability facilitated by citizen-government engagement in performance monitoring.

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Introduction



Background

“Monitoring the services delivered by the government need not be hard for citizens.”
This is the selling point of the Government Watch (G-Watch) of the Ateneo School of Government.

In 2010, G-Watch set out to apply to the local level the experiences gained from constructively engaging with national government agencies. Supported by the European Commission, the localization project aimed to improve the service delivery of local government units (LGUs) using the social accountability model of G-Watch.

The G-Watch SAc model is epitomized by governments and citizens working harmoniously together. Monitoring is done through an easy-to-use tool that runs through the implementation of a service. The hard data gathered is used to prevent and preempt cases of non-compliance.

An effective monitoring initiative should be systematic but simple so it can be used by citizen groups. This manual hopes to illustrate how this can be done. It is based on the pilot implementation of the local G-Watch monitoring of infrastructure services in the province of Southern Leyte. The program, called *Tambayayong sa Infrastrukturang Paglambo sa Southern Leyte* or *TIP SL*, is the coming together of different citizen groups, mostly the youth – to ensure that infrastructure projects of the province are built according to need and standards.

The stakeholders of *TIP SL* chose to monitor infrastructure for three reasons. First, they needed to ensure the quality of infrastructure projects in light of the province's disaster profile. Southern Leyte, being a disaster-prone area, has been at the receiving end of natural disasters, and any new infrastructure project should take this into consideration. Second, infrastructure was one of the big budget items of the LGU. Lastly, it was at the fore of the LGU's priorities.

A locality does not need the same background as Southern Leyte. Any citizen group can try to work with their local government to monitor infrastructure projects, since it is such a vital part of development. Citizens are assured high quality, cost-efficient programs procured in the most transparent way when they engage in monitoring. Citizens also become capable claim-makers, while LGUs exercise accountability. This is the beauty

of constructive engagement in performance monitoring.

During the pilot in Southern Leyte, mechanisms for citizen participation were present but not maximized. For instance, the Provincial Development Council, the Bids and Awards Committee and the Project Monitoring Committee, all existed but the participation of civil society organizations in these bodies was limited. Through *TIP SL*, it was hoped that organizations in Southern Leyte would start to maximize available mechanisms when engaging with the LGU.

A Little Bit on G-Watch

G-Watch is a social accountability (SAc) program that promotes and strengthens transparency and accountability towards effective governance through the constructive engagement of citizen organizations and government in performance monitoring

The G-Watch social accountability approach has the following features:

Joint Citizen-Government Monitoring

The first feature of the G-Watch model is done through joint citizen-government monitoring. As a joint effort, government, citizens and civil society organizations agree on common goals, deliverables and commitments. Together they establish the performance monitoring system.

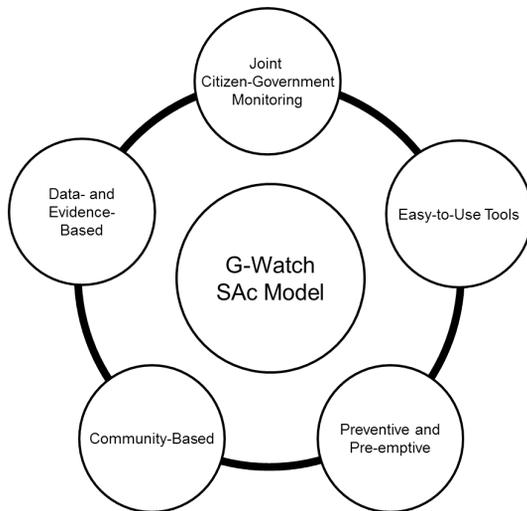


Figure 1. G-Watch SAc Features

effective and efficient. G-Watch is also designed to identify what did not work based on a normative processes. This then provides a feedback mechanism for corrective measure.

Community Participation/Community-based

The fourth feature of the G-Watch model is that it mobilizes communities, community representatives and grassroots sectors, usually the direct beneficiaries of government's goods and services. This enables citizens to participate in the workings of government, understand how the service is being delivered and ensure their government's good performance. G-Watch empowers citizens to promote and culturally institutionalize participation in governance.

Easy-to-use tools

The G-Watch approach entails the use of simple and easy-to-use tools so an ordinary citizen can participate. Citizens observe standards and record answers through a simple scorecard/checklist.

Preventive and Pre-Emptive

Quantifiable, measurable and observable standards and performance targets are used as the basis for monitoring. During actual monitoring, the tool ensures that there is compliance to standards thus preventing abuse. Because there is compliance to standards, the service delivery is more

Data- and Evidence-based

Lastly, the G-Watch model is data and evidence-based. It ensures that the monitoring done was objective. It generates hard data and evidence that serve as a basis for recommendations for the improvement of the service delivery being monitored.

Some Considerations

Since this manual is based on *Tambayayong sa Infrastrukturang Paglambo sa Southern Leyte* and was designed specifically by studying Southern Leyte, some notes may not apply to all local contexts. Take particular care of the following:

- ✓ **Level of the LGU.** This manual shows how the project was successfully implemented in the province of Southern Leyte. Implementation of this monitoring project at the municipal or city level entails engaging other sets of stakeholders. There are differences in the administrative setup of different levels of LGUs. Priorities of provinces and other levels of local governments are also different. The level of spending on infrastructure also varies. At times, infrastructure projects within a locality may be implemented by other bodies other than the LGU. For example, national roads are implemented by the Department of Public Works and Highways. Remember, the end-users and/or implementers of the infrastructure projects to be covered in the monitoring should be engaged.
- ✓ **Difference in LGU-CSO dynamics.** *TIP SL* was implemented in an atmosphere of great distrust between the administration and its opponents. While natural at the onset, it has kept constituents from engaging in governance because it could get them entangled in the rift between local politicians. The existing CSO-LGU relationship and the political atmosphere in other localities might be different. Thus, it pays to study the political dynamics in the locality before implementing this project.
- ✓ **Funding source of projects to be monitored.** The infrastructure projects covered in the pilot monitoring of *TIP SL* were implemented by the Provincial Local Government Unit. Funds were also coursed through it. Some funds came from the 20% Economic Development Fund while others were from or given as grants by external sources.



Take the following activities into consideration before starting the project:

Rapid Field Appraisal. *This is a stakeholders mapping instrument that determines the political acceptability of the project to the LGU and local CSOs.*

Rapid Capacity Assessment. *Also called RCA, this is undertaken to baseline the capacity of the LGU in terms of good governance, social accountability, constructive engagement and performance monitoring.*

Standards Mapping. *This is undertaken to check on standards available for a particular service delivery.*

With this in mind, a *rapid field appraisal, rapid capacity assessment, and standards mapping* may have to be conducted to make sure that the monitoring project is implemented more effectively. The G-Watch Localization Manual offers a detailed discussion in conducting a Rapid Field Appraisal (RFA) and a Rapid Capacity Assessment (RCA) research. An overview of the monitoring design is discussed in the next section.

TIP SL: Project Profile

Tambayayong sa Infrastrukturang Paglambo sa Southern Leyte (TIP SL) can be roughly translated to “collective action for progress in Southern Leyte’s infrastructure.”

TIPL SL aimed to enhance transparency and ensure accountability in the delivery of Southern Leyte’s infrastructure services. In light of the province’s disaster profile, infrastructure projects needed to be compliant with disaster preparedness standards. *TIP SL* ensured that these standards were followed. The monitoring initiative also enabled the community and the general public to participate more in the identification, planning, procurement and implementation of infrastructure projects.

Specifically, the monitoring project aimed to pilot test an easy-to-use monitoring tool for



both vertical and horizontal infrastructure. It likewise aimed to capacitate monitors in the conduct of the monitoring through a briefing-orientation. Furthermore, *TIP SL* took as a specific objective the conduct of a joint processing of monitoring results and identification of issues and problems in an effort to improve the delivery of Southern Leyte’s infrastructure services. From these identified issues and problems, the pilot of *TIP SL* hoped to have stakeholders agree on proposed solutions and actions and use the

results and recommendations thereafter to inform the planning for the next year.

TIP SL had the following components:

- 1) Project Identification and Pre-Engineering – the stage when the LGU plans on and approves the infrastructure project and conducts the pre-engineering survey.
- 2) Procurement – the part of the service delivery when the LGU, through the Bids and Awards Committee, awards the infrastructure project to eligible suppliers.
- 3) Construction – upon issuance of the Notice to Proceed, actual construction proceeds until the structure is complete and ready for turn over to the end-user.

- 4) Post-Construction – prior to final acceptance and full payment, the LGU conducts an inspection to determine compliance of the completed structure to the specifications stated in the Program of Work.

The corresponding goal of each component is shown in Figure 2.

These components also became the major parts of the monitoring tool. The monitoring tool used in the actual monitoring is further discussed in the succeeding sections of this manual.

Figure 3 shows the flow of activities of *TIP SL*. These activities will be discussed in detail in the succeeding chapters.

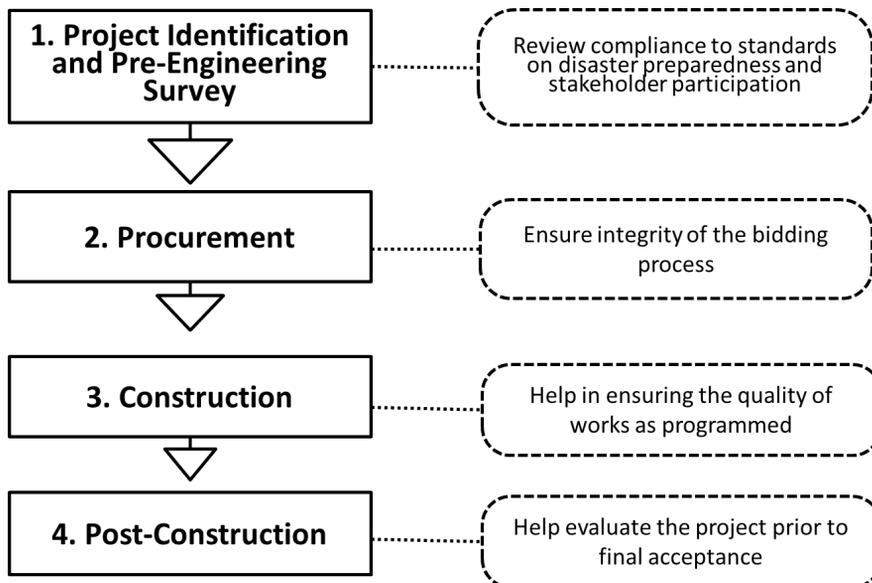


Figure 2. Components and Goals of TIP SL

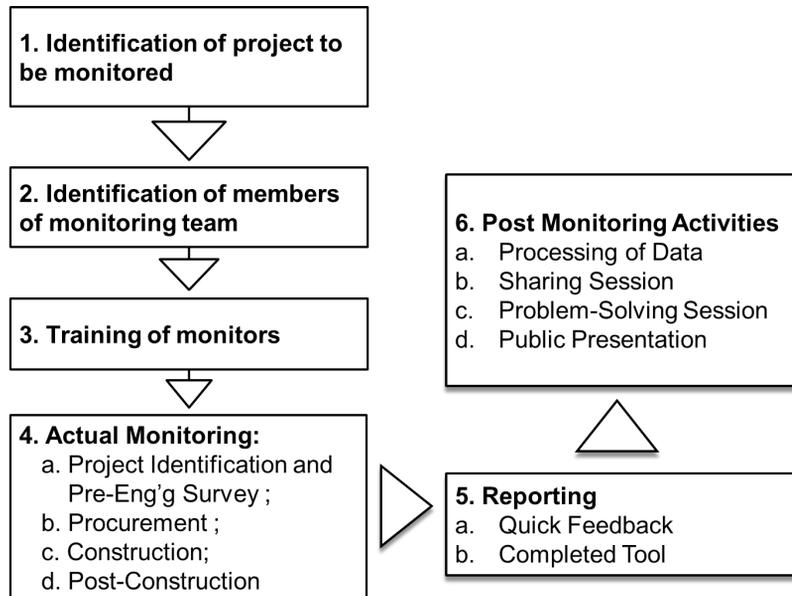


Figure 3. The Flow of Activities of TIP SL

Monitoring Infrastructure

Dear Reader,

This part of the manual spells out the necessary steps to be undertaken when establishing a monitoring initiative for infrastructure projects.

Here are the major steps needed:

- 1) Create partnerships;
- 2) Form and capacitate the Core Group;
- 3) Set up and train your monitoring team/s;
- 4) Use the monitoring tool;
- 5) Conduct actual monitoring;
- 6) Conduct post-monitoring activities; and
- 7) Sustain the monitoring project.

Creating partnerships means scanning your environment for possible partners and starting an agreement with them. Forming and capacitating your Core Group involves assembling the most committed partners, making them responsible for steering the monitoring initiative and capacitating them on the basics of G-Watch monitoring.

Monitors are at the core of your G-Watch work thus setting up and training them is at the heart of your monitoring initiative. To become effective, you need to mobilize and train the monitors on essential SAC knowledge and tools. A simple monitoring tool will allow monitors to easily conduct the

actual monitoring, no matter how technical infrastructure may seem to be.

When all the data is gathered from the actual monitoring, proceed with the post-monitoring activities. These include processing the data, a sharing session, a problem-solving session

and a public presentation. Any worthwhile undertaking, like your G-Watch monitoring, needs to be sustained to achieve long-term impact. This is the last step of G-Watch monitoring.

Some Symbols That Might Help

As you flip through the pages of this guide, you will notice some helpful symbols. Look out for:



This is the remember symbol. When you see this symbol, take it as a signal to pay extra attention and memorize some key words. We even encourage you to take down some notes.



