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"Building Citizens' Capacity in Monitoring Road Projects"
with the support of
Partnership for Transparency Fund (PTF)

PROJECT COMPLETION REPORT

I – Background

In the last 9 months from April to December 2014, PAKISAMA-Mindanao implemented the project - "Building Citizens' Capacity in Monitoring Road Projects" with support from Partnership for Transparency Fund (PTF) and Australian Aid.

It covered four (4) Farm to Market Road (FMR) Construction Projects, two of which are located in Veruela, Agusan Del Sur, one in Cabadbaran City and another one in Tubay both in the province of Agusan Del Norte.

The four FMR Projects were funded by the Department of Agriculture and were implemented by the Local Government Units (LGUs) of Veruela, Cabadbaran and Tubay through their respective Engineering Offices.

The purpose of the project is to build the capacity of ordinary citizens to effectively monitor government road construction projects and thereby creating "demand" for quality construction and on-time completion of these infrastructure projects. Specifically, at the end of the project period the following must have been achieved, namely:

a) Established good working relationship with DA-RFU XIII and the LGUs;

b) Mobilized and capacitated local CSOs/Community-Based Organizations as Community Monitoring Teams (CMTs);

c) Conducted ground monitoring activities of the FMR construction and facilitated the community validation sessions of the findings of the Community Monitoring Teams (CMTs);

d) Established Effective Feedback and knowledge sharing mechanisms between and among the CMT members, community representatives, project implementers (Local Government Units and Department of Agriculture), other relevant government agencies, other Civil Society Organizations, the media and the general public.

II – Project Activities and Outcomes

Preparatory Activities including MOA signing

Courtesy call of PAKISAMA in Barangay Camingawan, Tubay, Agusan Del Norte

a) Courtesy calls and coordination meetings with government agencies and local government units

The PAKISAMA-Mindanao project team members conducted series of courtesy calls and coordination meetings beginning in May 2014. These activities were conducted with the Department of Agriculture – Regional Field Unit XIII (DA-RFU XIII) specifically with its Engineering, Operations, and BUB Focal Offices. Moreover, similar activities were conducted with the Department of Interior and Local Government (DILG-XIII) through its BUB/GPB focal person because all the FMR projects to be monitored under this project were all funded by the BUB/GPB. All the barangay, municipal and city local government units of Veruela, Agusan Del Sur and Cabadbaran and Tubay in Agusan Del Norte were visited and oriented about this project. In Tubay and Cabadbaran, however, only the Vice Mayors were met in August because the mayors were always not available.

As outputs of these preparatory meetings and coordination work, PAKISAMA-Mindanao was able to secure a copy of the Program of Works and Detailed Engineering Design (DED) of all the FMR projects in Veruela, Cabadbaran, and Tubay from the Department of Agriculture XIII. In addition, commitment to work for the success of this partnership was expressed by all agencies and LGUs concerned.

b) Stakeholder's Meeting

In Veruela, a stakeholder's meeting for the 2 FMRs was done on September 8, 2014 which was attended by 14 CMT members from the 2 FMR projects. Also present in the meeting was Engr. Rolando Pelino, CE-MPA, the Municipal Engineer of Veruela and Mr. Fernando Escano from the Office of the Municipal Mayor.

Engr. Rolando Pelino, ME-MPA, the Municipal Engineer of Veruela Town sharing his thoughts during the Stakeholders' meeting for the 2 FMRs on Sept. 8, 2014

It was during the stakeholders meeting that the Municipal Engineer and the Mayor's office were formally oriented on the project as well as on the progress that the Community Monitoring Teams (CMTs) had so far undertaken. It was also during this activity that issues and concerns observed by the CMTs during the monitoring activities were discussed. The LGU personnel in turn gave their specific responses to the concerns that were put forward by the CMTs. It was also satisfying to note that the MEO pledged full support to the monitoring initiatives and even voluntarily offered to provide all the needed documents that were readily available in his office.

c) Signing of the Memorandum of Agreement (MOA)

