



# The Citizens Monitoring and Feedback Mechanism

A Guide for LGUs in Installing  
a Participatory Monitoring  
and Evaluation System



United States Agency for International Development  
Governance and Local Democracy (GOLD) Project

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# Acknowledgement

This Guide has been developed to make a simple process of installing a participatory monitoring and evaluation system available to both Local Government Units and other interested groups. This paper provides a new perspective on how citizens can engage government on matters that affect their community life and themselves as individuals. This paper also shares new insights on how the institutions, particularly the Local Government Units, can create an environment that will encourage people to participate more so that programs and services can be made responsive to their needs. With this, we hope to contribute in making people empowerment a reality.

Credit is given to the following Associates in Rural Development, Inc. (ARD) staff for their valuable work on conceptualizing, piloting and developing this Guide: Rose Marie R. Nierras - Deputy Chief of Party for Capability Building, Maryam Cecilia L. Mamorno – Monitoring and Feedback Specialist, and Luce S. Bulosan Performance Measurement Specialist.

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**The Citizens Monitoring and Feedback Mechanism:**

# **The Concept**



## Introduction

Nations look at development as their highest goal. However, sustainability of improvements has often been a great challenge. Every community desires to achieve its goals. Both governments and many other institutions have long been working towards improving the quality of life of people in all its aspects - economic, social, cultural, political and environmental – as the ultimate realization of these development goals.



In such a process, development is a work of many challenges requiring cooperation from and synergy among the different stakeholders, both at the levels of institutions and communities. We believe that communities across a nation have different development needs, priorities and visions. We also believe that a participatory development approach enables communities to achieve these aspirations.

Today, there is a growing recognition and acceptance of changing perspectives on the role of institutions as service providers and experts, and the people as their clients. More and more institutions are now realizing that greater social impact, improvement and sustainability for community projects/programs can best be achieved by opening opportunities for people to participate in their own process of development. Many institutions realize that development ideas are not solely in their hands to give simply because they possess the expertise and have access and control over resources. Rather, they recognize their limited role as facilitators of change.

On the part of the people, there is a growing realization that they cannot just remain as mere recipients of projects and services. For people to achieve their genuine empowerment, they must assume a stakeholder role for them to be able to have the power to decide and direct their own development.

We recognize that both communities and LGUs have important roles to play in strengthening and supporting society and in creating an environment for change to take place. Their partnership and cooperation is important to bring together ideas and resources into action and concrete results. We see that development is a shared responsibility among all groups concerned, whether they choose to directly participate or not.

**Nations look at development as the highest goal... sustainability the greatest challenge.**

Many institutions have, in the process of working with communities, learned the benefits of participation and gained greater consciousness over putting the interest of the people first.

The Local Government Code carries within it the intent of participatory development – making democracy work by decentralizing governance so that Local Government Units (LGUs) and their citizens could together achieve self-

determination and autonomy. Along with this comes the challenge to LGUs of ensuring that a democratic environment for people's participation is encouraged.

## What is Citizens Monitoring and Feedback Mechanism (CMFM)?

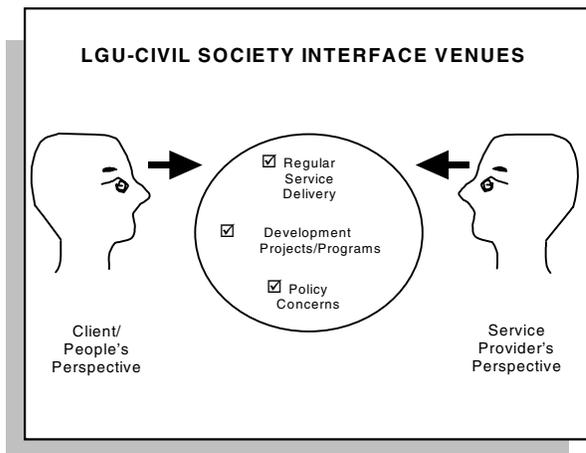


CMFM is a system designed to encourage the active participation of citizens in local governance. It essentially advocates people's community rights and responsibilities in order to widen civic consciousness and awareness by ensuring opportunities for them to bring their voice to the LGUs.

CMFM seeks to contribute to achieving a better and more meaningful LGU-civil society partnership. We realize that for local governance to be effective, LGUs and institutions should be able to encourage such an environment and institutionalize venues for agencies and citizens to dialogue. For self-determination to be achieved, citizens should be able to monitor their own well being and actively participate in formulating their development agenda. These key elements are all essential to truly realizing local development.

**CMFM is a system designed to encourage the active participation of citizens in local governance.**

## Where can CMFM be Applied and What Benefits Can It Give?



Looking at the nature of services available from institutions, CMFM can be applied to: (1) institution based services and programs, and (2) community based projects/programs. The treatment for each type is distinct because of the way the information is generated and used. What is common to both types is that CMFM is useful as a *problem-solving tool* and as a *learning tool*.

As a *problem solving or corrective tool*, CMFM can help identify problems to enable timely action to be taken in order to address or correct flaws, if necessary.

As a *learning tool*, CMFM can be a source of people's/clients' perceptions, views, knowledge and observations that are important in improving services and programs to make these more responsive to people's needs.

1. ***Institutions-Based Services and Programs*** refer to the services available from the facilities that people specifically visit to avail themselves of the needed services. In this type of service the nature of the relationship between the citizen and the LGU is that of a client-service provider nature. Such a relationship works on 'demand and supply'. Note that the client-service provider relationship is temporary and happens only for a short period of time, meaning, once the client need is met, no lasting contact is expected to be sustained. Examples of these are the following:

- hospital services
- registration, licensing and regulatory services
- social welfare services
- real property tax payments

CMFM can be useful in identifying gaps in the course of service delivery and in generating information as to the perception and satisfaction of clients about the services.

2. ***Community-based development projects/programs*** - refers to the services provided by the LGU that have a social development component. In contrast with an institution-based service, this type of service is physically made available at the community level and aims not just at service provision, but building or strengthening capacities and capabilities of communities. They can be classified further as:

2.1 ***Process projects/ programs*** are those intended to build the capability of communities to improve their socio-economy, environment and access to assets or resources. This employs community mobilization, community organization and other enabling/empowering approaches to improve the quality of life of communities. Examples of these are the following:

- rehabilitation of coastal/marine resources
- solid waste management
- community health development
- community forestry
- community livelihood and income generating projects

CMFM can help provide the picture on how well the communities are doing in terms of the projects they are implementing and how it is affecting them. CMFM

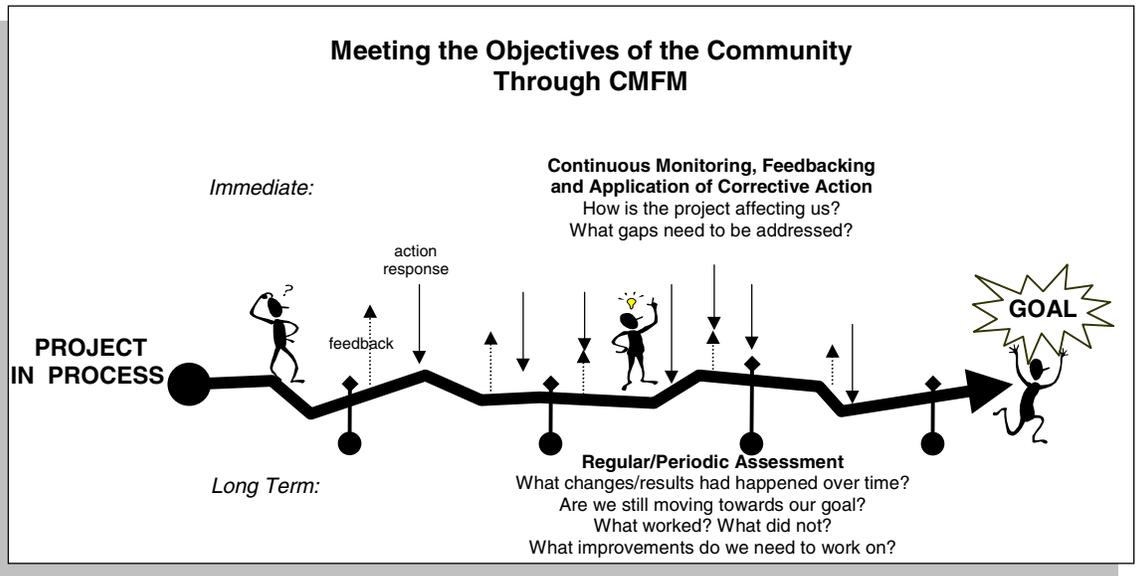
can help them monitor the progress of their projects, the changes that they have achieved and how this has made an impact upon them.

