



د مدیریت، روزنی او ملی ظرفیتونو  
د لورټیا افغانی انستیتیوت

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

### **ANNUAL REPORT 02: IMPLEMENTATION PHASE**

(Covering the period from to 31 March 2009 to 31 March 2010)

Prepared by Cranfield University

30 June 2010

# TABLE OF CONTENTS

1.	Project Identification Details .....	2
2.	List of Acronyms.....	4
3.	Executive Summary .....	5
4.	Project Management .....	5
5.	Working with Implementing Partners .....	8
5.1	Implementation in Laghman Province.....	8
5.2	Liaison with provincial authority .....	9
5.3	Status of MoU implementation .....	9
5.4	Main provincial courses .....	10
5.5	Awareness Raising Sessions.....	10
5.6	Micro-project .....	10
5.7	Dissemination Workshop .....	11
5.8	Set up in Kapisa Province .....	11
6.	Risk Assessment.....	12
7.	Monitoring and Evaluation .....	13
7.1	Monitoring arrangements .....	13
7.2	Evaluation arrangements .....	14
7.3	Main Key Points following Pilot Phase Evaluation .....	14
8.	Logical Framework Changes.....	15
9.	Emerging Impact on Governance and Transparency.....	15
9.1	Emerging Capability-Accountability-Responsiveness (CAR) Impact.....	15
9.2	Emerging Common Governance Issues .....	16
10.	Cross-cutting Issues .....	17
10.1	Gender.....	17
10.2	Other Vulnerable Groups .....	17
10.3	HIV/AIDS.....	17
11.	Progress towards Sustainability.....	18
12.	Innovation.....	18
13.	Learning from GTF .....	19
13.1	Overall Project Design .....	19
13.2	Working with Partner Organisations .....	19
13.3	Adapting Our Methods and Approaches.....	19
	Annex 1 GTF 201 (RGI) Achievement Rating Scale.....	20
	Annex 2 GTF 201 (RGI) Most Up-to-Date Project Logical Framework .....	27
	Annex 3 Annual Financial Report.....	<b>Error! Bookmark not defined.</b>
	Annex 4 GTF 201 (RGI) Materials Produced.....	37
	Annex 5 GTF 201 (RGI) Web Update .....	38
	Annex 6 Year plan Annual Work Plan .....	39

# CN-201 THE RESILIENT GOVERNANCE INITIATIVE

Annual Report 02 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>	£972,608 (GBP)
<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>
<b>Lead Contact:</b>	<p>Professor Hazel Smith, Chair of Resilience, Resilience Centre, Cranfield University</p> <p>Mobile: +44 (0)784 174 5233</p> <p>Office: +44 (0) 1793 785 471</p> <p>Email: <a href="mailto:h.smith@cranfield.ac.uk">h.smith@cranfield.ac.uk</a></p>
<b>Person Who Prepared This Report:</b>	<p>Edith Wilkinson, Senior Research Fellow, Resilience Centre, Cranfield University</p> <p>Mobile: +44 (0)754 019018</p> <p>Office: +44 (0)1793 785 027</p> <p>Email: <a href="mailto:e.m.wilkinson@cranfield.ac.uk">e.m.wilkinson@cranfield.ac.uk</a></p>

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
CDP	Community Development Plans
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

The Resilient Governance Initiative (RGI) has been developed and implemented through DFID funding aimed at enhancing governance and transparency across the globe. This initiative is established as a result of looking into the DFID “Capability, Accountability and Responsiveness (CAR) framework” from Afghanistan perspective.

The aim of the initiative is to enhance the local governance processes and building confidence in formal governance mechanisms in Afghanistan. The methodology is to target formal and traditional governance mechanisms on sub-national level through training, awareness raising sessions and implementation action learning projects. The desired outcome is development of credible governance institutions that can facilitate effective, equitable and sustainable growth and poverty reduction in the rural areas. The key indicators used to trace the impact of this intervention are:

- a) Improved quality and quantity of inter-institutional partnerships
- b) Satisfaction with different aspects of the sub-national planning process at the state-civil society interface
- c) The presence of rights-based projects in sub-national development plans and the quality and level of participation in developing these plans

The main target audience of RGI is provincial government line departments, community development councils (informal governance structure on village level), civil society bodies and the private sector. The Ministry of Rural Rehabilitation and Development is the principle stakeholder and it is expected that the lessons learned from RGI be streamlined into policy development processes in the ministry.

After piloting RGI in Laghman province, three more provinces will be targeted during the remaining timeframe available for this project. The next location for implementation of this intervention is Kapisa province, which is situated to the north-east of Kabul.

This Annual Report (AR) relates to the implementation phase of the Resilient Governance Initiative (RGI) in the pilot province of Laghman and the initial set-up in Kapisa. The period covered runs from 31 March 2009 to 31 March 2010.

### 4. Project Management

During the current reporting period Professor Hazel Smith, the Head of the Resilience Centre reviewed, restructured and reorganised Resilience activities at CU. The Resilience Centre now provides a hub for a university wide network of risk and resilience related work. The Centre regularly hosts visiting scholars and high calibre experts many of whom provide active input to the MSc Resilience and our other courses. Three new course staffs have been appointed in the area of risk management and the disaster cycle. These new staff add depth and breadth of expertise that offers a substantial support to the RGI project.

The management of CN-201-The Resilient Governance Initiative was handed over to Edith Wilkinson in September 2009.

Edith Wilkinson works in the Resilience Centre of Cranfield University as Senior Research Fellow.

Edith has expertise in the field of management of emergency services operations – with her key proficiency in the use of new technology in emergency work. Edith's most recent work focused in performance management and evaluation for Ministry of Defence and emergency services as well as defining strategic options for new products on the market of Video Based Detection Systems. Ms. Wilkinson works on solutions for disaster management information systems across Europe as part of the EU funded projects. Ms. Wilkinson's specialised research and policy analysis is on information sharing, standardisation and interoperability of agencies involved in disaster and emergency response.

