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CN-201 THE RESILIENT GOVERNANCE INITIATIVE

ANNUAL REPORT 03: IMPLEMENTATION IN KAPISA PROVINCE

(Covering the period from to 31 March 2010 to 31 March 2011)

Prepared by Cranfield University

21 July 2011

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CN-201 THE RESILIENT GOVERNANCE INITIATIVE

Annual Report 03 prepared by Cranfield University

1. Project Identification Details

GTF Number:	CN - 201
Short Title of Project:	The Resilient Governance Initiative
Name of Lead Institution:	Cranfield University
Start Date:	01/10/2008
End Date:	30/09/2012
Amount of DFID Funding:	£972,608 (GBP)
Brief Summary of Project:	<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>

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

2. List of Acronyms

AIMTEIC	Afghan Institute for Management Training and the Enhancement of Indigenous Capacities
AIRD	Afghan Institute for Rural Development
ANDS	Afghanistan National Development Strategy
AR	Annual Report
CAR	Capability, Accountability and Responsiveness
CSO	Civil Society Organisation
CBO	Community Based Organisation
CDC	Community Development Council
CDP	Community Development Plans
CU	Cranfield University
DDA	District Development Assembly
DDP	District Development Plan
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) is currently more than mid way though its implementation. It 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’s 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 the 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 are provincial government level 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 principal stakeholder and it is expected that the lessons learned from RGI be streamlined into policy development processes in the Ministry.

After a pilot phase of RGI in Laghman province, the project was implemented in the province of Kapisa situated to the north-east of Kabul. Another two provinces will be the focus of the next phases. Implementation in the Province of Baghlan which is located on the Northern foot of Hindu Kush Mountains has recently started.

This Annual Report (AR) relates to the implementation phase of the RGI in the province of Kapisa. The period covered runs from 31 March 2010 to 31 March 2011.

3.1. Implementation in Kapisa Province

At provincial level, 6 main provincial courses were run attracting 137 individuals. At community level, a total of 1618 individuals benefitted from awareness raising sessions. All these figures represent an increase from the implementation in Laghman. Previously trained Master Trainers (4 RGI Master Trainers and 3 AIRD master trainers) received refresher training on Partnership, Leadership & Management and Communication. Moreover, 6 Community Saving Boxes were set up and supported the financing of 6 self-help projects identified by target communities implemented in the target villages. However, just as in the first Province, the participation of government departments in RGI sessions continues to be limited.

3.2. Liaison with provincial authority

The support of leaders within governance organizations is one of the key pre-requisites for the success of RGI. This would allow people in position of authority and influence to disseminate the concepts to others and incorporate good governance principles within activities of their organization. Even though the quality of the initiative is acknowledged as well as its implementation features (quality of the training materials and facilitation techniques) it proved difficult to get government officials to attend and take part in RGI in Kapisa. In many instances, institutions sent low level employees to RGI sessions.

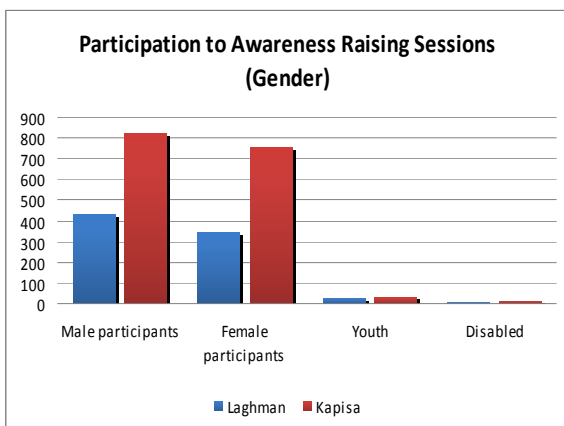
3.3. Main provincial courses

	Laghman	Kapisa
State	52	55
Civil Society	22	77
Private Sector	10	5
Ordinary dweller	12	
TOTAL	96	137

During this reporting period 6 courses were run and attracted 137 individuals including 94 males and 53 females from state, civil society and private sector institutions. They originated from provincial and district centres, pre-urban districts and rural target communities and enhanced their awareness on governance concepts. The sessions were facilitated by 4

RGI provincial master trainers. Each main provincial course was planned for 9 working days, where 7 days were allocated for class session, two days for establishing and monitoring CSB and a one-day Training of Trainers for community facilitators.

3.4. Awareness Raising Sessions - ARS



In Kapisa, 1618 individuals including 818 males, 756 females, 30 youths and 14 disabled enhanced their awareness on the major elements of governance in 60 Awareness Raising Sessions. This represented an improvement on last year in Laghman as is shown in the graph attached. Each two half-day Awareness Raising Sessions provided community representatives with essential messages on governance-related matters. Sessions for males and females were organized separately and were delivered using simple text and posters.

3.5. Community Saving Boxes (CSB) and self-help projects

In the reporting period, 6 Community Saving Boxes (also known as Bait-ul-Mal in the Islamic context) were established in target communities. The management of the CSB was given to an informal community-based management committee consisting of 4 members originating from the village Community Development Council (CDC), village influentials and the village mosque. The management committee works under direct auspices of the CDC and is accountable to the village people but does not replace nor undermine the CDC's authority.

CSB are set up to allow the funding of micro-projects. These projects are rights-based interventions selected by the community in response to local issues. They are identified through a participatory needs assessment process within an overall village gathering. Additional training and awareness sessions are provided to those communities where a CSB is established. Overall, selected projects have given priority to the poorest and most vulnerable members of the community.

3.6. Volunteer Activities

Volunteer activities have been reported on the previous Annual Report and again attention is drawn this year to the positive social value these activities have added. Following RGI field team efforts, mobilisation of trainees in the MPCs and ARSs have led to self-initiated activities within their respective organisations and/or communities.

4. Project Management

The only management change that occurred in the reporting period is the reintegration of Mrs Caroline Richards as the Contract Accountant for CN – 201 after her maternity leave. She took over from Mrs Sarah Smith in October 2010. There were no other changes since last report

5. Working with Implementing Partners

There have been 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 implementation activities in Kapisa. Information about achievements during the reporting period is provided in Annex 1 GTF 201 (RGI) Achievement Rating Scale.

Following the Pilot Phase in Laghman, the main activities conducted by AIMTEIC, with CU support between 31 March 2010 and 31 March 2011 were in the province of Kapisa (see Figure 1).



Figure 1 - Map of Implementation phases of RGI

Liaising with stakeholders is one of the major activities of the RGI program. The implementing partner AIMTEIC have successfully included stakeholders at Provincial level in different aspects of the program, attracting their contribution to the program, strengthening mutual interactions and dialogue between them within a common program and ultimately ensuring the sustainability of the program. Liaison with stakeholders included:

- Selecting the target areas i.e. target province, district, villages, and pre-urban districts
- Deciding on the venue and fixing the date and time for the sessions
- Tackling any possible constraint or hurdle to the program
- Security of the program staff, assets and beneficiaries
- Assessment of the program results (evaluation)

6. Risk Assessment

There have been no security incidents in Kapisa that have impacted the project. However field staff remain concerned with the risks related to travelling to rural communities and on the roads leading to target provinces. AIMTEIC stipulated that the security within the target rural communities was the responsibility of the target community. Prior to travelling to a new community, staff contacted the CDC and community influentials and asked them to provide security during the visit. Target communities totally fulfilled their obligation in this regard

The next chosen province Baghlan is reported to be among the more secure provinces. However, the security situation has been deteriorating over the last two years. A number of the districts in Baghlan province are insecure and insurgency, robbery, theft and abduction are common incidents. Areas with potential security risk have been avoided as much as possible. No major security incident has been experienced by RGI male and female staff so far, but the deteriorating security situation limits the participation of the females in the sessions especially in rural areas. Any incidents will be reported immediately.