The draft Memorandum of Agreement was discussed to each of the government agencies and units mentioned above starting in June 2014. However, only the MOA with DA-RFU XIII was realized and finally signed by its regional director on September 1, 2014. The MOA with DA-RFU XIII is crucial to the success of the project because the agency is the source of funding for all the 4 FMRs that were being monitored under this project. As such, it has the power to demand reports and rectifications, if necessary, from the implementing LGUs. On the other hand, while the Department of Interior and Local Government (DILG) Region XIII office responded positively, its officials opted to forward the MOA to its central office for clearance and unfortunately, to date, the regional office is still waiting for the formal reply. Finally negotiations for the signing of the MOA with the municipal and city LGUs was deliberately postponed until after the MOA with DA-RFU XIII has been signed. This will help convince the LGUs to enter into MOA with PAKISAMA-Mindanao. Unfortunately, because the project end was nearing, the MOA signing with the LGUs was not pursued anymore. However, the absence of the MOA with the municipal or city LGUs was not a hindrance to the collaboration among the LGUs, the CMT members and of the PAKISAMA-Mindanao.

Please see attached signed Memorandum of Agreement (MOA) between the Department of Agriculture – RFU XIII and PAKISAMA-Mindanao, Annex A.

Community Orientation and Capacity Building Activities

a) Community Orientation

From April to May 2014, community orientation sessions were conducted in each FMR project sites. The orientation sessions were mostly done with the barangay captains and councilors. The topics included basic orientation on government programs that promote citizen's constructive engagement with the government, namely: the Bottom-Up Budgeting (BUB) and the Citizens' – Lead Monitoring Program of the National Anti-Poverty Commission (CLMP-NAPC) – their framework, objectives and methodologies. These topics served as the context and starting point in discussing the objectives, methodologies and activities of this project on "Building Citizen's Capacity in Monitoring Road Projects". These orientation sessions paved the way for the barangay officials and community leaders to give their 100% support and participation to the implementation of this project.

b) CSO/CBO Leaders' Orientation and CMT Formation

The mapping of CSOs and CBOs in each municipality and barangay where the FMRs are located was done. It was found out that there were not many active organizations in these areas. Those few organizations present were tapped as members of the community monitoring teams (CMTs). In the month of May 2014, the respective CMTs of each of the four FMR projects were formed. Its members were oriented on the objectives and activities of this project. The CMTs were composed of Community Based Organizations (CBOs) and barangay officials as shown in the following profile, to wit: 1) Masayan – Caigangan FMR (Veruela, ADS): 2 Barangay Captains, 2 Brgy Councilors, 3 CBO representatives; 2) Sta. Emelia – Candiis FMR (Veruela, ADS): 2 Brgy Captains, 3 Brgy Councilors, 2 CBO representatives; 3) Tubay – Camingawan FMR (Tubay, AND): 1 Brgy Captain, 2 Brgy Councilors, 3 CBO representatives; and 4) Sito Sinunong – Mt. Pongkay (Cabadbaran, AND): all CMT members come from CSOs/CBOs.

Please see attached CMT Profile, Annex B.

CBO/CSO leader's orientation and CMT formation in Cabadbaran City, Agusan Del Norte

The CMTs were responsible for the data-gathering, data-processing, validation, and planning phases of the actual and on the ground monitoring activities.

c) Capacity-Building

Some of the participants and resource persons posed for picture-taking during the 3-day live-in training session on May 21-23, 2014 in Butuan City.

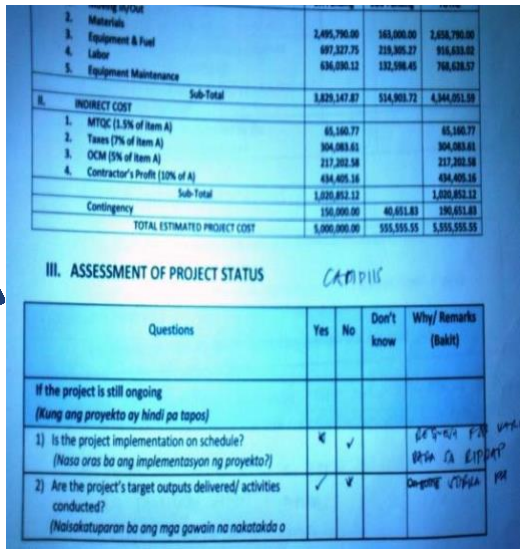
One group doing FMR inspection during the practicum activity in Cabadbaran City, Agusan Del Norte.

