

ORGANIZE YOURSELF



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PEOPLE MATTER.

The second chapter of the toolkit will introduce you to the organizational structure required for a civil society group to operate a community-based monitoring program. Working with communities and mobilizing them for monitoring is not an easy job. It may not be a job for those just trying to find a regular 8-5 job. In our experience, the best people who can organize communities to monitor have the following characteristics:

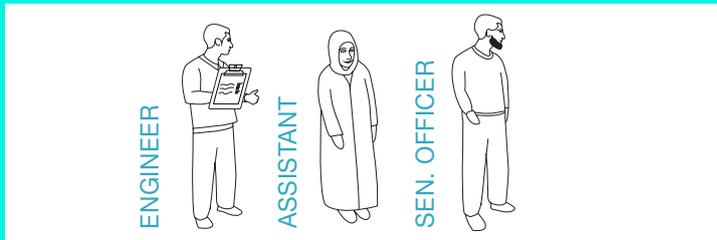
- 1) Have integrity.
- 2) Sincerely committed to and respects local communities across the country.
- 3) Believes that each citizen, despite their education, ethnic, gender or geographic identity, can help improve the country.
- 4) Live in the communities where they are working.
- 5) Can manage and lead people.
- 6) Build lasting personal relationships.
- 7) Willing to constantly learn, adapt and be challenged.

It is often hard to find the right people, especially following decades of war, where many of the qualified people have fled to other countries and those remaining did not have the same opportunities for education and gaining work experience.

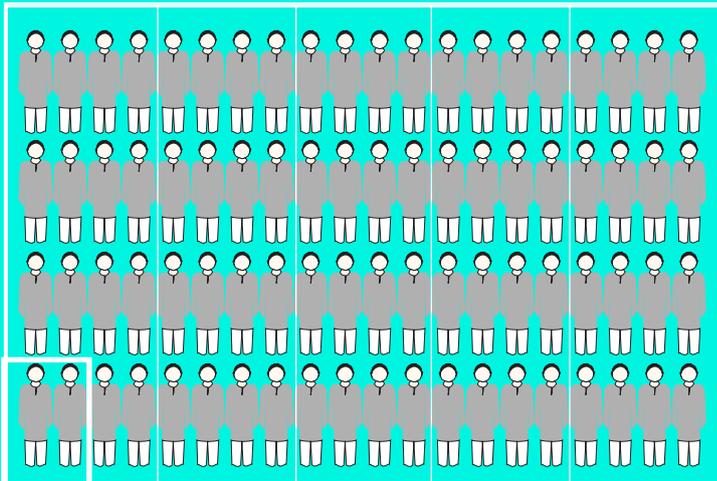
Organizing a community-based monitoring program can require the coordination of hundreds of people. People are thus, at the core of your program's success.

OUR MODEL

PROVINCE



1 FOCAL POINT SUPPORTS 20 LOCAL MONITORS



2 LOCAL MONITORS OVERSEE 1 PROJECT

Each **PROVINCIAL OFFICE** has a Senior Program Officer, a Program Assistant and a Quality Control Engineer to staff the office. Each play a critical role in running the operations.

If in a province, your organization is interested in monitoring for example, 50 projects in different communities, you will need to mobilize 50 communities to nominate 2 local monitors each. But it is hard for just 3 people to manage 100 local monitors. So, for every 20 local monitors, we recommend you hire a FOCAL POINT who will support the monitors and report back to you.

