GOOD PRACTICE DOCUMENTATION

Keeping Track, Keeping on Track: KALAHI-CIDSS FO-8 ONLINE MILESTONE TRACKER

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BACKGROUND AND RATIONALE

Region 8 as a DSWD mega region, has always been confronted with the challenge of data collection and storage due to the region's scope or the number of municipalities implementing various programs and its geographic location.

For KALAHI-CIDSS (Kapit-Bisig Laban sa Kahirapan Comprehensive and Integrated Delivery of Social Services) alone, the Community-Driven Development (CDD) program of the agency since 2002, a total of 132 municipalities are implementing the Disaster Response Operations Modality (DROM) as response to COVID-19. But this number does not show the real scope of work.

This year, the region is presently implementing in 3,687 barangays that are simultaneously conducting participatory activities and sub-project implementation. This number is multiplied by the total number of activities being facilitated in every barangay, the corresponding output of these activities, the funds downloaded per sub-project proposed and the procurement packages needed for each community-managed implementation are regularly monitored by the Regional Program Management Office (RPMO) particularly the Monitoring and Evaluation (M&E) Sector, as the lead sector in the management of M&E systems of the program.

Monitoring, being an inherent function of all KALAHI-CIDSS' sectors, has been a significant aspect of the entire CDD process. Under the program's operations cluster, KALAHI-CIDSS has four (4) sectors namely: Process or the Community Development Sector, Engineering, Procurement, Finance, each with a unique tracker that is connected to their counterpart at the National Program Management Office (NPMO). Hence, the program has made it imperative that each sector should have their own activity tracker.

These trackers were individually created to track adherence to schedules, to monitor progress, and to check if targets are met. However, these trackers are tailored to fit each unit's function and none of these trackers are connected to the other.

Challenges

In as much as these trackers are useful to their sectors, **data integration** was a bigger challenge. Data from various sources with unique sectoral formats and for different purposes and audience may result in duplication. Thus, the task from data gathering to integration has become a tedious process that has been the main concern of the management.

In addition, **processing time** is also an issue in data consolidation. This diversity and data complexity make it difficult to quickly consolidate the data from all sectors and efficiently analyze it to make it more cohesive and to eliminate errors and duplicates.

Moreover, getting **data insights** from diverse origins is also problematic. Efficient data consolidation is critical to KALAHI-CIDSS operations in a time when the amount of data being inputted and generated is on a daily basis due to ongoing implementation. But, if all sectoral data are treated separately, making **data analysis** and getting accurate insights could be troublesome.

Another crucial factor is making the appropriate output from the consolidated data. In KALAHI-CIDSS operations, **data visualization** is necessary. The challenge is turning data into comprehensive and digestible visuals that would enable the management to make actionable decisions.

Hence, a holistic **data management** should be carried out to allow different types of data to be processed that is efficient, cost-effective, and time-saving; helping program managers make sound decisions based on facts relative to program operation.

Among other challenges also encountered by the region was **poor data encoding** at the municipal level due to slow internet connection which is prevalent even in some urban areas. Another problem posed by field implementers was the **travel restriction** upon onset of the COVID pandemic. When the pandemic started, data collection became even more challenging because travels were restricted therefore submission of hard copies of reports was not possible.

The Objectives

Due to these challenges, the M&E sector has revisited its monitoring and evaluation processes and has identified gaps in the data integration and consolidation process. The following are the objectives of this initiative:

    a. Simplify the data consolidation process by streamlining the tracking system of each sector into one cohesive Program Milestone Tracker.

    b. Link the program database in a website dashboard for hassle-free data processing.

c. Provide the target end-user with readily-available data visualizations through a dashboard to easily convey large amounts of complex data into engaging representations of KALAHI-CIDSS analytics and impactful insights for program managers, field implementers, and other partner stakeholders.

The importance of this dashboard is that all the Regional Program Management Office (RPMO) and the field staff can look at the information at one glance. Through the dashboard, the program staff can view real time data which are significant so that brewing issues along implementation can be preempted and concerns can be immediately addressed thereby avoiding time wasted on troubleshooting and finding solutions.

