Monitoring Toolkit

Aide memoire for Community Monitors
Welcome to monitoring!

You are now part of a worldwide community of people from all walks of life who act with and demand integrity, actively taking part in promoting institutions which are open, accountable and responsive to your – and your community’s - needs and expectations!

You should use this toolkit as a reminder of what you have learned during your initial training and to support you in your monitoring visits.

If you have any questions or comments please contact your local key contact person at Integrity Watch Afghanistan:

_____________________
_____________________
_____________________
The fundamental ingredients of Integrity are:

\[ I = a \left( A \cdot C \cdot E \right) - c \]

Integrity is the alignment (a) of Accountability (A) + Competence (C) + Ethical behaviour (E), without corruption or with corruption control mechanisms (c).

- **Alignment**: These four elements are distinct, yet complementary; together they comprise integrity. They are equal in importance and value, so if one of them is missing, then integrity cannot exist.

- **We take responsibility for our actions**
- **We do what we say we do**
- **We provide stakeholders with the information they need to check our work**

- **We have what it takes to get the job done**
- **We do it well**
- **We manage our work professionally**

- **We value others’ opinions**
- **We can be trusted**
- **We work for the public good**

- **We work without corruption**
- **We use tools to make corruption difficult**
- **We support those who try to reduce corruption**
The Community Integrity Building Cycle

Communities engage

Citizens become monitors

Monitors act

Lives improve

Problems are fixed

When essential services and infrastructure projects are delivered as they should be, it can have a profound effect on citizens' health, education, and livelihoods.

Monitors visit services and projects and use DevelopmentCheck to upload their findings. Any problems they identify are posted online in real time.

Monitors, community members, contractors, service providers, and other stakeholders come together in one space, agree solutions to problems, and implement them.
Step 1: Citizens Engage
Stakeholder mapping

A **stakeholder** is any person, group or institution with an interest in or affected by an action, situation or event.

If not engaged properly, a stakeholder could turn into a ‘**spoiler**’: an opponent who can actively harm or hinder the intended action, situation or event.

**Remember**: Identifying stakeholders who need to be engaged during monitoring is likely to be key to the overall success of engagement. Identify stakeholders using the **Stakeholder Analysis Grid**: 

![Stakeholder Analysis Grid](image-url)
Communities are made of different groups. Some groups are at risk of exclusion (such as women and girls, elderly or disabled people, ethnic minorities). Use this table to ensure appropriate and inclusive ways of involving communities and stakeholders. Communities are central to our approach, to ensure local ownership. You will need to empower communities throughout the process.

<table>
<thead>
<tr>
<th>Inform</th>
<th>Consult</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>To provide objective, accurate information to help stakeholders understand problems, alternatives, solutions and/or opportunities</td>
</tr>
<tr>
<td><strong>Methods</strong></td>
<td>♦ factsheets ♦ newsletters ♦ websites ♦ radio/TV/print ♦</td>
</tr>
<tr>
<td><strong>Comms type</strong></td>
<td>Generally 1 way communication but can be made 2 way</td>
</tr>
<tr>
<td><strong>Potential for exclusion (your notes)</strong></td>
<td></td>
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</tbody>
</table>
### Step 1: Citizens Engage
Engaging the community

<table>
<thead>
<tr>
<th>Engage</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>To work directly with stakeholders throughout the process to ensure that their concerns and needs are understood and considered</td>
</tr>
<tr>
<td><strong>Methods</strong></td>
<td>workshop, forums</td>
</tr>
<tr>
<td><strong>Comms type</strong></td>
<td>2 way communication</td>
</tr>
<tr>
<td><strong>Potential for exclusion (your notes)</strong></td>
<td></td>
</tr>
</tbody>
</table>
Afghanistan has an **Access to Information Law**. This means that all citizens have the right to access governmental and non-governmental information.

- Citizens can file a request for information and the relevant institution is responsible to respond in written normally within 10 working days.
- Any costs involved with requests are to be paid by the applicant.
- Institutions are responsible to create a public information office and to have clear contact details of relevant officials.
- The request can be rejected but only with a written explanation and the applicant can appeal.
- The institution can reject a request if it is related to a number of topics, among which:
  - National and international security
  - Violation of individual privacy
  - If it harms crime prevention
  - Commercial matters

**REMEMBER**: Institutions are responsible to publish relevant information at least once a year, including organizational structure, financial status, details of direct services provided to public, procedure of addressing public information requests and complaints!
My Username ________________________________

My Password reminder ________________________________

- **Password**: only write a hint above, not the full password
- **Login**: Do not forget that this is CASE SENSITIVE
- **Project Details**: Check that details correct and have not changed based on new info, e.g. budget
- **Problems**: When you find a problem, select the option which best reflects what you have found. Take photos or videos as evidence
- **Solutions**: When you fix a problem, do not forget to log how you achieved this and take a photo to show the result
- **Beneficiary Survey**: Try to reach as many people as possible, from a diverse set of backgrounds
- **Access to Information**: If you gain access to more documents, update this part of the monitoring sheet
- **Save and Sync**: Save the monitoring sheet when you finish, then sync the data. You may risk losing everything if you don’t save and sync.

For support please contact ________________________________

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Step 3: Monitors Act
Tips for monitoring visits

Always monitor in pairs or groups and in daylight.

