



Rebooting G-Watch

A Report from the 2017 National Meeting of G-Watch

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GOVERNMENTWATCH
Citizen Action for Accountability

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List of Acronyms

4Ps	Pantawid Pamilyang Pilipino Program
ADM	Assistance to Disadvantaged Municipalities
AR	Agrarian reform
ARC	Accountability Research Center
BuB	Bottom-up-Budgeting
CCAGG	Concerned Citizen of Abra for Good Governance
CSO	Civil society organization
DAMPA	Damayan ng Mamamayang Pilipinong Api
DSWD	Department of Social Welfare and Development
FDP	Family Development Program
GRM	Grievance Redress Mechanism
G-Watch	Government Watch
ICT	Information and communications technologies
IWAG	Integrity Watch for Accountable Governance
KALAHI	Kapit Bisig Laban sa Kahirapan
LCE	Local chief executive
LGU	Local government unit
LPRAT	Local Poverty Reduction Action Team
NCPC	Naga City People's Council
NGO	Non-government organization
PODER	Political Democracy and Reforms
RIGHTS	Rural Poor Institute of Land and Human Rights Services
RH	Reproductive health
RTD	Roundtable discussion
SGLG	Seal of Good Local Governance
TPA	Transparency-participation-accountability

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Buod (Summary in Filipino)

Paano ba kakaharapin ng isang organisasyon ang magbago or mag-reboot para matugunan ang mga mahihirap at masalimuot na pagbabago sa kanyang lipunan, kasanayan at organisasyon para mapagpatuloy at mapalawak ang gawain at pananaliksik sa strategic action for transparency, participation and accountability? Ito ang tanong at hamon sa reboot process na kinakaharap ng G-Watch.

Isinagawa ang National Meeting ng G-Watch local core group members at partners noong Pebrero 23-25, 2017 sa Astoria Plaza, Lungsod ng Pasig. Napag-usapan dito ang reboot plan ng G-Watch, paano ito gagawin at ano ang mga prayoridad na isyu at agenda na dapat nitong tutukan.

Nagsimula noong 2001 bilang social accountability program ng Ateneo School of Government, napagpasyahan ng G-Watch na maging isang action research organization na may pambansang saklaw, at nakaugat sa iba't-ibang samahang bayan. Hangad nito na mapataas ang antas ng pananagutan at kapangyarihan ng mamamayan, at mapalalim ang demokrasya sa bansa. Mahalaga ang reboot upang magkaroon ng pangmatagalan (*strategic*) at nagkakaisang (*integrated*) pagkilos para sa transparency, participation, at accountability (TPA) na siyang maaaring magbuo ng bagong kilusan ng mamamayan para sa pagpapalabas ng pananagutan sa bansa. Ang terminong “Reboot ng G-Watch” ay nangangahulugan na sumasailalim ang organisasyon sa proseso ng *adaptive learning*. Ang reboot ay batay sa mga aral mula sa nagdaang karanasan ng G-Watch, sa pagsusuri ng mga kasalukuyang oportunidad at hamon, at ebidensya mula sa empirikal na pananaliksik.

Ipinahayag ng lahat ng walong (8) G-Watch core groups/ hubs at limang (5) partner civil society organizations (CSOs) ng G-Watch ang kanilang pagsang-ayon na maging bahagi sa proseso ng reboot. Nananabik ang karamihan sa magiging resulta ng G-Watch reboot. Binigyang-diin naman ng ilan ang pangangailangan para sa mga bagong kaparaanan ng pag-aaral na makakatulong sa reboot.

Napagkaisahan din sa nasabing pulong ang mga sumusunod na pangunahing isyu/adyenda na pagtutuunan ng G-Watch: participatory budgeting, conditional cash transfer, land rights, at community-driven development. Gayunman, may pagkilala din na kailangan munang mapag-aralan ang pinakamabisang paraan para pag-aralan ang nasabing mga isyu, na isinasaalang-alang ang proseso ng reboot at paggamit ng vertical integration. Napag-usapan din ang kasalukuyang kalagayan ng bawat isyu o agenda at kung paano makapagsasagwa ng monitoring at advocacy.

Bagamat mayroong pagkilala na dapat pasiglahin pa ang pagkilos ng mamamayan, malinaw din na nahihirapan pa ang grupo kung paano ito isasagawa at saan ito sisimulan. Dahil dito, naisip ng organizing team (G-Watch Center) na kailangan

munang alisin sa auto-pilot mode ang mga kasama sa G-Watch.

Ang mga sumusunod ay ilan sa mga natukoy na pamamaraan na nangangailangan ng malalim na pag-iisip: ang pagkakaugnay ng monitoring sa advocacy, monitoring approach, paano pagsasamahin ang constructive engagement at pressure politics, at ang papel na ginagampanan ng information and communications technologies (ICT) at ng international community sa pagsusulong at pagpapalawig ng pananagutan. Ang iba namang natalakay na ideya sa pananaliksik/ pagkatuto ay ang: pagsusuri sa epekto ng monitoring sa pagtugon ng gobyerno, assessment ng mga monitoring systems ng iba't-ibang poverty reduction programs ng pamahalaan, pagkumpara ng iba't-ibang modelo ng state-society accountability relationship sa Pilipinas, at ang pag-aaral hinggil sa magiging bagong progresibong adyenda sa bansa.

Summary

How does an organization maneuver the difficult and ever-changing terrain of today's politics, governance and development and reboot itself to enable, sustain and scale up the gains of practices and research in strategic action for transparency, participation and accountability? This is the empirical question and practical challenge that the G-Watch reboot process confronts.

A National Meeting of G-Watch local core group members and partners was convened on February 23-25, 2017 held in Astoria Plaza in Pasig City. The discussion focused on how and why G-Watch should reboot, what are the processes it entails and what should be the priority issues and agenda it will tackle.

From a social accountability program of a university founded in 2001, G-Watch has decided to reboot into an independent national action research organization embedded in constituencies of civic and advocacy-oriented organizations all over the Philippines, aiming to contribute to the deepening of democracy through the scaling of accountability and citizen empowerment. This reboot is intended to enable strategic and integrated transparency, participation and accountability (TPA) action and to propel a new citizens' accountability movement. The G-Watch Reboot means going through a learning process towards an organizational upgrade that is akin to the concept of 'adaptive learning.' The reboot will be based on lessons learned from the past, analysis of the current opportunities and challenges and evidence from relevant empirical research.

G-Watch is embedded in a broad, diverse nation-wide network of grassroots and regional public interest groups. All the G-Watch core groups/ hubs (8 sites) and five (5) partner civil society organizations (CSOs) have reaffirmed that they are on-board with the spin-off/ rebooting process. There is general optimism towards the emerging reboot ideas. Most expressed their excitement. Others expressed the need to further understand the new ways, approaches and direction, pointing out the importance of a thorough learning process.

The following priority issues for our network's future agenda have been reaffirmed as targets for independent policy monitoring: participatory budgeting, the conditional cash transfer program, land rights and community-driven development. There was, however, a recognition of the need to first study how to best approach these issues/ agenda given the reboot plans, especially in employing vertical integration. The current status and possible points of entry for

monitoring and advocacy for each of the priority issues and agenda were discussed.