IMPLEMENTATION

Guided by the program principles, M&E system highlights a comprehensive approach involving various KALAHI-CIDSS sectors in data monitoring, evaluation, management, and learning to address problems quickly and efficiently. This sectoral function is performed in order to achieve the overall program's goals and outcomes.

It is understood that each sector has its own tracking system to monitor its own activities and key performance indicators. But with the current system, there has been difficulty in the consolidation of data since all four trackers are not connected with each other.

To understand the program's data management challenges, we need to see how data is gathered and collected from the barangay or community and transferred to the RPMO level.

Below is the flow of data for the tracker:
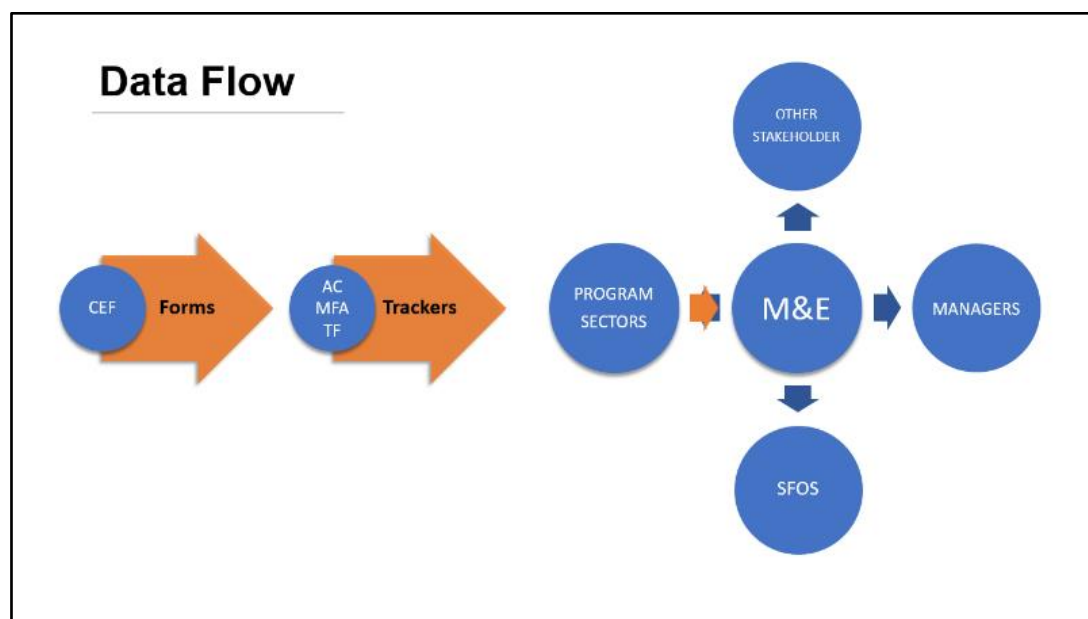
First, the CEF or Community Empowerment Facilitators collect data in the barangay through prescribed forms and tools assigned to them per sector. This data is consolidated and eventually encoded to the individual sector trackers through the Area Coordinating Teams Municipal Database Encoders or MDEs. Then, these sectoral trackers are consolidated at the regional level through the M&E sector.

Through this consolidated data, the M&E is able to prepare and provide reports to the management, partner agencies, Sub-Field Office (SFO) and other stakeholders.

However, the process is tedious as data has to be collected from various levels and sectors. Data consolidation at the ACT and RPMO level is also prone to error since each ACT is maintaining four sectoral trackers with multiple tools and various forms.

To address these challenges, the M&E created the online Activity Milestone Tracker which aims to provide accurate information on the consolidated status of stages of KC's program implementation and its.

Said tracker aims to help the management and program stakeholders determine the progress of the program implementation based on target vis-à-vis its actual implementation results in a more effective way.

The tracker has several components which are the following:

1. **RFR Tracker**

   The primary use of this tracker is to closely monitor the Request for Fund Release (RFR) processing so that delays are avoided. The RFR documents are very critical in the onset of sub-project implementation. This set of documents contain the community sub-project proposal, the program of works, municipal and barangay resolutions, and all the necessary attachment before such funds could be obligated and downloaded to the community account.