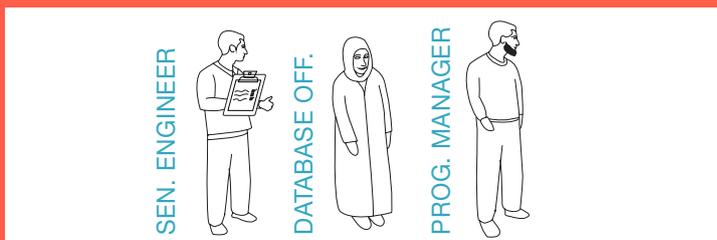
Here is how the math works out:

$$50 \text{ projects} \times 2 \text{ monitors} = 100 \text{ local monitors}$$

$$100 \text{ monitors} \div 20 = 5 \text{ focal points}$$

1 Engineer, 1 Assistant & 1 Senior Program Officer

KABUL



The **HEAD OFFICE** in Kabul chooses the provinces, sets up the office, hires the key personnel, and sets the number of projects to be monitored in each area.

The role of the HEAD OFFICE is to **support** the work of the **PROVINCIAL OFFICES** by providing the needed funding, resources and guidance when problems cannot be solved at the local level.

PROGRAM MANAGER



The Program Manager is based at the HEAD OFFICE and in charge of the entire community-based monitoring program across all provinces of Afghanistan. Their duties include financial administration, reporting, personnel management and visiting each provincial office once-a-month to oversee the project monitoring, financial management and deal with administrative issues.

During project visits, program officers sit and discuss the issues in the projects with the local monitors. They should check in with them and ask whether they are getting the support they need. They should also ask about the behavior, work and performance of focal points and quality control engineers. Based on what they hear from local monitors, the program manager should instruct her/his staff to respond to the comments or concerns.

ENGINEER



WHO ARE QUALITY CONTROL (QC) ENGINEERS

Quality Control Engineers are based in PROVINCIAL OFFICES and provide technical training and support to local monitors and the communities where CBM works. QC engineers are not just ordinary engineers. They are engineers who are committed to empowering communities by spreading their technical knowledge to ordinary people. They are not technocrats, who believe that they are the only ones capable to understand engineering concepts. Rather, they have faith in the ability of all citizens to learn how to understand construction material quality and technical issues.

PRIMARY ROLE OF ENGINEERS

Their primary role is teaching the community so that they can advocate for better quality infrastructure with technical experts with the contractor or government agency. **QC engineers SHOULD NOT present themselves as the real monitors.**

The success of a QC engineer can be measured by how well the local monitors understand technical concepts and can monitor projects independently.

The quality control engineer should also be able to assess both structural and electric issues. They should also be able to use the testing laboratory. They will be conducting regular fieldwork, as well as write reports from the office and attend official Provincial Monitoring Board (PMB) or Local Monitors' meetings.

PROJECT VISITS & QUALITY CONTROL EVALUATIONS

Though QC Engineers are not primarily responsible for technical monitoring for each project, they should visit the project 1 time in a month. During this visit, they should make sure that the local monitors have conducted a Quality Control Evaluation and take photographs/videos to document project progress and problems. They should also teach each local monitor how to properly do the Quality Control Evaluation.

PROVINCIAL MONITORING BOARD (PMB) MEETINGS & FIELD TRIPS

QC Engineers should be present at the **Provincial Monitoring Board** meetings to present the state of all projects monitored in the province. QC Engineers should take PMB members on field visits to various projects for one or two days each month. During the field trips, the QC Engineer will explain positive and negative attributes in the projects.

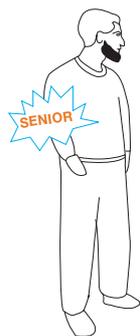
SENIOR ENGINEER



The Senior Quality Control Engineer (QCE) is based in the HEAD OFFICE. Their duties include supporting all provincial QCE, hiring engineers, designing and updating training manuals and visiting the provincial offices once-a-month. The Senior QCE is responsible for solving problems when they cannot be solved by local authorities and require attention from national ministries or Kabul-based individuals.

They make sure that each of the Provincial engineers are doing their jobs well, get the regular training they require and are training the local monitors well. They should regularly meet with local monitors to check whether their technical training and knowledge of materials, material tests and quality issues is sufficient. If needed, they will organize extra trainings and provide new materials to support the local monitors.