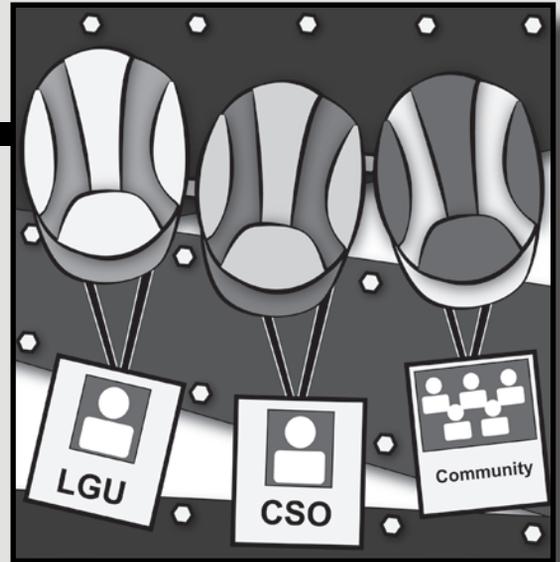
This is the tip symbol. This tells you to watch out for some tricks of the trade, shortcuts and helpful hints.



This is the story symbol. This manual is based on the pilot-testing experience of a joint citizen-government monitoring initiative of Southern Leyte. This symbol highlights anecdotes from the project that will enhance your knowledge in monitoring the infrastructure projects of your local government unit.

Chapter 1

Create Partnerships with Stakeholders



Identify Stakeholders

There are a number of key people you need to consider when monitoring the different infrastructure projects of your locality.

First, look at your LGU. What offices in the local government are involved in delivering its infrastructure services? Which government officials should you approach in implementing the project? Next, scan through your locality to find institutions or organizations that are crucial to your infrastructure monitoring initiative.

Below are some of the people, offices or institutions that might be crucial to the project:

Local Chief Executive (LCE) – He/She has a big say in the implementation of the monitoring project. Together with the Administrator, the LCE directs the other officials and concerned LGU offices to facilitate the conduct of the monitoring. Particularly they

can help with the attendance of LGU officials in the activities of the monitoring project, access to information, and in some cases, the provision of needed resources.

Engineering Office – every LGU has its own engineering office which is primarily tasked to provide infrastructure services to the constituents. Being so, they provide much of the information relevant to the infrastructure projects of the LGU. The engineers in the office can provide technical assistance and introduce the monitoring teams to the relevant people in the project site.

Planning and Development Office – The planning officer oversees the different programs and projects of the LGU. He/She provides overall guidance to the different units, making sure that they are aligned in the vision and mission of the LGU. The Planning Officer should provide your monitoring project with both guidance and support in complementing the overall direction of the government.

More importantly perhaps, the Planning Officer serves as your entry point to two participatory mechanisms in the local government which you may maximize during the monitoring project.

1. **Local Development Council (LDC)** – The Local Development Council is a multi-sectoral body composed of government officials and civil society organizations in the province. This council is in charge

of finalizing the development plan of the province.

2. **Project Monitoring Committee (PMC)**-The Project Monitoring Committee monitors the different projects implemented by the province, especially infrastructure projects. It is a multi-sectoral body that accounts for the different expenses of the LGU.

The LDC and the PMC could also give input on the monitoring project. It could even serve as the prime mechanism where the project can be lodged.



In the experience of the TIP SL, the LDC and PMC were not tapped as they were very weak. They were not fully operational as a mechanism for CSO participation. Similarly, the Planning and Development Office of Southern Leyte was also not maximized. In the most ideal case, however, you should engage the planning office and the LDC or PMC.

Accounting Office – This office sifts through the contracts of the LGU. It is responsible for the payment to contractors. Records on contracts and payments are with this office, making it a good source of information.



In the piloting of TIP SL, the provincial accountant himself was key player and served as the most senior LGU official. He regularly attended the activities of the G-Watch Core Group. The Core Group is discussed in succeeding sections.

Local Civil Society Organizations

(CSOs) – They play an important role in the monitoring project. Look for CSOs who are interested in monitoring work and can provide or mobilize monitors. Include also leaders or personalities who have the respect of the locality. They can also provide leadership and direction to your monitoring project. Church-based organizations may be considered as they are already well-organized and usually committed.

Academe – The academe was where most of the *TIP SL* monitors came from. When you have the commitment of the leaders in the academe, it will be easier for you to mobilize the students. Infrastructure monitoring like *TIP SL* would benefit from the ready knowledge of civil engineering students, as was the case of members of the Philippine Institute of Civil Engineering Students – Saint Joseph College Student Chapter. Most academic institutions have extension programs which encourage students to render community service. Academic institutions may also have public administration or local governance programs.

For them, the monitoring project could provide hands-on experience on governance theories.



The College of Maasin (CM) mobilized students or volunteers through its CEDP and NSTP. Meanwhile, the Saint Joseph College (SJC) tapped accountancy and civil engineering students for the monitoring.

Communities – Get the community onboard! They are your direct link to the sites of the infrastructure projects being monitored. Community-based organizations or barangay officials may provide up-to-date information on the progress of the infrastructure project. Having monitors from the communities could also lessen transport costs.



Formalize Partnerships

You have already identified who the important stakeholders are in your project. But how do you make sure that they are truly committed?

An important element of the G-Watch technology involves formalizing agreements with your partners; the most effective way perhaps is through a Memorandum of Agreement.

A memorandum of agreement (MOA) is “a written document describing a cooperative relationship between two parties wishing to work together on a project or to meet an agreed upon objective. A MOA serves as a legal document and describes the terms and details of the partnership agreement. A MOA is more formal than a verbal agreement, but less formal than a contract. Organizations can use

a MOA to establish and outline collaborative agreements, including service partnerships or agreements to provide technical assistance and training.” (advocatesforyouth.org). Your MOA should capture your project and thus facilitate how it will be implemented by your different stakeholders.

Don't miss the following sections when crafting the MOA:

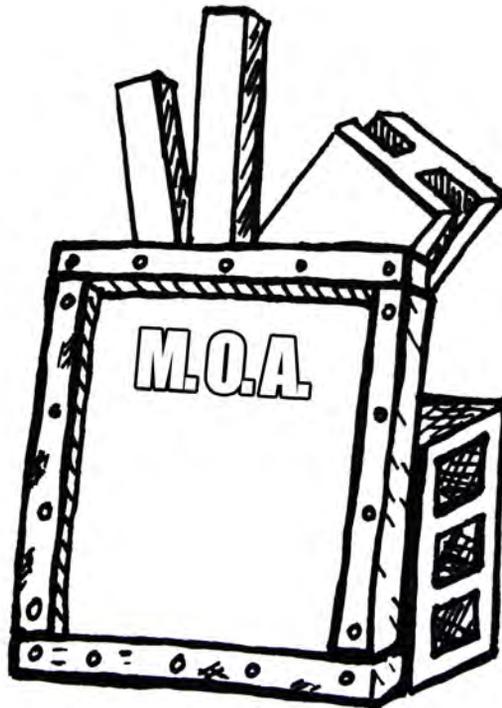
1. Purpose of the agreement - For Southern Leyte, this was the *Tambabayong sa Infrastrukturang Paglambo sa Southern Leyte* Monitoring Project. This section should spell out the reason for having the MOA in the first place. In this section, include the names of the parties involved, a brief description of the project, key contacts for each party involved, and other pertinent information.



A MOA is valuable in clarifying your agreement. Through the MOA, both the LGU and CSOs will:

1. *Know what to expect. They will be clear on what and what not to do.*
2. *Be bound by their commitments as participating institutions.*
3. *Find it easier to coordinate and communicate with other participating institutions.*
4. *Be more efficient in terms of delivering project outputs since the basis of all the deliverables will be stated in the formal document.*

2. Detailed description of roles and responsibilities of each institution entering into the MOA.
3. Payment schedule - If your group decides to co-finance the activities of your monitoring initiative, you should have another section specifying this. This section should contain the amount of funding to be provided and the schedule of payments.
4. Detailed description of Core Group roles and responsibilities - From the experience of *TIP SL*, it is suggested that you also lay down the roles and responsibilities of the Core Group. The members of your Core Group will be coming from different institutions and organizations but as a multi-sectoral group, they will have common responsibilities that they should co-implement. It would therefore be best to have a separate section in the MOA that will spell out how each will act.





In order for the Core Group to be successful, define its functions, its goals and objectives.

Generally, the Core Group will have the following key responsibilities:

- 1. Secretariat of the monitoring project.*
- 2. Implementing body of the monitoring project in the locality covering the pre-monitoring, actual monitoring, post monitoring activities and the sustainability activities.*
- 3. Advocate of social accountability.*

Specifically, the Core Group will be tasked to:

- 1. Implement planned pre-monitoring activities, such as:*
 - a. Finalizing the list of organizations that are part of the CSOs and partners of the LGU (if it still necessary);*
 - b. Finalizing monitoring tool and monitoring design;*
 - c. Facilitating the signing of the MOA;*
 - d. Identifying/mobilizing the monitors;*
 - e. Briefing/orienting of the members of the monitoring teams; and*
 - f. Other activities as stated in their action plan.*
- 2. Execute actual monitoring activity, including:*
 - a. Coordinating with concerned agencies for the schedule of monitoring activities;*
 - b. Spearheading and monitoring the deployment of monitors;*
 - c. Channeling reports from quick feedback for action of concerned offices;*
 - d. Collecting monitoring reports; and*
 - e. Coordinating with ASoG G-Watch, through the Local Coordinator.*
- 3. Conduct the post-monitoring activities, like:*
 - a. Processing the monitoring results;*
 - b. Conducting feedback/problem-solving session;*
 - c. Writing monitoring report; and*
 - d. Presenting monitoring report to the LGU/CSO.*



IMPORTANT POINTS FOR A MOA

- ✓ *What the project is, 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.*

5. Legal safeguards - Your MOA should also have a section having legal safeguards which include the non-waiver, severability, amendment, term of agreement, etc.
6. Signatories - Identify who your signatories will be. These are most likely the heads of the agencies entering into the agreement.

In making your MOA, make sure you set a meeting to discuss each part, especially the section enumerating the roles and responsibilities of each group. Level off expectations from each partner. Run down and agree on each point as this will spell out the next few activities.

Going through this document should also facilitate the commitment setting of your stakeholders. They should lay down what they can and cannot do for your project.

It is also suggested, although not required, that you have a formal signing of the MOA as a symbolic coming together of the partners in the project. This will not only jumpstart the upcoming monitoring activities but will also help popularize your project!

It is also be beneficial to do the signing of the MOA in a public event. Doing it this way symbolizes a commitment to the public that the parties, most especially the LGU, are bound. If done in public, the program for the MOA signing should be designed in such a way that the LGU is given a chance to deliver a response through the Local Chief Executive. The CSOs, particularly the heads of the organizations being tapped as partners, should also be given the same courtesy. Other speakers and resource people may be invited to give relevant inputs and insights about the undertaking.

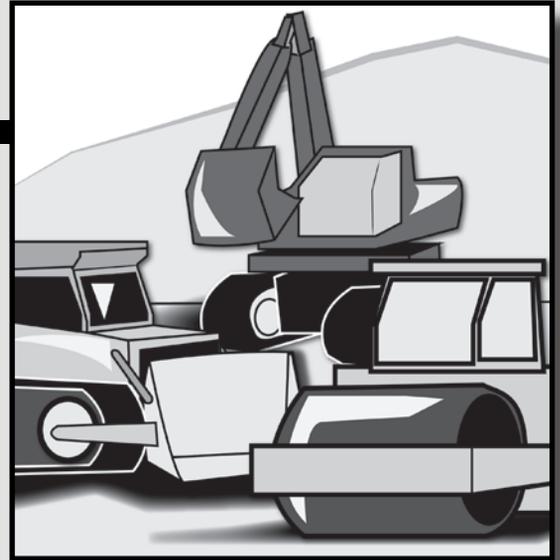
The MOA for *TIP SL* was signed by the members of the Core Group (including the LGU representative, although not as official signatory for the LGU) and the heads of the organizations involved. These included the Diocesan Youth Commission, College of Maasin, and Saint Joseph College's Philippine Institute of Civil Engineers (PICE)

and Junior Philippine Institute of Accountants (JPPIA) chapters. While the LCE decided not to enter into a MOA, the support of the LGU was still extended.



Chapter 2

Form and Capacitate the Core Group



TIP SL was a team effort wherein different personalities perform different roles but all for one goal. The composition of the whole “work force” of *TIP SL* was as follows:

1. The Core Group with members from both the key civil society organizations and key offices of the LGU;
2. The Monitoring Teams;
3. The Monitoring Team Leaders; and
4. Most importantly, the Monitors.



The G-Watch Core Group (CG) of TIP SL was composed of three (3) representatives from the LGU, one (1) coming from the Office of the Provincial Accountant and the other two (2) from the Provincial Engineering Services Office. The Core Group members from the civil society are representatives of the College of Maasin, student leaders from Saint Joseph College (representing the PICE and JPIA chapters) and officers of the group of young professionals of the Diocese.

The Core Group may be expanded depending on the need. Alternate representatives of organizations may be needed in case the primary representatives are not available for the activity. For Southern Leyte, key personalities were also asked to be part of the group. The head of the Community and Extension Development Program of the College of Maasin is not only a respected personality, he was also vital in sustaining the monitoring initiative. While towards the end of the pilot implementation of *TIP SL*, the CEDP had a change in leadership, the College of Maasin administration saw through the continuity of the program's involvement in the monitoring. The new head has already been invited to the Core Group.

You also need a local coordinator. He/She acts as the liaison between the LGU and the Core Group and also coordinates the activities of the local G-Watch group.

The Core Group should assign a local

coordinator who can manage the Core Group's meetings and follow up on deliverables of the project as agreed upon by the team. He or she should also serve to coordinate with the volunteers for the monitoring activities and handle financial and administrative matters.

Once you've formalized the agreements and formed your Core Group, it is now time to make sure your Core Group is well-equipped for the implementation of your project.

