Political–Process Monitoring:
A Global Overview

Beyond NDI, numerous organizations around the world are working to support and conduct political-process monitoring programs. The following section provides illustrative examples of how and why other organizations are designing and implementing these initiatives.

Budget Monitoring/Participatory Budgeting/Budget Advocacy/Expenditure Tracking

Since participatory budgeting was established in Porto Alegre, Brazil in 1989[2], citizen and CSO involvement in budgetary practices has grown to include hundreds of organization that engage in civil society budget work in over 100 countries. In 1997, the International Budget Partnership (IBP) was formed to collaborate with CSOs worldwide with the goal of building their capacity to understand and analyze government budgets, participate in budget processes and engage in evidence-based advocacy. In order to do this, the IBP provides trainings, as well as technical and financial assistance; acts as a hub of information on civil society budget work; measures transparency, accountability and public participation in the budget process; and builds international and regional budget networks[3].

In Uganda in 1996, a group of CSOs, academics and faith-based organizations came together to form a coalition called the Uganda Debt Network (UDN). Its mission is "to advocate for pro-poor policies and full participation of poor people in influencing poverty-focused policies, monitoring the utilization of public resources and ensuring that borrowed and national resources are prudently managed in an open, accountable and transparent manner so as to benefit the Ugandan people"[4]. The UDN launched the Budget Advocacy Initiative in 1999 with the objective of ensuring that the Ministry of Finance, Planning and Economic Development develops and implements participatory pro-poor budgets so that resource generation, allocation and utilization favor poverty-focused strategies[5]. In order to fulfill these objectives, the UDN analyzes and reviews national and local government budget expenditure proposals; establishes

partnerships between CSOs, small-holder producers and policy makers involved in the budget process; examines and assesses national and local government taxation proposals; strengthens CSO capacities for participatory budgeting; pilots participatory budget programs for local governments; and helps government committees acquire the knowledge and skills to implement participatory budgeting programs[6].

Civil Society Budget Work Successes

In South Africa, civil society's work with parliament led the government to increase spending on child support for poor and low–income families. The work has resulted in government policies to expand eligibility, increase the size of the grant and improve outreach so that 80 percent of the children eligible now receive support.

In India and Uganda, civil society monitoring of district-level or local-level budgets has led to substantial reductions in corruption associated with public service provision in health and education.

In Pakistan, civil society has used budget monitoring tools to track the rate and quality of spending related to earthquake reconstruction relief funds. This work has drawn attention to significant problems in the management of reconstruction funds and the implementation of reconstruction plans.

"Our History." http://www.internationalbudget.org/who-we-are/?fa=history#impact International Budget Partnership. n.d. Web. 26 August 2010.

Legislative Monitoring

The Parliamentary Monitoring Group (PMG) was established in 1995 by three South African CSOs – Black Sash, the Human Rights Committee and Idasa. The Group's goal is to supply civil society with a public record of parliamentary committee proceedings. Since 1998, PMG has posted on its website unofficial parliamentary committee meeting minutes written by its trained citizen monitors, as well as documents distributed during the committee proceedings. Since 2007, it has also posted sound recordings of each meeting. PMG believes that making this type of information public can strengthen CSOs' ability to lobby the parliament of South Africa on pieces of legislation, matters

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2   "Participatory Budgeting: Porto Alegre." http://www.participedia.net/wiki/Participatory_Budgeting:_Porto_Alegre Participedia, 12 December 2009. Web. 26 August 2010.

3   International Budget Partnership. http://www.internationalbudget.org/ n.d. Web. 26 August 2010.

4   "About Us." http://www.udn.or.ug/aboutus.htm Uganda Debt Network. 2002. Web. 26 August 2010.

5   "Budget Advocacy Initiative." http://www.udn.or.ug/bai.htm Uganda Debt Network. 2002. Web 26 August 2010.

6   http://www.udn.or.ug/bai.htm 26 August 2010.

of democratic processes and parliamentary oversight of the executive[7].

