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## **CN-201 THE RESILIENT GOVERNANCE INITIATIVE**

### **ANNUAL REPORT 01: THE FOUNDATION PHASE**

(Covering the period from to 01 October 2008 to 31 March 2009)

Prepared by Cranfield University

03 July 2009

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# CN-201 THE RESILIENT GOVERNANCE INITIATIVE

Annual Report 01 prepared by Cranfield University

## 1. Project Identification Details

<b>GTF Number:</b>	CN - 201
<b>Short Title of Project:</b>	The Resilient Governance Initiative
<b>Name of Lead Institution:</b>	Cranfield University
<b>Start Date:</b>	01/10/2008
<b>End Date:</b>	30/09/2012
<b>Amount of DFID Funding:</b>	
<b>Brief Summary of Project:</b>	<p>This four year project will raise the performance of both formal and informal governance institutions operating at the sub-national level in four provinces of Afghanistan. It will achieve this through training, awareness-raising and action-learning projects designed to enhance the capability, accountability and responsiveness of these institutions.</p> <p>The goal of the project is to develop credible governance institutions that respect human rights and social justice, and which facilitate effective, equitable and sustainable poverty reduction in rural areas. Areas of project focus include: fostering self-reliance and human rights; citizen's participation and influence over common planning processes; and reducing the isolation of communities by encouraging the formation of inter-institutional linkages, particularly between state institutions and civil society.</p> <p>A key stakeholder in the project is the Ministry of Rural Rehabilitation and Development. Lessons arising from the project can be mainstreamed into national development processes and guide national policy on the development of sub-national governance.</p>

<b>Target Groups - Wider Beneficiaries:</b>	<p>Target Groups: Members of Community Development Councils, District Development Assemblies, Provincial Councils and private organisations taking part in awareness-raising and action-learning projects in Laghman and three other provinces.</p> <p>Wider beneficiaries: civilians, private organisations and government bodies in Laghman and three other provinces and the Ministry of Rural Rehabilitation and Development</p>
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Table 1: Project Identification Details

## 2. List of Acronyms

AIMTEIC	Afghan Institute for Management Training and the Enhancement of Indigenous Capacities
AIRD	Afghan Institute for Rural Development
ANDS	Afghanistan National Development Strategy
AR	Annual Report
CAR	Capability, Accountability and Responsiveness
CSO	Civil Society Organisation
CBO	Community Based Organisation
CDC	Community Development Council
CU	Cranfield University
DDA	District Development Assembly
DfID	(UK Government) Department for International Development
DMT	District Master Trainer
DRR	Disaster Risk Reduction
FCCS	Foundation for Culture and Civil Society
GTF	Governance and Transparency Fund
IDLG	Independent Directorate for Local Governance
IR	Inception Report
LYC	Local Youth Council
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MTR	Mid-term Review
NABDP	National Area-Based Development Programme
NGO	Non-Governmental Organisation
NSP	National Solidarity Programme
PC	Provincial Council
PMT	Provincial Master Trainer
PRT	Provincial Reconstruction Team (US Government)

RGI	Resilient Governance Initiative
ToT	Training of Trainers
UNDP BCPR	United Nations Development Programme Bureau for Conflict Prevention and Recovery
UNHABITAT	United Nations Human Settlements Programme

### 3. Executive Summary

This Annual Report (AR) relates to the foundation phase of the Resilient Governance Initiative (RGI) which ran from 01 October 2008 to 31 March 2009, a six month period. The main activities in this period were situational analysis leading to awareness-raising and training materials development, both for training of provincial master trainers (PMT) and for the follow on pilot and implementation phases covered in the second AR, and finally training of PMTs. The outputs during this six-month reporting period are these materials, which have been translated, six qualified PMTs and completed preparation for the pilot phase on time.

Professor Hazel Smith will be the lead contact and monitoring and evaluation (M&E) expert on the RGI project during the period covered in the second AR, taking over from Mr. Ralph Hassall and Ms. Taz Greyling who managed the project during this reporting period. Implementing partner arrangements remain unchanged.

The risks that the project faces largely remain unchanged, but security of partners has been more vigilantly protected through careful selection of project locations. The pilot location will be Laghman province, chosen because of indications that the RGI efforts may be in demand, and because of security considerations.

The logical framework has been corrected and a few ambiguities clarified. These changes are: (1) inclusion of activity 3h, an external evaluation by October 2010, the mid-term evaluation; (2) clarification that the final evaluation is programmed for October 2012, an the ex post evaluation in April 2013 is an, as yet unfunded, intention; Output 1 indicators have been revised. More fundamental changes to the logical framework have not been made in relation to Outputs 2 to 5. Cranfield University (CU) will make those fundamental changes if requested to do so after reading this report.

Given that this report relates to the period from 01 October 2008 and 31 March 2009, the foundation phase, and that the pilot and implementation phases are included in the second AR, there has been little emerging capability, accountability and responsiveness<sup>1</sup> (CAR) related impact during this first reporting period. The only emerging impact so far relates to greater capability, as a result of awareness-raising, and greater accountability, as a result of a Memorandum of Understanding (MoU), of the Ministry of Rural Rehabilitation and Development (MRRD).

There was significant consideration of gender needs in the foundation phase, resulting in an approach to participation in province to village level awareness and training events and inclusion of gender related rights in the awareness-raising materials. Materials and action-learning project preferences consider gender equity, as well as other potentially marginalised groups, such as youths, people living with disability and people living with HIV/AIDS.

Sustainability of RGI services is enhanced by the strong commitment of the MRRD. In parallel to the RGI, under arrangements not directly related to this project, CU has agreed to capacity develop the AIRD of the MRRD. This will enhance the MRRD's ability to continue the RGI activity after the four years of collaboration have ended. Sustainability of impact will be covered in the second AR will cover the pilot phase and the first part of the implementation phase.

The main innovation during the foundation phase composed of the use of a current, still being developed, disaster risk reduction (DRR) conceptual model for identification of governance needs that form the basis for the RGI awareness-raising curriculum. This is a new concept, never used for the purpose of curriculum development before. In addition, the pedagogical approach embeds methods in Muslim contexts, including in contexts where

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<sup>1</sup> The definitions of capability, accountability, and responsiveness used are those given in DfID (2006) White Paper: Making governance work for the poor.



Islamic law is in vigour that CU has developed. Finally, there are innovative approaches to the use of audio visual materials, as an important element to awareness-raising and training materials that have been developed.

As the foundation activities have been completed and the pilot phase has only just started, we are not yet in a position to comment from RGI experience on what does and does not work in relation to civil society's roles in improving governance and transparency. In terms of learning from the management of the RGI project, however, some recommendations and lessons are emerging. These are:

- exchange rates, particularly over multi-year projects or when there is a significant period between proposal and award, can lead to problems that can be corrected by review processes;
- organising thematic workshops in relation to Governance and Transparency Fund (GTF) needs is a valuable, and potentially cost effective, investment into the quality of projects. It might be worth considering further measures to ensure that national implementing organisations attend GTF workshops along with their international partner; and
- ensuring that the person responsible for donor liaison and support to in-country partners in the project is able to initiate as well as react to requests because they are predominantly UK-based leads to better project management.

## 4. Project Management

As agreed, this AR relates to the foundation phase of the RGI, a six-month period. The foundation phase ran from 01 October 2008 to 31 March 2009. The main activities in this period were situational analysis leading to awareness-raising and training materials development, both for training of PMT and for the follow on pilot and implementation phases covered in the second AR.

During this reporting period, the role of lead contract for the project was transferred from Mr. Ralph Hassall to Ms. Taz Greyling in the first quarter of 2009. Taz Greyling combined this role with that of M&E expert on the project. Ralph Hassall formally ended responsibilities for day to day operational management of the RGI on 01 April 2009. Financial and administrative arrangements, project direction and M&E personnel remained the same.

The second AR will cover progress from 01 April 2009 to 31 March 2010. Ms. Taz Greyling will be leaving CU on 14 August 2009. She will be transferring the responsibility for day to day operational management, the role as lead contact for the GTF and the role of M&E expert to Professor Hazel Smith, the Chair of Resilience at CU. Professor Smith's contact details are provided above with the project identification details, and more information regarding her background is provided in Box 1, below.

Professor Smith received her PhD from the London School of Economics in 1992 and was a Fulbright scholar and visiting fellow at Stanford University in 1994/95.

Professor Smith was a visiting fellow at the Politics, Governance and Security programme at the East-West Center in Honolulu, Hawaii (Summer 2008) after winning the prestigious annually awarded international POSCO fellowship. From 2001 to 2002 Professor Smith was in Washington DC after being awarded the internationally competitive Jennings Randolph Visiting Senior Fellow at the United States Institute of Peace. Between 2005 and 2004 she was on secondment to the United Nations University in Tokyo as Senior Academic Officer in the Peace and Governance programme.

Between 2000 and 2001 Professor Smith was on research leave in the DPR Korea (North Korea) working for the United Nations World Food Programme. During this period she led and managed the team that designed, developed, negotiated (with the DPRK government) and implemented the information, monitoring, evaluation and reporting system for the humanitarian assistance programme for the DPRK, still the largest food aid operation in WFP's history.

Professor Smith's main areas of research include: DPR Korea (North Korea); East Asian security; International Humanitarianism; Food aid; Social Change in North Korea 1990-1997 (monograph for Cambridge University Press); Resolving Humanitarian Contradictions: Assistance and protection - co-directed with Erika Joergensen, Deputy Regional manager (Asia), UN World Food Programme, and co-funded by UN University and WFP.

Box 1: Bio of Professor Smith, the Lead Contact and M&E Expert for the GTF Programme

During the next reporting period, the Humanitarian Resilience Centre and resilience at CU will be undergoing a process of organisational change, following the recruitment of a Chair of Resilience, Professor Hazel Smith. The actual direction of these changes is yet to be decided. These changes will benefit the RGI project, as Professor Smith has extensive experience of governance and the CU organisational changes relate to development of University's contribution to resilience, of which governance is a core part.

## 5. Working with Implementing Partners

There are no significant changes to the project implementation arrangements with our partners. During the reporting period, the Afghan Institute for Management Training and the Enhancement of Indigenous Capacities (AIMTEIC) remained our implementing partner. The contribution of AIMTEIC is led by Mr. Mohamed Azim, the Deputy Director of AIMTEIC. During the reporting period, AIMTEIC have successfully liaised with CU on all financial and

administrative matters, and have led all of the foundation phase activities. Information about achievements during the reporting period is provided in [Annex 1 GTF 201 \(RGI\) Achievement Rating Scale](#).

The main activities between 01 October 2008 and 31 March 2009 that AIMTEIC, with CU support, has conducted listed below.

## **5.1 Establishment of Institutional Support**

A statement of work was agreed between CU and AIMTEIC in October 2008. Although in vigour, the contract was signed by AIMTEIC and CU on 16 and 28 April 2009 respectively.

Throughout the period, CU and AIMTEIC have worked together to establish institutional support arrangements, notably in discussions with the MRRD. Ralph Hassall went to Kabul on 13 January 2009 to finalise discussions regarding cooperation with the MRRD and to assist AIMTEIC with other project activities. During this visit, the MRRD requested that CU hold separate agreements, one with the MRRD and another with AIMTEIC, i.e. not a tripartite MoU, but rather two separate bilateral agreements.