Ms. Wilkinson's background is in European affairs; she worked for the Directorate General for Research of the European Parliament and then as a Consultant monitoring and advising on EU policy.

She was educated in Montpellier (France), obtaining her first degree in Economics and an MSc in Statistics, but also at the University of Reading where she gained an MA in European Studies.

Ms. Wilkinson was involved in assessing the coherence between performance measurement as described in the Defence Balanced Scorecards and the strategic objectives expressed in the UK MOD Defence Plan 2008-2012.

Recently, Edith Wilkinson conducted an evaluation of Conflict and Crisis Management Programme in Ghana. The aim of the evaluation was to assess relevance, effectiveness, efficiency, impact and sustainability of the Conflict and Crisis Management Course. This course has run successfully in collaboration with the Ghana Armed Forces Command and Staff College (GAF CSC) since 2003. The findings of the evaluation will assist the Resilience centre in defining the way forward for the course and the design of similar courses in other parts of the world.

Box 1: Bio of Edith Wilkinson, Project Manager for the GTF Programme

In preparation to the management of the CN-201-The Resilient Governance Initiative project Edith Wilkinson attended a training programme on the Evaluation of Humanitarian Action (EHA) delivered in collaboration with ALNAP. This presented her with the opportunity for learning and exchange between participants from different backgrounds and as well as being exposed to different roles such as evaluators, evaluation managers and users in the field of governance and more generally humanitarian assistance.

CU was hoping to send a representative to evaluate our Afghan partner AIMTEIC's progress during the month of October 2009. Unfortunately, due to increased security troubles in Afghanistan following the election, CU decided to postpone the trip. In order to assess the activities of AIMTEIC and collect feedback from the Pilot training phase of the project, CU used a trusted Afghan local consultant, Mr Mohammed Sediq Rashid, to conduct the evaluation of activities.

Mohammad Sediq 'Rashid' is based in Kabul and is currently in charge of the coordination and management of mine action operations in Afghanistan.

He started his professional carrier in mid 1989. As a young Afghan refugee living in the neighbouring country Pakistan, Sediq, took part of the first humanitarian mine action programme in the world launched to tackle the emerging humanitarian disaster created by landmines and other explosive remnants of war. Following a mine clearance course he was selected to become instructor and as such, facilitated numerous training sessions for 13 months. In October 1990 Sediq joined the Mine Clearance Planning Agency – a non-governmental organization that had recently been formed to conduct mine action surveys. He spent 8 years working in minefields as surveyor/deminer and team leader of a five-man technical survey team.

Sediq was promoted to the mid level management and then joined UN mine action coordination centre for southern parts of Afghanistan based in Kandahar. In 2002, he became the area manager for coordinating and managing mine action affairs in the eastern four provinces of the country. In 2004, he joined the headquarters of the mine action coordination centre of Afghanistan. Initially, he served as a senior national counterpart for the chief of operations, and then in 2006 he was given the responsibility of mine action operations at the time the position of chief of operations was nationalized.

In addition to gaining technical experience in mine action, Sediq also expanded his managerial experience. He is currently a member of the review board for developing the international mine action standards. In 2004 he was one of the participants in the senior mine action managers course that was run by Cranfield University. In 2005 he successfully completed the ISO 9001:2000 and since March 2008 he is part of the first cohort of students of a Master level course in Resilience at Cranfield University. Through his involvement at all levels in various mine action related international discussions, Sediq has now become familiar with the humanitarian mine action sector globally.

Box 2: Bio of Mohammed Sediq Rashid, Evaluator for the GTF Programme



## 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 31 March 2009 and 31 March 2010 that AIMTEIC, with CU support, has conducted listed below.

### 5.1 Implementation in Laghman Province



- Selection of the Province was done by examining issues of feasibility and impact of the project.

The feasibility aspects consisted of:

- safety: sufficiently safe for project activities to take place safely and staff be willing to stay there (critical);
- 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)
- coordination, quality: close enough to Kabul by road or air to allow for coordination and quality management centrally (desirable, not critical); and
- authorisation: MRRD approved as a project location, including willingness to support under the terms of the MoU

In terms of impact, the following issued were considered:

- 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, not critical)
  - 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)
  - supply: a place where there is no other similar governance initiative (desirable)
- Following the selection of Laghman province, 6 pre-urban districts, one rural district (Qarghai) and 10 rural communities within Qarghai district have also been selected as target areas for the project.

## **5.2 *Liaison with provincial authority***

It was extremely important to provide a suitable grounding for the project implementation in Laghman and establishing firm and close contact considered as the key factor to achieve this. Prior to establishing the field office in Laghman, the AIMTEIC RGI team had to brief Laghman authority on the project goal, objectives and implementation strategy and obtained permission. Successful contacts at the project initial stages resulted in a collaborative and friendly working relationship with the local authority which further resulted in attracting its full contribution to the project. Laghman authority fully supported the project and assisted the team to establish contacts with other government actors in the province; it provided free space for the main courses and ensured security to personnel within the provincial centre and outskirt.

## **5.3 *Status of MoU implementation***

The key stakeholder in the RGI project is the MRRD, as it is the main ministry involved in the achievement of the sub-national governance pillar of ANDS.

In order to include MRRD throughout the project, a MoU was signed between Afghanistan Institute for Rural Development (AIRD) and CU/AIMTEIC. The MoU sets out that AIRD agrees to support the project by introducing a focal point responsible for:

- Liaising between AIMTEIC and MRRD at Kabul level
- Assisting the RGI field team in establishing contacts with the provincial authority
- Participating in the evaluation of the project
- Assisting the RGI team in selection of target areas and beneficiaries.