Once set-up, it is necessary to equip the Core Group with the basics. Start with getting them acquainted with the fundamental principles of social accountability, constructive engagement and performance monitoring. This is especially important if this is the first time your local government and civil society will be working together.

Bearing in mind the roles and responsibilities of your Core Group, there are three knowledge areas that they should be equipped in:

KEY KNOWLEDGE# 1:**Good Governance and Social Accountability**

Any group endeavor requires common understanding or at least complementary appreciation of values and objectives. On a higher level, such initiatives require a common commitment to certain ends.

The key knowledge your Core Group should have requires an understanding of the main underpinnings of such a project: the common aspiration for good governance.

Central to capacitating your Core Group is this question: “What is good governance?” The Core Group should have a session that will allow them to discuss the answer to this question. Make them assess their personal views on good governance-- what does it look like and why is it important? This first discussion will allow the group to arrive at

varied perspectives from different sectors of governance. Hopefully, common points will emerge which they can use as a foundation for their project.

Since your monitoring project is a social accountability project, it is also good to look at citizen participation as an important aspect of good governance. More specifically, facilitate discussions on how citizen participation is situated in local governance. You should be able to tackle the definition and importance of citizen participation, its history and laws, and the existing mechanisms for citizen participation.

In this first key knowledge, you should also teach the Core Group about the G-Watch Social Accountability (SAc) Approach as the framework being used by your monitoring project.



Accountability - is the pro-active process by which public officials inform and justify their plans of action, their behavior and results are sanctioned accordingly.

Social Accountability - is an approach for building public accountability that relies on civic engagement, i.e., processes and initiatives taken by citizens and/or civil society organizations who participate directly or indirectly in exacting accountability.

Rationale:

1. “public office is a public trust.”
2. Limits of current accountability mechanisms (state-based and ex-post facto) in ensuring efficiency and preventing corruption in government.

KEY KNOWLEDGE #2:

Constructive Engagement

TIP SL was a joint initiative of the local government and the civil society. All these groups had their own institutional interests.

The second key knowledge area should therefore equip the Core Group on how to constructively engage with each other.

Constructive engagement is a situation whereby the government and civil society

regard each other with trust and thereby provide support and assistance to each other while still maintaining an objective stance. The end goal of which is better governance and services.

Make sure to teach your Core Group the different approaches and tools for constructive engagement. These include communication skills, constructive engagement, and interest-based negotiation among others.



Constructive Engagement refers to measures that link citizens more directly to the decision-making process of the government to enable them to influence public policies and programs in a manner that can create positive impacts on their economic and social lives.

Rationale:

1. Improving governance, particularly addressing corruption, cannot be done by the civil society nor the government alone; all sectors will have to contribute.
2. Relative openness of the government and existence of mandated mechanisms for citizen participation.
3. Growing expectations regarding what civil society should deliver.

KEY KNOWLEDGE #3: Performance Monitoring

Lastly, your Core Group should learn performance monitoring, the particular social accountability approach that the project will utilize.

Performance monitoring refers to the SAc component where one monitors the implementation of certain processes of a certain project.

Herein, the group should understand the following:

1. Principles of Performance Monitoring
2. Standards Mapping (to understand ideal processes);
3. Developing Monitoring Tools;
4. Developing Monitoring Design;
5. Conducting an Actual Monitoring; and
6. Doing Post-Monitoring Activities such as Processing of Monitoring Results; Sharing Session; Problem-Solving Session; Public Presentation.



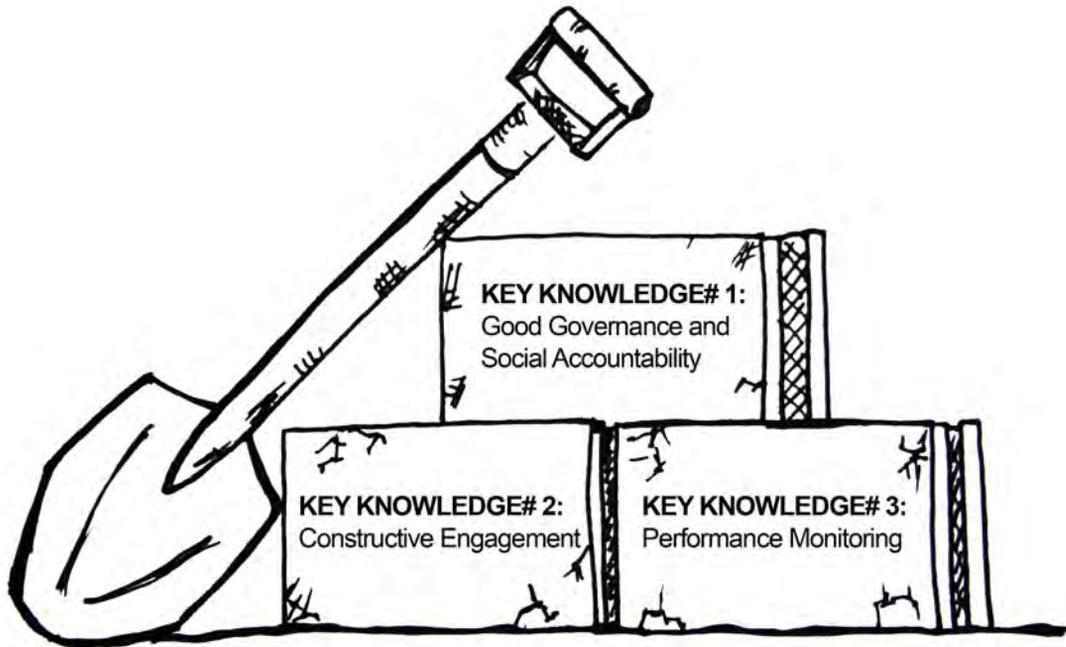
Remember

Performance Monitoring is an accountability process/ action that entails:

1. Watching the implementation with the main objective of the project in mind;
2. Comparing the plan and standards with the actual accomplishments;
3. Checking particular aspects of the project in its various stages; and
4. Recommending remedial actions, if necessary.

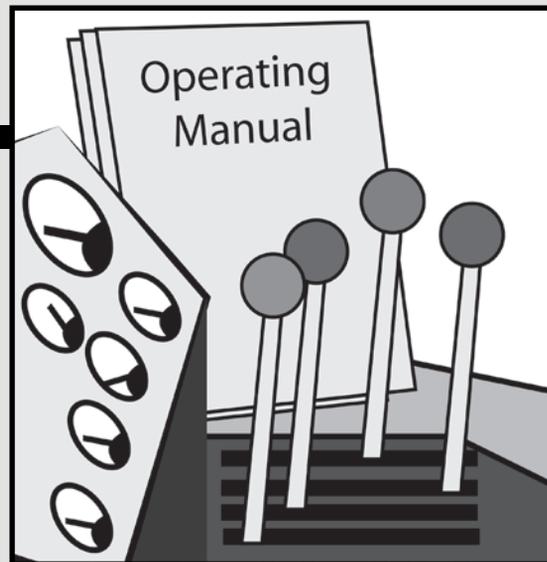
Rationale

1. Weakest link in government is monitoring.
2. Monitoring can be a proactive process of ensuring compliance to performance standards.



Chapter 3

Set-up and Train Your Monitoring Team



Before you start monitoring, first form your team. You should now be thinking about inviting more volunteers to serve as your monitors. The Core Group members should identify who among their organizations and networks they could and should tap for the project.

Identify the Infrastructure Projects to be Monitored

But wait! Before mobilizing your monitoring groups, first identify where you will conduct your monitoring. Identify which infrastructure projects you will be including in your monitoring.

Consult with the LGU and choose the projects to be monitored according to the following criteria:

- Amount of the project (big-budget projects are prioritized);
 - The schedule of project implementation (it would be best to monitor projects which are about to start so that the whole process can be covered and a preventive approach can be applied);
 - Type of infrastructure – whether vertical or horizontal (a sampling of both would be better so that monitors will be able to experience using the monitoring tool specific for each type). Vertical infrastructure includes classrooms, barangay health stations, gymnasiums, and the like. Horizontal infrastructures are roads, bridges, river control, canals, etc.; and
 - Source of fund (either from the 20% Economic Development Fund or EDF of the LGU, or loaned by the LGU itself; national government funded projects may not be prioritized because locally-funded and implemented projects are the priority).
- The list of infrastructure projects is available at the engineering office of the LGU. Once you get this list, you may want to cover all or only specific projects. Again consider your



project objectives and practical concerns when identifying the infrastructure projects to include in your monitoring.

Mobilize Monitors

Monitoring Teams are at the very core of the any G-Watch monitoring. Monitoring cannot proceed without them.

Teams may select the leader and assistant leader from among the members. The team leader will be responsible for coordinating the team's activities to its members and to the local G-Watch team/Core Group. The assistant team leader plays the role of the leader in the absence of the former. The assistant team leader may also keep all the files/documents of the team.

A monitoring team cannot have less than four members.

TIP SL had six (6) monitoring teams organized according to the nature of the organization – three teams from the Saint Joseph College students (mixed JPIA and PICE members); two teams from the College of Maasin and one team from the Young Professionals.

Monitors also need to formalize their commitment. The Core Group is encouraged to have each monitor sign a pledge of commitment and swear their commitment in front of the LGU and CSO leaders. In this manner, you ensure that they realize the

seriousness of their roles and responsibilities.

Members of the monitoring team should be identified both by the Core Group and the organizations involved. Basically, those most familiar with infrastructure make the best monitors. Civil engineering students have the best potential. It is best to note that the civil engineering students of SJC, who form the PICE-SJC Student Chapter are also required by the school to render community service as a requirement for graduation. Check with schools in your locality for such a requirement to students that facilitates their participation in your monitoring project.

There are two types of monitors that need to be mobilized. One is the community-based monitors and the other is the provincial-level monitors. The provincial level monitors can be organized from interested organizations or the Core Group can act as a unified monitoring body for this level. Having community-based monitors from where the infrastructure project to be monitored is located eases the burden on the monitoring team to travel to site to conduct actual monitoring during the construction stage. In the same manner, provincial-level monitors will take care of monitoring the stages of infrastructure project implementation that happen at the provincial capitol, for example, procurement.

Student monitors may also come from other fields. For example, the College of Maasin committed its institutional support through the National Service Training Program (NSTP).

Among its coordinators was a teacher with a background in construction. The fact that community service was a requirement for completing the NSTP makes the latter a good choice for getting monitors.

Young professionals are also a good target for monitors, as in the case of the Diocesan Youth Commission – not only were they organized, they were also committed to the advocacy.

Since the coverage of monitoring is the entire province, it will also be wise to know where the monitors are located. If these are students, a lot of them would most likely be based in the provincial center. Try to get monitors from other areas, especially in the community where the infrastructure project is to be implemented. Barangay officials and peoples organizations (POs) would be able to help a lot in monitoring. Maximizing the faith-based organizations is also an option.

It is also important to identify and mobilize community-based CSOs. Most members of people's organizations (POs) and relevant LGU officials are the immediate stakeholders of the service delivery in their communities. On the other hand, the G-Watch monitoring activity is designed to be a joint-engagement between CSO and LGU. Hence LGU officials must be on board in the monitoring teams. They are also necessary to facilitate the constructive engagement of the project.

Build the Capacity of Monitors

The briefing-orientation of monitors is an activity that builds the capacity of monitors. It teaches the monitors how to use the monitoring tool and relays information on the monitoring process.

Capacity Building requires a considerable amount of time. At least two days is needed to give a basic overview.

When organizing the briefing-orientation, give out formal invitations to members. Also, reserve a conducive venue where they can focus on the activity.

Organizers of the briefing-orientation, basically the Core Group, should be aware of the following objectives:

- 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.



Typical Briefing-orientation Program

Opening Program

(including expectation setting and overview)

Good Governance

(an introduction to basic concepts in good governance and the G-Watch social accountability model)

Project Introduction

(what the monitoring project is – monitoring design)

What to Monitor?

(presentation of the service delivery to be monitored to be given by the office concerned)

How to Monitor?

(coordination mechanism; reporting; quick feedback; monitoring activities; use of the monitoring tool)

Exposure Visit/Simulation

Open Forum

Community Planning

Closing/Socials

Monitors learn the concepts on good governance, social accountability, performance monitoring, as well as the G-Watch model. However, the focus of the briefing-orientation activity is to familiarize the monitors with the monitoring design and train them on the monitoring tool.

The briefing-orientation should be simple and user-friendly. Chances are most monitors are new to the technicalities and terms of good governance, social accountability and performance monitoring. Don't forget that the activities should be conducted to deepen their understanding and initial skills at monitoring.

Methods used in the training include plenary presentation/inputs, small group discussion, exposure visit/field visit and simulation.

For the opening program, partners are usually made to deliver messages. Invite the local chief executive to welcome the monitors. Someone from the Core Group may also give a message.

Get a sense of what the participants expect so you can help the organizers manage key messages and activities that should be focused on. Start with expectation setting. Participants are asked to write their expectations on metacards. After processing the expectations, the organizers may also post the expectations somewhere visible so that everyone will be reminded of these.



