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# AFGHANISTAN SOCIAL OUTREACH PROGRAM (ASOP)

## TRAINING MODULE I

# COMMUNITY COUNCIL MANAGEMENT AND GOVERNANCE WORKSHOP

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**SUMMARY OF THE MANUAL – 17 HOURS AND 40 MINUTES – IN 3 DAYS**

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
1	0	1	30 min	<b>INTRODUCTION &amp; EXPECTATIONS</b>	To create a conducive learning environment To see how much of the expectations are met at the end of the workshop	Method used for content starts for conducive learning environment Necessity of repetition of the workshop is clear for the trainer
1	1	1	40 min	<b>WHAT IS THE MEMORANDUM OF UNDERSTANDING (MOU)</b>	To make participants understand the memo of understanding between community council and the IDLG	Participants have learned what they are required to do and what the government is responsible for.
1	2	1	40 min	<b>WHO ARE THE EXECUTIVE MEMBERS OF THE COMMUNITY COUNCIL?</b>	To make participants understand the organogram of the council	Participants have learned how the structure of the council looks like
1	3	1	60 min	<b>WHAT ARE THE MAIN RESPONSIBILITIES OF “CC” MEMBERS AND COMMITTEES?</b>	To make participants know the role and responsibilities of CC Members	Participants can know the the importance of role and responsibilities of the CC Members
1	4	1	40 min	<b>FLOW OF INFORMATION (TO WHOM THEY WILL REPORT AND HOW)</b>	To make participants understand the responsibilities of each community council.	Participants have learned the responsibilities of the community council
1	5	1	120 min	<b>HOW ARE THE COMMUNITY COUNCIL EXECUTIVE MEMBERS BEING ELECTED?</b>	To make participants understand how to conduct the elections	The community council has an elected executive body
2	6	2	40 min	<b>GENERAL INTRODUCTION OF ADMINISTRATION</b>	To make participants understand about CCs administration	Participants can explain what is administration and give examples working procedure of a committee and board
2	7	2	40 min	<b>OBJECTIVES AND PERFORMANCE PRINCIPLES OF THE COMMUNITY COUNCIL</b>	To make participants understand the objectives of having a CC. To make participants understand the performance principle of CC	Participants understand the objectives of selecting CC Participants can name the performance principle of CCs
2	8	2	60 min	<b>RULES AND REGULATIONS OF THE COMMUNITY COUNCIL</b>	To make participants understand the rules and regulations of a CC	Participants can name the rules and regulations of a CC
2	9	2	60 min	<b>HOW TO ORGANIZE A MEETING?</b>	To make participants to be able to hold meeting with effective results and documentation	Participants can know the way and procedure for holding a meeting
2	10	2	120 min	<b>WHICH SPECIFIC FORMAT DO WE USE FOR A SPECIFIC MEETING/EVENT?</b>	To make participant understand the specific formats to be used for the meeting records and action points	Participant can know what their responsibilities are to report its progress and achievement during next meeting
3	11	2	40 min	<b>WHAT IS GOVERNANCE?</b>	To make participants understand about governance	Participants can explain what is governance
3	12	3	40 min	<b>WHAT IS “GOVERNMENT”?</b>	To make participants understand about government	Participants can explain what is government
3	13	3	40 min	<b>WHAT IS THE DIFFERENCE BETWEEN GOVERNMENT &amp; GOVERNANCE?</b>	To make participants understand the difference between governance and government	Participant can explain the differences between governance and government

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3	14	3	40 min	<b>WHAT IS THE ROLE OF WOMEN IN GOVERNANCE?</b>	To make participant understand the role of women in governance	Participants can explain different role of women in governance
3	15	3	60 min	<b>WHO ARE THE IMPORTANT ACTORS IN GOOD GOVERNANCE?</b>	To make participants understand the different actors in good governance	Participants can explain different actors of the good governance
3	16	3	50 min	<b>CONCEPT &amp; PRINCIPLES OF GOOD GOVERNANCE</b>	To make participants understand the concept and principles of good governance	Participants can explain the principles of good governance
3	17	3	60 min	<b>HOW DOES CIVIL PARTICIPATION CONTRIBUTE TO GOOD GOVERNANCE?</b>	To make participants understand civil participation in good governance	Participants can know ways how civils can participat in good governance
3	18	3	40 min	<b>SUMMARY OF THE WORKSHOP</b>	To refresh everyone's mind of what they have learnt	Everyone in a participative way repeat summary of the workshop
3	19	3	40 min	<b>WORKSHOP EVALUATION</b>	To make participants able to specify the importance of workshop and specify the positive and negative points of workshop	Participants can know the specific kind of the importance and role and positive and negative points of workshop

## PART 1: MOU AND MANAGEMETN STRUCTURE OF THE CC

Before Starting with the activity, give 30 minutes for the participants to have a quick introduction. Give them a piece of paper to write down their expectations from the workshop on a piece of paper. At the end of to the workshop after evaluations you can see how much the workshop met their expectations.

### ACTIVITY 1: WHAT IS THE MEMORANDUM OF UNDERSTANDING (MoU)

**Objective:**

At the end of the session participants would have understood about the meaning of MoU between Community Council and IDLG.

**Output:**

Conceptual understanding of MoU between Community Council and IDLG.

**Method:** Presentation/ Group Discussion

**Duration:** 40 minutes

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#### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the topic to the participants. Encourage participants to share what they know about the MoU. Try to recall from the Jirga day. See how much they understood.
- Step 2:** Encourage participants to go beyond one sentence definitions and expand on what they know about the MoU.
- Step 3:** Note down the answers and views of the participants on a flipchart attached to the white board. Discuss responses.
- Step 4:** (Facilitator) Split the participants into groups of five to six. Give them a copy of the Memo.
- Step 5:** (Facilitator) Make a brief presentation, using the notes in this section, on MoU. **The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.**
- Step 6:** Answer any questions. Conclude the exercise by signing the memo if everyone agrees by the community council members.

#### FACILITATOR'S NOTE 1:

**Afghanistan Social Outreach Program (ASOP)**  
**MEMORANDUM OF UNDERSTANDING (MOU)**



Between  
**Independent Directorate of Local Governance (IDLG)**  
And

**Community Council of \_\_\_\_\_ District \_\_\_\_\_ Province**

This is an agreement between Independent Directorate of Local Governance, hereinafter called IDLG and Community Council of \_\_\_\_\_ District \_\_\_\_\_ Province, hereinafter called CC

#### **I. PURPOSE & SCOPE**

The purpose of this MOU is to clearly identify the roles and responsibilities of each party as they relate to the implementation of the Afghanistan Social Outreach Program (ASOP). The ASOP aims to strengthen security and peace, improve the effectiveness and responsiveness of service delivery and build local governance through the revival of traditional practices of collective decision making and community solidarity and the promotion of cooperation and partnership with the government. To support this goal, IDLG and CC facilitate communication between the government and communities, mobilize community support to reduce conflict, promote development and encourage more efficient and transparent use of district resources.

Both Party IDLG and CC should ensure that program activities are conducted in compliance with Islamic guidelines, Islamic Republic of Afghanistan’s constitution and all applicable laws, rules, and regulations.

## II. BACKGROUND

A cycle of insecurity, weak governance, poor development and different approaches to community development has undermined the relationship between communities and government institutions in many parts of Afghanistan and weakened the ability of both state and community-based governance structures to deliver social stability and peace. There is therefore a need for government to support communities to work effectively together to solve their own problems, and to work in partnership with government agencies to improve the provision of the services they need.