A 3-day training session on "Project Orientation and Technical Training on Road Construction Monitoring" was conducted on May 21-23, 2014 at Beatrice Hotel, Butuan City. The topics included sessions on active citizenship and citizens' constructive engagement with government as well as current government programs that promote citizen's participation such as the BUB/GPB and the CLMP-NAPC. This live-in training session laid-out the foundation and encouraged the CMT members to pursue the FMR monitoring activities. The topics were handled by PAKISAMA-Mindanao, DA-RFU XIII and DILG Region XIII.

Moreover, the technical training on FMR monitoring, including the guided practicum, was handled by Engr. Rene Brazuela of the Concerned Citizens of Abra for Good Governance (CCAGG). The orientation on the objectives, strategy, activities and timelines of the project was also discussed in which a re-entry plan was formulated per FMR but in the case of Veruela, the participants opted to have common activities at the municipal level, starting with the convening of the stakeholder's meeting. The training was conducted for the members of the Community Monitoring Teams (CMT) and the PAKISAMA Project Team members. All CMT members were present except for Cabadbaran where only 2 members (1 CSO and 1 Barangay Councilor) were able to attend.

Please see capacity building training proceedings, Annex C.

Finalization and Utilization of the Monitoring Tools



a) Input-Output Tracking Matrix

The monitoring system being followed is that of the Citizens'- Lead Monitoring Program of the National Anti-Poverty Commission (CLMP-NAPC) which utilizes the Input-Output Tracking Matrix in the conduct of the actual monitoring work. This tool requires the availability of relevant project information such as the road specifications, equipments to be utilized and costs which can only be found in the Program of Work (POW) and in the Detailed Engineering Design (DED). These data are inputted to the tool for the CMT members to compare with the actual activities and accomplishments observed on the ground.

In the course of the CMT monitoring work, it was observed that a simpler monitoring tool that is handy enough for the CMT members to fill-up was needed. Thus, a simple reporting form was devised which the CMTs were expected to submit to PAKISAMA on a regular basis. The form stipulated the activities conducted by the monitor and the corresponding results, the facilitating and hindering factors to the achievement of the results and the needed follow-up activities. The information gathered augmented the data required in the input tracking matrix tool. The information gathered was presented to the community/beneficiaries for validation towards the end of the monitoring schedule.

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NITORING REPORT OF MONITORS/CMTs
-ETI

ıe of Monitor: Sh Emilea Candia Monitor

the Period: July 2014

MGA GIHIMO (Activities)	KANUS-A GIHIMO (Date)	RESULTA (Output)	HINUNGDAN SA RESULTA (Factors Affecting)		SUNOD NGA LAKANG (follow-up activities)	SUGYOT/KOMENTARY /CONCERNS
			NAKATABANG (Facilitating)	WALA NAKATABANG (Hindering)		
ag monitor sa fction sa Poman	July 10, 2014	gikatar ang Lets tapos gicime- nto ang utod	Maayo ang recution sa reper		padayon sa Monitor Pag sukod	
kug istorya kang gr. nga tinahangan a mabuhangan ug paes culbert	July 13, 2014	* nakig istorya ci engr. kang Vice Mayor * Nang pramus nga buto- ngan ug paes culverts	pasetibo nays raporot sa Mayor		Follow-up halang	

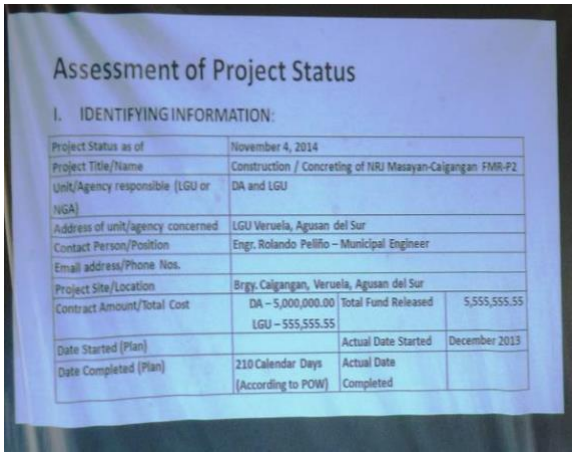
ımitted by: Merla G. Jeadito Benito Silorio Date: July 20, 2014

Filled-up monitoring and reporting form used by CMT members.

b) Community Presentation and Validation Sessions

b.1) Caigangan, Veruela, Agusan Del Sur FMR

The community presentation and validation was conducted on November 12, 2014 at Purok 6, Caigangan, Veruela, Agusan Del Sur. It was attended by barangay officials, members of the CMT, and community members who reside near the construction site.