Because monitoring entails some community assembly, it becomes an excellent venue where people can bring their issues for discussion and resolution in a dialogue with institutions concerned.

2.2 *Technical or “Blueprint” projects/programs* are those that employ in part some social preparations, particularly for assessing acceptability of the project to the community that will be affected. This refers specifically to infrastructure projects such as road construction, dam construction, and the like.

The CMFM can help build consensus among concerned parties before such a project is implemented since this will have a lasting effect on people’s lives once the infrastructure project is completed.

It is important to note that although CMFM can be initiated by an LGU it should be emphasized that CMFM is intended to always be used for the benefit of the community. This has to be emphasized and made clear with the community before they agree to accept the technology.



It is important as well for the community to understand why they need to use such a mechanism and see its value for their own cause. They also need to understand that local

programs are their programs, therefore, they own both the processes and the results. The institution's role should be to act as administrator or facilitator of the people's program.

## What Needs to be Understood About the Two Types of CMFM?

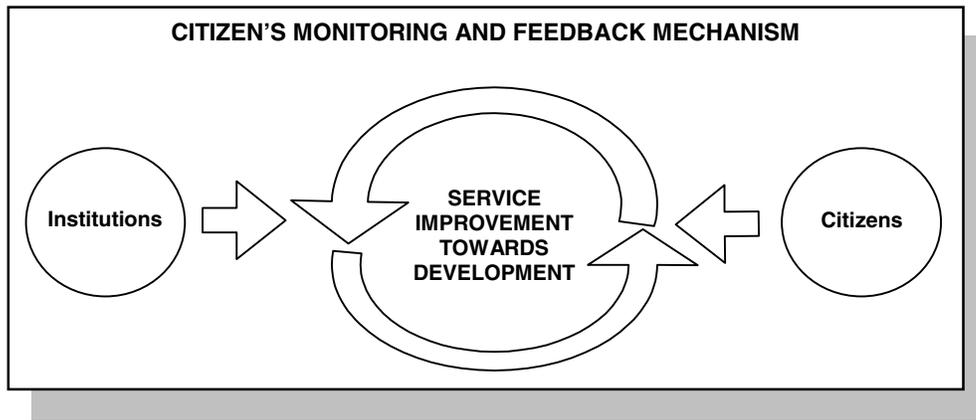


### The Institutions-Based CMFM

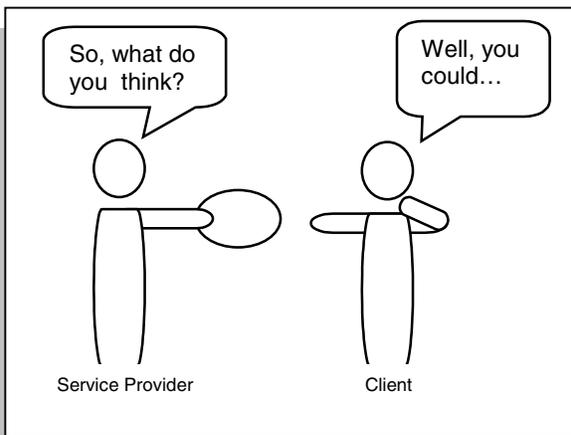
Institutions who provide service strive for service excellence as their organizational goal. For this to be achieved, it is important for institutions to understand their clients' perceptions in order for them to meet their expectations and make the necessary improvement to provide better service.

Feedback is important in instituting change. Obtaining citizen feedback enables us to assess whether our clients are indeed satisfied with the services.

Since a facility is managed by an institution, such as the LGU, it assumes the "supply" end of the relationship, while the citizens at the "demand" or receiving end. Note that the image of an institution is shaped by the general perception of the public and citizens basically judge an institution by the way they had been received, treated and served. These client concerns vary from service provider attitude, affordability, comfort and accommodation, waiting time, to confidence in the service provider. Meeting the expectation of clients is critical to an institution in terms of the kind of image it wants to give to the public.



In this type of service, building people’s trust in their LGU is very important. Knowing the satisfaction of clients’ needs and their feedback is very important not just for services to be improved, but it is also equally important that the LGU is able to demonstrate and communicate its sincere concern for providing quality service to the people, and that this business is something they are taking seriously.



**Feedback is important in instituting change. Obtaining citizen feedback enables us to assess whether our clients are indeed satisfied with the services**

CMFM for institutions-based services can be used for two purposes: (1) for instituting corrective measures to improve service delivery, and (2) to assess the efficiency and effectiveness of the services based on client feedback.

In order for service gaps to be addressed immediately, there should be “active’ feedback” between the client and the service provider. Active feedback, in comparison to a feedback survey, takes place during the actual course of delivering the service, thereby allowing the necessary corrective action to be applied. A feedback survey, on the other hand, takes place upon client exit from the service, hence no corrective action is applied during the course of the service delivery.

## The Community–Based CMFM

It is important for us to understand that monitoring is not something that only institutions should undertake. In fact communities can be actively involved in or even manage their own system. What monitoring does, importantly, is that it can enable a community to achieve better self-understanding so that it can determine which goals are priority. Through this, communities can become more aware of their own situation and where they actually are in their journey towards their shared vision.



How can this be done? CMFM can help to mainstream people's participation by strengthening the capacities of communities to become actively involved in the planning, implementation, monitoring and evaluation of their own development activities or projects to enable them to address and manage their specific local problems and concerns.

As a community-owned or managed system, it can enable communities to monitor their own well being collectively. This can become an excellent venue for community members to

discuss community issues, and jointly identify ways of resolving them. CMFM can help them analyze their situation so that they can make sharp and informed decisions about the challenges in their collective life.