Participants recognized a need for a rethinking of approaches and revitalizing of citizen action, although the group was clearly struggling on how this should be done and where to start. The organizing team (G-Watch Center) thought that this underscores the need to bring G-Watch people out of auto-pilot mode, to come up with new approaches to address new challenges.

Some of the following were identified as part of the approaches that need rethinking: how to link monitoring to advocacy, how best to carry out monitoring, how to blend constructive engagement and pressure politics, the role of information and communications technologies (ICT) and engagement at the international level in sustaining and scaling accountability. Some of the research/learning ideas discussed included: review of impact (government response) of past monitoring initiatives, assessment of the official monitoring systems in the government's poverty reduction programs, comparative study of different models of state-society accountability relationship in the Philippines and the next progressive agenda.

I. To Reboot: What and Why?

The problem of systemic impact and sustainability of most transparency, participation and accountability (TPA) initiatives points to the need for a conceptual reboot in civil society. The drastic changes at the global and national levels require rethinking on how citizens and citizen organizations should respond to address new public issues and problems. How to encourage and support this rethinking process underscores the importance of organizational learning – which involves both innovation and dissemination about *how* to learn and who should be part of the process.

The Philippines is home to some of the known work and innovation on TPA field and it has received numerous international recognitions for its TPA work. G-Watch is one of the several social accountability initiatives that started in early 2000 to respond to a plethora of corruption scandals involving government officials in the Philippines. Many democratic and open government reform efforts have been undertaken in the Philippines in the recent past, peaking in the past administration. Through its engagements, G-Watch has repeatedly confronted the question regarding the systemic impact and sustainability of most transparency, participation and accountability (TPA) initiatives. This problem underscores the need for a conceptual reboot of civil society actors, both in the Philippines and in the rest of the world.

There are drastic changes occurring at the global and national levels which require radical rethinking of how citizens and citizen organizations should respond to address new public issues and problems. The rise of populism, the crisis being experienced by electoral democracies,

growing anti-internationalism and the emergence of post-truth politics are some the international trends that should prompt a rethinking of the current repertoire of strategies and analytical devices. How reform strategies and civil society action have evolved, got diluted, co-opted or assimilated leading to dismal results also need to be confronted squarely.

The Philippines, for instance, has been undertaking democratic consolidation for more than two decades, which is supposedly characterized by a vibrant civil society and active social movements. Yet, the same problems of poverty, underdevelopment, disempowerment, corruption, human rights violation persist to this day. Several democratic/ open government reform measures have been introduced since the overthrow of the Marcos dictatorship in 1986, reaching its zenith during the administration of Benigno Aquino III. But despite these efforts, a segment of the country's population is now consenting to state methods that undermine the rule of law and human rights.

This challenge is reflected in Rodrigo Duterte's election as country's President in May 2016. Promising that he would dump criminals and drug offenders to Manila Bay, Duterte won with an overwhelming lead over four other presidential contenders. Upon assuming office, the President began the "War on Drugs" which, according to Human Rights Watch (HRW), has already claimed the lives of more than 12,000 people, including several dozens of children (HRW 2018). Despite these appalling figures, Duterte continues to enjoy widespread support in the Philippines. During the last quarter of 2017 for

example, Social Weather Stations (SWS) revealed that 83% of adult Filipinos had “much trust” in Duterte (2018). Such support, according to Jayson Lamchek, indicates that, “Filipinos care more about decisively solving the drug problem than protecting individual rights” (Ibid.: 199). This creates the impression that there has now been a massive shift regarding the national consensus on democracy and human rights—a situation that poses dangers that must be grappled with.

Meanwhile, at the international level, recent empirical research has shown that integrated and eco-systemic approach to doing TPA promises better lasting results (Halloran 2016 and Fox 2014). Having a clear understanding of the political dimension of the TPA work and how it facilitates power shifts that result in sustainable changes must be grappled with.

Within the context of the need to respond to changes in the external environment and to advance the new ideas coming out from empirical research that G-Watch has decided to go through “a reboot.”

Rebooting G-Watch attempts to address the following empirical question and practical challenge:

How does an organization maneuver the difficult and ever-changing terrain of today’s politics and development and reboot itself to enable, sustain and scale up the gains of practices and research in strategic action for transparency, participation and accountability?

A reboot process being referred herein is akin to organizational changes that happens through the synthesis of *external pressure* and *institutional learning*. The first assumes that organization change is the result of “dramatic increases in external pressures” (1998: 306). Institutional Learning, on the other hand, suggests that organizations are able to “learn internally from their

mistakes, become self-critical, and effectively change without the pressure of external sanctions” (Ibid.: 306).

Given the present circumstances, civil society organizations such as G-Watch would have to become “more flexible and adaptive in a rapidly changing global context,” while striving to become “more strategic in addressing deeper structural inequality and policy issues” (Roper, and Pettit 2003: 7). For this reason, G-Watch would have to become what Laura Roper and Jethro Pettit describes as a *learning organization*, which not only assumes that, “organisations are part of complex social systems,” but are also willing to “embrace the opportunities that changing circumstances can offer” (Ibid.: 2).

This concept of learning organization was further fleshed out by David Kelleher and his colleagues in Gender at Work Collective by describing it as a learning approach that is based on the following principles: (a) that organizations are mission-driven and their organizational form evolves to best meet that mission within their own particular context; (b) that staff should be empowered to maximize their potential and contribute at both the operational and strategic levels; (c) that teamwork and the need to breakdown functional barriers within an organization are central tenets; (d) that organizational culture is one that values experimentation, risk-taking, and learning in order to breed innovation (i.e., knowledge for action); and (e) that organizations are sensitive to, and have strategic linkage with, the external context, combined with in-built flexibility, which allows them to thrive in a changing environment (2003: 77).

G-Watch National Meeting and Report Overview

In February 23-25, 2017 at Astoria Plaza in Pasig City, G-Watch convened its local

core groups and civil society partners all over the country to discuss the reboot process that it intends to undergo.

The objectives of the meeting were as follows:

- (1) To discuss the transition plans of G-Watch and the reboot concept.
- (2) To provide a space for updating on local and national efforts.
- (3) To plan for specific activities to be undertaken for the G-Watch transition phase, including reaffirmation of priority issues and agenda to be tackled.
- (4) To be oriented on new research and learning materials critical for the reboot process that G-Watch will go through.

The National Meeting on G-Watch Reboot was attended by around 30 G-Watch leaders and partners, coordinators and staff members. It was a two-day activity that started with a Multi-Level Situation Analysis that looked into the 'Trends and Key Events on Transparency, Participation and Accountability at the local, sub-national, national and global arena.' This was followed by the updating of G-Watch local core groups and partners of their sustainability efforts and plans. The review of priority issues/ agenda and knowledge and learning agenda followed after a quick exercise on learning tools and approaches and the consultation on the initial/emerging ideas on G-Watch Reboot.