## III. RESPONSIBILITIES UNDER THIS MOU

Government Responsibility The Independent Directorate of Local Governance (IDLG) will:	Community Responsibility: The Community Council will:
<p><i>Ensure quality of service delivery</i></p> <ol style="list-style-type: none"> <li>1. Investigate cases of, poor service delivery, corruption and malpractice identified by the Community Council</li> <li>2. Dismiss corrupt officials working within The Provincial and District Administration the government departments;</li> <li>3. Coordinate with relevant Line Ministries and departments and NGOs to communicate issues raised by the community and support improvements in the quality of public services;</li> </ol>	<p><i>Ensure quality of service delivery</i></p> <ol style="list-style-type: none"> <li>1. Consult with communities to identify problems and issues with public services and governance bodies including quality of services and provide a conduit for public grievances.</li> <li>2. Undertake quality assurance visits to service delivery units and development project sites and provide feedback to the government;</li> <li>3. Participate in and conduct working groups with Government Officials to develop solutions to problems raised by the community</li> <li>4. Advise the government on appointments of suitable government officials</li> <li>5. Facilitate services provided by the government and aid agencies by ensuring the security of government staff and mobilizing community support where necessary</li> </ol>

	<p><i>Improve Peace and Stability</i></p> <p>4. Coordinate with the ANP, NDS and ANA and act on information provided by the Community Council to strengthen security in the district;</p> <p>5. Coordinate with the Ministry of Interior and other relevant bodies to implement reforms in the Police and security services through the Focused District Development initiative to increase police capability and improve security ;</p> <p><i>Quality Assurance for Development</i></p> <p>6. Provide development packages under District Development Plans;</p> <p><i>Emergency Response Management</i></p> <p>7. Offer timely financial support in case of emergency as a result of natural and man-made disaster and crisis;</p> <p><i>Other</i></p> <p>8. As the principal governance body at the district level <b>representing communities, community council members will receive a monthly stipend</b> to offset expenses incurred in performing responsibilities</p>	<p><i>Improve Peace and Stability</i></p> <p>6. Foster community solidarity by monitoring and ameliorating threats to community peace and security</p> <p>7. Prevent the offering of support, shelter and supplies to elements that threaten peace and stability.</p> <p>8. Release of detainees and facilitate the process of overall reintegration</p> <p>9. Support the formal justice system by acting as the forum for resolution of disputes that cannot be solved at the community level or by the formal justice system.”</p> <p><i>Quality Assurance for Development</i></p> <p>10. Provide quality assurance for sustainable development through ensuring the security of development projects and monitoring and reporting on project outputs</p> <p>11. Support development authorities in development at the district and community level by establishing a mechanism that can insure implementation of development activities</p> <p>12. Monitor government and external commitments of support for development and report to appropriate authorities regarding delays, quality, results</p> <p><i>Emergency Response Management</i></p> <p>13. Map out the risks and support the relevant authorities during emergencies</p> <p>14. Participate in disaster management planning and preparation and collaborate with the government in the implementation and distribution of disaster relief as required</p> <p>15. Provide feedback on emergencies to the relevant authorities on delivery and effectiveness;</p> <p><i>Other</i></p> <p>16. Community council members regularly participate in council meetings and actively participate in implementing community council activities.</p>
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9. Training and other assistance is provided in order to improve the capacities of councils.

17. Community council member agree to participate in and apply skills and approaches that have been gained through capacity building activities.

**IV. IT IS MUTUALLY UNDERSTOOD AND AGREED BY AND BETWEEN THE PARTIES THAT:**

Until District-level elections are held, the District Community Councils created under ASOP are intended to be the key governing bodies at the district level that will facilitate interaction between communities and government across the full range of sectors, services and activities. The CC will therefore work in partnership with the government to achieve two core functions:

- Strengthen security in the district
- Improve services and development outcomes:

Community Councils will not:

- Arm community members or manage armed groups in any way
- Plan, implement or manage funds for development projects directly.

**V. EFFECTIVE DATE AND SIGNATURE**

This MOU shall be effective upon the signature of IDLG and CC authorized officials. It shall be in force from, \_\_\_\_\_ to, \_\_\_\_\_.

IDLG and CC indicate agreement with this MOU by their signatures.

Signatures and dates

*Name & Title of the Governor on behalf of IDLG*

\_\_\_\_\_ Date

Name & Title of the District Governor

\_\_\_\_\_ Date

Name & Title of CC Chairperson

\_\_\_\_\_ Date

**ACTIVITY 2: WHO ARE THE EXECUTIVE MEMBERS OF THE COMMUNITY COUNCIL ?**

**Objective:**

At the end of the session participants would have understood about the executive members of Community Council (CC).

**Output:**

Conceptual understanding CC; participants can explain and define CC with objectives.

**Method:** Presentation/Open discussion

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the topic to the participants. Encourage participants to share what they know about the key executive member in CC. Try to recall from Jirga day. See how much they understood.
- Step 2:** Encourage participants to go beyond one sentence definitions.
- Step 3:** Note down the answers and views of the participants on a flipchart attached to the white board. Discuss responses.
- Step 4:** (Facilitator) Make a brief presentation, using the notes in this section, on MoU.  
**The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.**
- Step 5:** Answer any questions. Conclude the exercise by signing the memo if everyone agrees by the community council members.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- What should be the structure of a council?
- Who will report to whom?
- Which positions are critical for a body to run effectively?
- Does everyone agree with the structure?

### FACILITATOR'S NOTE 2:

#### WHO ARE THE EXECUTIVE MEMBERS OF (CC):

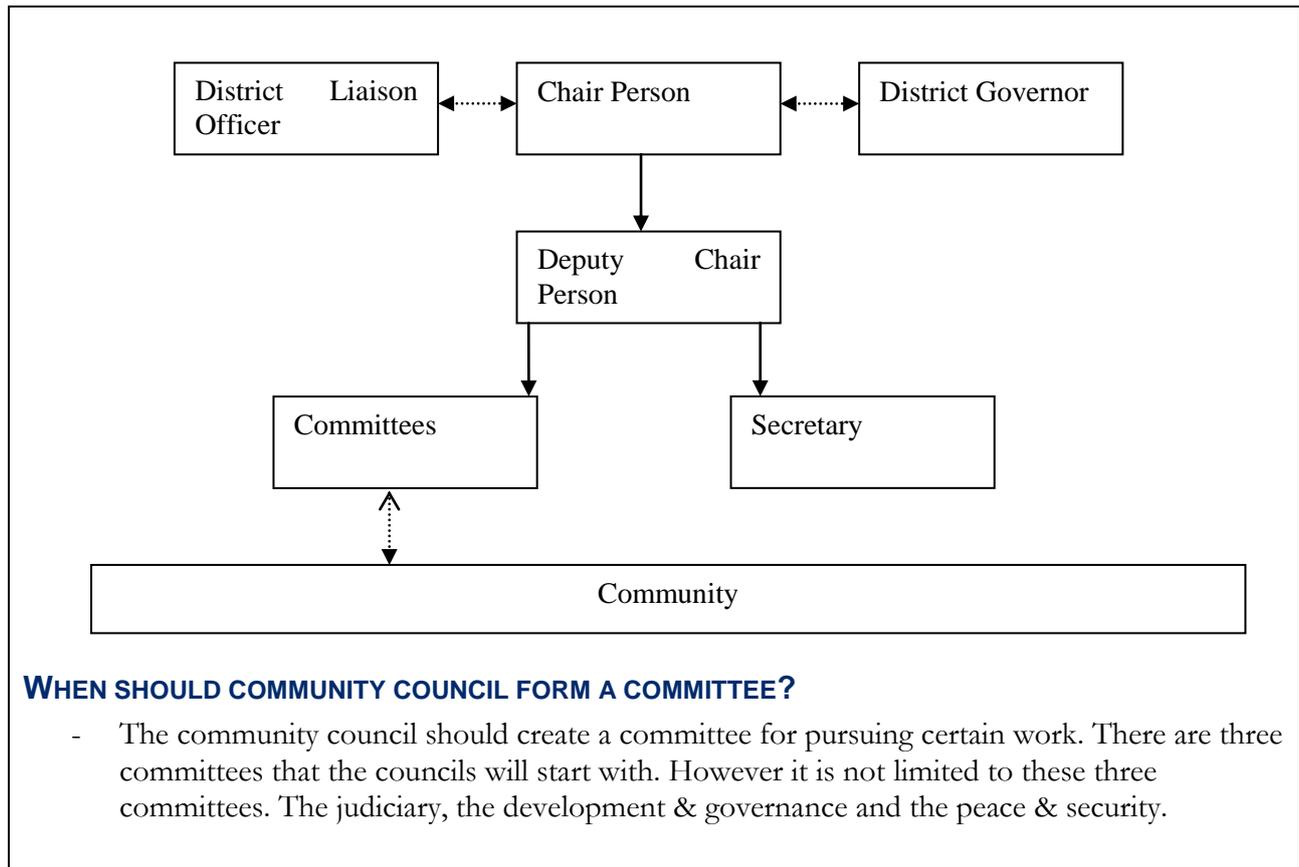


**MANAGING BOARD:** Community Council (CC) has the managing board (Chairperson, Deputy Chairperson and the Secretary) at the higher level. Under the board of management there are Sub-Committees (Judiciary, Security/Stability, Development and based on need and CC decision there might be additional committees).