Table 2: Risk Table for the RGI Project, below contains detail of the updated risk assessment for the RGI project. Please note that the overall threat assessment has remained the same as for the previous reporting period although a precise assessment is difficult to make.

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"> • Coordinate with state security authorities • Use regular security updates • Revise logical framework so that M&E only requires local travel at key points • Decide on project locations after significant monitoring • Choose project locations based on feasibility of coordination, M&E
02	Security risks at district and community level	Medium	High	7	<ul style="list-style-type: none"> • Hire local DMT teams • Use local transportation rather than rented vehicles • Coordinate with district authorities
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"> • Hire female trainers from within the community (school teachers etc.) • Hire couples or legitimate relatives where possible • Pre-coordination with the community heads/religious leaders/elders • Encourage the inclusion of Marhams (male chaperones) to ensure more female participation in an acceptable way to Islamic society. • Female trainers to avoid some rural areas.
04	Theft	Medium	Medium	5	<ul style="list-style-type: none"> • Avoid transfers of large amounts of

					<ul style="list-style-type: none"> cash Use local vehicles in districts and in communities rather than official vehicles Cell phones or radios with all trainers Coordinate with relevant state authorities/departments
05	Accessibility to Provinces/communities	Medium for Afghan personnel High for non Afghan staff	Medium	57	<ul style="list-style-type: none"> Consider safe and reliable access routes Use local means (animals) if required Continuously monitor security risks Limit trips outside Kabul
06	Duplication of services	Low	Low (changed from medium)	1	<ul style="list-style-type: none"> Monitoring and gathering of accurate data from government and non-government agencies 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	<ul style="list-style-type: none"> Coordinate at district and community level and agree suitable daily times for conducting the training Take harvest times into consideration
08	Low/lack of literacy amongst the participants	Medium	Low (changed from medium)	5	<ul style="list-style-type: none"> 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 of demonstration/role plays Maintain use of locally acceptable audio visual material
09	Conflicts amongst participants/ society/state members	Low	Medium	3	<ul style="list-style-type: none"> 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
10	Delay in transfer of fund between UK and AFGH. Financial uncertainty may impact on implementation	Medium	Medium	5	<ul style="list-style-type: none"> Ensure communication links between CU and AIMTEIC are robust to allow close monitoring and rapid action when problem occurs.

Table 2: Risk Table for the RGI Project

7. Monitoring and Evaluation

Monitoring and Evaluation arrangements are the same as during the last period. The only additional activity was the conduct of an independent mid-term review.

7.1 Monitoring arrangements

Monitoring and Evaluation is recognised as an indispensable tool to provide RGI partners with basic information relating to accountability in the use of the RGI resources.

During the M&E activities, AIMTEIC focused on the following factors:

- Progress - Is the project progressing according to the plan?
- Quality - Does quality of the work completed comply with the standards?
- Resources – Are resources adequate both in quality and quantity and are they utilised as planned?
- Administration - Are administrative arrangements adequate for a smooth execution of the project?
- Problems - What are the problems in each of above mentioned aspects?

The project in this phase has been monitored by the PMTs on a daily basis, by the project coordinator on a monthly basis, and by AIMTEIC leadership every two months. As a result of the regular monitoring, the entire planned activities of the project have been carried out successfully within the planned budget and time frame.

The methodology applied for collecting data about the above mentioned questions involved questionnaires, interviews (group and individual) both with the project staff and beneficiaries, direct observation and evidence checks.

7.2 Project Evaluation

An evaluation of RGI to find out whether expected project results were achieved and also to identify the lessons learned was carried out through participatory process in which key stakeholders mainly at sub-national level were invited to comment on outputs, outcomes and impacts. Methods including: a questionnaire; interviews; comparison of Baseline data collected before and at the end of the phase; review session; and opinion survey (beneficiary organisations and individuals) were used.

7.3 Mid-Term Review

During the reporting period, a mid-term review of RGI took place. This independent assessment of the progress and performance of the RGI was conducted by an independent consultant, Mohammad Sediq Rashid who was evaluator of RGI during the pilot phase. Finding a reliable evaluator has been critical as the current security situation in Afghanistan prevents easy access to Provinces for non Afghani nationals. We are conscious that in this time of conflict, reaching the communities is problematic and discussing governance can also be challenging.



Figure 2 - Meeting the Head of the Economy Department, Kapisa Provincial government office

The Terms of Reference of the mid-term review were drafted in November 2010. Particular care was given to the independent nature of this review. It was clearly pointed out that AIMTEIC and CU should not be involved in this evaluation except as a source of data and should not be involved in the recommendations. This is normal practice for any evaluation. There should be a separation between the evaluator and the managers of the programme that is being evaluated. Without this the evaluation would lose its credibility and impartiality.

The mid-term review (MTR) was conducted between 29 November 2010 and 22 January 2011, and the report was submitted on 28 January 2011.

7.4 Follow up on MTR feedback

Feedback on the project's achievements has been provided following the submission of the MTR report. The feedback was taken into consideration in various ways – one was within the Statement of Work (SoW) linking Cranfield University and AIMTEIC. A copy of the SoW for the RGI Third Phase is included in Annex 7: [AIMTEIC Extract of SoW – Enabling Activities](#). The review of training material is covered in the SoW.

Specific comments on RGI activities related to the concern that there were a range of disparate governance initiatives in Afghanistan that lacked cohesion. This comment originated initially in the RGI MTR report but did not refer specifically to the GTF programme; it referred to the overall efforts to tackle governance issues in Afghanistan by a wide range of stakeholders. Various initiatives exist and may be sponsored by International Organisations, NGOs or national initiatives from a number of countries. The coordination of efforts in this field is an issue that does not fall within the remit of RGI.

In addition, a note must be made regarding Cranfield University's value added. AIMTEIC has provided a statement on the added value of the partnership with Cranfield. A list of Cranfield's contribution to RGI was provided. Nevertheless, it is important to point out that budgetary rules limit Cranfield University costs to roughly 15% of the overall RGI budget. Cranfield's effort is actually greater than the budget allows, however not all days worked by Cranfield staff have been claimed. Further clarification can be found at Annex 8: Cranfield

University breakdown of activities and this will hopefully clarify Cranfield's contribution and added value to RGI.

8. Logical Framework Changes

No changes were made to the logical framework in the reporting period. Information regarding the achievement of RGI towards the logical framework is provided in Annex 2 GTF 201 (RGI) Most Up-to-Date Project Logical Framework. Actual expenditure in line with the logical framework is shown in Annex 3.

9. Emerging Impact on Governance and Transparency

This section illustrates two case studies on the impact of the RGI initiative to support GTF objectives.

9.1 Case study 1- RGI explores the concept of Bait-ul-Mal to promote community saving and self sustainability

Mrs Saifora Kohistani, Head of the Women's Affairs Department in Kapisa believes that by exploring the concept of Bait-ul-Mal to promote community saving and self sustainability, RGI is particularly helpful in complementing the second round of NSP block grant scheme in creating sustainable jobs for women in the province".