Bring your device to use DevelopmentCheck and make sure it’s charged.

Bring ID and a third party letter confirming who you are and the purpose of your visit.

Always be open – never hide what you are doing. Before you set off, think how you will explain yourself to anyone who asks.

Take your time. Don’t feel you need to rush. Make sure you get all the information you need.

On a building site, stay away from anything that looks unstable or dangerous. Ask for health and safety protection if available.

When photographing documents, make sure there’s lots of light and don’t cast shadows.

Be polite and civil. Never become aggressive, even if you are denied access.

If you encounter people reluctant to let you monitor, try to understand their concerns and respond to them calmly.

If you are denied access and cannot complete your monitoring visit, contact responsible people and re-state the purpose of your visit.
Different problems call for different solutions. Here are some possible methods you could use to achieve a fix. Try to think which is most appropriate to the problem and try that first. Then it might be worth working through these options:

- Letter to Government official
- Meeting with Implementing Agency
- Meeting with Contractor
- Meeting with Project Donor
- Community Meeting
- Social Media
- Radio
- TV
- Joint Working Group
- Newspaper Coverage
Step 4: Communities Fix Difficult conversations

It’s a partnership, not a contest!

Be polite, open and sincere. Ask clear questions and make realistic demands. Understand key drivers of the problem and how they can be resolved. Take a sincere interest in achieving a win-win.

Look at ways to influence how people perceive you. Refer to the Personal Impression Management sheet.

Manage your personal impression

Focus on the future

Understand what further value can be derived from the negotiations. Does the contractor have spare materials that can be used at a local school? Do they have expertise to teach the community skills?

This will make the other person feel respected and you will be trusted. Check what you’ve heard is correct: “let me check I’ve understood correctly. The project is over time because…”

Engage in active listening

De-escalate potential conflict

Don’t get angry and meet hostility with hostility. Listen to the other point of view and try to understand it. Empathise by saying “I understand why you are angry” then restate your position. Don’t raise your voice; slow down and use inclusive words like “we” and “us”.

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Step 4: Communities Fix
Personal Impression Management

- Speak so that everyone can hear
- Use breathing techniques (hands on stomach, breath slowly and deeply through nose, fill lungs, hold for a few seconds, exhale slowly, repeat until calm)
- Use your preferred ‘power pose’
- Back up your message with evidence (DevCheck data, photos, videos, contracts, quotations from beneficiaries)
- Appear confident and relaxed
- Use non-verbal active listening techniques (nodding, eye contact, focus)
- Maintain eye contact
- Dress in a comfortable way
- Be clear about what you want to achieve and the message you want to get across

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If constructive engagement can’t solve the problem:

- Plan alternatives. Think about all the possible consequences of your plan, positive and negative. Your actions must never increase tensions.
- If an official has refused to help, reach out to their colleagues who may be able to solve the problem.
- Consider mobilising more community members to create critical mass.
- Consider media coverage. Map the media outlets in your area (radio, newspapers, local TV, websites). Choose respected outlets which have a significant and varied audience. Consider inclusivity challenges.
- When speaking with journalists, be clear and succinct about the problem and why it is of interest to their audience. Encourage them to speak to all stakeholders, not just you. Share your contacts.
- Consider starting a campaign. Think carefully about how to engage, rather than alienate, stakeholders. Your campaign should have a clear objective - make sure you know what success will look like.
  - a campaign could involve media coverage, raising awareness via social media, attending an event
  - any campaign should give community members a simple action to take, such as contacting a government office or sharing on social media.
Congratulations on becoming an Integrity Champion!

When putting the lessons you have learnt into practice you will have some successes, some challenges and hopefully achieve some Fixes!

Do not worry if you do not get a Fix for a while, spreading Integrity is as much about the process as the result, such as engaging with stakeholders and making them aware of problems and successes.

From now on, spread Integrity with as many people as possible. Some actions you could try include:

- Sharing your lessons on social media
- Holding community meetings to champion Community Integrity Building
- Try to teach one more person how to use DevelopmentCheck and monitor projects

Good luck on championing integrity!
I ____________________________pledge that in my capacity as a Community Monitor will behave according to the standards and practices outlined below

Signed: ____________________________

- I must respect the laws of my country and the authority of the bodies charged with the administering of the public affairs
- I must collect accurate information and report findings fairly and accurately
- I must make every effort to resolve problems constructively and fairly
- I will always be a good team-player
- I represent and I am committed to the public interest and the good of the community
- I must not use monitoring to advance a political party agenda
- I must not have any conflicts of interest, for example be related to a contractor, or to public officials overseeing the project
- I must not give or receive bribes to or from anyone
I must never resort to violence
I must not claim credit for resolving problems when these were resolved directly by the contractor without others’ involvement
I have a duty to report valid problems even if they are going to be difficult to resolve
I must act without regard to the religion, ethnicity or gender of the communities benefiting from projects they are monitoring
I must come to the aid of my fellow community monitors when they encounter difficulties when performing their roles as monitors
I commit to visit project sites regularly and to accurately report how often they do so
I must not take any unnecessary or undue risks. My personal safety overrides all other considerations
I am responsible for personal safety and security and if uncertain I will ask my local contact person or Integrity Action about how to act on safety and security issues
If I do not abide by this Code I will have my position terminated, and will be removed from all monitoring activities automatically