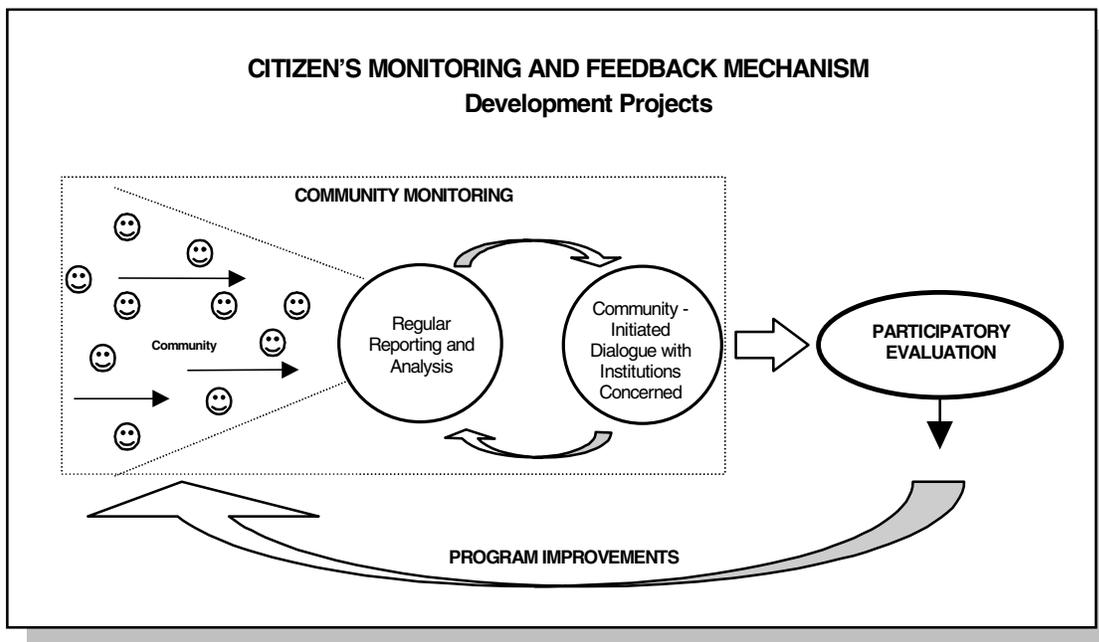
As a mechanism, CMFM hopes to support the achievement of the immediate and long-term objectives of both LGUs and communities in projects or programs in which they are involved. CMFM, in terms of the immediate objective, is primarily intended to help citizens conduct actual monitoring. The result of the community monitoring can be used by the community as basis for formulating their own action plan to address issues and problems. They can also provide immediate feedback to relevant institutions and service providers on their action recommendations and arrive at agreements and complementation in a dialogue between the community and the institutions concerned.

On the other hand, concerning long term objectives, CMFM can help communities look at the impact or changes they now observe in their present condition, attitude, way of living, and/or their physical environment. As the ultimate recipients, communities can become the

final evaluators of the interventions they are involved in. CMFM can help them look back and evaluate how much they have achieved, how efficient and effective the intervention was, how it was able to benefit them, and what worked well and what did not. This opportunity for learning and information exchange is helpful in improving the way things are being managed by the community and the institutions they are working with.

Because CMFM is designed to be an on-going activity, it does not end when an intervention ends. It is a continuous undertaking of the people to ensure that their collective interests are taken care of by themselves. As a community-owned system, it ensures that the community is able to articulate what they expect from institutions.

CMFM is designed to employ simple, practical and creative/innovative methods that efficiently help citizens and communities track, assess or evaluate how services and programs are affecting them and make such information available. CMFM does not intend to obtain information for the benefit and purpose of institutions, but it primarily intends for the citizen's and communities to know and tell their own "stories" and increase their self awareness and consciousness. CMFM is simply about the story of the people as a community as told by them in their own world, experiences and reality.



## How can CMFM be installed?

Both types of CMFM follow a general framework and process. However, you will find a difference in treatment because of the peculiar characteristics of the relationship between the citizens and institutions. This process includes:

- ☑ Information: determining the kind of information you need
- ☑ Indicators: designing the CMFM and identifying the indicators to monitor
- ☑ Feedback: generating and recording the feedback
- ☑ Response: reporting, processing and responding to the feedback
- ☑ Evaluation: evaluating the activities undertaken over time

The succeeding chapters detail the processes involved for you to be able to install CMFM, as well some important notes on how CMFM should be viewed and treated.

# How to Install an Institution-Based CMFM



## Installing an Institution-Based CMFM

The institution-based CMFM was developed by ARD in collaboration with the Cotabato Provincial Hospital. It was intended to test how institutions can set up and use active feedback to become more responsive to the needs of clients. Having undertaken a series of activities the testing has successfully helped the Hospital realize that it can provide more effective hospital care.

Now, there are changes already achieved by the Hospital. CMFM was able to help them strengthen the hospital teamwork. Both its medical and non-medical staff, from the doctors to the janitors, are now able to work more efficiently having a consensus appreciation of the relationship and value of each other's role, the real situations that they have to deal with, and how they should respond to it in a more objective sense.

The process has enabled them to interact better with clients in a more empathic and caring way using their understanding of client expectations. Corrective measures have now been defined using active feedback that has enabled them to determine how clients' needs can be responded to in a more efficient and effective way.

The Cotabato Provincial Hospital is among the many government institutions trying to find ways of serving its clients better. We know that many government institutions have to deal with the general perception that we usually hear from citizens: "gobyerno kasi, eh (you know how government is)". Your institution might be among those facing the challenge of improving its services and public image to gain a more positive attitude from the citizens. You may find CMFM to be a useful tool to help you provide excellent

### ***The Cotabato Provincial Hospital CMFM: WORKING TOGETHER TOWARDS EFFECTIVE HOSPITAL CARE***

For some time the Cotabato Provincial Hospital has demonstrated its interest towards achieving excellence in the delivery of health care services to its clients. Proof is its continuing commitment towards finding ways and means to better understand the needs and demands of its clients..

ARD introduced the concept of CMFM. While the concept was new and yet untested, hospital management found it simple, viable and requiring minimal financial inputs. Thus, they agreed to host its testing.

After getting the commitment from its staff to participate in the installation of the feedback mechanism, a series of workshops was then conducted to design and put the system in place. Identifying stages of interaction between client and the hospital system, establishing a simple recording arrangement and identifying ways of generating and responding to feedback gathered from the CMFM were activities that almost all hospital personnel, from guards to paramedics to nurses to doctors, were asked to participate in.

On hindsight, the process of installing the mechanism became a consolidation activity for all personnel as they became keenly aware of their roles and how each contributed to the bigger role of the organization as a service delivery provider. This also strengthened each of the staff's resolve towards effectively responding to clients needs.

The system has allowed the staff to immediately gauge and identify real time client needs and concerns. These information enables them to effect corrective measures immediately and effectively.

Now more than ever, the Cotabato Provincial Hospital's service orientation has become stronger. More importantly, its staff never ceases to demonstrate their willingness to **CONNECT** with their clients- after all, *TENDER LOVING CARE IS EFFECTIVE HOSPITAL CARE*. ☺

service and become an institution that people trust because it is competent, professional and understands the needs of its clients.

**Quality service delivery is not just about the competence of the service provider but it is also about how it is able to deal with the clients and give sufficient information to educate them.**



The longer a negative attitude towards government persists the harder it is to change it. At times even as service providers exert effort to make improvements we still find some difficulty in educating citizens in order for them to have a full understanding of the limitations institutions have or what they can expect from them. But how can you deal with this? How can the lowest dissatisfaction among your clients be achieved? How can you address the needs of your clients in a better way?

It is important to understand that quality service delivery is not just about the competence of the service provider but it is also about how it is able to deal with the clients and give sufficient information to educate them. We know that clients generally do not like cold treatment, they appreciate some personal touch. When a gap occurs, they expect some action, not excuses why things cannot be done. The worst a client may experience is being referred from one department to another and going home empty handed. It is important that service providers are equipped to deal with these kinds of situations.

### **Why Install A CMFM?**

- ☑ To enable you to actively communicate with your clients and satisfactorily meet their expectations
- ☑ To help you identify problematic areas and points of improvement in your service delivery
- ☑ To enable you to evaluate your institution's performance in terms of efficiency and effectiveness using client feedback

Learning from the Cotabato testing, CMFM offers a process that can benefit you by improving the way services are delivered to the clients using active feedback. Active feedback can make your work easier by giving you the information that you need in order to determine gaps in the service and the corrective action necessary to address the gap. CMFM can also help your staff think as an 'organization' and not as an individual. This helps a lot in helping your staff understand that when your system is not working well, the organization can work together to correct it, that individuals are not solely responsible or answerable. Remember that organizations, like individuals, are capable of improving. This helps them to become confident about the team's ability to look at systemic flaws objectively.

