



Citizen-based Monitoring: Instruments, Cases and Lessons Learned

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The World Bank

Accountability

The ancient Romans had a tradition: whenever one of their engineers constructed an arch, as the capstone was hoisted into place, the engineer assumed accountability for his work in the most profound way possible: he stood under the arch.

— Michel Armstrong

Defining CBM

Citizens-based monitoring (CBM)

“an approach to monitoring government performance that focuses on the experiences of ordinary citizens in order to strengthen public accountability and drive service delivery improvements.” (Framework)

Why CBM?

- **Government effectiveness:** CBM can help strengthen institutions, systems, programs and projects, contribute to government-wide M&E and help improve the quality of public management and service-delivery.
- **Government efficiency:** CBM can help improve public expenditure efficiency and reduce opportunities for leakages and corruption.
- **Accountability:** CBM provide a tool to hold government accountable, and ensure programs lead to the intended results and delivery failures are addressed.
- **Participation and empowerment:** CPM can strengthen the relationship between the citizens and government, and promote participation, inclusion and empowerment.
- **Trust in government:** CBM can help build greater trust in government by showing the government willingness to respond to citizens demands, be participatory and thus help (re)store public confidence, and thus citizens (and voters!) confidence in government.

Selected Instruments: DSG and CBM

- Access to Information
- Score cards
- Citizens charter
- Community monitoring
- Grievance redress mechanisms
- ICT-based tools: Mobile phone surveys
- Others: public expenditure tracking, procurement tracking etc.

Access to Information

Access to information:

Access to information mechanisms are instruments, often based on respective freedom of information laws, for citizens for requesting and obtaining information from their government to help enhance openness and transparency in the decision-making process which in turn can improve trust in government.

Example: Mexico

Access to information policies, promoted by the IFEA, have been a key success factor in the Mexican M&E system, contributing to making information public, making more information available for public use, and enhancing both the supply and demand for greater M&E information, quality and use.

Score Cards

Citizen Report card:

The citizen report card is a participatory client feedback survey that provides quantitative and qualitative feedback on the efficiency and effectiveness of public services. It goes beyond data collection to being an instrument for accountability and transparency, e.g. through extensive media coverage and civil society advocacy to generate demand for systemic changes.

Example: Bangalore India- pilot- Great Britain-water sector, Canada-M&E process)

Community scorecards:

Community scorecards are a community-based monitoring tool that assesses public services by analyzing qualitative data obtained through focus groups discussions with the communities. It usually includes interface meeting between service providers and users to formulate an action plan, enhancing the empowerment aspects.

Example: Philippines: -DBM: Community report card on pro-poor services

Citizens Charter

A **Citizen charter** is a document that informs citizens about the service entitlements they have as users of a public service, the standards they can expect, (timeline and quality), remedies available for non-adherence to the standards, and the procedures, costs and charges of a service. The charters encourages citizens feedback and entitles users to an explanation/compensation if the standards are not met.

Example: Argentina – Social Security administration
Charter design and management allowed the institution to carefully monitor service-delivery and is a powerful instrument for just-in time monitoring through dash-board instruments that allowed adjustments and quick responses to citizens.

Community Monitoring

Community monitoring:

Community monitoring is a system of measuring, recording, collecting and analyzing information, and communicating and acting on that information to enhance performance. It holds government institutions accountable, provides on-going feedback, participates in M&E and engages in identifying and taking corrective actions and seeks to facilitate the dialogue between citizens and service/project authorities.

Example: India-Andhra Pradesh Rural Poverty Reduction Project - multistakeholder community monitoring of more than 35,000 villages of an rural investment fund

Grievance Redress

Grievance redress mechanisms:

Grievance Redress mechanisms (or complaints-handling mechanisms) is a locally based system which aims at responding to feedback, queries and complaints about a particular service or project, resolving problems with implementation, and addressing complaints and grievances efficiently and effectively. They are increasingly used to improve project outcomes through creating more predictable, timely and results-oriented responses to citizen concerns.

Example: Indonesia: National Community Empowerment Program/Social Assistance Programs

Use of ICTs as Enablers

ICTs have a number of properties that make them a potential game changer:

- ✓ Dramatic reduction in temporal and spatial constraints
- ✓ Increased number of participants
- ✓ Decreased costs of communication
- ✓ Enhanced impact of ICT-enabled communications

Punjab model for proactive governance



- Proactively engages the citizen, get feedback to improve service delivery, which is used as participatory M&E and helps detect any potential corruption acts and feed into improvement plans.
- More examples in annex.

Selected Participatory Monitoring Tools

Participatory Monitoring

Monitoring done usually by primary stakeholders or community-level committees representing them, to give stakeholders voice and increase their ownership

Monitoring by Non-state Actors

“ A process where parties other than state agencies and donors track the implementation of development projects or programs and obtain beneficiary feedback to increase accountability to the beneficiaries.”