**COMMITTEES:** Community Council (CC) has officially three Committees the (Judiciary, Security/Stability, Development) and based on need and CC decision, CC can create other committees for other tasks.

#### CC ORGANOGRAM:

The following diagram shows the organogram of the community council. It shows who reports to whom. The dotted line shows only information sharing and coordination link. It is not a supervisory link. It goes through on bottom up and demand driven approaches. As the committees are the executive part of the council and Chairperson, Deputy Chairperson and Secretary are the managing board of the council.



**ACTIVITY 3: WHAT ARE THE MAIN RESPONSIBILITIES OF “CC” MEMBERS AND COMMITTEES?**

**Objective:**  
 At the end of the session participants would have understood about the main responsibilities of Community Council (CC) members and Committees.

**Output:**  
 Conceptual understanding of CC members and committees responsibilities; participants can explain and define CC members and committees responsibilities.

**Method:** Presentation/Open discussion

**Duration:** 60 minutes

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**PROCESS/FACILITATION GUIDE:**

- Step 1:** Read aloud the topic to the participants. Encourage participants to share what they know about council members’ responsibilities.
- Step 2:** Encourage participants to go beyond one sentence definitions and expand on what they know about members’ responsibilities.
- Step 3:** Note down the answers and views of the participants on a flipchart attached to the white board. Discuss responses.
- Step 4:** (Facilitator) Make a brief presentation, using the notes in this section, on CC members’ responsibilities.

**The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.**

**Step 5:** Answer any questions. Conclude the exercise by reviewing the points and learning to the whole large group. Discuss.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- What responsibility should a council member has?
- How do you link a council member with communities?
- How should communities know about the decisions of the council?
- Was everyone included in the discussion?

### **FACILITATOR'S NOTE 3:**

#### **WHAT ARE THE MAIN RESPONSIBILITIES OF (CC) MEMBERS:**



**CHAIRPERSON:** this person is responsible for the whole management of CC and he/she will do the following:

1. Leads the council related activities in participatory way (consulting with others and making decisions).
2. Introduces CC members working on a specific issue that have been raised in the community or government.
3. Introduces CC members when joint inspection needed to be done by the district governor in a specific village/houza
4. Monitors and mentors of committee members for a better and on time performances and doing perfectly their jobs
5. Takes feed back of the issue performed by individuals in the council
6. Coordination skills and abilities with other stakeholders in the district and province level
7. Participates in a meetings organized by district and provincial level
8. Briefs all CC members about the result of the meetings

**DEPUTY CHAIRPERSON:** Deputy chairperson supports chairperson directly and indirectly with the whole council management and in absence of the CHAIRPERSON he has the authority to lead the whole process acting as a Chairperson and his main responsibilities are the following:

1. When CC chairperson is not present he/she would be able in such replacement
2. Helps and support the chairperson in CC related activities
3. Leading the council related activities in participatory way (consulting with others and making decisions).
4. Introduces CC members working on specific issues that have been raised in the community or government.
5. Introduce CC members when joint inspection needed to be done by the district governor in a specific village/houza
6. Monitors and mentors of committee members for a better and on time performances and doing perfectly their jobs
7. Taking feed back of the issue performed by individuals in the council
8. Having skills and abilities to coordinate with other stakeholders in the district and province level
9. Participates in a meetings organized by district and provincial level
10. Briefs all CC members about the result of the meetings

**SECRETARY:** this person is responsible for the whole documentation, meetings, records, drafting

reports and writing letters with having an authorization of the Chairperson or the Deputy Chairperson and his main responsibilities are the following:

1. Schedules and plans all CC members meeting and informs them on time at least three days in advance
2. Prepares the meeting agenda after having approvals of the chairperson
3. Informs all participants about the date, time and place of the meeting for any emergency meeting
4. Takes notes of the meeting during a meeting
5. Documents and disseminates of the meeting results when asked by the CC chairperson
6. Collection and documentation of all internal and external reports, official letters, community requests/complains and ....
7. Develops a clear and up to date filing system with the help of District Liaison officer (DLO)
8. Asking the DLO when do not know about some thing
9. Not to decide separately or not to promise someone to do something.

**MEMBER OF THE COMMUNITY COUNCIL:** Every member of the community council is primary responsible to report back every decision that is being made back to the group where he is representing from. He/she should also bring ideas, complains and issues from his/her group. Beside this he/she is responsible for any task being provided by the council. As a committee member he/she should try to achieve the overall objectives for the committee he/she is working in.

1. To convene – prior to the CC Meeting – committee level meetings, and obtain feedback on community issues, which will then be forwarded by the Committee Representative to the CC;
2. To report back to the committee about CC decisions and proceeding;
3. To support and participate in all CC activities;
4. To assist CC officials as needed;

#### **COMMITTEES RESPOSIBALITIES:**

##### **JUDICIARY COMMITTEE:**

1. Coordination and cooperation with judiciary sectors of the district government.
2. Try to find solutions for small disputes in the area and reported to the council.
3. Participation in join envoy committee of the district government when assessing for any dispute in the area.
4. Presenting the event/mission reports to the council board.
5. This committee would be able to present their suggestions/useful ideas of the dispute solution.
6. Speeches in the community gatherings for keeping respect to the human rights, law and judiciary issue.

##### **DEVELOPMENT & GOVERNANCE COMMITTEE:**

1. Cooperation of Peoples with Government and Private Sectors which has been interring or involved in the Development activities.
2. Makes the rural facilities for development Sectors in the Field.
3. Monitors of work qualities related to development sectors.
4. Collects information about development aspect.
5. Accurate digits collection of martyred, orphans, widows and the needy people in the community.
6. Helps and supports the process of donations taking place with needy people.
7. Collects the accurate digits of newborn, to prove and keep up to date the statistics of the district.

### PEACE & SECURITY COMMITTEE:

1. Continues cooperation with security organs until to keep secure and stable the district.
2. Close coordination with security organs in keeping them up to date of the issues.
3. Encourage and introduce loyal and honest peoples of the community to join security organs.
4. Put in progresses security and stability related speeches and campaign in the community.
5. Prepare reports of criminal bounds and nominate those who broke security in the area and put in progress the issue for further executions.
6. Monitoring security organs execution in the area for transparent and accountable progresses.

### ACTIVITY 4: FLOW OF INFORMATION (TO WHOM THEY WILL REPORT AND HOW)

#### Objective:

At the end of the session participants would have understood about the flow of information and their reporting system

#### Output:

Conceptual understanding of flow of information of CC members; participants can explain and define CC chain of command.

**Method:** Presentation/Open discussion

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the topic to the participants. Encourage participants to share what they know about chain of command inside CC structure.
- Step 2:** Encourage participants to go beyond one sentence definitions and expand on what they know about the chain of command/flow of information.
- Step 3:** Note down the answers and views of the participants on a flipchart attached to the white board. Discuss responses.
- Step 4:** (Facilitator) Make a brief presentation, using the notes in this section, on CC flow of information.  
**The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.**
- Step 5:** Answer any questions.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- How should be the flow of information in a community council?
- How do you define the CC chain of command?
- What will be relationship between community council, DLO and the District governor?
- Does each member agree with this definition?