The Center for Peace and Development Initiatives, Pakistan (CPDI-Pakistan) was established in 2003 to promote citizenship, build peace and achieve inclusive and sustainable development. It seeks to inform and influence public policies and civil society initiatives through research-based advocacy and capacity building. One of its five areas of work includes the "Legislative Watch and Development" project. The goal of this project is to increase and institutionalize citizen participation in legislative and democratic processes. Through the program, CPDI-Pakistan observes and analyzes legislators' performances at the provincial and national levels, raises public awareness of legislative roles and responsibilities, advocates for reforms, builds the capacity of legislators and CSOs, and organizes policy dialogues[8].

Shadow Reports

The International Women's Rights Action Watch Asia Pacific (IWRAW Asia Pacific) is a human rights organization that works with women's organizations to promote an effective flow of information on CEDAW between the local and global levels[9]. Since 1997, IWRAW Asia Pacific has worked with CSO representatives from over 127 countries through the "From Global to Local" project in order to facilitate their participation in the CEDAW review process. Participants in the project use shadow reports as their entry point into the review process. When developing shadow reports, they work in collaboration with other women's groups to highlight both the critical issues effecting women in their country and their government's progress implementing CEDAW. IWRAW Asia Pacific supports the women's groups by providing them with shadow reporting guidelines, technical assistance in writing and formatting the report and help distribute the report to the CEDAW Committee members[10].

Once the shadow reports are completed and distributed, the "From Global to Local" participants lobby the CEDAW Committee based on the findings of their shadow report and observe the process for reviewing their government's report. IWRAW Asia Pacific supports this phase of the project by organizing training sessions, observations of the review process, meetings with the CEDAW Committee members, daily debriefings of the review process and a planning exercise to determine next steps[11].

A "From Global To Local" Success Story

At the 18th CEDAW Session, the government of Zimbabwe was recognized for repealing the Legal Age of Majority Act 1982 which denied women legal adult status. Upon their return home, however, the government announced that they would reinstate the Act. Drawing on their experiences at the UN, the four Zimbabwean women activists who had participated in the "From Global to Local" project and had observed their government's review by the CEDAW Committee were able to widely publicize the contradiction in State action. The government subsequently withdrew its intention to reinstate the discriminatory Act.

"From Global to Local: NGOs and CEDAW." http://www.iwraw-ap.org/aboutus/local_global.htm IWRAW Asia Pacific. 4 December 2006. Web. 27 August 2010.

Organizations have also used shadow reports to monitor State implementation of other international agreements, treaties, conventions and accords. The Global Youth Coalition on HIV/AIDS, an international coalition of 1,600 youth leaders and adult allies, developed 16 country-specific shadow reports between 2006 and 2008. Focused primarily on African countries, the reports address government compliance with the UN Declaration of Commitment on HIV/AIDS – specifically focusing on the implications for youth[12]. The European Network Against Racism (ENAR) developed 22 country-specific shadow reports in 2009 and 25 country-specific shadow reports in 2008 that focused on the state of racism and discriminatory practices in EU Member States. ENAR produced its shadow reports in order to fill gaps in official and academic data, to offer an alternative to data collected by the State and to provide the EU Member States with CSO perspectives on racism[13].

Monitoring Government Follow-Through

The Malawi Economic Justice Network (MEJN) is a coalition of CSOs that have worked since 2000 to create partnerships that will ensure that government policies, strategies and actions are pro-poor and make a direct impact on reducing

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7 "About the PMG." http://www.pmg.org.za/about Parliamentary Monitoring Group, n.d. Web. 26 August.2010.

8 The Center for Peace and Development Initiatives, Pakistan (CPDI-Pakistan) http://www.cpdi-pakistan.org/ n.d. Web. 26 August 2010.

9 "History and Background." http://www.iwraw-ap.org/organisation/background.htm IWRAW Asia Pacific. n.d. Web. 27 August 2010.