Third Party Monitoring

Monitoring usually by CSOs or firms mainly used to provide an independent perspective on project performance and triangulate information/data

Monitoring by Non-state Actors

“a process where parties other than state agencies and donors track the implementation of development projects or programs and obtain beneficiary feedback to increase accountability to the beneficiaries.”

- *A variety of ‘blended approaches’ used in the Bank ranging from participatory monitoring, beneficiary feedback to arms-length third party monitoring.*
 - ✓ *PM and TPM are not silos , they complement each other (especially if the objective is to improve accountability to beneficiaries and to include their feedback in project design and implementation)*

Participatory monitoring

usually by primary stakeholders or community-level committees representing them, mainly used to give primary stakeholders voice in monitoring and increase their ownership

third party monitoring

• Usually by CSOs or firms
• mainly used to provide an independent perspective on project performance and triangulate information/data

Why Monitoring by non-state Actors?

to increase project effectiveness by obtaining more information and verification:

to increase accountability to/ownership of beneficiaries

to complement project monitoring in areas with limited security, accessibility and capacity

What Is Being Monitored?

Beneficiary Satisfaction	General perceptions/ satisfaction with project implementation /satisfaction with project communication, outreach strategy
Beneficiary Targeting	Delivery of conditional cash transfers Selection of scholarship recipients and absenteeism Tailoring employment skills programs Tailoring health project to local HIV infected population
Procurement / Contractors	Compliance with procurement procedures Status of contract management
Quality of Service Provision	Quality of services in primary schools and health clinics, quality of services by local governments
Delivery of goods/outputs	School textbook delivery, Construction of schools and classrooms, Construction of roads

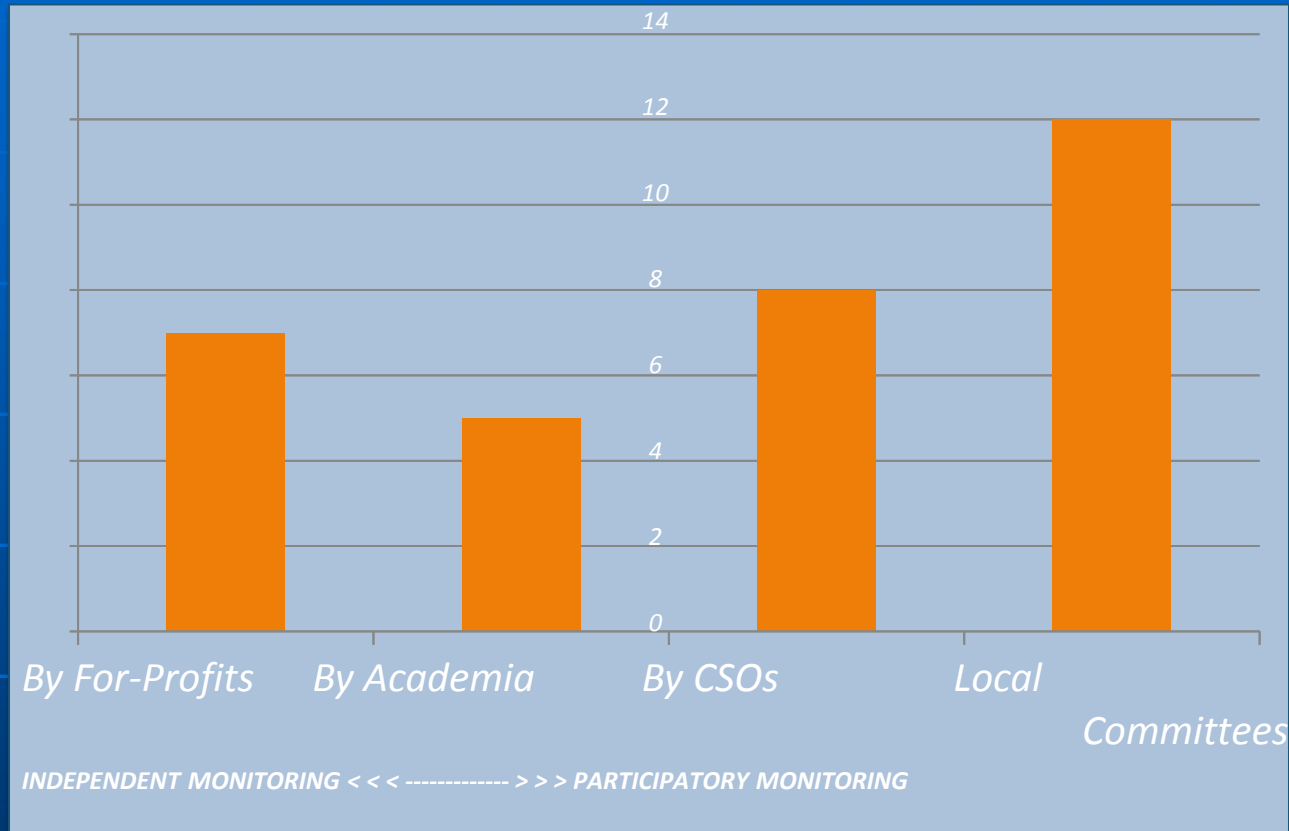
What Is Being Monitored? (2)