The National Meeting was preceded by a roundtable discussion (RTD), which gathered more than 50 G-Watch partners from civil society, national state agencies and local governments. The RTD reflected

on the prospects and challenges for open government reforms in the Philippines after the recent elections in May 2016. Government-led reforms were reflected upon in light of political transitions, gleaned from the recent G-Watch/Making All Voices Count study of citizen-led reform initiatives, [Going Vertical: Citizen-Led Reform Campaigns in the Philippines](#) (December 2016). The seven issue-based advocacy campaigns featured in the said publication involved diverse, broad-based civic and social actors, engaged with multiple levels and branches of government. These initiatives emphasized citizen power, to generate scale and sustainability, which is crucial especially today given the uncertain future of open government reforms in the Philippines.

This report presents the premises and initial ideas of G-Watch Reboot that was presented for comment and feedback in the February National Meeting of G-Watch. It begins with a brief presentation of G-Watch profile and the context it is in. This is followed by a presentation of the initial G-Watch Reboot ideas that was presented in the national meeting and was revised/ enhanced based on the feedback from the national meeting and inputs from consultations with the local sites of G-Watch all over the country that took place in months thereafter.² Feedback, reaction and comments on the reboot ideas follows with the presentation of the priority issues and the research and learning agenda that were identified and discussed in the national meeting.

² Consultations in eight (8) key local sites of G-Watch and its partner organizations (Naga, Puerto Princesa, Samal, Dumaguete, San Miguel, Bohol, Tacloban, S. Leyte and Sibagat,

Agusan del Norte) were conducted from March to July 2017. In the consultations, further inputs were generated from G-Watch volunteers, supporters and partners in the local sites.

II. G-Watch Briefer and Context Analysis

Government Watch (G-Watch) was established in 2000 to respond to a plethora of corruption scandals involving high-ranking officials of the Philippine government. G-Watch was established in 2000 as a social accountability program of a university and for over 15 years, it has managed substantial grants to undertake several pioneering work on social accountability, citizen monitoring and policy reform, capacitating hundreds of citizen-monitors, facilitating both high-profile and grassroots-based dialogues and sharing of experience and reflections among reform and development actors and publishing numerous publications.

Because of the work that it has done, G-Watch has successfully nurtured a broad network of partners, allies and contacts, both in the Philippines and abroad. It has also established linkages with a wide variety of organizations in civil society and in the development community, as well as with government agencies at the national, sub-national and local levels.

G-Watch's experience has been presented in numerous international conferences and has been documented in various publications. Recently, G-Watch has begun partnering with several international research institutes. It has become a close affiliate of the newly-established Accountability Research Center (ARC) based in the School of International Service at American University, to undertake action research on Transparency-Participation-Accountability (TPA) strategies and approaches.

G-Watch is a product of its time—a period when there was a wave of good governance reforms that brought citizens to public finance management, particularly

through monitoring of program/ project implementation and procurement. It was also largely premised on the promise of 'constructive engagement' that would make governance more effective and efficient. Such framework may now be limited, given the changes confronting the country and the world today.

Decades after the transparency, participation and accountability (TPA) in governance reform solution has been adopted, its results have been mixed. Some worked, while many failed. The gains varied from functional to instrumental to transformational. Solutions became a problem requiring new solutions, leading to innovations that turned distractions from fixing the basics. With too much noise in the TPA field amidst persisting problems of corruption, abuse and unresponsiveness in governance, there is a need to de-clutter and sift through which works and which doesn't, how and why.

In its recent publication with Making All Voices Count (MAVC) and supported by Accountability Research Center (ARC) and Institute of Development Studies (IDS), [*Going Vertical: Citizen-Led Reform Campaigns in the Philippines*](#) (December 2016), G-Watch attempts to contribute to a growing body of knowledge that argues and proves strategic approaches seem more promising in delivering more meaningful results of employing TPA solutions. "Strategic approaches to SAcc...bolster enabling environments for collective action, scale up citizen engagement beyond the local arena and attempt to bolster governmental capacity to respond to voice" (Fox 2014).

To address such need for a conceptual reboot that will push forward a different way of doing TPA, scaling up and action

research will be key. While such body of empirical evidence and new thinking understanding is emerging, a group or institution that specifically carries such mandate is a gap in the country and Asia. G-Watch, with its 15-year track record in citizen monitoring and in policy research on political and governance reform, as well as with its international linkages particularly with research institutes and think tanks, is well poised to fill this gap.

G-Watch spun-off from its university base in 2016 to be an independent organization to harness a different way of doing TPA rooted in autonomous and independent citizen action. At its foundation as an independent organization, the core G-Watch network is composed of eleven (11) civic formations present in at least nine (9) regions in the Philippines: seven (7) G-Watch local core groups/ hubs that were formed through G-Watch Localization and constituency-building initiatives in the past five years, as well as four (4) national and regional CSO partners involved in social accountability and rights-based campaigns. G-Watch is well-connected internationally and is considered as a thought-leader by international networks and groups in light of its pioneering work on TPA and social accountability.

III. G-Watch Reboot Ideas *

The emerging ideas on G-Watch reboot involve both software and hardware. Hardware involves organizational form and processes, while software involves strategies, approaches, direction and content of its engagements.

G-Watch Rebooting to What?

G-Watch is rebooting to become an action research organization embedded in constituencies of civic and advocacy-oriented organizations all over the Philippines. G-Watch hopes to provide an effective intellectual and civic bridge between the local, national and global arenas in the TPA field, promoting multi-directional dialogues to inform theory and practice in TPA. The new G-Watch website (www.g-watch.org) that contains the 15-year knowledge repository of G-Watch is an initial step towards serving as a platform for more open and broad discussion towards collaborative thinking and effort on TPA in the Philippines and globally. It is the aim that the grounded knowledge developed through G-Watch experience will more effectively inform policies and strategies on citizen engagement at the national and international levels.

As it reboots to an action research organization, G-Watch hopes to provide an effective intellectual and civic bridge between the local, national and global arenas in the TPA field, promoting multi-directional dialogues to inform theory and practice in TPA.

While G-Watch/ PODER before has been doing action research, such approach has been done on an ad hoc basis, i.e., it is not organizationally pursued and not done as a component of a strategic action. The reboot process entails institutionalizing action research as a strategy for impact and sustainability. It shall involve deliberate, systematic and organizational efforts to synergize theory-practice, research-learning and strategy-action.

The aim of the action research work of G-Watch is to influence agenda-setting on TPA and to push for a shift to citizen-led and strategic TPA work through 'alternative/ non-mainstream' knowledge production and development that is closest to action and starts and ends with the voices, perspectives and narratives of marginalized sectors, the most vulnerable communities and people from the Global South. This is also important in order to find out what works. With too much noise in the TPA field amidst persisting problems of corruption, abuse and unresponsiveness in governance, there is a need to de-clutter and sift through which works and which doesn't, how and why.