   The RFRs submitted from the community to the Area Coordinating Teams are then encoded at the RPMO level for review and processing. As it moves to other sectors for processing, the status is displayed and the duration of each stay in every unit is tracked. From this tracker, non-submission of community proposals from target municipalities are identified. Also, documentary findings and other reasons for delay could also be ascertained.

2. **Milestone-Oriented Plan Tracker**

   This keeps track of the progress of the activities laid out for a particular phase along DROM implementation. The data is supplied by another tracker maintained by the Community Development Sector which details the planned and conducted activities in all the implementing municipalities. This provides information on the Area Coordinating Team's (ACT) compliance and adherence to program timelines.

   For DROM Implementation, the program has 15 milestone activities across all sectors, each activity with corresponding output and means of verification to track and performance indicators to measure.

3. **Key Performance Indicator (KPI) Tracker**

   This particular component tracks the program KPI or the quantifiable set of measures used to assess or evaluate the attainment of KALAHI-CIDSS over-all program development objectives. For DROM Additional Financing (AF) implementation, the program has 13 KPIs each with a corresponding means of verification (MOV) to ensure its accuracy and validity. The indicators tracking table is created to measure the progress of each indicator from the data gathered at the

barangay and municipal level. Such indicators include 35% of women participating in paid labor in every target barangay among others.

To make sense of all the voluminous data gathered from the different trackers, an interface was used to display this information, thus making it useful for the management in decision-making and for the use of other program implementers. The KC Dashboard displays program's real time accomplishment and helps the management track progress in all aspects of the implementation.

The following are the salient features of the program dashboard:

a. **Graphical Display**

A user-friendly dashboard is needed in order to convey the visualized data based on the needs of the users. Complex project data is converted into charts and graphs for easier data interpretation. This allows users to understand project implementation data and relate it to the current status of each KPI to measure performance and identify weak areas for improvement and urgent technical assistance provision.

b. **Real-Time Data Processing**

This is a key feature of the whole tracker and the dashboard as well. The progress of the entire implementation process is displayed as soon as data is inputted by field staff. This feature will help program managers and sector heads make data-driven decisions through accurate project activity updates in the tracker which is visualized instantly in a dashboard in the most updated version possible.

For example, a delay in the barangay procurement process could be easily detected in the procurement tracker which would signal a possible delay in the community infrastructure status of the entire project if intervention will not be given.

c. **Filter views**

This feature allows end users to quickly manipulate the dashboard display by filtering the data sets presented and selecting modules to get the desired information. Data filters add interactivity in the dashboard where one can change the graphic display based on specific need and demand without the need to create another dashboard.

d. **Accessibility**

The tracker is available and accessible to all target viewers 24/7. All data analytics needed by operations staff can be shared to all including monitors or MATA team members and field implementers. This dashboard is als user-friendly and easy to navigate which is perfect for LGU viewing. Since it is supported by data studio, the said dashboard display adjusts to phone screens and is compatible with mobile devices.

Other data shown on the dashboard includes the progress of the implementation of sub-projects in the community, particularly the physical accomplishments of each sub-project and the financial status, which includes the releases, utilization and liquidation of grants and local counterparts.

These data are supplied by the Engineering and the Finance unit's tracker and are linked to an online database which are updated and displayed on the dashboard real time.

LESSONS LEARNED

An established monitoring and evaluation system is an integral part of an effective program management and accountability. After the creation of the program milestone tracker, the following lessons have been drawn out not only from the M&E officers but also from its end-users.

1. The system of the program should be interconnected with all the monitoring systems of all operation sectors. Thus, the M&E system should be viewed holistically and should be reflective of all the activities, processes, KPIs, and output of each sector.

2. Accurate and evidence-based reporting should start from the barangay/municipal level and steered by the Area Coordinating Teams. This should also be regularly monitored by the Monitoring and Technical Assistance Team members of the regional office.

3. Upholding accountability and adherence to program standards must be demonstrated at the first-level or at the barangay level. Compliance to the standard tools and KALAHI-CIDSS KPIs must be seen both at the regional and community perspective.