What are the steps involved in setting up an active feedback mechanism?

## **1. Getting to Agree on Installing an Active Feedback Mechanism**

It is important for your institution to get an agreement on installing an active feedback mechanism since a lot of the members of the organization, if not all, will be actively participating in the actual gathering of feedback and the management of corrective action. Involving them in the process will benefit you by making your organization appreciate and achieve ownership of the system. This will also enable you to pinpoint where real problems and bottlenecks usually occur in your daily transactions using the inputs given by the staff themselves. This way it will be easier for the staff to level off on the intent for installing the system and on the importance of their participation. In order for you to do that you will need to get agreement on the following:

- ☑ Your objectives for setting up the system
- ☑ Who shall be participating in designing the system
- ☑ What activities you plan to undertake
- ☑ What technical, administrative and financial preparations are needed
- ☑ To whom tasks for the work needed will be assigned

## **2. Designing and Recording the Active Feedback Mechanism**

It is important that your staff get involved in actually designing the system. Their inputs and participation are very important for the system to be effectively designed. This also becomes

an excellent opportunity to objectively look at the realities, common difficulties, constraints and problems in the daily transactions and actual delivery of service. Enabling you to do so helps a lot in getting you to determine what must be done.

In designing the system, it is important for you to look at two points of view: the client perspective and the service provider perspective. This will help us understand better what takes place when both engages in the different stages of transaction. By looking at each stage, you begin to have a clearer understanding of how we can prepare ourselves better when we deal with the client given the nature and characteristic of such transaction.

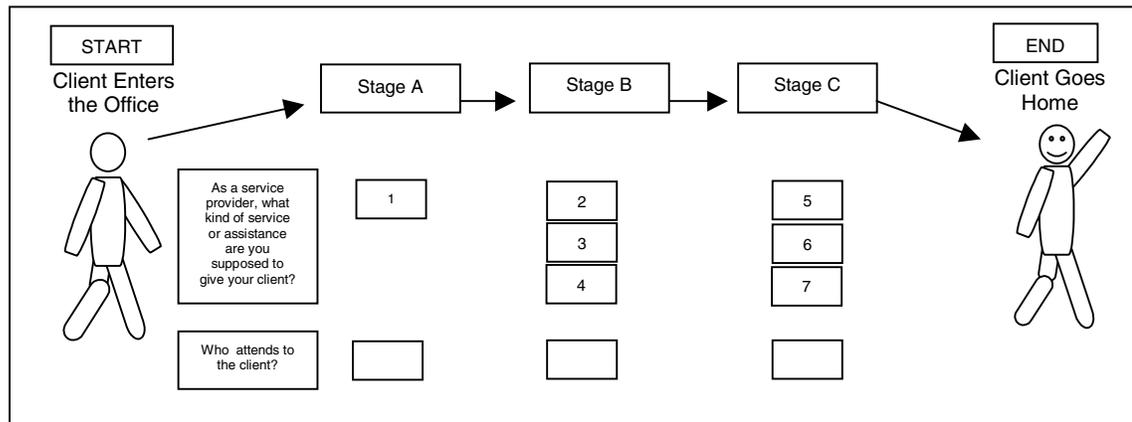
To be able to design the system, you need to be able to do the following:

**a. Show the stages a client undergoes in order to meet his/her service need.**

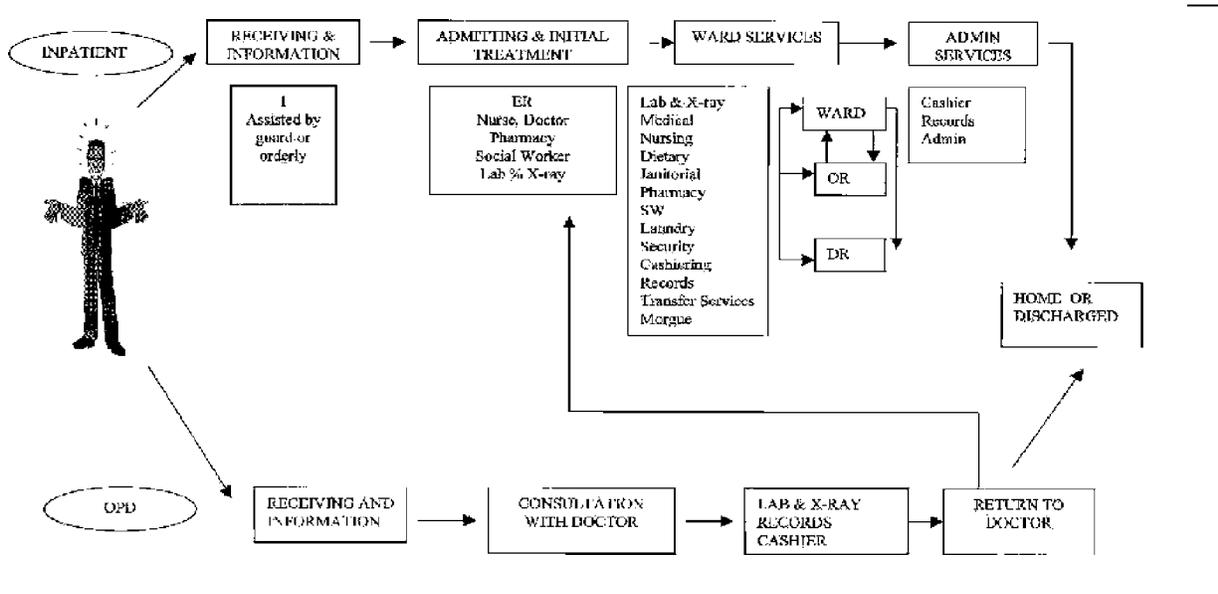
It would be helpful to come up with a diagram that will show what stages a client undergoes from start to end. It is also important that you get agreement as to the stages. This will help you to carefully look at what happens as a transaction takes place and ensure that you are able to level off or clarify among you what the processes are.

It would be also be very helpful to indicate in the diagram what kind of assistance you intend to provide as a service provider and who the service providers specifically are that attend to the client in each of the stages. Doing so will help you get a better appreciation of the transactions and how the system works. This enables you to jointly look at the processes involved.

**Sample Diagram:**



**Sample of how the Cotabato Provincial Hospital did it**

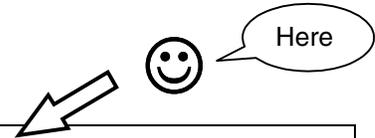


**b. Take a Look at Client Concerns and Experiences**

When a client enters an institution, there are points during the process that make him form impressions on different things like employee attitude, competence, and environment. Likewise, at certain points, a client may already be forming some expectations. When these expectations are not satisfactorily met, this can leave him with a negative impression about your institution. When he leaves the institution, no one knows how he can influence others. When a lot of your clients leave with negative experiences and impressions, it tells you that there must be a problem somewhere.

**Knowing your clients' concerns and experiences will help you to understand how to deal with them.**

Sample Format:



Stages a Client Undergoes			Client Point of View	
1	2	3	1	2
As a client where do I have to go to get this particular service?	Who attends to the client?	What is your objective for your client in terms of providing service?	As a client, what would I experience at this point?	What do I expect from the service provider?
Stage A	Service Provider 1	Help the client ...		
Stage B	Service Provider 2	Provide the client with ...		
	Service Provider 3	Get the client's ___ tn		
	Service Provider 4	Give the client...		
Stage C	Service Provider 5	Give the client...		