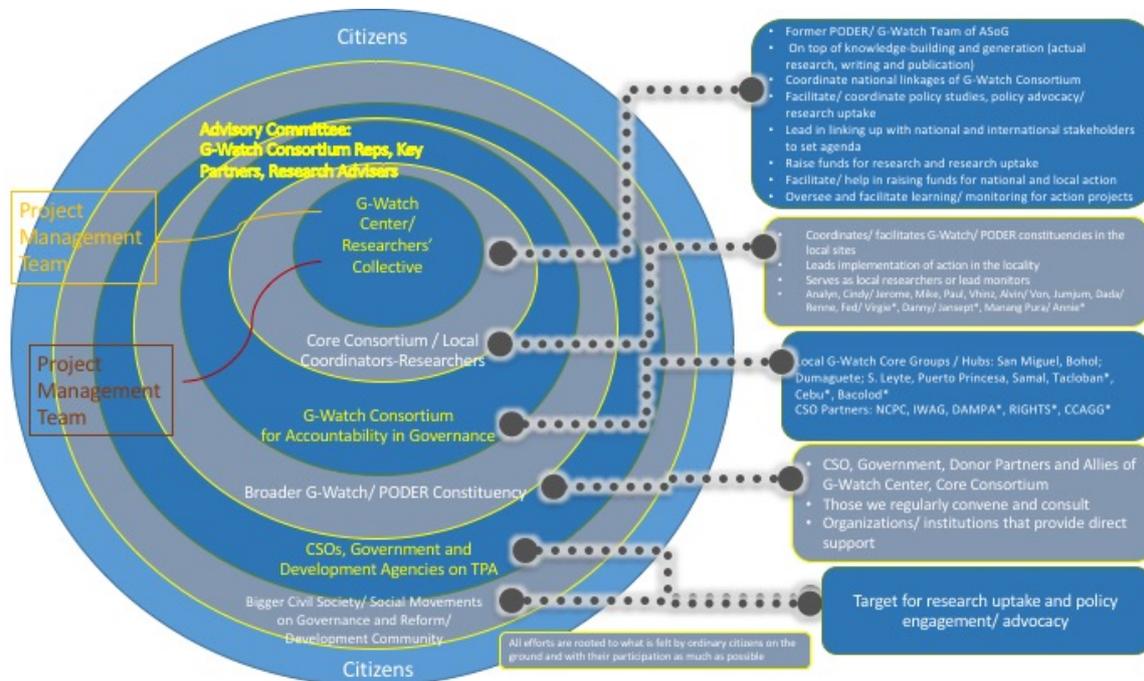
The G-Watch reboot also involves the rethinking of the role of the international in national/ local TPA action. To enable the application of strategic approaches, such as initiating vertically-integrated campaigns, G-Watch's new organization setup must have strong presence at all levels, including the international. Its alliance with progressive researchers and international

* The Reboot Plan presented here is a slightly revised version of the initial ideas presented during the National Meeting. It is revised in consideration of the comments, suggestions and feedback of G-Watch leaders and stakeholders, particularly those generated during the National Meeting, local G-Watch consultation meetings and online discussions.

research institutions, particularly its affiliation with Accountability Research Center (ARC), shall be a critical part of its

effort to influence agenda-setting in TPA at the international level.

Figure 1: Working draft of the new G-Watch organizational form



G-Watch is rebooting to enable strategic and integrated TPA citizen action at both national and local levels. Being strategic and integrated here is defined as having the following elements:

- (1) undertakes vertically-integrated actions (See Fox & Aceron 2016 and Aceron & Isaac 2016),
- (2) takes scale into account (See Fox & Aceron 2016 and Fox 2016): rooted and with strategic alliances and broad constituencies at all levels,
- (3) understands power dynamics and employs a political perspective of TPA work,
- (4) a learning organization that generates lessons from performance towards achieving its targets,

- (5) aims for long-term impact with sustainable/ self-sustaining institutional change processes and pro-citizen power shifts,
- (6) TPA initiatives as link to a broader progressive governance reform agenda.

There is a challenge of enabling strategic TPA because of the many existing TPA initiatives that are tactical in character, as well as the many research outputs that perpetuate a simplistic view of doing TPA. Learning to be strategic will be a key challenge to overcome.

G-Watch is rebooting to propel a new citizen accountability movement. One aim of the reboot is to address the question of sustainability (how to go

beyond project-based and donor-dependent actions) by harnessing citizen power and each individual and group's intrinsic interest to advance transparency, participation and accountability. The challenge is to generate lessons from sustainable broad movements and apply it in creating a new movement. New ways of mobilizing broad citizen action are crucial, given how the powers-that-be responded to coopt, neutralize, dilute and mislead earlier TPA efforts. G-Watch, with its network, will explore the use of information communication technology (ICT) and tools to popularize the accountability lens and actions, while neutralizing the panacea-effect and pitfalls of the earlier use of digital technology in governance.

At present, a draft 'G-Watcher's Creed' has been prepared and uploaded on the G-Watch website to crystalize the key principles and values of every 'G-Watcher.' Another objective is to develop a 'Citizen Accountability Toolkit' that can be an easy guide to solving everyday public good issues using TPA. The goal is to turn 'G-Watch' into an approach and/ or space for collective TPA action that anyone can adopt/ use.

Learning to Reboot

The reboot process involves a learning process that will generate key lessons on how an organization reboots and adapts in response to changing context, new challenges and opportunities, its own reflection and learning about its past work and approaches, its new priorities and emerging evidence from research. Gleaning upon lessons from G-Watch learning processes in the past, as well as recent initiatives that center learning, the following are the key analytical points that inform the G-Watch Reboot process:

- First, the term being used is 'reboot' because the learning process will not

start from scratch. There is a wealth of knowledge and experience on the ground, in G-Watch and among its partners and networks. The need to re-emphasize learning and reflection is due to the changing context and the growing diversity and clutter in the TPA field that requires sifting through and centering on what works and how to truly achieve lasting gains.

- Second, in recognition of existing grounded knowledge and learning, part of the process is to make the most of what is already there, while linking this up to new developments and conceptual handles that will facilitate sharpening of ideas and distilling of complex thoughts and propositions unavoidable in governance/ political change. This process is basically the linking of theory and practice, ideas and action and grounded knowledge/ experience and research-based evidence. It is the nurturing of balanced and mutual learning relationship among researchers, practitioners and the in-betweens.
- Third, the G-Watch learning process is important to make the action more effective, but it doesn't happen in a vacuum. The learning is meant to support action. It is only as effective as the action. In a context of governance and reform work that is premised on multi-level power analysis, action is demanding. To many practitioners, reflection and learning is a luxury they cannot afford. For learning to improve action, therefore, it is expected to be mainstreamed and integrated in the daily lives of those directly campaigning for change. A top-down, heavily systematized/ academic/ technical exercise risks perpetuating divisions between researchers and practitioners, thinkers and doers, international, national and local/ community-based organizations, donors and grantees. Strategic action requires fluid and dynamic relationship-building and lots

of thinking-while-doing, learning-in- and learning-from-action that breaks the boundaries of who does the action and the thinking, who are the producers and users of knowledge and what is knowledge in the first place.