Needed for the Briefing-Orientation:

Materials (*kits, ID, notebook, pen, banner, metacards, manila paper, markers, copies of monitoring tools, sample copies of documents to be gathered relative to the monitoring tool, i.e. program of works*)

Equipment (*projector, laptop, audio, recorder, camera, sound system, printer*)

People (*main facilitator, workshop facilitators, resource persons for inputs, documenter*)

Transportation

Venue

Meals

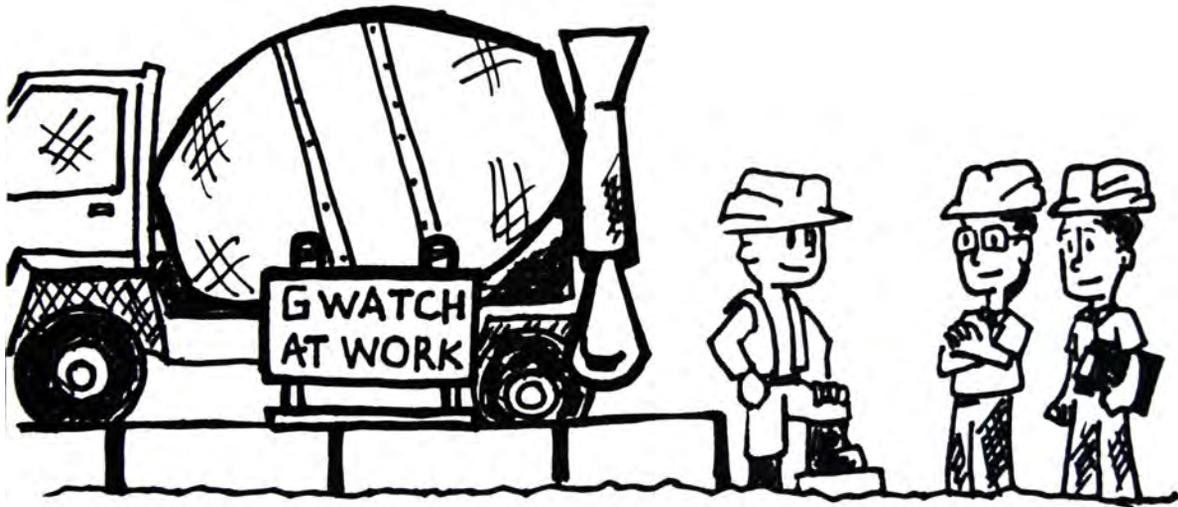
The briefing-orientation should focus on the WHAT and HOW of the monitoring project. There is a need, however for participants to be oriented on good governance. (This is why they are joining the monitoring initiative in the first place.) This portion however should be participative. It is best to get the participants' feedback on good governance and how their participation contributes to good governance. An interactive small group discussion may be utilized for this part of the program.

The project introduction part is simply a presentation of the background/rationale, objectives, components, scope and scale of the monitoring. This is followed by a presentation on the service delivery to be monitored. The engineering office of the LGU should be in charge of this. Here, they present their goals and targets for the current year, their accomplishments from the previous years, the processes undertaken in delivering the services, and other information related to the service delivery.

The how to monitor part is at the core of the training. Here, the mechanics of monitoring are discussed. These include the coordination, reporting, quick feedback, use of monitoring tool and tips for actual monitoring.

An exposure visit would be helpful. Monitors familiarize themselves with the atmosphere that they might encounter during their actual monitoring. Remember, adult learning is best aided by experience. So bring the monitors to a nearby construction site of an LGU infrastructure project. During the exposure visit, demonstrate the following to the monitors:

1. Communicating with different stakeholders (community, contractor, LGU officials, project engineers)
2. Coordination with the stakeholders
3. Pre-site visit briefing
4. Use of monitoring tool
5. Use of needed documents
6. De-briefing session



Most likely, the participants will not be familiar with the official government documents that they will encounter during actual monitoring. Therefore, allot a portion during the briefing-orientation to show them samples of the documents. Demonstrate how to obtain necessary information from the documents. Prepare actual copies of these documents.

The briefing-orientation is also the venue for teambuilding and establishing rapport among members. A socialization activity may also help facilitate the good relationship of monitors with each other.

At the end of the briefing-orientation, a guided planning workshop should be conducted where monitoring teams produce a monitoring

plan for the infrastructure projects that they are assigned to monitor. A template similar to Table 1 in the next page may be used in the planning workshop:

At the end of training, have the participants accomplish an evaluation form. This will help organizers determine the weak and strong points of the briefing-orientation and will enable them to make adjustments for the future. Also, conduct an evaluation workshop so the organizers can discuss whether the objectives of the training were achieved. The results from the evaluation can be discussed during the evaluation workshop. Some points to consider for the evaluation workshop are: objectives, content, methodology, resource persons and logistics.

Table 1. Planning Workshop Template

Activities	Time Frame	Resources Needed	Person/s in Charge	Possible Difficulties / Challenges	Strategies to address the difficulties
1.					
2.					
3.					

Echo the Briefing-Orientation of Monitors

With limited time and resources, it is understandable that the briefing-orientation may not be sufficient in equipping all the monitors for their next tasks. It is thus important that you make arrangements for an echo of the orientation in smaller pockets just before the actual monitoring ensues.

Make sure to conduct these orientations near or in the communities where monitoring teams can already re-group in preparation for the monitoring. This re-echoing will serve two purposes:

- ✓ Refresh the memory of the monitors and make sure they apply what they've learned in the field.
- ✓ Orient more community members and get more volunteers to participate in the initiative.

The echoing of the orientation doesn't have to be long. It should only cover the highlights of the orientation and be complemented by the actual monitoring itself as an on-the-job training.

Chapter 4

Understand the Monitoring Tool



The *TIP SL* monitoring tool is an easy-to-use checklist that covers the four major components being observed by the monitors: (1) site identification and pre-engineering survey; (2) procurement; (3) construction; and (4) post-construction.

The first component of the monitoring aims to review compliance to standards on disaster preparedness and stakeholder participation. The second component seeks to ensure the integrity of the bidding process. The third component, construction, verifies the quality of construction as compared to standards. The last component aims to complement the post-construction evaluation being done by the local authorities prior to the final acceptance of the project.

The monitoring tools for vertical and horizontal infrastructures are similar in the first two parts (Part A – site identification and pre-engineering survey; Part B – procurement). They vary in the construction part, obviously because of the difference in the work involved.

In using the monitoring tool, a monitor should ensure that all the monitoring points in a given component are checked or accomplished to avoid unnecessary data gaps. One monitoring tool is to be accomplished for every infrastructure project monitored.

The tools consist of monitoring points based on the standards that ensure quality in implementation. These monitoring points are in the first column of the monitoring tool. The monitoring points are mostly interrogative and answerable by “yes” or “no.”

The second and third columns are for answers to the monitoring points. The monitor puts a check mark on either the “yes” or “no” column.

The fourth column is dedicated to details needed. In some instances, a list of details is provided and the monitor will just need to tick the appropriate box corresponding to the detail that was observed.

The method by which monitors answer the monitoring tool is mostly direct observation. There are, however, instances when a documents review is utilized. For Part A of the monitoring tool, the monitors would mostly rely on this.

If the bidding stage is covered, then direct observation will be the primary method used to answer the monitoring points. In cases when the project being monitored has already been awarded to a contractor, the monitoring team will have to refer to documents related to the bidding.

The succeeding figures show you the monitoring points for HORIZONTAL INFRASTRUCTURE PROJECTS and how these will be answered. The bold boxes embedded in the monitoring tools contain instructions and/or appropriate methods to obtain answers for a particular monitoring point. In case of document review, the boxes tell you what documents you can refer to for the information needed in the monitoring point and where these documents may be available.

A. PROJECT IDENTIFICATION and PRE-ENGINEERING SURVEY			
Monitoring Points	Yes	No	Details
1. Was the allocation of the project based on the Annual Investment Plan?	Yes	No	<div style="border: 2px solid black; padding: 5px;"> Document review: <u>Annual Investment Plan</u> available at the PPDO </div>
2. Was there a meeting to discuss issues and concerns?	Yes	No	Date of meeting: _____ Present: <div style="border: 2px solid black; padding: 5px; margin-top: 10px;"> Interview with barangay officials Document review: <u>records or minutes of meetings available in the barangay</u> </div>
3. If yes, were issues on disaster preparedness raised during the meeting?	Yes	No	<input type="checkbox"/> Appropriateness of project <input type="checkbox"/> Proposed project does not block emergency routes <input type="checkbox"/> Project does not lie on a disaster prone zone <input type="checkbox"/> Project could help mitigate disaster <input type="checkbox"/> Others: _____ <div style="border: 2px solid black; padding: 5px; margin-top: 10px;"> Document review: <u>records or minutes of meetings available in the barangay</u> </div>
4. Did the issue of site ownership surface?	Yes	No	<div style="border: 2px solid black; padding: 5px;"> Interview with barangay barangay officials Document review: <u>records or minutes of meetings available in the barangay</u> </div>

5. Was the site suitable for the project?	Yes	No	<div style="border: 2px solid black; padding: 5px;"> Interview with barangay officials Document review: <u>records or minutes of meetings available in the barangay</u> </div>
6. Does the area have a history of landslides?	Yes	No	<div style="border: 2px solid black; padding: 5px;"> Interview barangay officials and/or project engineer </div>
7. Was a pre-engineering survey conducted	Yes	No	Date: _____ Engineer/Personnel who conducted survey: _____ <div style="border: 2px solid black; padding: 5px; margin-top: 10px;"> Document review: <u>Report of the Pre-Engineering Survey conducted</u> available at the PEO </div>
8. Did the survey confirm that the project fits the land areas?	Yes	No	<div style="border: 2px solid black; padding: 5px;"> Document review: <u>Report of the Pre-Engineering Survey conducted</u> available at the PEO </div>
9. Was the barangay captain or community given a copy of the Program of Works (POW)?	Yes	No	<div style="border: 2px solid black; padding: 5px;"> Interview (also ask captain to show his/her copy of the POW) </div>

B. PROCUREMENT			
Monitoring Points	Yes	No	Details
1. Was the project included in the Annual Procurement Plan?	Yes	No	<div style="border: 2px solid black; padding: 5px;"> Document review: <u>Annual Procurement Plan</u> available at the PPDO </div>
2. Was bidding conducted for the project?	Yes	No	Dates of bidding activities: Pre-Procurement Conference: _____ Posting of Invitation to Bid: _____ Pre-Bid Conference: _____ Submission and Opening of Bids: _____ Bid Evaluation: _____ Post-Qualification: _____ Issuance of Notice to Award _____ Issuance of Notice to Proceed _____ TOTAL NUMBER OF DAYS from Posting of Invitation to Bid to Issuance of Notice to Proceed: _____ <div style="border: 2px solid black; padding: 5px;"> Document Review: all available at the Bids and Awards Committee (BAC) Secretariat <u>Minutes of Pre-Procurement Conference</u> <u>Copy of Invitation to Bid</u> <u>Minutes of Pre-Bid Conference</u> <u>Abstract of Bids</u> <u>Bid Evaluation report</u> <u>Post-Qualification Summary report</u> <u>Copy of Resolution to Award / Notice to Award</u> <u>Copy of Notice to Proceed</u> </div>

<p>3. Was the competitive public bidding mode of procurement used?</p>	<p>Yes</p>	<p>No</p>	<p>If no, why?</p> <div style="border: 2px solid black; padding: 10px; margin-top: 10px;"> <p>Document Review: <u>Minutes of the Pre-Procurement Conference or a copy of the BAC Resolution recommending other modes of procurement</u></p> </div>
<p>4. Were there issues and concerns used during the bidding activities?</p>	<p>Yes</p>	<p>No</p>	<p>If yes, what issues and which activities were they raised?</p> <div style="border: 2px solid black; padding: 10px; margin-top: 10px;"> <p>Document Review: <u>Minutes of the bidding activities</u></p> </div>

C. CONSTRUCTION			
Monitoring Points	Yes	No	Details
<p>1. Was a project billboard posted in a conspicuous place around the project site?</p>	<p>Yes</p>	<p>No</p>	<p>Check billboard for the following information:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Name of Project <input type="checkbox"/> Contractor <input type="checkbox"/> Amount <input type="checkbox"/> Start Date <input type="checkbox"/> Completion Date <p>DIRECT OBSERVATION</p>
<p>EARTHWORKS Clearing & Grubbing ACTUAL DATE: _____ Excavation ACTUAL DATE: _____ Embankment ACTUAL DATE: _____ Subgrade ACTUAL DATE: _____</p> <div style="border: 2px solid black; padding: 10px; margin-top: 10px;"> <p>Ask the project engineer assigned by the PEO for the actual dates; you may also refer to their progress/status reports to get the dates. You may also refer to the PERT/CPM and the S-curve used by the engineers for the target dates of the different stages of construction. These documents are all available at the PEO.</p> </div>			

<p>2. Were vegetation and other obstruction removed and disposed of properly?</p>	<p>Yes</p>	<p>No</p>	<p>Observations:</p> <div style="border: 2px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p>Actual Observation</p> </div>
<p>3. Was the excavation in accordance with the plan in the POW?</p>	<p>Yes</p>	<p>No</p>	<div style="border: 2px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p>Actual Observation</p> </div>
<p>4. Was there a variation in the excavation?</p>	<p>Yes</p>	<p>No</p>	<p>If yes, was it supported by a Variation Order?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <div style="border: 2px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p>Actual Observation Document Review: <u>POW, Variation Orders</u> available at the PEO</p> </div>
<p>5. Were embankment materials used according to those specified in the POW?</p>	<p>Yes</p>	<p>No</p>	<div style="border: 2px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p>Actual Observation</p> </div>
<p>6. Was there an overshoot or undershoot of embankment?</p>	<p>Yes</p>	<p>No</p>	<p>If yes, was it supported by a Variation Order?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <div style="border: 2px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p>Actual Observation</p> </div>
<p>7. Were the materials used suitable? (according to POW)</p>	<p>Yes</p>	<p>No</p>	<p>Unsuitable materials:</p> <p><input type="checkbox"/> Soft earth</p> <p><input type="checkbox"/> Big sized stones</p> <div style="border: 2px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <p>Actual Observation</p> </div>