Effectiveness of Grievance Redress	Availability of work and promised compensation Labor disputes, grievance around services
Social/Environmental impacts	Resettlement compensation, timeliness of payment, effectiveness of procedures
Budget Transparency and Allocation	Municipal budget allocation and spending National budgets published by the government
Natural Resource Management	Management of fishing grounds Sustainable resource use by community Illegal fishing, revenues

How Is The Monitoring Done?

- Focus group discussions
- Beneficiary surveys/questionnaires
- CSO participation in project design
- Community scorecards
- Budget monitoring techniques
- Information and Communication Technologies (ICTs) as an enhancer.

By Whom?

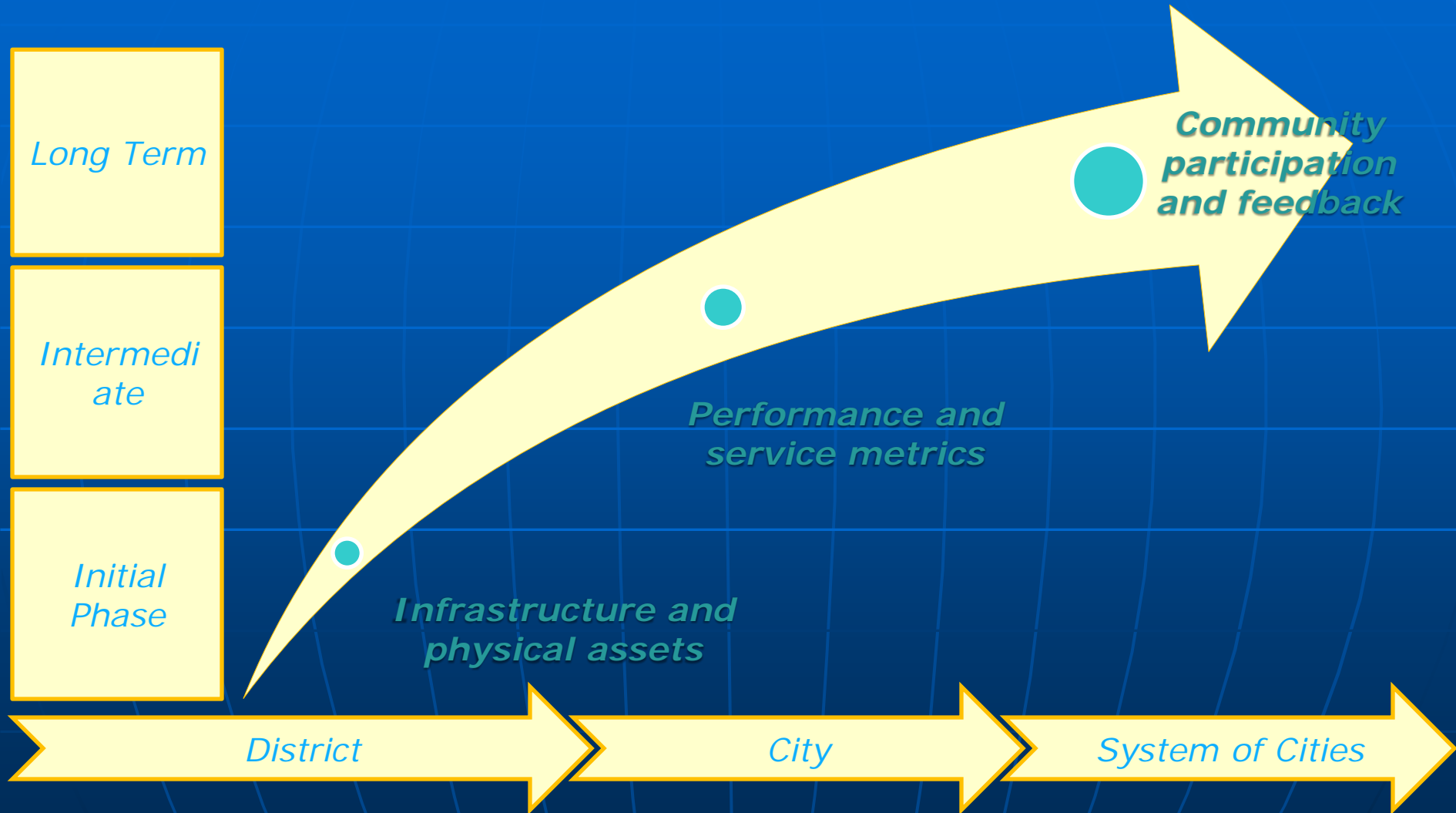


- ✓ **Possible actors:** Citizens, Communities, CSOs, think tanks, academia coalition/ umbrella NGOs, media or private firms, consultants
- ✓ **Trade-offs between objectives:** Participation & building local capacity VERSUS independent verification of outcomes

Challenges

- ✓ Lack of monitoring actor capacity (in technical and sector issues)
- ✓ Lack of commitment/resistance by local authorities, project management units and service providers
- ✓ Delays in contracting due to complexity of procurement procedures
- ✓ Scarcity of time and resources (CSOs, local authorities and service providers)
- ✓ Cultural constraints on equitable & meaningful participation
- ✓ Sustainability of relationships beyond the duration of the project
- ✓ Conflict of interest
- ✓ Stakeholder roles & working relationships not clear
- ✓ Feedback loops not closed