4. A team member's performance or non-performance is critical in the success of a program. Due to this, periodic reports are expected from everyone to keep track of the progress and at the same time to have a basis for the management's decision regarding actions that will affect the operation.

In KALAHI-CIDSS, the program relies on these status reports for the management to be able to get a picture of what is being accomplished and which aspect is neglected or not meeting the expected output.

To avoid the hassle of making individual progress reports and errors in the collation of the data gathered, the M&E online trackers should be maintained by M&E personnel and regularly updated by the field staff or MDEs.

This tracker has also an offline version where they can update and automatically upload once a stable connection is available. This way, data will be readily available as changes can be viewed as soon as data is inputted by anyone. Templates of reports were set-up and fields are auto-populated as data is inputted, thereby reducing the time doing repetitive reports weekly.

IMPLICATION FOR REPLICATION

As of this writing, the Online Activity Milestone Tracker is being utilized by four sectors of the program, namely: The Community Development Sector, Engineering Sector, Procurement Sector, and the Finance Sector. Moreover, this tracker is also being used by the Administrative Sector and the core Regional Program Management Team to generate data in aiding sound management decisions based on their analysis.

The dashboard is in the process of being linked and uploaded to KALAHI-CIDSS i-Think System, the program's online learning platform. Through this integration, all staff including municipal counterparts and partner stakeholders can view the dashboard while browsing the files on the virtual portal.

The unit heads and MATA members of the KALAHI-CIDSS provided Satisfactory feedback for the online tracker stating that it leads to prompt action on the issues faced along program implementation. Said dashboard is also being used by the Monitoring and Technical Assistance (MATA) team members of each Sub-Field Office or Province. Through this tracker, the MATAs assigned could easily determine slow moving municipalities and non-performing barangays for urgent technical assistance and coaching intervention. Based on the recent client survey conducted, 90% of the responders provided a Satisfactory rating.

The program dashboard is now being replicated at the Area Coordinating Team for possible collaboration with the Local Government Unit's database that are implementing KALAHI-CIDSS in their locality. Moreover, the existing tracker is being used to generate data that could easily be used in the production of executive reports and project implementation updates to Local Chief Executives (LCEs), Municipal Inter-Agency Committee (MIAC) members and other Civil Society Organizations (CSOs).

Reviewed and Noted by:

NATIVIDAD G. SEQUITO
SWO V/DC, PrSD/OIC-ARDO

Reference:

KALAHI-CIDSS (2021, August). MONITORING AND EVALUATION SUB-MANUAL
    NCDDP-AF for the KALAHI-CIDSS National Community-Driven Development Program
    Community-Based Response to COVID-19

ANNEX A

Sample screenshot of the Program Dashboard

KC-AF (GRP 2) - PHYSICAL ACCOMPLISHMENT
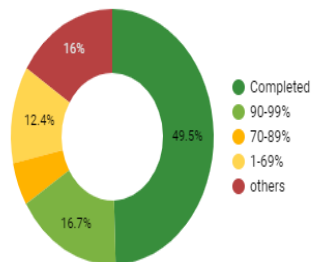
SP COMPLETION **53.75%**

FUND RELEASES **89.35%**

UTILIZATION **66.56%**
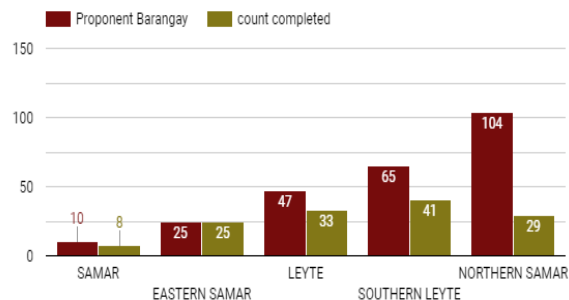
PROVINCE	0%	1-69%	70-89%	90-99%	Completed	Grand total
EASTERN SAMAR					25	25
LEYTE		4	4	6	33	47
NORTHERN SAMAR	20	22	6	31	29	108
SAMAR					8	8
SOUTHERN LEYTE	2	8	5	9	41	65
Grand total	22	34	15	46	136	253