A MoU between MRRD and CU and was signed on 15 March 2009 and 01 April 2009 respectively. Now all arrangements are in place for MRRD institutional support. The MoU is for four years and includes collaboration on capacity development of Afghan Institute for Rural Development (AIRD). The MRRD is now willing to cooperate with the RGI in the following areas:

- Support to establish linkages at (1) Kabul level, with MRRD programmes and departments engaged in strengthening of governance, Independent Department for Local Governance, Facilitating Partners of the project target areas, (2) province level with the provincial governor, municipality, Provincial Councils (PC) etc, (3) at district level with district administration, Social Mobilisers, District Development Assemblies (DDA) and (4) at village level with the Community Development Councils (CDC) and village communities.
- Assist the CU and the AIMTEIC teams through its governance advisors to accommodate the training and awareness raising text into Afghanistan context, culturally, politically and religiously.
- Introduce a focal point to the project in Kabul who along with two or three MRRD Master Trainers will take part in training organised for PMTs at AIMTEIC headquarters. The focal point will contribute with the project manager and PMTs throughout the life of the project.
- Introduce at least two MRRD Master Trainers in each target province to attend the training and then co-facilitate with the PMTs in other training in the province.
- Introduce at least two Social Mobilisers in each target district to attend the training in the province and then assist the village trainers to conduct the awareness-raising sessions in the villages.
- Provide letters of recommendation to National Solidarity Programme (NSP) Facilitating Partners in our project target villages, emphasising the need for full cooperation with AIMTEIC field teams.
- Participate in the assessment of end results of the project pilot and implementation phases through its research and policy division.
- Cooperate with AIMTEIC in dissemination of the project assessment reports to all stakeholders through its ministerial channels.

So far, MRRD collaboration has been successful, and the RGI project has benefited from MRRD advice on locations of work, on appropriateness of materials for the project, and from MRRD and AIRD staff who have been made available to collaborate on the project.

## 5.2 Recruitment

An AIMTEIC Project Coordinator has been recruited along with six PMTs, and administration/finance/logistics staff, including guards and cleaners. For each position, AIMTEIC developed a job description, the position was advertised, interviews took place and the final selection was made. For more senior positions, the AIMTEIC recruitment process included short listing, development of selection criteria and interview by a board of AIMTEIC staff. Now AIMTEIC is at its full project capacity, as designed in the project budget and proposal.

## 5.3 Scoping Study

The scoping study took place in Kabul from 18 to 27 November 2008, led by Mr. Ralph Hassall and Mr. Mohamed Azim. AIMTEIC then used this information to develop the curriculum for province to village level awareness-raising and training activities, with input from CU.

## 5.4 Materials Development

The major activity during the reporting period was the development of awareness-raising and training materials, for province to village level activities and training of trainers (ToT) for the PMTs. Materials were developed from 27 November 2008 to 02 March 2009.

In relation to province to village level materials, during the foundation phase AIMTEIC developed a considerable amount of awareness-raising and training materials, with session outlines per learning objective. The accompanying materials include materials for theatre / drama-based awareness-raising. A total of 24 dramatic pieces, each of between 15 and 30 minutes in duration, have been developed for provincial participants. At the district and village level, AIMTEIC has developed 16 sets of posters containing core messages on major governance subjects, as determined by the situational analysis. AIMTEIC has printed 500 copies of each poster. Figure 1 below illustrates what a couple of these posters look like.



Figure 1: Two of the Posters Developed by AIMTEIC.

In addition to this, AIMTEIC developed all of the materials required to deliver ToT training to PMTs. This included: ToT facilitation guidelines, ToT course narrative for PMTs, ToT course

narrative for the awareness raising sessions and guidelines for management and implementation of action-learning projects.

Province to village level materials were translated from English into Pashtu.

## **5.5 Training PMTs**

AIMTEIC delivered a course for the PMTs over an 18-day period, including 13 days of teaching (the other days were days off) that started on 03 March 2009. AIMTEIC delivered the ToT course as follows:

- eight days subject training on governance and ToT;
- followed by two days of materials review, adaptation and participant demonstration sessions (by PMTs);
- another day for presentation and development of understanding regarding guidelines for implementation of action-learning projects; and
- finally two days for the ToT regarding delivery techniques of awareness-raising sessions.

This gives an indication of the volume of ToT-related materials. Although all of the above material was developed before or by 03 March 2009, AIMTEIC continued to revise these until the end of the reporting period.

As a result of the above activity, 6 staff have qualified as PMTs. An additional 14 PMTs will be trained in the next reporting period. This was originally planned during the foundation phase, but after the scoping study, when it became apparent that the methodology required involved significant use of audio visual material and diverse content, the delay in training additional PMTs occurred because materials development and translation of these, along with quality assurance by CU and MRRD, took longer than expected.

## **5.6 Setting Up in Laghman**

During the reporting period AIMTEIC has rented a provincial base office in Laghman that includes an office and training facilities for provincial training and awareness-raising events. These are equipped with furniture and the office has internet access. AIMTEIC remained based in Kabul throughout this reporting period. In the next reporting period, covering the pilot phase, the AIMTEIC Project Coordinator and PMTs will relocate to Laghman.

## **5.7 Other Work with Implementing Partners**

We believe that the continued involvement of Mohamed Azim is critical to the success of the RGI project. He is an ex-employee of the MRRD and has the ability to engage with the government of Afghanistan and national organisations based on his long experience within the government system. Furthermore, as the lead on the very inception of the RGI, his dedication and knowledge of the governance context mean that he is able to focus on areas that require more attention, in an enthusiastic and knowledgeable way. We do not envisage changes to these formal partnership arrangements at this time.

We are reliant on collaboration at village, district and province level for the success of the RGI project. For this reason, although we intend no formal partnership arrangement, AIMTEIC has invested considerable effort to discussion with the Independent Directorate for Local Governance (IDLG), the PC, notably of Laghman province, some representatives of DDA and CDC in preparation for the pilot phase.

Finally, in AIMTEIC's efforts to collect baseline information, aside from discussions with the NSP, AIMTEIC has consulted with various UN agencies, especially: UNDP staff managing the National Area-Based Development Programme (NABDP); and United Nations Human Settlements Programme (UNHABITAT) staff managing support to the Local Youth Council



(LYC) movement in Afghanistan. We do not intend to establish formal partnership arrangements with these organisations.

## 6. Risk Assessment

Box 2, below is an updated risk assessment for the RGI project, with changes in italics.

ID	Description	Probability	Impact	Score	Risk Mitigation Measures
01	Security risks posed to local partners for participating in RGI	<i>Medium (increased from low)</i>	<i>High (increased from medium)</i>	7	<ul style="list-style-type: none"> <li>• Coordinate with state security authorities</li> <li>• Use regular security updates</li> <li>• <i>Revise logical framework so that M&amp;E only requires local travel at key points</i></li> <li>• <i>Decide on project locations soon before deployment, after significant monitoring</i></li> <li>• <i>Choose pilot location based on feasibility of coordination, M&amp;E</i></li> </ul>
02	Security risks at district and community level	Medium	<i>High (increased from low)</i>	7	<ul style="list-style-type: none"> <li>• Hire local DMT teams</li> <li>• Use local transportation rather than rented vehicles</li> <li>• Coordinate with district authorities</li> </ul>
03	Security risks related to female Trainer and courses for females	<i>Medium (increased from low)</i>	<i>High (increased from medium)</i>	7	<ul style="list-style-type: none"> <li>• Hire female trainers from within the community (school teachers etc.)</li> <li>• Hire couples or legitimate relatives where possible</li> <li>• Pre-coordination with the community heads/religious leaders/elders</li> </ul>
04	Theft	Medium	Medium	5	<ul style="list-style-type: none"> <li>• Avoid transfers of large amounts of cash</li> <li>• Use local vehicles in districts and in communities rather than official vehicles</li> <li>• Cell phones or radios with all trainers</li> <li>• Coordinate with relevant state authorities/departments</li> </ul>
05	Accessibility to Provinces/communities	Medium	Medium	5	<ul style="list-style-type: none"> <li>• Consider safe and reliable access routes</li> <li>• Use local means (animals) if required</li> </ul>
06	Duplication of services	Low	<i>Low (changed from medium)</i>	1	<ul style="list-style-type: none"> <li>• <i>Monitoring and gathering of accurate data from government and non-government agencies regarding types of services offered to particular communities by different agencies.</i></li> <li>• Coordinate with district authorities</li> </ul>
07	Community council members tied up in	Low	Medium	3	<ul style="list-style-type: none"> <li>• Coordinate at district and community level and agree</li> </ul>

	agriculture/ other activities and cannot spare time for courses				suitable daily times for conducting of the training • Take harvest times into consideration
08	Low/lack of literacy amongst the participants	Medium	Low (changed from medium)	5	• <i>Maintain use of visual aids like posters to convey the main messages</i> • <i>Maintain Master Trainers from the same district with similar accent/language</i> • <i>Maintain use demonstration/role plays</i> • <i>Maintain use locally acceptable audio visual material</i>
09	Conflicts amongst participants/ society/state members	Low	Medium	3	• Trainers' intervention and mediation • Utilise community elders' mediation and negotiation • Use religious leaders from within the community • <i>Maintain close links with MRRD, AIRD when/if appropriate in particular locations for mediation</i>

Box 2: Risk Table for the RGI Project

## 6.1 Safety and Quality Selection Criteria

Of primary concern to us is making sure we are aware of new or unforeseen risks posed to AIMTEIC in the provinces where the project is implemented, currently in Kabul and Laghman province. For this reason, the primary selection criteria for choosing project locations is the safety of partners in the RGI, whether AIMTEIC or participating members of the PC, DDAs and CDCs. Our selection criteria are:

1. safety: sufficiently safe for project activities to take place safely and staff be willing to stay there (critical);
2. sustainability and leadership: a place where the Afghanistan National Solidarity Programme has been implemented with moderate to high success, with the existence of Provincial Councils, District Development Assemblies and Community Development Councils, preferably with Provincial Development Plan, District Development Plan and Community Development Plan mechanisms (critical)
3. coordination, quality: close enough to Kabul by road or air to allow for coordination and quality management centrally (desirable, not critical);
4. authorisation: MRRD approved as a project location, including willingness to support under the terms of the MoU (critical);
5. socio-economic need: a mid to high priority province of the Ministry of Rural Rehabilitation and Development, in terms of strategic remit and mission statement (desirable)
6. demand: a place where demand for governance related support exists, and it is likely to benefit from high commitment and involvement in the planning, organisation, implementation and ongoing management of the proposed project (desirable)
7. supply: a place where there is no other similar governance initiative (desirable)

## 6.2 Profile of Laghman Province: Safety Context

Security is relative in Afghanistan. Looking back to the time before widespread armed conflict, there is historical evidence of interpersonal disputes in Laghman where some groups refused to communicate with one another. Over the past three decades of widespread conflict, the security situation in Laghman deteriorated. Laghman province is in the north east of Afghanistan, bordering Kabul province, and not far from the Pakistani border. There has been significant movement in and out of the area<sup>2</sup>, primarily for economic reasons, but also in relation to fluctuating security conditions. This has been accompanied by physical destruction and widespread poverty. Laghman has five districts: Alingar, Alishing, Dawlat Shah, Mihtarlam, and Qarghayi. Of these, Dawlat Shah has consistently remained the most insecure, partly because it is mountainous.

There are illegally armed groups operating in Laghman<sup>3</sup>, mainly in Dawlat Shah district, but also, to a lesser extent, in Alishing, Alingar and Qarghayi districts. Crime tends to be economically rather than politically motivated. Heroin is smuggled in Laghman. Security incidents currently tend to take place in Alishing and Dawlat Shah districts.