CBM: Phased Approach



Key Steps for good CBM Design

1. Identify the objective, focus area, target audience

2. Assess the Context

3. Select Methods and Tools

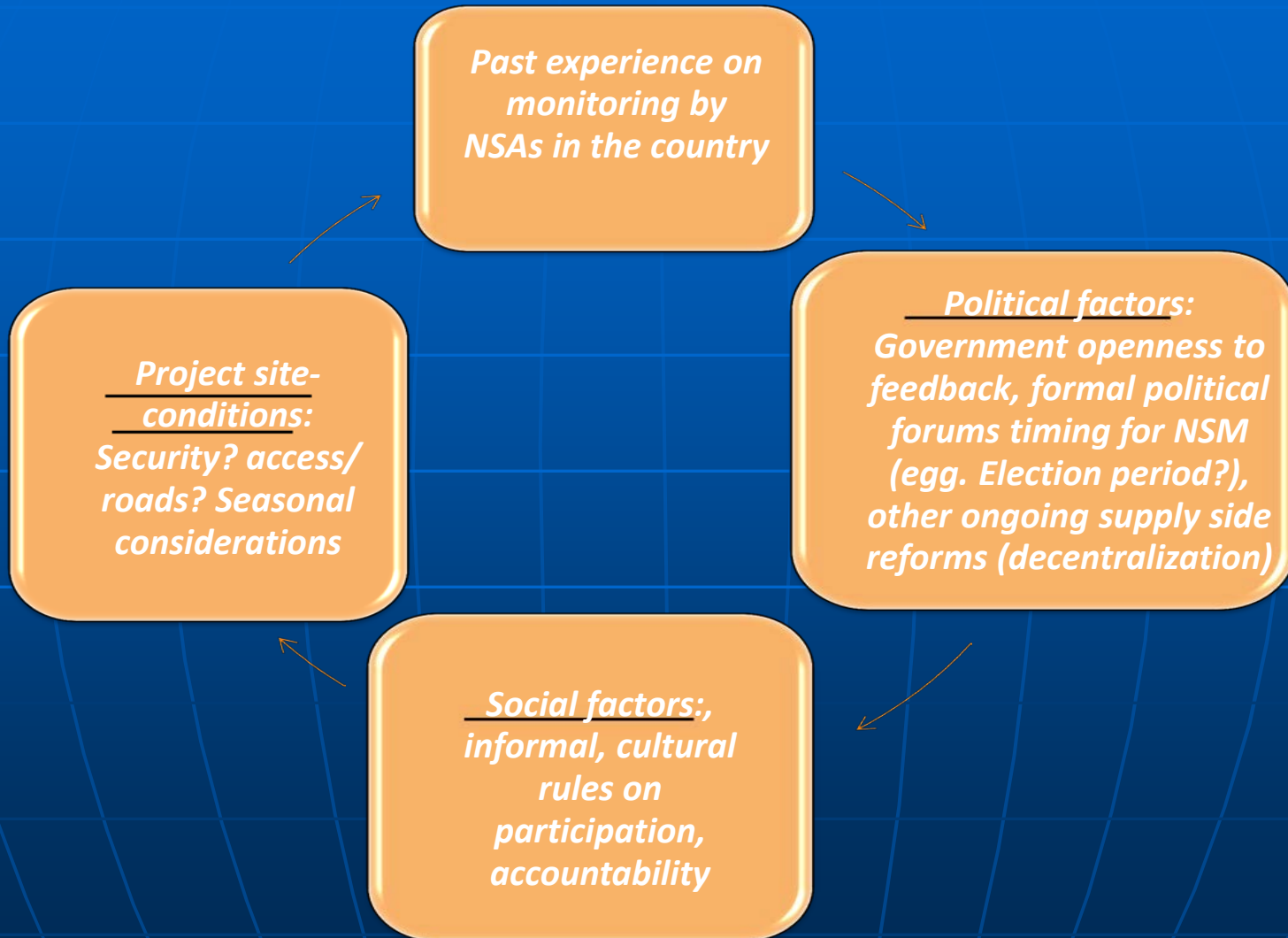
4. Design Implementation Details

Identify the Objectives, Focus, Target Audience

Monitoring method/tool should follow the objective, not vice versa

- ✓ Start with mapping existing accountability framework and M&E tools at the project/sector/national level
- ✓ What is the theory of change?
- ✓ CBM is best use to help close the accountability/ feedback loop.

Assess the Context



Plan Implementation Details

Choosing organization

- *Underestimated factor: Good understanding of project requirement, fiduciary and procurement capacity, and region/site specific knowledge*

Data collection

- *Spend sufficient time preparing and testing questionnaires and data collection methods.*

Reporting

- *Discuss and agree on reporting formats, provide clear guidance and templates to monitoring organization as part of Terms of Reference discussions*

Budgeting

- *Weigh administrative costs with expected efficiency gains*

Funding source

- *“Financial independence” is important but credibility, track record even more important*

CBM Risks

- **Expectations:** CBM can create unrealistic expectations which the instruments by themselves will not be able to deliver, and can even lead to increasing tensions between citizens, CSO and government.
- **Costs:** CBM can create administrative costs and other costs, which are not offset by its benefits, and can lead to greater inefficiencies.
- **Limitations:** CBM tools are powerful instruments to influence public management, but need to be complemented by other tools and the expertise to prioritize and implement government programs.
- **Divert attention:** While CBM tools can be very good entry-points to generate greater reform appetite, if not managed well, they can attract attention away from other urgent reforms.
- **Utilization:** CBM is not effective if feedback is not used to improve performance- or only ad hoc but not systemically

Lessons Learned

