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Integrity Watch adopts Learning Based Management approach



Photo: Roya Musawi

Integrity Watch staff during the Learning Based Management workshop

By Sayed Ikram Afzali, Executive Director at Integrity Watch

Social change is a complex phenomenon that requires a great deal of understanding context and changing needs and interests of the social actors. Therefore social change is about constant learning and adapting. Organizations working in the area of social change increasingly face the challenge to design and implement programs that can show "impact". While traditional management methods have proven ineffective, new methods have not been fully adopted by majority of the organizations.

Results Based Management is still the dominant method used by many organizations to design and implement social change interventions,

such as, anti-corruption programs. However, the method has increasingly proven to be irrelevant due to its rigidity, not allowing to adapt, quickly enough, to changing context and lessons learned. Our experiences at Integrity Watch and the anti-corruption work in Afghanistan show that many programs have failed due to the use of such rigid methods that see social change as a linear process.

Learning Based Management however is a more flexible and comprehensive approach allowing organizations to envision the future in terms of intended social change, develop pathways to reaching that vision, and to learning and adapt along the way.

Learning Based Management is a method derived heavily from outcome mapping approach that focuses on identifying desired behavioral change in social actors targeted by social change programs.

Integrity Watch will not only use the Learning Based Management method to design and manage implementation of its programs but will also advocate for this approach to be adopted by donors, civil society and government actors for their social change programs in general and for anti-corruption programs in particular.

Court observation launch in Kunduz in full swing

By Matiullah Dehati, Coordinator at Integrity Watch, Kunduz office

Integrity Watch trained 21 local monitors in Kunduz on legal issues. After three days of legal training, they became ready for monitoring of courts sessions in Aliabad district and center of Kunduz province.

Despite the volatile security situation in the province, Integrity Watch, after starting its activity in Kunduz in mid-2015, was able to develop awareness about the community based monitoring of trials with 21 organizations and development Shuras in the center of Kunduz and in Aliabad district. Residents and

governmental institutions welcomed this program and they want this program to be expanded in other districts of Kunduz as well.

The Community Based Monitoring of Trials Program (CBM-T) is the first program of its kind in Afghanistan, commenced by Integrity Watch. The program aims to increase citizens' participation in Afghan courts and monitor compliance to Afghan procedural laws. The program promotes transparency in judicial decision-making, increases awareness of the official rule of law system, empowers citizens to monitor



Photo: Farid Shiwa

Briefing the public on legal and courts issues

trials and generate valuable data that can help promote higher integrity in the judici-

Communities in Balkh province actively participate in court observation

By Mukhtar Ahmadi, Coordinator at Integrity Watch, Balkh office

Integrity Watch provincial office in Balkh, with the support of 20 volunteers and with consultation and agreement of district officials and Primary Court of Naher Shahi district held the first mock trial which was attended by hundreds of elders, provincial council members, women, youth, civil society organizations, villagers, government officials and media. The mock trial intended to explain a fair trial and aimed to raise public awareness issues like court processes, encouraging people to attend court sessions. One of the residents said: "we saw the mock trial court for the first time and we are enlightened to know that people including women can also attend court sessions; something that we did not know before".

The participating *Shuras* are now aware of what a fair public trial is. They also came to know about their right of participation in public hearings of the judiciary which is stated in "Article 128" of the constitution and thus attending the judiciary sessions are their legal right. Moreover, they have



Photo: Mukhtar Ahmadi

Mock Trial in Balkh

learned what are the procedures and basics of a fair trial and understand the duties and responsibilities of the local monitors who volunteer to participate in court observation on behalf of communities.

Community Based Monitoring of Trials (CBM-T) is a flagship program of Integrity Watch intended to increase transparency of courts. The program was initiated in Kapisa province and has been extended to Nangarhar, Balkh and recently to Kunduz province. In Balkh province the program covers court of appeal, primary court of

first urban district and primary court of Naher Shahi district with the participation of 30 local monitors of which 50% are women. Naher Shahi District has more than 150 villages and is located in the vicinity of Mazar-e-Sharif. Most of the local monitors who have observed more than 800 cases to date are educated and have studied law, Sharia and are defense lawyers.