The concept of Community Saving Boxes (CSB) can be referred to as Bait-ul-Mal in the Islamic context. The RGI team have examined the origin of the concept and traced it to the age of Prophet Hazrat Mohammad, when Bait-ul-Mal was considered as the first public fund; it later played a great role in poverty reduction among the poorest communities and tribes.

The full story can be found in Annex 9: Short Articles about the emerging impact of RGI

9.2 Case study 2 - The strong support from volunteers gives RGI encouragement and inspiration

Faizan Patan, Head of Information and Culture Department of Laghman province declared that following the participation of two of his department's staff to RGI training workshop, he had been convinced that the initiative was useful. Since, his organisation promotes governance as one of the main items on agendas of meetings and conferences it facilitates. Governance is now regularly raised as an issue relevant to the Department.



Volunteering is a positive social value, which was badly affected within the last three decades of war and migrations in Afghanistan. The RGI field team has encouraged this ethical value in target areas by convincing and supporting the trainees in the main provincial courses as well as in the awareness raising sessions to plan and implement self-initiated activities within their respective organisations or communities.

The full story can be found in Annex 9: Short Articles about the emerging impact of RGI.

10. Cross-cutting Issues

10.1 Gender

A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, to have opportunity to improve or maintain their well being.

RGI training materials cover civic rights and responsibilities also cover gender. The RGI implementing team has ensured a logical balance of Gender in different aspects of the project, as follows:

- Trainees of main provincial courses
- Trainees of ARSs
- Community facilitators
- Beneficiaries of self-help projects

In addition, opinions of both male and female have been sought on the following issues:

- Setting criteria for selecting the project target areas
- Selecting the trainees for MPCs and ARSs
- Deciding on venue, date and time of MPCs and ARSs
- Identifying the community development priorities funded through the CSB.
- Identifying solutions to community problems
- Selecting the beneficiaries for self-help projects
- Evaluation of the project results and etc.

Male and female participation in the project as illustrated in the chart below:

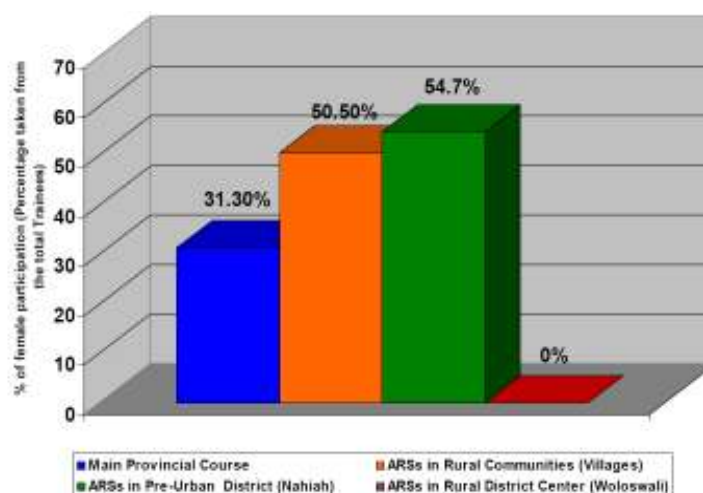


Figure 3 - Male and female participation in RGI

10.2 Other Vulnerable Groups

Other segments of the Afghan society especially in rural areas like youths, particularly those of under 18, persons with disabilities, families just returned from long migrations are widely excluded from decision-making processes. This discrimination affects negatively the credibility of the system as a whole, and can be detrimental to social stability.

RGI field team has made every effort to overcome the effects of discrimination. The situation was better in Kapisa as compared to Laghman province, and a wider participation of vulnerable groups was obtained.

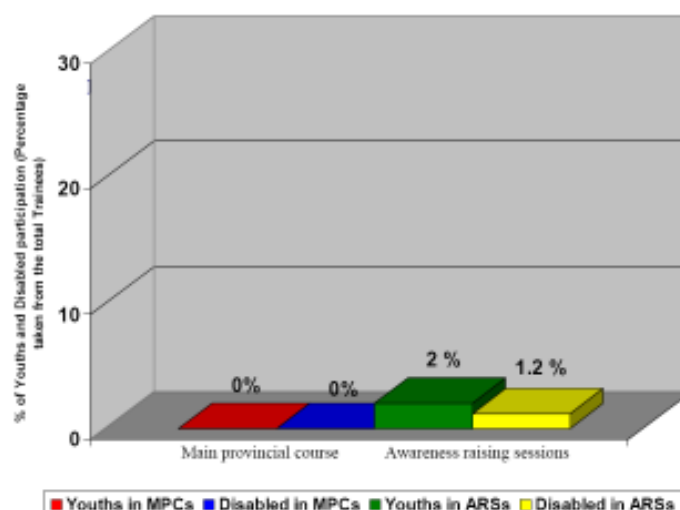


Figure 4 - Participation of vulnerable groups

10.3 Analysis of weak participation of vulnerable groups

The variation in the level of participation of male and female participants in the province and district centre as compared to the villages was to be expected. Nevertheless the low to very low participation of female, youths and disabled participants in Kapisa provincial capital and target district centre as compare to villages and pre-urban districts is significant. There are many impediments that prevent to achieve wider inclusiveness in RGI and in the development process as a whole, but the leading ones come as follow:

- There are no major civil organizations in province and district centres actively advocating for the rights of excluded groups of citizens, although few government departments existed in provincial structure dealing with women, youths and disabled affairs but the lack of experience and limited resources, limit their scope of activities and extent of access to these groups.
- In most of the villages in Kapisa there are female CDCs beside male ones, and in some of them we have youths' councils as well, which ensure the access of these groups to decision-making process
- Higher level of legitimacy and authority of elder members of communities which lead to their domination over decision-making mechanisms is the other reason. Some of the elders especially in our rural communities are still in opinion that the females shall not take part in decision-making because they are female and Islam forbids their appearance in public, although Islam does not forbid them from participating in decisions which affect their life, if they observe Hijab. They also think, the youths also may not be part of decision –making because they are young and inexperienced and the disabled are too physically ill to participate. This is unfortunate that in some of the areas the decision-making authority still keeps a hereditary form, it can be passed on from father to son and so on.
- Lack of overall attention to these groups of citizens
- Deteriorating security and fear of Taliban revenge

11. Progress towards Sustainability

The sustainability of RGI is an issue which the partners are engaging. It is expected that the lessons learned as a result of four years implementation of RGI are actually streamlined into national development processes and have principally influenced national policies on the development of sub-national governance.

The most recent Statement of Work in Annex 7: **AIMTEIC Extract of SoW – Enabling Activities** proposes a road-mapping exercise of governance activities at province or district level in Afghanistan. In doing so, partners will attempt to provide a picture of existing governance stakeholders' roles and responsibilities to inform and guide any future initiatives in this area.

AIMTEIC has begun a stakeholder analysis identifying key actors:

- Afghan Institute for Rural Development (a department within the Ministry of Rural Rehabilitation and Development)
- The Independent Directorate for Local Governance is a government department, directly responsible with issues related to sub-national governance
- Provincial and district government authorities are potentially key partners for field activities

Once actors and roles are recognized, strategies can be outlined to engage various stakeholders. RGI will promote continuous partnership management and effective communication throughout the project implementation – such practice will promote sustainability.

Another aspect of RGI sustainable achievements are the creation of the saving boxes. Once the saving box is set up and maintained by the community without expectation that it will further be funded by humanitarian organizations its function can remain valuable to the community. The MTR report outlined that a visit to Laghman (where RGI project is no longer active) confirmed the existence saving boxes still in operation in communities that had set it up a year prior. This is an indicator of success from a sustainability perspective.