<p>SUB-BASE and BASE Actual Date: _____</p> <div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p>Ask the project engineer assigned by the PEO for the actual dates; you may also refer to their progress/status reports to get the dates. You may also refer to the PERT/CPM and the S-curve used by the engineers for the target dates of the different stages of construction. These documents are all available at the PEO.</p> </div>			
8. Were the materials used suitable?	Yes	No	<p>Suitable:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Coarse aggregates with right amount of binding materials uniformly mixed <input type="checkbox"/> Free of large stones <input type="checkbox"/> Quarry site is the one approved / specified in the contract
9. Was materials testing conducted?	Yes	No	<p>Date: Results:</p> <div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p>Document Review: Results of the tests conducted available at the PEO.</p> </div>
10. Were specified heavy equipment used?	Yes	No	<div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p>Actual Observation</p> </div>
<p>SURFACE COURSE Actual Date: _____</p> <div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p>Ask the project engineer assigned by the PEO for the actual dates; you may also refer to their progress/status reports to get the dates. You may also refer to the PERT/CPM and the S-curve used by the engineers for the target dates of the different stages of construction. These documents are all available at the PEO.</p> </div>			

11. Were the aggregates used according to the specifications in the POW?	Yes	No	<div style="border: 2px solid black; padding: 10px; text-align: center;">Actual Observation</div>
12. Was Type A cement used?	Yes	No	<div style="border: 2px solid black; padding: 10px; text-align: center;">Actual Observation</div>
13. Were cement bags and aggregates stored properly?	Yes	No	<p>Proper storage:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Weathertight location for cement bags <input type="checkbox"/> For aggregates, inclusion of foreign materials is controlled <div style="border: 2px solid black; padding: 10px; text-align: center; margin-top: 10px;">Actual Observation</div>
14. Was mixing of materials done properly?	Yes	No	<ul style="list-style-type: none"> <input type="checkbox"/> Proportion is 1 bag cement + 2 boxes of fine aggregates (sand) + 4 boxes of coarse aggregates (gravel) + 4 pails water [gravel –water is 1:1] <input type="checkbox"/> No retempering of concrete or mortar <p>Identify as Class A or B (they differ in proportion)</p> <div style="border: 2px solid black; padding: 10px; text-align: center; margin-top: 10px;">Actual Observation</div>
15. Were the equipment used according to those specified?	Yes	No	<div style="border: 2px solid black; padding: 10px; text-align: center;">Actual Observation</div>
16. Was there proper curing?	Yes	No	<p>Proper curing:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mats covering the concrete are impervious to water <input type="checkbox"/> Pavement is not opened to traffic for 14 days after concrete was poured <div style="border: 2px solid black; padding: 10px; text-align: center; margin-top: 10px;">Actual Observation</div>

17. Was testing of core samples conducted?	Yes	No	Actual Observation
18. Were the test results made available?	Yes	No	Actual Observation

OTHER WORKS			
Specify other works included in the contract and/or POW, not mentioned above and indicate whether they were followed/sufficient (+) or not followed/insufficient (-)			
<div style="border: 2px solid black; padding: 10px;"> <p>ACTUAL OBSERVATION (measure actual output and compare it with the quantities indicated in the POW). If there are discrepancies (for instance actual is less than planned, put a mark in the (-) column and write in the details column the difference. Also refer to the layout/design of the project to have a better reference of how the final output should look like.</p> </div>			
	(-)	(+)	Details
<p>Put here the works contained in the POW</p> <p>(the quantity and quality are indicated in the POW) THAT ARE NOT included in the works identified above</p> <p>If there are new works in the actual construction but these are not found in the POW, include them in the list and indicate the quantity</p>			<p>(-) means an item is absent or insufficient as compared to POW</p> <p>(+) means an item is present or sufficient</p>

The next part is supposed to be accomplished when the project has been completed. But DO answer some questions that may apply.

D. POST-CONSTRUCTION			
Monitoring Points	Yes	No	Details
Process			
Was the community consulted on the Plan and Program of Works			You answer this through the feedback you have gathered around the community. Do not directly ask this question.
Did the PEO provide a copy of the POW prior construction?			
Was the schedule announced prior to construction?			
Was a Joint Final Inspection conducted ?			
Were defective works rectified within 15 days?			
Were changes in the works supported by a Variation Order?			
Was construction completed according to specifications?			
What is the final project cost, considering all variations made in the course of the implementation?	Amount: Php _____		

Monitoring Points	(-)	(+)	Comments / Observations
Structure			
Earthworks Clearing and Grubbing Removal of Structures Roadway Excavation Structure Excavation Embankment or Backfill Subgrade Preparation			
Subbase and Base Course Aggregate Subbase Course Aggregate Base Course			
Surface Course Portland Cement Concrete Pavement			
Drainage and Slope Protection Reinforced Concrete Pipe Culvert Grouted Riprap Stone Masonry Gabion			

Chapter 5

Conduct Actual Monitoring



Set-up Coordination and Communication Mechanism

The coordination and communication mechanism shows how actors are linked in the monitoring initiative. Each actor in the mechanism has an important function in the monitoring initiative.

The coordination mechanism also demonstrates that your project is a multi-stakeholder undertaking. It involves the active participation of many CSOs and government actors. Hence, the mechanism seeks to organize and manage the flow of information and response among the parties involved.

The assumption here is that the actors/units are interdependent of each other. Hence, it is important to maximize the available resources and information that will be obtained from this partnership.

The coordination and communication mechanism is meant to do the following:

- 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.

The diagram shown below is the coordination and communication mechanism used during the pilot testing of *TIP SL*. The following

stakeholders were involved in the coordination and communication mechanism:

1. The LCE, through the Provincial Administrator
2. The Core Group of Southern Leyte
3. The LGU, represented by the Provincial Engineering Office and Provincial Accounting Office
4. The academe, through the College of Maasin (CM) and the PICE and JPIA chapters of the Saint Joseph College (SJC)

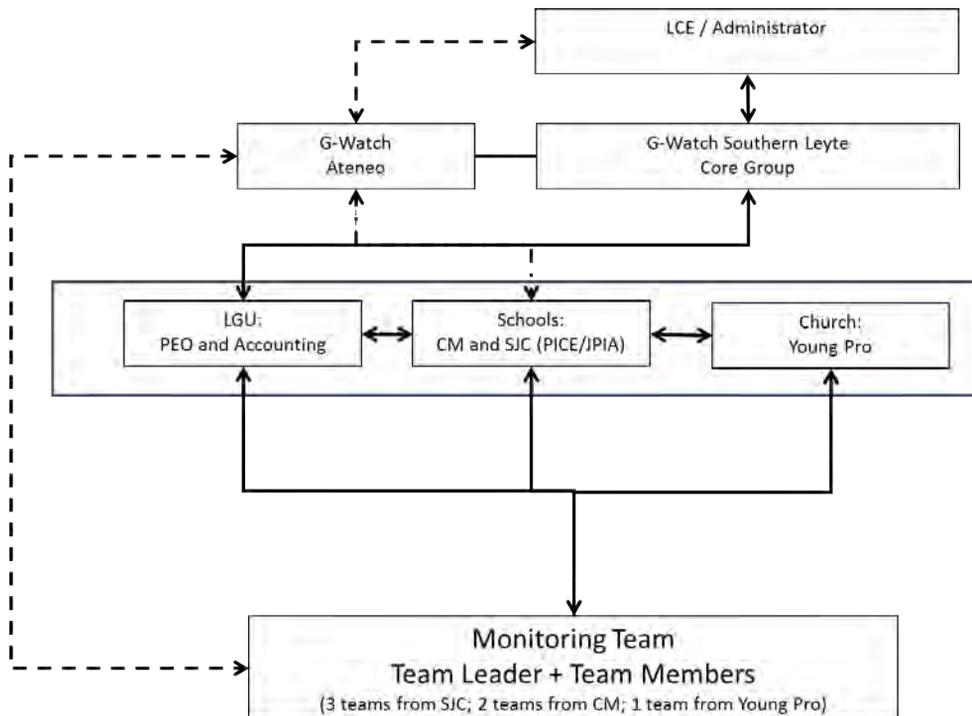


Figure 4. Coordination and communication mechanism used during the pilot testing of *TIP SL*

From bottom to top, the monitoring team can coordinate directly with the Core Group. They can coordinate on matters concerning the monitoring schedule, feedback during actual monitoring, submission of monitoring reports among others.

In the pilot testing experience of *TIP SL*, it was necessary to coordinate with the relevant government units or departments to obtain information, inform them of their monitoring visit, or coordinate any monitoring findings that needed their immediate attention and response. The government sector partners appreciated it when findings (especially non-compliance) was reported to them for their action. Hence, it is advisable that the monitoring teams coordinate with both the Core Group and with the government units especially about monitoring findings.

Based on the coordination flow, Core Group members also coordinate directly with the LGU chief executive or to any key assigned person by the LGU. It is important that the chief executive/representative acknowledges his role in the coordination structure.

Set-up Reporting Scheme

TIP SL is designed to ensure compliance to standards and not just catch non-performance for its own sake. Hence, whenever a monitor has observations of possible non-compliance he/she is tasked to report this to the team leaders for appropriate action by the concerned entities.

Team leaders are then expected to report observed non-compliance to the Engineering Department of the LGU, the Provincial Engineering Office (PEO) in Southern Leyte's case, and to the Core Group through its local coordinator. To help each monitor or monitoring team do this, a reporting system is incorporated into the monitoring design of *TIP SL*.

The reporting system is designed to help monitors handle results/data and deal especially with variances of findings that indicate non-compliance to standards.



Findings of non-compliance can be sensitive information and thus must be handled with care and prudence.

Monitors, more often than not, will face only two scenarios: (1) There are no significant monitoring findings which means established standards are being followed in the actual delivery of service, or (2) there are monitoring findings that indicate non-compliance of the service provider. For the first case, the monitor simply has to proceed with the monitoring and submit a report to the monitoring team through the team leader.

In the second case, where variance is found, monitors are expected to report the finding

to the Core Group immediately for action/ response.



Take note that the purpose of the actual monitoring is not only to check compliance but also encourage compliance by service providers. As such, it is important for them to respond to findings of non-compliance in order to prevent any delay in the enjoyment of any basic service from the LGU.

Conduct Actual Monitoring

The monitoring team is now ready to conduct the actual monitoring using the monitoring tool.

Herein are two important key activities that the teams will have to do when answering the tool:

- ✓ **Documents review.** Most of the standards to be monitored can be found in particular government documents. For instance, when getting the general profile of an infrastructure project, you may refer

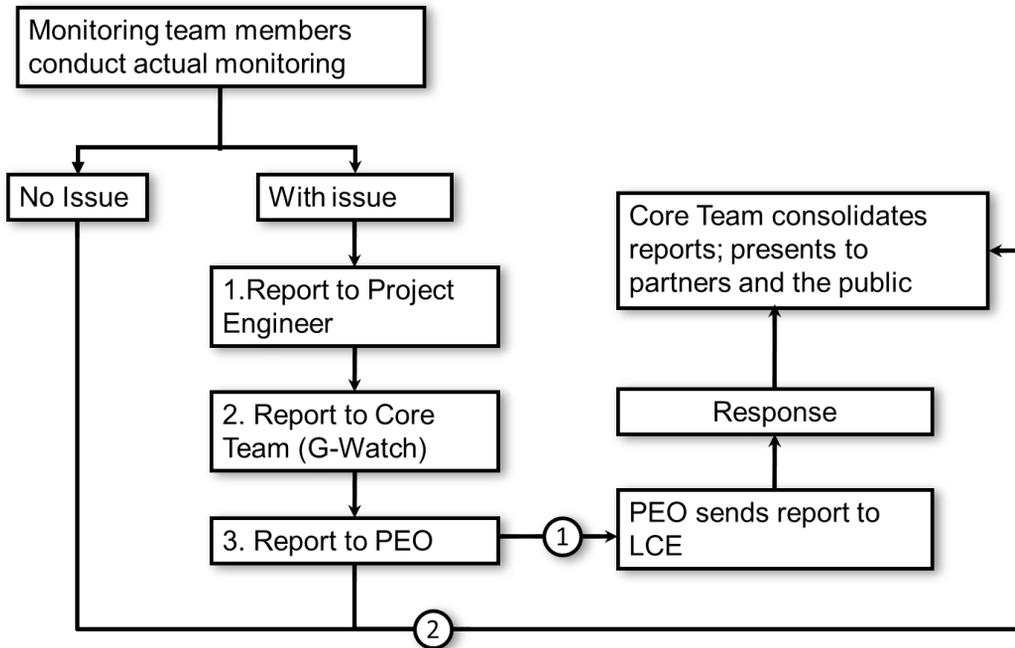


Figure 5. Reporting Mechanism for TIP SL

to documents like the bid documents, contract, program of works (POW) and others. Knowing which document provides what information is discussed in the previous chapter.

- ✓ **Actual observation.** Most important in this monitoring project is observing the actual conduct of the procurement activities and construction proper.

The role of the team leader is most crucial. He or she should guide members in the conduct of the monitoring. First, he/she ensures that tasks are done and that the tool is being accomplished well.

Remind your monitors to bring the necessary materials for their field visit. These include but are not limited to the following:

- ✓ Monitoring Tool (horizontal or vertical)
- ✓ Documents which show standards to be followed, such as:
 - Program of Works
 - Layout / design of the infrastructure project
- ✓ Hard hat
- ✓ Notebook and pen
- ✓ Camera
- ✓ Tape Measure
- ✓ Closed shoes, preferably rubber soled shoes or hard toe shoes

You are also advised to bring water and an extra shirt, in case your monitoring proves to be physically challenging!

Take pictures! Take down notes! Remember, photo-documentation provides clear evidence of project outputs so it is highly encouraged that you take pictures of your important activities and to have your monitoring diary.

