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2011 Afghanistan Civil Society Assessment

Counterpart International's Initiative to Promote Afghan Civil Society II (I-PACS II)

COUNTERPART INTERNATIONAL

Afghanistan Civil Society Assessment

December 2011

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2011 Afghanistan Civil Society Assessment
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KUNDUZ
Kunduz
Taloqan
TAKHAR
Faizabad
BADAKHSHAN
Aibak
FARYAB
Mamanah
Sar-e Pul
SAMANGAN
BAGHLAN
Pul-e Khumri
SAR-E PUL
PANJSHIR
Bazarak
Parun
NURISTAN
BADGHIS
Qal'ah-ye Now
Charikar
Mahmud-e Raqi
Asadabad
KUNAR
PARWAN
KAPISA
Bamyan
BAMYAN
Mehtar Lam
LAGHMAN
Herat
HERAT
Chaghcharan
WARDAK
KABUL
Maidan Shahr
Jalalabad
NANGARHAR
LOGAR
Pul-e' Alam
GHOR
Nili
DAYKUNDI
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GHAZNI
Sharan
Tarin Kot
URUZGAN
Farah
FARAH
PAKTIKA
ZABUL
Qalat
Lashakar Gah
Kandahar
Zaranj
HELMAND
KANDAHAR
NIMROZ
Survey, interviews and focus groups
Survey
0 50 100 150 Kilometers
0 50 100 150 Miles

I. Executive Summary

Counterpart International commissioned the 2010 Civil Society Assessment in order to evaluate the progress made by Afghan civil society organizations (CSOs) since Counterpart's first Civil Society Assessment in 2005 and to assess the impact of the USAID-funded Initiative to Promote Afghan Civil Society (IPACS) on organizations that have participated in the program. The three core objectives of the program are: (1) improved civil society accountability and legal and regulatory frameworks; (2) strengthened civil society capacity and sector infrastructure for democratic processes; and (3) increased citizen mobilization and policy engagement.

The development of civil society organizations has progressed significantly since 2005. A majority of organizations have increased or maintained their geographic reach and funding levels – a significant accomplishment in itself under present circumstances. There has been a substantial increase in the number of CSOs focusing on women as beneficiaries, promoting women's rights and gender equality, and spending program budgets on projects aimed at women. Women are playing an increasing role in CSOs, both in paid and volunteer positions. Almost all CSOs now have written rules about governance and most have procurement and accounting policies, financial policies and procedures, and employee manuals in place. The proportion of CSOs implementing activities in more than one province has increased from one third in 2005 to 53 percent in 2010.

> "CSOs and NGOs are much closer to the people than the government and they focus on people's problems."
>
> CSO, male employee, Kabul

Importantly, Afghan CSOs are less dependent on international donor funding than they were in 2005 when 50 percent of funding, both financial and in-kind contributions, came from international organizations. This percentage is now down to 21 percent, with contributions from individual members having become a primary source of funding, followed by contributions from non-members and communities, and fees for services.

Moreover, organizations believe that the image of CSOs has generally improved since 2005 as they work toward becoming more transparent and accountable. They also believe that the position of women in most communities has been elevated substantially over the past five years due largely to the work of CSOs. Traditional organizations, such as shuras/jirgas, have become more inclusive and transparent, according to some CSOs.

While there are significant signs of progress over the past five years, efforts to develop civil society in Afghanistan are moving especially slow outside of Kabul and the major cities. Lack of funding, and to a lesser extent security concerns and limited capacity, are factors that hamper the effectiveness of CSOs operating in the country, causing some organizations to either postpone project implementation or halt expansion in certain provinces or districts.

1. Key Activity Areas and Beneficiaries

The study identified eight major groups of CSOs working in Afghanistan today: Community focused organizations, youth focused organizations, women focused organizations, CSO support organizations, professional interest organizations, community development councils, shuras, and local education committees.

Despite the considerable challenges inherent in carrying out their work in Afghanistan's present environment, CSOs operate in a broad range of activities. Providing education, promoting gender equality, programs for youth, and promoting human rights are the top functions of the organizations surveyed. There has been a shift away from the main foci in 2005, which were heath, sanitation and water projects, infrastructure projects, and conflict resolution.

About 40 percent of all organizations implement just one type of activity, and another third are engaged in two or three activities. Gender mainstreaming, promoting human rights, strengthening independent media, coordinating other organizations, protecting the environment, and implementing religious activities are more prevalent in rural settings, while providing health services and education are more prevalent in urban settings.

CSOs report youth and women as those who benefit the most from their activities. Forty-five percent of CSOs identify women as beneficiaries – representing, a significant increase from the 18 percent reported in 2005. Youth and the poor get statistically significantly more attention from CSOs operating in rural centers than in urban centers.

CSOs operating in Afghanistan tend to have small staffs, with half of all organizations having fewer than a dozen employees. Overall, women have increased roles in CSOs in both paid and volunteer positions, with women working in paid full or part time staff positions and as volunteers having increased a total of 26 percent over the last five years.

2. Barriers to CSO Development

Lack of funding is by far the top factor hampering the effectiveness of civil society organizations in Afghanistan: 83 percent of organizations rank it as the primary factor impeding project implementation, far outweighing the 37 percent who rank security concerns first. About 30 percent cited security concerns as a constraint to effectiveness of operations in 2005 when the top problems included communications, transportation, and office space and equipment.

Nevertheless, half of the organizations say that over the past five years security has become an increasing impediment to implementing activities, with a larger proportion of urban organizations (46 percent) identifying security as the greatest challenge facing CSOs today, compared to rural organizations (31 percent). CSOs working in the South Central region were more likely than others to see security as an increasing impediment.

Despite this situation, half of the organizations overall report that the geographic area their organization covers has increased within the last five years; 53 percent report having projects in more than one province, up from about a third of the organizations in 2005 that said they implemented activities in provinces outside their own.

At the same time, organizations with increased coverage are slightly more likely to report security as an increasing impediment. In fact, organizations affiliated with IPACS are more likely than those not affiliated to say the geographic coverage of their programs has increased over the past five years. In parallel, IPACS organizations are significantly more likely than others to view security as a growing problem. A larger proportion of urban CSOs tend to identify security as a challenge than rural CSOs. This could mean that rural organizations are downgrading such threats to their operations because they work more closely with local governments and have greater ties to the communities in which they work. In addition, urban CSOs often work in rural communities with which they may not have close familiarity.

> "Well, of course the problem is security—that prevents us from implementing our projects—and the other is a lack of funds, which are not easy to find."
>
> CSO, female employee, Mazar-i-Sharif

There is a strong link between the ability to expand operations geographically and budget availability. Two-thirds of CSOs with increased coverage report increased overall funding within the last five years, while about 70 percent of CSOs with decreased coverage report having a decreased overall budget.

3. CSO Needs

The top four needs that CSOs want to see increased or improved are fundraising (69 percent) – which was also the top need in 2005, followed much farther behind by office space or equipment (28 percent), project development and proposal writing (25 percent) and organizational management, governance and strategy planning (21

Today, 45 percent of civil society organizations serve women, compared to only 18 percent in 2005.

"Due to the partnership with Counterpart, we expanded our activities ... It is also because of the IPACS project that the capacity of our employees was built up and the status of our office was promoted. We highly benefited from this project."

CSO IPACS participant, female employee, Mazar-i-Sharif

percent). These priorities are linked to the challenges of securing funding as well as to finding qualified employees.

Seventy percent of the CSOs have annual budgets of less than $100,000, compared with nearly 40 percent of CSOs in 2005 that reported having no funding at all. Close to 40 percent say overall funding has increased, another 30 percent say that it stayed the same, and only 26 percent say that their funding levels had decreased over the past five years.

4. Over Half Are Women's Organizations

The in-depth interviews with stakeholders highlighted the positive strides made in elevating the position of women in the country. Several respondents reflected back to times when it was difficult for women to leave their homes and noted that today, women even work for the government. Others noted a change in attitude among Afghan men, who have a growing willingness to provide educational opportunities for their daughters.

About half of all CSOs describe their organization as one that focuses primarily on women's issues and named women as beneficiaries of their activities, a significant increase from less than one-fifth in 2005. A third overall state that their organizations promote gender equality or women's rights in their activities and report spending 40 percent or more of program budgets on women's programs. IPACS organizations are significantly more likely than those not affiliated with IPACS to report women as their beneficiaries, working on behalf of women's rights, and spending at least 40 percent of their budget on programs that advance the position of women. This data reflect an overall objective of IPACS to increase women's opportunities for social, political and economic growth.

5. Capacity Indicators

Based upon the Capacity Development Results Framework designed by the World Bank Institute, the assessment team developed a set of Capacity Indicators for Civil Society Organizations operating in Afghanistan today.

The three overarching performance categories are: (1) the extent to which stakeholders voice their decisions in development goals; (2) the degree to which documentation about operating procedures and financial transparency exists, and; (3) the effectiveness of the organizational arrangements that stakeholders adopt to achieve goals.

A. Stakeholder Participation

Survey results found that about half of all organizations say that beneficiaries have a great deal of influence on needs assessment and problem identification and on planning how to address problems. The in-depth interviews and focus groups revealed that some organizations learn about their beneficiaries' needs by conducting surveys and needs assessments while others say they interact with the local population or contact shura/jirga and village leaders to determine community needs. About four in ten surveyed organizations said beneficiaries are greatly influential in the provision of funding and in-kind resources and

the monitoring and evaluation of results. CSO support organizations tend to report much higher involvement of their beneficiaries in problem identification and planning compared to other organizations. Overall, IPACS affiliated organizations tend to be more likely to involve beneficiaries in monitoring and evaluation and in planning.

Survey results found that on average, about four in ten CSOs overall said donors are involved substantially in needs assessment and problem identification, planning how to address problems, provision of funding and in-kind resources, and monitoring and evaluation of the results. Interaction between donors and CSOs was generally described as one-sided in the in-depth interviews, mainly in terms of CSOs reporting their activities to donors and donors monitoring and evaluating CSO activities.

CSOs are less likely to involve local governments in project plans. Only two in ten surveyed CSOs reported a great deal of local government influence on needs assessment, addressing problems, providing funds and monitoring and evaluation. Shuras, education committees and women's unions are more likely to report the influence of local governments than other organizations.

B. Operating Procedures and Financial Transparency

Ninety percent of all organizations have written rules about how they are governed, including statutes, bylaws, or written mission statements; nearly 80 percent have procurement and accounting policies in place. In 2005, about 70 percent of the organizations said that they had written rules such as statutes and bylaws; this increase is an indicator of the increasing professionalism of Afghan CSOs.

A majority of organizations also have employee manuals and financial policies and procedures documented. Security protocols, IT policies, and external governing committees or boards are less common, with more IPACS partners and grantees reporting the existence of such policies and procedures than non-IPACS organizations.

Two-thirds of the CSOs have projects currently being implemented with another 70 percent having had completed projects in the previous year. About 40 percent report that they had submitted no proposals in the previous three months. Women's unions and CSO support organizations appear to be more actively involved in projects compared to other organizations. Only 17 percent of the CSOs had conducted fundraising activities in the previous 12 months.

The great majority of organizations say they exchanged information and ideas, participated in policy debates and coordinated the provision of services with other CSOs. About half of the organizations overall report that they have tried to obtain funds jointly with other CSOs, with more IPACS than non-IPACS organizations doing so. Forty percent say they partner with other CSOs on projects, again with more IPACS engaging in such partnerships than non-IPACS. Such cooperation has increased significantly since 2005 when only nine percent of the CSOs said they had conducted any project or activity in collaboration with another organization.

6. Significant Impact of IPACS

A comparison of organizations in the survey on capacity development measures revealed a consistently positive relationship between participation in IPACS and an organization's performance.

IPACS affiliated organizations report higher rates of involvement with beneficiaries, donors and other CSOs; higher rates of women's participation as beneficiaries, employees and stakeholders; higher levels of fundraising and increased funding levels; increased geographic coverage of programs; engagement in a larger number of activities; higher level of engagement with other CSOs; and higher percentages of policies and operating procedures in place.

Solid majorities of IPACS affiliated organizations rate IPACS as having a positive impact: Nearly 80 percent say there has been a positive effect on the quality of programs, overall organizational management (77 percent), and the number and role of women on staff (76 percent). Geographic expansion (73 percent), attracting donors (71 percent), increasing the financial base (75 percent), and sectoral expansion (67 percent) were all reported to have been positively affected through the IPACS program as well. These findings hold true both for organizations based in Kabul and in other provinces.

7. Recommendations

Despite the formidable obstacles to CSO development in Afghanistan, donors interviewed for this study underscored the unique and vital role Afghan CSOs play in strengthening civil society because of the close relationship of CSOs to the people they serve.

There has been a shift away from the main focus in 2005 on health, sanitation and water projects, infrastructure projects, and conflict resolution. Afghan CSOs are now focusing on the promotion of gender equality, culture, youth, and education, though these functions are not necessarily reaching all segments of society. Youth and the poor appear to get less attention in urban areas compared to rural areas, and Kabul continues to receive the largest share of CSO projects. In addition, recent polling by reputable organizations finds that basic conditions such as clean drinking water and electricity remain top issues for most of the Afghan population. CSOs should remain involved and get reengaged in providing and/or advocating for these basic needs. Such an approach could result in the positive byproduct of increased confidence of society in CSOs.

CSOs need to make concerted efforts to plan for the hiring of more women in decision-making positions and donors need to focus more funds on gender issues in their civil society projects.

Donors should require CSOs, and provide the corollary funding, to engage in participatory needs assessment activities that involve beneficiaries, local governments and other stakeholders in identifying priorities. Such an approach could support the identification of linkages between CSO missions and government policies and action plans and assist in increasing the engagement of local and national governments in CSO partnerships, funding, and support.

Women are playing an increased role in CSOs both in paid and volunteer positions and there has been a substantial increase in the focus of CSO activities on women and women's issues. This momentum needs to be maintained into future programs. CSOs need to make concerted efforts to plan for the hiring of more women in decision-making positions and donors need to focus more funds on gender issues in their civil society projects. One way to bring more women into organizations is through volunteering, which remains an underutilized source of staff.

Local governments are brought into the work of CSOs at much lower rates than beneficiaries or donors through planning, needs assessment, funding, and monitoring. Non-governmental organizations (NGOs) could be doing more to work with local shuras and governments in order to bring more of their projects to the regions outside Kabul Province. Such collaboration could also diminish the security concerns of CSOs working in rural areas. This cooperation is especially important for IPACS affiliated organizations which report security as a growing concern more often than other organizations.

Nevertheless, the restricted access for women to political, social, and economic life outside their families continues to be a significantly limiting factor in today's Afghanistan. Increased communication and cooperation between NGOs and local shuras might help increase access for women in remote areas and increase women's awareness of the services that are available to them, as will continued donor attention and funding.

It is striking that communication is no longer seen as a serious constraint to CSOs, highlighting the growth in access to mobile phones over the past five years. However, the public's limited access to most forms of mass media, other than radio, is an obstacle for CSOs in their communication strategies with the public and is an area that should be considered for development as more organizations turn to public information campaigns to affect opinion and behavior change in the future. CSOs should target the mass public via communication channels that reach most of the public.

Less than one in five CSOs report having been engaged in fundraising activities during the previous three months; CSOs rank lack of budget as the top constraint to effectiveness, and fundraising ranked as the top need for improvement. It is clear that CSOs need to diversify and/or supplement their funding sources and should be given the assistance they are requesting such as staff development and training. Fees-for-services is an area to which CSOs may need to give more attention in order to add supplemental income to their funding base.

There is a strong link between the ability to expand operations geographically and budget availability. Nevertheless, both donors and CSOs need to reassess whether geographic expansion beyond one's own district or province remains a feasible model in the current Afghan security environment. Donors need to develop strategies that provide funding to CSOs and projects in all geographic areas of the country, including those outside of the provincial capitals and Kabul.

Both donors and CSOs should undertake evaluations to understand how CSOs are directly and indirectly impacting such important sectors as workforce development through on-the-job training for volunteers, the cultivation of community and political leaders through participatory projects, outreach to areas outside government control, and support for legitimate shura and other community level authorities through consultation and collaboration on projects.

There seems to have been a significant decrease from 2005 in the number of projects being implemented by CSOs. While several explanations are provided in the report, this is an area that requires further research and indicates a need for capacity building in project design and proposal writing to stimulate program development activities.

Lastly, organizations that benefitted from IPACS believe strongly that the program has provided several important positive impacts. How these successes have been achieved needs to be examined closely and the information shared with donors and organizations promoting civil society in Afghanistan and the growing number of countries in similar situations.

Collaboration between CSOs increased significantly since 2005 when only 9 percent conducted activities with another CSO. Today at least 66 percent collaborate.

The goals of IPACS -
Enable Afghan citizens to:
1. More effectively participate in political processes
2. Solve community problems
3. Demand good governance from their leaders

II. Introduction

Counterpart International commissioned this assessment in order to evaluate the progress made by Afghan civil society organizations during the past five years since Counterpart's first Civil Society Assessment in 2005 and to assess the impact of the USAID funded *Initiative to Promote Afghan Civil Society* (IPACS) on those civil society organizations that have participated in the program.

The key objectives of this study are:

Objective 1: To understand and measure progress made by Civil Society Organizations (CSOs) during the last five years.

Objective 2: To assess the IPACS' impact on CSOs in its network.

Counterpart is currently implementing the sixth year of the IPACS program. The goals of the program are: (1) to enable Afghan citizens to more effectively participate in political processes, (2) solve community problems, and, (3) demand good governance from their leaders.

To meet these goals, Counterpart supports the development of 21 Intermediary Support Organizations (ISOs) and Civil Society Support Centers (CSSCs) across the country as integral components of a robust Afghan civil society infrastructure. ISOs and CSSCs serve as conduits through which Counterpart International accesses remote geographical regions and smaller regional CSOs in order to provide capacity building for more than 400 CSOs and to support a broader and deeper civil society infrastructure that involves the public and serves the real needs of the population.

The Initiative to Promote Afghan Civil Society has three core objectives:

Objective 1: Improved civil society accountability and legal and regulatory frameworks

Objective 2: Strengthened civil society capacity and sector infrastructure for democratic processes

Objective 3: Increased citizen mobilization and policy engagement

This study is comprised of four research components employing both quantitative and qualitative methodologies: (1) a desk review study, (2) a survey of CSOs, (3) focus group discussions with beneficiaries and CSOs, and (4) in-depth individual interviews with donors, beneficiaries and key decision-makers of Afghan CSOs. Interviews for the survey of CSOs were conducted in-person between August 6 and September 20, 2010, with 424 CSOs comprised of about equal numbers of urban and rural respondents (see Table 1). Of these 424 CSOs, 109 were Counterpart partner organizations and 45 were Counterpart grantees (36 percent of all CSOs included in the sample). Throughout the report they will be referred to as IPACS CSOs. Twenty-four in-depth interviews were conducted with key stakeholders and 12 focus groups with CSOs and their beneficiaries were conducted between July 24 and September 20, 2010. **The study contained both registered and unregistered organizations including non-governmental organizations, social organizations, shuras/jirgas,[1] Community Development Councils, and other community-based groups.** (See Annex 1 for details on the methodologies used.)

Table 1: Breakdown of Survey Interviews by Region

M.4: Region		
Urban	n=208	49%
Rural	n=216	51%
Central Kabul	n=93	22%
Eastern	n=49	12%
South Central	n=48	11%
South Western	n=10	2%
Western	n=55	13%
Northern	n=140	33%
Central/ Hazarjat	n=29	7%

III. CSOs in Afghanistan

A standard definition of civil society does not exist, but it is understood that public participation in decision-making through a variety of groups and associations, both formally and informally organized, pursuing a common set of goals is a fundamental necessity for the successful functioning of democratic systems of governance. Democratic systems of governance require public participation and CSOs make that participation

1. Afghan local community councils of elders which are termed shuras in Arabic and Dari and jirgas in Pashto. The term shura will be used for the remainder of this report.

more effective by aggregating and amplifying the efforts and demands of interested individuals.

One definition that can be helpful for this study was developed by the Centre for Civil Society at the London School of Economics:

> *Civil society refers to the arena of un-coerced collective action around shared interests, purposes and values. In theory, its institutional forms are distinct from those of the state, family and market, though in practice, the boundaries between state, civil society, family and market are often complex, blurred and negotiated. Civil society commonly embraces a diversity of spaces, actors and institutional forms, varying in their degree of formality, autonomy and power.*[2]

The Asia Development Bank categorizes the recent history of civil society in Afghanistan in three stages: (1) 1979-1988 during which non-governmental organizations developed humanitarian assistance programs for refugees after the Soviet invasion. Some of these organizations engaged in advocacy outside the country in order to bring attention to the refugees; (2) 1988-1995 when emergency humanitarian aid began to shift to development projects and coalitions of organizations began forming and donor funding led to increased number of non-governmental organizations, and; (3) 1996-2001 was the period of Taliban control, during which non-governmental organizations (NGOs) worked in local communities and continued to engage with United Nations agencies on humanitarian assistance and development projects.[3]

According to most analysts, the development of current civil society in Afghanistan us in its early development phase that started after the country's first elections based on democratic values in 2004 and 2005. The civil society sector is made-up of both traditional groups such as village councils of elders and new non-governmental organizations and coalitions engaged in a wide spectrum of activities from humanitarian assistance to advocacy for human and civil rights.