As per the MoU, the RGI team maintains regular contact with MRRD/AIRD, compiles and disseminates important information on the RGI findings and in turn helps to build the focal point's capacity in governance concepts, implementation procedure, M&E process and governance indicators.

#### **5.4 Main provincial courses**

During the period, 4 main courses were run in the Laghman provincial centre for representatives of key governance stakeholders in the district of Qarghai as well as the pre-urban districts and rural communities.



Participants of main courses originated from target groups. They included Laghman provincial and district government officials, civil society organizations (NGOs, associations, unions, CDCs, DDA, individual influential) and private sector organizations.

In all sessions special attention paid to the most isolated and marginalized groups i.e. Women, Youth and disabled.

#### **5.5 Awareness Raising Sessions**

Target communities within the district centre, pre-urban districts and villages benefitted from awareness raising sessions lasting for two half days.



Awareness raising sessions were facilitated by the strongest candidates amongst the trainers of the main provincial courses as identified by PMTs within the class sessions. Equal numbers of awareness raising sessions were conducted for males and females. However, the uptake of participants in the male and female sessions was different. In some target areas, there were only male CDCs and no female ones.



The participants of the Awareness raising sessions in rural community and pre-urban districts consist of CDC members, influential and ordinary dwellers while the composition is different in rural district centre which mainly include the representatives of government sectoral departments, CS and PS organizations within the district.

#### **5.6 Micro-project**

Micro-projects aim to provide a practical foundation for the trainees to experience major elements of the government within small community projects through a participatory process of learning and action. These projects helped the trainees to strengthen the concepts they learned within the class sessions and to differentiate between a project which is based on addressing merely a specific need of a community and the one which expands their right to self-reliance. The projects illustrate the advantages and utility of a right-based approach to development as compare to a need-based approach.



The micro-projects were based on the concept of the development a community saving and investment facility. These micro-projects encouraged participatory processes: from needs assessment to decision making and follow up. Community representatives and CDC members took part in the management of the saving box which serve as community banks. They recommended that the money allocated for the micro-project was deposited as seed money in the saving box and consequently

stimulated villagers to contribute through this saving box to their village development.

In order to disseminate the concept of community saving box (community bank) to village dwellers a one day session was organized in selected village by AIMTEIC mater trainers on

- Benefits of the community saving box
- Ways of contribution to the box
- Existing saving capabilities within the community
- How to mobilize the community to contribute to the saving box?
- How to use saved money for community development?
- The role of the saving box in community self-reliance and poverty reduction
- Ways of managing community saving box

## 5.7 Dissemination Workshop

The Resilience Centre organised a workshop entitled *“Afghanistan: Building Resilient Communities in Provinces Local Afghan and international partner collaboration - Promoting best practice for the future”* on the 30 March 2010.

During this event, were presented and disseminated early results of the project in the context of supporting all stakeholders who are engaged in implementing programmes in support of Afghan reconstruction, especially in relation to good practice in Community Governance. A small number of key players from the project in Afghanistan were invited to share their experiences of engaging with the local level communities and with key stakeholders and to evaluate progress and future scenarios.

The rationale for providing this workshop at this stage in the project was that governments in the UK are in the process of reviewing policy towards Afghanistan and we considered that the experience we had on the ground so far in the provinces would provide an invaluable input into those review processes.

The workshop successfully brought together over 20 people from academia and other interest groups to discuss what resilience is in the Afghan context. Key discussions centred on the nature of the contribution of the RGI project to the resolution of Security and Development issues in Afghanistan. Discussions also took place on what other factors might contribute to a successful Security and Development strategy in Afghanistan.

## 5.8 Set up in Kapisa Province

Activities in the Province of Kapisa started in Feb/March 2010. Initial activities comprised of selecting target district (Hisa-e) and engaging with logistical tasks. These included the search for a new field office, the meeting with stakeholders in Kapisa and the selection of target the areas (Rural district, Semi-urban districts and Villages) within the province

## 6. Risk Assessment

Box 3, below is the updated risk assessment for the RGI project. Please note that overall threats have increased.

ID	Description	Probability	Impact	Score	Risk Mitigation Measures
01	Security risks posed to local partners for participating in RGI	Medium	High	7	<ul style="list-style-type: none"> <li>• Coordinate with state security authorities</li> <li>• Use regular security updates</li> <li>• Revise logical framework so that M&amp;E only requires local travel at key points</li> <li>• Decide on project locations soon before deployment, after significant monitoring</li> <li>• Choose location based on feasibility of coordination, M&amp;E</li> </ul>
02	Security risks at district and community level	Medium	High	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	Medium (increased from low)	High (increased from medium)	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> <li>• Encourage the inclusion of Marhams (male chaperones) to ensure more female participation in an acceptable way to Islamic society</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 for Afghan personnel High for non Afghan staff	Medium	5 7	<ul style="list-style-type: none"> <li>• Consider safe and reliable access routes</li> <li>• Use local means (animals) if required</li> <li>• Continuously monitor security risks</li> <li>• Limit trips outside Kabul</li> </ul>
06	Duplication of services	Low	Low (changed from	1	<ul style="list-style-type: none"> <li>• Monitoring and gathering of accurate data from government and non-government agencies</li> </ul>



			medium)		regarding types of services offered to particular communities by different agencies. • Coordinate with district authorities
07	Community council members tied up in agriculture/ other activities and cannot spare time for courses	Low	Medium	3	• Coordinate at district and community level and agree 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	• Maintain use of visual aids like posters to convey the main messages • Maintain Master Trainers from the same district with similar accent/language • Maintain use demonstration/role plays • Maintain use locally acceptable audio visual material
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 • Maintain close links with MRRD, AIRD when/if appropriate in particular locations for mediation

Box 3: Risk Table for the RGI Project

The security situation in Laghman had been deteriorating. The risks to local staff, partners and participants of RGI have been monitored carefully. The province of Laghman was handed over to the provincial governor in March 2010. The continuation of RGI activities is now focusing on the province of Kapisa.