SENIOR PROGRAM OFFICER



WHO ARE SENIOR PROGRAM OFFICERS

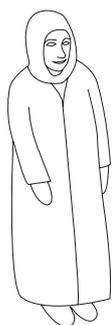
They are based in the PROVINCIAL OFFICE and are in charge of all the charge of the entire community-based monitoring program in their province. Their duties include financial administration, reporting, personnel management and visiting projects once-a-month to oversee the project monitoring.

PRIMARY ROLE OF SENIOR PROGRAM OFFICERS

Their primary role is to facilitate between the community's monitoring efforts and the provincial government authorities, local civil society and construction contractors. They do a lot of relationship building with the provincial governor's office, provincial council members, local departments of economy, health, public works, education, women's affairs and rural rehabilitation & development.

They help set up the PMB, where all the individuals mentioned above meet once a month to discuss the projects being monitored across the province. They also regularly meet with communities (generally the local *shura*, *CDC shura*, etc.) to explain community monitoring and convince them to participate.

PROGRAM ASSISTANT

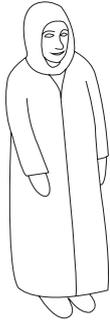


WHO ARE PROGRAM ASSISTANTS

The Program Assistant is based in the PROVINCIAL OFFICES and helps the Senior Program Officer in managing the community-based monitoring program. This includes assisting in financial, administrative and program reports. It also includes ensuring that monitoring data collected from local monitors and focal points is sent to the HEAD OFFICE for collection.

The Program Assistant helps in all logistical aspects of the operations and does what is required.

DATABASE OFFICER



The Database Officer is based at the HEAD OFFICE and in charge of regularly maintaining the central monitoring database. This database has all of the weekly reports from local monitors regarding the progress and quality of each project. This database is available both offline for internal use and online for public use.

The Database Officer must regularly collect all the data from the provinces and input it into the central database. They also manage the data of local monitors, production of ID cards and assisting the Program Manager in their tasks.

FOCAL POINT



WHO ARE FOCAL POINTS

Focal points are paid community workers who support local monitoring volunteers. If the local monitors cannot address the projects in the problems at the local level, focal points are supposed to be the first ones to hear their concerns and help facilitate a local solution.

In the past, focal points have come from a wide variety of ages, professions and ideologies. Some are former local monitors. For key characteristics of Focal Points, see next page.

ROLE AS MEDIATOR

Focal Points are mediators between IWA's CBM program staff and the local communities, construction companies and district authorities. They should regularly communicate community concerns as identified by Local Monitors to the Provincial Office.

They are also the Local Monitor's first phone call in case of an emergency, conflict or any other situation. They should be extremely careful in making sure that the communities are engaged in a constructive dialogue regarding the projects and do not shift in a conflict.