#### FACILITATOR’S NOTE 4:

##### FLOW OF INFORMATION (TO WHOM THEY WILL REPORT AND HOW)

Each committee is entitled and responsible to report to the Council Board of Management (CBM<sup>1</sup>) during council planned meetings in the month. Secretary is responsible to manage all CC documentary activities and report to the CBM.



CBM is responsible to coordinate all these issues discussed in the meeting with district governor, ASOP district Liaison Officer, ASOP PMU, and provincial government authorities. CBM is responsible to report to the community(s) from which he/she is elected. The related cluster should be fully updated on the decisions made by the councils and overall action points.

#### ACTIVITY 5: HOW ARE THE COMMUNITY COUNCIL EXECUTIVE MEMBERS BEING ELECTED?

##### Objective:

Electing Community Council executive members and committees.

##### Output:

Understanding the election process for electing executive members and committees; participants can explain and define how the executive members of the council are being elected.

**Method:** Presentation/Open discussion

**Duration:** 120 minutes

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#### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the topic to the participants. Encourage participants to share how they have done elections before.
- Step 2:** Encourage participants to come up with a system best fit with their community.
- Step 4:** (Facilitator) Make a brief presentation, using the notes in this section, on methods of elections you propose.  
**The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.**
- Step 5:** Answer any questions.
- Step 3:** Make it clear to the communities members how they should split (use district profile and district elders’ best judgment). Conclude the exercise by dividing participants into their groups to hold election.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- How are you nominating a person to represent you?
- Which way is more convenient to the people and you?
- What method is easy, transparent and representative?

<sup>1</sup> Chairperson, Deputy Chairperson, Secretary, Heads of the Committees and CC members

## FACILITATOR'S NOTE 5:

### ELECTION METHODS:

The groups will either come up with candidates for the chair, vice chair or secretary or they will have elections without announcing the candidates. In the second case every one of the council members are eligible.



#### 1. SECRET BALLOT SYSTEM:

- Give ¼ A4 size paper for each of the member of the group. He/she should write down the name of the person who he/she want to be the chairperson for the council. Repeat it again for the deputy chair and admin.
- Calculate the votes; the highest number will be the person the council elect for the chair, vice chair and secretary.

#### 2. PICKING UP HANDS:

- As a round table every one of the council members can be called by their name except the one do not want to be a chair, vice chair or secretary.
- Or if there are candidates, they will stand up in front of the members, members will vote for them by picking up their hands. The result should be recorded.
- Calculate the votes; the highest number will be the chair, vice chair or secretary.

A same method goes for electing the chairperson for each of the committees.

There are the following two ideas for how to split the council members into each committee.

1. Community council chair, vice chair, secretary and committee chairs should set together and get members from each of the committees. They know the people who are best in which group.
2. Put a sticker of each committee name on the wall and then ask the council members to move to the related committee as volunteer bases. If there is not much interest in certain

## PART 2: ADMINISTRATION & MANAGEMENT

### ACTIVITY 6: GENERAL INTRODUCTION OF ADMINISTRATION AND MANAGEMENT

#### Objective:

At the end of the session participants would have understood objectives and general information on community council administration & management.

#### Output:

Conceptual understanding CC administration and management; participants can explain and define Community Council administration with objectives.

**Method:** Presentation/Open discussion

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the topic to the participants. Encourage participants to share what they know about CC and administration.
- Step 2:** Encourage participants to go beyond one sentence definitions and expand on what they know.
- Step 3:** Note down the answers and views of the participants on a flipchart attached to the white board. Discuss responses.
- Step 5:** (Facilitator) Make a brief presentation, using the notes in this section, on CC administration. **The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.**
- Step 7:** Answer any questions. Conclude the exercise by reviewing the points and learning to the whole large group. Discuss.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- What do you know about CC administration and Management?
- How do you define administration & management?
- Does each member agree with this definition?

### FACILITATOR'S NOTE 6:

#### **COMMUNITY COUNCIL ADMINISTRATION:**

Establishment of District Community Council and their working procedures is called Community council Administration.

#### **COMMUNITY COUNCIL MANAGEMENT:**

The act of getting people together to accomplish CC establishment and implement its working procedure to achieve final goal of the CC establishment is called CC management.



### ACTIVITY 7: OBJECTIVES AND PERFORMANCE PRINCIPLES OF THE COMMUNITY COUNCIL

#### **Objectives:**

At the end of the session participants would have understood objectives and performance principles of the community council. They will be able to mention the positive impacts of Community Council.

#### **Output:**

Conceptual understanding of CC and participants can explain and define CC with objectives and performance principles.

**Method:** Presentation/ Group discussion

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the topic to the participants. Encourage participants to share what they know about the objectives of CC and Performance Principles? You can use some the questions below to motivate the discussion.
- Step 2:** Encourage participants to go beyond one sentence definitions and expand on what they know.
- Step 3:** (Facilitator) Make a brief presentation, using the notes in this section, on the objectives and performance principles of the CC. **The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.** Answer any questions.
- Step 4:** Conclude the exercise by reviewing the points and definitions to the entire group. Discuss.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- Does anyone know anything about performance?
- What is principle?
- What performance principles for a community council should be?

### **FACILITATOR’S NOTE 7:**

#### **THE OBJECTIVES FOR ESTABLISHING COMMUNITY COUNCIL ARE AS FOLLOWS:**



- 1) Communications, coordination and cooperation between the government and communities will be facilitated, increasing the level of trust and confidence between the government and the people and laying a stronger base for democratic governance.
- 2) Improvement of district level stability and security.
- 3) Efficient and transparent use of development resources at the district level.
- 4) A more effective and transparent community based support for public service delivery.
- 5) Strengthen the capability of ASOP officer to support district councils.

#### **PERFORMANCE PRINCIPLES OF CC:**

The performance principles underlying the CC are drawn from many constitution and all Other legislative documents. They are as follows:

- Unity - Equity and Equality - Transparency and Accountability - Consultation and Participation

### **ACTIVITY 8: RULES AND REGULATIONS OF THE COMMUNITY COUNCIL**

#### **Objectives:**

At the end of the session participants would have understood rules and regulation of community council.

#### **Output:**

Conceptual understanding of rules and regulations of the community council

**Method:** Presentation/ Group discussion

**Duration:** 60 minutes

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### **PROCESS/FACILITATION GUIDE:**

- Step 1:** Read aloud the topic to the participants. Encourage participants to share what they know about committees and boards, how are they created and what the rules for functioning of a community council should look like.
- Step 2:** Encourage participants to go beyond one sentence definitions and expand on what they know.
- Step 3:** Note down the answers and views of the participants on a flipchart attached to the white board. Discuss responses.
- Step 5:** (Facilitator) Make a brief presentation, using the notes in this section, on CC and their roles. **The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.** Answer any questions.
- Step 7:** Conclude the exercise by reviewing the points and learning to the whole large group. Discuss.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- What is rule? And what is regulation?
- What rule and regulation do you want to have for your CC?
- Which main rules you should put for the CC?
- Does each member agree with this definition?

#### **FACILITATOR’S NOTE 8:**

##### **REPLACEMENT OF MEMBERS:**

If a member of the CC passes away, resigns, do not attend three continue bi weekly meetings, or is no longer eligible for membership, sub-selection for a substitute CC member shall be arranged through CC from related *houza* inhabitants within two weeks.



If S/he who is one of the executive member, after selecting member from the houza that lost their member ship in CC due to above reason, the selection for executive membership should take place in between CC members.