12. Innovation

RGI has demonstrated its capacity to innovate in various aspects:

- RGI partners are engaging in the study of the Community saving boxes in the next phases of the project: Where, when and why are they successful? Conversely, where, when and why do they fail?
- In Kabul, AIMTEIC will present RGI to a strategic audience and offer to disseminate widely the initiatives and its lessons learned.
- Volunteers' sessions are to be promoted by carrying out a systematic campaign within the target governance institutions to take the lead and disseminate RGI concepts.

13. Learning from GTF

Based on findings of the mid-term review the Resilient Governance Initiative by promoting good governance in Afghanistan can be helpful in maintaining the stability of Afghan state-society relationship.

Monitoring and Evaluation activities carried out by the local partners have identified key points during the implementation in Kapisa, as follow:

- A participatory approach in every stage of the project cycle and in all aspects ensures real participation and enhances the ownership to the project
- Islamic interpretation of the governance concepts ensures the trust of ordinary Afghans and the Islamic clerics to the project
- Observance of the cultural and religious sensitivities of the people with whom we are working ensures the high commitment of the core beneficiaries to the project
- Since governance is a multi-dimension challenge, so a complex action (by all stakeholders) is required to strengthen it.
- Any misjudgement on the level and background of training participants may result in inadequate selection of training methodologies and further inconsistency between the actual achievements and expected (planned) results.
- Irregularity in measurement of the results at all stages and levels of the project results in an inconsistent picture of actual achievements.

RGI can be classified as a project that is complex, highly ambitious and concerned with one of the top priority change initiatives (enhancing governance) in the post conflict environment.

The MTR report states that a “process designed to facilitate learning during RGI’s implementation can ensure a desirable and resilient governance model for the country. RGI project document refers to the learning process and affirms that RGI by its design is a learning project. The appraisal process includes preparation of several reports such as the inception report that covers the detailed account of the foundation phase, four annual reports, a midterm review and a completion report. Moreover independent evaluations at the distinct milestones of the project delivery have been also planned. Regular meetings are being held with the key stakeholders, thus the knowledge transfer is being facilitated.”

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 2010 to 31 March 2011. Output 1 and 2 largely remains unchanged and Output 3 refers to the activities of this period. Outputs 4 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
<u>Purpose</u> 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.					
<u>Output 1</u> 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
Activities 1a. By December 2008, conduct scoping study that establishes major governance organisations and individuals within the target provinces, permission for intervention from state bodies, selection criteria for participation and content of awareness raising materials.	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 is 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 rights-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 confirmed increased participation in planning and implementation of NSP projects from indirect to direct involvement. - 3 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. 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.	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
Responsiveness	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.
Responsiveness		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. According to end of the phase data collected from the same samples, from the total 10 CDCs interviewed, all of them are 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 progress although it seems to be small. 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
Responsiveness	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. 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%	
Responsiveness	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 nd 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 nd 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. An increase of more than 10% involvement of silent constituencies in planning process of their villages	

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>Output 2</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"> - Existing joint plan of partnerships - Minutes of joint meetings - MoU or contracts signed 	<p>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 .</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, which shows an improved capability of this organization.</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 Indicators	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
Activities 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. 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.	
	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	AIMTEIC 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	

Objective Statement	Achievement Rating for year being assessed	Logical framework indicators	Baseline for Indicators & Method	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
<p><u>Purpose – Province 2</u></p> <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>	2 (largely achieved, despite a few short-comings)	<p><u>Capability:</u></p> <p>1a. By September 2010, one partnership exists between commercial NGOs, CSO and/or government organizations for local level development as a result of awareness raised by this project</p>	<p>Group discussion with the members of DDA in target district</p> <ul style="list-style-type: none"> • Existing joint plan of partnership • Minutes of joint meetings between the partners • MoU or/and contract signed between partners 	<p>As according to the baseline data collected before the phase, there was no significant partnership between the DDA and other governance institutions. While the scene is different at the end. Now the DDA recognized the importance of partnerships and is actively partnering with district sectoral departments, district court and police HQ, the UN agencies and Non-governmental organizations in different aspects like security, education and health problems re-integration, resettlement of returned families and development projects which considered as a significant change in way of thinking and performance. As according to the chairman of DDA, this institution is now actively and effectively engaged in debates on different aspects of life in the district, and this positive change occurred as a result of awareness provided by RGI.</p>	
		<p><u>Accountability:</u></p> <p>2a. By September 2010,, 4% increase occurred in the number of CDC projects that satisfy human rights criteria in a sample of 10 communities</p>	<ul style="list-style-type: none"> - Group discussions with members of 10 randomly selected CDCs. - Check CDP - 10 CDCs surveyed 	<p>The total number of rights-based projects in CDP of the selected 10 CDCs was 44 as according to the data collected before start of the phase, while this number increased to 57 according to the data collected at the end, which shows an increase of 23%. Since this change occurred as a result of RGI, we deem it as a positive development.</p>	<p>Development doesn't mean to fulfil merely urgent needs of the people; instead it ultimately aims to assist the people to get self-reliant. Development through a rights-based approach which ensures the right to self-reliance through participation is the right development</p>
		<p><u>Accountability:</u></p> <p>2b. By September 2010, 2011 and 2012, 5% of the community</p>	<p><u>Method used:</u></p> <ul style="list-style-type: none"> - Interview with community 	<p>Assisting the citizens to get the agent of development rather than being its passive receivers is the key element in responsiveness of governance institutions. Planning, Implementation and Evaluation are the stages</p>	<p>The development process must be carried out within a participatory process and everybody in the community</p>

		<p>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>members</p> <ul style="list-style-type: none"> - Minutes of public discussions - Sample = total 208 individuals interviewed in around 29 target communities 	<p>of development interventions in which the people shall participate, which can be either direct or indirect.</p> <ul style="list-style-type: none"> • 51 said they had indirect participation in planning of development projects, while they are now participating directly • 88 said they indirectly participated in implementation of DPs and now their participation is more direct • 11 Interviewee said there is no change in their indirect participation in planning and implementation of DPs • Rest of 58 individuals expressed that their participation in planning and implementation of the DPs was direct before the phase while it remained unchanged at the end • Around all individuals interviewed expressed that they still have no participation in evaluation of the DPs. Actually, there is still no systematic evaluation of DPs has taken place 	<p>shall be provided with the chance to participate in different stages of development, i.e. planning, implementation and evaluation.</p> <p>The level of participation in preparation of CDP is a measure of the extent to which citizens can access decision-making processes and hold public institutions to account.</p> <p>Conclusion:</p> <p>From the total villagers interviewed an average of 30% expressed that there is an improvement (increase) in their inclusion in development process, but it is necessary to mention that, this increase does not occupy the entire cycle of development process. As mentioned above, the culture of evaluation of the DPs still has not been adopted in these communities</p>
	<p>3</p> <p>(Only partially achieved, benefits and shortcomings finely balanced)</p>	<p>Responsiveness:</p> <p>3a. By September 2010, 2011 and 2012, there has been a 10% increase in the number of female DDA members in target province that are satisfied with the</p>	<ul style="list-style-type: none"> - Group discussion - DDP - • PDP - Female members of DDA. 	<p>Although there is 8 female members in the DDA of Hisa-e-(2) of Kohistan district in Kapisa, but according to the chairman of this organization, the male have no consultation with them. Unfortunately the situation in this regard has not been changed significantly as a result of RGI, although, the male members promised to include them in decision-making. As according to our research, the leading reason behind the exclusion of the female members is the cultural restrictions and the fear of</p>	<p>The DDA is a civil society organization which has influence over the government planning process. One of the core principles of human development is the inclusiveness, especially in the case of the most</p>