PROJECT VISIT & PHOTOGRAPHY

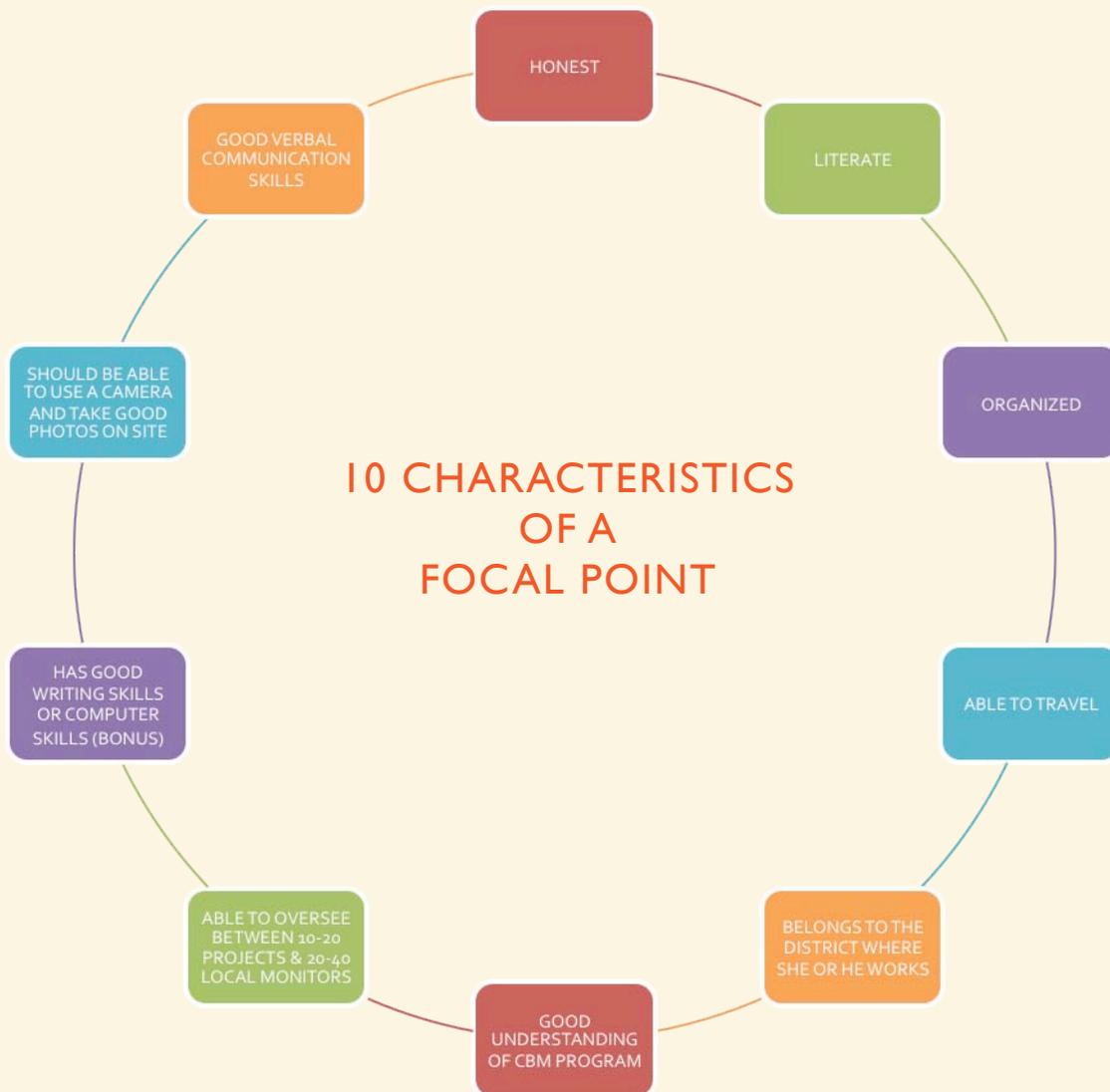
Focal Points are supposed to meet with each pair of Local Monitors once a week and visit the site to take photographs of the project. They should handover all project and meeting photos to the Program Officer on a weekly basis.

REPORTING

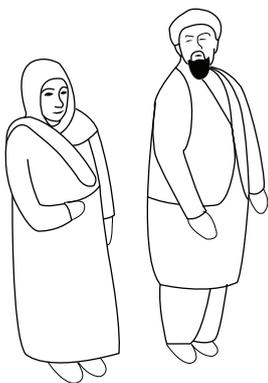
Focal Points are responsible for collecting the weekly report from Local Monitors or helping them write it when necessary. They are also responsible for filling out the focal point monitoring packet for each project with photographs stored separately in a database. All these materials should be given to the Program Officer.

TRAINING WORKSHOP AND BUILDING CAPACITY

Focal Points should participate in and help facilitate the training workshop when necessary. They should train the local monitors on the job. They should also identify the local monitors that will need a refresher course in either social or technical issues, or those that are not able to perform their job.



LOCAL MONITORS



Two Local Monitors are responsible for monitoring 1 project. They are elected by their local communities during a community meeting. Electing the right monitors is key to the success of any community-based monitoring program.