The session began by reviewing the project background and objectives, activities conducted and methodologies and strategies undertaken in the course of the monitoring activities. The main topic was the presentation of the monitoring findings for the community to analyze and validate.

The major discussions focused on the delay in the project implementation, cracks observed in some portions of the concrete pavement, and the risk of landslide in some portions of the FMR.

Further discussions revealed that a variation request was done by the Municipal Engineer to cover for riprapping of the landslide-prone areas which resulted to a shorter FMR by 86 meters more or less. The variation was also requested to extend the timeframe because of excessive rain that caused the delay of the completion.

The MEO was already informed of the cracks observed in the pavement which was believed by community members as due to improper compaction of the base.

The community participants recommended for the following actions to be undertaken, namely:

- ✓ fast-tracking of the construction so that the community members can already use the FMR;
- ✓ LGU to include in its 2015 budget the funds allocation to address the problem in landslide-prone areas;
- ✓ LGU to request from the Department of Agriculture (DA) additional budget for the FMR extension up to Barangay Caigangan proper; and
- ✓ consider to consult the community in the process of generating the next FMR Program of Works.

Please see Caigangan FMR Presentation and Community Scorecard, Annex D.

b.2) Candiis, Veruela, Agusan Del Sur FMR

The community presentation in Candiis FMR was conducted on November 13, 2014. It was attended by barangay officials, CMT members, staff of ANSA-EAP, Glen Bais of PhilDHRRA , and the community residents of Candiis.

Don of PAKISAMA and Christine of ANSA-EAP during the community presentation and validation session.

Residents of Barangay Candiis.

The session as usual started with the review of project background and objectives, activities, methodologies and strategies undertaken before and during the FMR construction monitoring.

The highlights of the monitoring findings as of November 2014 were presented to the community as follows:

- → a little delay in project implementation was experienced but road concreting was completed in the month of September 2014;
- → variation request was submitted to cover for the cost of the coco nets that were installed in landslide-prone areas of the FMR which resulted to the reduction in the length of the FMR by 200 meters or from 2 kms. down to 1.8 kms.;
- → actual inspection of the CMT members, the FMR measured 1.880 kms;
- → cracks in some portions were observed by the CMT members while the construction was still on-going but which was immediately addressed by the contractor after the CMT members had brought it to their attention;
- → The CMT commended the contractor for their prompt action;
- → Some portions of the road shoulder still needs levelling and compacting;
- → There is a need to address the issue of heavy trucks plying through the newly-constructed FMR, a joint resolution of the 2 adjoining barangays to regulate this was agreed;

The community members recommended for the following actions to be done:

- ✓ immediate drafting of the joint resolution/ordinance regulating entry of heavy trucks in the newly-constructed FMR;
- ✓ conduct "Bayanihan" to clean up the drainage canal covered by eroded soil;
- ✓ request the municipal LGU to ask for additional funds from DA to extend the FMR up to Barangay Candiis proper.

Please see Candiis FMR Presentation and Community Scorecard, Annex E.

b.3) Kauswagan, Cabadbaran, Agusan Del Norte FMR

The community presentation and validation was facilitated on Oct. 24, 2014 at Purok 2, Kauswagan, Cabadbaran City. It was also attended by barangay officials, CMT members and community members mostly residing near the FMR project.

The major findings presented to the community included the following:

- → cracks were also observed in some portions of the concreted FMR. This was already reported to the barangay officials for their information and action;
- → the shoulders lacked levelling and compacting which were also reported to the barangay officials for them to act on.
- → the total project cost in the POW was not consistent with what is indicated in the billboard/signage;
- → difficulty in determining the exact location of the BuB-funded FMR with that of the MRDP-funded FMR

Emmanuel Atega, CMT member of Kauswagan FMR leading the community validation session

Don Dela Victoria of PAKISAMA giving the context of the community presentation session.