As of May 2010, there were 1,468 NGOs officially registered with the Ministry of Economy and 1,716 social organizations officially registered with the Ministry of Justice.[4] There are thousands more CSOs working in Afghanistan today including more than 20,000 Community Development Councils and multiple shuras in each village community.[5]

Development of the civil society sector, which is fundamental to democratic governance, is taking place in a country that is also working toward establishing freedom of expression for all and equal opportunity and access for women and other minorities. Even more important barriers to public participation in civil society are high poverty rates along with the paucity of widespread communication channels, except for radio which is available to 82 percent of the population.[6]

1. Legal Framework

The Law on Non-Governmental Organizations (NGOs) that was signed by President Karzai in 2005 created a legal framework for CSOs in Afghanistan which replaced the Taliban regime's 2000 Regulation for the Activities of Domestic and Foreign NGOs.[7]

Under the 2005 law, all domestic and international NGOs are now required to register with the Ministry of Economy instead of the Ministry of Planning as had been stipulated in the 2000 Regulation. The purpose of this new registration process was intended to screen out organizations that were not non-profit organizations or that were not carrying out NGO sector activities.[8]

The Law on Non-Governmental Organizations broadly defines NGOs to include both domestic and foreign organizations. Domestic NGOs are defined in Article 5.2 as "a domestic non-governmental organization which is established to pursue specific objectives."[9] A non-profit organization is one that "cannot distribute its assets, income or profits to any person, except for the working objectives of the organization; and that cannot use its assets, income or profits to provide private benefits, directly or indirectly, to any founder, member, director, officer, employee, or donor of the organization, or their family members or relatives."[10]

Organizations may choose to register as a social organization with the Ministry of Justice providing they meet the definition under the 2002 Law on Social Organizations which is a "volunteer union of natural persons, which have formed for ensuring social, cultural, scientific, legal, artistic

2. Quoted in Winter (2010); See also for a lengthy discussion of how Afghans define civil society.
3. Asia Development Bank.
4. Some of the traditional shuras are registered as non-governmental organizations or social organizations.
5. Village shuras include councils of elders, commanders' shuras (jihadi), peace or mediator shuras, and education shuras, among others.
6. *Afghanistan in 2010: A Survey of the Afghan People*, The Asia Foundation
7. Both the Law on Non-Governmental Organizations and the Law on Social Organizations remain pending before the Afghan National Assembly as part of the process by which all laws enacted before the seating of the Afghan National Assembly must be reviewed and approved by the Assembly. Currently, however, there is no indication as to when either of the two laws will be reviewed by the Assembly. In addition, the Ministry of Economy has prepared draft revisions to the Law on Non-Governmental Organizations that are pending review by the Cabinet of Ministers which must approve changes before they can be submitted to the National Assembly (see: http://www.icnl.org/knowledge/ngolawmonitor/MonitorAfghan.pdf 2010).
8. Asia Development Bank, "Overview of Civil Society Organizations in Afghanistan," includes a quote from Paul Barker of CARE who points out that politicians, media and the general public often include private contractors, UN agencies, private security contractors, and the NATO-led ISAF when they refer to NGOs. (Quoted in Aunohita Mojumdar,Fighting 'NGOism'. globalpolicy.org/ngos/aid/2006/0113fighting.htm.)

and professional objectives according to the provisions of this law."[11] Such organizations include communities and associations whose assets are limited to the support and goals of the organization. The law also stipulates that those who register social organizations must be Afghan citizens 18 or older.[12] According to the Asia Development Bank, some organizations opt to register as social organizations instead of as NGOs in order "to distance themselves from any remaining negative perception of NGOs."[13]

Community Development Councils (CDCs) may register with the Ministry for Rural Rehabilitation and Development although they are not mandated to do so by legislation.[14]

2. The Role of Shura and Village Organizations

In addition to formally registered NGOs and social organizations, village organizations and shuras are an important part of Afghan civil society and provide services to communities.

Village organizations serve as local aid committees formed by donors to advise or oversee the administration of assistance. They include community development councils (CDCs), educational committees, and other development committees.

Shuras are local decision-making bodies that are the traditional building blocks of civil society in Afghanistan and that are usually led by village elders. These local councils are established by villages or tribes usually for the purpose of self-government and also to represent a community's interests to other parts of society. Most shuras operate on an informal basis and are not registered.

> "Councils and shuras are different in recent years from five years ago...Currently, more knowledgeable people are leading such shuras. Therefore shuras seem to be more active than five years before."
>
> Male participant, focus group, Kabul

As outlined in the recommendations of Counterpart International's 2005 Afghanistan Civil Society Assessment, fostering shuras and shuras of ulema (religious scholars) is important to "anchoring civil society as a force in Afghanistan."

This finding continues to be supported five years later in the 2010 data:

- *"The establishment of these shuras indicates the unity of the people."* Male participant, focus group, Kabul
- *"The shura's cooperation with foundations is very necessary because foundations do not actually know the needs of people in the area… Previously, foundations had no one to monitor them while implementing their projects; therefore, they would construct low quality things. Currently, if a shura will monitor them all the time, they will be compelled to do the best job for the area."* Male participant, focus group, Kabul
- *"The shura is made from the people of the area and they are assisting the NGOs in learning the people's needs. The NGO will leave one day but the shuras will remain forever."* Male participant, focus group, Mazar-i-Sharif

Respondents in the 2010 study indicate also that the credibility of shuras has increased within communities since 2005. This is attributed by respondents to better and established communication channels in which needs are expressed freely and problems are addressed fairly, increased transparency, and better educated shura members.

- *"Previously, a shura would have done work, but local people of the area might not have known about it. Now, local people request projects for their areas, and the shura tries to implement them as soon as possible. Currently, members of the shura and directorate have the same right to speak and present a viewpoint; before, the directorate of a shura's decision was final."* Male participant, focus group, Kabul
- *"Council and shuras are different from five years ago. People's knowledge level has increased and they know enough information about shuras. Previously people had no idea about them. Currently, more knowledgeable people are leading shuras. Therefore shuras seem to be more active than five years ago."* Male participant,

9. International Center for Not-for-Profit Law, "Commentary on the Law on Non-Governmental Organizations (NGOs) of the Islamic Republic of Afghanistan." ICNL reported that the re-registration process led to the termination of more than 1600 NGOs that were perceived by many to be 'false' NGOs.
10. From a translation of the NGO law, © 2005 International Center for Not-for-Profit Law (ICNL) and the Agency Coordinating Body for Afghan Relief (ACBAR).
11. Article 2, Law on Social Organizations, January 12, 2003.
12. Council on Foundations, "United States International Grantmaking," (www.usig.org/countryinfo/ afghanistan.asp#Types)
13. Asia Development Bank.
14. "Afghanistan Civil Society Assessment," (2005), Counterpart International.

focus group, Kabul

- *"There is no chance for fraud, to take people's rights and cheat the authorities. Currently, the shura distributes communal goods to all deserving people; therefore, people are very happy with them. Currently we have wells, roads, paved streets and lots of other things which didn't exist a few years before."* Male participant, focus group, Kabul

A 2010 Asia Foundation poll conducted in Afghanistan provides additional support for positive attitudes towards shuras.[15] The poll found that majorities agree that local shura are accessible to me (86 percent, with 43 percent strongly agree), are fair and trusted (73 percent, with 27 percent strongly agree), follow the local norms and values of our people (70 percent, with 27 percent strongly agree), are effective at delivering justice (69 percent, with 26 percent strongly agree) and resolve cases timely and promptly (66 percent, with 28 percent strongly agree). In a 2009 Asia Foundation poll, solid majorities of both men (84 percent) and women (74 percent) agreed that shuras are accessible to me.[16]

The Counterpart International 2010 survey conducted for this assessment found that both shuras and NGOs are credited with the advancement of civil society in Afghanistan and that they are most often viewed to perform best when working together. Focus group participants identify distinct roles for each and explain that shuras are able to clearly communicate to NGOs the people's needs while NGOs are best equipped to execute a plan.

- *"The NGOs work with help of the shuras. If the shuras don't help them, they cannot work. They help with the coordination of the shuras. [NGOs] can serve the society and help them through the shuras."* Male participant, focus group, Herat

- *"Shuras are totally different from the NGOs because NGOs can't directly talk to the people. It is better if shuras tell them about the problems of the people and they spend money on it."* Male participant, focus group, Kabul

- *"When there is a problem in an area, like lack of drinking water, literacy problems, and construction problems, the shura should find a way to solve it, like going to donors. They can go to the government or they can go to national NGOs and ask them how to solve the problems."* Male participant, focus group, Kabul

- *"NGOs should be in touch with shuras so that they know what projects can be most effective for the local people."* Male participant, focus group, Kabul

Unlike NGOs, shuras are perceived by some to be limited in what they are able to do due to budget limitations and their reliance on the government.

- *"[Shuras] are funded by our government, but the NGOs are funded and financed by the foreign governments and some other organizations, and they make their own decisions because they are made by themselves and they have their own policies… The shuras, I shall say, are managed totally by our own people for our people."* Male participant, focus group, Mazar-i-Sharif

- *"Shuras don't have enough budget to help the people, but the NGOs have very huge budgets."* Male participant, focus group, Kabul

Additionally, focus group participants distinguish between the types of services shuras and NGOs provide to the Afghan people.

- *"The NGOs built up schools, clinics and necessary things, but the governmental organizations solve other problems through the officials."* Female participant, focus group, Nangarhar

- *"I think the NGOs are assisting people with material things like food, schools and more, but the shuras help with immaterial things like peace and security for the people."* Female participant, focus group, Nangarhar

IV. Profile of CSOs

Many Counterpart International survey respondents identify their own organizations as community associations and organizations (28 percent); teacher, women, student, and trade unions (20 percent); and CSO support organizations (13 percent). The remaining organizations identify themselves as youth associations (8 percent), culture/sports organizations (7 percent), shuras (6 percent), community development councils (6 percent), education committees or councils (4 percent), or associations of professionals (4 percent). Less than one percent say they are a social or political movement organization (see Table 2). These various types of organizations and groups exist fairly consistently across all regions of Afghanistan which indicates the availability of similar services to populations in all regions of the country.

15. Afghanistan in 2010: A Survey of the Afghan People, The Asia Foundation.
16. Afghanistan in 2009: A Survey of the Afghan People, The Asia Foundation. No comparable gender-based data are available from the 2010 Asia Foundations survey.

Table 2: CSO Breakdown by Chief Purpose

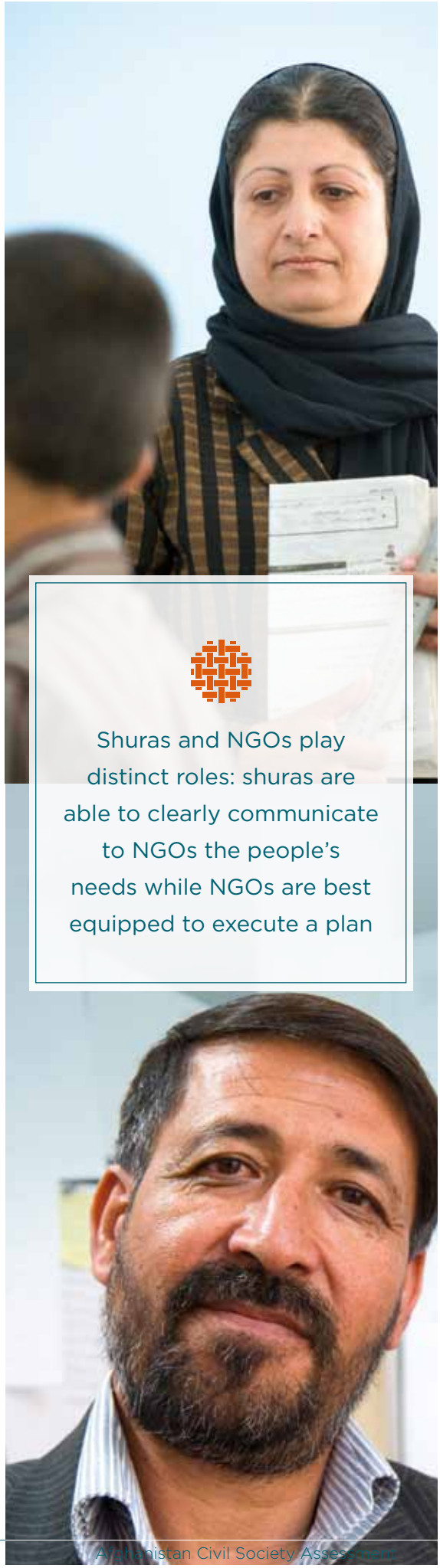
Q.3: What type of association, union or organization are you?	
Organization	n = 424
Community association/ organization	28%
Teacher's, Women's, Students and Trade	20%
CSO support organization	13%
Youth association	8%
Culture and/or sports organization	7%
Shura/Jirga	6%
Community Development Committee (CDC)	6%
Education Committee or Council	4%
Association of professionals	4%
Socio/political movement	<1%

1. Areas of Activity

Even under the considerable challenges of carrying out their work in today's environment, NGOs and CSOs operate in a broad range of activities. In fact, few organizations limit activities to one sector, which makes it difficult to categorize organizations by one specific mission. Providing education (42 percent), promoting gender equality (33 percent), programs for youth (23 percent), and promoting human rights (22 percent) are the top functions of the organizations. In the 2005 survey, 45 percent of the CSOs were engaged in education and 42 percent in health, sanitation and water projects followed by conflict resolution (34 percent), infrastructure (roads, electrification; 34 percent), and gender equality (31 percent).

About 40 percent of the organizations identify only one type of activity in their missions, and 34 percent report they are engaged in two or three different activities (see Figure 1). Urban CSOs tend to be more active than rural organizations, reporting on average a higher total number of activities (mean=3.5) than their rural counterparts (mean=2.7). IPACS affiliated organizations are engaged in a larger number of activities (mean=3.7) than non-IPACS participants (mean=2.8).

Given the IPACS program's emphasis on engaging organizations serving women, important differences were found for the focus on gender issues with half of the IPACS organizations reporting involvement in gender issues and only 25 percent of the non-IPACS groups indicating being involved in gender issues. Differences were found also in the sectors of infrastructure (28 percent for IPACS organizations compared to 19 percent for others), strengthening independent media (21 percent compared to 15 percent), coordinating



Shuras and NGOs play distinct roles: shuras are able to clearly communicate to NGOs the people's needs while NGOs are best equipped to execute a plan

other organizations (20 percent compared to 10 percent), and protecting the environment (19 percent compared to 11 percent).[17]

Gender mainstreaming, promoting human rights, strengthening independent media, coordinating other organizations, protecting the environment, and implementing religious activities are more prevalent in rural settings and providing health services education are more prevalent in urban settings (see Table 3).

According to the 2010 Asia Foundation survey, education is a high priority area not only for the Afghan public, but also for CSOs.[18] The Afghan public rated the following basic amenities as poor: The supply of electricity (66 percent), availability of medicine (55 percent), clinics and hospitals (53 percent), the availability of water for irrigation (47 percent) and clean drinking water (37 percent).[19] Even though these problems are being addressed by Afghan CSOs, there is a clear need for expansion of their activities.

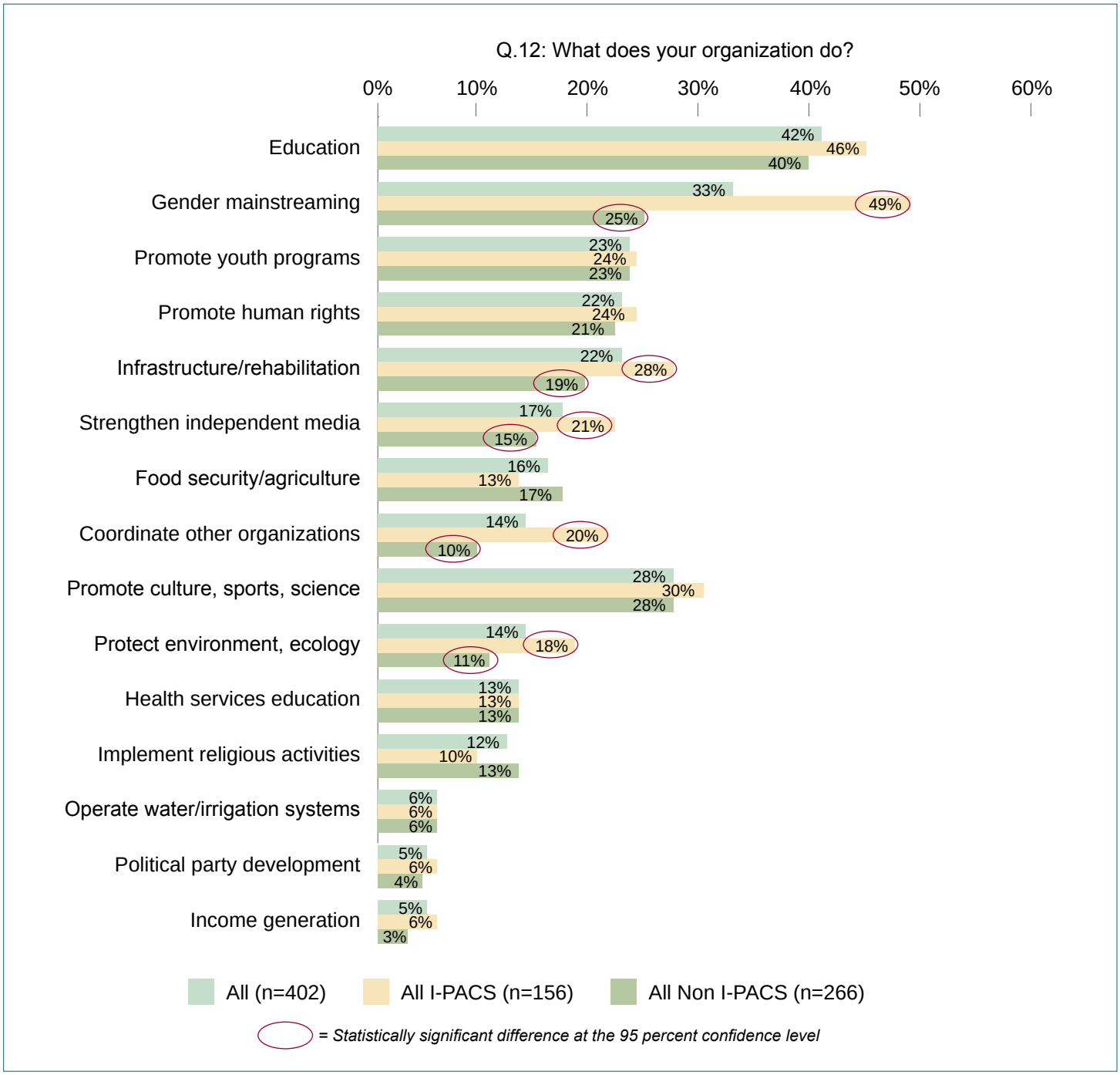
Table 3: Breakdown of Function by Urban/Rural and Region

Q.12: What does your organization do? Organization	Urban n = 209	Rural n = 215
Education	38%	53%
Gender mainstreaming	**28%***	**38%***
Promote culture, science, history	25%	32%
Promote youth programs	21%	26%
Human rights	**19%***	**25%***
Infrastructure and rehabilitation	22%	21%
Strengthen independent media	**12%***	**22%***
Food security and agriculture	14%	17%
Coordinate other organizations	**9%***	**19%***
Protect environment, ecology	**10%***	**17%***
Provide health services education	**17%***	**9%***
Implement religious activities	**9%***	**15%***
Operate water and irrigation systems	6%	7%
Promote political party development	4%	6%
Income generation	3%	6%

**Statistically significant difference at the 95% confidence level (indicating that there is only a five in 100 probability that the findings are in error)*

17. Gender Mainstreaming is a cross-cutting theme under IPACS and IPACS partners receive technical assistance on gender issues. Additionally, IPACS made a concerted effort to support women-led and women-focused NGOs and at least 50 percent of partners and grantees fell into these categories. IPACS, through Community Development grants, also funded a number of infrastructure projects and IPACS programming included promoting networking and coordination of CSOs to foster more effective and streamlined advocacy strategies. These factors may explain why IPACS organizations report infrastructure development and coordinating other organization at higher rates.