Take note also to contact the relevant people before going to the project site. This is especially important during the first visit of the monitoring team to the construction site. The barangay captain or officials of the barangay must be informed of the monitoring team's



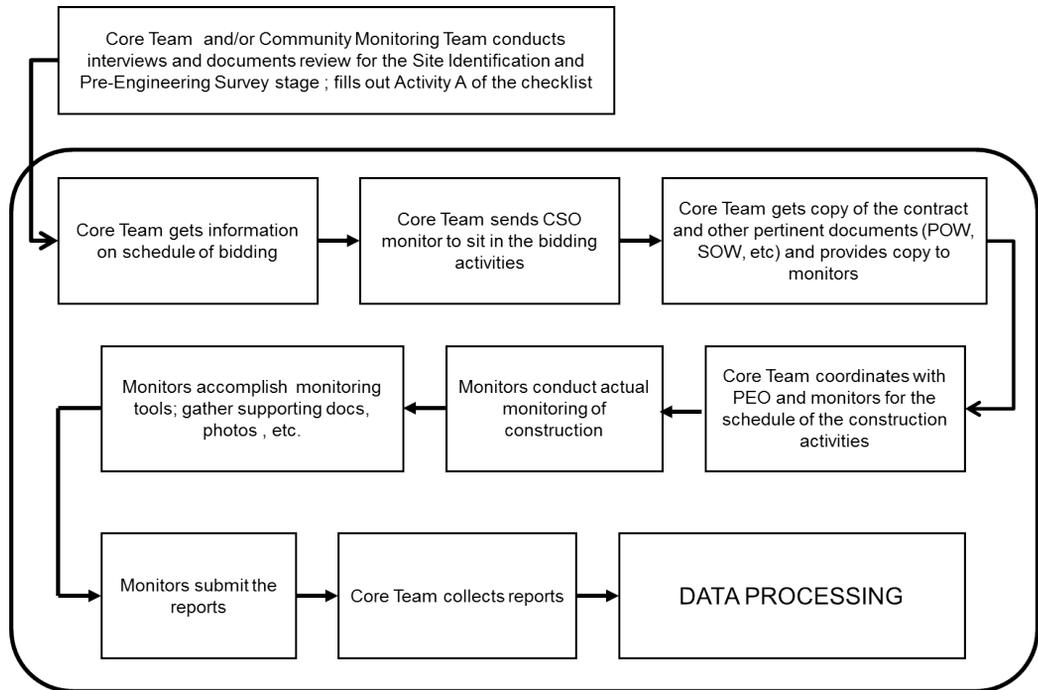


Figure 6. Actual Monitoring Activities of TIP SL

visit. This will make it easy for the monitoring team to go to or around the area as prior communication will inform the team of the best way to go to the site and the kind of terrain around the site. Also, communication with the barangay officials helps the team get copies of necessary documents from the barangay.

You must also be in constant communication with the project engineer assigned by the PEO to monitor and oversee the actual construction. He/She is your link to the PEO and to many of the documents and other information needed for the monitoring.

Upon arrival at the project site, especially during the first visit, the team must introduce the monitoring team and the objectives of the monitoring to the community. This way, rapport will be built and future visits will be easier.

The monitoring team may also wish to have a team briefing prior to the actual monitoring site visit. Such briefing is necessary also after the site visit. This becomes means to discuss observations made by each team member and agree on observations that will be written in the monitoring tool.

Set-up Quick Feedback Mechanism

A key characteristic of the *TIP SL* monitoring project is that it hopes to make sure that infrastructure services are delivered in the right quality and quantity. It is preventive and pre-emptive, making sure that variances don't occur in the first place. To stay true to this objective, the monitoring team should utilize a quick-feedback mechanism.

The Quick Response 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 can do is give your contact numbers so volunteers can reach you

when needed. This will help keep you in the loop and allow you to give immediate and appropriate responses.

In fact, a good way to check if your coordination mechanism is working is to see if immediate concerns are being addressed.

The use of quick feedback mechanisms is important because it can save the hassle and expense of correcting errors in construction proper. It is, thus, crucial for the monitoring to detect variances before they are irreversible, where correcting mistakes would probably require an additional cost.

One key element of quick feedback is troubleshooting.



Troubleshooting is a form of problem solving, often applied to repair failed products or processes. It is a logical, systematic search for the source of a problem so that it can be solved, and so the product or process can be made operational again. Troubleshooting is needed to develop and maintain complex systems where the symptoms of a problem can have many possible causes.

You should sense when troubleshooting is required:

- When there are roadblocks hindering the progress of your monitoring project.
- When your project is being implemented in the wrong manner
- When unintended consequences (especially political ones) begin to arise.

Troubleshooting requires your teams to re-group immediately and follow a number of simple steps:

Step 1: Diagnose the problem. The problem may be internal or external to your system. Identifying where it is coming from and at what aspect of your project it is happening will spell out how you can solve it. Best way to do this is to ask those directly experiencing the problem.

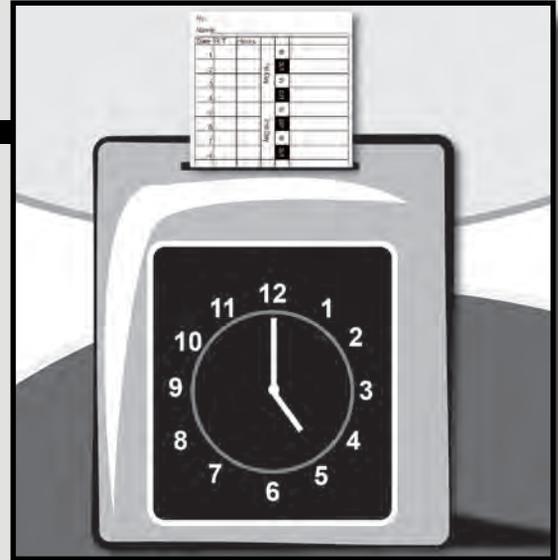
Step 2: Find solutions. The solution is usually not far away. All you have to do is brainstorm and make a step by step guide to respond to the arising problem.

Step 3: Implement the solutions. Assign tasks to your members. Implement the agreed upon solution and see what happens.

Step 4: Assess impact of solution. Was the problem solved? If not, it is advisable that you go back to step one or step two and check whether you got your initial diagnosis and proposed solutions correctly.

Chapter 6

Conduct Post-Monitoring Activities



Process Data

The processing of the monitoring results consists of three stages: (1) consolidation and validation of monitoring results; (2) generating frequency from the monitoring results; and (3) data/variance interpretation.

In the consolidation and validation of monitoring results, monitoring teams are expected to take the lead in consolidating the monitoring results and findings after every monitoring visit. This is important because monitoring results may overwhelm the monitoring teams when not consolidated immediately.

Results of monitoring are consolidated at the end of the monitoring period, in preparation for the sharing session. The idea is to encode all monitoring data from all the sites and put them in one database. This is also a prerequisite to proceed to the next stage which is generating the frequency table.

At this point, the Core Group and monitoring teams will be able to clearly see the data gaps in the monitoring results. This is the value of the database. Data gaps have to be filled in so that the group can proceed to the next stage of data processing.

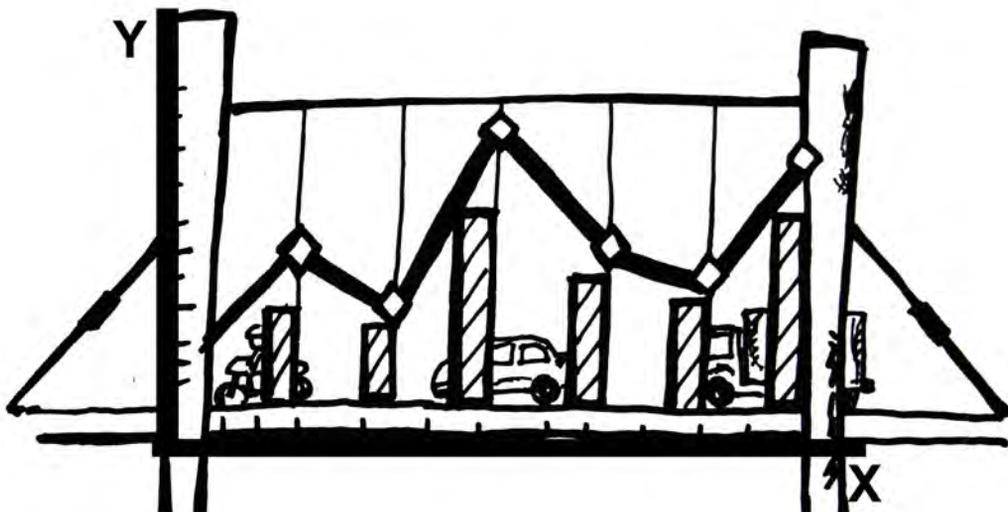
The next stage, involves generating frequency tables based on five major standards used in the monitoring initiative: quality, quantity, time, cost, and process.

Arrange all relevant monitoring points according to this classification so it will generate rich information on which standard did the service comply the most and which areas and monitoring points needs attention. Once frequencies are generated, it is now easy for the Core Group and monitoring teams to identify not only variances but also best practices.

Data interpretation is the third stage of data processing. This involves getting the explanations of variances after they have been validated. The purpose of this is to know why the variance occurred, who are and should be responsible.



Because of different works being undertaken for horizontal and vertical infrastructure, always have a separate data processing for these two types.



A quick four-step process for the data processing is outlined below:

STEP 1: Collect! Collect all the accomplished monitoring tools. Separate those for vertical and those for horizontal. Carefully look at the answers in each monitoring tool. All monitoring points must have answers supplied by the assigned monitoring team. If the monitoring point is not applicable, then a “not applicable” or NA is expected.

STEP 2: Encode! Encode all answers from the monitoring tools into a database. Put all data gathered from all sites side by side. Include the details supplied in the monitoring tool in the tabulation. Look out for items which may not be applicable. For instance, if a follow up question in the DETAILS portion of a monitoring point is applicable only to YES answers, then

all those with NO answers will have to have NA, for consistency. An NA answer may also occur when you are tabulating for horizontal infrastructure where the work being done vary widely. For example, the works base and sub-base for a road project are not part of a bridge project. So NA is expected to be written on this part of the monitoring tool for the bridge project.

There may also be instances (try to avoid this though) when no answer is supplied. When this happens, put a NO ANSWER in the database and go back to the monitoring team to clarify the reason for the blank. Perhaps they missed this part of the monitoring tool, or they were not able to directly observe the monitoring, hence the absence of an answer.

Below is a sample database format you may follow:

Monitoring Point	Infrastructure Project 1	Infrastructure Project 2	Infrastructure Project 3
1. Was a project billboard posted in a conspicuous place around the project site?	Yes	No	Yes
<i>Details: (If yes, what information can be found in the billboard?)</i>			
<input type="checkbox"/> Name of Project	Yes	NA	Yes
<input type="checkbox"/> Contractor	Yes	NA	No
<input type="checkbox"/> Contract Amount	No	NA	Yes
<input type="checkbox"/> Start Date	No	NA	No
<input type="checkbox"/> Completion Date	No	NA	No

Monitoring Point	# of YES	# of NO	# with NO ANSWER	# of NA (not applicable)	Details										
1. Was a project billboard posted in a conspicuous place around the project site?	6 (out of 10)	3 (out of 10)	1 (out of 10)	0 (out of 10)	<p><i>(For those with YES answers, what information can be found in the billboard?)</i></p> <table border="1"> <tr> <td>Name of Project</td> <td>6 / 6</td> </tr> <tr> <td>Contractor</td> <td>5 / 6</td> </tr> <tr> <td>Contract Amount</td> <td>2 / 6</td> </tr> <tr> <td>Start Date</td> <td>0 / 6</td> </tr> <tr> <td>Completion Date</td> <td>0 / 6</td> </tr> </table> <p><i>*the number after the "/" denotes the total number of instances where a YES answer was supplied</i></p>	Name of Project	6 / 6	Contractor	5 / 6	Contract Amount	2 / 6	Start Date	0 / 6	Completion Date	0 / 6
Name of Project	6 / 6														
Contractor	5 / 6														
Contract Amount	2 / 6														
Start Date	0 / 6														
Completion Date	0 / 6														

STEP 3: **Tabulate!** After encoding all the data, tabulate the number of YES answers and the number of NO answers into the table. Tally the different items that need to be tallied. Shown above is a sample tabulation for your reference.

STEP 4: **Interpret!** With the Core Group, check for emerging trends and variances in the standards as reflected in your data. Your data should show the persistence of certain variances and good practices.

In doing this exercise, you may follow the template shown in pages 55-56 for your data interpretation:

Note that the examples given are fictional.

Identify monitoring points with highest compliance, and those with lowest compliance. In explaining the results, we suggest that you conduct validation research whereby you and your Core Group sit down and talk about the results and conduct workshops and additional data-gathering to validate the findings of your monitoring and identify possible explanations.

Again, take note of the differences in the standards for horizontal and vertical infrastructure.