		PDP priorities.		<p>Taliban revenge, although the situation in the district is peaceful now.</p> <p>Recommendation:</p> <p>A second post-project assessment of this specific institution is recommended.</p>	<p>marginalized groups like females, youths and disabled.</p> <p>The quality of female participation within the DDAs, indicates the extent to which this process is responsive to traditionally excluded constituencies (in this case women)</p>
<p>Output 3 (Province 2)</p> <p>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>	<p>1</p> <p>(fully achieved, very few or no shortcomings)</p>	<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>	<ul style="list-style-type: none"> - Group discussion with members of selected CDCs and members of DDA in Hisa-e-(2) of Kohistan district - CDPs - DDP of Hisa-e-(2) of Kohistan district - PDP 	<p>As according to the assessment done before the phase, from the total of 10 CDCs interviewed in target district, only 8 of them are aware of the priorities in DDP, and expressed that, these priorities respond to 7-10% of their needs while according to the data collected at the end of the phase from the same samples, from 10 CDCs interviewed all of them are aware of the priorities in DDP and expressed that these priorities respond to around 40% of their needs and problems, which shows an increase in the level of CDCs satisfaction.</p>	<p>Actually, the DDP must reflect the priorities of member villages and PDP must contain the relevant districts' priorities. If there be positive change in the extent of satisfaction of member CDCs with priorities in DDP and the DDAs with the priorities in PDP, it indicates that there is a participatory process applied in priority identification.</p>
		<p>By October 2011, 10% increased involvement in planning processes by silent constituencies (women, people living with disability, youths etc.)</p>	<ul style="list-style-type: none"> - Individual interviews - CDPs of the selected villages - Ordinary villagers from the silent groups 	<p>According to pre-phase assessment from the total of 71 females, 103 youths and 22 disabled interviewed 53 females, 62 youths and 6 disabled said that, they were consulted about the priorities of their village CDP, while 18 females, 41 youths and 16 disabled expressed that, they are not consulted.</p> <p>• As per the end-of-phase assessment, from the total of 71 females, 103 youths and 22 disabled interviewed, 69 females, 98 youths and 21 disabled said that, they are consulted about the priorities of their village CDP, while 2 females, 4 youths and 2 disabled expressed that they</p>	<p>Although the composition of CDCs is up to 50% female, but it may not constitute their real participation in decision-making process.</p> <p>One of the top priorities of the RGI is to encourage the most marginalized and silent social groups to participate in development of their communities including in</p>

				are not aware of priorities in their village CDPs. Conclusion: As per comparison of the data collected before and at the end of the phase, an average of 15% increase occurred in participation of silent groups in planning	decisions for planning of DDPs. An increase in participation of these groups in planning processes can be considered as a real progress
		By October 2011, 5% increased multi-institutional (NGO, CSO, private sector, government etc.) involvement in local development.	<ul style="list-style-type: none"> - Group discussion with members of CDCs - Joint frameworks - Joint action plans - Minutes of joint meetings 	<p>From the total of 30 CDCs interviewed only two of them said that there are other institutions existed in their villages like agriculture cooperative, conflict resolution council and their CDCs partnering with them in terms of conflicts resolution in their community, finding market for agro-production, etc. As according to the assessment done at the end of the phase with the same samples, from the total of 30 CDCs interviewed, 7 of them expressed that there are other institutions also existed in their communities like: kindergarten, agriculture cooperatives, schools, capacity building course, football and volleyball clubs, conflict resolution council and so on; and their CDCs partnering with them in:</p> <ul style="list-style-type: none"> o Ensuring security o Finding market for agro-productions o Resolving conflicts o Establishing sports clubs and...etc <p>Conclusion: There is an average of 15% increase in the number of partnerships between the CDCs and other existed institutions</p>	<p>The state, civil society and private sector institutions as per their roles, shall somehow be involved in development of their respective communities at sub-national level.</p> <p>They have to establish different partnerships with each other. An increase in their involvement in development process from one side and partnering with each other from other side considered as a progress.</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.	<ul style="list-style-type: none"> - Review of the development plans in the villages and pre-urban districts - CDPs - Development 	<p>According to the pre-phase assessment from the total of 250 projects in CDPs of 30 target villages, 139 are rights-based and 111 are needs-based, while according to the data collected from the same target CDCs at the end of the phase, the number of rights-based projects in CDPs are 182 while the number of needs-based projects are 111.</p> <p>Conclusion:</p>	<p>Rights-based projects are those which ensures the constitutional rights of the citizens while needs-based projects covers merely their immediate needs. So in a good governance system in order to ensure the rights of the citizens to self-reliance,</p>

			<ul style="list-style-type: none"> t plans of pre-urban districts - CDCs - Pre-urban shuras 	<p>There is about 17.2% increase in the number of rights-based priorities at the end of the phase as compared to the figure at the start.</p> <p>According to pre-phase assessment in 6 pre-urban districts in Kapisa around 23 of the total 43 projects in development plans are rights-based, while this figure increased to 46 in development plan of the same districts which shows an average increase of 23%</p>	a rights-based approach shall be adopted in development rather than a needs-based approach.
<p>Activiies 3 (Province 2)</p> <p>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>	1 (fully achieved, very few or no shortcomings)	<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>	- AIMTEIC plan/ monthly reports/End of Phase report	<p>Kapisa selected according to agreed criteria</p> <p>Local authorities approved RGI and assisted the project in its implementation.</p>	
<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>	2 (largely achieved, despite a few shortcomings)	<p>By November 2009, a total of 150 provincial participants selected in Province 2 for training comply with the selection</p> <p>By October 2010, 75% of the 150 participants of provincial level courses in Province 2 perceive training as "highly relevant" criteria.</p>	- AIMTEIC plan/ monthly reports/End of Phase report	<p>During this reporting period 6 courses were run and attracted 137 individuals including 94 males and 53 females from state, civil society and private sector institutions.</p> <p>Related reports of achievements on this issue are found within the RGI Annual Report 03</p>	
<p>3c. By September 2010, PMT and MRRD trainers facilitate six action-</p>	1	<p>By October 2010, 70% of all action-learning</p>	- AIMTEIC plan/	<p>In the reporting period, 6 Community Saving Boxes (also known as Bait-ul-Mal in the Islamic context) were</p>	

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'.	(fully achieved, very few or no shortcomings)	projects implemented in Province 2 are perceived by participants as "strongly linked" to training materials.	monthly reports/End of Phase report	established in target communities. Related reports of achievements on this issue are found within the RGI Annual Report 03	
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.	2 (largely achieved, despite a few short-comings)	By October 2010, 90% of participants who implemented the action-learning projects in Province 2, take part in the review session process.	- M & E arrangements	Related reports of achievements on this issue are found within the RGI Annual Report 03	