- **Integration:** CBM needs to be integrated into a government-wide M&E system and careful selection of tools and use of information to influence planning and budgeting
- **Flexibility and Incrementalism:** Tools will need to be adapted as they go, depending on the context and players involved, including gradual scaling up.
- **Follow up, act up:** If systems stop only at collecting citizen feedback, citizens will soon become disillusioned. They MUST see their feedback translated into change.
- **Collaboration:** Need for facilitation of collaborative spaces for stakeholders to come together to develop action plans.
- **Monitor the monitoring:** Use of ICT for example can have unintended effects (e.g. marginalizing certain groups). Important to monitor for these effects. Do not assume that the theory is accurate. Test it!

Thank you !

Questions ?

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ANNEX

Human Sensor Web

Tuesday, Sep 24th | Last update 12:46:00 PM

[Facebook](#) [Twitter](#) [Google+](#)

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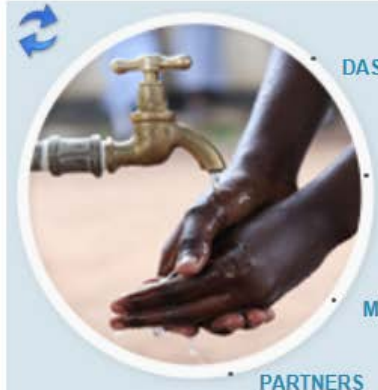


Urban Water and Sanitation Resource

UN HABITAT
FOR A BETTER URBAN FUTURE

 SEARCH

- Home
- About h2.0
- Data/Maps
- Get involved



DASHBOARDS

LAYERS

METHODS AND TOOLS

PARTNERS

Your urban water and sanitation data resource

Explore methods, dashboards and data layers on urban water and sanitation.



Featured Content

- > Water Quality Dashboard
- > Urban Inequity Survey Dashboard
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Contact us

Address: Water, Sanitation and Infrastructure Branch, United Nations Human Settlements Programme, P.O. Box 30030 Nairobi 00100, Kenya
Email: [info\[at\]unhabitat.org](mailto:info[at]unhabitat.org)



Stop Stockouts - Kenya



SEARCH



↓ CATEGORY FILTER

- All Categories
- First-line antimalarials (AMs)
- Zinc 20mg tablet
- Benzathine penicillin
- First line ARVs
- Metronidazole 200mg tablet
- Ciprofloxacin 250 or 500mg tablet
- Amoxicillin suspension
- Ceftriaxone 250mg or 1g vial
- Cotrimoxazole suspension
- ORS - Diarrhea

