

Small group: Local health context  
 Governance inputs:  
 - Sinu-sino ang mga aktor, o ano'ng opisina/institusyon  
 - Gaano katuklas sa partisipasyon ng mamamayan  
 - Ano ang mga kasalukuyang plano/programa  
 Governance processes:  
 - Mga mekanismo para sa  
 - Transparency  
 - Accountability

# CITIZEN MONITORING THROUGH COMMUNITY SCORE CARDS

The Partnership for Transparency Fund (PTF), the Coalition Against Corruption-Makati Business Club (CAC-MBC), and the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA EAP) have embarked on a joint project called Enhancing Transparency Impact (ETI). The project aims to enhance the results from citizen monitoring of government performance at the local level through grant-giving and knowledge sharing support.

As part of its learning support to project grantees, ANSA EAP conducted an area-based learning event with the Responsible Citizens, Empowered Communities In Solidarity for Social Change (RECITE) Inc. in Dagupan City on 23-25 May 2013 entitled "Citizen Monitoring of Local Public Services Using Community Score Cards". This issue of ANSA EAP's Learning Brief provides an overview of the workshop objectives, design, and activities, as well as the lessons derived by the participants and facilitators from the learning event.

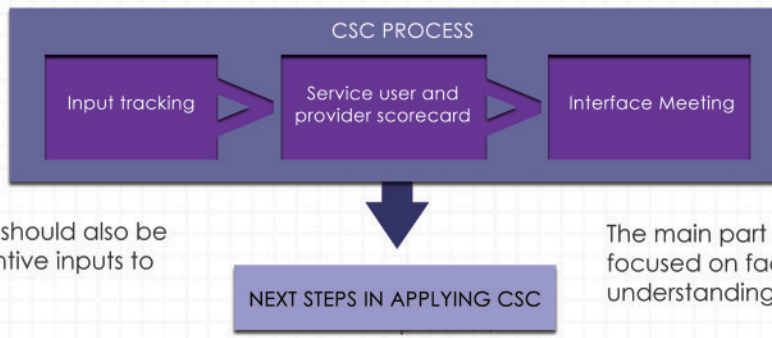
The workshop, dubbed "Citizen Monitoring of Local Public Services Through Community Score Card (CSC)," provided an initial working knowledge among participants on the CSC tool and processes, and how these can be used to engage local governments towards improved public services. The workshop grew out of the felt need of participants to expand their approaches in doing participatory monitoring of government projects. All three (3) citizen groups that the ETI Project funded on its first year were previously involved with social audits based on financial and technical specifications of public projects, like road and school building construction, and provision of health facilities. In line with their usual concerns on how such projects are able to accomplish social objectives and address community needs, the grantees saw the need to learn and customize additional monitoring tools to deepen their capture of citizens' perceptions of and level of satisfaction with these government projects.



## FACILITATING LEARNING ON THE CSC METHODOLOGY

The CSC workshop started by enjoining participants to look at the existing governance context of local public service delivery – that is, which groups and individuals were involved in terms of deciding on and delivering the services, what were the existing rules and practices in terms of making the whole process transparent, accountable, and participatory, and how responsive were the delivery process and the actual services provided to people's needs. This discussion served to structure the succeeding sharing of actual experiences by both local government officials (from the Municipal Health Office or MHO of Mangaldan) and RECITE in terms of their engagements in ensuring effective delivery of health services to CCT beneficiaries. The sharing in turn provided a take off point for the inputs and discussion on CSC as a social accountability tool, specifically involving participatory performance monitoring (PPM).

Given the growing realization among the ETI Project partners that citizen groups would need to engage as well in public planning and budgeting, These tools should also be able to provide substantive inputs to such processes.



The main part of the workshop focused on facilitating an initial understanding of the whole CSC

process, which involved creating and administering an entitlements checklist or input tracking matrix, a service provider scorecard, and a service user scorecard. The process culminated in an interface meeting wherein service providers and service users discuss the results of their respective scorecards, identify emerging issues, and come to agreements on how to

address or resolve these. Workshop sessions on each part of the CSC process featured some sharing of information from facilitators, a hands on activity wherein participants simulated the step or CSC activity, and a reflection exercise which tried to draw out insights from the process.

## CONTEXT ANALYSIS TOWARDS EFFECTIVE TOOL APPLICATION

A key analytical tool introduced by the facilitators during the workshop was a framework for analyzing the broader governance context with regard to public service delivery. The decision on what social accountability tools or approaches to use, and how these can be properly adapted to existing openings for citizen engagement with the local government, would depend much on the results from this kind of analysis. Such context analysis should give citizen groups a clear understanding of the public program or service being targeted for monitoring. Specifically, it should provide them information on the following: (1) Who or what units decide on policies, prepare the plans, and come out with standards of performance?; (2) Who deliver the public goods and services?; (3) What are the roles or mandates of these units vis-à-vis the service?; and, (4) What are existing links among these agencies in delivering the public service or implementing the program?

## PERFORMANCE MONITORING TOWARDS PARTICIPATION IN PLANNING

Workshop participants noted that local government's system for monitoring and assessing its programs and services may need to be enhanced. For example, the Municipal Health Officer's presentation on the health sector's governance situation in Mangaldan, Pangasinan pointed to the irregularity of Program Implementation Reviews (PIR) aimed at assessing the work of the Municipal Health Office (MHO) and regional health units (RHUs). Citizen groups would thus do well to discuss with their local government partners proper coordination or linking of the citizen monitoring and the government's own monitoring and evaluation initiatives.

Like surveys, scorecards are based on perceptions. However, the Input Tracking Matrix provides some level of objectivity to the CSC as it produces data on compliance with existing laws and guidelines. During the workshop, there was however a tendency for participants to use the matrix to track services actually delivered, instead of the presence or absence of required items or processes to deliver the service. This was a significant lesson even for ANSA EAP facilitators who noted it for running future learning events on the CSC process.

One important observation of the participants that surfaced during the discussion was the fact that the CSC allowed stakeholders to identify their own sets of performance indicators, beyond those minimum standards and objectives set by law or existing government guidelines. This in effect provided a venue for stakeholders to examine and even interrogate such standards based on community expectations, and existing conditions or state of service delivery.

Participants also appreciated the collective scoring process, which allowed individuals to level off on their perceptions and expectations about the public service being monitored or assessed. In order to lessen subjectivity in the process, they even suggested some modifications like setting some objective rubric on how scores should be determined (e.g., they could list down certain scenarios which could fall under and thus define certain scores).



meeting, facilitators should help service users and providers collectively explore government performance problems more deeply, avoiding those quick decisions and business-as-usual solutions as much as possible (e.g., looking at the issues from the perspective of both users and providers, and carefully considering factors apart from service delivery).

Intermediary organizations implementing the CSC methodology should take necessary steps to ensure effective documentation of an interface meeting. Knowledge capture should focus on both additional data with regard to service provision (coming from the service users and providers) and insights in terms of improving the process. A robust database from the CSC could provide a good basis for participating in local planning/budgeting.

Other key steps after the interface meeting should include: 1) Presentation or sharing of the CSC results to decision- or policy-makers, and to the public; 2) Follow up on the agreements and key action points standards based on community expectations, and existing conditions or state of service delivery.

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The workshop discussion also established the need for preparatory work (i.e. data gathering, CSC orientation) in the development of the scorecard and conduct of the interface meeting. During the interfacemeeting; 3) Repeating or replicating the CSC process. Follow up actions could include partnership-building activities between the service users and service providers to lobby or advocate with decision- or policy-makers.