The number and nature of security incidents in Laghman have improved. In 2005, the elections in Laghman province took place without major incident<sup>4</sup>. This was followed by a couple of years where development projects continued to struggle in the security context<sup>5</sup>. A former spokesperson of the Ministry of Interior, Mr. Lutfullah Mashal, was appointed as governor in April 2008<sup>6</sup>.

Despite this unsettled security profile, there are indications that implementing the RGI will be feasible in Laghman. Firstly, and of primary importance for security, there is popular demand for governance-related support, so the project is unlikely to be treated with suspicion. The reason for this is that not only has the NSP been implemented in Laghman since 2006, but it has been widely perceived as a success, with calls for more governance-related support. Based on the experience of the NSP, there are indications of the willingness of the population to take collective decisions relating to their common welfare and local development initiatives, and to welcome initiatives such as the RGI. By November 2008 Laghman was cited as a success story<sup>7</sup> in relation to the NSP, and the RGI can capitalise on that success by approaching stakeholders who are already familiar with multi-stakeholder approaches. The pilot in Laghman has met the approval of the MRRD.

## 6.3 Profile of Laghman Province: Governance Context

In Laghman, the PC was formed in September 2006. Since the start, the leadership of the PC, and the initiatives taken under the PC, DDA and CDC mechanism has been dynamic. Since 2006, an estimated 482 CDCs have been formed, 62 in Mihtarlam, 42 in Qarghayi, 156 in Alingar, 73 in Dawlat Shah and 149 in Alishing. In addition, the PC has organised 12 technical working groups that advise the PC on development issues. Unlike some other provinces, monthly meetings of the PC are very well attended. The governor actively participates in these meetings, and they are regularly attended by UN agencies, local and

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<sup>2</sup> GRM International, Regional Rural Economic Regeneration Strategies (RRERS), Provincial Profile for Laghman, dated 7<sup>th</sup> January 2009

<sup>3</sup> UNAMA Civil Military Weekly Reports, United Nations Assistance Mission to Afghanistan, 2007

<sup>4</sup> Humanitarian Assistance for Afghan Refugees and IDPs, Center for Excellence in Disaster Management and Humanitarian Assistance, 23<sup>rd</sup> September 2005

<sup>5</sup> Province: Laghman, Program for Culture and Conflict Studies, Naval Postgraduate School, 7<sup>th</sup> May 2008

<sup>6</sup> Ibid.

<sup>7</sup> Islamic Republic of Afghanistan: Ministry of Rural Rehabilitation and Development (MRRD), Monthly Program Report: Aqrab 1387 (22<sup>nd</sup> October to 20<sup>th</sup> November 2008)



international non-governmental organisations (NGO), donors and US government provincial reconstruction team (PRT).

Figure 2 below illustrates how the PC is organised in Laghman province.

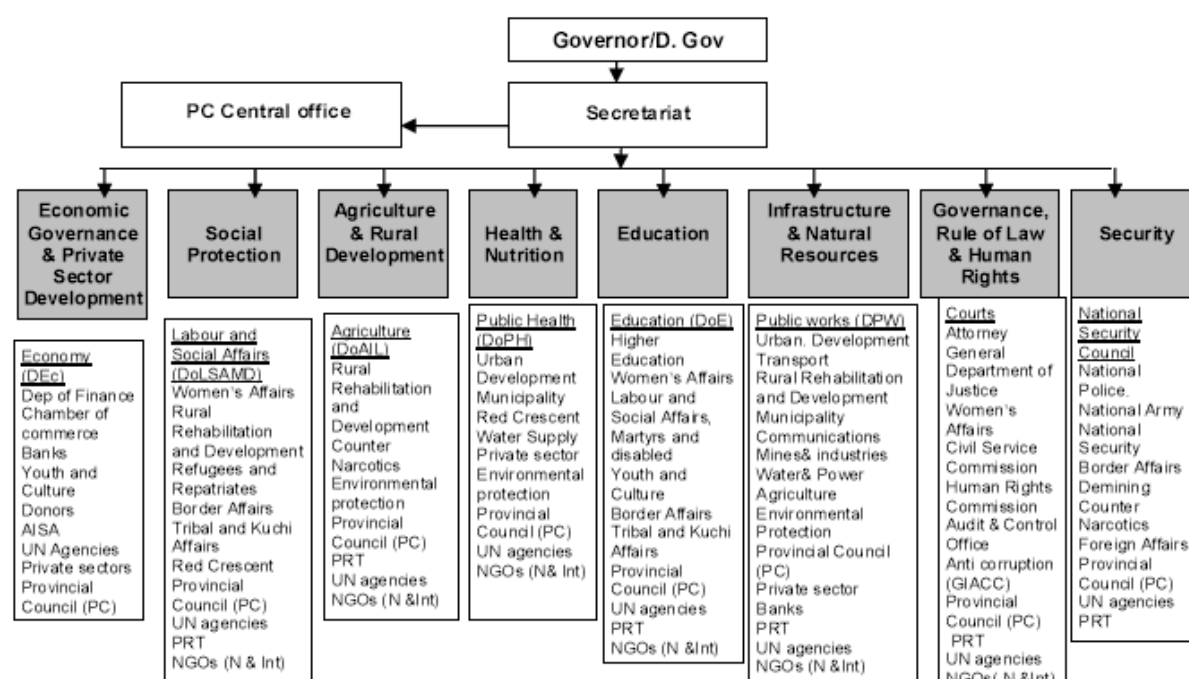


Figure 2: Provincial Committee Organisation in Laghman

In Laghman, international NGO activity includes:

- health projects: Aide Médicale Internationale, International Rescue Committee and International Medical Corps;
- food security projects: GTZ, Mission d'Aide au Développement des Economies Rurales en Afghanistan and Action Contre la Faim

In Laghman, there are a large number of civil society organisations (CSO), both formal and informal or traditional. One of the more major development NGOs is the Danish Committee for Aid to Afghan Refugees, which, despite its name which harks back to its donor funding and origins, is an Afghan NGO that implements water and sanitation and hygiene education projects in Laghman.

There are at least 50 farming collectives with 100-500 members. There are also a number of traditional and religious organisations in Laghman. These include 'shura', which are traditional councils that consult for decision-making, with the emergence of women's shura in Laghman. In the case of predominantly Pashto / Pashto influenced communities, these decision-making bodies may be 'jirga', which are tribal assemblies of, usually Pashto, elders.

Most private sector activity in Laghman is informal and at household level. Laghman is increasingly involved in cash related trade and business, given its location, both in Afghanistan and Pakistan. Poppy growing is widespread. Official trade<sup>8</sup> includes fruit and nuts, other cash crop agricultural produce, animal husbandry, mining of gems, timber cutting and trade and small shopkeepers. There is an ice factory in Mehterlam city, but most shops are small general stores. The main venues for trade are the local vegetable and livestock markets. Non-farm Labour provides a source of revenue for more than a third (39%) of

<sup>8</sup> Afghanistan Statistical Yearbook 2006, Central Statistics Office.

households in Laghman province and another third (36%) of households derive income from trade and services. One in five households (21%) own or manage agricultural land or garden plots in the province, and agriculture accounts for income of nearly one in three households (29%). There are between 36 and 56 community-based radio stations in Laghman.

Based on early consultations, of most concern to the general population is: land tenure; crime; and access to equitable agricultural activity. In rural areas, NGOs are not always trusted, and there is general dissatisfaction with the quality and capacity of local government.

## **7. Monitoring and Evaluation Arrangements**

In the reporting period from 01 October 2008 to 31 March 2009, none of the M&E financial resource allocations, staffing or plans for the RGI project changed. We continue to monitor exchange rate fluctuations closely as these will affect the cost effectiveness of conducting monitoring from the UK and conducting evaluations in Afghanistan. We have attached further explanation of this in the cover note.

As mentioned in Project Management (section 4) above, Professor Hazel Smith will be the M&E expert in the period covered in the second AR, during the pilot phase and the first part of the implementation phase.

Corrections and clarifications of the Inception Report (IR) include the following (further information regarding evaluations is provided in the cover note):

- The formal evaluation activity should not have been omitted in Output 3, Province 2. There will be a formal and external evaluation by October of 2010, in Province 2. This has been corrected, as activity 3h, in the logical framework in this AR. This evaluation, 3h, is the mid-term review (MTR) evaluation, which is independent and external.
- The final evaluation is not conducted in April 2013. The final evaluation will take place by October 2012, a few months prior to the end of the RGI. It will be external and independent, and there are ear-marked funds for this in the RGI budget.
- An ex post evaluation is intended in April 2013, but there are no ear-marked funds for this in the RGI budget.

## **8. Logical Framework Changes**

Further information regarding the logical framework is provided in the accompanying cover note. In terms of changes to the logical framework during the reporting period, please refer to [Annex 2 GTF 201 \(RGI\) Most Up-to-Date Project Logical Framework](#).

The only changes to the logical framework provided in Annex 2 of this report relate to comments on the IR. These changes are:

- the retrospective revision of Output 1 indicators as follows:
  - *By April 2009, one MoU exists between the Ministry of Rural Rehabilitation and Development, CU, and AIMTEIC.*
  - *By April 2009, the English version of AIMTEIC training and awareness-raising materials passes a quality review.*
  - *By April 2009, three AIMTEIC staff qualify as Master Trainers.;*
- specification that the language of translation in activity 1c is Pashto; and
- correction of the logical framework to include a budgeted evaluation activity, 3h, for Output 3.

We have not modified the logical framework further, for example, to more stringently adopt the CAR aspects at the output level, because we believe that there are practical management advantages to be gained from utilising outputs that are staggered, in terms of date of achievement, during the life of the RGI project. As explained in the cover note, we would be happy to replace Outputs 2 to 5 in the logical framework as follows:

- Output 2 becomes (capability): *By October 2002, governance stakeholders from state, civil society and private sector, located at the provincial, district and community levels in Provinces 1, 2, 3 and 4 are able to facilitate different forms of collaboration between organisations / institutions for public action partnerships.* This includes activities:
  - 2-5a, preparation;
  - 2-5d, action-learning project review for lessons learned;
  - 2h, internal evaluation and revision of approach;
  - 3-4h, external evaluation and revision of approach; and
  - 5h, final evaluation
- Output 3 becomes (accountability): *By October 2012, governance stakeholders from state, civil society and private sector, located at the provincial, district and community levels in Provinces 1, 2, 3 and 4 are aware of the roles and responsibilities of different actors on both sides of the demand and supply relationship, and the ways in which all actors may participate in the development process.* This includes activities:
  - 2-5a, preparation;
  - 2-5b, awareness at provincial level;
  - 2-5e, district centre awareness;
  - 2-5f, peri-urban awareness;
  - 2-5g, village community awareness,
  - 2h, internal evaluation and revision of approach;
  - 3-4h, external evaluation and revision of approach;
  - 5h, final evaluation.
- Output 4 becomes (responsiveness): *By October 2012, governance stakeholders from state, civil society and private sector, located at the provincial, district and community levels in Provinces 1, 2, 3 and 4 are able to promote the right to self-development amongst community decision-making bodies and reduction of the needs-based dependency mind-set.* This includes activities:
  - 2-5a, preparation;
  - 2-5c, action-learning projects;
  - 2h, internal evaluation and revision of approach;
  - 3-4-5h, external evaluation and revision of approach; and
  - 5h, final evaluation.