Figure 1: Function of Organization



2. Beneficiaries

While half of the CSOs focus their activities on the general community, many target specific populations including children and youth, women, people with disabilities, and the poor. Asked to select from a list of the beneficiaries of their programs, CSOs report youth (51 percent), and women (45 percent) as those benefiting most from their activities (see

18. *Afghanistan in 2010: A Survey of the Afghan People*, The Asia Foundation.
19. At the same time, an ABC News poll conducted in 2010 showed some improvement in these areas over the past five years: 58 percent reported new or rebuilt roads in their area in the past five years, up 23 percent from 2007, 47 percent reported new or rebuilt health clinics, up 10 percent in the same period, and schools continue at the high rate of 62 percent. 56 percent said they had electricity, up 16 percent since 2007.

Figure 2: Beneficiary Breakdown

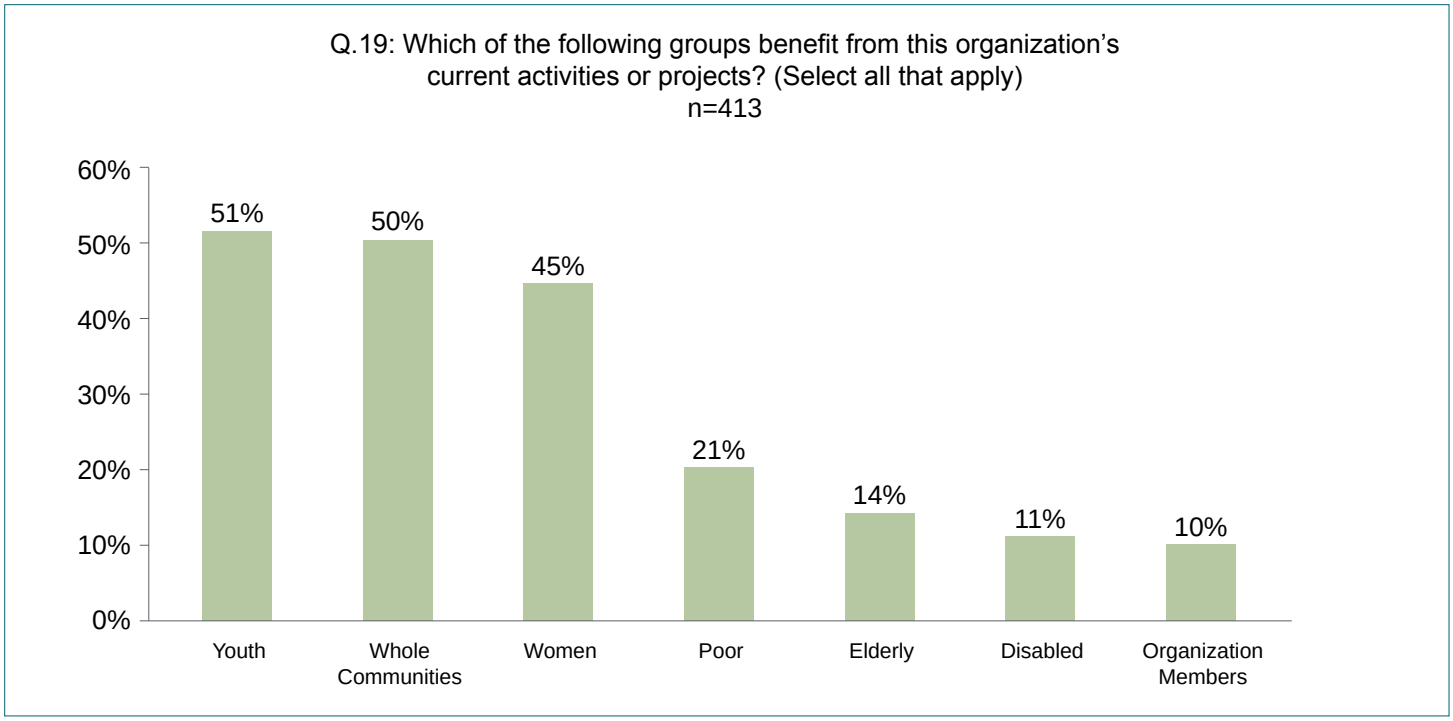


Table 4: Beneficiaries by Urban/Rural and Region

Q.19: Which of the following groups of people benefit from this organization's current activities or projects? (Select all that apply)

Organization	Environment Urban n = 205	Rural n = 208
Youth	**44%***	**57%***
Whole communities	50%	50%
Women	43%	47%
Poor	**15%***	**25%***
Elderly	12%	15%
Disabled	11%	11%
Members of the organization	11%	8%
Government employees	5%	8%
Returnees/ IDPs	5%	7%
Veterans/ retired military	1%	3%
Other	1%	1%

**Statistically significant difference at the 95 percent confidence level*

Figure 2). Multiple responses were permitted and a little more than half of all organizations identify just one group of beneficiaries, and for fifty percent of these cases the target group is a whole community.

Teachers' unions, women's organizations, community organizations and CSO support organizations tend to be more involved in multiple types of activities than other organizations with an average of about three different activities. They also tend to have more targeted beneficiary groups with a minimum of two categories of beneficiaries.

IPACS affiliated organizations (67 percent) are more likely than non-IPACS (51 percent) to identify themselves as organizations whose mission focuses primarily on women's issues. It follows, therefore, that IPACS affiliated organizations identify women as beneficiaries (56 percent) more than non-IPACS organizations (38 percent). The differences stand even when looking only at the organizations focused on women's issues: A larger proportion of IPACS affiliated organizations (71 percent) report women as beneficiaries of their activities than non-IPACS organizations (56 percent).

The other main difference among CSOs regarding target beneficiaries was found for rural versus urban areas; youth and the poor get statistically significantly more attention from organizations operating in rural centers than in urban centers (see Table 4).

In the 2005 survey, 52 percent of the organizations interviewed said that their work benefited the entire community which is similar to the 2010 survey findings. However, and importantly, only 18 percent of the organizations surveyed in 2005 said that women were beneficiaries, as opposed to 45 percent in 2010, which represents a significant shift to women's issues. Similar findings can be found for an increased focus on youth from 18 percent in 2005 to 51 percent in 2010. At the same time, the focus on members of the organization decreased from 27 percent in 2005 to just 10 percent in 2010.

3. Typology of CSOs

Organizations participating in the 2010 survey were recoded and classified into eight categories based on combinations of institutional type (e.g., teachers' union, tribal shura, Community Development Council), type of key beneficiaries (e.g., youth, women, the poor), type of key activities (e.g., promoting human rights, providing educational services, improving infrastructure), and self-identification in one of three categories: community association, service provider, or advocacy organization (see Table 5).

Group 1: Community Focused Organizations. Community organizations self-identified as community associations with beneficiaries who are either whole communities or women, and for which key activities include promoting gender, human rights, youth, and culture and sports.

Group 2: Youth Focused Organizations. Teachers unions, student unions, youth associations and culture and sports organizations that are predominantly community associations with youth or whole communities as beneficiaries. The majority engage in activities focused on promoting culture, science, sports and youth programs with some in this category reporting advocacy and service provision.

Group 3: Women Focused Organizations. Predominantly composed of community associations with some organizations reporting community organization and service provision as foci of

Counterpart-affiliated CSOs have greater capacity and higher standards for accountability and transparency than other CSOs.

activities. Women's unions are the prevalent members of this group type focused on the promotion of gender rights, the rights of the disabled, and education.

Group 4: CSO Support Organizations. Usually community associations with women and whole communities among beneficiaries. Activities include voter education, the promotion of gender rights, and the promotion of culture and sports.

Group 5: Professional Interest Organizations. Professional associations and trade unions that are predominantly service organizations focused on either whole communities or their individual members with each organization's activities focused on a particular sector.

Group 6: Community Development Councils. Serving whole communities and often focusing activities on the development of local agriculture. Most of these councils self-identified as community associations.

Group 7: Shuras. Elders' shuras, Peace shuras, Tribal shuras, and Shuras of ulema that are mostly community associations with whole communities and youth as

Table 5: Typology of CSOs

Group Type	Types of Organizations	Key Activities (ranked)	Key Beneficiaries (ranked)	Focus on Service Provision and/or Advocacy
Group 1: Community Focused Organizations (n=122; 29%)	• Community organization	• Promote gender and human rights • Promote youth programs, culture and sports	• Whole community • Women	Community association
Group 2: Youth Focused Organizations (n=90; 21%)	• Teachers' Union • Youth Association • Student Union • Culture and Sports	• Promote culture, science, sports • Promote youth programs	• Youth • Community as a Whole	Predominantly community association, with some organizing communities and providing services
Group 3: Women Focused Organizations (n=49; 12%)	• Women's Union	• Promote gender rights • Promote rights of the disabled • Education	• Women	Predominantly community associations, but some report organizing communities and providing service
Group 4: CSO Support Organizations (n=55; 13%)	• CSO Support Organization	• Promote gender • Provide voter education • Promote culture and sports	• Women • Whole community	Identify mainly as community associations
Group 5: Professional Interest Organizations (n=33; 8%)	• Professional Association • Trade Union	• Depends on sector	• Whole community or members	Predominantly self-identify as service organizations
Groups 6: Community Development Councils (n=31; 7%)	• CDC	• Develop agriculture	• Whole community	Identify as community associations
Group 7: Shuras (n=27; 6%)	• Elders shuras • Peace shuras • Tribal shuras • Shuras of ulema	• Diverse: peace and tribal shuras focus on conflict resolution and human rights, minorities and disabled rights; Shuras of ulema focus on culture and religious activities	• Whole community	Identify as community associations
Group 8: Education Committees (n=17 or 4%)	• Community Education Committees	• Provide education and educational materials • Promoting gender equality	• Whole community	Identify as community associations

primary beneficiaries. Similar to Professional Interest Organizations, the key activities of shuras depend on the type of shura and issue focus.

Group 8: Education Committees. Community Education Committees that act as community associations serving whole communities with primary focus on producing and providing education and educational materials and promoting gender equality.

4. Staffing and Employment

Afghan CSOs tend to have small staffs, with 50 percent of all organizations surveyed having ten or less employees and eight percent with no full-time staff. In the 2005 survey, a remarkable 30 percent of the organizations had no full-time staff and only 13 percent had ten employees or less. This change over five years speaks for the increased professionalization of CSOs in Afghanistan.

Only nine percent of all organizations interviewed have more than 50 full-time employees on staff (see Figure 3).

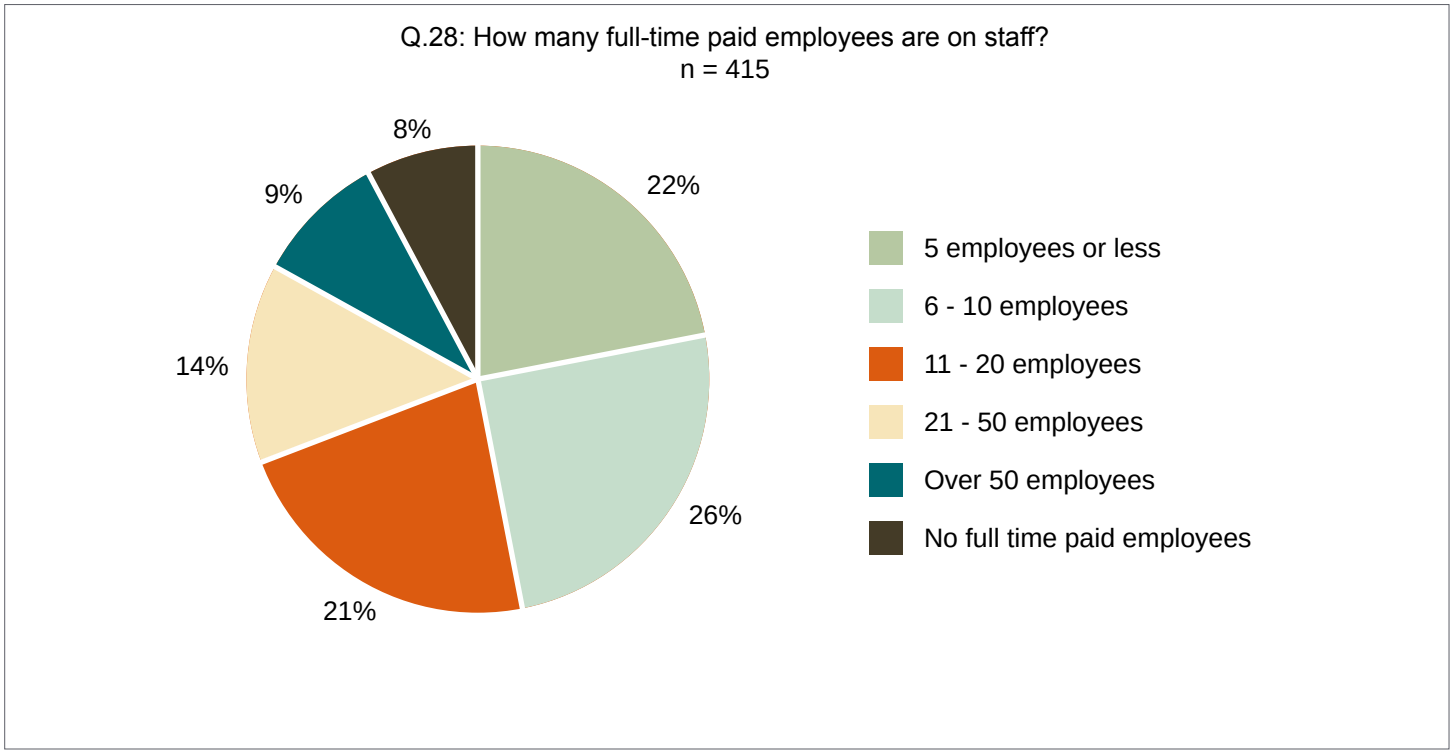
IPACS affiliated organizations tend to have fewer full-time employees (median=10) than the non-IPACS organizations (median=12). The difference is even more pronounced for part-time employees; the median for IPACS organizations is 20 and for non-IPACS organizations is 25.[20]

The main difference among organizations regarding staffing was found for professional associations which tend to have a higher number of full-time employees (median=20). Urban organizations are more likely to have a larger number of full-time employees (median=15) than rural organizations (median=10).

Half of the women's unions, CDCs, Community Education Committees, and CSO support organizations employ 50 percent or more women among full-time employees.

Compared with 2005, women are playing an increased role in CSOs both in paid and volunteer positions. When comparing the ratio of women to men on staff, women filling paid positions and working as volunteers increased

Figure 3: Full-time Paid Employees on Staff



20. Due to the high variability of results, this discussion is focused on median rather than average estimates.

a total of 26 percent over the last five years, with women in paid positions growing from 16 percent to 29 percent (see Figure 4).

Part-time employment was offered by 42 percent of the organizations in 2010. About one-third of those organizations with part-time staff employ five or less people with such status (see Figure 5).

More than a third of the organizations do not have volunteers on staff with about another one-third having ten or fewer volunteers (see Figure 6). In 2005, two-thirds of the organizations used no volunteers and only 13 percent had ten or more volunteers working.