Key Compliance (highest compliance)	Explanation according to the tool	Explanation based on the data-gathering/validation research
<p>Was Type A or Portland cement used?</p> <p>10 / 10 (10 out of 10 complied)</p>	<p>Case: ALL infrastructure projects used the prescribed cement in construction. This was easily checked by the monitors. The project engineer also did his own inspection, hence total compliance to this standard.</p>	<p>This standard is easy to check. Any variance can easily be detected. The monitors and the project engineer have been very keen in making sure that this is being followed.</p>
<p>Was competitive public bidding used in the procurement?</p> <p>9 / 10 (9 out of 10 complied)</p>	<p>Case: ALL but one infrastructure projects were procured using competitive public bidding</p>	<p>The engineering office explained that all their infrastructure projects are procured competitively, and non-competitive modes are only used in instances that are within the guidelines of the law.</p>
	<p>Case: Repair of Sta. Maria Barangay Road This project was very small in amount so it was implemented by administration. The BAC decided to do away with the normal procurement process to hasten the much needed repair. The materials needed were procured also via small value procurement.</p>	<p>The use of an alternative mode of procurement was justified. The amount did not exceed the threshold set by the law.</p>

Key Compliance (highest non-compliance)	Explanation according to the tool	Explanation based on the data-gathering/Validation research
<p>Was the barangay captain or community given a copy of the POW?</p> <p>3 / 10 (3 out of 10 did not comply)</p>	<p>Case 1: Construction of Multi-purpose Hall in Bgy. Masanao</p> <p>The barangay captain was not given a copy of the POW despite requests made to the contractor and the engineering office</p> <hr/> <p>Case 2: Construction of Indanan Footbridge</p> <p>No POW was given. The barangay requested a copy from the contractor, but they were referred to the engineering office. The engineering office also did not respond to the request.</p> <hr/> <p>Case 3: Construction of RHU in Barangay Masikap</p> <p>The barangay captain did not know that they can get a copy of the POW.</p>	<p>There is a case when it was still not clear to the barangay or the community that they can be given a copy of the POW of the infrastructure project being implemented in their area. For those who know that they should have the POW, it was also not clear from whom this should come from.</p> <p>Within the LGU, there is no practice of providing a copy of the POW to the recipient community. They recognize, however that this should be made a standard practice, even with the absence of a request from the community itself. It is the responsibility of the engineering office to provide the copy to the community.</p>
<p>Was a project billboard posted in a conspicuous place around the project site?</p> <p>6 / 10 (6 out of 10 complied) where 6 / 6 did not have complete information</p>	<p>Cases with no billboard:</p> <ol style="list-style-type: none"> 1) Construction of RHU in Barangay Masikap; 2) Construction of Indanan Footbridge; 3) Construction of Multi-purpose Hall in Bgy. Masanao 4) Repair of Maitom Bridge <p>Cases with billboard, but incomplete information:</p> <p>All the six with billboards have incomplete information. Most of the time, the CONTRACT AMOUNT, START DATE and COMPLETION DATE are not present in the billboard</p>	<p>The engineering explained that they have overlooked this. They also do not check the billboards being produced by the contractor.</p>

Conduct Sharing Session

When the monitors convene to discuss what they have finally observed, this is where all issues emerge. CSOs should attend a sharing session to impart their experiences and extract the emerging issues.

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.

The sharing session should answer the following guide questions:

1. How would you describe your monitoring initiative?
2. What were the challenges you have encountered?

3. What were the successes you have accomplished?
4. What were the important findings of your monitoring?
5. How can you improve your monitoring?
6. How can the education program of the government be improved?

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 also help determine their personal observations about the project, item or process that they monitored.

Icebreakers help in attaining a relaxed, personal atmosphere. 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 method 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.

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 conducted to allow the monitors to process their overall monitoring experience.

The program involves sharing experiences in terms of the working together, data gathering, and actual monitoring.

Part of the sharing session is to also present the results of the data processing. This is followed by another validation from the monitors. Possible recommendations are reviewed before being finalized for the problem solving.

Take note that sharing sessions are meant to do the following:

- Encourage maximum participation of monitors, hence methods such as metacards 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



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.”*

Conduct Problem-Solving Session

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.



***Do's and don'ts in problem-solving sessions
with decision makers:***

- 1. DO remember to include the findings in your sharing session. It helps when the agency sees the point of view of the monitors themselves.*
- 2. DO begin the session with the primary objective of cooperating with the agency. Remember that you're not there to merely point out their problems, but to give them solutions. If you're presenting adverse findings, it makes them feel as if they're not doing their jobs, and puts them on the defensive. Keep them from being defensive by encouraging them to finding solutions, not point fingers.*
- 3. 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.*
- 4. DON'T blame them. Many times, members of civil society organizations get full of angst when they communicate with the agency, and forget that they're 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.*

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.

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; and
- To get the commitment of the decision makers to implement the solutions

Make sure to conclude the session with some sort of agreement between you and the decision makers to try to solve the problems raised. Commitment to the issue is the main point of a problem-solving issue. Failing to get a commitment from them may lead to your project's failure.

Conduct Public Presentation

After your sharing and problem-solving sessions, you may share your results with 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. You have to consider:

- issue sensitivity
- preference of your funding facility or by partner agency
- incomplete findings or data gaps that may cause misinterpretation of findings
- not applicable or appropriate to your project rationale and objectives

The media is not always necessary, due to several reasons such as:

- Issue sensitivity;
- No-media preference by the funding facility or by partner agency;
- Incomplete findings or data gaps that may cause misinterpretation; and
- Not applicable or appropriate to the project rationale and objectives.

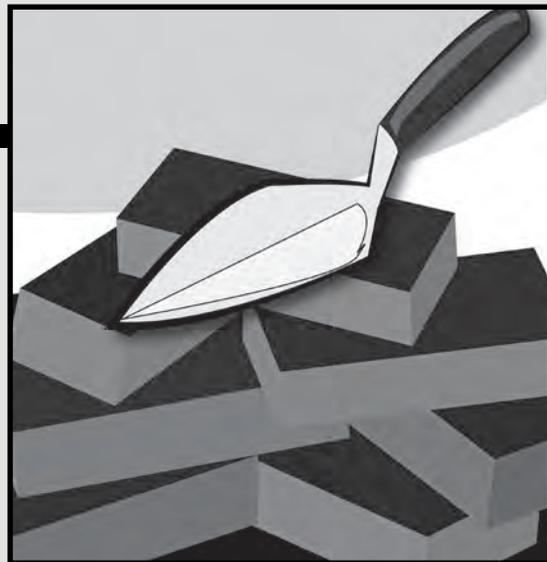


Make sure that when you have your public presentation you know the following covered:

- ✓ *Objective: What is your objective? Is it to promote sustainability and replication of your effort? Is it for advocacy on particular policies you found to be flawed based on your monitoring project? Whatever your objective is, this will have an impact on your “message”.*
- ✓ *Message: With your objective in hand, what is your key message? You should be able to capture in a sentence or two; and it should be clear in your presentation title.*
- ✓ *Key results: make sure the way you present your findings do not run counter with your objective. This means, you do not bombard them with too much data as they may not retain anything. Focus on important findings that will get your message across.*

Chapter 7

Sustain the Monitoring Project



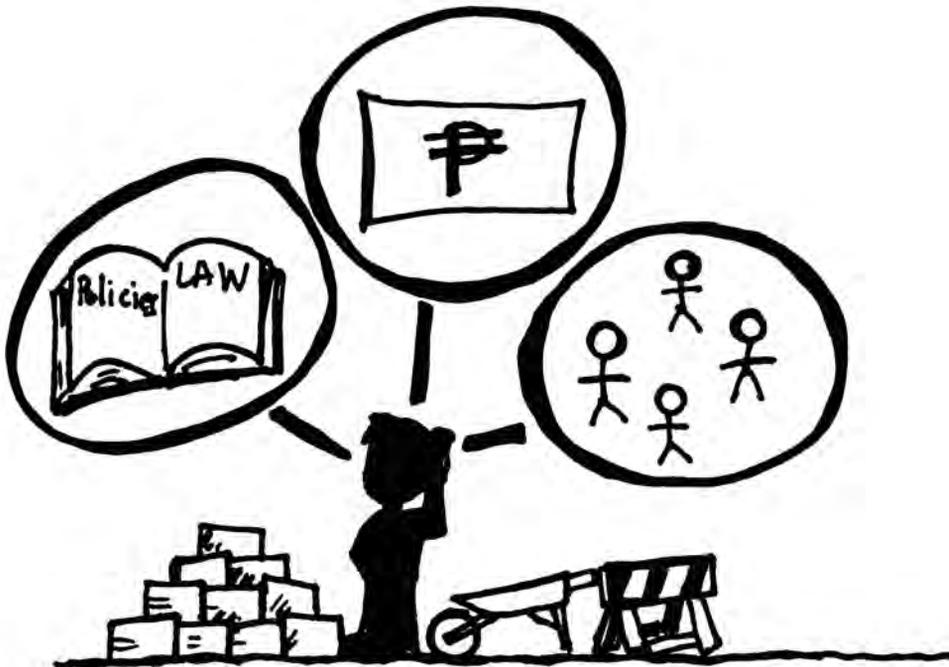
A G-Watch monitoring project will not achieve its desired impact without being sustainable. Before celebrating your success, there is one final stage which you should undergo through in making sure your initiative have lasting results: prepare your sustainability plan.

Why do you need to prepare this?

- You need to be ready. In all NGO-related initiatives, sustainability plans are always important to make sure that you are well fueled to continuously engage an advocacy you are interested in.
- One round of monitoring may not be enough to have a long-term impact on the service you are monitoring and so you may need to have a few rounds to ensure maximum impact.

- Through regular conduct of your monitoring initiative, you will be able to best see the progress of the education service delivery.
- Through a sustainability plan, you can institutionalize (either formally through policies or informally through changed behavior) citizen participation and social accountability in your locality.

You can sustain your monitoring initiative by securing important resources. Resources may refer to monetary, facilities and human resource. This can be sourced from both civil society facilities and government institutions. There are local and international organizations that support civil society initiatives. And the Philippine government allows LGUs to extend and provide resources to CSOs who can complement and contribute to local development.



To guide you in making your sustainability plan, here are some guidelines:

Think Policy

Local government units are equipped with a number of participatory mechanisms which can be maximized by your team in making sure you get your initiative sustained. You may opt to explore institutionalizing through policies the integration of a monitoring component on these existing mechanisms:

- *Project Monitoring Committee (PMC)*. With a primary mandate to monitor infrastructure programs, the PMC is one very good venue for you and the local government to work together in ensuring compliance to standards in the delivery of infrastructure services.
- *Provincial Development Council (PDC)*. As a decision-making making body that has space for CSO participation, the PDC or its equivalent in you locality may also be maximized. The results of your monitoring may be fed into the planning process which the PDC goes through.

You may also opt to institutionalize your project through an ordinance which adopts your project as your LGU initiative.

Think Money

An important element of sustainability is financial security of the project. Financial resources can be tapped from both internal and external sources.

For external sources, you may opt to look at funding institutions which support participatory governance and social accountability initiatives. These may be international organizations, national government, or networks which provide financial support to such kinds of activities.

Internal sources on the other hand are funds available from the project partners themselves. In Naga City, there is a regular fund given to CSO-Government engagement. Similar set ups may be explored in your locality.

Another LGU fund which proves as a promising source of funds is the Special Education Fund (SEF). With the LSB mandated to ensure proper allocation of the LGU's education funds, the SEF which they manage can be utilized by the LSB for their monitoring activities.

The CSO and LGU partners may also opt for a counterparting scheme, maximizing available resources and conducting low-cost activities which can be shouldered using the regular resources of the different offices involved.

Think People

It is also important to tap organizations and venues where there can be a ready pool of volunteers for your monitoring project. Tap the beneficiaries' organizations themselves as they are natural monitors of the service delivery. Also, they will still be involved in the infrastructure project even without your monitoring initiative.

You may also tap volunteer groups available in your community. These may include scouting units, youth groups, church-based volunteer groups (SFC, CFC), among others.

Apart from these, schools are a wealthy source of monitors. Particularly, the NSTP program may be tapped to facilitate participation of college students. In turn, these students get to learn

by experience governance at work. Students with specialization may also be a good source of technically adept monitors. Engineering students, for instance, may be part of a school building construction monitoring. Students taking up education courses can also learn more about their field of work by participating in this project.

The barangay officials especially the Sangguniang Kabataan (SK) can also be a probable source of volunteers. In addition to that, you get to inculcate in your barangay officials and the SK the principles of transparency, accountability and participation.

The G-Watch Localization Manual provides more details on how you can set up your sustainability plan.

MONITORING CHECKLIST for INFRASTRUCTURE PROJECTS (Horizontal)

Name of Project:	_____		
Type:	<input type="checkbox"/> Road	<input type="checkbox"/> Bridge	<input type="checkbox"/> River Control <input type="checkbox"/> Others _____
Dimensions:	Length: _____	Roadbed Width: _____	Pavement Width: _____
		Bridge Width: _____	
Contract Amount:	_____		
Contractor:	_____		
Start Date:	_____		
Target Completion Date:	_____		
Actual Completion Date:	_____		
Project Location:	_____		

Project Cost Breakdown

A. Direct Cost	_____
B. O.C.M. (3-7%)	_____
C. Contractor's Profit (11%)	_____
D. VAT	_____
E. Mobilization	_____
F. Total Construction Cost:	_____
G. Engineering Supervision	_____
TOTAL ESTIMATED COST:	_____

MONITORING TEAM

Team Leader:	_____	
Members:	1. _____	7. _____
	2. _____	8. _____
	3. _____	9. _____
	4. _____	10. _____
	5. _____	11. _____
	6. _____	12. _____

A. PROJECT IDENTIFICATION and PRE-ENGINEERING SURVEY			
Monitoring Points	Yes	No	Details
1. Was the allocation of the project based on the Annual Investment Plan?	Yes	No	
2. Was there a meeting to discuss issues and concerns?	Yes	No	Date of meeting: _____ Present: _____
3. If yes, were issues on disaster preparedness raised during the meeting?	Yes	No	<input type="checkbox"/> Appropriateness of project <input type="checkbox"/> Proposed project does not block emergency routes <input type="checkbox"/> Project does not lie on a disaster prone zone <input type="checkbox"/> Project could help mitigate disaster <input type="checkbox"/> Others: _____
4. Did the issue of site ownership surface?	Yes	No	
5. Was the site suitable for the project?	Yes	No	
6. Does the area have a history of landslides?	Yes	No	
7. Was a pre-engineering survey conducted	Yes	No	Date: _____ Engineer/Personnel who conducted survey: _____
8. Did the survey confirm that the project fits the land areas?	Yes	No	
9. Was the barangay captain or community given a copy of the POW?	Yes	No	

B. PROCUREMENT			
Monitoring Points	Yes	No	Details
1. Was the project included in the Annual Procurement Plan?	Yes	No	
2. Was bidding conducted for the project?	Yes	No	Dates of bidding activities: Pre-Procurement Conference: _____ Posting of Invitation to Bid: _____ Pre-Bid Conference: _____ Submission and Opening of Bids: _____ Bid Evaluation: _____ Post-Qualification: _____

			_____ Issuance of Notice to Award _____ Issuance of Notice to Proceed _____ TOTAL NUMBER OF DAYS from Posting of Invitation to Bid to Issuance of Notice to Proceed: _____
3. Was the competitive public bidding mode of procurement used?	Yes	No	If no, why?
4. Were there issues and concerns used during the bidding activities?	Yes	No	If yes, what issues and which activities were they raised?