There would be no Output 5.

As stated earlier, the logical framework provided in Annex 2 has not been changed in this way.

Our actual expenditure, in line with the logical framework in Annex 2, is provided in [Error! Reference source not found.](#)

In terms of materials developed as a result of activities in the foundation phase, notably activity 1c in the logical framework, please refer to [Annex 4 GTF 201 \(RGI\) Materials Produced](#).

## 9. Emerging Impact on Governance and Transparency

### 9.1 Emerging CAR Impact

This report relates to the period from 01 October 2008 and 31 March 2009, the foundation phase. The pilot and implementation phases are included in the second AR. For this reason, there has been little emerging CAR-related impact during this first reporting period.

#### Capability

The contribution of the RGI to governance capability will commence in the pilot phase, which is not covered in this AR. This is illustrated in Box 3, below, which makes it apparent that we expect the major capability-related contributions to take effect in the period of the second AR.

#### RGI Capability Objective

To improve the capability of sub-national governance institutions to meet local-level development challenges in an equitable manner, by facilitating different forms of partnership for public action – partnerships which are based on trust and effective communications.

#### RGI Project Indicators

**RGI Indicator 1:** By September 2010, 2011, 2012, one partnership exists between commercial, NGO, CSO and/or government organisations for local-level development as a result of awareness raised by this project.

#### Related DfID Indicators

**GTF Indicator 3.1:** Increase from x to y in the delivery of Government policies, services, and effectiveness of the management of public finances.

Box 3: Synergy Between RGI and GTF Governance Capability Indicators

Despite the lack, during this reporting period, of implementation contribution to capacity in the foundation phase, the following points consider the enabling preparatory activities. In particular, we consider agreements to collaborate, even if internal to the RGI project, as a sign of improved capability:

- **What:** The capability of national governance institutions to meet sub-national / local-level development challenges in an equitable manner, by facilitating a partnership between an Afghan NGO, a British University and a government ministry.
- **Who:** CU, AIMTEIC and MRRD have committed to this partnership for public action.
- **How:** The MoU with the MRRD engages them in a four year partnership with CU and AIMTEIC. This means that the MRRD has dedicated a capacity for governance towards the successful outcome of the RGI. As a sign of this capacity, during the foundation phase the MRRD liberated staff and advised AIMTEIC, without requiring funding for this support. As such, it can be said there is some capacity-related impact during the reporting period. These were foundation activities. The real impact of partnerships for public action to improve capacity will commence during the pilot phase in Laghman province.
- **Why:** We believe we would not have achieved the level of capacity for governance provided by the MRRD had it not been for Mr. Mohamed Azim, an ex-MRRD employee, who is respected, known and knowledgeable about the pressures and mission of the MRRD. This internal knowledge and reputational leverage led MRRD to engage actively. He has effectively ‘championed’ the cause of governance.

## Accountability

As with capacity, the contribution of the RGI to governance accountability will commence in the pilot phase, which is not covered in this AR. This is illustrated in Box 4, below, which makes it apparent that we expect the major accountability-related contributions to take effect in the period covered by the second AR.

### RGI Accountability Objective

To improve the accountability of sub-national governance institutions towards all constituencies in the communities they serve, by improving the awareness of the roles and responsibilities of different actors on both sides of the demand and supply relationship, and the ways in which all actors may participate in the development process.

#### RGI Project Indicators

**RGI Indicator 2a:** By September 2010, 2011, 2012, 4% increase in the number of CDC projects that satisfy human rights criteria in a sample of five communities.

#### Related DfID Indicators

**GTF Indicator 5.1:** Perceived understanding of human rights and ability to claim rights improves from x to y between 2008 and 2013 by disadvantaged and vulnerable groups.

#### Box 4: Synergy Between RGI and GTF Governance Accountability Indicators

Despite the lack of 'real' contribution to accountability in the foundation phase, the following points consider the enabling training and awareness activities we have undertaken, although these activities are internal to the RGI project.

- **What:** Accountability of central government for provincial, district, peri-urban and village-level governance issues. In terms of cross-cutting issues, this includes accountability of central government for the effective participation of vulnerable groups, including women and people living with disability, in governance decision-making processes.
- **Who:** The MRRD has demonstrated its accountability as a result of greater awareness of the issues.
- **How:** AIMTEIC trained 6 staff as PMTs in March 2008, over an 18-day period, including MRRD staff. The PMT ToT course materials were of a higher level than that required at provincial, district, peri-urban and community levels and were developed only in English. The process followed in the ToT was: selection of suitable candidates, in collaboration with the MRRD; recruitment; developing the ToT materials; raising the 6 selected staff-awareness of the importance of governance; then training them in what governance is; and finally conducting the ToT element, i.e. teaching them how to use the translated materials for the provincial, district, peri-urban and community target audiences. This was followed by practice sessions, during which the materials were also revised.
- **Why:** We believe the success factors in improving the accountability of the MRRD (and AIMTEIC) were:
  - engagement, both as ToT participants and peer reviewers, of the 6 PMTs, leading to greater accountability on their part;
  - ownership of the materials by AIMTEIC, for AIMTEIC, with little 'interference' by CU, leading to AIMTEIC feeling 'responsible for' awareness-raising about governance, and in turn, the MRRD feeling responsible for good governance; and
  - the quality of the RGI lead, Mohamed Azim who, despite his other commitments and seniority, was intensely and actively involved in both materials development and ToT delivery.

## **Responsiveness**

The only responsiveness-related activities in the RGI are the action-learning projects. These will commence in the pilot phase, covered in the second AR. There is no responsiveness-related impact during this reporting period.

## **9.2 Emerging Common Governance Issues**

In terms of common issues across the entire GTF portfolio, we expect that the following governance issues are not unique to Afghanistan:

- land tenure;
- access to equitable share of primary needs related activities (vital needs such as food, shelter, health, water and sanitation)
- participation by minority groups;

## **10. Cross-cutting Issues**

### **10.1 Gender**

During the reporting period, both practical and strategic gender needs were considered when developing the awareness-raising methodology to be used in the pilot phase. This affects the RGI recruitment plan for PMTs and forms one of the criteria for selecting CDC, DDA and PC participants in the RGI project.

In terms of practical gender needs, (supporting and improving the efficiency of women's and men's productive roles) the PMTs will facilitate provincial awareness-raising activities that are anticipated to lead to the selection of District Master Trainers (DMT) who are divided equally by gender. This requires selection of participants at provincial level training so that both genders can participate from the start of the RGI in Laghman, in separate awareness-raising and training events. In the logical framework, the number of training events accommodates awareness-raising and training sessions for men and for women.

The selection of PMTs is entirely in the hands of the RGI project. However, participation at provincial level is not entirely within our control. To promote gender balance at provincial awareness and training events, sessions will be conducted in a manner that is conducive to the life of the community, in terms of both wage earning activity and household work and child care. Sessions for men and women will be conducted concurrently in peri-urban, district and village levels. In this way, greater attendance of men and women can be encouraged.

Furthermore, participation of women as eventual DMTs may have associated security and cultural considerations. To enable the efficient participation as volunteer trainers/awareness raisers at district to village level, the pilot involves: (1) selecting female trainers from within the community (school teachers etc.); (2) selecting couples or legitimate relatives where possible; and (3) pre-coordination with the community heads/religious leaders/elders.

In terms of strategic gender needs, (improving gender equity), the main driver for change will be the subjects covered in the awareness-raising and training sessions and the action-learning projects. The awareness-raising material at province to village level covers civic rights and responsibilities, including the needs of gender. Through practical examples, the materials highlight negative economic impacts and other ill-effects such as those on child health that can result from exclusion of women and girls from education. Materials and sessions are formatted to encourage debate amongst participants on ways that change can be effected, and for allowing women's views and demands at the civil society level to become aggregated into policy at the district, provincial and national levels. The action-learning projects will also aim for equitable distribution of governance related projects to male and female participants on issues that represent a fair distribution of needs to be addressed.



## 10.2 Other Vulnerable Groups

During the pilot phase in Laghman, which is covered in the second AR, the RGI project will consider the community profiling exercise that the NSP conducted during the formation of CDCs. That information includes records of people at-risk of exclusion such as disabled heads of household. Every effort will be made to avoid exclusion of marginalised people.

In terms of the age demography of participants, discussions with UNHABITAT and the Afghan NGO, Foundation for Culture and Civil Society (FCCS) have set the stage for participation of youths in the RGI, and AIMTEIC has received guidance on how youths are organised, what their interests and issues tend to be, and how to involve them in the RGI. During the pilot phase in Laghman, the involvement of youths will be actively sought. The rights of children and youths will be explicitly covered in the awareness-raising materials. The negative impact of exclusion of younger people from decision-making processes and preventing them from articulating needs and concerns will be discussed during the sessions.

It is anticipated that there will be considerable representation by community elders as, traditionally, elders hold legitimacy and authority as decision-makers. During the pilot phase, the RGI will learn what balance to strike between participation of people of voting age and younger participation or participation of community based organisations (CBO) that cater for younger people, such as youth groups, and sports teams.

Other potentially excluded groups include people living with disability. CU is advising AIMTEIC on how to integrate participants living with disability into the RGI, notably based on experience of the programmes of Handicap International, a French / Belgian NGO that has been managing disability interventions in Afghanistan since the nineteen eighties. The awareness-raising and training materials that were developed during the foundation phase include discussion of the rights of people living with disabilities.

## 10.3 The Environment

The direct environmental impact of the RGI project is considered minor, given that the RGI does not involve infrastructure development, any permanent disruption to any natural ecological systems and limited international and national travel.

However, the awareness-raising and training materials do include consideration of climate change adaptation, as a DRR measure, in local development initiatives. Specifically, as natural resource management remains a common concern at village and district level of Afghan citizens, as confirmed by our discussions with the MRRD, the awareness-raising and training sessions are designed to generate debate over socially responsible use of resources. This includes “public” environmental resources such as water sources and forested areas. Awareness-raising regarding the opportunities for DRR in development projects related to climate change adaptation complements the NSP. For example, the RGI will enable debate of how to consider NSP block grants, and enable participants to take decisions so the environmental impact of building infrastructure (such as small dams and bridges) is minimised.

Laghman has three rivers (Alishang, Alingar and Kabul) and there are a lot of natural coniferous forests in the side valleys of the province especially in Alingar and Alishang districts. The traditional agriculture has mainly shifted to intensive multiple cash crops over the past five years<sup>9</sup> and the province has been affected by drought. Through awareness-raising regarding the implications of development decisions, and consideration of climate change adaptation measures, the intent is that governance decisions involve consideration of environmental impact.

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<sup>9</sup> GRM International, Regional Rural Economic Regeneration Strategies (RRERS), Provincial Profile for Laghman, dated 7<sup>th</sup> January 2009

## **10.4 HIV/AIDS**

Afghanistan is witnessing a rise in drug dependency, and drug abuse and HIV infection are strongly interrelated. In Laghman, poppy growing is widespread and heroin is traded. The impact of drug abuse and the issue of HIV/AIDS, including the rights of victims to participate in governance decisions, have been included into the awareness-raising and training materials. The focus is on raising awareness of the HIV/AIDS problem, and embedding it within the roles, rights and responsibilities of citizens. Communities will be encouraged to confront these issues as societal problems rather than the problem of affected individuals. They will be encouraged to debate mechanisms for ensuring their own protection and treatment within communities, and the inclusion of victims and their families. No-one will be excluded from participation in the training and awareness sessions, including HIV positive people.