As to the community recommendations, the following were agreed by the participants, namely:

- ✓ if there is an excess in the budget (approved budget/POW versus contracted price/billboard, this should be spent for the drainage canal;
- ✓ BLGU to consider posting of early warning signages because of reported accidents in the newly-constructed FMR;
- ✓ CMT to be institutionalized at the barangay level;
- ✓ request for additional funds from government agencies for the extension of the FMR;
- ✓ formal request to DA asking for the MRDP FMR documents must be pursued.

Please see Kauswagan FMR Presentation and Community Scorecard, Annex F.

b.4) Sta. Ana, Tubay, Agusan Del Norte FMR

The community presentation and validation was convened on November 18, 2014 at Sta. Ana mini-gym, Poblacion, Sta. Ana, Tubay, Agusan Del Norte. It was participated in by barangay officials, CMT members, representatives from the women's organization, and residents of Barangays Sta. Ana and Doña Telesfora.

The major discussions were on the following:

- → damaged portion of the surface of the concrete pavement. The participants surmised that maybe because the correct cement mixing was not properly followed;
- → the road shoulder was damaged by excessive rains;
- → some residents, especially those residing at the lower portion of the FMR, did not agree for fear that water from drainage canal will go directly to their homes; further study on flood control system should be requested to the MEO.

One main recommendation of the participants was to construct the drainage canal so that rain/floodwater will not eventually erode the concrete road. However, there was no consensus arrived at because residents in the lower portion of the FMR opposed for the reason that they might suffer from flooding should the drainage be constructed. Finally, the community agreed to request the municipal engineering office to study this issue on what should be the option to the situation, including the possibility of constructing a flood control system in the area.

Barangay residents attended the community presentation.

With their barangay captain who showed support to the project.

Please see Sta. Ana FMR Presentation and Community Scorecard, Annex G.

c) Community Satisfaction Scorecard

c.1) Caigangan, Veruela FMR

The community scorecard was conducted on November 20, 2014 which was attended by the barangay officials, CMT members and barangay residents.

Bensarex Buot of PAKISAMA explained the community score card as one tool in assessing the performance of the FMR project.

The community members agreed that generally, there is delay in the implementation. Some defects were noted. The project billboard or signage was lacking because there was only 1 when there must be 2 as indicated in the POW. But the community still gave the project performance with an “okay or good” score which is equivalent to 3 in the range of 1-5 and 5 being the highest.

With regard to community participation, they gave the project a score of very good as they felt that they were consulted in the identification of this FMR project.

The barangay captain and members of the Community Monitoring Team (CMT) of the Caigangan FMR during the community scorecard session.

c.2) Candiis, Veruela FMR

This was done on November 21 at the barangay multi-purpose hall. The community gave a "good" score on quality and efficiency because even if some delays in the construction were experienced the concreting was still completed by September 2014.

Furthermore, the community scored "okay" on the satisfaction rating because the road has reduced the difficulties of the farmers in transporting their agricultural products; but they also expressed the need to extend the FMR up to the barangay proper.

The community has also agreed that the FMR project is an urgent need and so they gave a score of good for relevance. With regard to whether or not the project was participatory and gender sensitive, the community gave both indicators a "very good" rating as they thought they were consulted and that the FMR will somehow lessen the burden of the women in commuting. Furthermore, since the maintenance plan for the FMR has been put in place by the municipal and barangay LGUs, the community gave another "very good" score to the sustainability indicator.

c.3) Kauswagan, Cabadbaran FMR

While the community scored 2 or "bad" to the quality due to cracks found in some surface portions of the FMR, they expressed satisfaction or "very good" rating to the project because of its mere presence. As to transparency of the project, the rating was only "okay or good" because there was only one (1) billboard when the POW indicated two (2). Lastly, in the aspect of participation, the score was also "good" because the landowners that will be affected by the construction were informed and consulted.

c.4) Sta. Ana, Tubay FMR

The indicators on efficiency and participation got a rating of "good" because of the estimated 90% accomplishment as early as March 2014. However, the quality got a "bad" rating because of the many visible cracks at the surface and the damaged shouldering and drainage. The community members claimed that they were consulted during the planning stage only but were not continued up to the implementation thus gave an "okay or good" score only on participation. The over-all satisfaction rating was "okay" which means a lot of improvement to the project was needed.

d) Self Assessment (for implementers)

All the implementers (LGU or contractor) of the four (4) FMR projects were able to rate their own performance using the same indicators in the community scorecard. The PAKISAMA project team members paid visit to the Municipal Engineers to explain the self-assessment tool. The MEs did not hesitate to comply.