Kapisa is among the provinces with relatively good security. No security incidents were reported by our local partners. This indicates that as it stands, RGI activities and AIMTIEC operations are not affected by security issues in the target areas.

## 7. Monitoring and Evaluation

### 7.1 Monitoring arrangements

In the reporting period from 31 March 2009 to 31 March 2010, Monitoring and Evaluation (M&E) activities within the RGI project were carefully considered. The following outlines the monitoring procedures used to assess the pilot phase of the RGI Project:

- Assessment of the main provincial courses this included pre-course assessment and end-of-the course assessment
- Assessment of the Awareness Raising Sessions including the monitoring of sessions and the participants' satisfaction survey
- Monitoring of MoU implementation
- Monitoring of Micro-Project

## 7.2 Evaluation arrangements

An evaluation was undertaken on behalf of the Resilience Centre of Cranfield University in order to independently assess the pilot phase of the RGI project that was implemented in Laghman - a province located in the east of Afghanistan. In order to ensure the possible pitfalls and issues are identified and addressed prior to the implementation of the project in the remaining three planned provinces the evaluation had to be done at this point in time. Two reports were submitted reflecting the initial findings of the visits conducted over the first week of Nov. 09 and a final report in March 2010 offers in-depth reflection and findings of the pilot phase of this project.



The evaluation focuses on the pilot phase of the RGI project that was implemented in Laghman province located in the eastern area of Afghanistan.

The primary audience and users of the evaluation report are the Resilience Centre of the Cranfield University, DFID, AIMTEIC senior management, RGI Project Coordinator, Provincial Master Trainers (PMTs) and the Afghan Institute for Rural Development (AIRDR) of MRRD.

The pilot phase of the RGI was successfully completed over a 6 months period during April to September 2009. Four main provincial courses were conducted in the provincial centre of Laghman and 32 awareness raising sessions were conducted in the 6 peri-urban areas, district centre and ten villages of Qarghaee district. A total of 96 governance actors from the state, civil society and private sectors benefited from the RGI via receiving the main training courses in the providential centre of Laghman. A total of 803 local governance actors including 645 ordinary dwellers attended the awareness raising sessions. The female participants of the main provincial courses constitute 15.6% of the total participants while the number of females in the awareness raising sessions is 346 or 43% of the total attendees. The pilot project established four saving boxes in four communities which have been monitored regularly by the PMTs based in Laghman province.

At the end of the pilot phase the PMTs had gained a wealth of experience on how to implement the project. As a result of the organizational learning practice applied by AIMTEIC the lessons learned identified through the internal quality assurance mechanism are continuously taken into consideration. This will no doubt have a positive effect on the replication phase of the project.

## 7.3 Main Key Points following Pilot Phase Evaluation

- The RGI pilot phase has successfully been completed in Laghman province.
- RGI has been widely supported by the provincial and district authorities in Laghman and also MRRD at ministry level.
- The signs of RGI success in the view of MRRD are:
  - RGI to be presented to the key policy makers in the Ministry
  - Promotion of the partnership perhaps through revision of the MoU.
  - A complete set of the training materials requested by MRRD
  - Pertinent training materials of MRRD may be made available to RGI
  - MRRD will evaluate RGI early 2010
  - Recommendation that MRRD liaison person is financially supported through RGI
- Security is a key consideration in selecting the target province of operation.

## 8. Logical Framework Changes

Further information regarding the logical framework during the reporting period, is provided in Annex 2 GTF 201 (RGI) Most Up-to-Date Project Logical Framework.

Our actual expenditure in line with the logical framework is shown in Annex 3.

## 9. Emerging Impact on Governance and Transparency

### 9.1 Emerging Capability-Accountability-Responsiveness (CAR) Impact

This section illustrates two case studies on the impact of the RGI initiative to support CAR objectives. The first case study shows how RGI contributed to improved capability at village and community level of governance assisting institutions to cope with development challenges in equitable manner. The second case study illustrates the impact of RGI on improving accountability of through central government's stakeholder buy in the project.

#### Case Study 1 – Emerging Impact on Capability

##### RGI Capability Objective

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.

##### RGI Project Indicators

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.

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.

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.

The following case study illustrates how capability to meet development challenges has been enhanced by the volunteering of local trainers who delivered Awareness training Sessions in the communities they belonged to. This new form of partnership between AIMTEIC and the volunteer will influence public awareness and ultimately will serve as a model for wider involvement in local-level development.

- **What:** The capability of national governance institutions to meet sub-national development has been enhanced by unplanned achievements of RGI through the volunteering activities of local trainers.
- **Who:** Local beneficiaries of the main provincial courses have volunteered to disseminate their knowledge to other in their own organisations and/or communities.
  - 37 volunteer local trainers (30 males and 7 females).
- **How:** The volunteers delivered Awareness Raising Sessions. RGI team provided the necessary material and audio-visual material for those sessions.
  - 30 Awareness Raising Sessions in their respective communities
  - To approximately 415 males, 321 females, 13 youths and 2 disabled.



- Overall 751 extra beneficiaries received training in an unanticipated way when 803 individuals received awareness training in scheduled classes.
- **Why:** This significant impact on capability is simply due to enthusiasm from the participants to the provincial courses for the RGI. It is also clear that the encouragement for such volunteer activities have been driven by the RGI and AIMTEIC team very successfully.

## Case Study 2 – Emerging Impact on Accountability

### RGI Accountability Objective

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.

### RGI Project Indicators

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

By October 2010, 5% increased multi-institutional (NGO, CSO, private sector, government etc.) involvement in local development.

The second case study shows that the increased awareness of roles and responsibility is of essence when seeking to promote harmonious development. The higher levels of decision-making in Afghanistan have shown growing interest in the lessons learned from the implementation of RGI. It outlines how the national and sub-national government structures are keen to enhance accountability through better awareness of role and responsibility in a rights-based approach.