## **11. Progress towards Sustainability**

Sustainability of RGI services is enhanced by the strong commitment of the MRRD. Through the RGI, the MRRD will develop the human capacity to implement RGI activities and will have all of the materials that are to be finalised after the pilot phase. After four years of close collaboration with AIMTEIC, already a self-sustaining Afghan NGO, the only impediment to continuation of RGI activities may be political will and/or funding. We believe, given MRRD's commitment to the NSP, and its active participation in the RGI, political will to continue will exist. Regarding funding, the need for international support by CU will cease after the four year period of the RGI, because AIMTEIC and MRRD will be intimately familiar with both content and operational requirements of the project. As the project is largely implemented by volunteers at the province to village level, the major costs will be those of the MRRD / AIMTEIC and the costs of revising and reviewing materials and impact.

On a separate, but related, note CU has agreed to capacity develop the MRRD under separate arrangements, not part of the RGI, that may indirectly enhance the MRRD's ability to continue the RGI activities after the four years of collaboration have ended. The MoU that has been signed between the MRRD and CU includes two areas of collaboration that are not part of the RGI or funded by it. These are:

- collaboration with CU on research relating to socio-economic analysis of rural systems, possibly to include land use and land reform initiatives, strategic planning and capacity assessments; and
- capacity development of AIRD staff and its departments, possibly to include academic development by CU to AIRD research teams.

As the MRRD develops this research and analysis capacity, it will become less reliant on external organisations for M&E. This may reduce M&E costs for continued RGI related activities once the project has ended.

It is difficult to comment on the sustainability of the impact of the RGI project during this reporting period as the impact during the foundation phase was limited. The second AR will cover the pilot phase and the first part of the implementation phase, and will be able to comment on sustainability of impact based on our experience over that period.

## **12. Innovation**

As mentioned earlier, the second AR will cover the pilot phase and the first part of the implementation phase, and the success or failure of innovative approaches will be commented upon based on our experience over that period.

### **12.1 Original Concepts**

CU is often involved in concept development and recently collaborated with the United Nations Development Programme Bureau for Conflict Prevention and Recovery (UNDP



BCPR) on DRR, including governance of DRR. One innovation during the foundation phase was using a DRR planning and assessment<sup>10</sup> conceptual model, developed by UNDP BCPR, to assess the likely concerns of Afghan citizens and the needs for good governance.

The UNDP BCPR model is composed of five component 'spheres' of effort:

- *Policy Sphere* – political commitment and leadership; resource mobilisation and allocation; strategies, policies and planning;
- *Organisation Sphere* – location of responsibility; internal procedures and incentives; capacity development; coordination and partnerships;
- *Advocacy & Knowledge Sphere* – awareness-raising; methods and analytical tools; research and education; promotion of good practice;
- *Implementation Sphere* – risk-proofing investments; pilot projects; compliance and enforcement; monitoring and evaluation; and
- *Citizen Sphere* – participation of communities; pressure of political constituencies; accountable political structures; representative civil society

The concept is illustrated in Figure 2 below.



Figure 2: The UNDP BCPR Disaster Risk Reduction Framework

Although UNDP BCPR intended the concept to be used for disaster risk reduction governance, it has application more broadly. It is essentially a governance tool, still in a process of development, that enables governance needs to be assessed, action planned and tracked.

Between October 2008 and February 2009, Mr. Ralph Hassall, with the support of Ms. Taz Greyling, used the above conceptual framework, with AIMTEIC, to assess governance needs that would form the basis for the training and awareness curriculum of the RGI. This led to in-country discussions with the AIRD / MRRD, the MRRD Deputy Minister, the NSP

<sup>10</sup> UNDP - Conceptual Framework for Mainstreaming DRR into Development, UNDP BCPR, March 2009

Capacity Development and Human Resource Manager, the NSP Facilitating Partner Manager, the UNHABITAT Youth Programme Manager and the Foundation for Culture and Civil Society, as well as other key informants. This also included interviews with key sector ministries involved in the governance pillar of Afghanistan National Development Strategy (ANDS). Using the above concept enabled AIMTEIC and CU to steer the interviews around the spheres, and therefore obtain a structured understanding of the issues of likely concern during the pilot and implementation phases.

This situational analysis led to development of the awareness and training curriculum, i.e. the actual governance related subjects to be covered, which in turn led to lesson outlines and specific learning objectives. During the foundation phase, AIMTEIC developed the accompanying training materials consisting of: ToT guidelines for PMTs; ToT training material for PMTs; material for pilot and implementation phase awareness-raising sessions; and guidelines for implementation of action-learning projects.

This method has not been used in this way, in Afghanistan or any other country. As mentioned earlier, the appropriateness and impact of using the above concept as an assessment tool for governance, and curriculum development remains to be seen. This will be reported on once the pilot phase is complete, in the second AR.

## **12.2 Approaches Adapted to Muslim Contexts**

In 2004 CU developed and piloted human resource management materials in Afghanistan that embedded consideration of the Muslim context and Islamic law into the debate of values and reasons for taking decisions. This was very successful and has become the standard CU approach to training Afghan mid level managers. The approach involves drawing on participant values and discussing the implications of Muslim traditions and beliefs, as well as Islamic Law, as the backdrop from which issues such as participation, gender roles, profit and loans etc. are considered. Although one would have expected this context-based approach to have been developed before, our consultant, Dr. Alex Alexandreu, developed original materials. No pre-existing material of this kind was obtained from literature search in the human resource management domain.

CU has advised AIMTEIC regarding the use of this approach in the RGI project. This innovative approach has not been explicitly included in the materials that were developed in the foundation phase for the pilot and implementation phases. Although there is no explicit reference to Muslim values or Islamic law in the RGI materials, the pedagogical approach covered in the 18-day ToT that was delivered in March 2009 included training PMTs to facilitate discussions of value systems for good governance in this way.

The appropriateness and impact of using a pedagogical approach that includes discussion of cultural and religious values in Afghanistan, particularly in Laghman, will be reported on once the pilot phase is complete, in the second AR.

## **12.3 Audio Visual Materials**

From inception of the RGI we have made a conscious effort to develop engaging and stimulating materials for the pilot and implementation phases that draw heavily on audio visual resources. This decision is based on our experience and best-practice with awareness-raising at provincial to village level in contexts such as Afghanistan.

Possibly more representative of best practice than actual innovation, the audio visual materials that have been developed for province to village level use, along with the pedagogical materials and the PMT training represent the major output of the work that was undertaken during the foundation phase. This involved extensive consultation, not only with CU, but also in-country stakeholders. We have two versions of these posters, with or without logos, and have printed the versions without logos so that security-related risk is minimised.

For a narrative account what we have achieved and how we intend to use these materials in the pilot phase of the project, written in a way that is accessible to people unfamiliar to the RGI project, please refer to [Annex 5 GTF 201 \(RGI\) Web Update](#).

## **13. Learning from GTF**

As the foundation activities have been completed and the pilot phase has only just started, we are not yet in a position to comment from RGI experience on what does and does not work in relation to civil society's roles in improving governance and transparency. In terms of learning from the management of the RGI project, however, some recommendations and lessons are emerging.

### **13.1 Overall Project Design**

One of the early lessons we learned, and this is not unique to the GTF, is that exchange rates, particularly over multi-year projects or when there is a significant period between proposal and award, can lead to problems. Exchange rate fluctuations affect implementing partners as well as donors.

In our case, the actual value of the RGI, as originally conceived, reduced because the value of the British pound dropped between the date of submission of the proposal, in September 2007 and the start of activities over a year later, in October 2008. This has resulted in both positive and negative effects.

The negative effect is that, in order to accommodate this change in value, CU and AIMTEIC significantly de-scoped the RGI project, and ensured that actual implementation costs, i.e. the costs of AIMTEIC, were covered. Despite de-scoping, this meant reducing the amount of time available for CU for management of day to day operations and M&E.

The positive effect of this is that AIMTEIC has really taken the lead, with strategic and quality management support from CU. This has worked well, because of the quality of leadership in AIMTEIC and the familiarity of the partnership, as CU and AIMTEIC have collaborated for some years now. This 'light touch' from the international partner would not be successful in partnerships where the implementing organisation was weaker.

From a donor perspective, for future policy decisions it may be worth considering the currency of contracts and value changes over time. This might lead to scheduling review of actual value of contracts periodically for potential cost amendment. In cases where cost amendment is not possible, it may be useful to establish guidance on the ratio between quality management funding and implementation funding. This ratio, i.e. how many funds are dedicated to M&E, could relate to the quality and track record of the implementing organisation.

### **13.2 Working with Partner Organisations**

Active engagement of implementing partners early on in the process leads to more efficient contribution later on. Donors are likely to be interested in the utility of direct contact with national implementing partners, even when that organisation is indirectly represented at meetings in the UK.

In our case, CU attended the Governance and Transparency Fund: Learning from the GTF workshop that was held from 24 to 25 February 2009. However, the absence of AIMTEIC, through no fault of AIMTEIC, did lead to a period where there was disparity between their understanding and ours of the requirements of the GTF and implications on the logical framework in particular. This was resolved through extensive exchange of information between Taz Greyling, Ralph Hassall and Mohamed Azim. Nevertheless, joint attendance at the workshop would have been more efficient. Attendance at the workshop was extremely useful, and events of that kind have practical use for GTF grantees. In the case of CU,

attendance led to clarity regarding the main priorities of the RGI, from both a management of information perspective, and also in terms of outputs and outcomes.

From a donor perspective, organising thematic workshops in relation to GTF needs is a valuable, and potentially cost effective, investment into the quality of projects. It might be worth considering further measures to ensure that national implementing organisations attend GTF workshops along with their international partner. This may have significant cost implications in the short term, but, depending on the duration and nature of the project, this could lead to prevention of problems and development of indigenous capacities in a way that ultimately reduces M&E costs.

### **13.3 Adapting Our Methods and Approaches**

One of the lessons that has emerged over time is that having lead contacts, responsible for day to day management, who travel a lot or other conflicting obligations leads to delays in responding to or initiating dialogue, with both donors and implementing partners.

In the case of the RGI, both Ralph Hassall and Taz Greyling have spent extensive periods overseas on other humanitarian missions and this has, at times, led to communication delays or fielding of questions by the senior administrator of the RGI project, Michelle Addison. Although no problem has arisen, as such, liaison between the GTF, CU and AIMTEIC would be made simpler if the CU lead was predominantly in the UK.

From an implementing partner perspective, ensuring that the person responsible for donor liaison and support to in-country partners is able to initiate as well as react to requests leads to better project management.

## Annex 1 GTF 201 (RGI) Achievement Rating Scale

The following table covers only those outputs and activities that are included in this reporting period from 01 October 2008 to 31 March 2009. This relates to Output 1 only. Outputs 2 to 5 will be covered in future Annual Reports.