10 "From Global to Local: NGOs and CEDAW." http://www.iwraw-ap.org/aboutus/local_global.htm IWRAW Asia Pacific. 4 December 2006. Web. 27 August 2010.

11 http://www.iwraw-ap.org/programmes/globaltolocal.htm 27 August 2010.

12 "Resources" http://www.youthaidscoalition.org/resources.html The Global Youth Coalition on HIV/AIDS. n.d. Web. 27 August 2010.

13 "Publications: Shadow Reports." http://www.enar-eu.org/Page_Generale.asp?DocID=15294&langue=EN European Network on Racism. n.d. Web. 30 August 2010.

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poverty in Malawi. In order to promote the equitable and just distribution of socioeconomic opportunities, MEJN has employed a number of strategies that include monitoring how government policies impact communities. MEJN provides resources, training and support to its members as they monitor government follow through on policy decisions. In return, the member organizations provide information back to MEJN on how public services are delivered and other key local-level issues[14]. Working together, MEJN and its partners have informed public debates and advocacy campaigns on policy issues, which has led to concrete results in almost all districts, including:

- The re-opening of a hospital in Chitipa district;

- The re-installation of a public borehole in Chitipa district;

- The opening of a tomato-canning factory in Mangochi district;

- Securing drugs and an ambulance for a hospital in Mchinji district;

- The completion of a road project in Mchinji district; and

- The re-opening of a prison in Nsanje district[15].

The Civil Society Coalition for Quality Basic Education (CSCQBE) was established in 2001 to monitor and influence the Malawian government education policy. Even though the government introduced free primary education in Malawi in 1994, children's education is often compromised by unsafe learning environments, inadequately trained teachers and the absence of textbooks and materials. With more than 50 member organizations and nine district networks, the CSCQBE advocates for more rapid progress in delivering quality education for all. In order to support its advocacy efforts and raise awareness of education issues, the coalition has used community-based monitors to gather evidence on the delivery of public education services in Malawi. Combining budget monitoring and policy implementation strategies, the monitors track education expenditures and conduct surveys to determine levels of citizen satisfaction regarding education services. CSCQBE then compares the information on what is actually happening in schools with what the government promised to deliver in the Malawi Poverty Reduction Strategy Paper. In order to ensure that their monitoring efforts have the most reach and impact, CSCQBE regularly reports its findings to the parliament, local communities and media[16].

Campaign-Related Monitoring

Poder Ciudadano, an Argentinean CSO affiliated with Transparency International, has collected information on candidates running for public office since 1993. Through campaign-related monitoring, as well as other initiatives, Poder Ciudadano aims to promote citizen participation, increase government transparency and make information more accessible to the public. Prior to elections, it sends questionnaires to all candidates asking them to define their policy platforms and share information on their political and social affiliations, background, career and income. Once the candidates complete the form and give their consent for the information to be publicized, Poder Ciudadano posts the findings on their online database of candidates[17]. Every election in Argentina, Poder Ciudadano collects and publicizes candidate information. Not only does this allow citizens and CSOs to monitor candidate positions over time, it can also cause more systemic change. As this type of monitoring is becoming a part of the political landscape, political candidates and parties have begun to expect that citizens will hold them to account for their promises made – thus giving them incentive to change behaviors.

14   Malawi Economic Justice Network http://www.mejn.mw/index.html n.d. Web. 27 August 2010.

15   Niamh Gaynor, *A Review of Activities and Impact*, MEJN District Chapters Programme, 2005. http://cdg.lathyrus.co.uk/docs/MonitorGovPol.pdf

16   Raphael Mweninguwe, 'Quality Education remains a pipe dream', 15 January 2005, News from Africa website: http://www.newsfromafrica.org/newsfromafrica/articles/art_9116.html. As cited by: CAFOD, Christian Aid and Trocaire. "Monitoring Government Poli-

cies: A toolkit for civil society organizations in Africa." http://www.ansa-africa.net/uploads/documents/publications/Monitoring_Government_Policies.pdf.