Local Monitors achieved success in addressing problems identified in a construction project in Balkh

By Mukhtar Ahmadi, Coordinator at Integrity Watch, Balkh office

One of the projects that Integrity Watch Afghanistan local monitors recently have monitored is the construction of a library for “Dar-Al-Ulum of Asadieh”, one of the oldest religious schools in Balkh. The project is implemented by “Mashal” Construction Company and is funded by Saudi Foreign Assistance Committee.

During the monitoring, Integrity Watch local monitors realized that the construction workers did not consider safety standards during construction and usage of low quality bricks and other low quality materials in violation of the recognized construction standards.

These problems were identified by Integrity Watch local monitors and



Local Monitors, monitoring construction project at Mazar e Sharif

they were communicated with the Construction Company. Moreover, through a visit conducted by provincial monitoring board (PMB), the PMB members also confirmed the same shortcomings in construction procedure.

After intensive follow up by Integrity

Watch provincial staff and local monitors however, the Construction Company has addressed the issues and now it follows the standards in its operation. Integrity Watch celebrates this achievement and congratulates this success to the organization’s dedicated local monitors.

Integrity Watch goes beyond “routine” advocacy with court and community outreach to ensure court observation

By Ali Ahmad Mashalafroz, Coordinator at Integrity Watch, Kapisa office

In Kapisa province, detainees are typically taken to courts upon court’s order for primary hearing sessions. They are heavily guarded by the police who are accustomed to preventing people from attending public sessions as a security measure. This practice is a violation of law and it undermines the effectiveness of the community based monitoring of trials of Integrity Watch which aims to encourage people to attend public court sessions to increase transparency of courts.

Thus in order to address this issue, local Shura representatives and provincial coordinators of Integrity Watch contacted head of human right department at



Participants during the Legal Awareness Training in Kapisa

provincial police headquarters in Kapisa to advocate for the rights of the detainees and rights of the public to observe trials. Conse-

quently, a one day training was held in the center of the province and districts focusing on attendance of people in trials, highlighting detainee’s rights, the requirement of informing detainee’s family about his/her detention and charges against them. As a result, Shura representatives and Integrity Watch staff were assured that the police will no longer prevent people from attending open trials. It is expected that police behavior will change as a result of this awareness training.

Local Monitors bring remarkable changes in Jaghurtan High school of Herat Province

By Ahmad Nawid Raai, Focal point at Integrity Watch, Herat Office

Solving a school problem in a remote district of Afghanistan may not seem very glittering and extravagant to many people. But addressing such small issues by the community members, who have taken ownership of schools in their community, is indeed the stepping stone for a more quality education sector in Afghanistan.

Jaghartan High School is one such school that had no entrance gate, no pavements, no playing play ground and no clean toilets. Having the community involved not just in monitoring the service delivery, but also in management of school has resulted in fundamentally addressing these issues.

Interestingly, the real challenge isn't finding volunteers to do monitoring, but having local monitors to identify and mobilize local resources to address school problems. The story of Jaghurtan High School provides a clear picture of the process.

For several months, school administration had followed up the above mentioned problems with education officials of Herat Provincial Education Directorate (PED), but faced with the more than usual excuse – lack of resources – their requisition was rebuffed. Having found out that PED is not in position to help them, the Local Monitor looked for alternative sources. First He knocked the door of several



Photos: Nawid Raai

Jaghurtan high school before and after rehabilitation

NGOs, but they too owing to their shrinking support gave a cold shoulder.

Apparently there was no one to ask for support, but there was hope and determination. Following a series of one-on-one meetings with key individuals in the community as well as school administration, the Local Monitor organized a community meeting. A tiresome effort indeed, but not unrealizable.

During the meeting, the unfathomable issue was to get community members believe in themselves and believe that all it took to solve school problems was

determination and resolve. Resources were there. They just needed to have a glimpse of it and pick it out. Following hot discussions, vociferous complains and some cool-headed propositions, community members took up the responsibility of leveling the playing ground, installing the entrance gate and looking for other sources of support to solve the remaining problems. Owing to their commitment to self-help, students of Jaghurtan High School contributed up to AFN 22,010 to support their school.

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