Objective Statement	Achievement Rating for year being assessed	Logical framework indicators	Baseline for Indicators	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
<b>Purpose</b> By September 2012, the responsiveness, accountability and capability of formal and informal, state and civil society governance institutions at the sub-national level in four provinces of Afghanistan are strengthened.	5 (not achieved)	The earliest indicator is to be achieved by September 2010, outside of this reporting period. All of the indicators relate to related to CAR at the sub-national level. No sub-national level activities have been implemented in this phase.	The main baselines (stated in inception report table) relate to the lack of civil society, private and state links, the dominance of needs, not rights and failure to include some groups. The baseline has not changed.	There is little progress vis-à-vis indicators. An enabling partnership exists between CU, MRRD and AIMTEIC and the RGI has received meaningful input from the MRRD, but these are enabling activities, not directly related to CAR at the sub-national level.	The RGI purpose involves behavioural change that cannot be achieved through the preparatory / enabling activities of the foundation phase, covered in this report.
<b>Output 1</b> By April 2009, an Afghan awareness raising and action-learning project management capability exists based on good understanding of sub-national governance needs and strong institutional support.	2 (largely achieved, despite a few short-comings)	MoU exists, sample of AIMTEIC materials successfully quality controlled and 6, not 3, PMTs qualified.	There was no MoU, now there is. Materials were being developed, now they are complete. PMTs were unfamiliar with the materials, now some	After some discussions and modifications, the MoU was signed and all parties have a copy. A sample of materials has been quality checked. Some, not all, PMTs have qualified.	AIMTEIC, notably under the leadership of Mohamed Azim, has developed all of the materials, translated these and hired then ToT trained 6 PMTs. CU and AIMTEIC have signed a contract and financial and project reporting to CU is satisfactory.

			PMTs are familiar, but the majority are not.		
<b>Activities</b> 1a. By December 2008, conduct scoping study that establishes major governance organisations and individuals within the target provinces, permission for intervention from state bodies, selection criteria for participation and content of awareness raising materials.	1 (fully achieved, very few or no shortcomings)	The vast majority of stakeholders and all key stakeholders at the national governance level were consulted in the scoping study.	No baseline for activities	A number of scoping study papers exist authored by Ralph Hassall dated in the period between October 2008 and February 2009. This includes three concept notes that are the outputs of the scoping study, detailing who was consulted.	This was completed before Mr. Hassall left the project. There is no unintended impact. The scoping study did inform the RGI of the required approach and also curriculum of the RGI awareness-raising events. This was very much led by Ralph Hassall, who conducted the scoping study in Kabul.
1b. By April 2009, establish and maintain strong institutional support for the RGI project.	1 (fully achieved, very few or no shortcomings)	MRRD has participated in all of the unfunded areas of cooperation in the MoU.	No baseline for activities	In terms of MRRD support, everything has progressed to plan. The actual signature of the MoU took a bit longer than expected, but there were no substantive disagreements.	As part of this MoU, the MRRD has assigned a focal point, who maintains regular contact with AIMTEIC and through them CU, and this contact will monitor Laghman developments and support the RGI, monitor the implementation of the MoU clauses. This focal point was trained as a PMT and will act as PMT for the entire duration of the RGI.
1c. By April 2009, develop all awareness raising materials for the RGI project, Training of Trainers level in English,	2 (largely achieved, despite a few short-comings)	Two sets of ToT materials exist, one in English and the other in	No baseline for activities	The development of materials and translation of these into Pashtu is complete. The only shortcoming	AIMTEIC has developed both technical knowledge of governance and the ability to use the materials. The action-learning projects will require

and province to community level in Persian.		Pashtu.		is the need to review these further in light of the ToT feedback and possibly translation into Dari.	revision after piloting. However the ToT served as a preliminary key informant pilot of the awareness-raising materials.
1d. By April 2009, AIMTEIC train 20 Provincial Master Trainers (PMTs) and 4 MRRD trainers in using the ToT and Persian awareness materials for facilitating provincial, district and community group workshops.	3 (only partially achieved, benefits and shortcomings finely balanced)	Four MRRD PMTs have been trained, but training of 16 PMTs has been postponed due to relocation requirements to Laghman and longer time developing materials.	No baseline for activities.	The reason for the delay in training 16 PMTs is a logistic requirement - one of the activities from the pilot phase, setting up in Laghman, took precedence over PMT training. PMT training has since been scheduled and conducted, and will be reported on in the second AR.	The postponement of the PMT training was unavoidable, as more materials were developed than originally envisaged, following scoping recommendations, and translations consequently took longer. Now AIMTEIC is in a position to conduct PMT training for a methodology that is likely to have greater sub-national impact. For this reason, AIMTEIC started relocated while translations were ongoing.
1e. By April 2009, generating linkages to other programmes (e.g. UNHABITAT Youth Council Programme)	3 (only partially achieved, benefits and shortcomings finely balanced)	Of the target that by 2012, 13 organisations support the RGI in 4 provinces, so far 3 have been secured.	No baseline for activities	With UNHABITAT, the Youth Council Programme, discussions have developed favourably. Shortcomings relate to the need to pursue further partnerships to obtain wider spread institutional support.	The UK GTF workshop led to CU, Relief International and Tiri contact being made, and the intent is to collaborate, although nothing has been decided. In-country discussions were initiated in the scoping study, and partnerships will be developed over the four year period.



## Annex 2 GTF 201 (RGI) Most Up-to-Date Project Logical Framework

Changes to the logical framework are in **green bold underlined**. As mentioned in the cover note to this report, more fundamental changes to Outputs 2 to 5 can be made if, having read this report and the cover note, further modification is deemed appropriate.

Narrative summary	Verifiable indicators	Means of verification	Assumptions
<b>Goal</b>			
<p>Governance at the sub-national level in Afghanistan is premised on human rights and social justice.</p> <p>Note: This improved governance ensures the social and political well-being of rural people in Afghanistan and facilitates sustainable efforts at poverty reduction.</p>	<p>By April 2013, better sub-national governance capability, accountability and responsiveness in 75% of target provinces compared with control provinces.</p> <p>By April 2013, Ministry of Rural Rehabilitation and Development has integrated lessons learned from the Resilient Governance Initiative into one national sub-national governance programme.</p>	<p>Post-project evaluation in April 2013.</p> <p>Interview with MRRD officials, and MRRD literature review.</p>	<p>MRRD allows evaluation team to conduct literature review and interview its staff in 2013.</p> <p>Contributes to Afghanistan Compact benchmark 6.2</p>
<b>Purpose</b>			
<p>By September 2012, the responsiveness, accountability and capability of formal and informal, state and civil society governance institutions at the sub-national level in four provinces of Afghanistan are strengthened.</p> <p>Note: Responsiveness of sub-national governance institutions is in relation to poverty reduction and equitable development within communities. Responsiveness is achieved by promoting the right to self-development amongst community decision-making bodies, and advocating for reduction of the needs-based, dependency mind-set.</p> <p>Accountability of sub-national governance institutions is in relation to all constituencies in the communities they serve. Accountability is achieved by improving the awareness of the roles and responsibilities of different actors on both sides of the demand and supply relationship, and the ways in which all actors may participate in the development process.</p> <p>Capability of sub-national governance institutions is in relation to meeting local-level development challenges in an equitable manner. Capability is achieved by facilitating different forms of partnership for public action which are based on trust and effective communication.</p>	<p><b>Capability</b> PI 1. By September 2010, 2011, 2012, one partnership exists between commercial, NGO, CSO and/or government organisations for local-level development as a result of awareness raised by this project.</p> <p><b>Accountability</b> PI 2a. By September 2010, 2011, 2012, 4% increase in the number of CDC projects that satisfy human rights criteria in a sample of 5 communities.</p> <p>PI 2b. By September 2010, 2011, 2012, 5% of the community members from a sample of 100 targeted by the project report that they have had meaningful input into the CDP process (planning, implementation, and evaluation).</p> <p><b>Responsiveness</b> PI 3a. By September 2010, 2011, 2012, there has been a 10% increase in the number of female DDA members in target provinces that are satisfied with the PDP priorities.</p> <p>PI 3b. By October 2010, 2011, 2012, there</p>	<p>2010, 2011, 2012 project evaluation.</p> <p>2010, 2011, 2012 project evaluation.</p> <p>2010, 2011, 2012 project evaluation.</p> <p>2010, 2011, 2012 project evaluation.</p>	<p>The national economic and the social situation do not deteriorate, and provides an environment which is conducive to the prioritisation of rights-based (e.g. development, governance) projects over needs-based (e.g. humanitarian, service delivery) projects.</p> <p>The forthcoming Policy on Sub-National Governance (IDLG) does not limit the interaction of formal civil society governance organisations - specifically the DDA and CDC - with the formal state governance organisation - the PDC - in the production of the PDP, for sub-national development within provinces, at the sub-national level.</p> <p>There is no resurgence of highly conservative cultural understandings of gender (e.g. Taliban) - the female quotas in DDA and CDC governance bodies remain assured, and other constituency groups are entitled to participate.</p>



	has been a 10% increase in the involvement in the planning processes of silent constituencies (women, people living with disability, youth etc)	evaluation.	
Narrative summary	Verifiable indicators	Means of verification	Assumptions
Output 1			
1. By April 2009, an Afghan awareness-raising and action-learning project management capability exists based on good understanding of sub-national governance needs and strong institutional support.	<p><u>By April 2009, one MoU exists between the Ministry of Rural Rehabilitation and Development, CU, and AIMTEIC.</u></p> <p><u>By April 2009, the English version of AIMTEIC training and awareness-raising materials passes a quality review.</u></p> <p><u>By April 2009, three AIMTEIC staff qualify as Master Trainers.</u></p>	<p>Memorandum of Understanding established.</p> <p>CU QA report.</p> <p>AIMTEIC report to CU.</p>	
Activities			
1a. By December 2008, conduct scoping study that establishes major governance organisations and individuals within the target provinces, permission for intervention from state bodies, selection criteria for participation and content of awareness-raising materials.	By December 2008, interviews with 90% of the key RGI stakeholders are completed.	CU Scoping Study Report	
1b. By April 2009, establish and maintain strong institutional support for the RGI project.	By April 2009, MRRD has participated in at least 60% of all pre-identified, unfunded areas of cooperation outlined in Memorandum of Understanding (MOU).	MOU, AIMTEIC annual reports.	
1c. By April 2009, develop all awareness-raising materials for the RGI project, Training of Trainers level in English, and province to community level in <u>Pashto</u> .	By April 2009, one set of governance training of trainers material exists in English and one set of equivalent materials for RGI use exists in <u>Pashto</u> .	AIMTEIC Project Report.	
1d. By April 2009, AIMTEIC train 20 Provincial Master Trainers (PMTs) and 4 MRRD trainers in using the ToT and Persian awareness materials for facilitating provincial, district and community group workshops.	By April 2009, 70% of the 16 PMTs and four MRRD trainee-trainers are deemed capable of participating in the RGI project after training.	AIMTEIC PMT Training Report.	
1e. <u>By April 2009</u> , generating linkages to other programmes (e.g. UNHABITAT Youth Council Programme)	By September 2012, 13 third-party organisations directly support the RGI project in the four target provinces.	AIMTEIC Project Report.	MRRD agrees to connect the project team with a range of civil society and state organisations operating at the sub-national level.