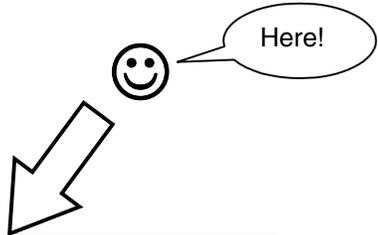
Knowing your clients' concerns and experiences will help you to understand how to deal with them. It is important for you to be able to take a look at them and see which ones can be addressed. These client experiences include: the manner in which they are attended (attitudinal); how long they have to wait (time); their ability to understand the processes or steps they need to undertake and quality of instructions (need for information); worries, apprehension, uneasiness that they may feel because of what they need to undertake or the cost of the service (emotions), capability to afford the service, comfort in the accommodation, and others.

**c. Know what questions to ask your clients to ensure they are served well and to know what corrective measures you need to take in case they aren't**

As service providers, we all aim to be able to provide full assistance to our clients. At certain points in the course of providing service, there are questions that are important to ask your clients to ensure they are being given proper assistance.

**As service providers, we aim to be able to provide full assistance to our clients.**

Some of the questions that may be important to ask may concern the manner of delivering the services and some may actually be used for the purpose of monitoring how well certain services are doing. The questions to be asked must have a purpose. Therefore, some questions may concern managing service gaps and others may concern good client relations. Doing so will help you identify specifically where improvements in the system should be made. This will also help you identify what corrective actions to take when their response to the question you ask is negative. Ensure that the corrective actions that you have identified are clear and workable.



Client Point of View		Service Provider Point of View			
1	2	1	2	3	4
As a client, what would I experience at this point?	What do I expect from the service provider?	As a service provider how will I handle the concern of the client?	What are the most important questions I need to ask my clients about to ensure that they receive proper assistance?	What measures or corrective actions should I take?	What materials or tools will I need in order for me to perform my function very well?

**d. Be able to record the feedback**

As service providers, you can think of ways of efficiently getting information that will help you manage your services better. There must be a way of getting real-time information that will enable you to know what is currently happening in order for you to give timely interventions to problems concerning service delivery.

Recording feedback serves as a window that provides both frontliners and managers information on how your specific services are doing. This will also enable you to identify which among your services is problematic and in most need of intervention.

Feedback recording should be done in a way that is most convenient and efficient, requiring no additional cost or manpower, and useful even at initial analysis.

Recording should be easily assimilated into your daily operations and done at the most appropriate stage of the service.



It is important that during the design of the active feedback system, it must be clearly explained that the system is not intended to be used for evaluating individual staff performance; rather, it is intended to improve organizational performance and efficiency. Therefore, if the feedback records show negative results, it should be treated as an organizational concern. Whatever the result, feedback should be treated objectively and will not be used against an individual employee.

In order for you to record feedback, you need to agree on the following:

- In what stages of your service delivery feedback will be recorded
- Which questions will be recorded
- Who will be responsible for recording the feedback
- How often feedback will be gathered
- Who will be responsible for monitoring the feedback results

Note that feedback may be gathered at different stages of the service. It may be necessary that several feedback forms will need to be prepared.

### 3. Generating and Responding to the Feedback

In your daily service delivery, it is important that you are able to get feedback from as many clients as you can. Ideally, if possible, get feedback from all of them. This is important for you to be able to become confident about what the information is showing.

As previously explained, some of the questions that you need to ask your clients may not necessarily be recorded. However, you may find that some of those questions are still necessary to be asked as part of your routine service delivery. The feedback records, lodged at specified points in the service, will need to be monitored regularly. This will require you to agree on how your frontliners, supervisors and managers will do their monitoring and how they should work together in addressing the gaps using the corrective measures. Arrangements within the organization should be made very clear on this matter.

Some of the feedback may be so important that they require an immediate response. In order for you to identify these, you need to determine the following:

- ☑ What feedback should be reported immediately?
- ☑ What feedback can be processed later?
- ☑ Who has use for the feedback reports?
- ☑ How will the feedback be used?
- ☑ How will the corrective action be applied?

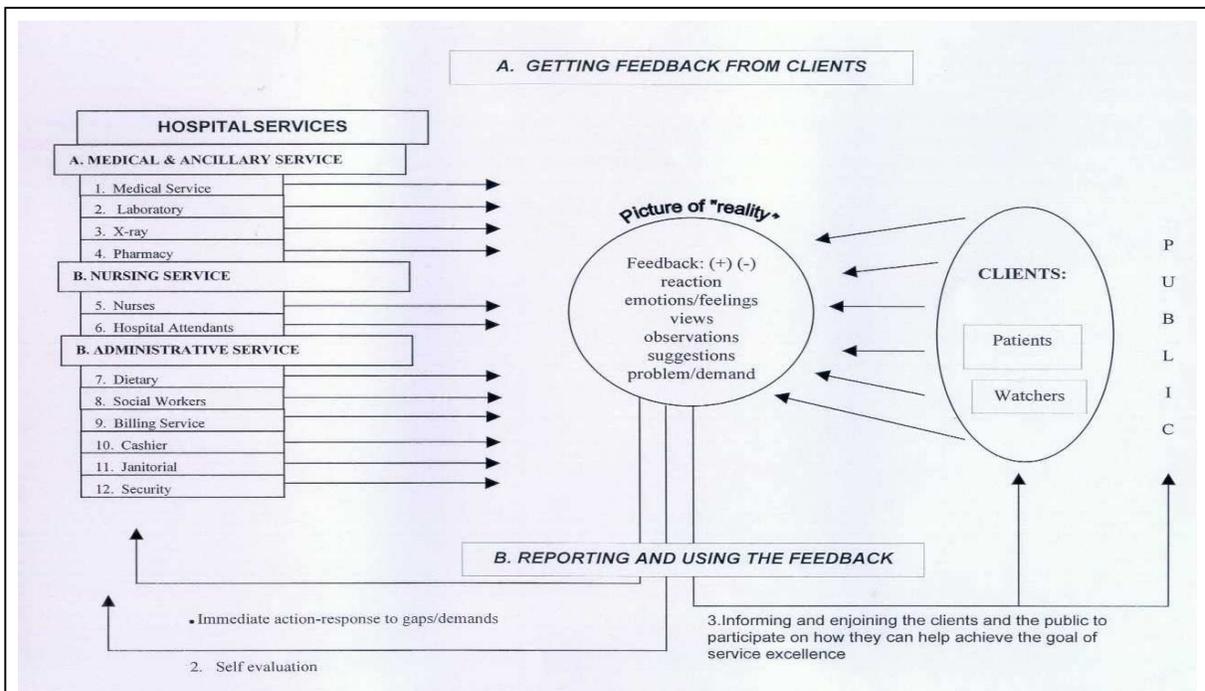
**In the Cotabato Hospital, there is already a clear understanding among the frontline staff to communicate openly and alert each other on the results of the daily feedback. This kind of informal reporting enables them to coordinate better and respond immediately to actionable concerns.**



## 4. Using the Feedback

You may find it very useful to determine how else you intend to use the feedback results. This CMFM process actually packs in a lot of information that can help you not just monitor how your services are doing, but that can be used as a basis for self-evaluation. Therefore, it is important that you are able to jointly discuss the service results with your staff in some kind of regular meetings or “kamustahan” in order for you to see what changes need to be effected.

You may even use it to educate and inform the public on what your institution is all about, what people can expect from it, and how you are working to achieve the goal of service excellence. You may even invite the public to participate in this effort and inform them how you see it to be done.