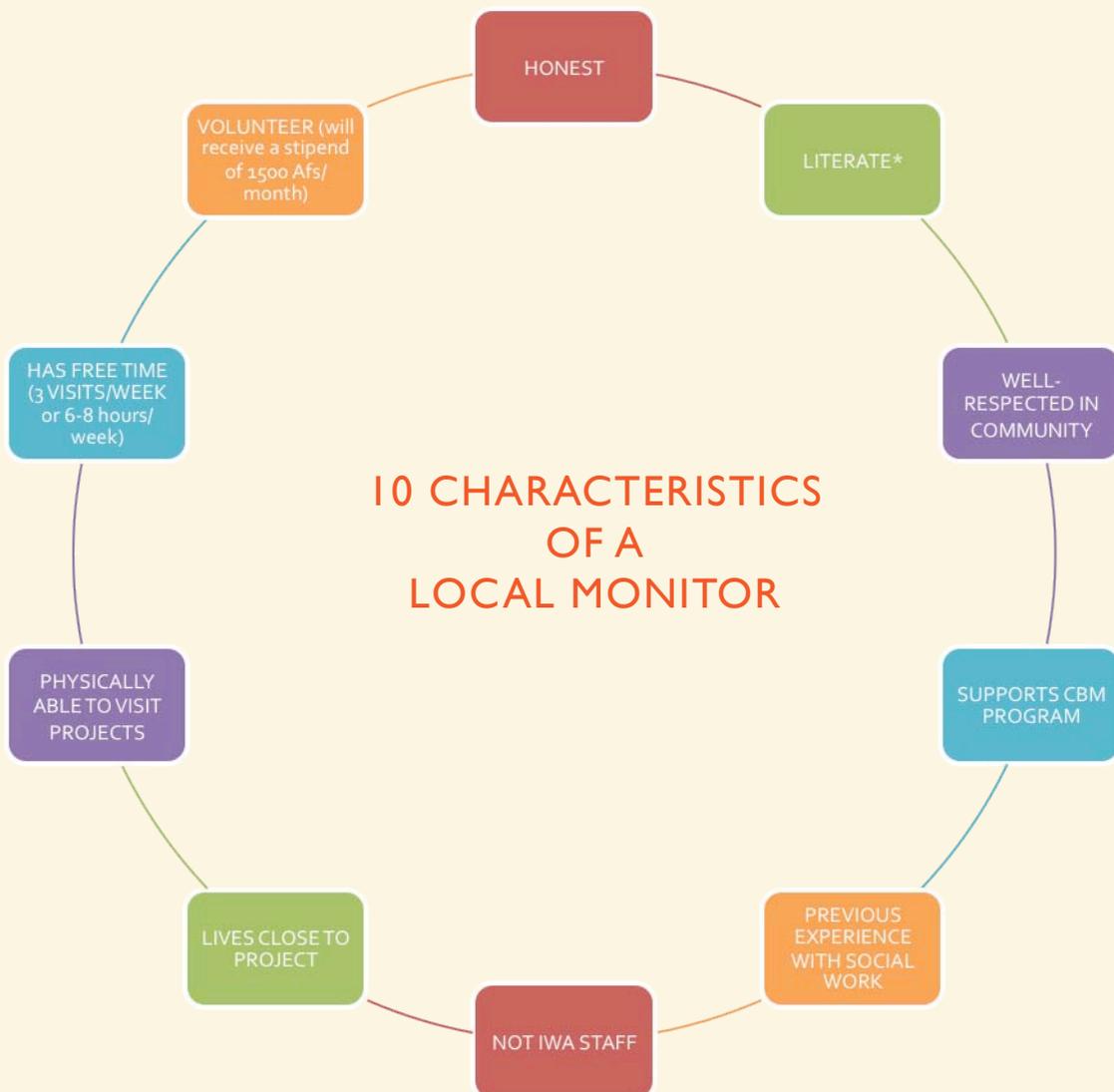
They should have a certain set of characteristics (see next page), be committed to improving their communities and have the time to volunteer.