- Forth, the unique learning requirements of strategic and integrated citizen action that are premised on multi-level power analysis will make the role of a unique type of civil society actors crucial. These actors are those that bridge the thinking and doing at different levels and facilitate, orchestrate and enable the needed interactions of actors and processes to inform action with research, research with ground realities and to connect the dots in a theory of change. The term ‘action strategist’ is being explored to refer to this type of actor. Jonathan Fox (2017) defines it as “civil society thinkers and policy reformers who are directly engaged with transforming governance by promoting citizen action from both above and below.”
- Fifth, TPA work that involves power shifts will face resistance and counter-push back. Learning in TPA work that is premised on multi-level power analysis is political. It is about building solidarity, synergy and scaling collective action to build political clout. It is not a technical/ technocratic exercise of learning for its own sake. It is a process of solidarity-building because it requires empathy in the building and nurturing of shared values, language, voices and dreams. Again, learning in this light is meant to make action for effective in achieving substantive gains that involves power shifts. The ones being empowered on the ground at the trenches will need support and those learning with them must be ready to extend that.

Central to the process is documentation. G-Watch’s approach to documentation,

where it has extensive experience, is part of the knowledge creation that is not alienating and difficult for the practitioners or those working on the ground, while useful to those at the top or the researchers. The process involves producing action-sensitive methodologies, tools and approaches to learning strategic and integration citizen action and movement-building, documenting lessons learned on challenges and ways to address challenges. For example, the Scaling Accountability Matrix used in G-Watch’s Going Vertical Report (2016) facilitates strategic thinking and connecting the dots that have a strong grip of power dynamics in light of intended accountability agenda and power shifts. Recognizing the importance of conceptual handles, analytical lenses and evidence from research in a learning process, the G-Watch reboot shall engage and involve allied researchers, research institutions and learning networks, who are also targeted to become critical partners in the new G-Watch organization. There will be collaborative research and learning activities at different levels about collective citizen campaigns being undertaken on issues and agenda identified and set through consultative processes and are considered strategic for a broader and long-term campaign for change.

G-Watch Operational Center

The new G-Watch will have an ‘operations center’ that will stimulate, catalyze and instigate strategic and integration citizen action on TPA as well. The G-Watch Center shall have five key areas of work that forms part of the working strategy of the new G-Watch. These are:

a. Strategies and Learning

G-Watch advances strategic citizen action through participatory learning and the synergy of research and practice. It employs an eco-systemic, integrated and

holistic view of accountability, aims to scale accountability through multi-level action and coalition-building and engages the agenda-setting of different policy and development actors.

b. *Monitoring and Training*

G-Watch supports citizen monitoring of government performance and resource allocation and utilization, looking at innovative and principled ways to sustain and scale citizen initiatives that work.

c. *Advocacy and Communications*

G-Watch ensures uptake of research and monitoring findings by publicizing its work and call to action to galvanize public support and by deliberately seeking response and action of government and duty-bearers. It takes advantage of the advent of information communication technology (ICT) to reach out to a broader audience and for more efficient organizing.

d. *Administration and Finance*

G-Watch's central administration is guided by principles of efficiency and responsiveness that is founded on trust and solidarity balanced by results-oriented accountability.

e. *Research and Knowledge Development*

G-Watch supports the 'democratization' of knowledge development by amplifying the voice of TPA actors and practitioners in knowledge production and outputs and by raising the voice of the Global South in knowledge agenda-setting on TPA. It also aims to continue conducting research and producing knowledge outputs that are relevant and useful to policy actors.

To go through the reboot, G-Watch will have the following core areas of work from 2017-2019:

1. Organizational/ institutional development

This generally refers to the setting up/ development of the new organizational/ institutional arrangement for G-Watch: a new institutional home/ operation's center, establishing new institutional affiliations/ partnerships, if necessary, further development/ maintenance of the new website, setting-up of organizational rules and guidelines – all informed by a new strategic direction.

2. Consolidating and expanding local sites/ chapters, networks and partners

Mainly through learning activities and reflection sessions, the reboot process will involve the consolidation of the existing base of G-Watch and expansion of its allies and partners at the international, regional, national and local levels. This also involves setting up a membership/ chapter-building system/ processes and/ or tools and knowledge outputs that will support movement-building.

3. Action research and learning processes that will inform the organization's reboot and its strategic directions

This involves assessment and analysis of the reform efforts undertaken in the past, including those undertaken by G-Watch itself, continued research partnership on research and learning agenda identified, release of relevant publications and think pieces, convening of reflection/ learning sessions at the national and international levels, undertaking of pilot runs of monitoring initiatives employing the new approach.

4. Resource generation

This involves project development, fund-raising, networking and re-introduction of the new G-Watch in the TPA field. It will also involve rethinking of how citizen action for accountability is financed: the challenges in the past and testing ways on how to address these challenges.

The reboot process is going to be a learning process that will generate key lessons on how an organization reboots and adapts in response to changing context, new challenges and opportunities, its own reflection and learning about its past work and approaches, its new priorities and emerging evidence from research. It shall aim to produce methodologies, tools and approaches to organizational rebooting and shall document lessons learned on challenges and ways to address challenges in an organizational rebooting process, which

will hopefully inform similar efforts in the Philippines and abroad.

Recognizing the importance of conceptual handles, analytical lenses and evidence from research in a learning process, the G-Watch reboot shall engage and involve ally researchers, research institutions and learning networks, who are also targeted to become critical partners in the new G-Watch organization. Specifically, the G-Watch reboot will be implemented in partnership with Accountability Research Center (ARC). ARC has been G-Watch's collaborator on the G-Watch reboot idea, starting with the research on vertical integration in 2014, several learning events, conduct of the national meeting and consultations on the reboot proposal and development of the website. The specific role and functions of ARC in the whole reboot process will have to be further threshed out.

IV. G-Watch Network's Reaction, Feedback and Priority Agenda

In the G-Watch national meeting, the current situation of TPA at the national and local levels have been discussed. Initial reaction and additional inputs to the G-Watch reboot ideas have been generated. Priority issues and agenda have been tackled as well as the key research and learning agenda for G-Watch.

On TPA Situation and Sustaining G-Watch

Based on the initial assessment of G-Watch leaders, the current situation of governance in the different G-Watch sites vary per locality. Those from Cebu, Bacolod, Dumaguete, Naga, Puerto Princesa, Southern Leyte and San Miguel, Bohol were all optimistic that the national government's current focus on the 'war on drugs' will not hinder TPA work at the local level.

Mr. Renne Gumba of Naga stated that they have had their own local drug rehabilitation program even before President Duterte came to power. Hence, despite the shift in administration, Naga is still able to pursue its TPA agenda alongside its drive against drug use. He further pointed out that their aim is to "reinforce participatory mechanisms" so that they can "endure even presidencies."

His colleague, Mr. Johann dela Rosa added that 13 people's councils have already established using the Naga model, and that the nearby province of Sorsogon had just recently passed their own People's Empowerment Ordinance, which allows CSOs to take part in decision-making processes.

Ms. Cindy Uy of Dumaguete, on the other

hand, said that their city had just enacted two landmark legislations on CSO participation. The new mayor also welcomes the participation local G-Watch leaders, though project monitoring by CSOs is not yet a priority of the local government.