Figure 4: Men to Women Ratio, Staff and Volunteers

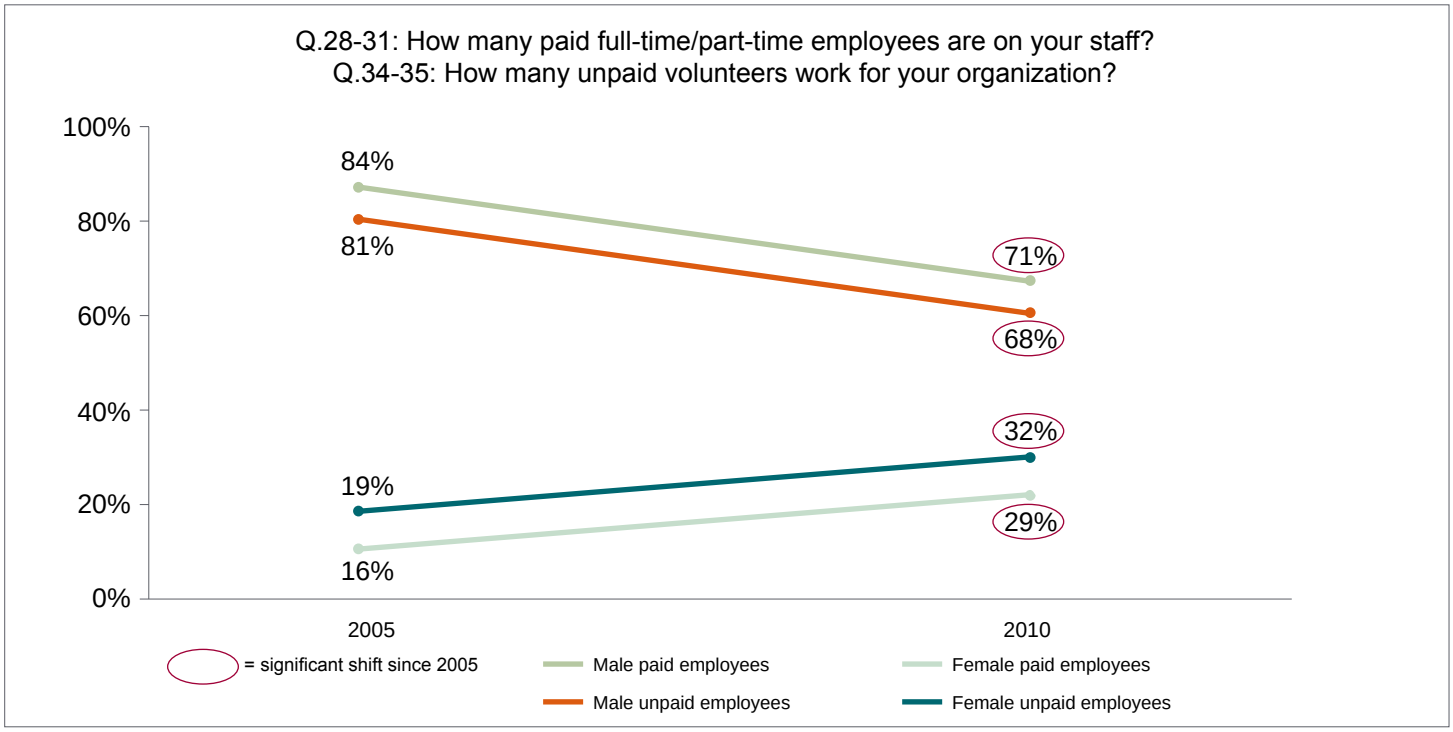


Figure 5: Part-time Employees on Staff

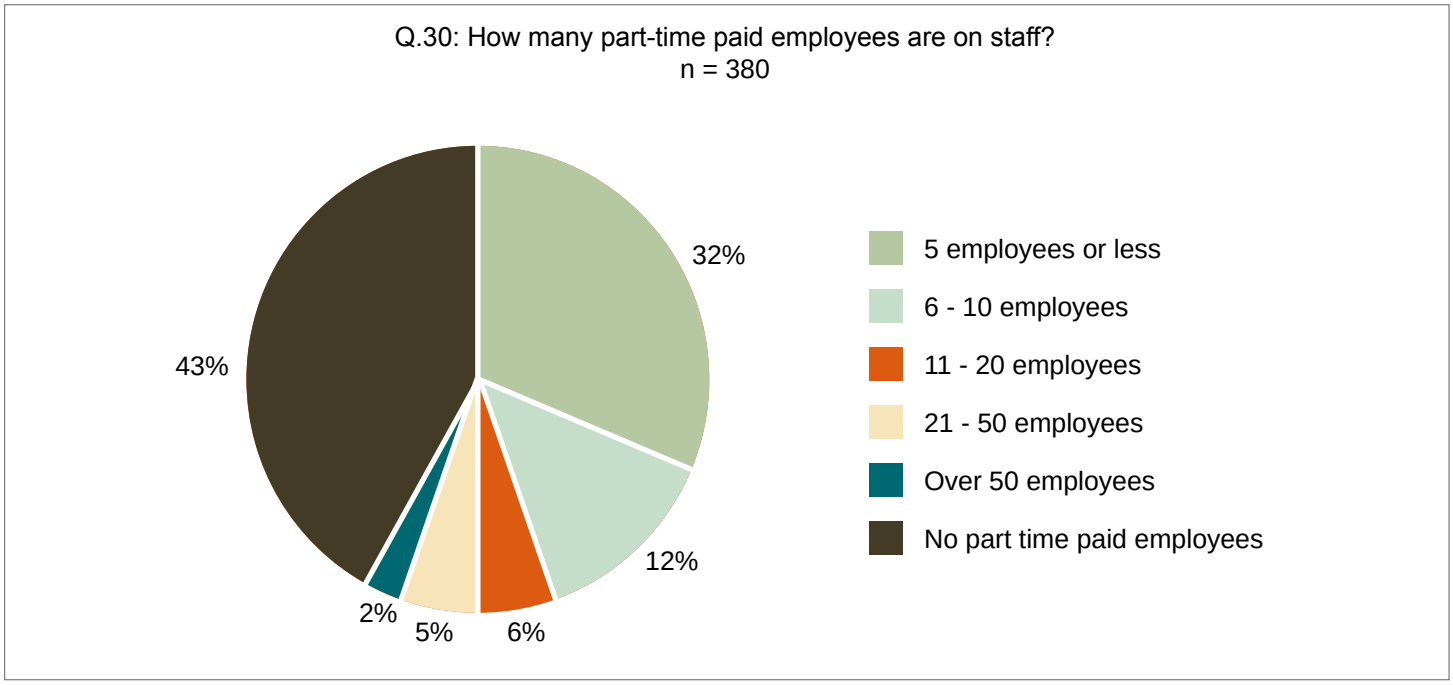
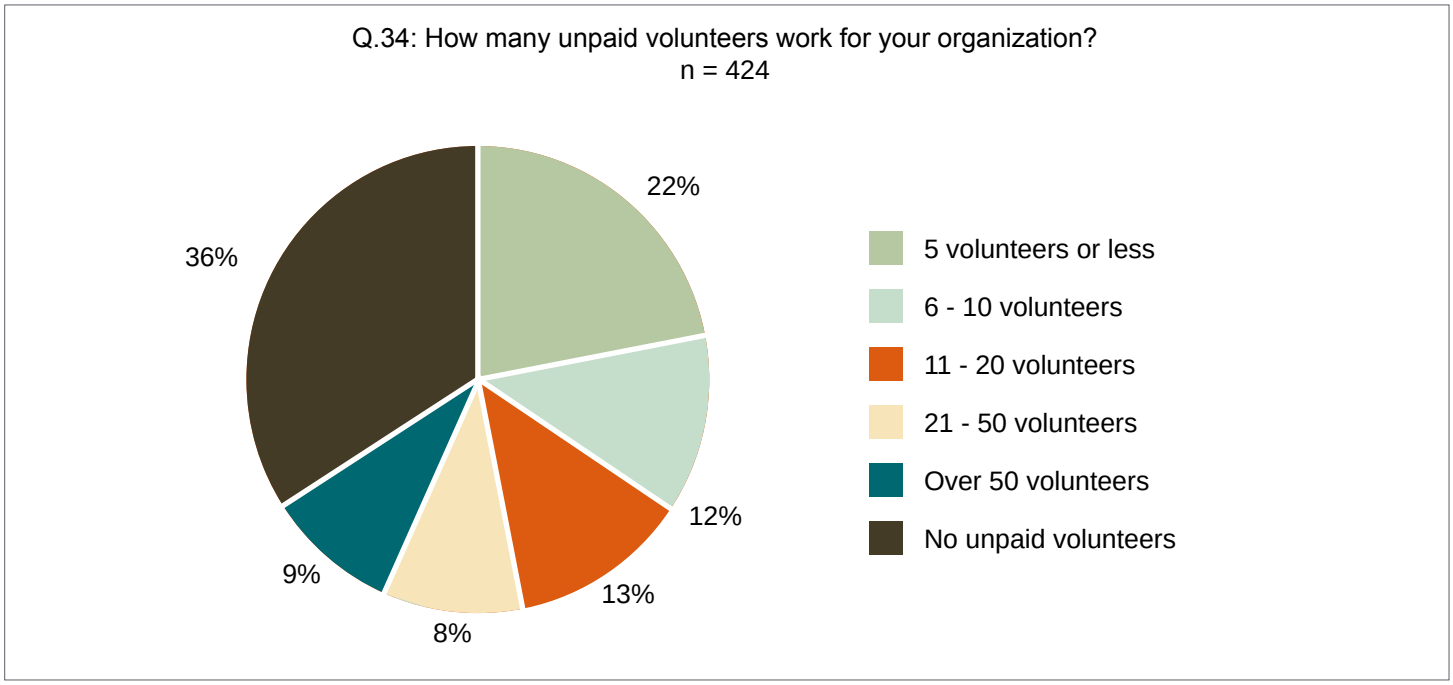


Figure 6: Unpaid Volunteers



V. Top Challenges: Security and Funding

While there are some signs of progress since 2005, efforts to develop civil society in Afghanistan are moving slowly, particularly in the provinces. In the words of one beneficiary who participated in a focus group, *"Most of the people in the center of the province benefit from the NGO services, and they are made aware of it through media, but in the remote areas they are in need."*

Lack of funding, security concerns, and limited capacity are the three major factors that hamper the effectiveness of civil society organizations, causing some organizations to postpone project implementation and/or expansion in some provinces or districts.

Security conditions have deteriorated over the past five years in many parts of the country. Because CSOs are locally staffed and often community-based, their security concerns and needs are similar to the communities in which they work. These concerns include the Taliban insurgency and war-related incidents, but CSOs are also challenged by violence caused by criminal activities related to warlords and drug traders that affect their ability to carry out work on the ground.

Along with the spreading of violence, the staff members of several NGOs have experienced kidnappings and killings, creating an environment that is extremely difficult for these organizations. Attacks on aid workers have become more geographically widespread.[21] Deterioration in security conditions has also resulted in postponement of the implementation of projects and project delays for civil society organizations.

> "Previously we did not have any security problems traveling to Torkam, Nangarhar, Helmand, Badakhshan, but now, even if we want to travel to a district in Kabul, we fear the security situation."
>
> CSO, male employee, Kabul

1. Security as an Increasing Impediment

When asked if over the past five years security has become an increasing or decreasing impediment to implementing CSO programs, half of all the organizations interviewed say it has been an increasing impediment.

Security is an increasing concern for many civil society organizations, but it is not the most important challenge they are facing. When asked to name the greatest

21. Asia Development Bank.

challenge facing CSOs, the number one response is lack of budget.

Youth focused organizations, community organizations and CSO support organizations are more likely to report that security is becoming an increasing impediment to civil society than other organizations. There are no significant differences in perceptions among rural or urban CSOs.

IPACS affiliated organizations are significantly more likely than those from other organizations to see security as a growing impediment (64 percent compared to 43 percent among non-IPACS organizations; see Figure 7). This finding may be explained by the facts that IPACS affiliated organizations have a wider geographic reach, especially in rural areas, and that they are engaged in a greater number of current projects.

Respondents in South Central Afghanistan are most likely to report that security is an increasing impediment (68 percent compared to 51 percent overall). Respondents in Eastern Afghanistan are least likely to say security impediments are increasing or that there is any change (35 percent compared to 51 percent overall; see Table 6).

Interestingly, a larger proportion of urban organizations (46 percent) tend to identify security as a challenge than rural organizations (31 percent). Given that most of the violence is taking place in rural areas this finding may appear perplexing. It may be indicating, however a much stronger apprehension of security and violence related issues by urban organizations and a larger discount placed on insecurity by rural organizations who may work more closely with local governments.

There are many comments from the in-depth interviews that underscore the deterioration of security over the past five years:

- *"Instability and insecurity have increased compared to 2004 and 2005. Before, Nangarhar was completely secure, but now it is not."* CSO IPACS participant, female employee, Nangarhar
- *"In comparison to the past years it is worse. Previously we did not have security problems traveling to Torkam, Nangarhar, Helmand, Badakhshan, but now, even if we want to travel to a district in Kabul, we fear the security situation."* CSO, female employee, Kabul
- *"It's getting worse day to day. During the first two years of President Karzai the security situation was very good. I don't understand what caused the security to get worse instead of better; the security should have improved because of the increase in financial aid and human resources, especially military human resources resources … As much as the [international] cooperation and funding increased for security, that much the security got worse instead of shaping up and getting better." CSO IPACS participant, female employee, Mazar-i-Sharif*

Figure 7: Security as an Impediment

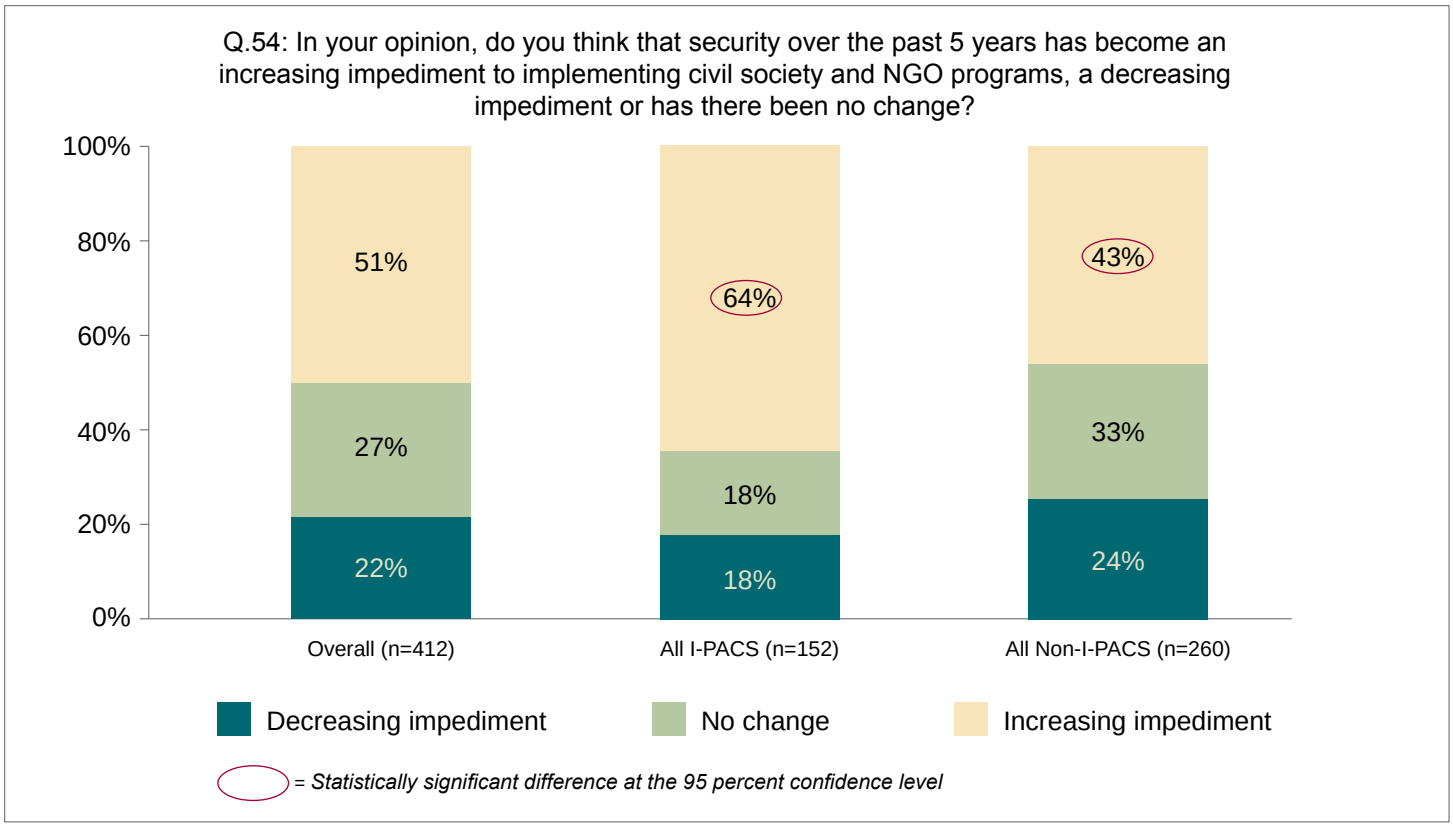


Table 6: Security as an Impediment by Region

Q.54: In your opinion, do you think that security over the past 5 years has become an increasing impediment to implementing civil society and NGO programs, a decreasing impediment, or has there been no change?								
		Region						
Organization	All	Central Kabul	Eastern	South Central	South Western	Western	Northern	Central/ Hazarjat
n =	412	90	46	47	10	55	135	29
Increasing	51%	46%	35%*	68%*	50%**	40%	59%	45%*
Decreasing	22%	27%	26%	17%	10%**	25%	21%	14%*
No change	27%	28%	39%	15%	40%**	35%	20%	41%*

**Statistically significant difference at the 95 percent confidence level;*
*** Cell size less than minimum expected count; number of responses does not permit tests of statistical significance*

"As much as the [international] cooperation and funding increased for security, that much the security got worse instead of shaping up and getting better."

CSO, male employee, Kabul

2. Geographic Coverage

Despite concerns about security, survey results show that 48 percent of the organizations overall say the geographic area their organization covers has increased within the last five years or so, with 38 percent saying it had stayed the same and only 14 percent reporting decreases (see Table 7).

Organizations affiliated with the IPACS program (58 percent) are more likely than those not affiliated (43 percent) to report increased geographic coverage. Women's unions (69 percent), and CSO support organizations (56 percent) reported more increased coverage than organizations overall (48 percent). A higher proportion of education committees report that their coverage had decreased (31 percent compared to an average of 14 percent for all organizations).

Security problems seem to be impacting where CSOs work with the perception of insecurity being more pronounced among organizations that decreased their geographic coverage over the past five years. About 26 percent of the organizations with decreased coverage report security as an increasing impediment to the implementation of programs compared to 17 percent of organizations with increased coverage.

In one of the key informant interviews, a respondent highlighted her organization's growth over the last five years, crediting IPACS' financial support and staff development:

- *"With the IPACS project [we expanded beyond] the Balkh province and now we function in all the provinces in the northern zone of Afghanistan… It has been 5 years that IPACS implemented capacity building projects in Kabul for our institution… Our employees have become*

Table 7: Geographic Expansion

Q.27: To what new geographic areas have you expanded?

	Overall (n=174)	IPACS (n=79)	Non IPACS (n=95)		Overall (n=174)	IPACS (n=79)	Non IPACS (n=95)
Kabul	24%	25%	22%	Bamyan	8%	**4%***	**12%***
Balkh	21%	20%	21%	Ghor	7%	8%	7%
Herat	18%	16%	20%	Wardak	7%	4%	9%
Takhar	17%	15%	18%	Sar-i-Pul	7%	9%	5%
Kunduz	16%	14%	17%	Badghis	6%	6%	6%
Nangarhar	14%	16%	13%	Panjshir	6%	5%	7%
Samangan	14%	13%	16%	Khost	6%	5%	6%
Badakhshan	12%	11%	13%	Kunar	6%	8%	4%
Juzjan	11%	13%	11%	Farah	6%	6%	5%
Ghazni	11%	10%	12%	Nimroz	6%	5%	6%
Baghlan	10%	10%	11%	Helmand	6%	3%	8%
Faryab	10%	11%	9%	Paktika	5%	6%	4%
Logar	9%	10%	8%	Zabul	5%	4%	5%
Kapisa	9%	**4%***	**13%***	Uruzhan	5%	1%	7%
Paktia	9%	**13%***	**5%***	Dehkondi	5%	3%	6%
Laghman	9%	11%	6%	Nooristan	4%	6%	2%
Kandahar	8%	8%	8%	Parwan	1%	3%	—

**Statistically significant difference at the 95 percent confidence level*

professional, and through our employees, the employees of 40 other institutions have become professional. We have attracted additional donors; they trust us because we have taken on this big project very well and with transparency." CSO IPACS participant, female employee, Mazar-i-Sharif

Half of all respondents report that the geographic coverage of their organizations has either decreased or stayed the same. This decrease or lack of growth is most often attributed to insufficient security and financial support and is tied closely to inadequate funding which leads to problems with hiring needed staff.

- *"We have tried to expand our services geographically but due to security constraints we could not."* CSO, female employee, Mazar-i-Sharif
- *"Our organization has a three year plan and does capacity building according to it, especially in terms of communication and Internet. We need to have capacity building in the finance section, so we need to hire someone from abroad for six months, and we need money to [pay that person]."* Male participant, focus group, Kabul
- *"First of all we should be helped financially, and second, the capacity of our workers should be raised, and we are trying to hire people who are experts in building capacity. The fact is that they will not work for us for free."* Female participant, focus group, Kabul
- *"We have plans to expand our operations geographically for our villages, but we are facing some constraints, like a lack of security in some villages… it is the problem of financial support or granting of funds. We hope the government and other agencies involved in the field will pay attention to the problem in order to solve it."* Male participant, focus group, Herat
- *"We have not been able to expand geographically due to the lack of resources."* CSO, male employee, Herat

3. Kabul as the Center

Thirty-eight percent of the organizations in 2010 have a main office located in the Kabul Province, with 51 percent of urban organizations and 25 percent of rural organizations located in the Kabul Province. A higher proportion of IPACS affiliated organizations have a main office in the Kabul Province (45 percent) than non-IPACS participants (33 percent). Of the organizations with site offices, 22 percent of the site offices are in Balkh, 20 percent in Nangarhar, 18 percent in Ghazni, 17 percent in Kunduz and Herat, and 14 percent in Kabul (see Table 8a).

Close to 40 percent of the surveyed organizations have one office, while another 20 percent report that they have two offices. In 2005, approximately 20 percent of the organizations did not have an office, and another third had just one office.

When asked where projects are implemented, 53 percent report having projects in more than one province. Data from the 2005 survey found that about a third of the organizations implemented activities in provinces outside their own. Forty percent of all projects implemented are completed in the Kabul Province and most of these organizations also implement projects in other provinces. About 20 percent of the organizations indicate that their projects are implemented in the Balkh

58 percent of CSOs affiliated with Counterpart have increased their geographic coverage in the last five years.

and Herat Provinces and about 15 percent in Kunduz, Ghazni, and Takhar (see Table 8b).

IPACS organizations implement activities significantly more often in Nangarhar than non-IPACS (17 percent compared to 9 percent) and in Faryab (16 percent compared to 6 percent), but significantly less in Bamyan (5 percent compared to 14 percent).

Being based in Kabul can be seen as a sign of growth in Afghanistan and often helps organizations to be taken seriously in other regions. As such, and especially in the initial stages of civil society development, some CSOs conduct activities in Kabul in order to create a platform for their establishment.

4. Budget More Important than Security as Obstacle to Operations

CSOs interviewed in the survey cite the lack of budget (83 percent) in much higher numbers than security concerns (37 percent) as the top factor hampering the effectiveness of civil society organizations operating in Afghanistan. About 30 percent cited security concerns as a constraint to the effectiveness of operations in a similar question in the 2005 survey.

The in-depth interviews and focus group research confirmed these results, with both security and lack of funding consistently emerging as major obstacles to CSO projects:

- *"We may sometimes let some of our staff go for a short time because we have insufficient funds to pay them."* IPACS CSO male employee, Kabul
- *"The first and biggest problem is security because it is not possible to work without it. And the second one is not having enough donors to fund our programs."* CSO male employee of a service organization in Herat
- *"Well, of course the problem is security – that prevents us from implementing our projects – and the other is a*

Table 8a: Site Offices by IPACS and Non-IPACS

Q.24a: Where are your site offices located? (multiple responses permitted)							
	Overall (n=296)	IPACS (n=118)	Non IPACS (n=178)		Overall (n=296)	IPACS (n=118)	Non IPACS (n=178)
Balkh	22%	25%	20%	Ghor	7%	7%	8%
Nangarhar	20%	24%	17%	Farah	7%	9%	6%
Kabul	19%	18%	20%	Kunar	7%	7%	7%
Ghazni	18%	15%	20%	Helmand	6%	5%	7%
Kunduz	17%	14%	20%	Paktia	6%	6%	6%
Herat	17%	13%	20%	Badghis	6%	7%	6%
Badakhshan	15%	16%	14%	Wardak	5%	8%	4%
Takhar	12%	15%	10%	Logar	5%	4%	6%
Juzjan	11%	13%	11%	Kapisa	5%	3%	6%
Kandahar	11%	14%	10%	Khost	4%	3%	6%
Parwan	11%	8%	13%	Paktika	4%	4%	4%
Baghlan	11%	14%	9%	Nimroz	4%	5%	3%
Laghman	11%	13%	10%	Panjshir	4%	5%	3%
Faryab	10%	16%	7%	Dehkondi	4%	4%	4%
Sar-i-pul	9%	10%	8%	Nooristan	3%	5%	2%
Samangan	8%	9%	7%	Zabul	3%	3%	3%
Bamyan	8%	5%	10%	Uruzhan	3%	2%	4%

Table 8b: Regions Where Projects Are Implemented by IPACS and Non-IPACS

Q.25: WIn which of the following provinces are your organization's activities implemented? (multiple responses permitted)

	Overall (n=361)	IPACS (n=132)	Non IPACS (n=229)		Overall (n=361)	IPACS (n=132)	Non IPACS (n=229)
Kabul	40%	44%	37%	Kapisa	7%	6%	7%
Balkh	23%	27%	20%	Badghis	6%	7%	6%
Herat	20%	20%	21%	Ghor	6%	5%	6%
Kunduz	15%	16%	15%	Farah	6%	6%	5%
Ghazni	14%	14%	14%	Wardak	4%	4%	5%
Takhar	14%	17%	12%	Helmand	4%	2%	6%
Badakhshan	13%	17%	11%	Logar	4%	4%	4%
Nangarhar	12%	**17%***	**9%***	Khost	4%	3%	4%
Baghlan	12%	14%	10%	Kunar	4%	4%	4%
Parwan	11%	10%	12%	Panjshir	4%	5%	3%
Bamyan	11%	**5%***	**14%***	Laghman	3%	4%	3%
Faryab	10%	**16%***	**6%***	Dehkondi	3%	2%	3%
Samangan	9%	11%	8%	Paktika	3%	4%	2%
Kandahar	9%	12%	7%	Nimroz	3%	2%	3%
Paktia	8%	8%	8%	Uruzhan	2%	1%	3%
Juzjan	8%	12%	6%	Zabul	2%	2%	2%
Sar-i-pul	7%	10%	6%	Nooristan	1%	2%	1%

**Statistically significant difference at the 95 percent confidence level*

lack of funds, which are not easy to find." Female CSO employee, Mazar-i-Sharif

Lack of funding is a somewhat more important issue in rural areas (88 percent) than in urban areas (76 percent). Budget limitations can, in part, be attributed to decreased funding in rural areas since 2005 with 31 percent of rural respondents noting declined financial support as opposed to 22 percent from urban areas. In parallel, 50 percent of urban respondents reported increased funding since 2005 as opposed to only 37 percent of rural respondents.[22]

5. Funding Levels

Seventy percent of the surveyed organizations have funds in amounts less than $100,000 compared with 85 percent of organizations in 2005 (of which 51 percent actually had no funding at all). Of the 30 percent with funding in amounts above $100,000 in 2010, 13 percent have between $100,000 and $500,000, and eight percent have over $500,000 (see Figure 8). In 2005, only 15 percent of the organizations reported funding above $100,000.