C. CONSTRUCTION			
Monitoring Points	Yes	No	Details
1. Was a project billboard posted in a conspicuous place around the project site?	Yes	No	Check billboard for the following information: <input type="checkbox"/> Name of Project <input type="checkbox"/> Contractor <input type="checkbox"/> Amount <input type="checkbox"/> Start Date <input type="checkbox"/> Completion Date
EARTHWORKS Clearing & Grubbing ACTUAL DATE: _____ Excavation ACTUAL DATE: _____ Embankment ACTUAL DATE: _____ Subgrade ACTUAL DATE: _____			
2. Were vegetation and other obstruction removed and disposed of properly?	Yes	No	Observations:
3. Was the excavation in accordance with the plan in the POW?	Yes	No	
4. Was there a variation in the excavation?	Yes	No	If yes, was it supported by a Variation Order? <input type="checkbox"/> Yes <input type="checkbox"/> No
5. Were embankment materials used according to those specified in the POW?	Yes	No	
6. Was there an overshoot or undershoot of embankment?	Yes	No	If yes, was it supported by a Variation Order? <input type="checkbox"/> Yes <input type="checkbox"/> No

7. Were the materials used suitable? (according to POW)	Yes	No	Unsuitable materials: <input type="checkbox"/> Soft earth <input type="checkbox"/> Big sized stones
SUB-BASE and BASE Actual Date: _____			
8. Were the materials used suitable?	Yes	No	Suitable: <input type="checkbox"/> Coarse aggregates with right amount of binding materials uniformly mixed <input type="checkbox"/> Free of large stones <input type="checkbox"/> Quarry site is the one approved / specified in the contract
9. Was materials testing conducted?	Yes	No	Date: Results:
10. Were specified heavy equipment used?	Yes	No	
SURFACE COURSE Actual Date: _____			
11. Were the aggregates used according to the specifications in the POW?	Yes	No	
12. Was Type A cement used?	Yes	No	
13. Were cement bags and aggregates stored properly?	Yes	No	Proper storage: <input type="checkbox"/> Weathertight location for cement bags <input type="checkbox"/> For aggregates, inclusion of foreign materials is controlled
14. Was mixing of materials done properly?	Yes	No	<input type="checkbox"/> Proportion is 1 bag Class A cement + 2 boxes of fine aggregates (sand) + 4 boxes of coarse aggregates (gravel) + water <input type="checkbox"/> No retempering of concrete or mortar
15. Were the equipment used according to those specified?	Yes	No	
16. Was there proper curing?	Yes	No	Proper curing: <input type="checkbox"/> Mats covering the concrete are impervious to water <input type="checkbox"/> Pavement is not opened to traffic for 14 days after concrete was poured
17. Was testing of core samples conducted?	Yes	No	
18. Were the test results made available?	Yes	No	

OTHER WORKS			
<i>Specify other works included in the contract and/or POW, not mentioned above and indicate whether they were followed/sufficient (+) or not followed/insufficient (-)</i>			
	(-)	(+)	Details

D. POST-CONSTRUCTION			
Monitoring Points	Yes	No	Details
Process			
Was the community consulted on the Plan and Program of Works			
Did the PEO provide a copy of the POW prior construction?			
Was the schedule announced prior to construction?			
Was a Joint Final Inspection conducted ?			
Were defective works rectified within 15 days?			
Were changes in the works supported by a Variation Order?			
Was construction completed according to specifications?			
What is the final project cost, considering all variations made in the course of the implementation?	Amount: Php _____		

Monitoring Points	(-)	(+)	Comments / Observations
Structure			
Earthworks Clearing and Grubbing Removal of Structures Roadway Excavation Structure Excavation Embankment or Backfill Subgrade Preparation			
Subbase and Base Course Aggregate Subbase Course Aggregate Base Course			
Surface Course Portland Cement Concrete Pavement			
Drainage and Slope Protection Reinforced Concrete Pipe Culvert Grouted Riprap Stone Masonry Gabion			

MONITORING CHECKLIST for INFRASTRUCTURE PROJECTS (Vertical)

Name of Project:	_____		
Type:	<input type="checkbox"/> School building	<input type="checkbox"/> Gymnasium	<input type="checkbox"/> Others _____
Contract Amount:	_____		
Contractor:	_____		
Start Date:	_____		
Target Completion Date:	_____		
Actual Completion Date:	_____		
Project Location:	_____		

Project Cost Breakdown

A. Direct Cost	_____
B. O.C.M. (11%)	_____
C. Contractor's Profit (11%)	_____
D. VAT	_____
E. Mobilization	_____
F. Total Construction Cost:	_____
G. Engineering Supervision	_____
TOTAL ESTIMATED COST:	_____

MONITORING TEAM	
Team Leader:	_____
Members:	1. _____
	2. _____
	3. _____
	4. _____
	5. _____
	6. _____
	7. _____
	8. _____
	9. _____
	10. _____
	11. _____
	12. _____

A. PROJECT IDENTIFICATION and PRE-ENGINEERING SURVEY			
Monitoring Points	Yes	No	Details
1. Was the allocation of the project based on the Annual Investment Plan?	Yes	No	
2. Was there a meeting to discuss issues and concerns?	Yes	No	Date of meeting: _____ Present:
3. If yes, were issues on disaster preparedness raised during the meeting?	Yes	No	<input type="checkbox"/> Appropriateness of project <input type="checkbox"/> Proposed project does not block emergency routes <input type="checkbox"/> Project does not lie on a disaster prone zone <input type="checkbox"/> Project could help mitigate disaster <input type="checkbox"/> Others: _____
4. Did the issue of site ownership surface?	Yes	No	
5. Was the site suitable for the project?	Yes	No	
6. Does the area have a history of landslides?	Yes	No	
7. Was a pre-engineering survey conducted	Yes	No	Date: _____ Engineer/Personnel who conducted survey: _____
8. Did the survey confirm that the project fits the land areas?	Yes	No	
9. Was the barangay captain or community given a copy of the POW?	Yes	No	

B. PROCUREMENT			
Monitoring Points	Yes	No	Details
1. Was the project included in the Annual Procurement Plan?	Yes	No	
2. Was bidding conducted for the project?	Yes	No	Dates of bidding activities: Pre-Procurement Conference: _____ Posting of Invitation to Bid: _____ Pre-Bid Conference: _____ Submission and Opening of Bids: _____ Bid Evaluation: _____

			Post-Qualification: _____ Issuance of Notice to Award _____ Issuance of Notice to Proceed _____ TOTAL NUMBER OF DAYS from Posting of Invitation to Bid to Issuance of Notice to Proceed: _____
3. Was the competitive public bidding mode of procurement used?	Yes	No	If no, why?
4. Were there issues and concerns used during the bidding activities?	Yes	No	If yes, what issues and which activities were they raised?

C. CONSTRUCTION			
Monitoring Points	Yes	No	Details
Earthworks			
1. Were garbage, plants, remains of old structures, and other obstructions removed and disposed of properly?	Yes	No	Observations:
2. Were there items (e.g. structures, trees) that had been unnecessarily damaged?	Yes	No	What: Who is responsible for the damage?
3. Was the excavation quantity in accordance with the plan in the Program of Work?	Yes	No	Planned Area in Program of Work: Actual Quantity of Excavation:
4. Did the excavation disturb any slopes?	Yes	No	Observations:
5. Was the excavated surface smooth and uniform?	Yes	No	Observations:
6. Were the excavated materials disposed of properly?	Yes	No	Observations:
7. Were the excess materials (e.g. rocks and boulders) used as backfill materials?	Yes	No	If yes, was there permission from the Project Engineer?

Concrete Works			
1. Was Type A or Portland Cement used?	Yes	No	
2. Were the bags of cement stored properly?	Yes	No	Indicators for proper storage: <ul style="list-style-type: none"> <input type="checkbox"/> Bags of cement may get wet in the storage room <input type="checkbox"/> Storage room has cracks or openings between walls and roofs <input type="checkbox"/> Flooring is above ground <input type="checkbox"/> Cement bags are stacked close together Observations:
3. Were cements that already solidified or which contain lumps of caked cement still being used?	Yes	No	Observations:
4. Were cements salvaged from discarded or used bags still being used?	Yes	No	Observations:
5. Did they mix cement with clean water?	Yes	No	Indicators for clean water: <ul style="list-style-type: none"> <input type="checkbox"/> no oil / no slat / no acid / no álcali / no grass Observations:
6. Were quality coarse aggregates (gravel) used?	Yes	No	Indicators for quality coarse aggregates: <ul style="list-style-type: none"> <input type="checkbox"/> Color is blue, not brown / Clean, no mixture of soil or clay / Hard, strong and durable; do not break easily / Free from any adherent coatings or crystals Observations:
7. Were quality fine aggregates (sand) used?	Yes	No	Indicators for quality fine aggregates: <ul style="list-style-type: none"> <input type="checkbox"/> Must come from the river, not sea (color: black) / Sands from different sources are not combined together Observations:
8. Was the correct proportion of water, cement and aggregates followed in the construction of columns and beams?	Yes	No	Indicators for correct proportion: <ul style="list-style-type: none"> <input type="checkbox"/> Water: 15%-20% / Cement: 7%-14% / Aggregates: 66%-78% Observations:
9. Were the materials in good shape?	Yes	No	Indicators for good condition of materials: <ul style="list-style-type: none"> <input type="checkbox"/> no rust / no cracks and laminations / no surface irregularities or mill scale Observations:

10. Were the type, size and quantity of materials in accordance with the Program of Work?	Yes	No	Type	Size	Qty
11. Were the materials stored properly?	Yes	No	Indicators for proper storage: <input type="checkbox"/> Placed on a platform or above ground <input type="checkbox"/> It does not pose danger or injury to people Observations:		
Masonry					
1. Was the size of hollow blocks used in accordance with the Program of Work?	Yes	No	Program of Works: Actual: Observations:		
2. Was the size of steel bars used in accordance with the Program of Work?	Yes	No	Program of Works: Actual: Observations:		
3. Was the size of wires used in accordance with the Program of Work?	Yes	No	Program of Works: Actual: Observations:		
Carpentry					
1. Did the contractor buy and deliver the materials needed?	Yes	No	Observations:		
2. Did the contractor buy the right number, size, and shape of materials as stated in the Program of Work?	Yes	No	Observations		
3. Were the timber materials in good condition?	Yes	No	Indicators for good condition of materials: <input type="checkbox"/> no loose knots / no split / no worm hole / no decay / no warp / no ring separation		
4. Were the materials stored properly?	Yes	No			

Painting			
1. Was the paint of good quality?	Yes	No	Indicators for good quality paint: <input type="checkbox"/> no excessive setting / no curdling / no caking / no gelling or thickening / no color separation / no lumps and skins Observations:
2. Did the paint brush easily?	Yes	No	Indicators for paint that brushes easily: <input type="checkbox"/> with good levelling properties / no running or sagging when applied to smooth vertical surface Observations:

D. POST-CONSTRUCTION			
Monitoring Points	Yes	No	Details
Process			
Was the community consulted on the Plan and Program of Works			
Did the PEO provide a copy of the POW prior construction?			
Was the schedule announced prior to construction?			
Was a Joint Final Inspection conducted ?			
Were defective works rectified within 15 days?			
Were changes in the works supported by a Variation Order?			
Was construction completed according to specifications?			
What is the final project cost, considering all variations made in the course of the implementation?	Amount: Php _____		

Monitoring Points	(-)	(+)	Comments / Observations
Structure			
Concreting Wall & Column Footings Tie Beams/Beams Floor Slab Columns			
Roofing & Accessories Trusses/Rafters Purlins Corrugated GI Sheet Teckscrew			
Doors and Windows Panel Doors Flush Doors Steel Doors Steel Casement Windows Jalousie Windows			
Plumbing Works Pipes Fittings Fixtures			
Painting Works Roofings Interior & Exterior Walls Ceiling Doors & Windows			
Electrical Fixtures Rough-ins Wires Fixtures Bulbs/Fluorescents			

References

REFERENCES

1. G-Watch Localization Manual, Government Watch, 2012
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3. Bantay Lansangan Training Modules, Transparency and Accountability Network, 2007

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Monitoring services delivered by the government need not be difficult for citizens. This is what this manual tries to demonstrate.

Here is an easy-to-use guide on how to implement a community based monitoring of Infrastructure Projects of a local government unit (LGU) using the tools and methods developed in the implementation of *Tambayayong sa Infrastrukturang Paglambo sa Southern Leyte (TIP-SL)*, jointly developed by G-Watch, the LGU and citizen organizations of the Province of Southern Leyte.

The manual is made easy to understand for any interested citizen organization who wishes to engage their LGU to help improve the implementation of Infrastructure Projects. In the same way, it may also assist LGUs who wish to involve the participation of their local citizen organizations in monitoring Infrastructure Projects.

About G-Watch

Established in 2000 in response to the plethora of reports on corruption and inefficiency in the government, Government Watch (G-Watch) is an action research program of the Ateneo School of Government that specializes in expenditure-tracking and monitoring government agencies' program implementation.

Citizen engagement for good governance is at the heart of the work of G-Watch. Its experience in engaging the government for performance monitoring has become a leading practice of social accountability.

At the national level, G-Watch has partnered with the education, health, public works, social welfare, and budget departments, among others. In 2010, G-Watch blazed trails in helping bring together citizen groups and local government units in a localized application of its social accountability approach –in Naga City; Puerto Princesa City; Dumaguete City; Island Garden City of Samal; San Miguel, Bohol; and Southern Leyte.

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