Additional Tools

Capacity Assessment

- CARE Somalia Capacity Assessment Tool (CAT I) Baseline Data

This checklist was developed by CARE to survey the resources, capabilities and practices of a prospective partner. You can then add up the points associated with each category and obtain a numerical representation of the strength of your prospective partner organization, which can be used as one part of your decision whether to proceed with the partnership.

Coalition-Building

- Coalition Best Practices: NDI West Bank and Gaza

This document outlines some of the best practices of successful political coalitions and sets forth issues that political parties, civil society organizations and other groups should consider when attempting to build a new coalition or strengthen an existing one. Topics covered include: coalition building, maintenance, structure, communication, targeting and outreach, resource management and electoral strategy.

- NDI Memorandum of Understanding Template

This resource was developed by NDI to provide guidance to staff and partners when developing Memorandums of Understanding.

Community Mapping

- World Bank Community Profile and Asset Mapping Interview Guide

This resource was developed by the World Bank to guide you through interviewing community members in an effort to create a community profile (or map). It includes best practices of interview methods and setup, sample interview questions to ask members of the community and best practices to elicit high-quality, usable information from those you interview.

- Tools Together Now! Community Mapping Tool

This resource provides some basic information on what a community map is, the process of creating one and then how to use the map. It also contains an example of a community map from Sri Lanka.

Strategic Planning

- Civicus Strategic Planning Toolkit

This toolkit, designed by Civicus, will take you through every step of the strategic-planning process, beginning by determining whether your organization needs a strategic planning process. It also includes suggestions for achieving success and tools (e.g., questionnaires, checklists).

Organizing a Public Forum

- An NDI and CCE Guide to Organizing Public Forums

This resource was developed by NDI in partnership with the Center for Civic Education (CCE) to provide step-by-step guidance for civic organizations organizing public forums. It is a compilation of lessons learned accumulated during NDI's governance program in Pakistan.

Message Development

- NDI Message Development Worksheet

This resource is the message development section of an NDI Advocacy Training-of-Trainers Manual. It takes you through the steps involved in messaging – designing, writing and reviewing your message. It suggests points to consider within each step, including setting goals, defining who your target audience is and using examples to tell the story of your message.

Advocacy

- NDI Checklist for Choosing an Issue

This resource was developed by NDI as part of its November 2002 Advocacy Training Manual. It provides tips and a checklist for choosing an issue for an advocacy campaign.

- NDI Constituents, Allies and Opponents Worksheet

This resource is from the NDI Advocacy Training-of-Trainers Manual and describes how to see constituents in an advocacy setting. This resource also describes how to utilize allies and describes the various forms opponents of advocacy can take as well as briefly discussing how to assess the threats they could pose to your efforts.

- NDI Advocacy Strategy Chart

From the NDI Advocacy Training Manual this strategy chart provides readers with an in-depth chart that can be used for organizational development or for issue campaigns. It includes information on how to set goals and targets, identify

key players and tactics as well as creating space to consider organizational considerations.

- NDI Advocacy Tactics: How to Be Effective

This resource is from the NDI Advocacy Training-of-Trainers Manual published in 2002. It provides information on how to improve skill sets in message development, civic education, interacting with the media, developing a petition as well as letter-writing campaigns.

Advocacy

- NDI Public Interest Lobbying in the Parliament in Kyrgyzstan Handout

This resource titled "Public Interest Lobbying in the Parliament in Kyrgyzstan" is from the NDI Advocacy Training Manual and is designed to help activists engage in effective lobbying. It provides tips for citizen lobbyists and for meeting with legislators.

- NDI Lobbying Parliament: A Guide for NGOs

This guide provides an introduction to approaches and tactics for advocacy in parliament, including: an overview of lobbying campaigns, lobbying individual MPs, lobbying a party caucus and submissions to a parliamentary committee.

These resources are available in a supplemental document that may be obtained from NDI's Citizen Participation team at civic_DC@ndi.org.