22. If the respondent's organization was established after 2005, funding was asked about since the year the organization was established.

Figure 8: Funding Levels

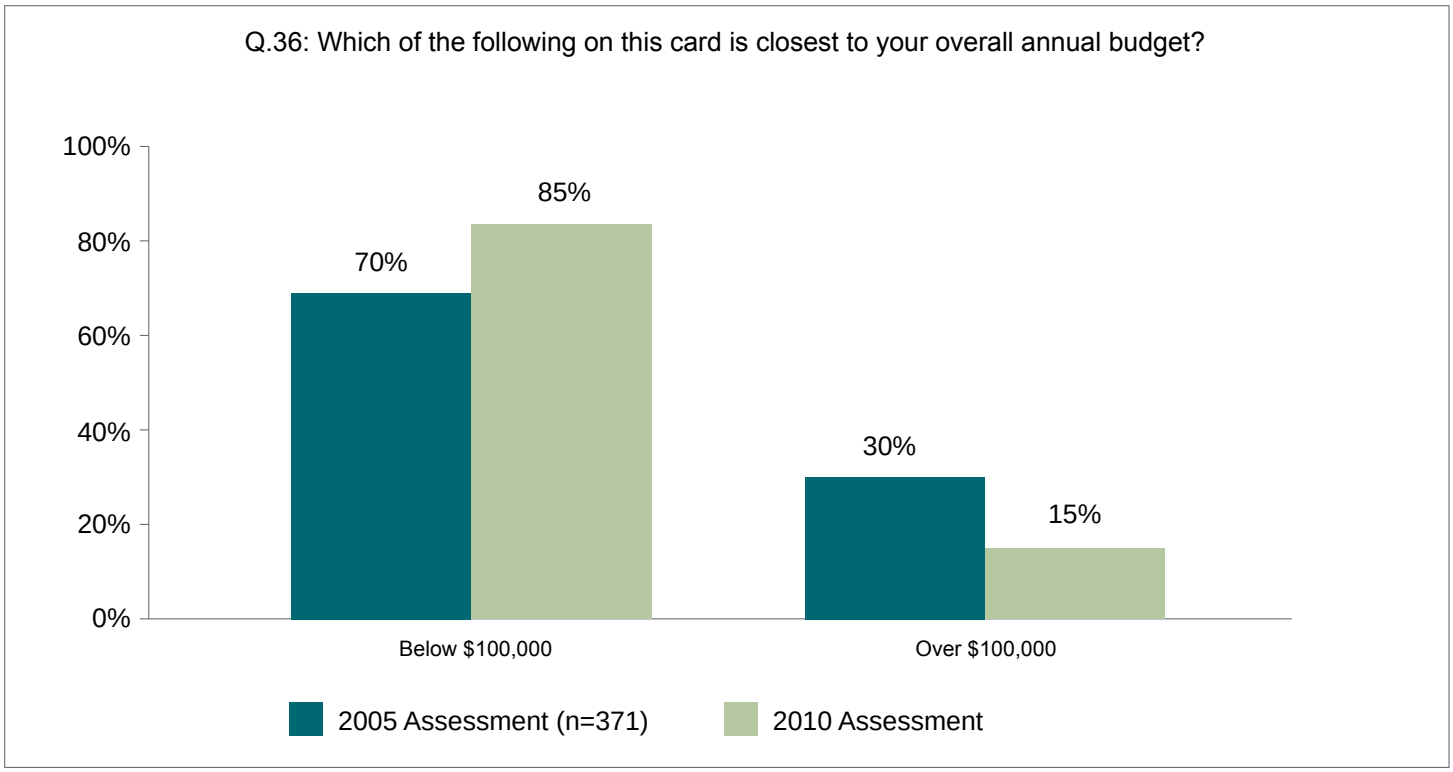
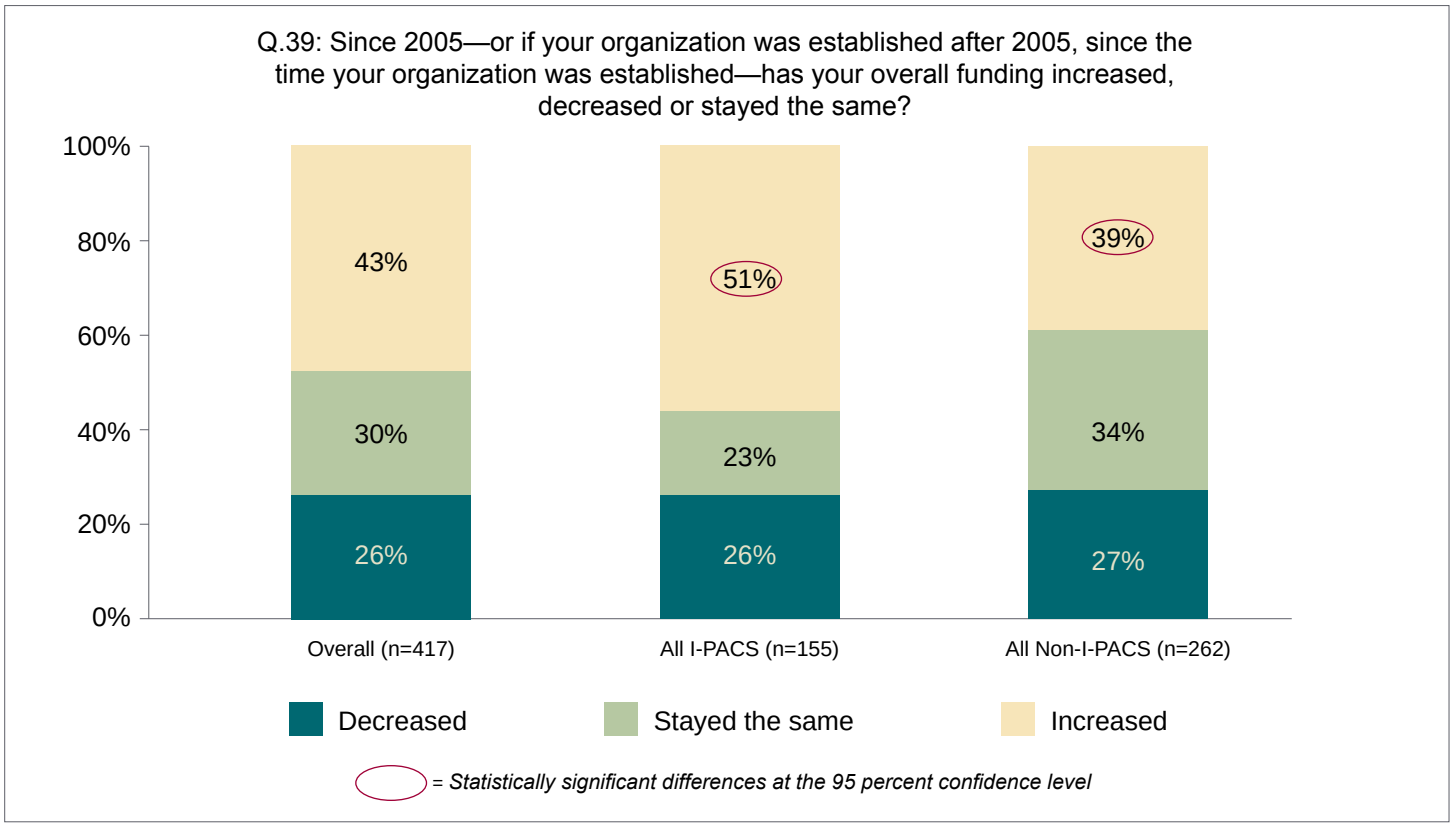


Figure 9: Overall Funding Changes



Forty-three percent of the CSOs say overall funding increased, another 30 percent report that it stayed the same, and only 26 percent say that funding levels decreased over the past five years. IPACS organizations (51 percent) are more likely than non-IPACS organizations (39 percent) to report increased funding over the past five years (see Figure 9).

CSO support organizations (58 percent), women's unions (49 percent), and professional associations (46 percent) are more likely to report increased funding than other types of organizations. Community organizations (44 percent) and education committees (34 percent) tend to be affected by decreased funding to a greater extent than others. CDCs (55 percent), shuras (46 percent) and youth-focused organizations (35 percent) are more likely to report no substantial difference in budget availability than organizations overall (30 percent).

6. Funding Sources

The primary sources of funding (including both funds and in-kind contributions) in the previous year for all organizations include contributions from individual members (37 percent), contributions from non-members and communities (24 percent), fees for services (23 percent), for-profit businesses (21 percent), and international donors (21 percent) (see Figure 10).

These findings represent a significant shift from 2005 when survey results showed that 50 percent of sources (both funds and in-kind contributions) for the previous year came from international organizations. Individual members were just 17 percent of sources, contributions from non-members and communities were only five percent, fees for services were four percent, and for-profit businesses only two percent (see Figure 10). In 2005, 20 percent of the organizations surveyed depended on national and/or local governments as sources of funds and in-kind contributions.

Non-IPACS organizations in 2010 report funding sources similar to the overall sample. However, IPACS organizations are more likely to attract funds from other CSOs than non-IPACS organizations. About 24 percent of IPACS partners and grantees received either cash or in-kind resources from other Afghan CSOs over the previous year compared with 10 percent for non-IPACS groups, and about 30 percent received cash or in-kind contributions over the previous five years compared with 15 percent of the non-IPACS organizations.

IPACS organizations (28 percent) were more likely to report receiving funds or resources from international organizations over the past year than non-IPACS organizations (17 percent) as well as over the past five years (48 percent compared to 33 percent).

Non-IPACS organizations (30 percent) are also more

Figure 10: Funding Sources in 2005 and 2010

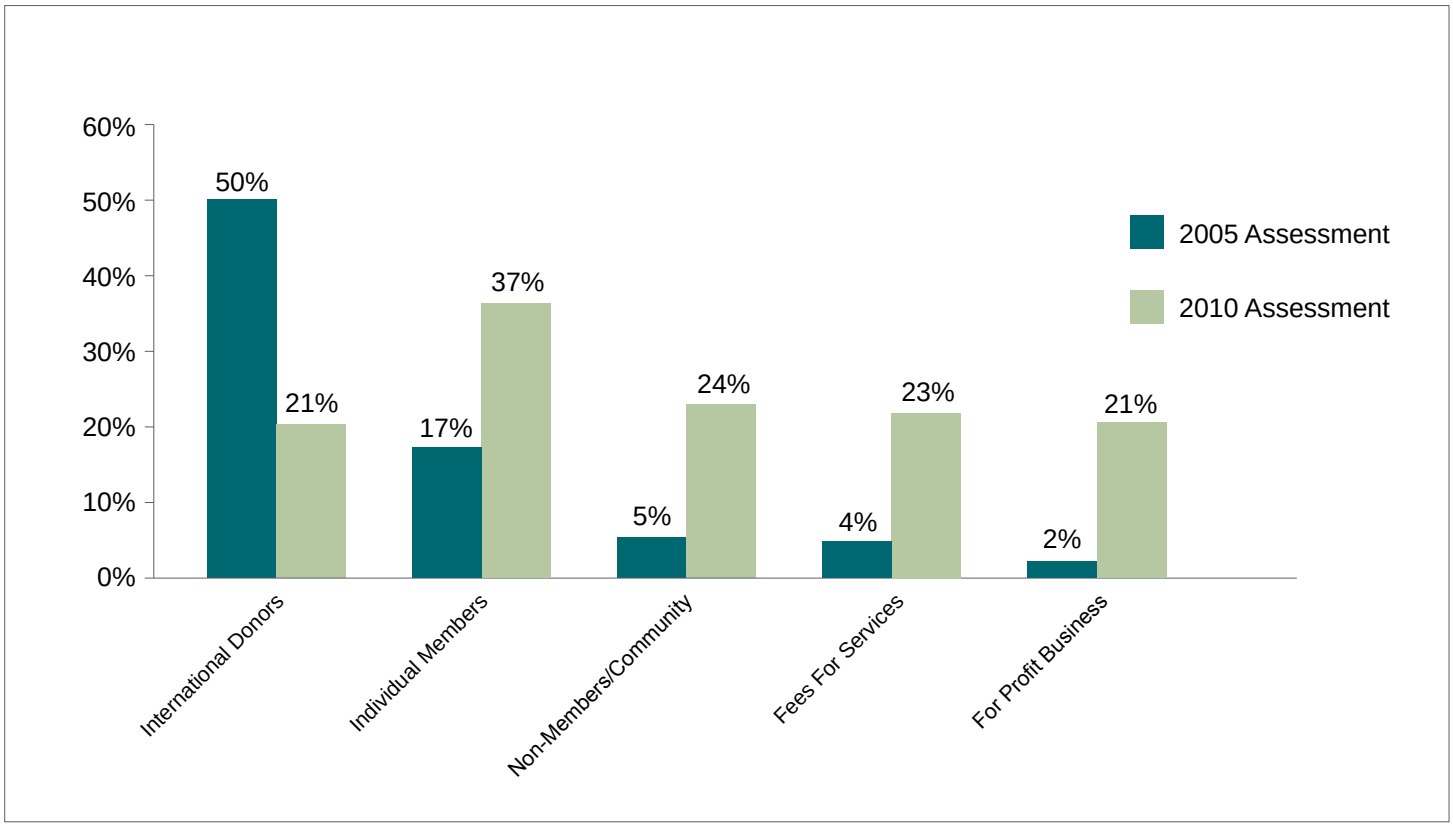
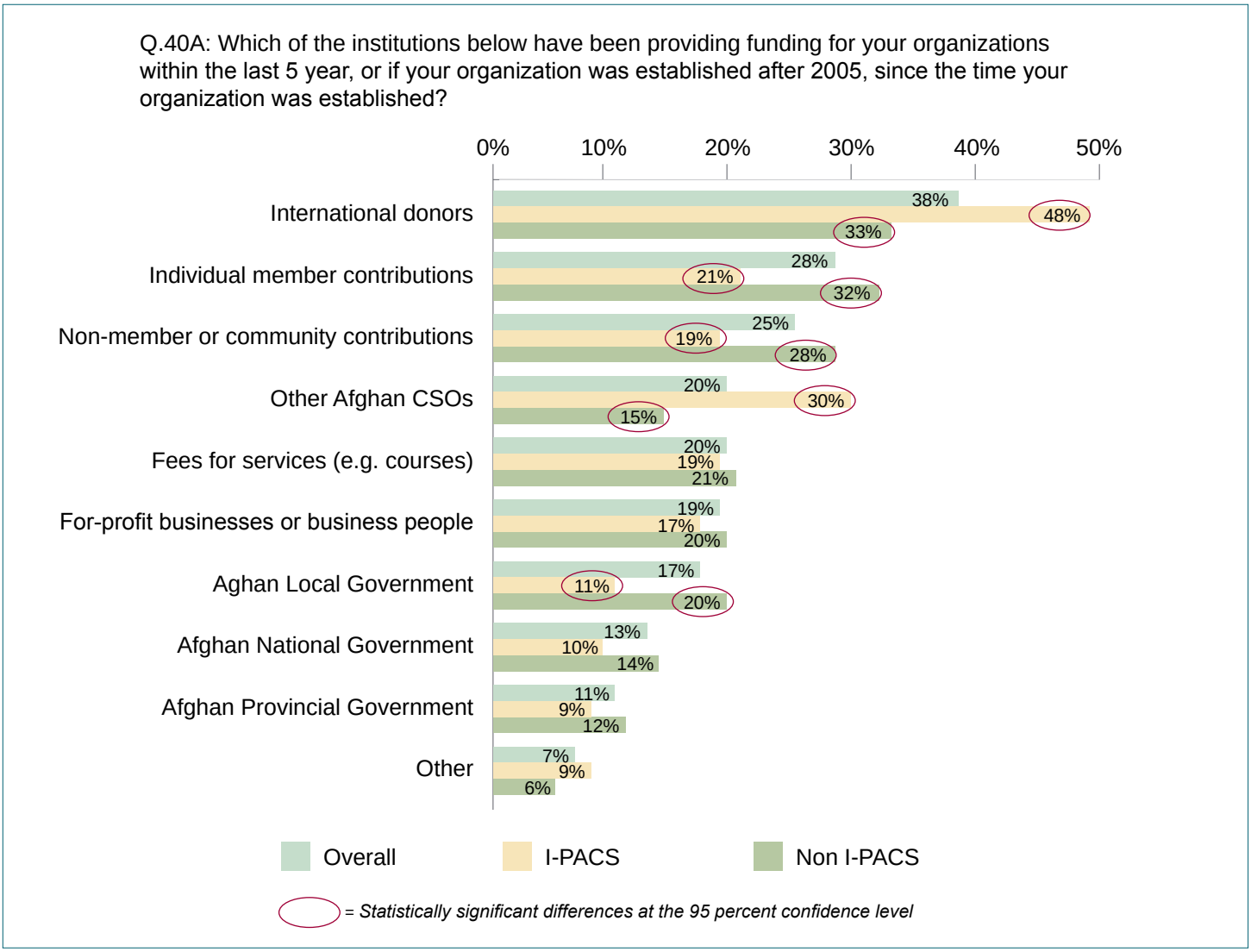


Figure 11: Sources of Funding for IPACS and Non-IPACS organizations over the past 5 years



likely to have received resources from non-members or communities over the past year than IPACS organizations (15 percent), and over the past five years (28 percent compared with 19 percent). Contributions from national, local and provincial governments are limited for both IPACS and non-IPACS organizations during the past five years (see Figure 11). These findings may suggest that either IPACS organizations tend to be non-membership organizations (which this study did not explore) and/or that they are already satisfied with international funding and do not pursue local sources of funding.

Importantly, there appears to be a strong correlation between an organization's budget and its ability to expand geographically with 64 percent of the organizations with increased coverage also reporting increased overall funding within the last five years. That compares to just 28 percent of organizations with no reported change in coverage and 16 percent of CSOs with decreased coverage. Approximately 70 percent of organizations with decreased coverage report having a decreased overall budget.

7. Other Obstacles

While funding and security are the top challenges mentioned in survey responses, sizeable numbers also mentioned the lack of a skilled workforce (23 percent), lack of public awareness (19 percent) and lack of cooperation between organizations (17 percent) when asked about challenges in an open-ended question (see Table 9).

In a different closed-ended question in the 2005 survey that asked about constraints limiting effectiveness, 86 percent indicated physical communications (phone, fax, email, post), 80 percent said transportation, 74 percent noted physical office space and equipment, and 54 percent said the skills of the people working on the

organization's activities.

While the lack of public awareness was not seen as a major challenge overall in 2010, it is higher in rural than urban areas (22 percent compared to 15 percent).

Similar results are found in the in-depth interviews and focus groups:

- *"We have problems like security and a lack of funds. On the other hand, our offices have more difficulty finding experts or professional staff than they do in the central offices in Kabul."* CSO IPACS participant, female employee, Nangarhar
- *"The Afghan people are not aware of laws and their rights because of 30 years of war …"* Male participant, focus group, Kabul
- *"I am not sure there is a good relationship and cooperation among the NGOs; maybe earlier they had it, but regarding these last years, there is not a sound cooperation among NGOs."* Female participant, focus group, Mazar-i-Sharif
- *"I think there are many challenges, like women's low level of education and awareness of their rights, a lack of school facilities for women, poor security in the community, and a lack of drinking water, electricity and roads."* Female employee, focus group, Herat

Several participants mention the limited mobility of women outside Kabul as another impeding factor. The lack of access for women not only makes it difficult for organizations to meet with women in remote areas, it also interferes with the ability of women and girls to access education.