Narrative summary	Verifiable indicators	Means of verification	Assumptions
<b>Output 2</b>			
2. By October 2009, governance stakeholders from state, civil society and private sector, located at the provincial, district and community levels in Province 1 are: able to facilitate different forms of collaboration between organisations / institutions for public action partnerships (capability); aware of the roles and responsibilities of different actors on both sides of the demand and supply relationship, and the ways in which all actors may participate in the development process (accountability); and able to promote the right to self-development amongst community decision-making bodies and reduction of the needs-based dependency mind-set (responsiveness).	<p>By October 2010, a sample of CDCs is satisfied with DDA planning priorities (reflected in the DDP portfolios) and a sample DDA is satisfied by PDC planning priorities (reflected in the PDP portfolio) in province 1</p> <p>By October 2010, 10% increased involvement in planning processes by silent constituencies (women, people living with disability, youths etc.)</p> <p>By October 2010, 5% increased multi-institutional (NGO, CSO, private sector, government etc.) involvement in local development.</p> <p>By October 2010, 10% increased number of valid (realistic, funded) projects submitted by CDC (or urban community equivalents) that are rights-based and not needs-based.</p>	RGI Impact Evaluation Report, 2010.	<p>DDAs remain as relevant civil society organisations. If they are disbanded by policy, then other district-level governance bodies can be identified.</p> <p>Local elites or strongmen (commanders, landlords) do not overly influence the planning and prioritisation process at the district level</p>
<b>Activities</b>			
2a. By May 2009, AIMTEIC/CU select Province 1 based on selection criteria and plan RGI project for that province. AIMTEIC/CU liaise with major governance organisations and individuals in Province 1; seek permission for intervention from state bodies; select target districts and villages according to criteria; and select trainees for provincial and district level courses according to criteria.	<p>By May 2009, Province 1 has been chosen according to selection criteria, including safety.</p> <p>By May 2009, local authorities in Province 1 have approved RGI activities and have agreed to the work plan.</p>	<p>Approved work plan, AIMTEIC.</p> <p>Approved work plan, AIMTEIC.</p>	
2b. By October 2009, PMT and MRRD trainers deliver four 9-day training and awareness-raising courses at the provincial level, each course for 25 participants, designed to raise the quality of sub-national governance in Province 1, which includes selection of CDC participants who will facilitate RGI activities at district, peri-urban district and community levels.	<p>By May 2009, a total of 100 provincial participants selected in Province 1 for training comply with the selection criteria.</p> <p>By October 2009, 70% of the 100 participants of provincial level courses in Province 1 perceive training as "highly relevant".</p>	<p>MRRD/PMT Trainer reports.</p> <p>Training Evaluation Proforma.</p>	Trainees proposed by participating institutions generally meet the selection criteria.

Activities (Continued)			
2c. By September 2009, PMT and MRRD trainers facilitate four action-learning projects in Province 1 using selection criteria that target core areas of governance - capability, accountability or responsiveness - at the sub-national level, designed to further 'learning by doing'.	By October 2009, 60% of all action-learning projects implemented in Province 1 are perceived by participants as "strongly linked" to training materials.	Post-project Evaluation Proforma.	
2d. By October 2009, PMT and MRRD trainers facilitate a review session at the provincial centre of Province 1 on effectiveness of action-learning projects, and information arising from provincial centre training, capture and disseminate lessons learned amongst participating institutions.	By October 2009, 90% of participants who implemented the action-learning projects in Province 1, take part in the review session process.	Action-learning Project Review Attendance List.	
2e. By October 2009, PMT and MRRD trainers deliver a 2-day training and awareness-raising course in two district centres of Province 1, each for 25 participants, designed to raise the quality of sub-national governance, facilitated by CDC members selected at the provincial training.	By October 2009, 70% of the 50 participants of district-centre courses in Province 1 perceive training as "highly relevant".	Training Evaluation Proforma.	
2f. By October 2009, PMT and MRRD trainers deliver a 2-day training and awareness-raising course in twelve peri-urban areas of districts in Province 1, each for 25 participants, designed to raise the quality of sub-national governance, facilitated by CDC members selected at provincial training.	By October 2009, 70% of the 300 participants of peri-urban district courses in Province 1 perceive training as "highly relevant".	Training Evaluation Proforma.	The RGI project able to recruit, select and keep qualified PMTs, and is able to identify suitable facilitators for the district and community-level interventions.
2g. By October 2009, village trainers who are CDC members selected at provincial training, deliver a 2-day awareness-raising course in twenty communities / villages in Province 1, allowing for separate female and male sessions for 25 participants each time.	By October 2009, 60% of the 500 participants of village-level awareness-raising sessions held in Province 1 perceive training as "highly relevant".	Training Evaluation Proforma.	Security conditions permit travel, access and participation in Province 1.
2h. By October 2009, CU/AIMEIC evaluate the impact of pilot phase activities in Province 1 and revise the RGI project approach and materials.	By October 2009, 10 different constituency groups, defined by social location, participate in the evaluation held at the end of the pilot phase.	Evaluation Report.	The value of the United States Dollar does not fall below \$1.45 to the Great Britain Pound.

Narrative summary	Verifiable indicators	Means of verification	Assumptions
<b>Output 3</b>			
3. By October 2010, governance stakeholders from state, civil society and private sector, located at the provincial, district and community levels in Province 2 are: able to facilitate different forms of partnership between organisations / institutions for public action partnerships (capability); aware of the roles and responsibilities of different actors on both sides of the demand and supply relationship, and the ways in which all actors may participate in the development process (accountability); and able to promote the right to self-development amongst community decision-making bodies and reduction of the needs-based dependency mind-set (responsiveness).	<p>By October 2011, a sample of CDCs is satisfied with DDA planning priorities (reflected in the DDP portfolios) and a sample DDA is satisfied by PDC planning priorities (reflected in the PDP portfolio) in Province 2.</p> <p>By October 2011, 10% increased involvement in planning processes by silent constituencies (women, people living with disability, youths etc.)</p> <p>By October 2011, 5% increased multi-institutional (NGO, CSO, private sector, government etc.) involvement in local development.</p> <p>By October 2011, 10% increased number of valid (realistic, funded) projects submitted by CDC (or urban community equivalents) that are rights-based and not needs-based.</p>	RGI Impact Evaluation Report, 2011.	<p>DDAs remain as relevant civil society organisations. If they are disbanded by policy, then other district-level governance bodies can be identified.</p> <p>Local elites or strongmen (commanders, landlords) do not overly influence the planning and prioritisation process at the district level</p>
<b>Activities</b>			
3a. By October 2009, AIMTEIC/CU select Province 2 based on selection criteria and plan RGI project for that province. AIMTEIC/CU liaise with major governance organisations and individuals in Province 2; seek permission for intervention from state bodies; select target districts and villages according to criteria; and select trainees for provincial and district level courses according to criteria.	<p>By October 2009, Province 2 has been chosen according to selection criteria, including safety.</p> <p>By October 2009, local authorities in Province 2 have approved RGI activities and have agreed to the work plan.</p>	<p>Approved work plan, AIMTEIC.</p> <p>Approved work plan, AIMTEIC.</p>	
3b. By October 2010, PMT and MRRD trainers deliver six 9-day training and awareness-raising courses at the provincial level, each course for 25 participants, designed to raise the quality of sub-national governance in Province 2, which includes selection of CDC participants who will facilitate RGI activities at district, peri-urban district and community levels.	<p>By November 2009, a total of 150 provincial participants selected in Province 2 for training comply with the selection criteria.</p> <p>By October 2010, 75% of the 150 participants of provincial level courses in Province 2 perceive training as "highly relevant".</p>	<p>MRRD/PMT Trainer reports.</p> <p>Training Evaluation Proforma.</p>	Trainees proposed by participating institutions generally meet the selection criteria.

Activities (Continued)			
3c. By September 2010, PMT and MRRD trainers facilitate six action-learning projects in Province 2 using selection criteria that target core areas of governance - capability, accountability or responsiveness - at the sub-national level designed to further 'learning by doing'.	By October 2010, 70% of all action-learning projects implemented in Province 2 are perceived by participants as "strongly linked" to training materials.	Post-project Evaluation Proforma.	
3d. By October 2010, PMT and MRRD trainers facilitate a review session at the provincial centre of Province 2 on effectiveness of action-learning projects, and information arising from provincial centre training, capture and disseminate lessons learned amongst participating institutions.	By October 2010, 90% of participants who implemented the action-learning projects in Province 2, take part in the review session process.	Action-learning Project Review Attendance List.	
3e. By October 2010, PMT and MRRD trainers deliver a 2-day training and awareness-raising course in two district centres of Province 2, each for 25 participants, designed to raise the quality of sub-national governance, facilitated by CDC members selected at the provincial training.	By October 2010, 70% of participants of the 50 participants of district-centre courses in Province 2 perceive training as "highly relevant".	Training Evaluation Proforma.	
3f. By October 2010, PMT and MRRD trainers deliver a 2-day training and awareness-raising course in twelve in peri-urban areas of districts in Province 2, each for 25 participants, designed to raise the quality of sub-national governance, facilitated by CDC members selected at provincial training.	By October 2010, 70% of the 300 participants of peri-urban district courses in Province 2 perceive training as "highly relevant".	Training Evaluation Proforma.	The RGI project able to recruit, select and keep qualified PMTs, and is able to identify suitable facilitators for the district and community-level interventions.
3g. By October 2010, village trainers, who are CDC members selected at provincial training, deliver a 2-day awareness-raising course in 60 communities / villages in Province 2, allowing for separate female and male sessions for 25 participants each time.	By October 2010, 60% of the 1,500 participants of village-level awareness-raising sessions held in Province 2 perceive training as "highly relevant".	Training Evaluation Proforma.	Security conditions permit travel, access and participation in Province 2.
<u>3h. By October 2010, CU/AIMTEIC evaluate the impact of pilot phase activities in Province 2 and revise the RGI project approach and materials.</u>	<u>By October 2010, 10 different constituency groups, defined by social location, participate in the evaluation held at the end of the first year of the implementation phase.</u>	<u>Evaluation Report.</u>	<u>The value of the United States Dollar does not fall below \$1.45 to the Great Britain Pound.</u>

Narrative summary	Verifiable indicators	Means of verification	Assumptions
<b>Output 4</b>			
4. By October 2011, governance stakeholders from state, civil society and private sector, located at the provincial, district and community levels in Province 3 are: able to facilitate different forms of partnership between organisations / institutions for public action partnerships (capability); aware of the roles and responsibilities of different actors on both sides of the demand and supply relationship, and the ways in which all actors may participate in the development process (accountability); and able to promote the right to self-development amongst community decision-making bodies and reduction of the needs-based dependency mind-set (responsiveness).	<p>By October 2012, a sample of CDCs is satisfied with DDA planning priorities (reflected in the DDP portfolios) and a sample DDA is satisfied by PDC planning priorities (reflected in the PDP portfolio) in Province 3.</p> <p>By October 2012, 10% increased involvement in planning processes by silent constituencies (women, people living with disability, youths etc.).</p> <p>By October 2012, 5% increased multi-institutional (NGO, CSO, private sector, government etc.) involvement in local development.</p> <p>By October 2012, 10% increased number of valid (realistic, funded) projects submitted by CDC (or urban community equivalents) that are rights-based and not needs-based.</p>	RGI Impact Evaluation Report, 2012.	DDAs remain as relevant civil society organisations. If they are disbanded by policy, then other district-level governance bodies can be identified. Local elites or strongmen (commanders, landlords) do not overly influence the planning and prioritisation process at the district level
<b>Activities</b>			
4a. By October 2010, AIMTEIC/CU select Province 3 based on selection criteria and plan RGI project activities for that province. AIMTEIC/CU liaise with major governance organisations and individuals in Province 3; seek permission for intervention from state bodies; select target districts and villages according to criteria; and select trainees for provincial and district level courses according to criteria.	By October 2010, Province 3 has been chosen according to selection criteria, including safety.	Approved work plan, AIMTEIC.	
	By October 2010, local authorities in Province 3 have approved RGI activities and have agreed to work plan.	Approved work plan, AIMTEIC.	
4b. By October 2011, PMT and MRRD trainers deliver six 9-day training and awareness-raising courses at the provincial level, each course for 25 participants, designed to raise the quality of sub-national governance in Province 3, which includes selection of CDC participants who will facilitate RGI activities at district, peri-urban district and community levels.	By November 2010, a total of 150 provincial participants selected in Province 3 for training comply with the selection criteria.	MRRD/PMT Trainer reports.	Trainees proposed by participating institutions generally meet the selection criteria.
	By October 2011, 75% of the 150 participants of provincial level courses in Province 3 perceive training as "highly relevant".	Training Evaluation Proforma.	
4c. By September 2011, PMT and MRRD trainers facilitate six action-learning projects in Province 3 using selection criteria that target core areas of governance - capability, accountability or responsiveness - at the sub-national level designed to further 'learning by doing'.	By October 2011, 70% of all action-learning projects implemented in Province 3 are perceived by participants as "strongly linked" to training materials.	Post-project Evaluation Proforma.	