- **What:** The AIRD part of the MRRD has supported RGI throughout the pilot phase and encouraged the Laghman provincial authorities to cooperate. The encouragements then grew to more active support and buy-in of RGI methodology.
- **Who:** Initially, the partners in the MoU are the parties involved. They comprise of AIMTEIC/CU, MRRD and its branch AIRD. The dissemination of good practice promoted by AIRD implies that new funders (such as GTZ) will be impacted by the findings of RGI
- **How:** The RGI coordinator was invited by the AIRD in a key policy debate session organised by MRRD. Discussions revolved around the role and responsibility of CDC & DDA in the new structure of the local governance in Afghanistan. Following on, the AIRD Manager for Research & Training consulted AIMTEIC on a set of indicators they intended to select for a local governance project. Consequently, AIRD have used RGI's model for strengthening of sub-national governance in a national projects funded by GTZ of Germany. In the provinces of Paktia and Takhar.
- **Why:** The MoU in place proves to be crucial in promoting RGI and furthering its impact.

## 9.2 Emerging Common Governance Issues

At this point in the project, no other case study emerged clearly to illustrate common governance issues or CAR impact.

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

Gender issues have been covered in several aspects and within the entire cycle of this project. Awareness-raising text and supplementary AV materials, that cover civic rights and responsibilities, also cover Gender. Efforts have been made to encourage women's participation at all levels and in each aspect of the project. If possible, balance between male and female beneficiaries in the RGI field team, as participants of main provincial courses and as participants to ARSs.

Laghman is a province dwelled by Pashtoons, Tajiks, Pashai ethnic groups. Working with females especially in remote districts bears risk. In spite of the existing constraints, the RGI team has taken specific measures to encourage female's participation. In the main provincial courses we had a 15.6% female participation while in the Awareness Raising Sessions in villages female participation was as high as 64.5% and in pre-urban district female participation reached 35.5% but in rural district centre participation was nil. This profile of participation within Laghman province capital and Qarghai centre as compared to villages and pre-urban is explained by several reasons. Firstly, there are no major civil organizations in the provincial capital and in the district centre actively advocating for women rights including the equal opportunity for participation in the development process. Government departments dealing with women affairs exist in the provincial structure but their scope of activities and extent of access to females is quite limited. In addition, the risk of attack by insurgents on female activists and workers and female institutions is higher in the urban centre of Laghman than on the female members of CDCs in the villages. Finally, in most of the villages in Laghman the presence of female CDCs beside male counterparts ensures female access to development and their participation in decision making.

The evaluation pointed out that gender issues have been tackle in several way in the project: by *“having some women PMTs as part of the RGI implementation team in the province... [as well as]... having separate session by women for women”*.

### 10.2 Other Vulnerable Groups

Young dwellers and disabled are the two typical social groups in Afghanistan pre-urban and rural communities which are considered to be more vulnerable and marginalized. Every effort is made by RGI team to include of these groups of people. In spite of our efforts, their level of participation as beneficiaries of this project is less expected. The reasons are the following:

- Lack of institutions ensuring the rights of disabled and youths
- Domination of older members of these communities on decision making mechanisms
- Higher level of legitimacy and authority of older members of communities as decision makers at all the mentioned levels
- Lack of overall attention to these groups of people in the society at large

### 10.3 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 pilot phase evaluation suggests that in order to effectively address disability, HIV/AIDS and age, partnership with the relevant organizations should be built. For instance, the Ministry of Public Health should be approached with regard to HIV/AIDs and disability.

## **11. Progress towards Sustainability**

If RGI was wholeheartedly owned by MRRD, its sustainability could be achieved. AIRD within MRRD is optimistic for the outcomes of RGI in relation to good governance. This is important because AIRD is an influential actor in relationship to governance and development in MRRD. Sustainability outcomes are therefore optimised through the buy in of AIRD into the project. Efficient partnership management and effective communication will still however remain a key consideration for the project implementation. The focus on prof partnership management gives the RGI credibility in supporting improved governance policies and strategies.

The evaluation notes that a constraint on sustainability is that there are only 2 focal points for this initiative in MRRD. The evaluation also notes that the networking between national and sub-national level could be expanded. The RGI, for example could become a useful model that could be utilised by the NSP. The evaluation report also indicated that the natural owner for the RGI would be IDLG which is another entity responsible for enhancing governance on the sub-national level. In addition the Afghan National Development Strategy (ANDS) forum is a key stakeholder which should be kept informed of the RGI.

At the sub-national level, the creation of the saving boxes is an example of the sustainable outcomes of RGI. The saving box is maintained by the villagers without any expectation that external actors such as NGOs should fund the facility. This initiative will be reviewed after one year to assess progress towards sustainability.

## **12. Innovation**

One innovation is the management of the saving boxes which were established in 4 selected target villages. As a result of monitoring of these saving boxes it was identified that people in these villages have undertaken novel initiatives such as a fundraising campaign to strengthen the saving box.

This purely voluntary move was initiated by saving box managing committees in target villages. Shortly after establishing these community boxes the committees experienced difficulty in encouraging villagers inside and outside their villages to donate for the saving boxes. Campaigns took place and in several villages money was raised. Although amounts donated were small their value resides in the sense of community that villagers display when donating. This is also a valuable step in the direction of community self-reliance. The concerned villagers are aware that a sustainable and independent development of their communities relies also from the resources raised and mobilized within their communities.

## **13. Learning from GTF**

### ***13.1 Overall Project Design***

Integration of the RGI lessons into the NSP second round of block grant can maximize the impact of good governance initiative and provide a wider coverage opportunity for RGI with fairly less cost. To do this a series of meetings and discussion should start with NSP executive management, perhaps through AIRD as soon as possible. The RGI lessons that can add value to the NSP process can be presented to the NSP executive management. The revision of the NSP training package in light of RGI might be an option for consideration. If this was not possible a parallel arrangement of RGI awareness raising sessions can further enhance the NSP block grant initiative in favour of governance improvement.