- *"The first obstacle for everyone is the security problem, and the second one is illiterate people and social problems, such as men not allowing women to have an education or go outside to acquire an education."* Female respondent in Nangarhar from an IPACS affiliated CSO
- *"For example, in the Mosae district of Logar, women do not get out of their homes because the government does not have enough authority there, especially at night when the Taliban come out of their homes."* Female respondent in Kabul, from an IPACS partner organization
- *"If there is no security, girls cannot go to their schools confidently."* Female IPACS partner from Nangarhar.

8. Donor Perceptions

Despite formidable obstacles to CSO development, donors interviewed for this study underscored the unique and vital role that Afghan CSOs play in strengthening Afghan civil society. Because of close relationships to the people they serve and because they usually maintain a low profile, Afghan NGOs are seen as more successful in providing services and in implementing their work in the field than other types of civil society organizations.

- *"There is only one way that will push Afghanistan to improve – the strength of civil society. CSOs and NGOs are much closer to the people than the government and their work focuses on people's problems. They also highlight the problems of people for government, donors and media… Any other organization can be ambushed by the AGE (Anti Government Elements). But NGOs and CSOs are very good at keeping a low profile. The less the external appearance is, the fewer chances of raids there are. Furthermore, NGOs have capable people – they comprise a variety of people, which means a variety of ideas and education."* Donor agency, male employee, Kabul

Table 9: Key Challenges Faced by CSOs

Q.19: In your view, what is the greatest challenge facing civil society organizations in Afghanistan today? (Open-ended question, multiple responses permitted)

Organization	Overall 423	Urban 208	Rural 215
Lack of budget	83%	76%	88%
Security	37%	46%	31%
Lack of professional people	23%	23%	23%
Lack of public awareness	19%	15%	22%
Organizations are not synched with each	17%	16%	18%
People are not cooperative	6%	5%	8%

- *"Civil society is the most important issue for all countries, especially for developing countries like Afghanistan. It plays a strong role. Funding civil society organizations is very important, and one of our long-term goals is to see the civil society organizations developing very well and reaching a high level. Our organization is not only working to provide services but has also taken part in policy making and other important issues for civil society."* Donor agency, male employee, Kabul

- *"Local NGOs perform much better for us than the international ones, because they tend to go to more non-secure areas where there is no governance. For example, the Sanayee Development Foundation, a partner of NSP in Kandahar with good results, is more involved with people in the area and is well aware of the condition of the society. They know how to treat people well. And we expect [their progress to continue] in the future."* Donor agency, male employee, Kabul

"Local NGOs perform much better for us than the international ones, because they tend to go more to non-secure areas where there is no governance."

Donor Agency male employee, Kabul

9. CSO Image

According to the Asia Development Bank, "NGOs are adversely affected by the absence of the rule of law, continuing impunity and lack of access to criminal justice. These constraints exist in many areas of the country and can greatly limit the ability of NGOs to function."[23]

In May 2010, Afghan authorities cancelled the operating licenses of 152 national and 20 international NGOs for failing to report their activities to the Ministry of Economy in the previous two years. NGOs are required to do so every six months. IRIN, a humanitarian news and information service, reported that President Karzai had been under pressure to "tackle corruption in his government, but officials are also pointing the blame at foreign companies and local and international NGOs."[24]

Nevertheless, in a recent 2010 survey by the Asia Foundation, the Afghan public was found to have more confidence in community shuras (66 percent), CDCs (61 percent), and national NGOs (55 percent), than government justice systems (48 percent), municipalities (46 percent), or political parties (43 percent).[25]

The results of the 2010 survey conducted for this assessment did not include image problems or the issue of corruption within NGOs as a main challenge, but these topics were raised in the in-depth interviews and focus groups. Most civil society employees who were interviewed said that NGOs now have a positive image in Afghan society although it might not always have been the case in the past.

- *"The image of the NGOs is good because we can see that our governmental organizations are totally sunk in corruption; if the NGOs weren't active, the people would have become hopeless and frustrated."* Female IPACS respondent in Mazar-i-Sharif-i-Sharif

- *"The image of NGOs on the one side is better because there is competition between NGOs now; everyone tries their best to implement a project better than the other one. But, on the other side, five years ago, NGOs had good coordination and cooperation among each other. Now, they are jealous of each other."* Male CSO respondent from Kabul

10. Fundraising as the Most Important Need

When asked in the 2010 survey about which three things organizations need to have increased or improved, the top response was fundraising (69 percent), followed much farther behind by office space or equipment (28 percent), project development and proposal writing (25 percent) and organizational management, governance and strategy planning (21 percent). These priorities are linked to the challenges of securing funding as well as to finding qualified employees.

In the 2005 survey, the three most urgent needs were fundraising (54 percent), advocacy aimed at both the government and private sector (30 percent), and public/media relations and the increasing of women's participation in the organization and its activities both at 28 percent.

Looking at differences between IPACS and non-IPACS organizations, IPACS organizations are significantly more interested in organizational management, governance, and strategic planning. Non-IPACS have a greater interest in advocacy aimed at the government and private sector (see Table 10).

Today, current priorities are more likely to be linked to capacity building, developing staff and outreach. It is striking that communications is no longer a serious constraint to organizations, highlighting the growth in

23. Asia Development Bank.
24. "In Brief: Licenses of 172 NGOs in Afghanistan Revoked," *IRIN*, May 11, 2010.
25. Corruption is addressed in the Asia Foundation surveys conducted annually beginning in 2006. The 2010 survey reported that half of Afghans thought that corruption had increased over the past year in Afghanistan as a whole (53%), down from 60 percent in 2006.

Table 10: Greatest Need for CSOs (three mentions allowed)

Q.55: Which three of the following does this office need to have increased or improved the most?			
Organization	Overall n=415	All IPACS n=153	All Non IPACS n=262
Fundraising	69%	69%	69%
Office space or equipment	28%	23%	31%
Project development, proposal writing	25%	29%	22%
Organizational management, governance, strategy, planning	21%	**27%***	**17%***
Security precautions	18%	22%	16%
Advocacy to the government, private sector	17%	**8%***	**23%***
Public relations, communication, using media to educate	15%	12%	16%
Computer use	15%	15%	15%
Women's participation in projects/ activities	13%	14%	13%
Transportation means	13%	11%	14%
Community needs assessment/mobilization	11%	13%	10%
Financial management, accounting	10%	11%	10%
Training for staff	9%	12%	8%
Project management	6%	6%	6%
Activity monitoring, evaluation, report-writing	6%	5%	7%
Human resource management	4%	3%	5%
English language	3%	3%	3%
Number of staff	3%	3%	3%
Communications equipment (phone/ fax/ email)	2%	1%	2%
Help of local people	1%	—	2%

**Statistically significant difference at the 95 percent confidence level*

access to mobile phones during the past five years.[26]

An analysis of differences based on type of organization shows that fundraising is ranked first as an important need more often by CDCs (61 percent) and education committees (53 percent) when compared to 48 percent for all organizations overall. It appears to be significantly below average for professional organizations and shuras. Organizational management, strategy and planning tend to be higher priorities for women's unions (21 percent), CSO support organizations (17 percent), community organizations (16 percent); and lower for CDCs (10 percent) and shuras (8 percent). The need for project development and proposal writing skills tends to be mostly expressed by CSO support organizations (22 percent or twice the average), CDCs (19 percent), and education committees (18 percent).

The findings resulting from the focus groups and in-depth interviews highlight the need for technical assistance in management and administrative skills:

26. An Asia Foundation 2009 survey found that at least half the Afghan public had access to a mobile phone.

- *"Good management and good leadership. When we have those, we will have a solid plan, successful implementation of projects, a better selection of projects and true accountability for expenditures."* CSO male respondent from a Kabul
- *"We need technical trainings in different fields and capacity building of staff;" (CSO, female employee, Kabul) "Social organizations need assistance in terms of management… This problem occurs mostly when unprofessional people are operating in high rank positions."* CSO, male employee, Kabul
- *"Well, we need to promote our staff's capacity. We are in need of donors to assist us."* Male focus group participant, Herat

VI. Women's Organizations

Mainstreaming a gender equality perspective through IPACS activities cuts across all project themes for Counterpart International as women are both key beneficiaries and stakeholders. According to Counterpart International, half of all IPACS local partners are women-led and/or women-focused CSOs, and more than half of all IPACS grant funding is allocated to projects that directly benefit Afghan women.

Creating opportunities for women to become more engaged in social, economic and political processes is critical in today's Afghanistan.

These projects are critical in today's Afghanistan. While an ABC News 2009 survey showed that significant majorities of Afghans support the rights of women to vote and of girls to be educated (88 percent in both cases), to hold jobs outside the home (74 percent) and to hold government office (68 percent), just 41 percent of Afghans "strongly" support women holding jobs outside the home and only 38 percent strongly support women holding government office. Among men, just 33 percent strongly support women holding jobs or government office, just 50 percent of women strongly support women working, and even fewer (43 percent) strongly support women in government.[27]

The focus groups and in-depth interviews conducted for this assessment highlight the positive strides in elevating the position of women in the country:

- *"There was a time when it was difficult for women to leave their houses, and now they are working for the government."* Male respondent, Kabul
- *"Men were not ready to send their daughters to schools and universities but now they are ready to do so."* Female participant in IPACS grantee focus groups
- *"Getting men's permission [for women family members] to work is critical."* CSO male employee, Herat
- *"We cannot force people to give women rights, but we can be peaceful; we can sit with them and discuss with them and get their trust to be successful in promoting women's rights."* CSO, male employee, Kabul

1. Over Half of Survey Respondents are Women's Organizations

The survey results show that 57 percent of all respondents describe their organization as one that focuses primarily on women's issues, 45 percent name women as beneficiaries of their organizations, and 33 percent overall state that their organization promotes gender equality or women's rights in its activities. In addition, over a third of the CSOs report spending 40% or more of program budgets toward women's programs (see Table 11).

In 2005, only 18 percent of the organizations surveyed reported that women were beneficiaries of their activities and only 31 percent indicated that gender equality and women's rights were areas in which they were active.

IPACS organizations (58 percent) are significantly more likely than those not affiliated with IPACS (33 percent) to report women as their beneficiaries and working on behalf of women's rights).[28] IPACS organizations (59 percent) are also more likely to report spending at least 40 percent of their budget on programs that advance the position of women in Afghanistan than non-IPACS organizations (28 percent).

Seventy-eight percent of those organizations identifying themselves as women's organizations say they promote gender equality and 79 percent name women as beneficiaries.

As another indicator of women's participation, the number of women in leadership, staff and volunteer positions among CSOs participating in the survey was examined. Overall, 17 percent of director positions are

27. The 2009 ABC polling unit found that 73 percent of urban women and 43 percent of rural women strongly favor women holding jobs and 69 percent of urban and 36 percent of rural women strongly supported women serving in the government. Among men, support is much lower, with no more than half strongly supporting women holding jobs or serving in the government (50 percent urban men, 29 percent rural) and women serving in the government (47 percent urban men, 29 percent rural men). Eighty percent of the respondents in this survey lived in rural areas.
28. One of the IPACS objectives was to make a concerted effort to support women-focused and women-led organizations.

Table 11: Promoting Women's Rights and Participation

Q.15: Is your organization a women's organization?
Q.19: Which of the following groups of people benefit from this organization's current activities or projects? (Select all that apply)
Q.12: What does your organization do? (Select all that apply)
Q.37: And what percentage of your program budget is dedicated to programs that focus on women's rights and empowerment?

	Overall	IPACS	Non-IPACS
Women's organization	57% (n=414)	68% (n=151)	51% (n=263)
Women beneficiaries	45% (n=413)	58% (n=153)	33% (n=260)
Promotes gender equality	33% (n=422)	49% (n=155)	25% (n=267)
Over 40 percent of budget dedicated to women's programming	39% (n=348)	59% (n=130)	28% (n=218)

All differences statistically significant at the 95 percent confidence level

staffed by women, up from nine percent in 2005. In fact, only about 40 percent of the organizations had any women on staff in 2005.

As reported in the 2010 survey, 21 percent of first deputy director positions and 14 percent of second deputy positions are held by women. IPACS participants (27 percent) are more likely than other organizations (12 percent) to employ women as directors, first deputy directors (32 percent compared with 17 percent), or second deputies (42 percent compared with 22 percent).

When comparing specifically organizations self-identified as women's organizations, 40 percent of IPACS affiliated organizations identified as women's organizations have women directors compared with only 23 percent for non-IPACS, 41 percent have a female first deputy compared with 24 percent for non-IPACS, and 42 percent have female second deputies compared with 30 percent for non-IPACs women's organizations.

As discussed previously, two-thirds of all organizations in this study employ no more than 20 employees. In all cases (regardless of the number of employees or whether staff was full-time, part-time or volunteer) women made up a smaller proportion of the workforce than men. However, the ratio of men to women among full-time employees is greater in smaller than in larger organizations.

Although it may seem counter-intuitive, the goal of increasing women's participation in fact declined from 30 percent in 2005 to 13 percent in 2010 as a top three priority for CSOs is another indicator of the progress on women's participation in the work of CSOs today.

VII. Capacity Indicators

The UNDP was given the lead within the UN system for action and thinking in the area of capacity building and has offered guidance on the topic to its staff and governments since the early 1970s. The UNDP defines capacity building as appropriate policy and legal frameworks, institutional development, community and stakeholder participation (particularly women), human resources development and strengthening managerial systems.[29]

> "Some organizations have their own questionnaires; they conduct a survey and make themselves aware of our needs."
>
> Male participant, focus group, Mazar-i-Sharif

Based on the Capacity Development Results Framework designed by three researchers at the World Bank Institute,[30] the assessment team developed a set of capacity indicators for Civil Society Organizations operating in Afghanistan today.

The three overarching indicators are: (1) the extent to which stakeholders voice their decisions in development

29. See http://www.gdrc.org/uem/capacity-define.html.
30. Otoo, Agapitova and Behrens. 2009.

goals; (2) the degree to which documentation about operating procedures and financial transparency exists, and; (3) the effectiveness of the organizational arrangements stakeholders adopt to achieve goals.

1. Indicator 1: Stakeholder Participation

The nature of an organization's relationship with its members, beneficiaries or target constituencies reflects a desire to connect with its community and represent them in a participatory manner.

a. Majority Say Beneficiaries Are Involved in Planning

Survey results found that communication with beneficiaries occurs through a variety of channels. About half say that beneficiaries have a great deal of influence on needs assessment and problem identification and on planning over how to address problems. The organizations report that beneficiaries are greatly influential in the provision of funding (36 percent) and monitoring and evaluation of results (42 percent).

The 2005 survey asked organizations about the involvement of clients in the implementation of the organization's activities. Sixty-two percent of the organizations said that clients were involved in the identification of problems to be addressed, but only 14 percent said they were involved in planning how to address the problems. Thirty-seven percent said they contributed resources, and ten percent said that clients were involved in managing projects and activities and in checking or evaluating results.

Overall, IPACS organizations are more likely to involve beneficiaries in planning (54 percent) than non-IPACS (44 percent) and in monitoring and evaluation activities (48 percent) than non-IPACS organizations (38 percent).

Notably, CSO-support organizations report the highest level of involvement of beneficiaries in problem identification (66 percent) while organizations focused on youth issues have the lowest (37 percent). CSO support organizations also tend to have the highest rates of involving beneficiaries in planning (60 percent). Shuras and CSO support organizations (50 percent) report greater influence exercised by beneficiaries in monitoring and evaluation than organizations overall (42 percent).

Many of the respondents interviewed work in villages and communities and report that they learn about their beneficiaries' needs because they interact with the local population to find resources to fulfill needs.

- *"Wherever our projects are implemented local people are participating. For instance, in Herat and Badghis we have the local workers so that they will be able to assist their families. We focus on our trainings through our trainers to educate and serve the beneficiaries effectively."* Herat male respondent

Many of those interviewed explained that they are informed about beneficiary views from needs assessments and surveys conducted before a project is implemented.

- *"We always perform a survey before we implement a project in a province or in a village… sometimes even if we do not have any projects for a province, like Panjshir, we do a survey and try to find out the priority needs of the people to determine what should be provided to them first."* Male CSO respondent, Kabul
- *"Some organizations have their own questionnaires; they conduct a survey and make themselves aware of our needs."* Male focus group participant

Others obtain information about beneficiary needs by contacting shura and village leaders.

- *"When an NGO comes here it goes directly to the district head. He shares his ideas about the project and tells them about the fixed budget and asks the village head where to spend it. He refers them to the shuras; the shura shares it with us, and we tell them our needs. Keeping our needs in mind, they tell the NGO how, where and which project to start."* IPACS beneficiary, Kabul focus group
- *"They seek our input by contacting our village shuras."* Female beneficiary, Herat focus group

Those organizations with a member base keep track of their beneficiary needs through holding regular meetings.

- *"Each month we have a coordination meeting in which our 65 formal members and some individual members are included. Its agenda is determined and we become aware of what people need and what is to be done for the people."* Female CSO employee, Kabul

b. Involving Donors in Project Planning

The CSOs surveyed report that donors are involved a great deal in the provision of funding and in-kind resources (48 percent), monitoring and evaluation of results (43 percent), needs assessment and problem identification (37 percent), and planning how to address problems (37 percent). The lowest levels of donor involvement in needs assessment and problem identification are reported by organizations focused on youth issues and community organizations (42 and 37 percent respectively report donors having no influence at all).

The highest level of donor involvement in funding and monitoring and evaluation is reported by CSO support organizations, with 65 percent reporting a great deal of influence. A similar trend is characteristic for donor involvement in planning activities, provision of funding, and involvement in monitoring and evaluation activities with organizations focused on youth, community organizations and education committees consistently

reporting low levels of donor involvement.

- *"The donor organization tells us whether we were successful in our work or not."* Respondent, IPACS affiliated organization
- *"We have a way of communicating by which we develop a budget request and tell them what our goals are."* Male participant, Herat focus group

A few respondents offered criticisms of donors who always work with the same local organizations and ignore the needs of the people.[31]

- *"The donors are mostly trying to give funds to those who have previous relations and communications, and they are not enthusiastic to work with those organizations that work honestly for its people."* Male respondent, Herat
- *"The problems come from the donor side. For example, there might be a project that is designed by a donor and neither our views nor the beneficiary views are incorporated in it. We face some problems because most of the people are against our project. That is why donors should try to design their projects according to the people's needs."* Female IPACS partner focus group participant, Herat

The latter appears to be a very common complaint that can be addressed through donor education and better streamlining of priorities by local CSOs and donors. Such education could also incorporate a better handling of proposal rejections.

c. CSOs Less Likely To Involve Local Government

Afghan CSOs are less likely to involve local governments in their activities than beneficiaries and donors: Twenty-three percent of CSOs report a great deal of influence of local government in needs assessment and monitoring and evaluation, 22 percent in addressing problems, and 18 percent in providing funds.

The 2005 survey also asked organizations about the involvement of the government in the implementation of the organizations activities. Thirty-three percent indicated that government was involved in checking or evaluating results, 28 percent said government contributed resources, 21 percent said that government was involved in managing projects and activities, but only18 percent said government was involved in planning how to address problems, and only 13 percent of the organizations said that the government was involved in the identification of problems to be addressed.

Shuras, education committees, and women's unions report higher levels of influence from local governments than other organizations. For example, only 23 percent of shuras report no influence at all of local governments at the needs assessment stage compared to 59 percent for all organizations overall. The same trend holds true for planning, funding provision and monitoring and evaluation activities with CDCs emphasizing local government influence at the planning and monitoring and evaluation stages more than other types of organizations.

There appears to be little difference between urban and rural CSOs in local government influence in terms of needs assessment, planning and monitoring and evaluation activities. However, urban CSOs tend to be more likely to report local government influence on funding and contributions of in-kind resources (49 percent) compared to rural CSOs (36 percent).

The in-depth interviews and focus groups showed that CSOs tend to involve local government in the initial stages of a project in order to inform local leaders about their plans:

- *"When the NGOs come to Balkh district they directly meet the district sub governor and talk to him about their project . . . The district sub governor then talks to our council and tells them about the project budget and asks for their ideas on how to spend the money. The council makes a decision based upon people's needs, and that's when the project is implemented."* IPACS female beneficiary, Balkh

This approach has the added advantages of getting assistance with security on the ground:

- *"If we enter a province for implementing a project, then we first provide all the information about the type of project, budget of the project and places which will be covered by our project to authorities in that province. We provide this type of information to the provincial governor, police commander, economy department and all other related entities of government in order to attract their attention to issues of security and other needs…"* Kabul female respondent

d. IPACS and non-IPACS on Stakeholder Influence

A comparison of IPACS affiliated organizations (both partners and grantees) and those organizations not participating in the IPACS program found that IPACS organizations are generally more likely to have higher beneficiary and donor participation rates in needs assessment and problem identification, planning how to address problems, and monitoring and evaluation of results. There are no substantial differences for IPACS organizations when compared to all organizations overall on the measures for local government influence (see Tables 12 through 14).