KC-AF (GRP 1) - FINANCIAL ACCOMPLISHMENT

GRANT ALLOCATION ₱383,024,949.00

FUND RELEASES ₱355,731,190.13

GRANT UTILIZATION ₱343,571,546.60

GRANT LIQUIDATED ₱345,686,215.04

COMMUNITY GRANT STATUS

SFO	GRANT ALLOC	RELEASES	% ACCOMP	UTILIZATION	% ACCOMP	LQUIDATION	% ACCOMP	GRANT RET	% RETURN
BILIRAN	58,682,000.00	56,651,540.60	96.54%	56,317,733.55	99.41%	54,601,424.87	96.95%		
EASTERN SAMAR	80,221,800.00	74,049,530.64	92.31%	72,357,664.19	97.72%	70,202,855.19	97.02%	1,605,176.55	2.00%
LEYTE 1	34,605,800.00	31,602,658.23	91.32%	31,106,582.24	98.43%	31,106,582.24	100.00%	496,075.99	1.43%
LEYTE 2	39,340,510.00	35,906,635.95	91.27%	31,483,011.31	87.68%	31,483,011.31	100.00%	1,835,276.30	4.67%
NORTHERN SAMAR	82,976,390.00	76,723,467.21	92.46%	73,473,656.43	95.76%	72,686,631.04	98.93%	1,927,967.89	2.32%
SAMAR	29,273,349.00	26,469,703.20	90.42%	25,992,096.92	98.20%	25,992,096.92	100.00%	477,606.28	1.63%
SOUTHERN LEYTE	57,925,100.00	54,327,654.30	93.79%	52,840,801.96	97.26%	52,606,391.73	99.56%	665,118.73	1.15%
Grand total	383,024,949.00	355,731,190.13	92.87%	343,571,546.60	96.58%	338,678,993.30	98.58%	7,007,221.74	1.83%

KC-AF GRP 1- PHASE 2

Legend: NUM OF BRGY, TARGET NUM OF SP

	NUM OF BRGY	TARGET NUM OF SP
Leyte 2	29	25
Leyte 1	55	55
Samar	65	58
Biliran	86	86
So Leyte	96	96
No Samar	103	103
E Samar	151	145
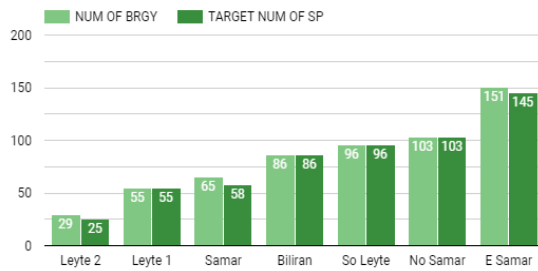
TARGET NUMBER OF SP	GRANT ALLOCATION
568	183,435,950

RFR SUBMITTED	AMOUNT DOWNLOADED
40	0

PRE-IMPLEMENTATION STAGE	SOCIAL PREP STAGE
97.00%	78.00%

MOP - SOCIAL PREPARATION STAGE — % ACCOMPLISHMENT PER MILESTONE

SFO	MUN	BRGY	W/ MDRRMC	% MDRRMC	W/ BDRRMC	% BDRRMC	W/ PSA	% PSA	W/ PPD	% PPD	W/ MIAC TECH REVIEW	% MIAC TECH
So Leyte	7	96	7	100%	96	100%	96	100%	67	69.79%	4	57.14%
Samar	5	65	5	100%	45	69.23%	58	89.23%	58	89.23%	3	60%
No Samar	8	103	8	100%	103	100%	103	100%	82	79.61%	4	50%
Leyte 2	2	29	1	50%	22	75.86%	22	75.86%	13	44.83%	1	50%
Leyte 1	4	55	4	100%	55	100%	55	100%	47	85.45%	4	100%
E Samar	10	151	10	100%	145	96.03%	145	96.03%	101	66.89%	4	40%
Biliran	6	86	6	100%	86	100%	86	100%	57	66.28%	4	66.67%
Grand total	**42**	**585**	**41**	**97.62%**	**552**	**94.36%**	**565**	**96.58%**	**425**	**72.65%**	**24**	**57.14%**