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

Using local media (radio and television) should also become a consideration for the follow up projects to RGI. Some of the video materials can be broadcasted where the local TV network or radios are available. Some radio specific materials can also be developed in order to disseminate messages to many people.

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

Enhancing governance takes time. The existing approach of RGI implementation in 4 out of 34 provinces, in 4 districts out of 400 and in 120 out of over 34,000 communities is less likely to have a substantial impact on the sub-national governance on the country level. The awareness raising sessions can be expanded to many communities in the targeted province by having one or two PMTs from the province. The PMTs could support and maintain the network of volunteers for delivering good governance awareness sessions in as many communities as possible. By increasing the number of main provincial courses having participants from all the districts of the targeted province can be beneficial. The PMTs should then have their role expanded to cover networking tasks.

For women to have access to the saving box it may be useful to establish separate saving boxes for them. Difficulties can be experienced by women in the existing approach.

Corruption is one of the main causes of bad governance. RGI has the potential to play a good role in its eradication. It will be wise to build partnership with the corruption eradication entities and ask these to review the RGI materials with an anti corruption mentality.

## 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 31 March 2009 to 31 March 2010. This relates to Output 1 which largely remains unchanged and Output 2 which refers to the activities of this period. Outputs 3 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><u>Purpose</u></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.					
<b><u>Output 1</u></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  Training materials exist	Monitoring of MoU	RGI team maintains regular contact with MRRD/AIRD and exchanges information on RGI to help build the focal point capacity in governance concepts, implementation procedure, M&E process	

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>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.	Unchanged from Annual Report 01 (or 3 July 2009)
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.	Unchanged from Annual Report 01 (or 3 July 2009)
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 Persian.	2 (largely achieved, despite a few shortcomings)	Training materials exist mainly one language and English	No baseline for activities	Translation in other languages is to be considered. Dubbing of the video materials should be also be considered.	The development of materials and translation of should aim at accessing other population
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.	Unchanged from Annual Report 01 (or 3 July 2009)
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.	Unchanged from Annual Report 01 (or 3 July 2009)

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
Accountability	3 (Only partially achieved, benefits and shortcomings finely balanced)	2a- By Sept 2010, 4% increase in the number of CDC projects that satisfy human rights criteria in a sample of 5 communities.	No baseline  Group discussion with members of 5 randomly selected CDCs and their CDPs were investigated	Due to the annual nature of the preparation and review of CDPs in Afghanistan (which starts and ends in March of every year). The next CDP will be issued in a six months timeframe.  During the pilot phase the Logarlam and Khas Konda villages have organized open debates between villagers and the NSP FP. The discussions focused on changes in the composition of the projects in CDP. The follow-up of these debates is still not clear, but there is an expectation of change in their plans.	One of the core concepts delivered through this project was the concepts of needs and right and the differentiation of right-based and needs-based projects. This is the most important responsibility of CDCs to assist their communities to identify such development projects that can ensure their human rights. If there is an increase in the number of the rights based projects in CDP it shows a success.
Accountability	1 (fully achieved, very few or no shortcomings)	2b- By the end of the pilot phase, 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.	Interview with 88 ordinary dwellers within target villages.	Out of 88 individuals interviewed in 5 villages: - 10 confirmed increased participation in planning of development projects from indirect to direct involvement. - 15 confirmed increased participation in the implementation of development projects from indirect to direct involvement. - 4 said, confirmed increased participation in planning and implementation of NSP projects from indirect to direct involvement. - 3 said, confirmed increased participation in development projects from none to direct involvement - Rest of other interviewees said they are not aware of development process ongoing in their village.  <b>As conclusion, an average of 9% of the total interviewees says that they feel improvement in extent of their inclusion in the process of their village development.</b>	According to the NSP, the development process must be carried out within a participatory process and the ordinary villagers must be provided with the chance to take part in different stages of the development projects, i.e. planning implementation and evaluation. Change in extent of participation shows the improvement in accountability of CDCs, the village influential and the NSP FP to the villagers.  Direct participation refers to participation in decision making and management of stages while indirect participation is a passive role in the development (e.g. recipient of aid)



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>Responsiveness</b>	5 (Not achieved)	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.	Group discussion	There is no female as well as youths and disabled members in Qarghai DDA, so, no interview occurred with DDA members as according to indicators.	One of the core principles of human development is inclusiveness; it means everyone must participate in decision-making especially the most marginalized groups i.e. females, youths, disabled and elders. If it happened with our target areas, it would demonstrate a real progress and success.
<b>Responsiveness</b>		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 PC planning priorities (reflected in the PDP portfolio) in each province.	Group discussion with members of target CDCs and members of Qarghai DDA.	According to the pre-pilot phase data, from the total of 10 CDCs interviewed, only 5 of them are satisfied with priorities in DDP and are of opinion that, these priorities respond to merely 30% needs of the member communities. Rest of 5 CDCs interviewed is unaware of the priorities identified in DDP. <b>According to end of the phase data collected from the same samples, from the total 10 CDCs interviewed, all of them satisfied with priorities in DDP and they are of opinion that these priorities respond to around 30% of their needs and problems. This change considered as a progress although it seems to be small.</b> Around all the DDA members were unaware of the PC planning priorities, which shows no change in responsiveness of the PC.	