The value that CMFM can give is multiple. It can benefit the client because of improved and more efficient services. It can benefit your institution by having a tool to determine the needed improvements in the services and be able to strongly support your plans and proposals. It can benefit individual staff to appreciate their work better, become confident and regain morale that is essential for them to participate in a good teamwork. It can benefit the public because they know their taxes are working for them.

How do you intend CMFM to benefit you?

# How to Install a Community-Based CMFM



## Installing a Community-Based CMFM



The Community-Based CMFM was piloted together with the Provincial Government of Negros Oriental and the Municipality of Amlan. The people of Barangay Mag-Abo piloted the process for the Solid Waste Management Program. It aimed to install a community-owned monitoring system that would help them get information on how well their barangay is doing in terms of the interventions or programs they want to monitor. In the course of the testing, the community expressed that most of the responsibility for addressing barangay problems lay with the local leaders. This is how the people have

long understood the role of their elected officials to be.

Through CMFM the people of Brgy. Mag-Abo now very well understands that they have an important role in their own development. They have now gained deeper insights as to the importance of their participation in managing their programs in the barangay. The community participants realized that the work of their leaders is made easier because of the information that their community provides them. Likewise, the partnership benefited them because the programs were based on consensus agreements reached as a result of their dialogue. This way, they were able to target priority concerns and achieve them in a more efficient and effective manner.

Just like Brgy. Mag-Abo, your barangay may also benefit in the same way. It is a common observation that many of our barangays hold the same misconception as to the role of local leaders and government institutions as service providers. When problems arise, it is common to hear that the leaders are the first to be blamed. The expectation of barangay members from their leaders is often quite high, so it is easy to find faults in their performance. However, the people rarely ask themselves what are the real roles of their leaders, the institutions present in their community who are providing them services and what their own roles and responsibilities are in carrying out the programs and activities of their community.

It is important for us to understand that most barangays aspire to grow, progress, and achieve improvement in the quality of their life. The success of community-based programs

depends on the collaborative efforts of stakeholders, the different groups who are considered key players and actors, and in whose hands certain critical roles and responsibilities lie. These stakeholders, are the following:

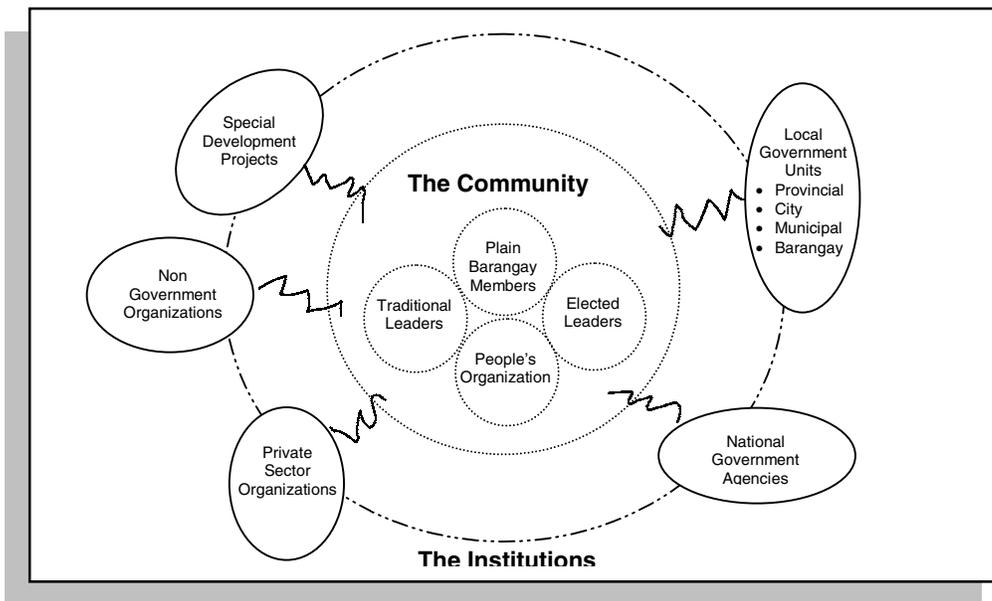
### The Community

- The barangay leaders - those who are elected and those who are traditional leaders who have influence in the community decision-making (e.g., council of elders, purok leaders)
- Plain members of the barangay – those who are plain residents having no affiliation with any group whose participation in the processes and activities in the community is considered important
- People’s organizations – groups organized by certain sectors in the community sharing a common interest and working for their cause (e.g., farmers, fisherfolk, women)

### The Institutions

- The LGU service providers - those attending to specific needs of the barangay (e.g., health workers, solid waste collection crew, day care workers, brgy. tanod)
- Special projects – groups implementing development projects in barangays working either for the government or non-government organizations supported by local or international donors.
- Private sector – businessmen, entrepreneurs, and other private entities engaged in business and professional services

**The success of community -based programs depends on the collaborative efforts of different groups who are considered key players and actors, and in whose hands certain critical roles and responsibilities lie.**



**At the end of the day, we should be able to see a monitoring system independently run and maintained by the barangay itself and should not be influenced in any way by outside interest. This way, we are able to ensure the integrity of the voice of the people. In a way, CMFM will significantly help the people speak for themselves about their concerns and issues.**

As a barangay lives its life and takes its journey towards the future, there will be challenges along the way. Defining what that future may be requires that there must be a way for them to come together regularly to discuss where they collectively want to go, what they want to see achieved so that they can say they have reached their goal, how they intend to do it and the things that will be needed, how they intend to overcome the challenges and gaps, and the role and responsibilities of the actors. It requires also for them to be able to see if improvements are happening and what needs to be done to ensure they progress towards their goals and sustain their achievements.

What is presented in the following pages are the processes in installing the community-based CMFM using the learnings and insights from the Mag-Abo piloting. With the piloting, we believe that CMFM, when propagated, will help us achieve the empowerment of communities because it will enable them to guard their interest on the improvements they want to see happen relevant to their vision of development.

As previously emphasized, CMFM is a community-owned system. However, the idea of CMFM will have to be brought to the community and will need support from LGUs or other interested groups who are similarly in the business of community development and empowerment. As a bottomline, we should eventually be able to see a monitoring system independently run and maintained by the barangay itself and should not be influenced in any way by outside interest. This way, we are able to ensure the integrity of the voice of the people. In a way this will significantly help the people speak for themselves on their concerns and issues.

What would monitoring enable our barangay to achieve? Monitoring will enable the community to track the performance of the program based on the indicators that the community identified themselves. It is also during the monitoring that feedback occurs. By feedback, we mean that the monitoring results and information is shared for a practical purpose, that is, to primarily address issues. It comes at two levels: first, where information from amongst the stakeholders is utilized within the community, and second, information is shared by the community with 'others' who we refer to as groups that are not part of the community.

**CMFM is geared towards sustaining the gains of the programs in the community itself. It provides the community with an opportunity to completely understand the programs and the processes that are involved, thereby allowing them to effectively participate in the management and implementation of programs.**

As emphasized, monitoring is done regularly to check how things are moving. At some point, the community needs to stop to review and evaluate what it has undertaken and take a look at what went well and what did not. The evaluation will be able to draw out information as to the critical factors that contributed to the gains of the programs and synthesize the lessons that will help the community to move on with a better understanding and perspective of things. This is relevant for them to be able to deal with the challenges, having been able to see over time what changes and impacts were achieved and how they can improve the way interventions are being done.

Ultimately, the CMFM is geared towards sustaining the gains of the programs in the community itself. It provides the community with an opportunity to completely understand the programs and the processes that are involved, thereby allowing them to effectively participate in the management and implementation of the programs, and in the continuing education of all our citizens.