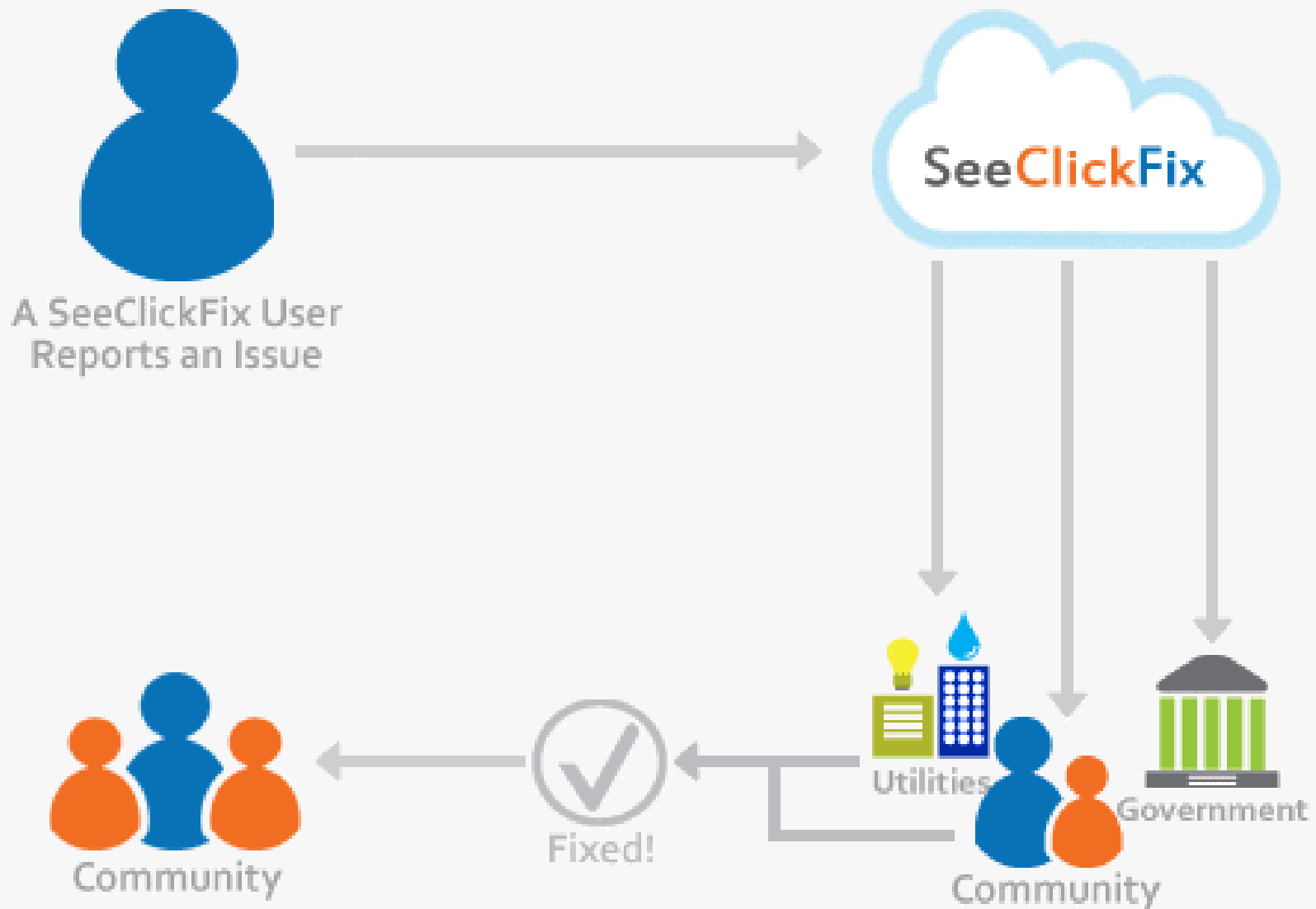
Medicine stock-outs still plague Kenya, Malawi, Uganda and Zambia

The map above shows stock-outs of essential medicines collected via SMS during the pill check week. Use the zoom scroller on the left side of the map to have a closer look and move the map around by clicking and dragging. Selecting a red "hotspot" will show you more detail. Larger dots represent a greater number of stock-outs.

Send your SMS to **254713226039**,
2540713226039 on your phone

Incidents (from map above listed chronologically)

SeeClickFix



Little Rock

[change city](#) [follow Little Rock](#) [generate widget](#)

- Little Rock
- Report an Issue
- who's watching
- activity map
- find an issue
- Pro Dashboard

Issues

calculated by age, recent activity, and rating.

- Hot
- Fixed
- Recent
- Activity
- Top

Pothole on on ramp lane to Cantrell Rd. from N. Rodney Parham Rd was recently fixed in Little Rock! 