##### **TERMINATION OF MEMBERSHIP:**

The membership of a Community Council member shall cease to continue

1. If he/she renders written resignation to the CC Chairperson, and if the CC Chairperson accepts the resignation request;
2. If he/she remains absent from three consecutive meetings of the CC bi weekly meetings, without giving a reasonable notice.
3. If he/she is convicted of a crime under the law of the country or
4. If he/she has been discovered to have engaged in any fraudulent<sup>2</sup> activities related to affairs of the CC.
5. A petition for his/her removal is registered in writing to the CC, by two thirds of the adult members of the houza from which he/she was elected.

##### **COMMITTEES:**

1. The CC can appoint thematic committees in accordance with the Socio-economic and administrative needs of the community and the CC. The committee’s terms of reference will

<sup>2</sup> Fraud includes but is not limited to theft or embezzlement, misrepresentation of financial records, and negotiation of deals with suppliers or contractors that result in personal financial gain

be determined by the CC. The committee reports directly to the CC.

2. The CC can abolish the committee upon accomplishment of the designated task or when it otherwise is deemed to be necessary.

### **COMPLAINS IN THE SELECTION PROCESS**

If there are complaints during the selection that cannot be resolved through CC at the community level, the complaints shall be referred to the PMU and Provincial Governor office.

### **QUORUM OF THE MEETING:**

The “CC” bi weekly meeting can be held if attended by a minimum of two-thirds of the CC Members.

### **QUORUM FOR DECISION-MAKING:**

Decisions shall be made through consensus of present members. If consensus cannot be reached among the present members, the decisions are made based on the majority position.

If a majority cannot be reached, the Chairperson shall make the final decision.

### **RECORD OF DECISIONS MADE:**

Decisions of the CC shall be recorded in writing in the CC logbook and Disseminated within three (3) days of the meeting.

### **MEETINGS:**

- (a) Meetings of the CC shall be open, and any of the community member has the right to take part in the meeting.
- (b) The time, date and venue of each meeting shall be announced officially at least two days before the meeting.
- (c) In the CC meeting, voting and decision-making rights are restricted to CC Members.
- (d) When meetings are convened by each men and women, decisions shall be Coordinated through CC.
- (e) In cases of disagreement on the decision-making, CC representatives shall be assigned to get together and solve the problems in a manner acceptable to all members.

### **FORMS AND TYPES OF THE MEETINGS:**

The CCs shall hold the following meetings:

1. 15 days Meeting; to review progress of activities and produce/monitor monthly Plans.
2. Extraordinary Meetings; the Chairperson can propose and/or the CC can endorse extraordinary meetings when necessary.

## **ACTIVITY 9: HOW TO ORGANIZE A MEETING?**

### **Objectives:**

At the end of the exercise participants would be able to know the tasks to be performed in the meetings.

### **Output:**

Conceptual understanding of what tasks to be performed in the meetings.

**Method:** Group discussion/Presentation

**Duration:** 60 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** (Facilitator) Make a brief presentation, using the notes in this section, on meeting tasks. **The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.**
- Step 2:** Answer any questions.
- Step 3:** Conclude the exercise by reviewing the points and definitions to the whole large group. Discuss.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- What do you know how to organize a meeting?
- How do you define and explain the positive impacts of meeting of CCs?
- What tools we should use to make the meeting more effective?
- Was everyone included in the discussion?

### FACILITATOR'S NOTES 7:

#### TASKS TO BE PERFORMED BEFORE A MEETING:

- CC members will have their fully participation in the meeting.
- As normal meeting rules and regulation have to be respected (No mobile rings).
- Agenda of the meeting needs to be distributed before the meeting.
- Secretary will have her/his proper readiness for taking notes and records.
- Each of the participants will have a chair or enough space to be comfortable.
- Meetings will have to be chaired by any person of the CC key members (Chairperson).



#### MEETING DOCUMENTATION, DISSEMINATION AND FEEDBACK:

- All meetings need to be carefully and safely documented in the CC filing system.
- Meeting results need to be disseminated to the district governor office, one copy for each committee and ASOP district office.
- If a majority cannot be reached, the Chairperson shall make the final decision.

### ACTIVITY 10: WHICH SPECIFIC FORMAT DO WE USE FOR A SPECIFIC MEETING/EVENT?

#### Objectives:

At the end of the exercise participants would be able to know the use of formats for CC meetings.

#### Output:

Conceptual understanding of what tasks to be performed for the follow up.

**Method:** Group discussion/Presentation

**Duration:** 120 minutes

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## PROCESS/FACILITATION GUIDE:

**Step 1:** (Facilitator) Make a brief presentation on the formats to the participants, using the notes in this section.

**The facilitator should make sure that s/he reads the notes well before the workshop to clarify anything that is not understood.**

**Step 2:** Split the participants into groups. Have them fill in the format. Have them prepare a simple 1 hour agenda, have them meet on the agenda with signing the sign in sheet. Have them have one of their members as admin for their group to write minutes of the discussion. Have one person to be responsible for writing action points. At the end of their meeting, they write up their meeting report.

**Step 3:** Answer any questions.

**Step 4:** Conclude the exercise by reviewing the points and definitions to the whole large group. Discuss.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- What tools will you use for an effective meeting?
- When a report of the meeting should be circulated?
- Why we should record action points for the meeting?

## FACILITATOR'S NOTES 10:

### Tasks to be performed for Meeting/Event formats



- CC may have different kind of meetings for each of those meetings they will use a specific format.
- CC will have 15 days meeting, quarterly meeting, and emergency meeting and based on need they may have other kind of meetings.
- CC will use different formats for a different events as following:
  - a. Agenda
  - b. Meeting minutes
  - c. Bi weekly report
  - d. Attendance Sheet
  - e. Action Items
- **Meeting documentation, dissemination and feedback**
- All meetings need to be carefully and safely documented in the CC filing system.
- Meeting results need to be disseminated to the district governor office, one copy for each committee and ASOP district office.
- If a majority cannot be reached, the Chairperson shall make the final decision.

## MEETING FORMATS:



**MEETING MINUTES:**

**DATE:**

<b>NO</b>	<b>AGENDA POINT</b>	<b>DETAILS</b>

**CC BI WEEKLY REPORT:**

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AFGHANISTAN SOCIAL OUTREACH PROGRAM – CC BI WEEKLY REPORTS

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FROM:

DISTRICT:

PERIOD:

DATE WHEN THE REPORT IS SUBMITTED:

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**Achievements:**

**General:**

○

**By each Committees:**

○

**Challenges encountered:**

○

**Specific requests for support from ASOP and Government:**

○

**Next 15 days plan:**

○

**Action Points that are followed:**

○

**Action Points to be followed:**

○

Checklist:

\_\_\_\_\_ Report has been shared with Community Council Members, PMUs

\_\_\_\_\_ PMUs compile the report and submitted to Kabul

\_\_\_\_\_ Report has been filed both in hard and soft copies in the field and in Kabul





## PART 3: LOCAL GOVERNANCE

### ACTIVITY 11: WHAT IS GOVERNANCE?

**Objective:** At the end of the session participants would have understood the roles and impacts of governance on community.

**Output:** Conceptual understanding of governance and participants can explain and define governance.

**Method:** Presentation/Brainstorm

**Duration:** 40 minutes

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#### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the objective and question to the participants. Encourage participants to share what they know about governance.
- Step 2:** Note the answers and views of the participants on a flipchart attached to the white board.
- Step 3:** Discuss responses.
- Step 4:** Ask question about the values and principles of election. Here you can give examples of some practical issue which shows the specific subject. Ensure that everyone participates actively.
- Step 5:** Show your previously written charts about governance.
- Step 6:** Using the notes below, Facilitator should make a short presentation to the participants, providing information and explanations to the participants. Discuss.
- Step 7:** Conclude the exercise by reviewing the points and definitions to the entire group.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- What do you know about governance?
- How do you define governance?
- Does each member agree with this definition?
- Was everyone included in the discussion?
- Can someone give examples of governance used in our daily life?