Activities (Continued)			
4d. By October 2011, PMT and MRRD trainers facilitate a review session at the provincial centre of Province 3 on effectiveness of action-learning projects, and information arising from provincial centre training, capture and disseminate lessons learned amongst participating institutions.	By October 2011, 90% of participants who implemented the action-learning projects in Province 3, take part in the review session process.	Post-project Evaluation Proforma.	
4e. By October 2011, PMT and MRRD trainers deliver a 2-day training and awareness-raising course in two district centres of Province 3, each for 25 participants, designed to raise the quality of sub-national governance, facilitated by CDC members selected at the provincial training.	By October 2011, 70% of participants of the 50 participants of district-centre courses in Province 3 perceive training as "highly relevant".	Training Evaluation Proforma.	
4f. By October 2011, PMT and MRRD trainers deliver a 2-day training and awareness-raising course in twelve in peri-urban areas of districts in Province 3, each for 25 participants, designed to raise the quality of sub-national governance, facilitated by CDC members selected at provincial training.	By October 2011, 70% of the 300 participants of peri-urban district courses in Province 3 perceive training as "highly relevant".	Training Evaluation Proforma.	The RGI project able to recruit, select and keep qualified PMTs, and is able to identify suitable facilitators for the district and community-level interventions.
4g. By October 2011, village trainers, who are CDC members selected at provincial training, deliver a 2-day awareness-raising course in 60 communities / villages in Province 3, allowing for separate female and male sessions for 25 participants each time.	By October 2011, 60% of the 1,500 participants of village-level awareness-raising sessions held in Province 3 perceive training as "highly relevant".	Training Evaluation Proforma.	Security conditions permit travel, access and participation in Province 3.
4h. By October 2011, an external organisation evaluates the RGI project with particular focus on the impact of RGI activities in Province 3, and CU/AIMTEIC revise the RGI project approach and materials.	By October 2011, 10 different constituency groups, defined by social location, participate in the evaluation held at the end of the second year of the implementation phase.	Evaluation Report.	The value of the United States Dollar does not fall below \$1.45 to the Great Britain Pound.

Narrative summary	Verifiable indicators	Means of verification	Assumptions
<b>Output 5</b>			
5. By October 2012, governance stakeholders from state, civil society and private sector, located at the provincial, district and community levels in Province 4 are: able to facilitate different forms of partnership between organisations / institutions for public action partnerships(capability); aware of the roles and responsibilities of different actors on both sides of the demand and supply relationship, and the ways in which all actors may participate in the development process (accountability); and able to promote the right to self-development amongst community decision-making bodies and reduction of the needs-based dependency mind-set (responsiveness).	<p>By October 2013, a sample of CDCs is satisfied with DDA planning priorities (reflected in the DDP portfolios) and a sample DDA is satisfied by PDC planning priorities (reflected in the PDP portfolio) in province 3.</p> <p>By October 2013, 10% increased involvement in planning processes by silent constituencies (women, people living with disability, youths etc.).</p> <p>By October 2013, 5% increased multi-institutional (NGO, CSO, private sector, government etc.) involvement in local development.</p> <p>By October 2013, 10% increased number of valid (realistic, funded) projects submitted by CDC (or urban community equivalents) that are rights-based and not needs-based.</p>	RGI Impact Evaluation Report, 2013.	<p>DDAs remain as relevant civil society organisations. If they are disbanded by policy, then other district-level governance bodies can be identified.</p> <p>Local elites or strongmen (commanders, landlords) do not overly influence the planning and prioritisation process at the district level</p>
<b>Activities</b>			
5a. By October 2011, AIMTEIC/CU select Province 4 based on selection criteria and plan RGI project activities for that province. AIMTEIC/CU liaise with major governance organisations and individuals in Province 4; seek permission for intervention from state bodies; select target districts and villages according to criteria; and select trainees for provincial and district level courses according to criteria.	By October 2011, Province 4 has been chosen according to selection criteria, including safety.	Approved work plan, AIMTEIC.	Governors in Province 4 understand the purpose of the project and agree to support its activities, by granting the necessary permissions and permits.
	By October 2011, local authorities in Province 4 have approved RGI activities and have agreed to the work plan.	Approved work plan, AIMTEIC.	
5b. By October 2012, PMT and MRRD trainers deliver six 9-day training and awareness-raising courses at the provincial level, each course for 25 participants, designed to raise the quality of sub-national governance in Province 4, which includes selection of CDC participants who will facilitate RGI activities at district, peri-urban district and community levels.	<p>By November 2011, a total of 150 provincial participants selected in Province 4 for training comply with the selection criteria.</p> <p>By October 2012, 75% of the 150 participants of provincial level courses in Province 4 perceive training as "highly relevant".</p>	<p>MRRD/PMT Trainer reports.</p> <p>Training Evaluation Proforma.</p>	Trainees proposed by participating institutions generally meet the selection criteria.



Activities (Continued)			
5c. By September 2012, PMT and MRRD trainers facilitate six action-learning projects in Province 4 using selection criteria that target core areas of governance - capability, accountability or responsiveness - at the sub-national level designed to further 'learning by doing'.	<p>By October 2012, 70% of all action-learning projects implemented in Province 4 are perceived by participants as "strongly linked" to training materials.</p> <p>By October 2012, 65% of participants state that action-learning project implementation is a highly effective learning experience, one month after completion.</p>	<p>Post-project Evaluation Proforma.</p> <p>Action-Learning Project Completion Report.</p>	Action-learning projects selected by CDCs are realistic in terms of resources and not reliant on NSP block grants.
5d. By October 2012, PMT and MRRD trainers facilitate a review session at the provincial centre of Province 4 on effectiveness of action-learning projects, and information arising from provincial centre training, capture and disseminate lessons learned amongst participating institutions.	By October 2012, 90% of participants who implemented the action-learning projects in Province 4, take part in the review session process.	Post-project Evaluation Proforma.	
5e. By October 2012, PMT and MRRD trainers deliver a 2-day training and awareness-raising course in two district centres of Province 4, each for 25 participants, designed to raise the quality of sub-national governance, facilitated by CDC members selected at the provincial training.	By October 2012, 70% of participants of the 50 participants of district-centre courses in Province 4 perceive training as "highly relevant".	Training Evaluation Proforma.	
5f. By October 2012, PMT and MRRD trainers deliver a 2-day training and awareness-raising course in twelve in peri-urban areas of districts in Province 4, each for 25 participants, designed to raise the quality of sub-national governance, facilitated by CDC members selected at provincial training.	By October 2012, 70% of the 300 participants of peri-urban district courses in Province 4 perceive training as "highly relevant".	Training Evaluation Proforma.	The RGI project able to recruit, select and keep qualified PMTs, and is able to identify suitable facilitators for the district and community-level interventions.
5g. By October 2012, village trainers, who are CDC members selected at provincial training, deliver a 2-day awareness-raising course in 60 communities / villages in Province 3, allowing for separate female and male sessions for 25 participants each time.	By October 2012, 60% of the 1,500 participants of village-level awareness-raising sessions held in Province 4 perceive training as "highly relevant".	Training Evaluation Proforma.	<p>Security conditions permit travel, access and participation in Province 4.</p> <p>MRRD, PMT and community mobilisers in Province 4 are able to generate and sustain stakeholder interest to participate in training and awareness-raising sessions.</p> <p>CDCs remain as relevant civil society organisations. If they are disbanded by policy, then other community-level governance bodies can be identified.</p>
5h. By October 2012, an external organisation evaluates the RGI project with particular focus on the impact of RGI activities in Province 4, and CU/AIMEIC document lessons learned and immediate outputs from the RGI project.	By October 2012, 10 different constituency groups, defined by social location, participate in the evaluation held at the end of the third and final year of the implementation phase.	Evaluation Report.	The value of the United States Dollar does not fall below \$1.45 to the Great Britain Pound.

## Annex 4 GTF 201 (RGI) Materials Produced

The following material has been produced between 01 October 2008 and 31 March 2009. there is no web access to the materials at this time. CU can obtain all of the materials on CDRom and upload them onto the CU Virtual Learning Environment if required, which allows access to authorised people over the internet. This will, however, take considerable time given the large number of sub-documents in each package of materials.

Item	Date	Title or description of material
1.	By 15/12/08	Province to village level: awareness-raising and training curriculum
2.	15/12/08 to 10/02/09	Province to village level: session materials including translation
3.	20/01/09 to 24/02/09	Province to village level: Materials for twenty four 15 to 30 minute dramatic productions / short theatre
4.	20/01/09 to 24/02/09	Province to village level: Posters, sixteen different ones, covering major governance issues emanating from the scoping study
5.	15/12/08 to 10/02/09	Province to village level: Session outlines and specific learning objectives
6.	01/02/09 to 25/02/09	For the PMTs: ToT facilitation guidelines for PMT course
7.	01/02/09 to 25/02/09	For the PMTs: ToT course narrative for PMTs
8.	01/02/09 to 25/02/09	For the PMTs: ToT course narrative for the awareness raising sessions
9.	By 03/03/09	For the PMTs: Guidelines for management and implementation of action-learning projects

## Annex 5 GTF 201 (RGI) Web Update



The first six month foundation phase of the Resilient Governance Initiative (RGI) was completed on 31 March 2009 and the pilot phase is under way.

The Afghan Ministry of Rural Rehabilitation and Development (MRRD) and an Afghan NGO, the Afghan Institute for Management Training (AIMTEIC) and the Enhancement of Indigenous Capacities collaborated with Cranfield University (CU), based in the UK.

The main accomplishments over this period were:

- 6 Master Trainers and 16 Provincial Master Trainers, composed of both MRRD and AIMTEIC staff are now qualified to facilitate sub-national level governance awareness and training and to manage related action-learning projects.
- All of the materials, including twenty four 15-30 minute dramatic productions and sixteen posters with different key governance messages have been developed.

The RGI is now ready to start the pilot phase, which is taking place in Laghman province. In Laghman, members of Community Development Councils, District Development Assemblies, Provincial Councils, commercial organisations, NGOs, as well as individuals, including women, people living with disability and other potentially marginalised groups, will be invited to take part in awareness-raising sessions related to local governance issues. Some of these will be invited to take part in governance action-learning projects in Laghman.

By engaging government and civil society, through these awareness sessions and projects, in an effort to work together around governance issues, they will benefit from greater ability to take part in decisions that affect them. This improves the potential for good governance in the province, from village to provincial level.