For his part, Mr. Jumjum Ouano reported that Cebu City mayor Tomas Osmeña is open to CSO participation. One possible challenge, however, is the city council which is dominated by the political opposition. One direction that the local G-Watch is contemplating is jail monitoring (in light of the Duterte administration's war on drugs), as well as monitoring of the implementation of the Reproductive Health (RH) Law.

Ms. Analyn Estella of San Miguel, Bohol was also generally optimistic since their newly-elected mayor is supportive of CSO participation. However, she admitted that there is a need to touch-base with the sectors that were previously involved in G-Watch monitoring, particularly in agriculture and infrastructure.

Puerto Princesa's Mr. Mickel Ollave stated that their city has been a recipient of the Seal of Good Local Governance (SGLG). He also added that they have begun an initiative similar to the people's council concept through the enactment of a People's Empowerment Program.

However, there are also areas wherein it will be harder to work on TPA since it is not the current priority of the national government. For instance, Mr. Salvador Subla of Sibagat sensed that there is a "reluctance of local officials of Sibagat to

advocate for TPA since the focus of the Duterte administration is on the war on drugs.”

Mr. Vincent Acosta of Tacloban stated that, “*Hindi ramdam ang transparency and participatory programs ng LGU, particularly sa city level*” (TPA is not felt, particularly at the city level). This, he argues, is due to the “stagnant political leadership,” with the Romualdez family being deeply entrenched in Tacloban politics.

The need for clarity on terms used and nature of groups in civil society was highlighted in the discussion. Ms. Uy shared that there is a growing confusion on “who’s who and what’s what” in civil society, that it has become almost impossible to differentiate groups. To address this confusion, she suggested that civil society groups should be defined as “movements that have a certain cause.”

Mr. Gumba shared Ms. Uy’s concern, stating that there is a need for clarity, to also be clear on the difference between the civil society space as “alternative source of power’ and the government as a ‘different arena of power.’

He argued that CSOs could be viewed as “alternative centers of power,” while government can be understood as the “site of legitimate power.” He added that, “civil society exists not to do what the government is doing, but to ensure that government will do its job.”

On the other hand, Mr. Ouano expressed alarm over the rise of populist movements, which he observed have adopted the same strategies being used by progressives. He therefore asserted the need for further study so that populism can be better understood and addressed.

Despite the existing challenges, all the sites of G-Watch core groups remain active. Along with G-Watch CSO partners, they

all expressed their intent to sustain their local G-Watch work and to continue being part of the G-Watch consortium. Reasons given include the importance of the work of G-Watch, the need to sustain the gains, including the network/ consortium, personal commitment to the cause, and the sense of meaning and purpose derived from being part of G-Watch (Documentation of G-Watch September 2016 National Meeting). Their sustainability continues to be a challenge, but since G-Watch’s meeting in September, they continue to conduct activities and figure out ways to sustain their work with most of them moving towards reconsolidation of monitors and networks, fund-raising and expanding their current monitoring. (See *Annex I for the reaction of G-Watch leaders on G-Watch Spin-Off*.)

On Reaction to Reboot Ideas

All the G-Watch core groups/ hubs (8 sites) and the partner CSOs (5) have reaffirmed that they are on-board the spin-off/ rebooting process. There is generally optimistic reception towards the emerging reboot ideas. Most expressed their excitement. Others shared the need to further understand the new ways, approaches and direction, pointing out the importance of a thorough G-Watch’s reboot learning process.

Table 1: Reaction of G-Watch Leaders on G-Watch Reboot Ideas

During the February National Meeting and the site meetings, G-Watch leaders were asked for their reaction on the emerging G-Watch Reboot Plan that was presented by Joy Aceron. Below are the direct quotes:

- *Very excited to experience independence as a CSO.*
- *Hard to participate coz I am with the LGU.*
- *Clarification in relation to government workers as members of G-Watch.*
- *Nalito na kami sa usapan. Marami pang dapat intindihin. [We were confused at some point. There are many ideas that need to be understood.]*
- *Excited and hopeful.*
- *Nag-aalala sa kakayanan ng organisasyon para sa spin-off/ reboot. [Worried about the capacity of the organization for a spin-off/ reboot.]*
- *Susuportahan at sasama sa mga gawain. [Will support and join the work.]*
- *Not so certain if the research agenda can be realized.*
- *Regarding the Creed: There are terms that may not be understandable to ordinary citizens; Comprehensive but has to be translated to dialect.*
- *Regarding the proposed Toolkit: Has to be evaluated first.*
- *Regarding website: Make it more user-friendly for us; Helpful.*
- *Question of it being independent CSO.*

A feedback survey on the emerging parts of the reboot plan was conducted during the site visits. G-Watch members were asked to assess their level of understanding, excitement and willingness to take part in the 10 identified components of the G-Watch reboot. Below are the highlights of the preliminary result as of the survey with 21 respondents.

- *There is generally a high level of willingness to take part in all parts of the reboot plan, but the highest is in G-Watch's plans to engage participatory budgeting (2.76) followed by propagation of the G-Watch's Creed, G-Watch being a volunteer-based organization and the plan to engage community-driven development (2.71). There is least willingness to take part in action research agenda, G-Watch accountability toolkit and engagement in conditional cash transfer (2.48).*
- *The highest level of excitement is on engagement in participatory budgeting (2.71), followed by G-Watch being a volunteer-based organization and engagement in community-driven development (2.62). There is least excitement for engagement in land rights, G-Watch's action research agenda and use of ICT (2.38).*
- *There is highest level of understanding on G-Watch as volunteer-based organization (2.62), followed by engagement in community-driven development (2.57) and participatory budgeting (2.52). The least level of understanding is on engagement in land rights (1.86), followed by G-Watch website (2.05) and G-Watch transitioning to an independent organization, action research agenda and use of ICT (1.94).*
- *The low level of understanding on new G-Watch action research agenda and use of ICT could be affecting the level of excitement and willingness to participate.*

See Annex 2 for the detailed result. This survey is still ongoing.

NCPC, IWAG, DAMPA have reaffirmed their involvement in the new G-Watch. RIGHTS has also expressed a similar interest. Their representative, Mr. Jansept Geronimo, was in fact very participative during the meeting and helpful in balancing the various perspectives. This is deemed useful because of the direction to marry advocacy and monitoring, pressure politics and constructive engagement together in future initiatives.

On Priority Issues and Agenda

The following priority issues/ agenda have been reaffirmed: participatory budgeting, conditional cash transfer, land rights and community-driven development. There was, however, a recognition of the need to first study how to best approach these issues/ agenda given the reboot plans, especially in employing vertical integration.

The current status and possible points of entry for monitoring and advocacy for each of the priority issues and agenda were discussed. See table below.