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>Responsiveness</b>	2 (largely achieved, despite a few shortcomings)	By October 2010 (2011, 2012, 2013) 10% increased number of valid (realistic, funded) projects submitted by CDC and (urban community equivalents) that are rights-based and not needs-based.	Review of plans in the villages and pre-urban districts in CDCs Pre-urban shuras	From the total 69 priorities in CDPs of 10 selected CDCs, 52 are right-based and rest of others are needs-based, while according to the assessment at the end of the phase, the number of right-based priorities is not changed, because the CDPs within the last 6 months remained the same. According to pre-phase assessment from 47 priorities there are totally 21 right-based in development plans of 6 pre-urban districts while rest of 14 is needs based. <b>According to end of the phase assessment ,the number of rights-based priorities in development plans of the same pre-urban districts increased to 25 which shows an increase of 8.6%</b>	
<b>Responsiveness</b>	1 (fully achieved, very few or no shortcomings)	By October 2010, 10% increased involvement in planning processes by silent constituencies (women, people living with disability, youths etc.)	100 ordinary villagers of silent groups (Women, Youths and Disabled).	A total of 33 women, 27 youths and 5 disabled interviewed in 10 villages  - According to pre-phase data from 33 women interviewed, all expressed that they are consulted about the priorities of their village CDP while the same result in post-phase assessment. - Out of 27 youths interviewed in pre-phase assessment, 20 said <u>Yes</u> they are consulted about the CDP priorities and 7 said <u>No</u> while in the 2 <sup>nd</sup> assessment all of the 27 interviewed said <u>Yes</u> - Out of 5 disabled interviewed in pre-phase assessment, 3 of them said <u>Yes</u> they are consulted, while in the 2 <sup>nd</sup> assessment this number raised to 4 - In both of the assessments, the women of 4 villages out of 10 selected expressed that they are not consulted about the CDP priorities at all.  <b>An increase of more than 10% involvement of silent constituencies in planning process of their villages</b>	

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
<p><b>Output 2</b></p> <p>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>	3 (Only partially achieved, benefits and shortcomings finely balanced)	By the end of the pilot phase a sample of 10 CDCs is satisfied with DDA planning priority and a sample of DDA is satisfied by PC planning priorities (reflected in PDP portfolio) in target province of Laghman.	Group discussion with members of target CDCs and members of Qarghai DDA.	<p>According to the pre-pilot phase data, from 10 CDCs interviewed, only 5 of them are aware of the priorities in DDP and were of opinion that, these priorities respond to merely 30% needs of the member communities. The other 5 CDCs interviewed were unaware of the priorities identified in DDP.</p> <p>According to evidence collected at the end of the phase (data from the same samples). All of the 10 CDCs interviewed know about the priorities in DDP and they are of opinion that these priorities respond to around 30% of their needs and problems. This change considered as a progress although it seems to be small.</p>	DDP should reflect priorities of the member villages and PDP should reflect the relevant districts' priorities. If there be a positive change in the level of satisfaction of member CDCs with DDP and the DDAs with the priorities in PDP, it shows that there is a participatory decision-making process applied in priority identification.
	1 (fully achieved, very few or no shortcomings)	By September 2010, 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>No Baseline</p> <p>Method for verification is based on group discussion with the members of DDA to investigate:</p> <ul style="list-style-type: none"> <li>- Existing joint plan of partnerships</li> <li>- Minutes of joint meetings</li> <li>- MoU or contracts signed</li> </ul>	<p><b>Towards the end-of the-phase, the leadership of the DDA confirmed that in Dec. 09 their organization entered into a three-partite agreement with UNOPS and a private construction company, which shows a significant improvement in its capability .</b></p> <p>On Dec 2009, the DDA in Qarghai district sub-contracted a 10 kms village road with a private construction company. The project funded by UNOPS, and beside the contracts management , the DDA is responsible for supervision and monitoring of the project, <b>which shows an improved capability of this organization.</b></p> <p>At the end of March 2010 the project was formally handed over to the provincial governor. He now owns the responsibility for following up the monitoring of the saving boxes, stimulating beneficiary organizations to disseminate knowledge to employees and members, and look after the further changes in performance of the governance institutions.</p>	Establishing consistent and trustful partnerships with each other is one of the major skills the governance actors must obtain. In this particular indicator, by partnership we mean joint plans, joint projects, inter-organizational meetings for different purposes, joint enterprises cooperation for a common cause...etc.

Objective Statement	Achievement Rating for year being assessed	Logical framework indicators	Baseline for Indicator s	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
<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.	1 (fully achieved, very few or no shortcomings)	By May 2009, Province 1 has been chosen according to selection criteria, including safety.	No Baseline	As per AIMTEIC approved work plan Laghman province in Eastern Afghanistan was selected for pilot phase of the project. <b>Following a consultation with government, major NGOs, NSP facilitating partner and representatives of Laghman provincial council, a set of criteria for the selection of the Province and district was agreed. Security, accessibility, existence of female CDCs were among the key criteria. As a result Qarghai district, 10 villages within Qarghai district and 6 pre-urban districts were selected for implementing the pilot phase of the project.</b>	
	1 (fully achieved, very few or no shortcomings)	By May 2009, local authorities in Province 1 have approved RGI activities and have agreed to the work plan.	No Baseline	Prior to setting up the field office in Laghman, the AIMTEIC RGI team briefed Laghman authority on the project goal, objectives and implementation strategy and obtained permission. The successful contacts at the project initial stages resulted to a friendly working relations with authority which further resulted to attraction of its full contribution to the project. Laghman authority fully supported the project and assisted the team to establish contacts with other government actors in the province, it provided a location for the main courses and ensured security of personnel within the provincial centre and outskirt.	It was extremely important to lay proper foundation for the project implementation in Laghman and to establish firm and close contact with the local government.
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.	1 (fully achieved, very few or no shortcomings)	By May 2009, a total of 100 provincial participants selected in Province 1 for training comply with the selection criteria.	MRRD/PMT Trainer reports.	96 persons representing state, civil society and private sector received training in 4 main provincial courses	
2h. By October 2009, CU/AIMTEIC 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.	End of Pilot Phase Report  Evaluation Report	AIMTIEC organised a review meeting of the pilot phase in Oct 09 during which 24 persons In November 09 and January 2010 an evaluation was undertaken on behalf of the Resilience Centre of Cranfield University in order to independently assess the pilot phase of the RGI project that was implemented in Laghman	