31. This criticism was also found in an assessment of civil society in Afghanistan written by Elizabeth Winter for the LSE Centre for Civil Society. Winter wrote, *"There was dissatisfaction with the role that donors had played up to now; concerns that they were following their own, often global, agendas, rather than those important to Afghan civil society,"* she wrote, continuing, *"Instead they should be using their funding, with a long term commitment, as a catalyst for indigenous development in real partnership with local actors."*

Table 12: Influence of Beneficiaries on CSO Operations

Q.51a-d: How much influence do your beneficiaries – the people that you are providing services to – have on the following aspects of the organization's operations? Showing "Great Deal"	Overall	IPACS	Non-IPACS
Needs assessment and problem identification	49% (n=414)	54% (n=151)	46% (n=263)
Planning for how to address/ solve the problem	47% (n=413)	**54%*** (n=151)	**44%*** (n=262)
Provision of funding and in-kind resources	36% (n-411)	38% (n=149)	35% (n=262)
Monitoring and evaluation of the results	42% (n=411)	**48%*** (n=150)	**39%*** (n=261)

** Statistically significant difference at the 95 percent confidence level*

Table 13: Influence of Donors on CSO Operations

Q.50a-d: How much influence does the donor have on the following aspects of your organization's operations? Showing "Great Deal"	Overall	IPACS	Non-IPACS
Needs assessment and problem identification	37% (n=412)	**41%*** (n=148)	**35%*** (n=264)
Planning for how to address/ solve the problem	37% (n=413)	**39%*** (n=150)	**36%*** (n=263)
Provision of funding and in-kind resources	48% (n=413)	**56%*** (n=150)	**44%*** (n=264)
Monitoring and evaluation of the results	43% (n=414)	**48%*** (n=149)	**41%*** (n=264)

** Statistically significant difference at the 95 percent confidence level*

Table 14: Local Government Influence on Operations

Q.52a-d: How much influence does the local government have on the following aspects of organization's operations? Showing "Great Deal"	Overall	IPACS	Non-IPACS
Needs assessment and problem identification	23% (n=415)	20% (n=152)	24% (n=263)
Planning for how to address/ solve the problem	22% (n=414)	22% (n=152)	23% (n=262)
Provision of funding and in-kind resources	18% (n=416)	18% (n=152)	17% (n=264)
Monitoring and evaluation of the results	23% (n=414)	23% (n=151)	23% (n=263)

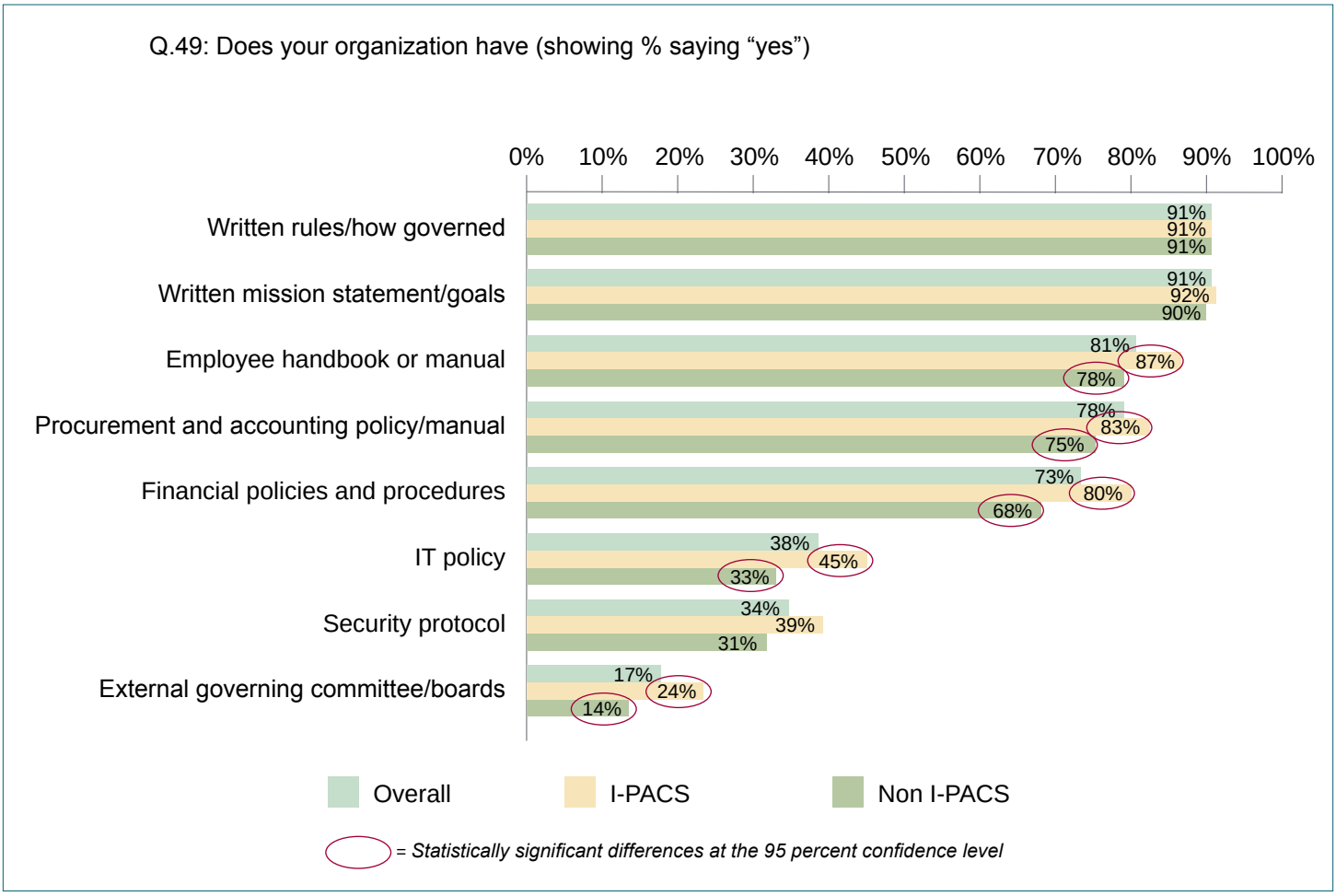
2. Indicator 2: Operating Procedures and Financial Transparency

The second indicator seeks to measure the degree to which documentation about operating procedures and financial transparency exists which, in turn, is related to minimizing opportunities for corruption. Survey results found that 90 percent of all organizations have written rules about governance which includes such items as statutes, bylaws and written mission statements. That is up from 67 percent of the organizations in the 2005 survey reporting that they had written rules such as statutes and bylaws, which can be seen as another indicator of the increasing professionalism of Afghan CSOs (see Figure 12).

About 80 percent have procurement and accounting policies in place and a majority of the organizations have employee manuals and financial policies and procedures documented. More IPACS organizations report having such policies and procedures in place than non-IPACS organizations, which is a result of the technical assistance and funding provided to IPACS CSOs toward organizational development goals.

Security protocols, IT policies and external governing committees or boards are found to a lesser extent than the documents discussed above although they are more common for IPACS partners and grantees than non-IPACS organizations. It is interesting to note that while only 18 percent of the organizations in 2010 reported having external governing committees or boards, that percentage was 38 in 2005.[32]

Figure 12: Operating Procedures and Financial Policies



32. One possible explanation for this finding is that there may now be a greater understanding of what an external governing committee is and that a misunderstanding may have led to over-reporting in 2005.

3. Indicator 3: Effectiveness of Organizational Arrangements

The quantity of output via projects and proposals, instances of collaboration and participation with other CSOs, and funding arrangements were analyzed in order to assess the effectiveness of organizational arrangements

For all organizations in the survey, 40 percent report having submitted one to four proposals within the previous three months, about 53 percent of the organizations report having between one to four projects currently underway, and 52 percent of organizations report having completed from one to four projects within the previous year (see Table 15).

Forty-one percent of all organizations overall report submitting no proposals in the last three months, 34 percent have no current projects underway, and 30 percent had no projects completed in the previous year indicating that a large number of the organizations were idle. Close to 68 percent of organizations with no projects currently underway have not submitted any proposals within the previous three months, and about 61 percent of such organizations have not submitted any proposals within the previous year.

Only ten percent of the organizations have completed five to ten proposals within the previous three months, have between five to ten projects underway or have completed five to ten projects in the previous year. Only a handful of organizations reported more than ten proposals or projects underway.

Table 15: Number of Proposals Sent in the Last 3 Months

Q.16: How many proposals has your organization submitted in the last 3 months?	Overall (n=418)	All IPACS (n=155)	All Non IPACS (n=263)
None	41%	**32%***	**46%***
1 - 4	40%	**49%***	**35%***
5 or more	19%	19%	19%

** Statistically significant difference at the 95 percent confidence level*

Table 16: Number of Active Projects Underway

Q.17: How many projects are currently underway?	Overall (n=416)	All IPACS (n=155)	All Non IPACS (n=261)
None	34%	33%	34%
1 - 4	53%	55%	52%
5 or more	13%	12%	14%

Table 17: Number of Completed Projects in Past Year

Q.18: How many projects have been completed in the last 12 months?	Overall (n=419)	All IPACS (n=155)	All Non IPACS (n=264)
None	30%	23%	34%
1 - 4	52%	**59%***	**48%***
5 or more	18%	18%	18%

** Statistically significant difference at the 95 percent confidence level*

Women's unions appear to be more active compared to other organizations, with half of these organizations submitting three proposals in the previous three months. Half of the shuras, CDCs, and CSO support organizations had submitted two proposals in the previous three months. Half of the community organizations report submitting at least one proposal. Half of the youth organizations, professional associations and education committees have not submitted any proposal within the previous three months.

a. Projects in Process and Completed

Sixty-six percent of the surveyed organizations have projects currently being implemented with another 70 percent having completed projects in the previous year (see Tables 16 and 17). In 2005, all organizations participating in the survey reported that they were engaged in at least one project. This difference may be partially explained by the fact that 36 percent of the sample was made up of IPACS affiliated CSOs and IPACS provided assistance to rural CSOs with little access to other funding. The current phase of the program was preparing for close out at the time of the survey. These factors might help explain the decrease in project activity although it is important to keep in mind that a large proportion of CSOs in 2005 reported no funding which means they were implementing their projects without any funding support. Finally, the shift in the focus from health and infrastructure projects, which tend to be short term, to education, promoting gender equality, youth and human rights programming which are usually longer term, may provide another explanation for the decrease in project activity.

Women's unions, CSO support organizations and community organizations are more active than other types of CSOs. Fifty percent of the women's unions and CSO support organizations reported two projects under current implementation compared to only one project for 50 percent of all organizations overall. Fifty percent of women's unions, community organizations and CSO support organizations reported two completed projects implemented within the previous year, compared to one project for 50 percent of all organizations overall.

IPACS organizations are slightly more likely than non-IPACS organizations to have submitted one to four proposals in the last three months, to have one to four projects currently underway, and to have completed one to four projects in the previous year.

b. Other Indicators of Effectiveness of Organizational Arrangements: Cooperation with Organizations

Only 17 percent of organizations overall have conducted fundraising activities in the past 12 months, with more IPACS (21 percent) than non-IPACS (14 percent) engaged in such activities. Given that sample sizes are small, it is difficult to compare types of fundraising activities across groupings. However, it appears that respondents from IPACS organizations are somewhat less likely than others to report fundraising efforts from special events, government grants, and capital campaigns. Strong differences between IPACS and non-IPACS organizations in the proportion of funds that are raised by fees for services were not found.

Interacting with other CSOs is an important factor in differentiating IPACS and non- IPACS organizations. Forty-six percent of the surveyed organizations report that they contact other CSOs frequently with another 38 percent reporting doing so sometimes. Those organizations affiliated with IPACS report contacting other civil society organizations at much higher rates (63 percent) than non-IPACS organizations (36 percent) (see Figure 13).

As noted earlier, IPACS partners and grantees are more likely than other organizations to have received either cash or in-kind resources from other Afghan CSOs over the previous year (24 percent compared with 10 percent for non-IPACS) and over the previous five years (30 percent compared with15 percent for non-IPACS). This speaks for a higher level of collaboration by IPACS participants with other civil society organizations.

Ninety percent of all organizations overall say they exchange information and ideas with other CSOs, 66 percent coordinate provision of services with other CSOs, and 64 percent participate in policy debates with CSOs. About half overall say they tried to jointly obtain funds with other CSOs, with more IPACS (56 percent) than non-IPACS (43 percent) organizations doing so. Forty-two percent say they partner with other CSOs on projects, with more IPACS organizations (49 percent) engaging in such partnerships than non-IPACS organizations (37 percent). About 20 percent coordinate their political activities or coordinate the provision of services with other CSOs (see Figure 14).

Cooperation has increased significantly since the 2005 survey in which only nine percent of the organizations said they had conducted any project or activity in collaboration with another organization, not including donors (see Figure 15).

In focus group discussions, both IPACS and non-IPACS organizations acknowledged the benefits of cooperation although a few also acknowledged that more cooperation is needed.

- *"One of the most difficult problems of these CSOs is that they do not have mutual coordination with each other… and to be honest, everyone works for themselves."* Male respondent in Kabul

Figure 13: Frequency of Contacting other CSOs by IPACS, Non IPACS CSOs

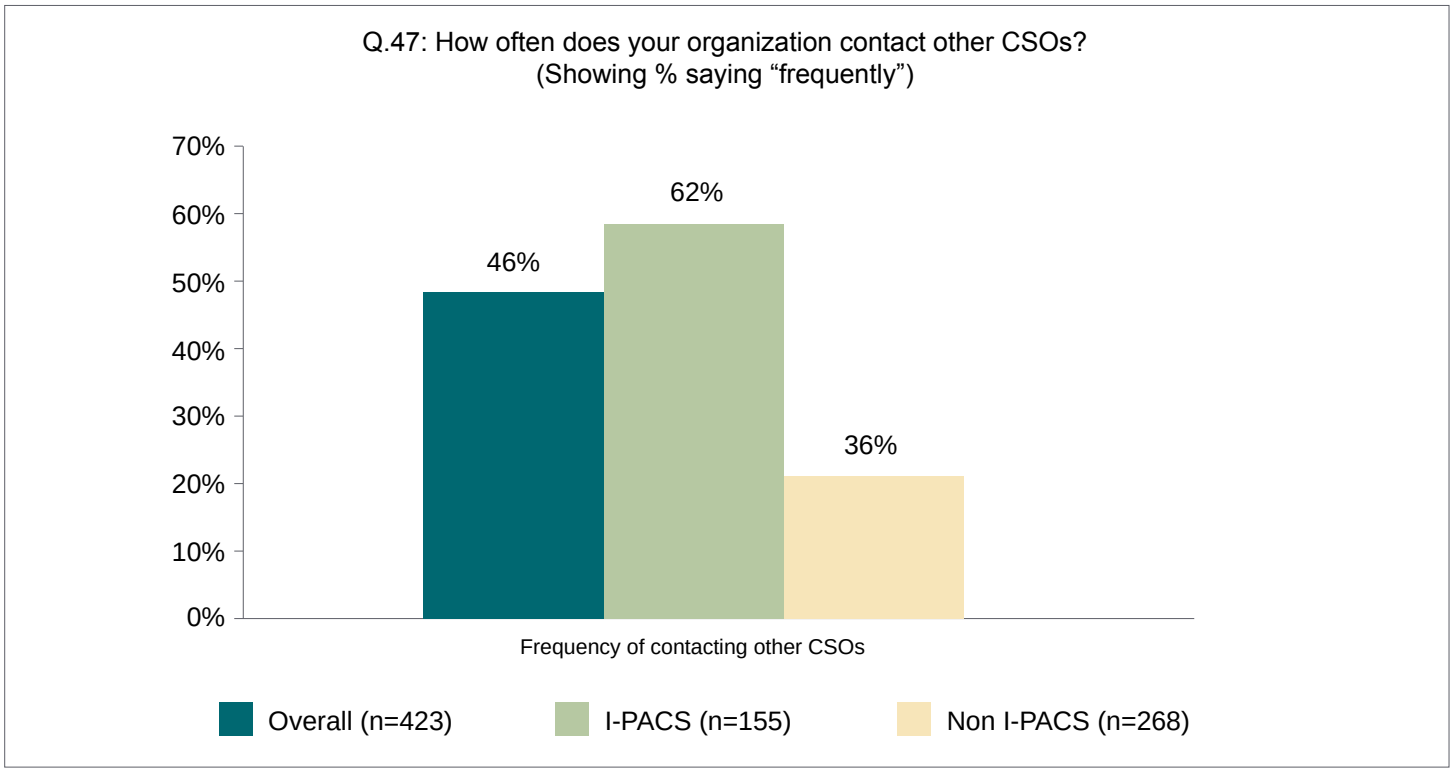


Figure 14: Nature of Relations with Other CSOs

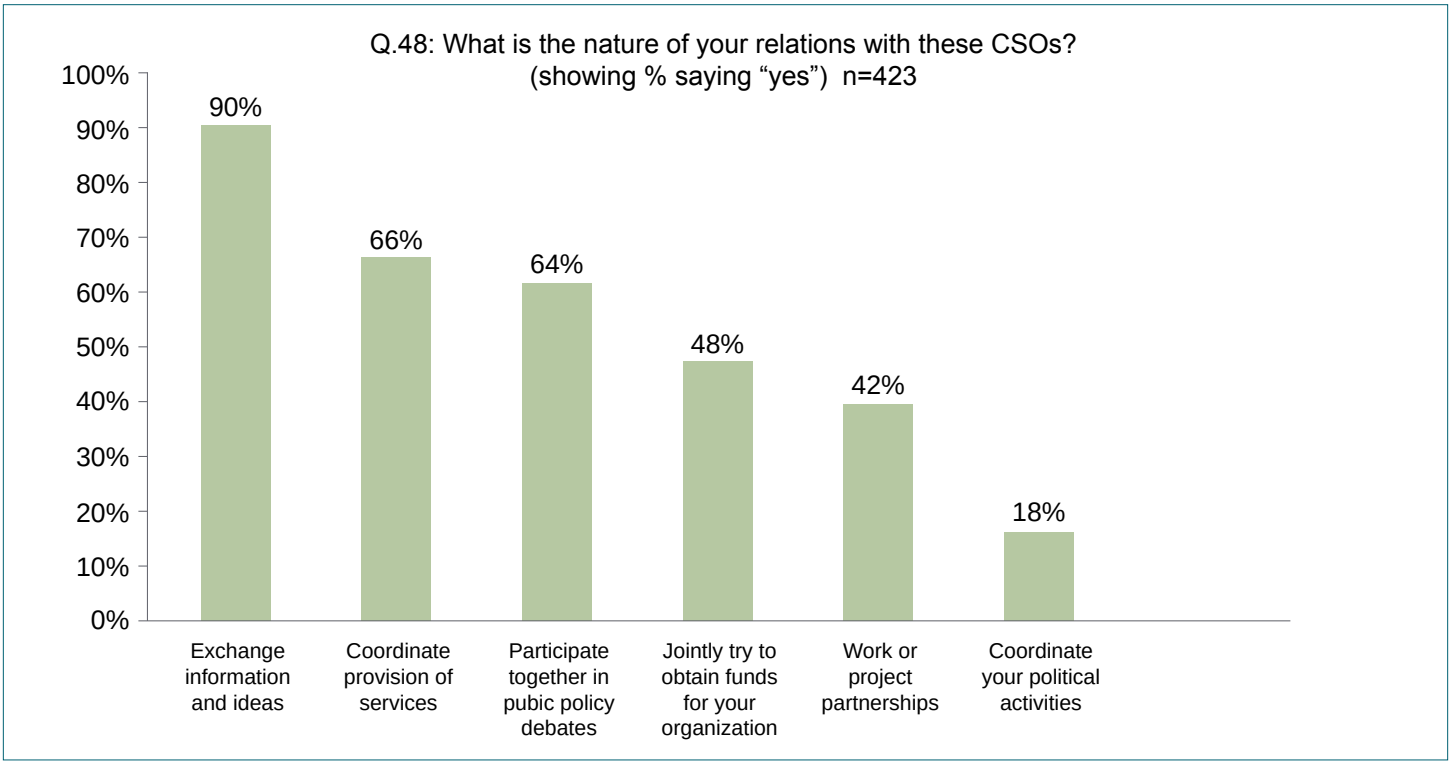
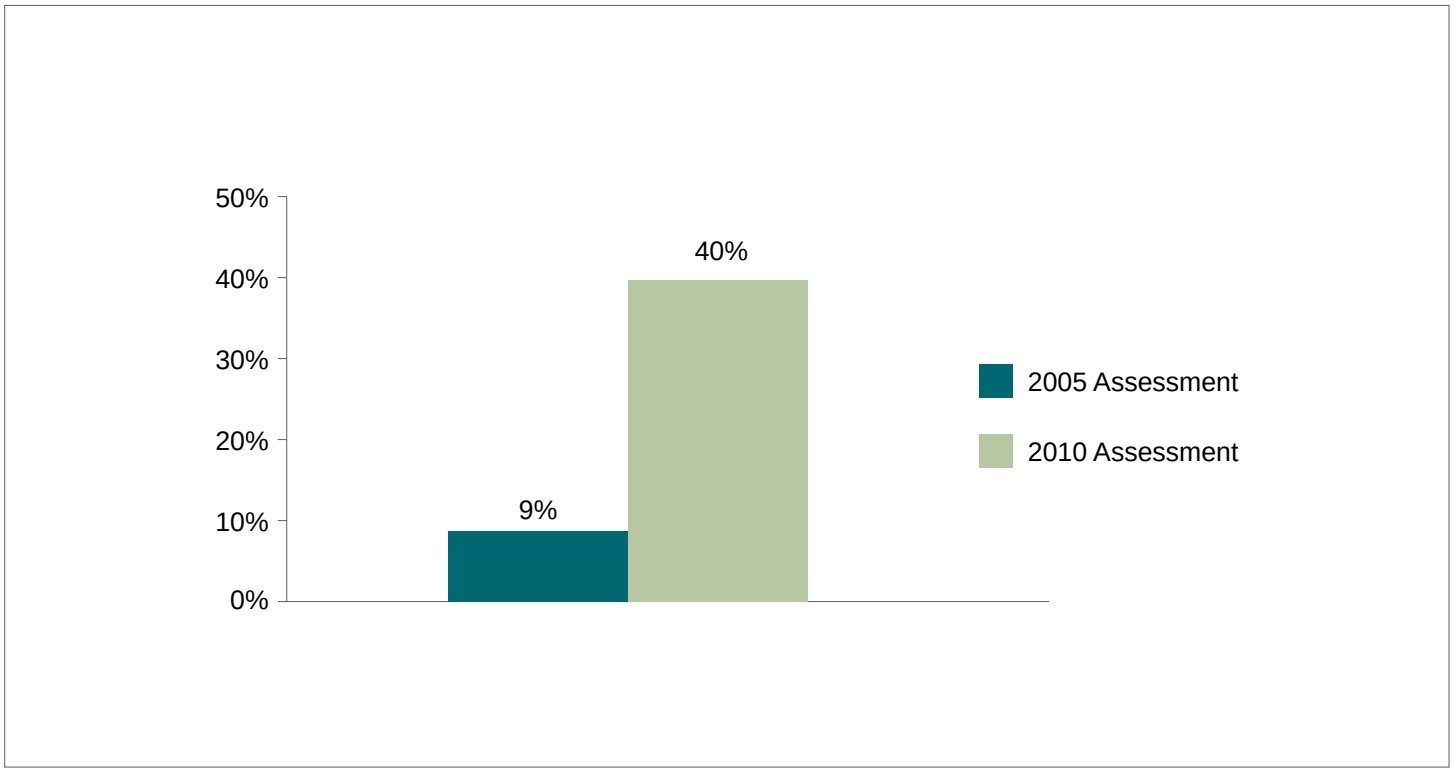