#### FACILITATOR'S NOTE 11:

##### WHAT IS GOVERNANCE?

Governance is the exercise of authority to manage resources and affairs for the needs of common good or in other words governance is also decision making process and the process of implementation of decisions



##### DEFINITION OF GOVERNANCE:-

Governance is a broader notion than government whose principal elements include the constitution, the legislative, executive and judiciary. Governance involves interaction between

these formal institutions and those of civil society.

**THE ELEMENTS OF GOVERNANCE:** - The elements of Good governance are: - (1) Accountability, (2) Transparency, (3) Responsive and (4) Rule of Law

## ACTIVITY 12: WHAT IS “GOVERNMENT”?

**Objectives:** At the end of the exercise participants would be able to know government and would have provided a clear and accepted definition of government.

**Output:** Conceptual understanding of government with a clear definition of government.

**Method:** Open discussion/Presentation

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the question to the participants, “What is government?” Lead the exercise through questions and answers by sharing the views and discussions of the whole large group.
- Step 2:** Share your ideas and give some examples about meaning, helps and responsibilities of government.
- Step 3:** Let a documenter write the definitions and views of the participants on the board.
- Step 4:** At the end of the exercise read aloud all the points and definitions given by the participants.
- Step 5:** Provide your own definition to the group, answer any questions and discuss.

**Below are some questions/phrases that can be used by the facilitator to stimulate discussion:**



- What is the government?
- Does each member agree with this definition?
- Was everyone included in the discussion?
- Can someone give examples of government in their area?

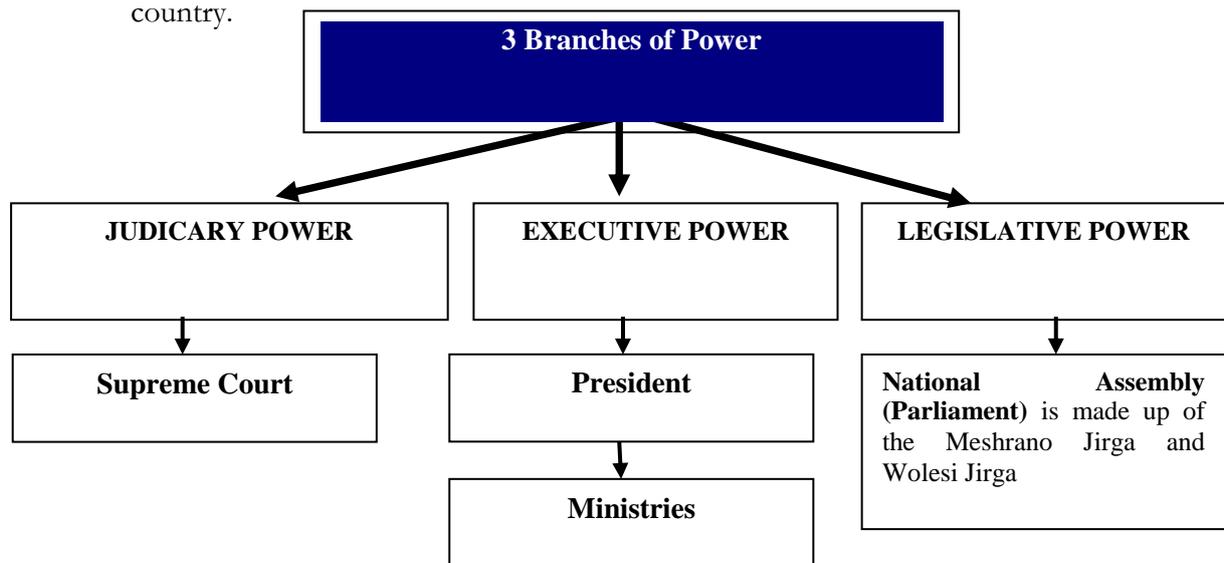
### FACILITATOR’S NOTE 12:

#### WHAT IS THE GOVERNMENT?

- Government is the body that has the power to exercise authority in a state, especially the control and administration of public policy. It chooses, implements, and enforces policies that are in a system of laws and regulations. It issues licenses and permits; allocates access to government resources and subsidies; monitors whether organizations and individuals follows the law; and intervenes to stop activities that do not meet regulatory standards. It is responsible for delivery of public goods and services to citizens – such as roads, schools, and clinics.
- The government consists of different levels: local government, regional governments and national governments, depending on closeness to those who are governed and their responsibilities.



- In order to prevent the concentration of power in one person, political power is separated, there are different branches of government, and each branch has separate and independent powers and areas of responsibility. Each branch also provides checks and balances to other branches, to avoid one branch from being too powerful. The division of branches is into the Legislative, the Executive, and the Judicial:
  - **The Legislative Power** (The Parliament or National Assembly) – who makes the laws. The National Assembly consists of 2 houses: The *Wolesi Jirga* and the *Meshrano Jirga*. Most members of the National Assembly are elected by the citizens of Afghanistan through direct elections. The Legislature has the authority to levy taxes; approve the budget; and consent to treaties.
  - **The Executive Power** (The President and Ministries) – who implements the laws, responsible for the day to day management of the country. The President is elected by the citizens of Afghanistan through direct elections. The President appoints the Ministers. The two main functions of the executive are: to collect taxes to pay for government expenditure (this includes on salaries of government and government expenditure on providing public services such as health and education); to assure internal and external security by maintaining the army and police force.
  - **The Judiciary Power** (The Courts) – who interprets and enforces the laws. The judicial system is made up of the courts which administer justice and provide the mechanism for resolving of dispute. In Afghanistan the Supreme Court is the highest court in the country.



### ACTIVITY 13: WHAT IS THE DIFFERENCE BETWEEN GOVERNMENT & GOVERNANCE?

**Objectives:** At the end of the session the participants will be able to point out on the different definitions and explanation of governance and government.

**Output:** Participants successfully named the specific importance, difference between government and governance.

**Method:** Group discussion/Presentation

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the question to the participants. Start the discussion by giving a small presentation about what is “government vs governance”, conceptual understanding of government and governance. Give minimum of two or three examples of government and governance.
- Step 2:** Divide the participants into groups, the size to depend on how many participants there are.
- Step 3:** Write the question on the board.
- Step 4:** Allow 20 minutes for discussion. Remind participants to select a scribe (writer) and a presenter (speaker).
- Step 5:** Have each group present.
- Step 6:** Using the notes in this section, make a brief presentation on the difference between government and governance.

**Below are some questions/phrases that can be used by the facilitator to stimulate discussion:**



- What is government, and what is governance?
- What is the difference between the two?
- Does each member agree with this definition?
- Was everyone included in the discussion?
- Can someone give examples of governance and/or government?

### FACILITATOR’S NOTE 13:

#### WHAT IS GOVERNMENT AND GOVERNANCE?

- Citizens elect their representatives to the government to represent their needs. Therefore, all government institutions are based on the principle that elected representatives are accountable for their actions to the citizens who elected them and whom they represent.
- The same principles and characteristics of good governance discussed above, are relevant to making good governments
- In order for the state to create a good environment, it needs the support of civil society to facilitate interactions such as mobilizing people to participate in economic, social and political activities.
- Since governance includes both the state and civil society; creating good governance needs **both** government commitment and civil participation.
- To enable citizens to participate, both citizens and government need to be willing to learn, negotiate and interact. Citizens also need to know how governance processes work and how civil society is organized.
- CDCs as representatives of the community and as citizens, should participate in order to contribute to create good governance within the government. This participation is called **civil participation**



## ACTIVITY 14: WHAT IS THE ROLE OF WOMEN IN GOVERNANCE?

**Objectives:** At the end of the session participants would have understood the importance of women in governance.

**Output:** Conceptual understanding of women in governance and participants can explain and define the importance of women's role.