- 8


Please Please Fix This Mess is Open

Wilbur D. Mills Fwy, Little Rock, AR 72211, USA

8 People want this fixed
- 6


Heart Stopper is Open

1584-1690 S Shackleford Rd, Little Rock, AR 72211, USA

6 People want this fixed
- 5


Plugged drain is Open

4901 Kavanaugh Blvd, Little Rock, AR 72207, USA

5 People want this fixed
- 3


Near Chicot Elementary is Open

7600 Chicot Rd, Little Rock, AR

3 People want this fixed

[Hotels in Little Rock](#)
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7-Night Cruise Specials From \$599



55 Neighborhoods Nearby

- Don't see your neighborhood [ask us to add it.](#)
- [65th Street West](#)
 - [Alexander](#)
 - [Baupite](#)
 - [Benton](#)
 - [Big Dickinson Lake](#)
 - [Boyle Park](#)
 - [Briarwood](#)
 - [Dumont](#)

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Welcome to Little Rock's Community Page!

Ureport

237,310
members to date



- » HOME
- » POLL RESULTS
- » ABOUT UREPORT
- » HOW TO JOIN
- » NATIONAL PULSE

Ureport is a free SMS-based system that allows young Ugandans to speak out on what's happening in communities across the country, and work together with other community leaders for positive change.

Join Ureport
Text "JOIN" to 8500
IT'S FREE!

YOUR SAY: Where do women in your community go to get antenatal care?

"In our community we do not have health centre, but we have one in Alebtong which is about 25 km from our community."

Geoffrey, Lira UReporter

CURRENT POLL - 23/Sep/2013 :

Most U-reporters said, youths with disabilities mainly face challenges of sexual abuse, denial of rights & neglect. What can be done to solve these challenges?

7,325 Responses out of 226,864 Participants (3%)

disabilities sensitization must give
how communities **youth public** govt
children from place **against their**
equal dem set help disable **these** sexual
more other inability given **disability** dat
this let care challenges education
community need sensitisation through
special **with laws disabled** youths
rights law shd have gov **police mass**
any **strict abuse** know **human** also
government right **people** protect
parents

PREVIOUS POLLS

23/Sep/2013 : Most U-reporters said, youths with disabilities mainly face challenges of sexual abuse, denial of rights & neglect. What can be done to solve these challenges? [See results](#)

17/Sep/2013 : What challenges and problems do you think children and youth living with disabilities face in your communities? [See results](#)

12/Sep/2013 : 42% and 35% of U-reporters said Job Opportunities and Improved Education System respectively are needed most for Uganda to be safer & more peaceful in 5 years [See results](#)

10/Sep/2013 : Dear U-reporter, for a more peaceful Uganda in 5 years, what do u suggest for a safer society? a) Good Education b) Job opportunities c) Other (please specify) [See results](#)

06/Sep/2013 : U-reporters agree tht teachers should be motivated & schools regularly inspected 2 stop absenteeism. U & 231,000 U-reporters celebrating Uganda's 47th Voice Matters. [See results](#)

On Track

OnTrack - East Sang'alo Poultry Farming Project
East Sangalo, Bungoma County

SHARE LIKE

Overview - This East Sang'alo Poultry Farming project (Project Type CAP, Poultry sub sector of Livestock) hopes to achieve the following objectives: To improve household incomes through commercial indigenous poultry farming.

Location
East Sangalo, Bungoma County

Local Implementing Partner
National Fadama Coordination NFCO

Contact
Joseph Omolo
105 Oron Rd, P.M.B. 1203, Uyo,
Tel: 085-202 833, 085-202 781

Amount Allocated
DISBURSED \$650,000

Join The Conversation

Suggestions Report A Problem Share Your Story

Offer Your Suggestion. Create a conversation.
300 Word Limit

Submit

ALL | Most Viewed | Most Recent | **Suggestions** | Problems | Stories | Official Responses

What should I expect during the final stages of construction?
This East Sang'alo Poultry Farming project (Project Type CAP, Poultry sub sector of Livestock) hopes to achieve the following objectives:
To improve household incomes through commercial indigenous poultry farming
Samuel Ayodele / ●●●●● / 1/20/12 Show This