	Status	Potential Entry Points
BuB/ participatory budgeting	<ul style="list-style-type: none"> Local Poverty Reduction Action Team (LPRAT), the multisectoral body that coordinates poverty reduction policy-making at the local level and oversees BuB, is continuing in some areas and not in others. As per new Assistance to Disadvantaged Municipalities (ADM) guidelines, ADM is now being implemented in all localities focusing on five key priorities. This is unclear to some Local Government Units (LGUs), though. ADM is what is being considered as a replacement to BuB. It provides assistance to disadvantaged municipalities using national budget. The participation in Bottom-up-Budgeting (BuB) varies across localities, with half of the localities represented practicing "tokenism," as per local G-Watch's assessment. ADM looks like pork barrel funds of LGUs because of lack of clear mandatory process of CSO participation. 	<ul style="list-style-type: none"> Mobilize all civil society organizations (CSOs) not to sign/support ADM projects if there is no participatory processes (CSO Assembly, LPRAT) in identifying them Monitor implementation of projects allocated unilaterally by local chief executives (LCEs) Lobby for the passage of proposed BuB Bill (can be supported by evidence of lacking participatory process and varied practices in ADM that can be generated through monitoring) Enable participatory processes in areas
4Ps	<ul style="list-style-type: none"> Continues to be the biggest anti-poverty program There are words that Department of Social Welfare and Development (DSWD) is thinking of scrapping it to replace it with something else Some in the group said it is full proof from political capture (Note: this result 	<ul style="list-style-type: none"> If the program's effect on poverty reduction will take relatively long, it is then critical that the program is implemented properly, achieving its targets every given period. What is its status at any given time is not clear to people. This makes monitoring critical. If Pantawid Pamilyang Pilipino

	<p><i>is the same from our interviews with CCAGG, RIGHTS, which are partner organizations of G-Watch), though in the discussion, the group figures its vulnerability could be in the hiring of personnel</i></p> <ul style="list-style-type: none"> • <i>Though it is implemented alongside other poverty reduction programs (livelihood and scholarship), it is still not comprehensive/ linked to bigger development strategy to really be effective to end poverty.</i> • <i>The general sentiment is that while there is a recognition that it provides aid to the poor, it is not effective in pulling out the poor from poverty, but instead develops dependency.</i> 	<p><i>Program (4Ps), the Philippine's Conditional Cash Transfer program, is replaced, it is important CSOs engage the development of its replacement and ensure it still has the good/ working components of 4Ps.</i></p> <ul style="list-style-type: none"> • <i>The empowerment components of 4Ps (Family Development Programs/ FDPs and Grievance Redress Mechanism/ GRM) are weak or unequally implemented. There seems no effort to bridge the 4Ps beneficiaries to other existing mandated mechanisms (local special bodies), unlike Kapit Bisig Laban sa Kahirapan (KALAH), the community-driven development program of DSWD.</i> • <i>Hiring and training of personnel as key vulnerability.</i>
KALAH	<ul style="list-style-type: none"> • <i>One key vulnerability is the hiring and employment status of the personnel because the high turn-over rate is causing delays.</i> • <i>The design ensures empowerment: "citizen control" of processes, bridging CSOs to mandated mechanisms (local special bodies). There is no guarantee that this is implemented uniformly.</i> 	<ul style="list-style-type: none"> • <i>While KALAH is relatively strong with participation, it is weak in transparency.</i>
Agriculture and Land Rights	<ul style="list-style-type: none"> • <i>It is recommended that this is looked into as well if the idea is to cover all key poverty reduction programs. There have also been reform efforts undertaken in agriculture worth looking, but the group was not able to discuss this.</i> • <i>The biggest segment of poor population are farmers.</i> • <i>The biggest corruption scandals are in agriculture.</i> • <i>Land rights is becoming a big issue given rapid urbanization, development, expansion of tourism, growing informal settlers and mining.</i> 	<ul style="list-style-type: none"> • <i>Agriculture has high budget allocation that is perceived to be vulnerable to corruption.</i> • <i>Especially today, since it is one of the priorities of Duterte and the new secretary comes from the biggest peasant organization and a farmer himself, it would be critical to look into agriculture and land rights.</i>

An RTD-workshop series on poverty reduction reform programs was proposed to facilitate learning and reflection on the state of transparency-participation-accountability (TPA) in the country and at the locality, specifically given the poverty reduction program/ agenda selected for discussion by local G-Watch and its partners. Some of the key questions for discussion are: What has been achieved so far? How has the quality of participation been? What is the current situation of the program/ agenda and what factors led to changes in the program/ agenda after the elections, if any? How did patronage politics/ clientelism and/ or bossism come into play in advancing/ using TPA in the programs?

Since not all sites are engaged extensively in BuB, 4Ps, KALAH! or land rights and since the group recognized that they only constitute a small portion of the bigger CSO community engaging the programs/ issues, the group agreed to check on the status of the programs and facilitate a workshop with other CSOs in their area that have also engaged these programs to generate more inputs to start mapping potential collaborators and allies.

Given the priorities reaffirmed and the proposed joint activities, below is the tentative activity discussed to be conducted in the sites:

- Forum-workshop series with CSOs on anti-poverty programs (4Ps, BuB, KALAH!, agriculture) that aims to (1) know more about the current status of the programs from the broader G-Watch constituencies and (2) using the Ladder of Participation Tool (which was pilot-tested in the meeting), facilitate learning-reflection of CSOs on the level of participation in these programs.

This will also be a way of keeping the linkage of the G-Watch local core on the

ground with its broader G-Watch 'constituencies,' to start building shared analysis of the situation and agreeing on terms of engagement for a possible monitoring of anti-poverty programs.

On Priority Research and Learning Agenda

There is a recognition that a need for rethinking of approaches and revitalizing of citizen action is in order, although the group was clearly struggling on how this should be done and where to start.

It was a challenge drawing out questions and critical reflection on current approaches. The question 'What questions on strategy, approaches and tools of G-Watch or governance reforms do you think should be answered to inform how we can improve our work moving forward?' drew very little reaction.

The organizing team thought this points to the need to bring people out of auto-pilot mode. It seemed to the organizing team that the default is to do a lot even if there is a recognition of the need to be strategic or think impact and long-term. For the organizing team, this makes it critical for the group, especially the core leaders to (1) go through a systematic (un)learning process (2) facilitate their first-hand experience (learning-by-doing) of a new/ revitalized approach (how to be strategic).

The following were presented by Joy Acheron as parts of the G-Watch Approach that needs rethinking:

- Link to advocacy
 - ✓ Did its recommendations get responded to and resulted to lasting changes?
- Monitoring approach
 - ✓ Coalition-building vs core group?

- Constructive engagement vs pressure politics
 - ✓ G-Watch does constructive engagement in its monitoring only, but it links with other groups for needed pressure politics/ advocacy?
 - ✓ G-Watch as an organization should be able to tread the continuum of constructive engagement and pressure politics/ advocacy
 - ✓ Whether one uses any of these two approaches depends on context and G-Watch should only engage areas/ issues that require constructive engagement because that it is repertoire?
- Is there such a thing as G-Watch change/ reform agenda at the sub-national local level? Is it strategic? Are G-Watch local core groups strategic?
- New theories of change?
- Role of ICT and international in scaling/ sustaining accountability

The participants' interest was evident when the following research/ learning ideas were discussed.

On the Review of Recommendations from Past Monitoring Initiatives or Monitoring-Advocacy Synergy

- Some of the sites want to find out what happened to their recommendations and findings. Some expressed the concerns that most of their recommendations did not receive appropriate response from the authorities due to the lack of follow-throughs. Some then realized that a process of follow-through and advocacy is lacking in our design which they now see as crucial.