Feedbacking and Knowledge Sharing

a) Interface Meeting

DA FMRD Engineer explaining to the Caigangan Barangay Captain during the interface meeting at Goat 2 Gether Hotel, Butuan City on Dec. 12, 2014.

Barangay Captain of Sta. Ana, Tubay FMR joined the CMT members during the interface meeting.

The Interface Meeting was facilitated on December 12, 2014 in Butuan City with the intent to give both the implementers (LGUs and the Department of Agriculture) and the partner communities the opportunity to present their respective feedback, assessment and recommendations about the project implementation. It served as exit meeting of the monitors with the implementers. It was participated in by the Department of Agriculture - Engineering Department, representatives of the municipal and barangay LGUs, and members of the Community Monitoring Teams.

The flow of the Interface Meeting session included the presentation of the community validated findings of the CMTs and the corresponding recommendations of the community. The first to be discussed were the Caigangan FMR and Candiis FMR and the second batch were the Cabadbaran FMR and Tubay FMR. After each presentation, Engr. Rhidge Berdera of the Department of Agriculture got to respond to the issues, concerns and recommendations of the CMTs.

Some policy recommendations were surfaced-out which were intended for adoption by the Barangay/Municipal LGUs, of the DA, and of the community. The recommended policies covered the institutionalization of the CMTs or at least how to sustain the citizens' monitoring of government projects, how to enhance or improve the implementation of future government projects, and how to maintain and manage the four (4) FMR projects that were covered by the monitoring activities under this project.

Please see attached Interface Meeting Documentation for the detailed discussions and agreements, Annex H.

b) Public Presentation

The Public Presentation of the validated findings, community recommendations, lessons generated by the stakeholders, and policy proposals derived from the project implementation experience were done on December 22, 2014 at Luciana Convention Center in Butuan City. Engineer Rhidge Berdera of the Department of Agriculture, a representative from the BUB office of the Department of Interior and Local Government (DILG), representatives of the Engineering Office of Cabadbaran City, Barangay Captains of the FMR sites, leaders of Civil Society Organizations, broadcast media personnel, the Social Action Center (SAC) Director of the Diocese of Butuan, and the CMT members actively participated in the one-day activity. The activity culminated with the ritual on commitment-building.

Fr. Stephen, Butuan Social Action Director expressed his commitment to the endeavours of the farmers.

Commitment-building activity to active citizen's participation and engagement with government.

Some of the participants who came from the Civil Society Organizations, broadcast media, government, and CMT members at the Public Presentation Activity done on December 22, 2014 at Luciana Convention Center, Butuan City.

Please see Public Presentation Material, Annex I.

III– Impact of the Project on Reducing Corruption

The project on "Building Citizens' Capacity on Road Project Monitoring" has hugely contributed to the significant reduction, if not total eradication, of corruption in the four (4) FMR sites. Moreover, it has lead to great improvements in the quality of farm to market roads (FMR) that are very useful to the residents especially the farmers, women and children who pass through the road on a daily basis.

The formation of the Community Monitoring Teams (CMTs) whose members came from the community itself where the FMR is located coupled with the active involvement of the barangay captains and leaders were a major factor to the effectiveness of the monitoring activities. Moreover, these CMTs managed to sustain their active engagements with the project implementers specifically the municipal local government units and the project contractors. Some issues like cracks and compaction were immediately resolved at the level of the CMT and contractors. Their being rooted at the community coupled with regular on the ground monitoring to back-up their claims were responsible for the success of reducing corruption as mentioned above. This claim can be backed-up by tangible results in the project performance such as the enhancements made to the landslide-prone areas in the FMRs in Veruela and the commitment of the LGU to allocate funds in 2015 for the riprap and in addressing the problem in low-lying portions of the FMR in Candiis, Veruela; the stepping-in of the Commission on Audit (COA) in the Tubay FMR so that the LGU and the contractor will repair the cracks on the pavements which was already there as early as March 2014 prior to the CMT monitoring; the transparency shown by the Cabadbaran LGU on its transactions in transferring the location of the BUB-funded FMR to connect it to another MRDP-funded FMR; and the openness and cooperation of the Department of Agriculture Region XIII in providing the necessary information to PAKISAMA, among others.