ANNEX B

Sample screenshot of RFR Tracker and RFR Dashboard

REQUEST FOR FUND RELEASE (RFR)

SFO	1st J. DOWNLO..	Total	C. W/ FIN	D. W/ FINDI..	G. W/ BUDG..	H. W/ ACTG	H. W/ CASH	2nd J. DOWNLO..	Total	Grand total
BILIRAN	60	60	1					46	47	107
EASTERN SAMAR	137	137				1		23	24	161
LEYTE 1	52	52						11	11	63
LEYTE 2	27	27	5	2	1	1		5	14	41
NORTHERN SAMAR	93	93						15	15	108
SAMAR	65	65						3	3	68
Grand total	510	510	6	2	1	5	1	115	130	640

NO OF SUB-PROJECT PER CATEGORY

SP TYPE

Category	Count
Road Concreting	105
IEC	79
Pathway	73
Canal	64
QFacility	58
CFW	18
Seawall	15
CapBuild	15
Flood Control	14
BHS	10
Water	10
IsoFacility	8
Footbridge	8
Evacuation Center	5
River Control	4
Wharf	4
Streetlight	3
DCC	3
Health/BHS	3
RCBC	2
Causeway	1
Stairs	1
IGP	1
canal	1
Slope Protection	1
Pathway w/ spillway	1
Building	1
Foot Trail	1

RFR STATUS   TRANCHE

RFRs w/ Accounting	SFO	SP ID
Forwarded to RD	SOUTHERN LEYTE	3
Returned to RPMO	LEYTE 2	1
FOR NORSA	EASTERN SAMAR	1
Grand total		5

AVERAGE PROCESSING DAYS PER UNIT/SECTOR

| SFO	NO OF RFR	SDU	ENG'G	FIN	ACTG
BILIRAN	108	1.97	6.81	47.97	33.81
E SAMAR	161	3.81	1.68	43.54	45.55
LEYTE 1	62	2.95	10.21	34.74	43.97
LEYTE 2	43	2.3	6.74	65.85	41.79
N SAMAR	108	0.46	1.69	38.02	46.5
SAMAR	68	4.81	3.97	43.96	47.14
SO LEYTE	92	0.48	2.87	43.96	34.41
Grand total	642	2.39	4.13	44.9	41.94

ANNEX C

Sample screenshot of KPI Dashboard

Component 1
Empower communities to achieve improved access to services and to participate in more inclusive local planning, budgeting and implementation.

KPI 1: % Community representatives in BDRRMC meetings as provided for in the DROM design

TARGET **70%**

ACCOMP **0%**
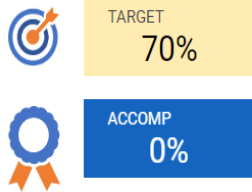
PROVINCE ▲	Num of Municipality	Total BDRRMC and Expanded Member	Total BDRRMC Participants	Rating
BILIRAN	4	205	0	0
EASTERN SAMAR	5	302	0	0
LEYTE	5	277	0	0
NORTHERN SAMAR	8	481	0	0
SAMAR (WESTERN SAMAR)	3	188	0	0
SOUTHERN LEYTE	7	342	0	0
Grand total	**32**	**1,795**	**0**	**0**

Indicator: BDRRMC Participation during BDRRMC Meetings

KPI 2: Members from marginalized groups (women) in KC-NCDDP municipalities who attend BDRRMC meetings

TARGET **60%**

ACCOMP **69%**
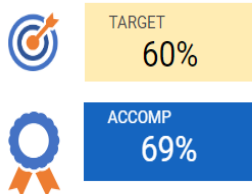
Province ▲	Municipality	No of Female HH BDRRMC and Expanded Member	No Of Female HH BDRRMC Participants	Rating
BILIRAN	4	29	25	86.21%
EASTERN SAMAR	3	17	16	94.12%
LEYTE	5	150	106	70.67%
NORTHERN SAMAR	5	119	76	63.87%
SAMAR (WESTERN SAMAR)	3	108	68	62.96%
SOUTHERN LEYTE	5	36	27	75%
Grand total	**25**	**459**	**318**	**69.28%**

Indicator: Women HH Head Participation during BDRRMC Meetings