On Reviewing/ Assessing the Monitoring Systems of Poverty Reduction Programs

- This is in line with the priorities identified by the group that can inform future monitoring initiatives. Some of the sites stated that they are curious as to what are being looked at in the monitoring and how different are these from G-Watch or whether G-Watch can supplement these efforts or even perform better.

On Comparing/ Contrasting Results/ Gains of Constructive vs. Pressure/ Adversarial Politics

- There is a pushback on this with one participant being defensive of constructive engagement, saying that this is appropriate in their locality and the Philippine culture. The said participant, however, recognized that because of his good relationship with the mayor, his organization is the main, if not the only, organization being tapped for processes/ programs requiring CSO participation, while other CSOs may have been left out.
- One way of re-framing this research agenda is to compare the different models of state-society accountability relationships in the different G-Watch sites/ partners, such as in Naga, Sibagat, Abra and Quezon.

Other research and learning idea identified by the group include:

- Navigating partisan politics; relationship with the local chief executives.
- The experience of people's council across the country (that could inform current legislation).
- The ways to expand and build effective/ lasting coalitions/ alliances

with other CSOs and CSO networks and its pitfalls.

- Reform agenda: sustainability, link to democratization, citizen-led vs.

state-led, mainstream vs. integrated, role of international.

- What's the next progressive agenda for the Philippines?

V. Concluding Remarks

In the consultations for the G-Watch Reboot track, all the G-Watch core groups/ hubs and partner civil society organizations have reaffirmed that they are on-board with the spin-off/ rebooting process. There is general optimism towards the emerging G-Watch Reboot ideas. Most expressed their excitement. Others expressed the need to further understand the new ways, approaches and direction, pointing out the importance of a thorough learning process.

In going through the reboot process, national anti-poverty programs have been reaffirmed as priorities for action and research. These include participatory budgeting, the conditional cash transfer program, land rights and community-driven development. Focusing on monitoring large scale social programs is premised on the fact that these have been identified by G-Watch's many local and regional civic partners as beneficial to ordinary citizens especially the marginalized sectors and are therefore best protected, enhanced/ improved and utilized as platforms in further advancing citizen empowerment. G-Watch has an extensive track record of leading national independent policy monitoring initiatives, which faced challenges of scale and sustainability. This makes scale and strategic-integrated-holistic approaches in citizen action for accountability on poverty reduction programs central research questions in G-Watch reboot.

Organizations are key to enabling collective action. In the Philippines today, old forms of organizing for collective action are dying, yet the new has yet to be born. The crisis in democracy and human rights makes this a pressing agenda. The G-Watch reboot ambitions to create something new and different by going through a reboot or organizational change process. It is a change process where learning is central. It is a kind of learning that not only aims to adapt, but to be transformative and strategic.

This is a challenging task, but a challenge not only worth taking, but that needs to be taken up. In Philippine social movements, there is a popular call to action "*Kung hindi ngayon, kelan? Kung hindi tayo, sino?*" [If not now, when? If not us, who?]. G-Watch reboots to respond with something new to that old call.

Annex I
 Feedback Survey on G-Watch Reboot³
 n=21 respondents

	Level of understanding				Level of excitement				Level of willingness to actively take part			
	3	2	1	AVE	3	2	1	AVE	3	2	1	AVE
G-Watch rebooting to an independent national organization	3	17	1	2.10	10	11	0	2.48	12	8	1	2.52
G-Watch's action research agenda	6	11	4	2.10	8	13	0	2.38	11	9	1	2.48
G-Watch rebooting to a citizen monitoring movement	8	13	0	2.38	12	9	0	2.57	14	6	1	2.62
A G-Watcher's Creed	10	9	2	2.38	12	9	0	2.57	16	4	1	2.71
G-Watch's Citizen Accountability Toolkit	7	11	3	2.19	11	8	2	2.43	11	9	1	2.48
G-Watch's Website	5	12	4	2.05	11	10	0	2.52	14	7	0	2.67
G-Watch as a volunteer-based citizen movement	13	8	0	2.62	13	8	0	2.62	16	4	1	2.71
Vertical integration as one of G-Watch's strategies	7	11	3	2.19	10	11	0	2.48	12	8	1	2.52
Explore use of ICT to scale and sustain	5	13	3	2.10	11	7	3	2.38	12	9	0	2.57
G-Watch priority issues/ agenda for 2017-2019:												
participatory budgeting	13	6	2	2.52	15	6	0	2.71	16	5	0	2.76
conditional cash transfer/ 4Ps	7	13	1	2.29	9	12	0	2.43	10	11	0	2.48
community-driven development/ KALAH	12	9	0	2.57	14	6	1	2.62	15	6	0	2.71
and rights	4	10	7	1.86	9	11	1	2.38	12	8	1	2.52
				2.26				2.51				2.60

³ Thank you to Rechie Tugawin for tallying the survey result into this table.

ANNEX 2

List of Participants

Below is the list of participants who attended the G-Watch National Meeting in February 2017:

1. Dr. Sarah Talla	G-Watch Dumaguete City / LGU Dumaguete City
2. Engr. Erasto Caro	G-Watch Dumaguete City / LGU Dumaguete City
3. Engr. Leonides Crispo	G-Watch Dumaguete City / LGU Dumaguete City
4. Jerome Dela Cruz	G-Watch Dumaguete City
5. Mary Cindy Uy	G-Watch Dumaguete City
6. Raffy Duhaylungsod	G-Watch Dumaguete City / St. Paul University DGT
7. Renne Gumba	LGU Naga City – JMR Center / G-Watch Naga
8. Johann Dela Rosa	Naga City People's Council / G-Watch Naga
9. Alvin John Ballares	G-Watch Bacolod City
10. Lester Ouano	FORGE / G-Watch Cebu
11. Mayor Nunila Pinat	G-Watch San Miguel / LGU San Miguel, Bohol
12. Analyn Lumactod	G-Watch San Miguel / LGU San Miguel, Bohol
13. Marcela Palma	G-Watch San Miguel / LGU San Miguel, Bohol
14. Lita Aranas	G-Watch San Miguel
15. Glen Abrau	G-Watch San Miguel
16. Vincent Basiano	G-Watch Tacloban City
17. Amelia Fe Mancera	G-Watch Southern Leyte
18. Virgilio Tingson, Jr	G-Watch Southern Leyte
19. Ma. Elena Piao	G-Watch Southern Leyte / College of Maasin
20. Salvador Subla	G-Watch Sibagat / IWAG, Agusan del Norte
21. Mickel Ollave	G-Watch Puerto Princesa / PPSRNP
22. Cecilia Vignesilla	LGU Puerto Princesa City
23. Jansept Geronimo	RIGHTS Network
24. Fed Marcelo	Damayan ng Maralitang Pilipinong Api (DAMPA)
25. Emma Manjares	Damayan ng Maralitang Pilipinong Api (DAMPA)
26. Rechie Tugawin	G-Watch Center
27. Marianne dela Cueva	G-Watch Center
28. Joy Aceron	G-Watch Center
29. Francis Isaac	G-Watch Center

ANNEX 3

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