**Method:** Open discussion/Presentation/ group activity

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the following question, "What is the importance of women in governance?" to the participants. Lead open discussion and ask questions regarding women and their involvement in governance.
- Step 2:** Encourage participants to go beyond one sentence definition.
- Step 3:** Note the answers and views of the participants on a flipchart attached to the white board.
- Step 4:** Place the flip chart in a way that all participants can easily see it.
- Step 5:** Divide partners into three teams have them come up with reason why women's role in governance is so important.
- Step 6:** Have each group present. Discuss.
- Step 7:** Using the notes below, the Facilitator should make a brief presentation on the importance of women in governance.
- Step 8:** Conclude the exercise by reviewing the points and definitions to the whole large group.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- Why do you think women should be involved in governance?
- Why is it important?
- Does anyone disagree and why?
- Can you give some examples of women in governance?

### FACILITATOR'S NOTE 14:

#### ROLE OF WOMEN IN GOVERNANCE.

1. Conduct meetings with the female of the district in finding solutions for existed problems
2. Take part in the meetings of the male in CC
3. Women advisory committee should share the issues and problems of the women

Find a way of solution for the women issues and problem.



## ACTIVITY 15: WHO ARE THE IMPORTANT ACTORS IN GOOD GOVERNANCE?

**Objectives:** At the end of the session participants would have understood the actors of good governance

**Output:** Conceptual understanding of good governance and participants can explain and define the actors of good governance

**Method:** Group discussion/Presentation

**Duration:** 60 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the objective and question to the participants; “Who are the important actors in good governance?” Lead the activity as a large group and ask questions regarding the actors of good governance.
- Step 2:** Note the answers and views of the participants on a flipchart attached to the white board.
- Step 3:** Place the flip chart in a way that all the participants could see it easily
- Step 4:** Using the notes below, make a brief presentation on the important actors in good governance.
- Step 5:** Conclude the exercise by reviewing the forms to the whole large group, answer any questions and clarify any concerns.

**Below are some questions/phrases that can be used by the facilitator to stimulate discussion:**



- Who do you think are the important actors?
- How do you define the actors of good governance?
- Does each member agree with this definition?
- Was everyone included in the discussion?
- Can someone give examples of actors of good governance?

### FACILITATOR’S NOTE 15:

#### WHO ARE THE ACTORS OF GOOD GOVERNANCE?

- The public (communities, individuals)
- Civil society organizations (such as NGOs)
- Media
- Government officials
- The private sector



For our purposes, we indicate that yes, these are all forms of civil society – but we are after positive version of civil society. When the state, civil society and market do not operate based on principles of good governance where rights and rule of law are respected, you will generally see alternate civil society come in – militias etc against the government whose issues if not addressed, rightly or wrongly, will often resort to violence. There are of course complicating factors, but it is a

general understanding that you are after.

**CIVIL SOCIETY IS:**

- Groups of individuals that come together in organized fashion with a shared purpose, vision or goal.
- Civil society refers to all those organizations and groups which works for the good and benefit of the society without any pay or personal benefit

**SOME EXAMPLES OF CIVIL SOCIETIES: -**

NGOs, (non-governmental organizations), CBOs (community-based organizations), trade organizations & unions, youth groups, women’s groups, cultural groups, religious associations, political groups, political parties, teacher’s associations etc.

**FUNCTIONS OF CIVIL SOCIETY?**

- To advocate on behalf of a certain group or issue
- To deliver services or support initiatives

**THE ROLES OF CIVIL SOCIETY TO ENSURE GOOD GOVERNANCE ARE: -**

1. Civil Society is like a bridge between the people and government
2. It informs the government about issues and needs of the people
3. It cooperates and collaborates with the government
4. It prepares emergency aid and assistance
5. It points out the needs and requirements of the communities to the government and finds ways of solution
6. It checks the decision making of the government and held the government accountable
7. It builds strong institutions

**ACTIVITY 16: CONCEPT & PRINCIPLES OF GOOD GOVERNANCE**

**Objectives:** At the end of the session participants would have understood the roles, importance and impacts of governance on the community.

**Output:** Conceptual understanding of good governance, participants can explain and define good governance.

**Method:** Open discussion/ Presentation

**Duration:** 50 minutes

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**PROCESS/FACILITATION GUIDE:**

- Step 1:** Read aloud the question to the participants. Lead the activity as a large group discussion and ask questions regarding the definition of good governance.
- Step 2:** Encourage participants to go beyond one sentence definition.
- Step 3:** Note the answers and views of the participants on a flipchart attached to the white board.

**Step 4:** Using the notes in this section, the facilitator can give a brief presentation to the participants on good governance and the principles of good governance. Answer any questions, discuss.

**Step 5:** Conclude the exercise by reviewing the points and definitions to the whole large group.

**Below are some questions /phrases that can be used by the facilitator to stimulate discussion:**



- What can you share with the group about good governance?
- How do you define good governance?
- Does each member agree with this definition?
- Was everyone included in the discussion?
- Can someone give examples of good governance used in our daily life?
- How do you define the principles of good governance?
- Can someone give examples of good governance used in daily life?

### **FACILITATOR’S NOTE 16:**

#### **WHAT IS GOOD GOVERNANCE?**

Good Governance is the responsible and capable management of resources in a way that is transparent, accountable and responsive to needs.



#### **DEFINITION OF GOOD GOVERNANCE:**

Good Governance is optimized by predictable, open and enlightened policy-making, a bureaucracy imbued with professional ethos acting in furtherance of the public good, the rule of law, transparent process and a strong civil society participating in public affairs.

#### **WHAT ARE THE PRINCIPLES OF GOOD GOVERNANCE?**

- Accountability: means being able to provide an explanation for the action or conduct of an organization, individual or government. It means being answerable responsible and liable to give account to others. Accountability is the acknowledgement and assumption of responsibility for actions, decisions, and policies. It includes the obligation to report, explain and be answerable for resulting consequences. Decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. As a SOC – you are accountable to your community; to the government (especially IDLG) and to AECOM
- Transparency: means being open about your work with members of your organization, the government and the public (communities). Activities are transparent if all information is openly and freely available. Secret plans are not transparent. Transparency helps to create accountability. It is used to hold public officials accountable and therefore to help fight against corruption. When government meetings are open to the press and the public, when budgets and financial statements may be reviewed by anyone, when laws, rules and decisions are open to discussion, they are seen as transparent and there is less opportunity for the authorities to abuse the system in their own interest. Transparency also creates participation. If people know what is happening in government, then there will be a lot of questions, discussions, protests from the media and the public.
- Participation: means involving the public (different individuals, organizations, and the media) in political, economical or management decisions. All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Participation includes allowing the public to take part in programs and policies including: strategic planning, design, implementation, monitoring and evaluation. The principle of participation stand on the principles of the Holy Book of Allah

which states: “Consult with them upon the conduct of affairs”. وشاورهم في الامر (سوره ال عمران،  
الايه ١٥٩)

- Equity All men and women have opportunities to improve or maintain their well-being.

## ACTIVITY 17: HOW DOES CIVIL PARTICIPATION CONTRIBUTE TO GOOD GOVERNANCE?

**Objectives:** After the completion of the session the participants will be able to know, how the civil participation contribute to good governance.

**Output:** The participants have understood the conceptual understanding the importance, positive impacts and role of contributing of civil participation to good governance

**Method:** Group discussion/Presentation

**Duration:** 60 minutes

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### PROCESS/FACILITATION GUIDE:

- Step 1:** Read aloud the question to the participants, “How does civil participation contribute to good governance?” Start the session with the role, importance and positive impacts of civil participation. Interact with the participants and lead into questions and answers.
- Step 2:** Divide the participants into groups, the size to depend on how many participants there are.
- Step 3:** Write the question on the board.
- Step 4:** Allow 25 minutes for discussion. Remind participants to select a scribe (writer) and a presenter (speaker).
- Step 5:** Have each group present.
- Step 6:** Using the notes in this section, make a brief presentation on the participation of civil participation to good governance.

Below are some questions/phrases that can be used by the facilitator to stimulate discussion:



- How does civil participation contribute to good governance?
- Was everyone included in the discussion?
- Can someone give examples of how civil participation contributes to good governance?

