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**Adopting the balanced scorecard for a participatory monitoring and evaluation of strategic organisation development programs in the Philippine public sector: A case study of the Philippines-Australia human resource development facility**

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This paper seeks to describe the Balanced Scorecard (BSC) as an innovative approach to monitoring and evaluation (M&E). The BSC treats capacity building not only as a set of discrete projects but as a holistic government program for continuous organisation improvement.

It examines how a Philippine public sector agency can monitor and evaluate capacity building programs from a strategic organisation development perspective. In particular, it describes how the adoption of the BSC by the Philippines-Australia Human Resource Development Facility (PAHRDF) has led to M&E innovations that enabled its partner institutions in the public sector to: 1) align their training and other human resource development programs with their strategic development thrusts, 2) identify relevant organisation development measures, 3) generate M&E data at the outcome and impact levels, and 4) pursue continuous organisation development for improved service delivery.

This paper presents the framework and mechanisms the PAHRDF has employed in its HRD/training design, conduct and evaluation. Concrete examples of partnership building for participatory and sustainable M&E are also provided. The paper concludes with insights gained and the identification of possible areas for further development and consideration.