It is important to encourage the community to consider a wide range of candidates, including youth, women and ethnic minorities that may not be otherwise represented in the local shuras (village councils).

* LITERACY



Though it is extremely important to find local monitors who are literate, capable of reading construction contracts and taking notes, the literacy criteria can be waived. If, for example, you find a very committed and capable illiterate candidate for local monitor, then one could make an exception and allow monitors to verbally report and then receive help from relatives or friends to prepare the weekly written monitoring report. It is also possible to create a 2-person team with one literate and one illiterate member. It is generally our preference that local monitors are literate, but we should not systematically exclude illiterate, but committed members of a community.



GAINING ACCESS TO OPERATE (NGOs)

IN AFGHANISTAN,

Integrity Watch, as a Domestic NGO, works with the MINISTRY OF ECONOMY to gain access to operate in the provinces. If you are working in Afghanistan, you can try an approach similar to ours. If you are working outside Afghanistan, you will have to research the laws regarding non-governmental organizations in your country. Then, you will have to gain approval for licensing from the relevant ministries and government departments to conduct your work. It is better to have some prior coordination with government agencies, so that you have legal legitimacy to operate.

FIRST

We registered our organization with the Ministry of Economy, according to the 2005 Law on Non-Governmental Organizations. Though President Hamid Karzai signed this law in 2005, it has not yet been approved by the National Assembly. Most recently, in 2012, the proposed law underwent revisions by the Ministry of Justice, Ministry of Economy and civil society organizations. Even though this new law has not been approved by the National Assembly, the 2005 law is being followed. (See <http://www.icnl.org/research/monitor/afghanistan.html> for more information.)

Depending on your country's law, the law may require NGOs to regularly report to a government agency. In Afghanistan, NGOs are required to **SUBMIT BI-ANNUAL WORK REPORTS**. So, every six months, the NGO submits a report for each project with information regarding their budget and activities.

There are other conditions and limitations for NGOs under Afghan Law. But, it is best to read the law yourself and if possible, have a lawyer clearly explain to you the provisions of the law. You may also need a lawyer to prepare the registration application for you to make sure you comply with all of the statutes. It is better to fully understand the law so that your organization does not end up committing violations unknowingly and have your license cancelled.

You can download the law in English here:

<http://www.icnl.org/research/library/files/Afghanistan/law-2005.pdf>

You can download the law in Dari here:

<http://www.acci.org.af/laws/NGO%27s%20law.pdf>

ORGANIZATIONAL STRUCTURE

SECOND

For each province where you want to operate, you must **SUBMIT A COPY OF YOUR NGO LICENSE** with a letter of introduction from your organization to:

- 1 **Provincial Department of Economy**
- The Department of Economy should then issue you a LETTER OF INTRODUCTION for:
- 2 **Office of the Provincial Governor**
- 3 **All Sectoral Departments, e.g. Health, Rural Rehabilitation and Development**
- 4 **District Governors [only in the districts where you will operate]**



Ministry of Economy
Islamic Republic of Afghanistan

SAMPLE:
WARNING TO NGO

Notice of NGOs Department, MoEc

This is to inform all those national /international organizations that have not yet submitted their reporting to the NGOs department of this ministry related to their activities and performance during the years (1384,1385,1386); they are once again requested to hand over their reports related to development activities and budget costing of their implemented projects as per the article 31, NGOs Law to our relevant department in the capital or our provincial level economy departments effective from the issue of this notice till end of Jauza 1388, Afghan calendar.

In case of not meeting the above deadline, decision will be made on divesting their functioning and liquidating their tools and equipments.

And no complaint will be entertained.

THIRD

You will also have to provide a copy of the **BI-ANNUAL WORK REPORT** to the provincial Department of Economy every six months. If you do not submit these reports, the Department of Economy may suspend your operations in the province.