<p>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.</p> <p>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.</p> <p>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.</p>		<p>By October 2010, 70% of participants of the 50 participants of district-centre courses in Province 2 perceive training as "highly relevant".</p> <p>By October 2010, 70% of the 300 participants of peri-urban district courses in Province 2 perceive training as "highly relevant".</p> <p>By October 2010, 60% of the 1,500 participants of village-level awareness-raising sessions held in Province 2 perceive training as "highly relevant".</p>	-	<p>In Kapisa, 1618 individuals including 818 males, 756 females, 30 youths and 14 disabled enhanced their awareness on the major elements of governance in 60 Awareness Raising Sessions.</p> <table><tr><th></th><th>2009-10</th><th>2010-11</th></tr><tr><th></th><th>Laghman</th><th>Kapisa</th></tr><tr><td>Peri-urban</td><td>11</td><td>10</td></tr><tr><td>Rural district centre</td><td>2</td><td>2</td></tr><tr><td>Rural Communities</td><td>19</td><td>48</td></tr><tr><td><i>Number of courses</i></td><td>32</td><td>60</td></tr></table> <p>Related reports of achievements on this issue are found within the RGI Annual Report 03</p>		2009-10	2010-11		Laghman	Kapisa	Peri-urban	11	10	Rural district centre	2	2	Rural Communities	19	48	<i>Number of courses</i>	32	60	
	2009-10	2010-11																					
	Laghman	Kapisa																					
Peri-urban	11	10																					
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<i>Number of courses</i>	32	60																					
<p>3h. By October 2010, CU/AIMTEIC evaluate the impact of pilot phase activities in Province 2 and revise the RGI project approach and materials.</p>	<p>1 (fully achieved, very few or no shortcomings)</p>	<p>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.</p>	- MTR	<p>The mid-term review (MTR) was conducted between 29 November 2010 and 22 January 2011, and the report was submitted on 28 January 2011.</p>																			

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

Narrative summary	Verifiable indicators	Means of verification	Assumptions
Goal			
<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>
Purpose			
<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>Capability</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>Accountability</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>Responsiveness</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
Output 1			
1. By April 2009, an Afghan awareness-raising and action-learning project management capability exists based on good understanding of sub-national governance needs and strong institutional support.	<p>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>	
Activities			
1a. By December 2008, conduct scoping study that establishes major governance organisations and individuals within the target provinces, permission for intervention from state bodies, selection criteria for participation and content of awareness-raising materials.	By December 2008, interviews with 90% of the key RGI stakeholders are completed.	CU Scoping Study Report	
1b. By April 2009, establish and maintain strong institutional support for the RGI project.	By April 2009, MRRD has participated in at least 60% of all pre-identified, unfunded areas of cooperation outlined in Memorandum of Understanding (MOU).	MOU, AIMTEIC annual reports.	
1c. By April 2009, develop all awareness-raising materials for the RGI project, Training of Trainers level in English, and province to community level in 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
Output 2			
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>
Activities			
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 October 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
Output 3			
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>
Activities			
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/AIMTEIC 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
Output 4			
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
Activities			
4a. By October 2010, AIMTEIC/CU select Province 3 based on selection criteria and plan RGI project activities for that province. AIMTEIC/CU liaise with major governance organisations and individuals in Province 3; seek permission for intervention from state bodies; select target districts and villages according to criteria; and select trainees for provincial and district level courses according to criteria.	By October 2010, Province 3 has been chosen according to selection criteria, including safety.	Approved work plan, AIMTEIC.	
	By October 2010, local authorities in Province 3 have approved RGI activities and have agreed to work plan.	Approved work plan, AIMTEIC.	
4b. By October 2011, PMT and MRRD trainers deliver six 9-day training and awareness-raising courses at the provincial level, each course for 25 participants, designed to raise the quality of sub-national governance in Province 3, which includes selection of CDC participants who will facilitate RGI activities at district, peri-urban district and community levels.	By November 2010, a total of 150 provincial participants selected in Province 3 for training comply with the selection criteria.	MRRD/PMT Trainer reports.	Trainees proposed by participating institutions generally meet the selection criteria.
	By October 2011, 75% of the 150 participants of provincial level courses in Province 3 perceive training as "highly relevant".	Training Evaluation Proforma.	
4c. By September 2011, PMT and MRRD trainers facilitate six action-learning projects in Province 3 using selection criteria that target core areas of governance - capability, accountability or responsiveness - at the sub-national level designed to further 'learning by doing'.	By October 2011, 70% of all action-learning projects implemented in Province 3 are perceived by participants as "strongly linked" to training materials.	Post-project Evaluation Proforma.	

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

Narrative summary	Verifiable indicators	Means of verification	Assumptions
Output 5			
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>
Activities			
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

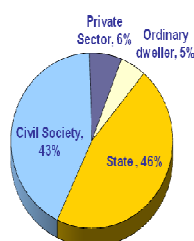
The following material has been produced between 01 October 2008 and 31 March 2011.

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 11	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 of the Pilot Phase
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)
15.	18-25 Sept 2010	Visit to the CU at Shrivenham - Managing Disaster Management Course for AIMTEIC staff - IED awareness session and visit for AIMTEIC staff
16.	21 Sept 2011	Dissemination event - Presentation of the RGI to Cranfield guests. The purpose was to share the experiences of working with local communities in Afghanistan.
17.	12 January 2011	Mid-Term Review Interim Report
18.	28 January 2011	Mid-Term Review Final Report
19.	April 2011	Implementation in the Province of Kapisa Completion Report
20.		

Annex 5 GTF 201 (RGI) Web Update



Professional origin of participants to
Main provincial courses
Laghman & Kapisa



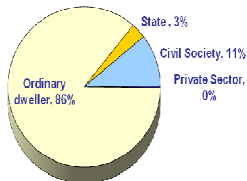
The Resilient Governance Initiative (RGI) is currently more than mid way though its implementation. It has been developed and implemented through DFID funding aimed at enhancing governance and transparency across the globe. This initiative is established as a result of looking into the DFID “Capability, Accountability and Responsiveness (CAR) framework” from Afghanistan’s 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 the 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:

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

After a pilot phase of RGI in Laghman province, the project was implemented in the province of Kapisa situated to the north-east of Kabul. Another two provinces will be the focus of the next phases. Implementation in the Province of Baghlan which is located on the Northern foot of Hindu Kush Mountains has recently started.

The main target audience of RGI are provincial government level 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 principal stakeholder and it is expected that the lessons learned from RGI be streamlined into policy development processes in the Ministry.

<p>Professional origin of participants to awareness raising sessions <i>Laghman & Kapisa</i></p>  <table border="1"> <thead> <tr> <th>Professional Origin</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Ordinary dweller</td> <td>86%</td> </tr> <tr> <td>Civil Society</td> <td>11%</td> </tr> <tr> <td>State</td> <td>3%</td> </tr> <tr> <td>Private Sector</td> <td>0%</td> </tr> </tbody> </table>	Professional Origin	Percentage	Ordinary dweller	86%	Civil Society	11%	State	3%	Private Sector	0%	<p>The two charts shown depict the typical audience of RGI sessions during the Main provincial courses and during the Awareness Raising Sessions.</p>
Professional Origin	Percentage										
Ordinary dweller	86%										
Civil Society	11%										
State	3%										
Private Sector	0%										

Annex 6 Year plan Annual Work Plan

For the Period 1 April 2010 to 31 March 2011 - Prepared by:CU/AIMTEIC

Provincial Office (Baghlan)