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

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></p> <p>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></p> <p>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></p> <p>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 has been a 10% increase in the involvement in the planning processes of silent constituencies</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>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>

	(women, people living with disability, youth etc)		
Narrative summary	Verifiable indicators	Means of verification	Assumptions
<b>Output 1</b>			
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>By April 2009, one MoU exists between the Ministry of Rural Rehabilitation and Development, CU, and AIMTEIC.</p> <p>By April 2009, the English version of AIMTEIC training and awareness-raising materials passes a quality review.</p> <p>By April 2009, three AIMTEIC staff qualify as Master Trainers.</p>	<p>Memorandum of understanding established</p> <p>CU QA report.</p> <p>AIMTEIC report to CU.</p>	
<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.	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 Pashto.	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 Pashto.	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. By April 2009, 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.
3h. By October 2010, CU/AIMEIC evaluate the impact of pilot phase activities in Province 2 and revise the RGI project approach and materials.	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.	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 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/AlMTEIC 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.	Security conditions permit travel, access and participation in Province 4. MRRD, PMT and community mobilisers in Province 4 are able to generate and sustain stakeholder interest to participate in training and awareness-raising sessions. CDCs remain as relevant civil society organisations. If they are disbanded by policy, then other community-level governance bodies can be identified.
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/AIMTEIC 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
10.	Sept 09 to March 10	Monthly Narrative reports of activities
11.	16 November 09	Pilot Phase Completion Report
12.	20 December 09	Interim Evaluation Report of Pilot Phase
13.	March 2010	Final Evaluation Report
14.	30 march 2010	Dissemination workshop entitled <i>"Afghanistan: Building Resilient Communities in Provinces Local Afghan and international partner collaboration - Promoting best practice for the future"</i> , Cranfield University, Shrivenham UK (25+ participants)

## 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.

Following the selection of Laghman as a first province the RGI field office was established and equipped to allow activities to be carried out. The outcomes were as follow:

1. 96 persons representing state, civil society and private sector received training in 4 main provincial courses
2. 803 persons including male, female and disabled received awareness on governance concepts and its major elements in 32 awareness raising sessions.
3. 4 Micro-projects selected and implemented in 4 target villages.
4. 4 Managing committees established in all 4 target villages where the saving boxes were established. The managing committee consists of 3-4 members representing the village CDC, village influential and ordinary villagers is responsible for overall management of the saving boxes
5. A wide range of Audio-visual materials have been developed to support the training to a wide ranging audience. These include text on power point, videos, and posters.

The RGI is now in the process of implementing training in the province of Kapisa in collaboration with the local, members of Community Development Councils, District Development Assemblies, Provincial Councils, commercial organisations, NGOs. All stakeholders 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.

## Annex 6 Year plan Annual Work Plan

For the Period 1 April 2010 to 31 March 2011

GTF Number: CN - 201

Organisation:

Output No.	Description of Activities	Start Date	Finish Date	Verifiable Output for Activity	Responsible
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).			-	
	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.	01/04/10	15/05/10	<ul style="list-style-type: none"> <li>- This will be a participatory procedure and will be carried out in close conjunction with major stakeholders. During this process, one rural district, 30 rural communities (villages) and 6 semi-urban districts will be selected.</li> <li>- This will be done through filling a pre-structured questionnaire which will be done by interviewing samples of randomly selected beneficiaries</li> </ul>	
	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.	11/04/10	11/01/11	<ul style="list-style-type: none"> <li>- Preparing the list of participants</li> <li>- Preparing training facilities including the venue</li> <li>- Completing all logistics and administrative arrangements</li> <li>- Inviting the participants to training</li> <li>- Facilitating each separate 9-days session</li> </ul>	



	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'.	01/06/10	01/01/11	- A total of 6 micro-projects will be identified and implemented for participants' practice in 6 target villages. Each project will be monitored by RGI PMTs twice during the planned year	
	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.	01/04/10	30/03/11	- The MoU signed between the AIMTEIC/CU and AIRD/MRRD is actually a framework of cooperation between the two parties. Both AIMTEIC and AIRD, has their responsibilities. The implementation of this MoU articles will be monitored on a systematic basis.  - Monthly narrative report submitted by RGI team leader to coordinator at the end of each month who then submits a monthly narrative report to CU at the first week of the next month	
	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.	01/06/10	01/01/11	- ARSs in Hisa-e-2 district centre( totally 2 ARSs for 2-half day each)  -	
	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.	01/06/10	01/01/11	- ARSs in semi-urban districts( As a total 12 ARSs in 6 districts, 2-half day each ARS)	
	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.	01/06/10	01/01/11	- ARSs in target villages( As a total 60 ARSs, 2-half day each)	
	3h. By October 2010, CU/AIMTEIC evaluate the impact of pilot phase activities in Province 2 and revise the RGI project approach and materials.	01/10/10	01/02/11	- At the end of the phase, the project's achievements can be assessed by each beneficiary institution through filling of a pre-structured questionnaire  - All aspects of the phase can be reviewed by key stakeholders within an open debate session at the end of the phase  - CU to independently asses progress of RGI	

Output No.	Description of Activities	Start Date	Finish Date	Verifiable Output for Activity	Responsible
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).			-	
	. 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.	01/02/11	31/02/11	<ul style="list-style-type: none"> <li>- Consulting with key stakeholders</li> <li>- Final agreement on a set of indicators for selection of the new target province for RGI operation</li> <li>- Renting a venue for set up of the new field office</li> <li>- Moving the office to the new province</li> </ul>	

Prepared by:CU/AIMTEIC

Date prepared: April 2010