In order for you to install the community-based CMFM, you will need to facilitate the community to do the following:

## 1. *Decide which among the various programs implemented in their community needs to be monitored*

The community may select the programs implemented in their community that they feel should be monitored and are willing to monitor. They may choose to start with their priority program that carries the most pressing issue affecting their community. This way the community is able to gradually prepare itself to take on the responsibility and assimilate the CMFM into their priority programs as part of its normal community activity.

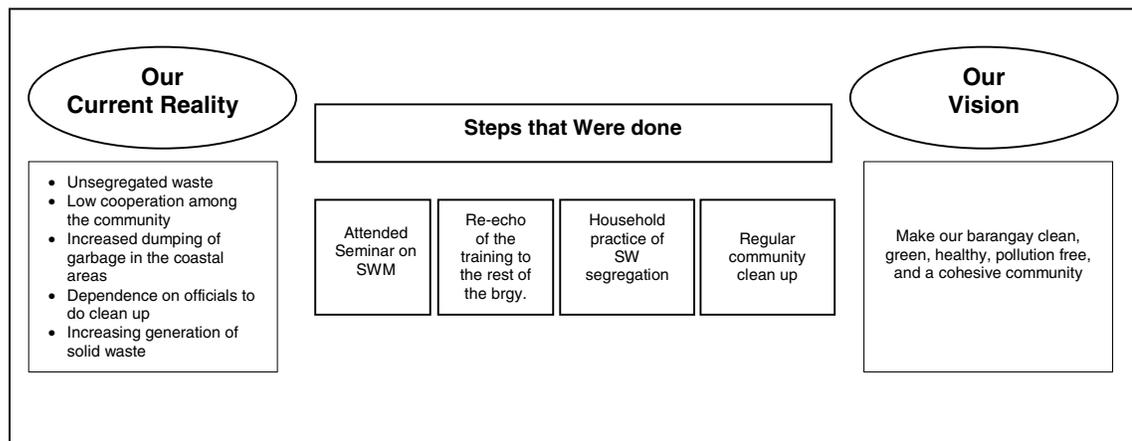
## 2. *Analyze where they are now in their journey towards their vision*

Helping the community look at their current situation is important for them to define their vision. It would also be helpful for the community to understand that the programs that are now being implemented in their community are to benefit not just the present generation, but also those to come. Programs chosen for CMFM treatment should be those that address their priority issues and not those just received from the outside without an understanding of why they are there in the first place. It would be worthwhile to ask the community:

- ☑ If this is your current reality or situation, what do you want to see in the future (or in the next five years)?
- ☑ What steps have you already undertaken to achieve your goal?
- ☑ What are the things that are necessary for you to do now in order for you to see if you are indeed moving towards your vision?

You may find these questions helpful for the barangay to have a general appreciation and understanding of their own situation and what has already been done to achieve their goal.

### Sample of How Brgy. Mag. Abo Did It





**3. Decide what will be monitored in the programs**

For each of the programs to be monitored, the barangay needs to identify what are the concrete things they should see in order to be able to say that the program is doing well. These indicators would then be monitored on a regular basis. It is important that they agree which ones they are willing to monitor and gather data on. This way, the barangay will be able to handle the task of conducting the monitoring in a manner convenient for them. This is important to ensure that CMFM will become sustainable.

Indicators to be Monitored on SWM Program	
<b>A. For Every Household</b>	
	Has proper waste storage
	Practices waste segregation
	Has a clean yard
	Has compost pit
<b>B. For Every Purok</b>	
	Presence of illegal dumpsites

#### 4. *Identify who in the community will do monitoring*

It is important that the entire barangay is informed about CMFM. The barangay should agree on who will be involved in the monitoring and may opt for rotating team membership so that other barangay members may have a chance to experience monitoring and understand how it works and why it is important. This will also help other barangay members to share in the ownership of CMFM. It may also be useful to keep a core group to oversee that monitoring activities are organized and conducted.

It may also be helpful to identify in your barangay those who are considered 'information funnels'. This refers to barangay members who are strategically placed to be able to capture and provide a lot of information about what is going on in the barangay. They can be considered to be very useful as a part of the monitoring process.

#### **Who will do monitoring?**

In Brgy. Mag-Abo, the purok leaders agreed to lead their respective puroks in the conduct of community monitoring. Volunteers will also be invited to join and be come part of the team and the process. They will be given an orientation on CMFM to understand its purpose while at the same time learn how to run it in their own community.

#### 5. *Decide on the manner of gathering, recording and presenting the data*

The barangay will have to decide how they are going to get data on the indicators that they have set in a most efficient way. They may opt to break up the barangay into "puroks" or household clusters in order that they can better manage the actual data gathering and other tasks such as information sharing and feedback.

There should be a tool for the barangay to record the data. This record tool should be very convenient to use and easy to understand. The record should be able to show the areas in the barangay that are problematic in order to have them targeted for intervention. It is important that the groups agree on how often the monitoring of indicators will be conducted.



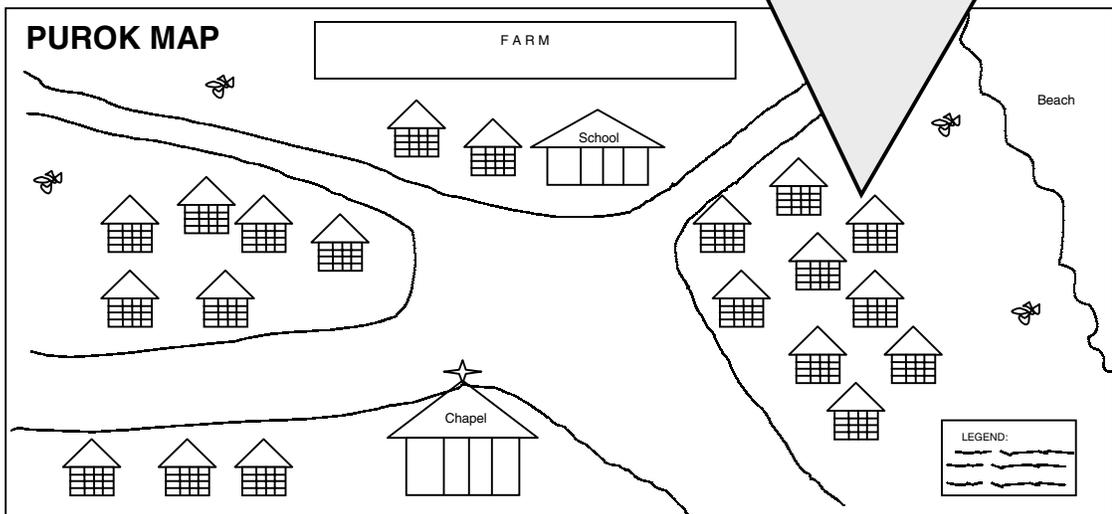
It may also be useful that the individual monitoring groups also make initial assessment of their “purok” performance using the record. They may already individually give feedback to their own “purok” so that they can immediately take action to address the concerns where they are performing weakly.

Sample:

It would be nice to color code a household's conformity on the indicators (e.g. color green – if household is conforming, red – if not). This is also helpful in getting a general view of the community's compliance and allows you to easily spot which households may be targeted as recipient of program intervention.

A map can be used to record conformation to the program indicators.  
The map can also help you locate where the illegal dumpsites can be found.