S/N	Activity	Responsible Person	Unit	No	Months(duration of activity)												Start –End Date	
					Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		Mar
1	Liaison with provincial government authority, civil society and private sector institutions	Team Leader	-	12	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20/03 /2011 _End of Mar2012 (two days in every month)
2	Selecting target areas(District- villages and pre-urban districts)	Team Leader+PMTs	Time	1	✓	✓												27/03/ 11 _ 04/04/ 2011
3	Preparing the list of participants for main provincial courses	Team Leader+PMTs	Time	1		✓												04/04/ 2011 _ 05/04/ 2011
4	Collecting Baseline data at the start of the phase with randomly selected beneficiary groups	PMTs + Team leader + MRRD focal point	Time	1		✓	✓											05/04 /2011 _ 26/05/2011
5	Preparation for main provincial courses & ARSs	PMTs, team leader, admin/ logistics	-	8			✓	✓	✓	✓	✓	✓	✓	✓	✓			28/05/2011 (one week before every workshop)
6	Carrying out main provincial courses	PMTs + Team leader	Courses	6				✓	✓	✓		✓	✓		✓			05/Jun 2011 _Jan2012 (9 days for P0inted)
7	Carrying out ARSs at target district centre	PMTs + Team leader	Courses	2					✓				✓					17_18 July& 15-16 \November
8	Carrying ARSs in pre-urban districts	PMTs + Team leader	Courses	12				2	2	2		2	2		2			19_20Jun2011 _Jan2012 (two days P0intedmonths)
9	Carrying out ARSs in target villages	PMTs + Team leader	Courses	50				10	8	3	4	5	6	5	9			21_31 Jun 2011 _Jan2012 (10 days in per months)
10	Monitoring of Saving Box	PMTs + Team leader+ community members	Saving box	6				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Two time whole of phase
11	Monitoring of MRRD/CU/AIMTEIC MoU implementation	MRRD focal point, PMTs	-	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20 Mar 2011 _End of Mar 2012(for every month)
12	Preparing of monthly progress report	PMTs+Team leader	Report	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	25 to End of every Month
13	Organizational assessment	By each organization	Time	-												✓		01 to 10 Feb 2012
14	Participatory evaluation of the phase(collecting end of the phase baseline data for comparison	PMTs + Team leader +representatives of key stakeholders	Time	1												✓	✓	01 Feb _10 Mar 2012
15	Review of the phase			1												✓	✓	20 Feb -10 Mar 2012

Muhammad daud wali

Note: Total Number of Trainees in each ARSs will not exceed 20 persons

Annex 7: AIMTEIC Extract of SoW – Enabling Activities

DFID Governance and transparency fund
The Resilient Governance Initiative
Third Phase (1 April 2011 – 1 April 2012)
Cranfield University Subcontract with AIMTEIC
STATEMENT OF WORK

During the Implementation in Baghlan Province, AIMTEIC shall undertake the activities that are detailed in the attached annex. The annex shows the breakdown of the tasks and their associated delivery or implementation dates.

Recruitment

If any recruitment is required AIMTEIC shall hire a suitably qualified staff or provincial master trainers to deliver the training who will be dedicated to the programme. Hiring of all staff shall be in accordance with the AIMTEIC recruitment process (as approved through AIMTEIC's ISO 9000 certification), and with review and input from the CU Programme Officer. All personnel recruited are to meet the minimum requirements stated in AIMTEIC's Instructor Recruitment Evaluation. Staff will be selected through a meritocratic process, and final appointment will be in consultation with the CU Programme Officer. All staff and trainers will then be thoroughly prepared for their role, through training of trainers' sessions and familiarisation with AIMTEIC working practices.

Review and update of the course materials

AIMTEIC will use the course materials that have been agreed and approved by CU during the Implementation in Kapisa Province (Phase 2 activities). AIMTEIC will appoint a point of contact for maintaining these training materials and this person will liaise directly with the CU Programme Officer regarding the materials. This person should be authorised to discuss detailed changes and additions to training materials. All training materials development at AIMTEIC shall be in accordance with SOPs, and in order to synchronise activities, this will be supported by the CU Programme Officer wherever possible.

The review of material as pointed out in the MTR report has been agreed by Cranfield and AIMTEIC. Partners will look at the review of training material and examine how to best reach certain communities or specific groups. The partners will carry out some changes to the material, but more importantly they will make a prioritised list of changes or developments to be completed if RGI was to be implemented more widely at a later date. Cranfield to initiate template for deliverable before end of May 2011, AIMTEIC to provide input and submit first draft before End of September 2011, CU to comment on first draft by Mid November 2011 and partners to issue deliverable by Mid January 2012.

Deliverable – Prioritised list of developments, review and updates of material.

Translation

AIMTEIC shall be responsible for the translation of all training and awareness-raising materials into Pushto/Dari (as appropriate). During the present phase, translation should be organised to allow implementation in a Province of different ethnic origin. Translation shall be conducted in a timely fashion, and the quality and integrity of the training and awareness-raising materials must be ensured. AIMTEIC should create a process map for the translation

of materials, that can be incorporated into its SOPs. AIMTEIC shall provide simultaneous translation for CU staff during training of trainers classes (where required), and shall provide clarification in Pushto/Dari to participants when lessons are delivered in English.

AIMTEIC shall define the translation needs for various materials. Where translation can not be completed, the requirement shall be logged on the Prioritised list of developments, review and updates of material.

Dissemination - Enhancement of MoU

Using the MoU with AIRD AIMTEIC is to attempt to organise a ministerial level introductory session where Heads of MRRD national programs as well as relevant departments will be invited to attend. This session will present RGI to a strategic audience and offer to extend our support to all MRRD National programs and policy makers.

AIMTEIC will also offer to promote volunteers sessions to extend the coverage of RGI. This will be done by carrying out a systematic campaign within the target governance institutions to take the lead and disseminate the RGI messages to rest of their colleagues by organising volunteer sessions at their own expense.

Another possible option to explore by AIMTEIC is to propose assistance to MRRD in a road-mapping exercise of governance activities at province or district level in Afghanistan. The exercise would be to define, in broad terms, what information needs to be collected and compiled by the provinces or districts to get a good picture of the existing governance programmes, stakeholders' map (funding parties, beneficiaries) implementing organisations. This governance "control panel" should then be associated to a timeline and a set of control instruments defining priorities and rolling out of coordinated governance training and awareness strategy.

In parallel, AIMTEIC is to contact DfID in Afghanistan to discuss how the programme impact and lessons can feed into DfID's wider governance work in Afghanistan

Cranfield to initiate template for deliverable before end of June 2011, AIMTEIC to provide input and submit first draft before End of October 2011, CU to comment on first draft by Mid December 2011 and partners to issue deliverable by Mid February 2012.

Deliverable – Governance control tool blueprint

Study of Community Saving boxes

AIMTEIC are to engage in a careful study of the Community saving boxes in the next phases of the project: Where, when and why are they successful? Conversely, where, when and why do they fail?

AIMTEIC will review the attributes for sustainable success of the CSB. AIMTEIC will train the members of newly established CBMC and provide technical support to community in terms of:

- identifying and prioritising of community problems,
- finding appropriate solutions to problems,
- designing and implementing of self-help projects,
- identifying the beneficiaries for self-help projects,
- documenting adequately the use of CSB fund,
- and improving reporting mechanisms.

AIMTEIC will then feedback on lessons learnt.

Annex 8: Cranfield University breakdown of activities

CU contribution to RGI – breakdown shown in percentage of effort.