### FACILITATOR’S NOTE 17:

#### HOW DOES CIVIL PARTICIPATION CONTRIBUTE TO GOOD GOVERNANCE?

Civil participation will help to lead to policies that developed and implemented in a joint way that is responsive to the needs and desires of its citizens. How?

- *Governments cannot include representing all the needs of citizens:*  
Citizens elect people into government thinking they can represent their needs and interests. No matter how government tries, however, it is impossible for them to reach all citizens. It has to rely on assumptions about what citizens need and cannot possibly know everything about their situation. Citizen participation can help to fill this gap. Through active



participation, citizens are able to directly voice out needs and concerns. They can complement government initiatives with their own and thereby put their “voice” forward.

- *Governments need to be checked and held accountable.*  
Citizens cannot just wait for governments to solve their problems for them. Neither can they expect all government officials to perform their tasks well without holding them accountable to ensure that they do these efficiently and effectively. Government’s power to make decisions has to be checked. Politics cannot be left to politicians alone. Being citizens does not start and end with electing public officials. Governments are large-scale organizations with defined rules and hierarchical structures. The task of citizen participation is to ensure that bureaucracies work for the constituencies they were meant to serve.
- *Citizens are in the best position to speak out about their needs and create appropriate solutions.*  
Citizens know best what they need and therefore should take part in creating solutions to these needs. Conventional technical expertise cannot do the job for them. It is the farmers, for instance, who know best where to build farm-to-market roads. An engineer might do the job but it should not be up to him or her where these markets should be located and how they should be built. There is a need to complement technical expertise with local knowledge and homegrown skills. Toward this end, participatory methods of information gathering, collective analysis and aggregation of interests are highly significant.
- *Building stronger institutions:*  
Civil participation will help create a more open, inclusive, and transparent society and will help to strengthen institutions. Strong institutions are essential to growth and development.

How can governments help to contribute to this creating good governance?

- *Making government institutions work.*  
Government institutions have been organized to carry out public administrative functions. Governments should take responsibility to make government institutions work. Governments can redesign institutions and improve institutional structures and processes to enable the active participation of citizens in governance. This will formally institutionalize power sharing and decision-making in governments.
- *Creating other avenues for citizens to participate.*  
Governments can strive for flexibility and innovation in the way they create citizen participation in governance. They can create various channels for citizens to engage in governance processes. Citizens will participate when they feel they are an important part of the process; they have the necessary information and when they see their demands taking shape. Therefore, governments can help to create mechanisms to ensure that citizens have access to good quality information and that mechanisms for accountability exist. Some examples of mechanisms that will create civil participation: These would include such things as task forces, joint committees, public assemblies, consultative meetings and feedback sessions, and ombudspersons. This necessarily implies that governments make available to citizens the information they need to meaningfully participate in these forums.
  - Participatory workshops: between government authorities and citizens where the objective is to identify, analyze, propose and prioritize important problems affecting them.
  - Information and citizen complaints offices: Offices that provide information on government, its programs, goals, institutions. These offices also channel complaints that citizens may have.
  - Sector working groups: Made up of civil society and government representatives for each sector to analyze that sector and propose changes
  - Public hearings for accountability: Government should hold such meetings to inform citizens of work of public institutions
  - Public hearings for budgeting: To allow citizens to participate in the formulation and control of budgets.

- Citizen oversight committees: To control execution of public works, trying to achieve transparency and resource efficiency.
  - Radio audience: Use of the media. Government can provide information through radio/television through a regular program.
  - Tripartite Control Committees: To integrate 3 sectors of society: civil society, local government and beneficiaries. These committees are in charge of evaluating demands from the Public hearings on Budgeting.
  - Village representatives: This is the SOC – the representative of the community to the local authorities. They are responsible to ensure local citizen human rights; and to oversee local government management activities.
- *Being open and responding to other citizen initiatives.*  
Recognizing that governments cannot possibly author all mechanisms for citizens to participate in governance processes, they should be open and receptive to all other initiatives. Being receptive is an important aspect of government responsiveness.
  - *Governments need to play an enabling role in promoting and nurturing active citizenship.*  
Over and above involving citizens in making decisions and exacting accountability, governments have the responsibility to create opportunities for citizens to continuously engage with them in an exclusionary and participatory manner. If governance is all about the relationship between the rulers and the ruled, then the quality of governance is defined by the constancy of engagement between citizens and their governments, as well as between governments and their citizens.

Remember that one of the goals of ASOP is to lay the foundation for improved local governance. ASOP is helping to achieve this goal and create good governance in Afghanistan at two level:

- At a community level; and
- At a district, provincial and national level.

## ACTIVITY 18: SUMMARY OF THE WORKSHOP

### Objectives:

To summarize the workshop and get ready for the evaluation

**Output:** Participants can name the topics which they covered in the two days workshop

**Method:** Brain storming

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

**Step 1:** Have each participant share what they remember/enjoyed doing in the workshop.

**Step 2:** Discuss.

**Summaries all the workshop with the participants. Remind them the major topics of the workshop and get them ready for the evaluation.**

## ACTIVITY 19: WORKSHOP EVALUATION

**Objectives:** At the end of the workshop all participants will be able to explain community election planning roles and processes to the community

**Output:** Participants are familiar with elections under the NSP program.

**Method:** Group discussion/Presentation

**Duration:** 40 minutes

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### PROCESS/FACILITATION GUIDE:

**Step 1:** Distribute one form, each to every participant.

**Step 2:** Read aloud the questions in the evaluation form and answer any questions/clarify any areas that are unclear.

**Step 3:** Distribute the evaluation form

**Step 4:** Thank the group for their handwork and participation.

### EVALUATION: PARTICIPANT'S LOCAL GOVERNANCE EVALUATION FORM

TRAINING DATE: \_\_\_\_\_

TRAINING TITLE: \_\_\_\_\_

Were the stated training objectives met?

Completely\_\_\_\_\_ Mostly\_\_\_\_\_ Satisfactory\_\_\_\_\_ Minimally\_\_\_\_\_ Not at all\_\_\_\_\_

On a scale of 1 to 10, please provide an overall rating for training/materials and instructional effectiveness\_\_\_\_\_.

Excellent	Very Good	Average	below Average	Unsatisfactory
10-----9	8-----7	6-----5	4-----3	2-----1

PLEASE RATE THE TRAINING/MATERIALS USING A SCALE OF 1 TO 10 AS TO:

Accomplishment of course objectives \_\_\_\_\_

Coverage of subject matter \_\_\_\_\_

Organization of subject matter \_\_\_\_\_

Suitability of instructional materials \_\_\_\_\_

Overall rating for the workshop/materials \_\_\_\_\_

2. PLEASE RATE THE FACILITATOR ON THE FOLLOWING ITEMS USING A SCALE OF 1 TO 10.

Name of Facilitator \_\_\_\_\_

Effectiveness of facilitator's presentation \_\_\_\_\_  
Facilitator's ability to answer questions \_\_\_\_\_  
Facilitator's effectiveness in keeping  
Discussion focused on relevant topics \_\_\_\_\_  
Facilitator's courtesy and tact \_\_\_\_\_  
Overall rating of the facilitator \_\_\_\_\_

3. YOUR KNOWLEDGE AND SKILL LEVEL OF THE SUBJECT MATTER

Before taking the training

NONE \_\_\_ 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_ 6 \_\_\_ 7 \_\_\_ 8 \_\_\_ 9 \_\_\_ 10 HIGH

After taking the training

NONE \_\_\_ 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_ 6 \_\_\_ 7 \_\_\_ 8 \_\_\_ 9 \_\_\_ 10 HIGH

How well will you be able to use what you learned in this training?

Completely \_\_\_ Mostly \_\_\_ Somewhat \_\_\_ Minimally \_\_\_ Not all \_\_\_

4. OTHER

A. What did you particularly like about the training?

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B. What were the training's strengths?

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C. What were the training's weaknesses?

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D. Do any parts of the training need improvement?

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ADDITIONAL COMMENTS: