



INTEGRITY
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Community-Based Monitoring of Infrastructure

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Toolkit 2024



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What is included in this toolkit?

This Community-Based Monitoring of Infrastructure (CBM-I) Toolkit is a sector-specific supplement to the CBM handbook, providing a range of tools that can be used by the facilitating NGO and local monitors. It's important to note that these tools are adaptable to different contexts and should not be regarded as fixed or definitive.

The first part of this resource, Sections 1 & 2, outlines the essential steps of CBM-I and considerations for planning and implementation. Section 3 presents the tools, each comprising multiple components and introduced with a brief description of purpose and function.

The tools are as follows:

Tool 1: CBM-I baseline, annual, and endline surveys

Tool 2: CBM-I initial recording form

Tool 3: CBM-I weekly monitoring form

Tool 4: CBM-I event and meeting recording form

In addition to these tools, please see the Handbook for generic processes, tools, and checklists that are used across all CBM programming, including recruitment processes (6.4), ideas for building community awareness (6.6), and press release and newsletter guides (8.3).

01



Introducing community-based monitoring of infrastructure (CBM-I)

The community-based monitoring of infrastructure (CBM-I) program draws on community participation to establish the legitimacy of its objectives. It fosters social empowerment by raising community awareness of civic rights and engaging local people in monitoring, advocacy, and problem-solving. CBM-I can play a vital role in ensuring that infrastructure projects yield positive impacts on the community and are implemented with due regard for the well-being of residents near the construction site and the broader environment. Promoting transparency and accountability, CBM-I serves as a protective measure against contractor negligence and corruption. Over time, the mechanisms of CBM should enable the local community to become more autonomous in solving local problems through continued dialogue with project commissioners and contractors.

1.1 CBM-I implementation methodology

The following steps present an outline process for implementing the CBM-I program. Please see Chapter 5 of the handbook for notes on strategic planning, including analysis of local contexts, power dynamics, and partner opportunities, and for general principles of engagement.



STEP 01 | Coordination with authorities

To establish CBM-I programs, your NGO may need to engage with the relevant central government ministry to secure consent, cooperation, and potentially an official license. Your CBM-I team should organize meetings with officials to introduce the program and demonstrate your capacity for effective implementation in specified regions of the country. It is possible that, in countries with significant regional autonomy, this step may not be required. After obtaining any necessary approvals from the central government, your CBM-I team will reach out to local authorities with information about the program. If expressions of interest follow, your Provincial Office or Implementing Partner staff will meet with department officials to present program objectives and anticipated outcomes.



STEP 02 | Identifying target projects

The three most important factors in identifying target projects for CBM-I are security, accessibility, and community engagement. It should be noted that security and accessibility are integral components of the strategic context analysis, which your NGO may have already undertaken at a broader level to ascertain the viability of CBM in particular regions of the country (see Handbook: Chapter 5). To briefly recap:



Security

A comprehensive assessment of the safety of the region is imperative. This involves evaluating potential risks such as political instability, civil unrest, crime, armed group activity, and other security concerns that may impact the safety of CBM operations.



Accessibility

The facilitating CSO/NGO should ideally have a strong presence in the locality. This local presence not only assist cultural understanding and direct access to communities, but also enables the building of trusted partnerships with local organizations, leaders, and influencers.



Community engagement

Fostering enthusiasm and engagement among local communities is fundamental. Emphasizing the participatory approaches of CBM should reassure communities that they will be empowered through the monitoring process.

It can be useful to review a list of early-stage infrastructure projects within a region, provided by the local authority, before meeting with communities. However, it is important that local communities themselves select the development projects that matter most to them. Participatory community meetings can be used to help identify and select priority projects to be monitored. If your NGO or Implementing Partner identifies a potential project located outside any community, the community nearest to the project should be approached to engage in CBM-I.

(See Section 2 of this Toolkit for further project selection considerations, including project size and stage of completion.)

In a CBM-I pilot, it is appropriate for around 10 communities to participate in the monitoring of 10 construction projects. An experienced CBM-I program team can facilitate many more, with each CBM-I Coordinator supervising the local monitoring of up to 20 different project sites.



STEP 03 | Community mobilization

Working with local leaders in each participating community, your Provincial Team organizes and holds a CBM awareness-raising meeting to explain the rationale and objectives of CBM-I. Attendance is encouraged from a diverse cross-section of the community to ensure broad representation. Communities should be informed about the opportunity for empowerment through CBM, and how participation can enhance the quality of local projects, prevent contractor misconduct, and ensure transparency and accountability. The meeting coordinator encourages members of the community to consider volunteering in the role of Local Monitor and put themselves forward for election to the post. A volunteer Local Monitor is then democratically elected in each community.

(see Handbook, 6.4)

While the volunteer position does not involve a fixed-term contract, individuals who wish to participate must demonstrate a steadfast commitment to the CBM program. Ideally, the Local Monitor should be able to read and write; if not, they will need to make monitoring visits accompanied by a literate individual (such as a family member) or form a partnership with a second Local Monitor.

(see insert for standard criteria.)

Chapter 6 of the Handbook provides further details on Local Monitor recruitment and community mobilization, including processes of community engagement, Local Monitor elections, and a Local Monitor Code of Conduct form (6.5.2). Tool 4 in this toolkit provides a generic event and meeting form that can be used to record community outreach and mobilization activity.



Local Monitor standard criteria

- Able to read and write
- Able to volunteer at least 4 hours per week for the CBM-I program
- Has a good reputation in the community
- Lives close to the infrastructure project
- Has experience in community activities



STEP 04

Establishing community reporting structures

During the community mobilization period, the reporting structures of CBM-I should be established. The first of these is the Community Feedback Group. Your NGO should support a local leader in each community to establish the membership of both a small and large Community Feedback Group. Your NGO or Implementing Partner will also need to organize the membership of a Sectoral Monitoring Group, specific to CBM-I, for the province or region. (See insert and also Handbook for more details.)

01

Community Feedback Group meetings are where the Local Monitor provides activity feedback to community stakeholders and engages with them to resolve problems. A small Feedback Group, comprising as few as three but no more than ten members, including one or two influential community leaders, meets monthly. This group also forms part of the larger Feedback Group, comprising at least 15 members, which meets once a quarter. Participants should include the Local Monitor(s), community leaders, and representatives of the wider community, including minority groups.

02

Sectoral Monitoring Group meetings may be held once or twice a quarter. Participants should include provincial CBM-I staff and local monitors from different communities, senior officials from local government, NGOs/CSOs, community leaders, and other community representatives. Representatives from relevant contracting companies may also be invited to this meeting.



STEP 05

Local monitor training (capacity building)

Your NGO or Implementing Partner will organize training and orientation sessions to prepare local monitors to undertake CBM-I. Training may be delivered at a central location in the country by Head Office, but more usually it is delivered by certified trainers at the Regional/Provincial level, perhaps by the Project Manager and CBM-I Coordinator, for all newly elected local monitors in their area.

Local Monitor training normally spans two days, although it can extend beyond this if needed. Social training covers the basic concepts of corruption awareness, civic and civil rights, community mobilization, and problem-solving. Technical training covers the use of different monitoring tools, as contained in this Toolkit. Training should also be given on material quality (e.g., concrete, cement, bricks) and building techniques, and how to test the quality of materials in simple but effective ways. On-the-job training is likely to be necessary to help Local Monitors develop further proficiency in technical aspects of CBM-I.

Some training on Baseline, Annual, and Endline surveys may also be given to enable local monitors to support the CBM-I Coordinator or Focal Points in undertaking these surveys.



All Implementing Partners involved in CBM-I need to become certified trainers of Local Monitors. See Handbook Chapter 7.6 for information about the onboarding and training of Implementing Partners.



STEP 06

Baseline survey and initial recording form

It is imperative to gain an evidence-based understanding of community-level knowledge and perceptions, as well as target site status, before monitoring begins. Both the Baseline Survey and Initial Recording Forms serve as important reference points for tracking CBM-I program progress and impact.

Regional office staff, possibly supported by a newly trained Local Monitor, conduct the Baseline Survey with community members living close to the target site. The survey collects basic data on local knowledge, opinion, and support for the project to be monitored, together with the participants' understanding of monitoring rights and their potential interest in CBM involvement. Thereafter, the Local Monitor, supported by the CBM-I Coordinator, visits the project site and completes the Initial Recording Form (IRF) to create a starting point for regular monitoring. The primary objectives of the IRF are to establish clarity on project purpose and plans, project beneficiaries and stakeholders, and the Local Monitor's access to information.



STEP 07

Community outreach event

Before routine monitoring starts, the CBM-I team organizes outreach events to raise each target community's awareness of anti-corruption activities, citizen rights, and CBM. This involves presentations to community members, ideally with at least 30 attendees, along with the distribution of printed materials such as brochures or calendars. Presentation formats may include PowerPoint slides or video presentations, perhaps utilizing a "mobile cinema" setup. Alternatively, interactive methods such as Theater of the Oppressed or role-play scenarios involving community members can be employed to teach formal CBM processes.

It is useful to hold outreach events each year, in each participating community, engaging men and women of all ages, including people from marginalized or vulnerable groups. Tool 4 in this Toolkit can be used to record outreach activity.

(see Handbook Chapter 6.6 for more details).



STEP 08

Regular project monitoring

The Local Monitor conducts visits to the building site each week and fills out the weekly monitoring forms. (The forms can be completed in two sessions if needed, with two separate visits to the construction site during the week.) The Local Monitor meets with the site engineer and checks health and safety standards, construction progress, and the quality and storage of building materials. The Local Monitor should, if possible, take photographs of any problems found at the site. In certain cases, the Monitor will liaise with the contractor to address problems directly: this not only fosters a collaborative approach to problem-solving, but also allows the contractor to address issues without the need for community or official intervention. Unresolved issues are shared with the community for attention.

(see next section)

At the end of each week, the monitor passes all completed forms and pictures to the Provincial Office, where information is entered/uploaded into the central database.



Local Monitors' Coordination meetings:

Local monitors across the province or region meet together once a month to discuss findings and share their experiences with others. These meetings allow volunteers to exchange ideas, narrow down common challenges, and jointly seek solutions.



STEP 09

Community meetings

The small and large Community Feedback Group meetings (see Step 4) are an opportunity for the Local Monitor to report on CBM-I activities and invite discussion of problems that have not been resolved at the construction site. (A Focal Point or CBM Coordinator may need to supervise the first few community meetings, after which the Local Monitor should take the lead.)

In many cases, minor problems such as noise at unsociable hours, road damage, or dust can be resolved through collective local advocacy. Problems that cannot be resolved by the Community Feedback Group and construction company are taken to the Sectoral Monitoring Group. *(Step 10)*

It should be noted that the Local Monitor is responsible for recording all discussed problems and agreed-upon actions during Community Feedback Group meetings. Additionally, for larger quarterly meetings, the Local Monitor should create a comprehensive agenda, record meeting minutes (using Tool 4), and take a photograph of the meeting. The photograph is necessary documentation for claiming any meeting expenses from the Head Office.



STEP 10

Sectoral monitoring group meetings

The Sectoral Monitoring Group (SMG) meetings, occurring once or twice per quarter, bring together key sector stakeholders, as outlined above in Step 4. CBM donors may also sometimes attend. SMG meetings are an opportunity for high-level advocacy at provincial or regional levels. They are immensely influential components of the CBM-I program and provide opportunities to address larger-scale problems that cannot be resolved at individual community levels. *(See case studies 1 & 2.)*

It is good practice to circulate a CBM-I update or progress report to the various SMG members prior to these meetings to give them time to read and reflect before discussing issues in person.

If certain issues cannot be resolved by provincial stakeholders, your organization's Advocacy and Communications department may consider escalating them to the attention of central government. These issues might concern access to information or problems of corruption. Your organization will need to work with relevant ministries (and possibly donors) to get an authoritative response and a higher-level intervention to local concerns.



STEP 11

Integrity dialogue

At the end of each year, your NGO should organize and moderate an Integrity Dialogue event at which government officials, CSO members, local media organizations, and community members are invited to discuss CBM-I annual findings, lessons learned, challenges, recommendations, and opportunities. Integrity Dialogues are important for trust building and promoting accountability, with community members having the opportunity to share their concerns and request clarifications on any outstanding problems from a panel comprising a local government official, a Local Monitor, a CSO/NGO member, and a community leader. Aim to have 30 to 40 participants at these events for meaningful engagement and dialogue.



STEP 12

Annual/endline surveys and handover

The Annual and Endline surveys use the Baseline Survey questions to enable insight into the effectiveness and success of the CBM-I program from a community perspective. These surveys constitute an additional evidence base to supplement information derived from the analysis of weekly monitoring data and reported problem fixes throughout the CBM-I program period.

A comprehensive CBM-I impact assessment at the project end point, consolidating findings from all participating communities, is conducted either by your Monitoring, Evaluation, Accountability, and Learning (MEAL) team or by an independent organization.

Following the assessment, the CBM-I program can be continued by a community with the selection of another project for monitoring. In such cases, the Local Monitor (or their successor) will no longer pass weekly monitoring and other activity data to your NGO, but your organization should remain available and ready to provide advice and advocacy where needed (see also Chapter 8.7 of the Handbook).

Case Study 1:

CBM-I impact story from Nangarhar province

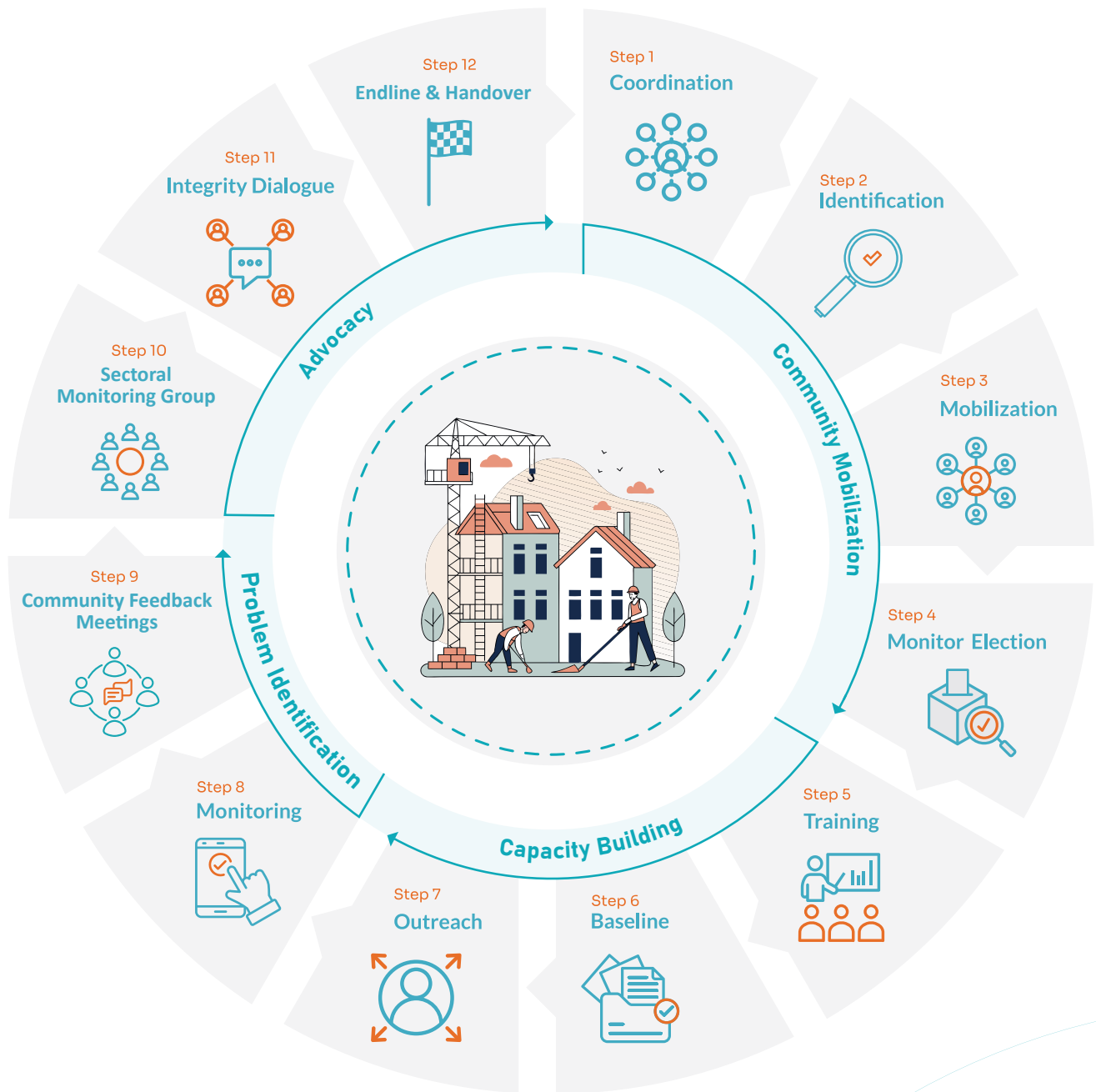


Figure 1. Identifying segregation issues in building work

Mr. Shukrullah Amarkhil, an Integrity Volunteer (Local Monitor) on a Khan Abdul Ghaffar Khan monument project in Jalalabad, played a crucial role in ensuring the project's quality and success. Mr. Amarkhil made regular site visits, organized Community Feedback Meetings, and provided feedback to the construction company, recommending solutions to identified issues. He also took unresolved problems to Integrity Watch Afghanistan's provincial team and participated in sectoral group meetings to address community concerns.

One of his significant achievements was advocating for the safety of laborers and technical workers at the site, an issue the construction company had neglected before his involvement. Mr. Amarkhil also identified and reported serious segregation problems in columns of the building, which threatened its structural integrity. He informed the provincial team, which arranged an inspection with representatives from the Economic Directorate and the Provincial Governor's office. The inspection confirmed segregation and the use of low-quality bricks (Figure 1), leading to a coordinated meeting with the contracted company's project manager and site engineers. Thanks to the support of his community and other advocates, Mr. Amarkhil succeeded in galvanizing efforts to convince the construction company to rectify the issues. He reported: "On the next site monitoring [visit] we found that problem was solved and things were positively different than before." Encouraged by the successes of the project, Mr. Amarkhil expressed hope that the CBM-I program would be expanded to more districts and provinces in the country.

CBM-I Process



02



Considerations for CBM-I

2.1 What makes a suitable project for monitoring?

Your organization will have already taken the necessary measures to verify that localities are accessible and secure for community-based monitoring activities, as outlined in Step 2 of Section 1 (and further detailed in the Handbook, Chapter 5). You should then seek to prioritize communities and areas with multiple development projects for consideration in CBM-I. This approach not only increases the likelihood of program engagement but also empowers communities to choose projects of greatest importance to them. Moreover, it provides flexibility in case challenges arise, such as restricted access to project documents. In such instances (if necessary), communities can choose to monitor an alternative project. While participatory community meetings serve as the platform for identifying and selecting priority projects for monitoring, this process requires careful consideration of the following three criteria:



Project type

Target sites within CBM-I encompass small to medium-sized public infrastructure projects, including buildings, drainage networks, parks, sidewalks, bicycle lanes, public transit facilities, and traffic calming measures. Complicated, contentious, and very large-scale projects should not be selected, as these normally lie beyond the communities' monitoring and advocacy capacities.



Project status

It is best practice to select projects that are still in their early stages of development. This is the point at which regular monitoring can lead to major quality changes. Bringing changes to infrastructure projects becomes much more difficult where projects are more than one-third completed.



Project value

There is little point in monitoring very small infrastructure projects that have little impact on the wider community. Therefore, establishing a project threshold in CBM-I can be beneficial. For instance, in collaboration with community stakeholders, you may opt to monitor projects exceeding a certain monetary value, unit area measurement, or environmental footprint. This ensures that monitoring efforts are focused on projects of significance to the community.



2.2 Access to information

Many countries have access-to-information laws or orders, but these are not always constitutionally guaranteed. The public's right of access to information held by public authorities therefore varies significantly from country to country. For example, the public may have a right to information through an executive order, but without the opportunity to challenge decisions when access is refused. Conversely, in some countries the public can appeal to a Right to Information Commission or other oversight body to seek redress where access is denied.

In CBM, the data required are not considered sensitive (commercially or personally). However, barriers to information may still be experienced in part because contractors or public servants may not be fully aware of citizens' rights. Communities, particularly local monitors, may require substantial support from your NGO or Implementing Partner in the early stages of a project if access-to-information is refused. Their limited knowledge of Access to Information laws may leave them without the leverage needed to overcome these barriers alone.

2.3 What to monitor under CBM-I

The monitoring of specific materials and processes within the building project may vary based on the training and competency of the Local Monitors and their availability for monitoring tasks. Ideally, all of the following aspects should be considered:



Quality of construction material used

Materials used in the project should meet the required standards and specifications. Monitoring should include checks for authenticity, durability, and suitability for the intended purpose.



Competency of workmanship

Monitoring should assess the quality of workmanship, attention to detail, and adherence to best practices and industry standards.



Implementation of project plan

It is important to verify the contractor's adherence to the project plan, which outlines the scope and intended quality of the project. Monitoring includes confirming that the work is being carried out according to the agreed-upon design, specifications, and timelines.



Safety measures of the structure

Monitoring should verify compliance with building codes and regulations, as well as the implementation of measures to enhance structural integrity and resilience against natural disasters or other potential risks.



Safety measures for workers

Appropriate safety measures are critical for site workers. Monitoring should include checking that the contractor is providing necessary safety equipment, implementing safety protocols, and conducting regular inspections to identify and mitigate potential hazards.



Environmental impacts

Community members living close to the building site are the people most likely to experience negative environmental impacts from construction work. A small selection of community members should be interviewed regularly to enable reporting on such issues as air and water quality, noise levels, and road quality.

By considering these key components during monitoring activities, the Local Monitors can effectively assess the progress and quality of the project, identify any issues or deviations from the plan, and ensure that the project meets the desired standards and objectives.

2.4 Challenges: community capacities, barriers, and project delays

A variety of challenges may present themselves during a CBM-I project. For instance, not all communities engage with CBM with the same capacities and enthusiasm.

Some communities may require significantly more support from your NGO in advocacy and resource mobilization than others, which may necessitate greater sectoral monitoring group involvement in various projects.

It is also important to recognize that there may be interference from corrupt local power-holders when attempting to address problems found within infrastructure projects.

However, this is where CBM reporting structures, particularly the Sectoral Monitoring Group, can prove immensely influential, helping engage collective community pressure as well as the force of regional government, which has a vested interest in holding contractors and local power-holders to account (see Herat case study below).

There may also be logistical challenges within infrastructure projects beyond your control, such as:



delays at the beginning of projects, resulting in the postponement of monitoring



delays during projects, resulting in the suspension of monitoring



unexpected extension of projects, resulting in disruption to CBM planning and time frames

By identifying several infrastructure projects at the start of a CBM program, you and other CBM stakeholders are less likely to see delays to your well-planned community-based monitoring initiative. If, however, the CBM program is delayed for a long period of time, your NGO may need to remobilize the local community and/or offer refresher training to the local monitor after activities resume at the site.

2.5 Expected outcomes

Your effective mobilization and facilitation of CBM-I programs should lead to heightened community awareness regarding civic rights and the participatory processes of CBM. Community empowerment should manifest through community involvement in shaping project implementation and optimizing the allocation of project resources for maximum impact. With a culture of transparency and accountability embedded through CBM programming, local communities should be keen to sustain CBM-I initiatives beyond the facilitated project period.

Case Study 2: CBM stops the construction of a low-quality canal in Herat



Figure 2. Section of the Shogofan Canal Project

The Shogofan Canal, a two-section irrigation project in Herat Province, was implemented as part of efforts by the government to bring flood relief to communities that lie in the delta of the canals in the region.

The construction was marred by irregularities and misconduct. From the outset, issues of great concern were evident, such as the use of low-quality cement and other construction materials, and a lack of information disclosure on project documents and beneficial ownership.

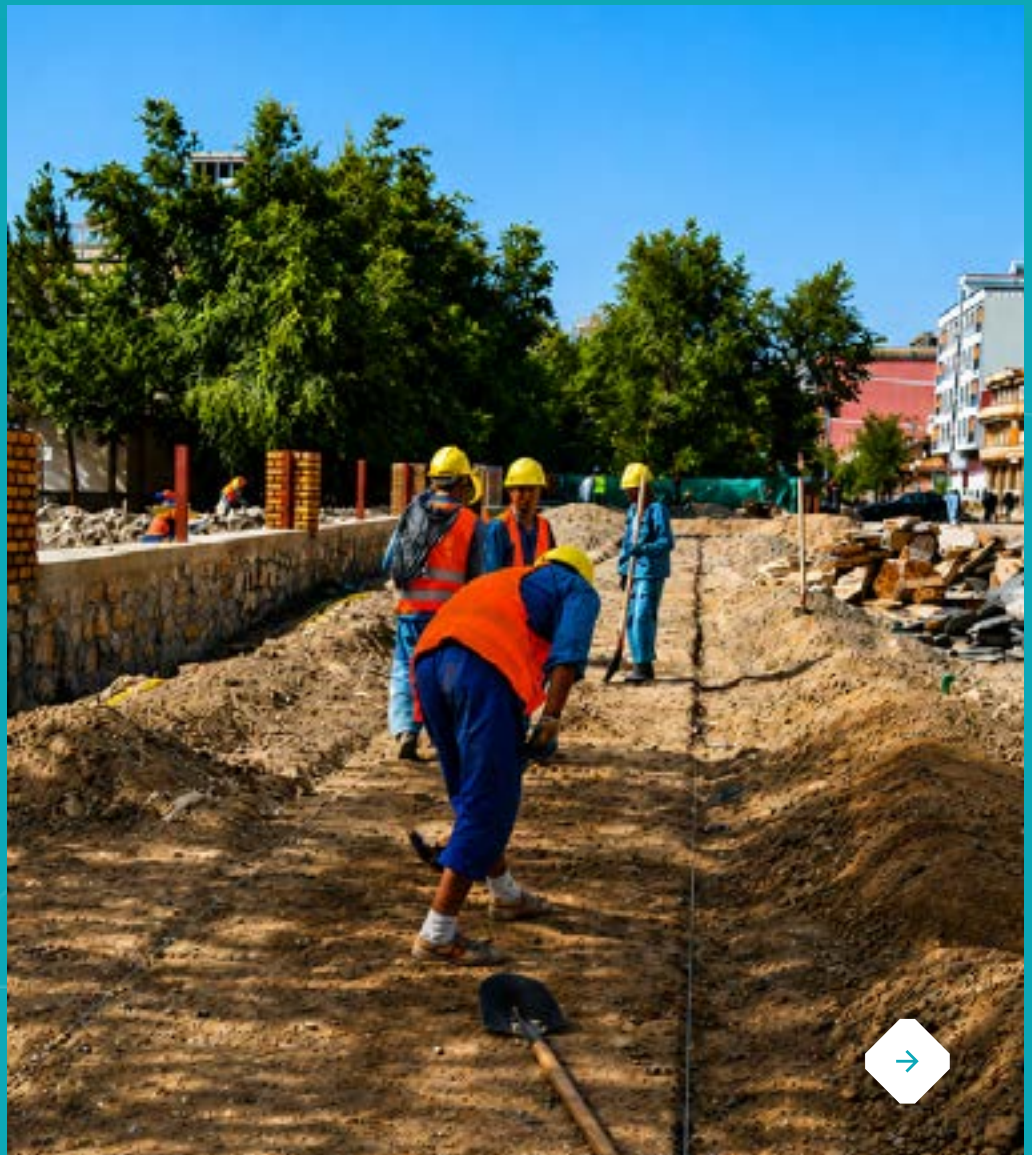
A volunteer Local Monitor from a beneficiary community conducted project monitoring and shared his findings of irregularities with the head of the local council, but no action was taken. It was later found that the council head held a share in the construction company. Determined to stop further construction, the Local Monitor raised his concerns with the government entities responsible for overseeing public construction projects in Herat. With assistance from Integrity Watch Afghanistan, CBM findings were shared with the Herat Municipality and Economy Department. Construction was suspended while both government agencies worked to address the issues. Through Sectoral Monitoring Group (SMG) meetings, extensive advocacy efforts were undertaken with the relevant authorities, community members, and the project contractor. Efforts finally paid off with the company resuming work using higher-quality materials in the canal construction. The Local Monitor remained engaged in monitoring the project until its completion in late 2018.

03



CBM-I tools

In this section, you will find a sample of each tool that may be used in the program. Please note that the tools and checklists can vary by country and context. For tailored tools and checklists in your context, kindly contact Integrity Watch.



Tool 1: CBM-I baseline, annual, and endline surveys



Your organization wants to:

01

Gauge local knowledge of the building project

02

Understand local opinion about the building project

03

Understand community perceptions of their monitoring rights

04

Develop and assess community awareness of CBM

Methodology

Surveyors:

The Baseline, Annual, and Endline surveys should be conducted by a Monitoring, Evaluation, Accountability, and Learning (MEAL) team member or staff from the Regional Office, with support provided by Local Monitors if appropriate.



1. **Target areas:** Target areas for the surveys are the communities surrounding the monitored construction site.



2. **Target groups:** The target groups are the intended beneficiaries of the infrastructure project and people living nearby. Survey participants are individuals aged 18 and over. Surveyors should, as far as possible, ensure an equal proportion of male and female participants.



3. **Sample size:** The sample size may have been mutually agreed between donors and your organization—there are no set numbers. For example, each community survey might include between 50 and 90 participants or households. Follow-up surveys at one year and Endline are unlikely to feature the same sample as the Baseline Survey. However, effort should be made to include a substantial portion of the baseline participants in these subsequent surveys.



4. **Survey time frame:** The surveys, conducted in each participating community, should be organized in close succession, commencing as soon as possible after the Local Monitors have been trained and before routine monitoring begins. The Annual Survey is completed at the midway or one-year point (if appropriate or required), and the Endline Survey at project completion.



5. **Sampling and selection of participants:** The representative sampling methodology of random sampling is used. Surveyors randomly select the first household for interview and proceed by selecting every other house, or every third or fourth house, depending on the size of the community. They should make a record of their starting point and methods for subsequent surveys, though selecting identical houses in follow-up surveys may not always be feasible. This does not compromise the survey's utility.

T1.1 I-BAES: NGO information

Type out T1.1 details before duplicating sheets for the community survey.

NGO/CSO Name:

Name of interviewer:

Job title of interviewer:

Date of interview:

Survey point:

☐ Baseline

☐ Annual

☒ Endline

T1.2 I-BAES: background information

Type out answers to questions 1–5 before duplicating sheets for the community survey.

Q.No.	Questions	Answers
Q1	CBM-I project name and project code	
Q2	Province/region code	
Q3	District	
Q4	Village/town	
Q5	GPS location/coordinates of project	Longitude: Latitude:
Q6	Sex/gender	1. ☒ Male 2. ☐ Female 3. ☐ Prefer not to say
Q7	Interviewee age	_____ years old
Q8	Interviewee name and cellphone number (optional)	

T1.3 I-BAES: participant questions

Q.No.	Questions	Answers
Q1	Do you know about the [name:]_____ building project in your area?	1. ☒ Yes 2. ☐ No (Skip to Q4)
Q2	Do you have specific knowledge about the project?	1. ☐ I know the project is welcomed by the community 2. ☐ I know the project is going according to schedule 3. ☐ I know governance of the project is very good 4. ☐ I know about quality issues at the site 5. ☐ I know about financial problems regarding the project 6. ☐ I know about corruption/bribery issues 7. ☐ I have no specific knowledge about the project 8. ☐ I have other information (please describe):
Q3	If you know about any quality, financial, or implementation issues, have you taken any action?	1. ☐ Not applicable 2. ☐ I raised the issue with the contractor 3. ☐ I raised the issue with a community or local leader 4. ☐ I informed the local authorities 5. ☐ I did not know how to address the problem 6. ☐ I chose not to get involved 7. ☐ Other (please describe):
Q4	Do you agree with the implementation of this project in your area? (The surveyor may need to provide brief details about the project to the participant.)	1. ☒ Yes, I agree 2. ☐ I have no strong feelings about it 3. ☐ No, I disagree with it
Q5	How satisfied are you with the progress of this building project?	1. ☒ Adequately satisfied 2. ☐ No strong feelings 3. ☐ Dissatisfied
Q6	Do you know that you have the right to monitor infrastructure/building projects in your area?	1. ☒ Yes 2. ☐ No (If No, the surveyor should explain this right to the participant.)
Q7	Have you ever monitored infrastructure/building projects in your area?	1. ☒ Yes 2. ☐ No
Q8	Are you familiar with Community-Based Monitoring?	1. ☒ Yes 2. ☐ No (If No, the surveyor should explain CBM to the interviewee.)
Q9	Are you interested in participating in Community-Based Monitoring of local infrastructure/building projects?	1. ☒ Yes 2. ☐ No 3. ☐ Not sure

Q10	Have you attended any of the following community-based monitoring events in your area?	1. ☐ Community mobilization 2. ☐ Community re-mobilization 3. ☐ Community outreach event 4. ☐ Community Feedback Group 5. ☐ Other (see below) 6. ☐ I have not attended any CBM events If "Other," please specify:
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T1.4 I-BAES: for office use only

☒ Data from T1.1–T1.3 received and checked
☐ Data from T1.1–T1.3 entered into the database
Data verified by:
Position:
Signature:
Date:

T1.5 I-BAES: local monitor's project summary

(Following endline survey only)

Was the community generally satisfied with the project delivery?	☒ Yes ☐ No ☐ Mixed feelings Please give details:
How was community satisfaction measured?	☒ Surveys ☐ Focus Group Discussions (FGD) ☐ Interviews ☐ Other Please give details:
Apart from resolving the specific problem(s) within this project, did CBM activity bring about any changes in local policy?	☒ Yes, changes have been made ☐ Changes are in progress ☐ No ☐ I don't know Please give details:

Local monitor:

Please choose the description that best reflects your opinion on how this project has been implemented by the organizer/contractor/implementer, based on your experience with the project:

☐ Category A – Well-implemented, completed project	The project has been well built and provides good value for money (i.e. the budget was the right amount for the infrastructure delivered).
☐ Category B – Well-implemented, ongoing project	The project seems to be well implemented, but it is still ongoing (i.e. the project seems to be of good quality so far, but construction is incomplete).
☐ Category C – Badly implemented, ongoing or completed project	The project seems to be poorly constructed and/or delivers poor value for money.
☐ Category D – Abandoned	Please provide reasons for the project's abandonment:

T1.6 I-BAES: for office use only

- ☒ Data from T1.4–T1.5 received and checked
- ☐ Data from T4.1–T1.5 entered into the database

Data verified by:**Position:****Signature:****Date:**
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Tool 2: CBM-I initial recording form (IRF)

The purpose of the CBM-I Initial Recording Form (IRF) is to set the starting point for subsequent monitoring activities. The Local Monitor should be supported by the CBM-I Coordinator in completing the various parts of the IRF.

With adequate cooperation from the local government, the NGO and Local Monitors should be able to successfully request all necessary project documents to initiate CBM-I, from both government officials and the contracted company. While this is not guaranteed, the IRF will at least provide a clear record of the extent of access to information for the CBM-I project.

Once completed, all parts of the Initial Recording Form (T2.1 to T2.6) should be entered/uploaded by the regional NGO office onto the central database.

T2.1 I-IRF: general information

Project ID	Project name	Project type
Start date	Scheduled end date	Budget in USD (\$)
Village/Town	District	Province/Region
Latitude:		Longitude:
Direct beneficiaries – female		Direct beneficiaries – male
Number:		Number:
Indirect beneficiaries – female		Indirect beneficiaries – male
Number:		Number:
Local monitor name / contact number		CBM-I coordinator name / contact number
Name: Contact number:		Name: Contact number:

T2.2 I-IRF: background information

No.	Questions	Answers
1	Is this project being monitored under a grant from a non-state actor (e.g., NGO)?	☒ Yes ☐ No
2	Name of the grant (if applicable)	
3	Why is this infrastructure project needed? Consider the following in answering this question: - What is the problem this project is trying to address? - Why is this a real problem? - What is the solution the project intends to deliver? - Who are the intended beneficiaries? - What impact will the project have?	
4	Provide as many specific details as you can about the actual deliverables of the project. For example: What are the various planned features of this infrastructure project?	

T2.3 I-IRF: project stakeholders

No.	Donor/Funder	Primary contractor	Principal subcontractor(s) (e.g., engineering specialists)
1			
No.	Architect	(Other) government partner(s)	Contract lawyer
1			
No.	Official project inspector	Community Development Council (CDC) or similar exists	CDC (or similar) active in this project
1		☒ Yes ☐ No	☒ Yes ☐ No

T2.4 I-IRF: Project monitoring (local monitor)

Monitoring start date	Anticipated project completion date	Project progress %
Local monitor 1	Local monitor 2 (where applicable)	CBM-I coordinator
Name:	Name:	Name:
Contact No:	Contact No:	Contact No:

T2.5 I-IRF: Project monitoring by others

Project monitored by others	Name of other agency	Type of other agency
☒ Yes ☐ No		

T2.6 I-IRF: Access to project information

No.	Document type	Project information obtained?
1	Statement of work	☒ Yes ☐ No ☐ Not needed / not applicable
2	Project plans	☒ Yes ☐ No ☐ Not needed / not applicable
3	Bill of quantities	☒ Yes ☐ No ☐ Not needed / not applicable
4	Budget	☒ Yes ☐ No ☐ Not needed / not applicable
5	Evaluation report	☒ Yes ☐ No ☐ Not needed / not applicable
6	Contract variation	☒ Yes ☐ No ☐ Not needed / not applicable

Please provide any further notes of relevance (e.g., why certain documents were not available, or how you overcame obstacles to obtain information that was difficult to access).

T2.7 I-IRF: data entry and verification (office use only)

☐ Data from T2.1–T2.6 entered into the database ☐ Data accuracy verified by CBM-I Coordinator	
Name of data entry officer:	Name of CBM-I coordinator:
Contact number:	Contact number:
Date:	Date:
Signature:	Signature:

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Tool 3: CBM-I weekly monitoring form (WMF)

Each week the Local Monitor should make one or two visits to the monitored site, meeting with the site engineer on at least one of these occasions. The Local Monitor should ensure the completion of checklists to monitor health and safety standards, construction progress, and the quality and storage of building materials.

The CBM-I Coordinator should guide the Local Monitor on checklist monitoring priorities. The T3.3 checklist should not be considered definitive: items may be disregarded or replaced by other relevant indicators, as needed. Furthermore, certain checklist items will

not be applicable at all stages of construction.

If specific indicators are not relevant at the time of monitoring, the Local Monitor should tick N/A (Not Applicable).

Problems identified in T3.3 and T3.4 (environmental impacts) are highlighted for attention on T3.5.

Problems identified may be raised directly with the site manager. If problems cannot be addressed through direct engagement, the Local Monitor should bring them to the attention of the Community Feedback Group at its next meeting.

T3.1 I-WMF: general information

Project ID	
Project name	
Name of Local Monitor(s)	
Contact number(s)	
Monitoring date	
Local Monitor Signature(s)	

T3.2 I-WMF: recent items for attention

☐	Checked status of any previously identified problem(s) and whether now resolved
☐	Checked for instructions from Sectoral Monitoring Group
☐	Checked agreed next steps from most recent Community Feedback Group session
☐	Other:

T3.3 I-WMF: monitoring by site category

Concrete setting

1	Reinforcement: Reinforced concrete contains embedded steel to strengthen it	
	• Installed and fixed according to design • Not rusted • Spacers installed	☐ Yes ☐ No ☐ Not sure ☐ N/A ☐ Yes ☐ No ☐ Not sure ☐ N/A ☐ Yes ☐ No ☐ Not sure ☐ N/A
2	Formwork: wooden or metal structures into which concrete is poured; they are removed once the concrete hardens	
	• Contact surfaces are clean • Contact surfaces are treated with non-stick material (oil prohibited)	☐ Yes ☐ No ☐ Not sure ☐ N/A ☐ Yes ☐ No ☐ Not sure ☐ N/A
3	Every concrete delivery has a batching plant certificate indicating (i) class of concrete, (ii) time of production, and (iii) additives (if any)	☐ Yes ☐ No ☐ Not sure ☐ N/A
4	No water is added to the concrete during transportation to the construction site or before placing	☐ Yes ☐ No ☐ Not sure ☐ N/A
5	Class of concrete corresponds to the project design, including strength, freeze resistance, and water permeability	☐ Yes ☐ No ☐ Not sure ☐ N/A
6	Concrete is placed within the correct specified time (as appropriate to type of cement and additives)	☐ Yes ☐ No ☐ Not sure ☐ N/A
7	Placed concrete is properly vibrated (to remove bubbles)	☐ Yes ☐ No ☐ Not sure ☐ N/A
8	Samples (cubes) of concrete are taken and properly marked	☐ Yes ☐ No ☐ Not sure ☐ N/A
9	Placed concrete is properly cured for the specified time before continuing with any associated work	☐ Yes ☐ No ☐ Not sure ☐ N/A
10	The labs to which concrete samples are sent have standard equipment, including presses, sieves, and freezers. The reputation of the lab must be good.	☐ Yes ☐ No ☐ Not sure ☐ N/A

Brickwork

1	Bricks are uniform in size and shape, and free from cracks, chips, or other structural defects	☐ Yes ☐ No ☐ Not sure ☐ N/A
2	The mortar is adequately mixed, with the correct proportion of cement, sand, and water	☐ Yes ☐ No ☐ Not sure ☐ N/A
3	Bricks are laid in straight, even lines with proper alignment and leveling, and with staggered joints and overlap between courses	☐ Yes ☐ No ☐ Not sure ☐ N/A
4	Mortar joints are evenly spaced and filled, with no gaps or excessive thickness	☐ Yes ☐ No ☐ Not sure ☐ N/A
5	The mortar exhibits consistent color and texture throughout the brickwork	☐ Yes ☐ No ☐ Not sure ☐ N/A
6	Brickwork has been properly cured with water for the recommended duration to ensure strength	☐ Yes ☐ No ☐ Not sure ☐ N/A
7	Proper flashing is implemented around openings and junctions with other materials to ensure effective weatherproofing	☐ Yes ☐ No ☐ Not sure ☐ N/A

T3.3 I-WMF: monitoring by site category

Timber		
1	The correct type of timber specified for the project is being used	☐ Yes ☐ No ☐ Not sure ☐ N/A
2	The timber is free from visible defects such as cracks, serious chips, or decay	☐ Yes ☐ No ☐ Not sure ☐ N/A
3	The timber has been treated for resistance to termites/pests and moisture	☐ Yes ☐ No ☐ Not sure ☐ N/A
4	The timber components are cut to the correct dimensions as specified in the project design	☐ Yes ☐ No ☐ Not sure ☐ N/A
5	The timber framework is securely joined and capable of supporting the intended load	☐ Yes ☐ No ☐ Not sure ☐ N/A

Storage of equipment and materials		
1	All materials and equipment are approved by the supervisor and include relevant certificates	☐ Yes ☐ No ☐ Not sure ☐ N/A
2	All materials are stored in a secure place and locked at night	☐ Yes ☐ No ☐ Not sure ☐ N/A
3	Rebars is not exposed to rain or moisture	☐ Yes ☐ No ☐ Not sure ☐ N/A
4	Cementitious materials (cement, tile glue, plasters, and putties) are not exposed to rain or moisture	☐ Yes ☐ No ☐ Not sure ☐ N/A
5	Tile stocks do not exceed 5 rows when stored on top of each other	☐ Yes ☐ No ☐ Not sure ☐ N/A
6	Pipe stocks are securely fixed	☐ Yes ☐ No ☐ Not sure ☐ N/A
7	Insulation materials are not exposed to sun and moisture	☐ Yes ☐ No ☐ Not sure ☐ N/A
8	Paints, thinners, and chemicals are not exposed to sun and frost	☐ Yes ☐ No ☐ Not sure ☐ N/A

Environment and safety		
1	The construction site is not producing excessive dust or noise. (If there is excessive dust, then the site should be 'watered' by the contractor.)	☐ Yes ☐ No ☐ Not sure ☐ N/A
2	Workers wear personal protective equipment (PPE) — at least helmets, boots, and gloves.	☐ Yes ☐ No ☐ Not sure ☐ N/A
3	Construction log is maintained regularly. (This document is kept by the construction site manager.)	☐ Yes ☐ No ☐ Not sure ☐ N/A
4	Workers' safety log is maintained regularly. (This document is kept by the construction site manager.)	☐ Yes ☐ No ☐ Not sure ☐ N/A

NOTE: USE PROBLEM IDENTIFICATION AND SOLUTION SHEETS FOR COMMENTS AND FOLLOW-UP

* Form adapted from Integrity Action, Trainer's Handbook, 2017

T3.4 I-WMF: community perspective on environmental impacts

The local monitor should survey 10 community members living near the construction site, asking them to indicate whether or not they agree with the following statements.