Comment Helpful Comment

The poultry farm has brought my family and I great opportunities and we are very grateful, thank you.
Aenean tincidunt urna eget orci pellentesque gravida. Suspendisse pharetra, risus sit amet luctus dapibus, massa erat malesuada quam, gravida scelerisque eros sapien pellentesque diam. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Mauris consectetur porttitor ullamcorper.
Nunc quis dolor fells, eget mollis nunc. Sed sollicitudin ullamcorper consectetur. Nullam at lectus ac enim dignissim pretium a sit amet lectus. Sed cursus, nulla eu scelerisque volutpat, orci ipsum scelerisque erat, non accumsan ligula metus quis metus. Aliquam eget leo lacus. Ut nisi urna, rhoncus eget ultricies a, mattis in odio. Donec bibendum commodo metus sed molestie. Donec ultricies vulputate eros, nec tincidunt lorem auctor sed. Aliquam egestas aliquet justo ut laculis. Maecenas varius ultricies vulputate.
Benjamin Othoko / ●●●●● / 2/22/12 / # of Comments Show This

How To Report

- Facebook - Aenean ut nulla nisi. Quisque massa libero, bibendum nec mollis at, faucibus non sapien.
- SMS - Aenean erat fells, scelerisque et orci ullamcorper, auctor et rhoncus.
- Twitter - est sagittis vitae. Cras rutrum posuere purus, et dictum lorem conseqna.
- Web - est sagittis vitae. Cras rutrum posuere purus, et dictum lorem conseqna.
- Call Center - est sagittis vitae. Cras rutrum posuere purus, et dictum lorem conseqna.
- Radio - est sagittis vitae. Cras rutrum posuere purus, et dictum lorem conseqna.
- Partner / Partner Name - est sagittis vitae. Cras rutrum posuere purus, et dictum lorem conseqna.

Subscribe To Results

Contributors

Perisite Chris Adland David Jasper
Syman William Albert Brian Jan

Activity Level Page

Map, activity overview, local contacts

Multiple feedback submission channels

Differentiation by feedback type

Notifications & Subscriptions

CheckMySchool



Checkmyschool.org

Promoting transparency and social accountability, one school at a time!

• HOME • MAP • SERVICES • COMMUNITIES • ARCHIVES • FAQ

TEXT CMS

SHARE



LOGIN



REGISTER

Home

Enter your school here:

SEARCH

Map of Elementary school and Highschool in the Philippines

San Quintin Elementary School

Updated as of: 2009 - 2010

- School ID: 135784
- Address: San Quintin
- Region: CAR
- Division: Ifugao
- District: Alfonso Lista
- School Head: Divina S. Barbero

- Enrolment: 162
- Student to Teacher Ratio: 18 is to 1
- Student to Seat Ratio: 1 is to 1
- Student to Book Ratio : 0 is to 1
- Number of Instructional Rooms: 10
- Number of Shifts: 1
- Toilet Bowls: 3

USA Open Data Initiative

KEY:

- Meets Expectations
- Progress Toward Expectations
- Fails to Meet Expectations

Agency	High-Value Data	Data Integrity	Open Webpage	Public Consultation	Overall Plan	Formulating the Plan	Transparency	Participation	Collaboration	Flagship Initiative
Agency for International Development	■	■	■	■	■	■	■	■	■	■
Department of Agriculture	■	■	■	■	■	■	■	■	■	■
Department of Energy	■	■	■	■	■	■	■	■	■	■
Department of Education	■	■	■	■	■	■	■	■	■	■
Department of Commerce	■	■	■	■	■	■	■	■	■	■
Department of Defense	■	■	■	■	■	■	■	■	■	■
Department of Health and Human Services	■	■	■	■	■	■	■	■	■	■
Department of Homeland Security	■	■	■	■	■	■	■	■	■	■
Department of Housing and Urban Development	■	■	■	■	■	■	■	■	■	■
Department of the Interior	■	■	■	■	■	■	■	■	■	■
Department of Justice	■	■	■	■	■	■	■	■	■	■
Department of Labor	■	■	■	■	■	■	■	■	■	■
Department of State	■	■	■	■	■	■	■	■	■	■
Department of Transportation	■	■	■	■	■	■	■	■	■	■
Department of the Treasury	■	■	■	■	■	■	■	■	■	■
Department of Veterans Affairs	■	■	■	■	■	■	■	■	■	■
Environmental Protection Agency	■	■	■	■	■	■	■	■	■	■
General Services Administration	■	■	■	■	■	■	■	■	■	■
National Aeronautics and Space Administration	■	■	■	■	■	■	■	■	■	■
National Science Foundation	■	■	■	■	■	■	■	■	■	■
Nuclear Regulatory Commission	■	■	■	■	■	■	■	■	■	■
Office of Personnel Management	■	■	■	■	■	■	■	■	■	■
Small Business Administration	■	■	■	■	■	■	■	■	■	■
Social Security Administration	■	■	■	■	■	■	■	■	■	■
Council on Environmental Quality	■	■	■	■	■	■	■	■	■	■
Office of Management and Budget	■	■	■	■	■	■	■	■	■	■
Office of National Drug Control Policy	■	■	■	■	■	■	■	■	■	■