<u>Task</u>	<u>Description</u>	<u>Who</u>	<u>Effort (approx.)</u>
Problem scoping, definition and analysis	<i>Review the existing issues in the governance arena, the challenges, the key stakeholders and the governance - related training needs. Horizon scanning.</i>	Edith Wilkinson (Main contributor) Hazel Smith (Oversight)	10%
Training & Awareness raising materials	<i>Development and review of materials. Horizon scanning of issues of interest to the Afghan context, including the cultural and religious sensitivities.</i>	Edith Wilkinson (Main contributor)	5%
Liaison with UK stakeholders	<i>Contact with the project stakeholders at UK level and the RGI team kept informed about any correspondence from these stakeholders</i>	Edith Wilkinson (Main contributor)	5%
Project management	<i>Advice and monitoring all aspects of RGI implementation – Keeping track of roadmap and project achievements and risks</i>	Edith Wilkinson (Main contributor) Hazel Smith (Oversight)	30%
Monitoring & Evaluation	<i>Lead RGI M&E process and ensure the quality assurance of deliverables. And of information including monthly progress reports, phase completion reports, evaluation reports, comments, recommendations, correspondence.</i> <i>Design and management of project reviews including (Mid-Term) review of RGI.</i>	Edith Wilkinson (Main contributor) Hazel Smith (Oversight)	30%
Personal development, Knowledge transfer, Dissemination	<i>Organisation of AIMTIEC visit to UK, presentation of project results to stakeholders.</i> <i>Course Disaster Management</i>	Edith Wilkinson (Main contributor) Hazel Smith (Oversight)	10%
General administration and facilitation	<i>General administration and facilitation of procedures and contacts between UK and Afghanistan</i>	Edith Wilkinson (Main contributor) Michelle Addison (Support)	10 %
		Total	100%

Annex 9: Short Articles about the emerging impact of RGI

Case study 1- RGI explores the concept of Bait-ul-Mal to promote community saving and self sustainability

Mrs Saifora Kohistani, Head of the Women's Affairs Department in Kapisa believes that by exploring the concept of Bait-ul-Mal to promote community saving and self sustainability, RGI is particularly helpful in complementing the second round of NSP block grant scheme in creating sustainable jobs for women in the province”.



The concept of Community Saving Boxes (CSB) can be referred to as Bait-ul-Mal in the Islamic context. The RGI team have examined the origin of the concept and traced it to the age of Prophet Hazrat Mohammad, when Bait-ul-Mal was considered as the first public fund; it later played a great role in poverty reduction among the poorest communities and tribes.

RGI has sought to reaffirm the benefit and the role of this valuable experience in poverty reduction and self-reliance. Such endeavour is particularly significant in communities where despite influx of huge amounts of funding for development, most rural communities remain stuck in poverty and no tangible changes seem to occur in the life of common Afghans. In doing so, it is hoped that local governance institutions can better assist these communities to defeat poverty, and through participation in their own development expand their right to self-reliance.

CSBs are set up to allow the funding of micro-projects. They represent a practical foundation for the participants of Awareness Raising Sessions to experience key elements of governance through a participatory process. Overseeing projects helped the trainees strengthen the concepts they learned 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.

During the RGI project this tool was used both in the provinces of Laghman and Kapisa. A total of 10 CSBs were established in selected target rural communities. The management of each CSB was given to an informal community-based management committee consisting of 4 members originating from the village CDC, village influential and the village mosque. The management committee worked under direct auspices of the CDC and was accountable to the village people but did not replace nor undermine the CDC's authority. The management

committee for the CSB received additional training to allow them to identify and prioritise community problems, define appropriate solutions, design and implement self-help projects, identify beneficiaries for self-help projects and document adequately the use of CSB funds with improved reporting mechanisms.

The RGI mid-term review report outlines the success of this tool: *“both the Head of the Women’s Affairs Department and the Head of the Economy Department in Kapisa [...] were impressed with the idea of establishing saving boxes in the communities.”* (MTR report- p.11 and seen in **Error! Reference source not found.**) Other programmes, such as the National Solidarity Programme, are starting to use this tool and communities praise its value, stating *“money this time will not be spent on infrastructure projects and we will make sure this money is used properly through micro credit projects for the purpose of creating jobs in the community.”* (MTR report - p.12).



Mrs Saifora Kohistani, Head of Women's Affairs Department

More importantly, there are some indications that the Community Box practice seems to be spreading spontaneously. In the province of Laghman, where RGI is no longer active. For example, it was recorded that *“following [the RGI] workshop [a volunteer] mobilised his community and managed to establish a saving box for the community without any external support”*. (MTR report - p.16)

In Kham Ruba village in Kapisa the community invested CSB funds in a diesel generator project. As the CSB funds were not sufficient, the community raised supplementary funds to buy the generator, hire a technician to run it and cover the maintenance costs for it.



Kham Ruba Village CDC in Kapisa - December 2010

An underlying foundation behind establishing CSBs and its management committee is to institutionalize the approach to community savings, and to encourage local community accountability. It must be stressed that CSB management committees are not dissociated from the village CDC, instead complement CDCs whose authority and power remain untouched.

Case study 2 - The strong support from volunteers gives RGI encouragement and inspiration

Faizan Patan, Head of Information and Culture Department of Laghman province declared that following the participation of two of his department's staff to RGI training workshop, he had been convinced that the initiative was useful. Since, his organisation promotes governance as one of the main items on agendas of meetings and conferences it facilitates. Governance is now regularly raised as an issue relevant to the Department.



Volunteering is a positive social value, which was badly affected within the last three decades of war and migrations in Afghanistan. The RGI field team has encouraged this ethical value in target areas by convincing and supporting the trainees in the main provincial courses as well as in the awareness raising sessions to plan and implement self-initiated activities within their respective organisations or communities.

RGI field team successfully recruited volunteers and provided them with training material including audio-visual materials and technical advice. **Error! Reference source not found.** provides an insight into the magnitude of the volunteer phenomenon. In the pilot Phase in Laghman, the volunteer sessions were a significant addition to the RGI planned activities and in Kapisa they exceeded the project planned activities. Interestingly, in Kapisa the attendance of women was better in the volunteer sessions than they have been in the planned sessions.

Location & Type	No of Courses Conducted	No and composition of Participants				Composition of Participants by Governance Actor				Total
		Male	Female	Youth	Disabled	State	Civil Society	Private Sector	Ordinary Dweller	
Main provincial course Laghman	7	144	31	0	1	56	71	5	44	176
Main provincial course Kapisa	5	94	43	0	1	55	77	5	6	137
Awareness raising courses - Laghman	65	861	681	89	12	54	176	17	1396	1643
Awareness raising courses - Kapisa	60	693	648	36	13	38	119	0	1233	1390
Volunteer course in Laghman	30	415	321	13	2	Unknown	Unknown	Unknown	Unknown	751
Volunteer course in Kapisa	68	834	906	0	4	Unknown	Unknown	Unknown	Unknown	1744
Total	235	3029	2622	138	33	211	425	26	2679	5822

Figure 5 - Breakdown of course attendance in Laghman and Kapisa

Volunteering was not solely confined to awareness raising sessions. RGI field team also witnessed fundraising campaigns initiated by saving box managing committees in target villages. Such initiatives took place after the establishment of CSB and community members (both inside and outside the village) were encouraged to donate in order to grow the CSB. In Kapisa all 6 villages hosting a CSB engaged in fundraising and as a result a total of Afs. 52860 (US \$1162). The amounts donated may appear small but their true value needs to be assessed in terms of community spirit and common social sense created among the villagers.

For the RGI partners, such initiatives have given inspiration and encouragement that values such as dedication, trust and volunteering can be promoted to serve sustainable and independent development of communities