(1) Noise disturbance

- 1
- There has been excessive noise from the building site in the past week.
(Place a tick for “yes” or a cross for “no” or “not sure”).
- Community member (#): 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐
- Total “yes” ticks:

(2) Water quality

- 2
- There has been a deterioration in water quality in the past week due to building activities.
(Place a tick for “yes” or a cross for “no” or “not sure”).
- Community member (#): 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐
- Total “yes” ticks:

(3) Air quality

- 3
- There has been a deterioration in air quality in the past week due to building activities.
(Place a tick for “yes” or a cross for “no” or “not sure”).
- Community member (#): 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐
- Total “yes” ticks:

(4) Roads and paths

- 4
- There has been a deterioration in roads and paths in the past week due to building activities.
(Place a tick for “yes” or a cross for “no” or “not sure”).
- Community member (#): 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐
- Total “yes” ticks:

T3.5 I-WMF: problem identification

Sheet number:		
Date problem identified	Problem explanation	Identified by
(Day/Month/Year)		☐ Local Monitor ☐ CBM-I Coordinator ☐ Site workers ☐ Other
(Day/Month/Year)		☐ Local Monitor ☐ CBM-I Coordinator ☐ Site workers ☐ Other
(Day/Month/Year)		☐ Local Monitor ☐ CBM-I Coordinator ☐ Site workers ☐ Other

T3.6 I-WMF: problems solved

Use this sheet to record problem fixes verified during the most recent monitoring visit. This sheet should be duplicated as required.

Sheet number:		
Date problem solved	Problem description	How problem was solved
(Day/Month/Year)		
(Day/Month/Year)		
(Day/Month/Year)		

T3.7 I-WMF: office use only

☐ Information entered into database

Form received by (IF):	
Signature:	

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Tool 4: CBM-I event and meeting recording form (EMRF)

The multi-purpose CBM-I Event and Meeting Form is a tool used for recording training, outreach, and mobilization events, and also Community Feedback Group meetings. Since the form is multi-purpose, not all sections will be relevant to any one event type or meeting. The Local Monitor (and/or the CBM-I Coordinator) should fill in the relevant sections following the event or meeting and submit this together with any further documentation or digital files (e.g., photographs from large CFG meetings) to the NGO for data upload.

T4.1 I-EMRF: multi-purpose CBM-I event & meeting recording form

Region	District		Town/Village		
Event type	☐ LMs' meeting	☐ Small CFG meeting	☐ Large CFG meeting		
	☐ CBM coordinator training	☐ Local monitor training	☐ Theater of the Oppressed Training	☐ NGO/CSO admins training	
	☐ Outreach event	☐ Mobilization	☐ Remobilization	☐ Integrity dialogue	
	☐ Movie/Cinema showing	☐ Theater of the oppressed event			
Database code:					
Target site:					
Venue:					
Date:		Time:		Duration:	
Total participants:		Male:		Female:	
Participants from Marginalized Groups	Disabled	IDPs/Refugees	Religious/Ethnic minorities	Low-income / impoverished	Other
	Approximate number:	Approximate number:	Approximate number:	Approximate number:	Approximate number:
Identification of some external participants	Name:				
	Job:				
	Contact:				
	☐ Not applicable				

Target group (Outreach & events only)	☐ Local people	☐ Women's group	☐ CSO/NGO	☐ Community Development Council	☐ Provincial Development Council		
	☐ Youth group	☐ Labor union	☐ Ulama council	☐ Students	☐ Teachers		
	☐ Learning Management System (LMS) /Integrated Learning System (ILS)	☐ Government officials		☐ Other (please specify)			
Topic(s)/issues discussed							
Participant comments/feed-back or next steps							
Distributed material	☐ DVDs	☐ Brochures	☐ Books	☐ Magazines	☐ Calendars	☐ Manuals	☐ Nothing distributed
Catering	☐ Food	☐ Refreshments (drinks)	☐ None				
Pictures taken	☐ Yes	☐ No					
Participants List	☐ Yes	☐ No					
Survey before training	☐ Yes	☐ No	☐ Not applicable				
Survey after training	☐ Yes	☐ No	☐ Not applicable				
CBM-I coordinator	Name:			Contact:			
	Name:			Contact:			
Local monitors	Name:			Contact:			
	Name:			Contact:			
Form administration Name (N) Signature (S) Date (D)	Filled by:		Received by:		Verified by:		
	N:		N:		N:		
	S:		S:		S:		
	D:		D:		D:		

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Appendix: Preparing the CBM Database

The community-based monitoring database serves as the central hub for the technical and analytical facets of all CBM programs. It is used to record a wide range of data, including regular monitoring information, Community Feedback Group decision-making, community actions, and problems found and fixed. Importantly for progress reporting, the database offers multiple functionalities for data analysis, enabling users to examine data across different variables.

If your organization is initiating community-based monitoring for the first time, you may want to consider using Integrity Watch's CBM database rather than setting up your own. Please discuss your requirements with Integrity Watch's MEAL team.

If creating your own database for CBM-I programming, your MEAL team and field experts will need to discuss and identify the key indicators that are to be monitored across CBM-I projects. The various tools in this CBM-I Toolkit will serve as a guide: you can refine the lists according to priorities and program capacities.

Once the monitoring tools are finalized, the database specialist configures the database to align with the agreed indicators and specifications.

The MEAL team will then need to guide the CBM-I field team on how to input the data and

upload files (such as PDFs and photos) onto the database. General Notes on the Integrity Watch Database and Functionality.

In the field, both paper-based forms and mobile apps can be used to collect data from community-based projects. However, in CBM-I, paper-based data collection is standard, with data then transferred manually to the database. Additional files such as photographs and PDFs can be uploaded as needed.

The data are reviewed and verified or rejected by different users, as assigned. Only verified data are accepted as valid data in the database.

The database can create reminder prompts for Local Monitors regarding unresolved problems for each subsequent site visit. (The Local Monitors will often use their own CBM notebooks for this purpose.) Problems are marked resolved in the database either by an NGO staff member or by the Local Monitor in a mobile app, where available.

The database is a vital tool for analyzing progress not just of individual projects but also of multiple CBM-I projects, regionally and nationally. Findings are used in CBM-I reporting to local government and project donors, and for creating multi-year program impact assessments.



**INTEGRITY
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**Community-Based
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Toolkit 2024