INDICATOR	Period 1	Period 2	Period 3



Purok SWM Report Card				Total No. of Hhs: 20	
Purok Name: Bayabas					
A. For Every Household	Period 1	Period 2	Period 2	Period 2	Period 2
	<input checked="" type="checkbox"/> 15	***	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	<input checked="" type="checkbox"/> 5	*	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	<input checked="" type="checkbox"/> 7	**	<input checked="" type="checkbox"/>		
	<input checked="" type="checkbox"/> 13		<input checked="" type="checkbox"/>		
	<input checked="" type="checkbox"/> 20	***	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	<input checked="" type="checkbox"/> -	**	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	<input checked="" type="checkbox"/> 3	*	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	<input checked="" type="checkbox"/> 17		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>B. For Every Purok</b>					
	<input checked="" type="checkbox"/> 4				

Period' refers to the time within which the monitoring is conducted (e.g., monthly, quarterly) .

The number of households that are conforming and not conforming to the indicators are indicated here using the data from the map that was used to record the conformation

The purok grades itself using 'stars'. The number of stars earned depends on the total number of households conforming to the indicators against the number of households who aren't. The highest grade that can be earned is 5, stars, 1 as the lowest.

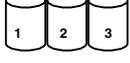
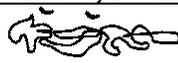
Indicated here is the number of places within the community where illegal dumping is found

NOTE: If in your barangay there is already an existing monitoring system that you are already very familiar with, you may use the same so as not to reinvent what is already existing. The process, however, may be adopted to help you enhance or systematize what is already existing. In the case of Mag-Abo, the 'community databoard' is already existing. The same was used as a tool to record data.

**6. Agree on conducting regular barangay monitoring meetings**

The regular barangay monitoring meeting is intended for the individual “purok” or household clusters to report the status of the programs they are monitoring. This also provides a venue to bring together the individual “purok” reports for consolidation that will show a complete picture of how the barangay is performing. This is also helpful in identifying specifically where intervention is most needed and the specific intervention needed.

The regular barangay monitoring meeting is also a means for the community to share the monitoring results with the institutions concerned and present their plan of addressing the problem and their proposal to the institutions. The community has the responsibility to invite concerned stakeholder groups and present their recommendations to them. Having this dialogue will enable the community to reach agreements on what will be done next. This way, the community is able to address the issues and concerns by collaborating with other stakeholder groups who can pledge commitments.

BARANGAY SWM Performance Record						
Barangay Name: Mag-Abo			Total No. of Hhs: 200			
A. For Every Household	Purok A – 20 hhs		Purok B - 41		Purok X -33	
	<input checked="" type="checkbox"/> 15	***	<input checked="" type="checkbox"/> 35	****	<input checked="" type="checkbox"/> 33	*****
	<input checked="" type="checkbox"/> 5	*	<input checked="" type="checkbox"/> 6		<input checked="" type="checkbox"/> 0	
	<input checked="" type="checkbox"/> 7	★★	<input checked="" type="checkbox"/> 7	★	<input checked="" type="checkbox"/> 5	★
	<input checked="" type="checkbox"/> 13		<input checked="" type="checkbox"/> 34		<input checked="" type="checkbox"/> 28	
	<input checked="" type="checkbox"/> 20	***	<input checked="" type="checkbox"/> 35	****	<input checked="" type="checkbox"/> 5	★
	<input checked="" type="checkbox"/> -	*	<input checked="" type="checkbox"/> 6		<input checked="" type="checkbox"/> 28	
	<input checked="" type="checkbox"/> 3	★	<input checked="" type="checkbox"/> 7	★	<input checked="" type="checkbox"/> 3	★
	<input checked="" type="checkbox"/> 17		<input checked="" type="checkbox"/> 34		<input checked="" type="checkbox"/> 30	
B. For Every Purok						
	<input checked="" type="checkbox"/> 4		<input checked="" type="checkbox"/> 2		<input checked="" type="checkbox"/> 0	

This matrix helps to consolidate the monitoring results of the individual "puroks", completing a picture of what is happening in the barangay.

Encircling the lowest ratings helps you to see across "puroks" which "purok" will need assistance and in what particular aspect of the program.

The following guide questions may help the barangay prepare for the dialogue:

- From the monitoring results, what issues became apparent?
- What other specific issues and concerns need to be addressed?
- As a community what actions are we willing to take to address the problem?
- As a community, what actions do we expect from the institutions (e.g., from the Barangay LGU, Municipal LGU, Provincial LGU, and others)?
- What agreements have we reached with the institutions?
- What are will be our next steps?

**7. Conduct participatory evaluation after an implementation cycle in order to assess their overall achievements**

As previously emphasized, at some point the community will have to look back and see how far they have come. They will want to evaluate how well they are doing and see if they have benefited from the gains and lessons of their experiences in the programs. They may also reassess their priorities and define how they will move forward then on. It the beginning it was said that program success depends on how well the interventions were delivered and how it has made impact on its recipients. Evaluation then must look into these two aspects, i.e., the interventions and the impact, to truly find out if the program that was implemented had been efficient and effective and rate its overall achievements.

The following evaluation steps may help you find out about the overall achievements of the programs you have just completed or those that are on-going for the purpose of improving their interventions and move on with their implementation:

- ☑ Review the activities undertaken by your program and identify what are the phases that you underwent
- ☑ Take a look at the changes being observed and the impact on the lives of the targeted clientele to find out if the program interventions had been effective
- ☑ Make an analysis of the interventions given under the program to find out if it has been efficient
- ☑ Rate the overall achievement of the program based on its efficiency and effectiveness
- ☑ Get the lessons from the program experience to benefit you in your future plans or in defining your next steps

## Where Can You Avail of Assistance on CMFM?

For assistance, you may visit or contact the USAID and the following Centers for Local Governance:

United States Agency for International Development (USAID)	8 <sup>th</sup> Floor, PNB Financial Center Roxas Boulevard, Pasay City	Tels: 5529963, 5529957
Bulacan State University	Bulacan State University Malolos, Bulacan	Tel: (044)7917117
Divine Word College (DWC)	Divine Word College of Tagbilaran Tagbilaran City, Bohol	Tel: (038) 4113658 Email: <a href="mailto:research@dwc.mozcom.com">research@dwc.mozcom.com</a>
Ateneo de Davao University (AdeDU)	Ateneo de Davao University Jacinto St., Davao City	Tel: (082) 2212411 local 602 or 604  Email: <a href="mailto:clg@addu.edu.ph">clg@addu.edu.ph</a>
Ateneo de Naga University (AdeNU)	Ateneo de Naga University Naga City	Tel: (054) 4739253 or 4738447 Email: <a href="mailto:acfabay@sili.adnu.edu.ph">acfabay@sili.adnu.edu.ph</a>
Gerry Roxas Foundation, Inc. (GRF)	Gerry Roxas Foundation, Inc. Dayao, Roxas City	Tel: (036) 6211922 or 6212832 Email: <a href="mailto:grf@i-rox.net.ph">grf@i-rox.net.ph</a>
Southern Philippines Research and Extension Foundation, Inc. (SOPREX)	Southern Philippines Research and Extension Foundation, Inc. Mindanao State University Iligan Institute of Technology (MSU-ITT)	Tel: (063) 2214056 2238077 2238481 Email: <a href="mailto:soprex@ccl.msuiit.edu.ph">soprex@ccl.msuiit.edu.ph</a>
Cebu City Resource Management and Development Center (CREMDEC)	Cebu City Resource Management and Development Center (CREMDEC) 4 <sup>th</sup> Floor, Cebu City Hall Plaza Rizal St., Cebu City	Tel: (032) 2554045 to 47 4192012 to 13
Mindanao State University (MSU)	Mindanao State University Marawi City	Tel: (063) 521002