Please see attachments J and K: request letter of Cabadbaran LGU to DA and reply letter of DA to Cabadbaran LGU re: transfer of the FMR location.

IV– Sustainability

There were community plans generated during the community presentation up to the Interface Meeting and which were subsequently confirmed during the public presentation activity that pointed-out to sustaining the citizens' monitoring of government projects at the barangay level. It included the institutionalization of the Community Monitoring Teams (CMT) at the barangay LGU through different means such as tapping of accredited civil society organizations to act as monitors; barangay LGU to allocate funds for the CMT activities; lobby to the municipal LGU to institutionalize the monitoring system of government projects; pushing the Regional and Local Poverty Reduction Action Teams (R/LPRAT) of the BUB program to perform their Monitoring and Evaluation mandate as recommended at the plenary during the public presentation activity; among others. Moreover, there were suggestions during the interface meeting and public presentation activity to the People's Organizations, Community-Based Organizations, and Civil Society Organizations to include the monitoring of government projects in their organizational thrusts.

V – **Lessons Learned**

1) Openness and participation of the LGUs and agencies in the project implementation is crucial (e.g. timely provision of project documents, attendance in meetings, etc.) to the success of the citizen-lead monitoring of government projects e.g. FMR;

2) Interaction and discussion of issues and concerns with the implementers (contractors and Mun. Engineers) had resulted to increased capacity and technical knowledge of CMT members and PAKISAMA project team members on road construction monitoring;

3) Capacity for critical analysis (that they will not just accept information given to them at face value) is a requirement for the CMT members for them to be able to perform the monitoring functions effectively; is a requirement for citizen's groups to become effective monitors of government projects;

4) Monitoring processes would be hastened if barangay officials are oriented on citizen's constructive engagement with government; if they are oriented on the project; and if CMT members are guided on the feedbacking and reporting mechanisms;

5) By participating in this project, barangay officials, CMT members, and community residents gained greater awareness of their rights and responsibilities towards government projects that are intended to benefit them.

6) The Memorandum of Agreement or Understanding (MOA/MOU) with government agencies and local government units is very important but not sufficient. A functional working relationship established between or among the collaborating parties prior to the formal agreement will make the partnership more effective and easier.

7) Presence of citizen's monitors doing regular field inspection results to better project implementation (e.g. case of the adjacent barangay in Caiganan, Veruela in which the FMR project in that barangay was never completed);

8) The major gain of the project is the community empowerment of the four (4) FMR sites! The project was able to mobilize the barangay officials, community organizations, municipal LGUs, the government agency (DA) and the FMR project contractors themselves to immediately respond and act on issues and concerns on the road construction as pointed-out from time to time by the community monitoring teams.

VI - **Policy Recommendations**

To the Barangay LGU

a) Institutionalization of the Community Monitoring Team (CMT) at the barangay level that will monitor the implementation of government projects within the barangay;

To the Department of Agriculture

b) Presence of the CMT or formation of CMTs must be made a requirement prior to the approval of Farm to Market Roads and other government projects;
c) Ensure maximum participation of CBOs/CSOs in the preparation and approval of the POW and the Detailed Engineering Design to ensure effectiveness and relevance of the project;
d) Strictly enforce the anti-sub-contracting scheme of projects because it results to reduced budget for actual implementation/construction;

To improve effectiveness of the citizen's monitoring

e) Expand references of monitoring (and for the implementers and donors to provide copies) to include the following documents, aside from the Program of Works (POW) and the Detailed Engineering Design (DED), namely:
   - ✓ Memorandum of Agreement (MOA) between DA and the LGU; and between the LGU and the contractor;
   - ✓ Statement of Work and Accomplishment;
   - ✓ variation requests and approval letters, if any.

VI – Certified Final Statement of Expenditures

Please see attached certified financial report.

Submitted by:

Ma. Louise G. Lampon
Coordinator
PAKISAMA-Mindanao