Figure 15: Cooperation with Other CSOs in 2005 and 2010



- *"As there is coordination between NGOs, it really helps to work together, and it helps to decrease the waste in budget expenditures, and having good leadership between the organizations."* Male CSO employee, Herat

Respondents frequently mentioned the need to coordinate with local community organizations such as shuras for assistance in implementing their projects on the ground.

- *"When we first have a project for a province or a village and we are not familiar with it, we first contact the jirgas, for assistance, and they assist us in a positive way and never say no. For example, their leaders and people assist us in the field of security."* Male CSO employee, Herat
- *"We have always coordinated with [shuras or jirgas]. If we don't coordinate with them, we can't achieve our objectives because one of our projects is to provide legal assistance. People come and ask for the sister, mother or daughters' rights, or protection for women who have been beaten by their family members and ask for justice… With [shuras or jirgas], we try to solve the problem of this family."* Employee, IPACS organization, Mazar-i-Sharif
- *"We are living in a traditional society with Mullahs and it is necessary to consult with them."* Female IPACS partner

"As there is coordination between NGOs it really helps to work together, and it helps to decrease the waste in budget expenditures and more, and having good leadership between the organizations."

CSO, male employee, Herat

For the most part, remarks highlight the benefits of learning from others' experiences:

- *"Coordination with other CSOs is very useful in our work. We are always in touch with other CSOs in order to ask them how they initiate the projects, what problems they are facing while implementing projects, from where they receive funds and how their work is going. We provide this type of information for others as well, and it is really effective."* CSO male employee, Kabul
- *"We have good coordination with other organizations for exchanging information and ideas. We work jointly on proposals and with some other organizations."* CSO, male employee, Herat
- *"We invite governmental organizations, civil institutions, give them our plans and they participate in the program. We carry on the program together."* CSO, male employee, Balkh
- *"Coordination shows power…Coordination with different organizations helps us in our activities. It is useful for us to know their perspective and for them to know about ours."* CSO IPACS participant, female employee, Mazar-i-Sharif

c. Communication Channels

Radio (42 percent) and community gatherings (31 percent) are the top ways mentioned to get information out to the public, followed by newspapers (23 percent), sermons or discussions at mosques (20 percent), internet and email (19 percent), and pamphlets, leaflets or brochures (17 percent) (see Figure 16).

IPACS organizations are less likely to say they relay information via mosques (12 percent) than non-IPACS (25 percent), and are significantly more likely to distribute information through the internet or SMS messages (27 percent) than non-IPACS (14 percent).

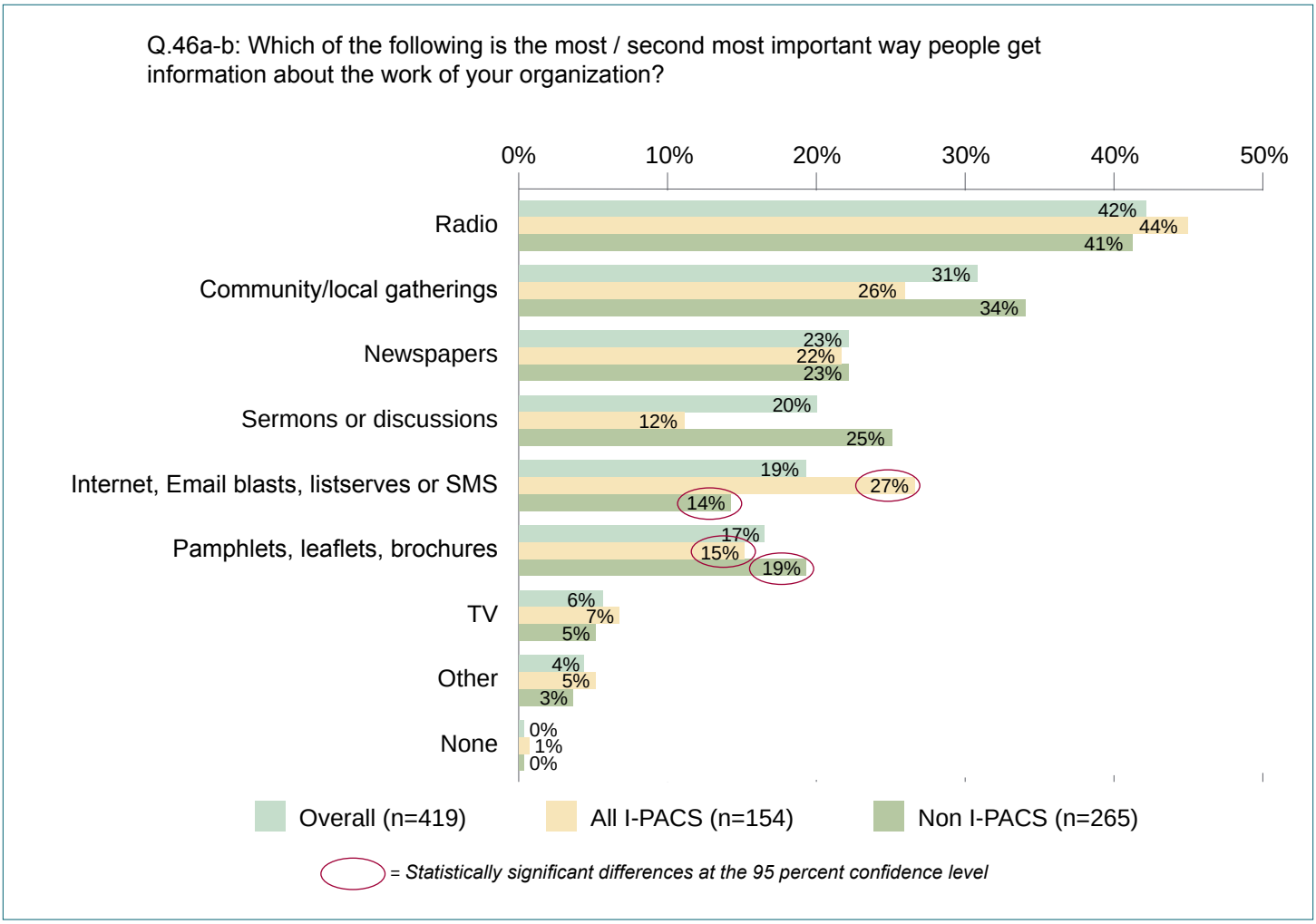
An ABC News/BBC/ARD December 2009 survey asked how often various media sources are used for news and information about current events. Thirty-nine percent said they learn from meetings or sermons at the mosque at least once a week, followed by community meetings (35 percent), newspapers (14 percent), magazines (12 percent), SMS messages (11 percent). Not one person said they used the internet for information at least once a week (in fact, 97 percent said they never used the Internet for information). Given this data, Afghan CSOs seem to be underutilizing important communication channels with the public.

While radio and local gatherings are effective ways to communicate with the public, the internet has a very limited audience among the Afghan public. The Asia Foundation 2009 survey in Afghanistan found that far more Afghans have functioning radios (81 percent) in their homes than have a mobile phone (52 percent), a working television (41 percent), or a computer (six percent). While majorities across all regions had access to a radio, although at lower levels in Central/Hazarajat, only in Kabul was it found that a majority of the populations had televisions.

At least a third of the population in each region had a cell phone, with higher rates in the Central/Kabul, East and South East areas. SMS messages via mobile phones

33. The ABC News/BBC/ARD December 2009 survey results were similar, with 82 percent owning a radio, 60 percent owning a cell phone and 47 percent a television set. According to the ABC News/BBC/ARD 2010 survey, computer ownership is at just seven percent with only one percent having access to the internet via computer or mobile phone.

Figure 16: Most Important Ways CSOs Inform Public of Their Work



might have growing significance as a way for CSOs to communicate with the public in the future.

Two questions on communication processes asked in the 2005 survey were not included in 2010. Only 14 percent of the organizations said that they made information available via libraries, publishing, and producing or distributing written materials or radio or TV programs. When asked about their contacts with the mass media during the previous month, 57 percent reported having no contacts and only 20 percent said that information provided by the organization had been used by media.

VIII. IPACS Program Impact on Participant CSOs

A number of important differences emerge when summarizing the IPACS impact through Capacity Indicators and comparing IPACS participants with organizations that did not participate in IPACS grants, training and technical assistance programming.

IPACS organizations were generally more likely to have higher beneficiary and donor participation rates in needs assessment and problem identification, in planning on how to address problems, and in monitoring and evaluation of project results than non-IPACS organizations. While both IPACS and non-IPACS organizations could do more to improve communication and coordination with local governments, IPACS organizations are more likely to report involving local government in needs assessment and monitoring evaluation phases than non-IPACS.

IPACS organizations are significantly more likely than those not affiliated with IPACS to report women as their beneficiaries and to be working on behalf of women's rights. IPACS organizations are also more likely to report spending at least 40 percent of their budget on programs that advance the position of women in Afghanistan.

Overall, IPACS partners and grantees are much more likely than other organizations to employ women in leadership positions as directors and first and second deputy directors than non-IPACS – almost twice as frequently for most of these top positions (see Table 18).

The differences between IPACS and non-IPACS organizations in female leadership of CSOs is even more striking when analyzing only those organizations identified as women's organizations with many more women leading IPACS organizations identified as women's CSOs than non-IPACS organizations.

Most of the organizations in the survey reported that they have written rules about organizational governance, mission statements, and procurement and accounting policies. However, IPACS organizations are more likely than non-IPACS organizations to have employee manuals (87 percent compared to 78 percent), procurement manuals (83 percent compared to 75 percent), written financial policies and procedures (80 percent compared to 68 percent), IT policies (45 percent compared to 33 percent), and external governing committees (24 percent compared to 14 percent).

Interacting with other CSOs and NGOs is an important factor in differentiating IPACS and non-IPACS organizations. Those organizations affiliated with IPACS were much more likely than non-IPACS to say they frequently contacted other civil society organizations (63 percent compared to 36 percent). The great majority of all organizations say they exchanged information and ideas, participated in policy debates and coordinated provision of services with other CSOs. However, and importantly, more IPACS organizations than non-IPACS report that they tried to jointly obtain funds with other CSOs (56 percent compared to 43 percent) and that they partnered with other CSOs on projects (49 percent compared to 37 percent).

IPACS organizations are more likely than non-IPACS to say they conducted fundraising activities in the previous twelve months and that their funding had increased over the previous five years. Nevertheless, IPACS organizations may need to diversify or supplement their funding sources. While IPACS organizations are more likely to report receiving funds or resources from international organizations or other Afghan CSOs than non-IPACS, non-IPACS organizations are more likely to say they received resources from individual members and from non-members or communities. Although sample sizes are small, it appears that respondents from

> "This program helped us to earn the trust of the other donors. We got projects from other organizations... IPACS expanded our activities in the provinces...Our employees have become professional, and through our employees, the employees of 40 other institutions have become more professional."
>
> CSO IPACS participant, female employee, Mazar-i-Sharif

IPACS organizations were less likely than others to report fundraising efforts from special events, government grants, and capital campaigns. No strong differences were found between IPACS and non-IPACS organizations in the proportion of funds that were raised by fees for services, an area where more attention might be given

Table 18: Proportion of Women in Executive Positions

	IPACS	Non-IPACS	IPACS Women's Orgs	Non-IPACS \Women's Orgs
Female Director (n=424)	27%	12%	40%	23%
Female First Deputy Director (n=388)	32%	17%	41%	24%
Female Second Deputy Director (n=206)	42%	22%	42%	30%

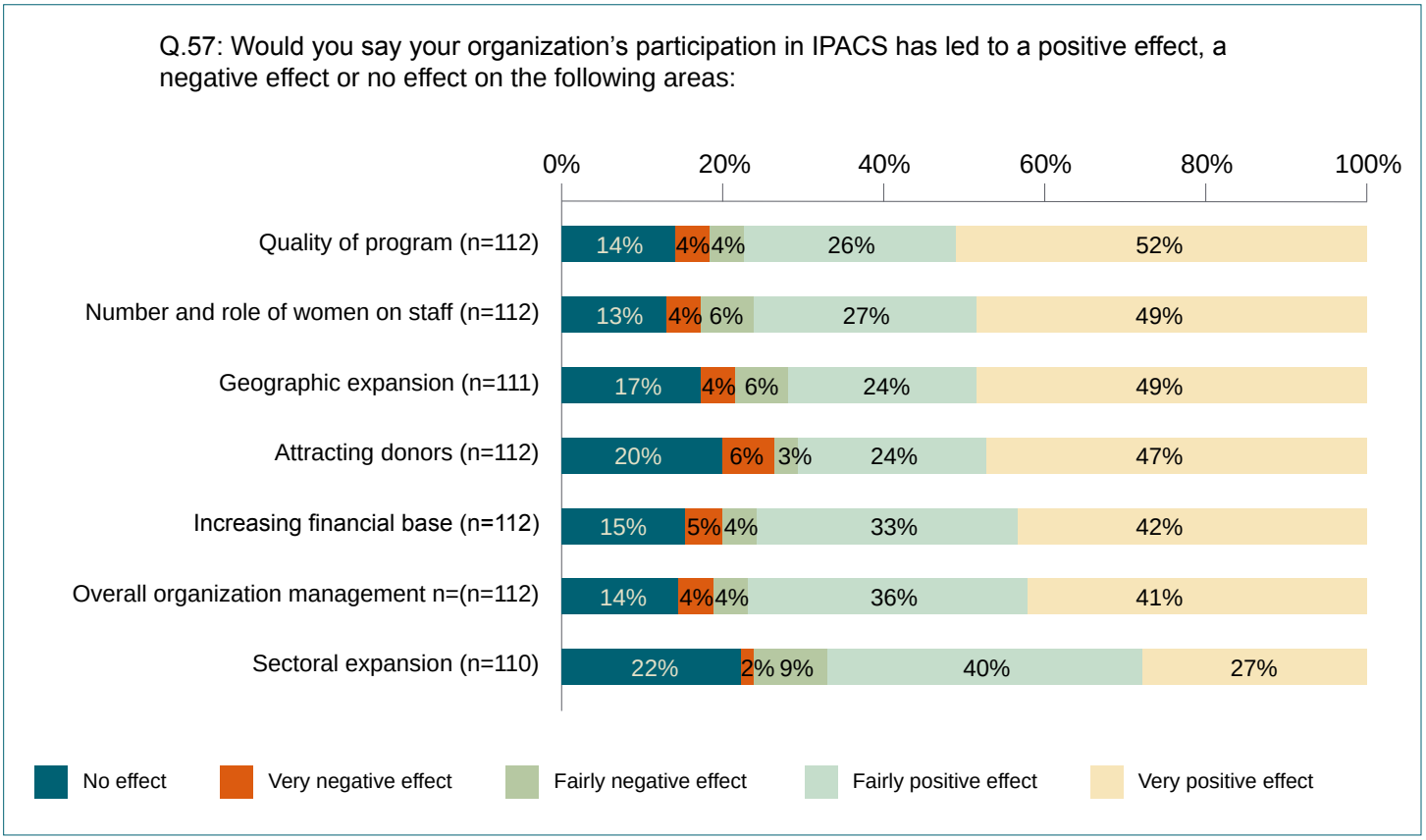
by CSOs to add supplemental sources of income to their funding base.

The majority of the organizations that have participated in the IPACS program as partners or grantees note several significant and strong effects in key areas. Nearly 80 percent highlighted a very positive or fairly positive effect of IPACS on the quality of their programs, overall organizational management (77 percent), and the number and role of women on staff (76 percent). Additionally, geographic expansion (73 percent), attracting donors (71 percent), increasing the financial base (75 percent), and sectoral expansion (67 percent) were all reported to have been positively affected through the IPACS program (see Figure 17). No statistically significant differences were found based on location in Kabul Province or other province.

Some of the statements in support of these findings include:

- *"Since 2005, being a member of IPACS, Counterpart has caused many changes to occur in our organization. Most of our financial needs and internal necessities are better off, and there are programs for capacity building of our office. Counterpart made the organization pay attention with their annual assessments of our organization. Their feedback in the fields of finance and monitoring makes our organization pay attention for changing its capacity according to standards."* IPACS CSO partner, male employee, Kabul
- *"Organization X, after joining with the IPACS project, now has a policy for its managerial affairs. The Counterpart consultant worked with us on our programs for women and beneficiaries. They were already working with us, but they prepared a gender policy, in which a vivid guideline is prepared for the workers of the organization X on how to consider the women and men in planning projects, their role in it, and give both sides the same opportunity of work in their work groups."* IPACS CSO partner, male employee, Kabul
- *"Two years after the establishment of our organization, we had only three employees and we had only three small projects. Due to the partnership with Counterpart, we expanded our activities and extended our work outside Balkh to Samangan, Faryab and Jawzjan provinces. It is also because of the IPACS project that the capacity of our employees was built up and the status of our office was promoted. We highly benefited from this project."* CSO IPACS participant, female employee, Mazar-i-Sharif

Figure 17: IPACS Impact on Participating Organizations



"Since we became IPACS members, it helped us to build up our organization's capacity. It has brought some positive changes in our administrative system, and, in short, it had a good and positive impact on our organization's quality of services."

Male participant, focus group, Herat City

- *"Since we became IPACS members, it helped us to build up our organization's capacity. It has brought some positive changes in our administrative system, and, in short, it had a good and positive impact on our organization's quality of services."* Male participant, focus group, Herat
- *"When the IPACS network was established, all the NGOs became partners to each other and they were sharing their views between each other, and they became very close to each other. The benefit of that is that now we know each other better, we get benefits from each other's experience, and when we have a problem in carrying out a task, we discuss it with our partners."* Female CSO participant, focus group, Kabul

IX. Summary of Main Findings and Recommendations

The key objectives of this study are to: (1) understand and measure the progress made by civil society organizations during the last five years, and (2) assess the Initiative to Promote Afghan Civil Society's impact on civil society organizations in its network. This section summarizes the main findings of the assessment.

The development of civil society organizations has progressed significantly since 2005. A majority of organizations have increased or maintained their geographic reach and funding levels – a significant accomplishment in itself under present circumstances. There has been a substantial increase in the number of CSOs focusing on women as beneficiaries, promoting women's rights and gender equality, and spending program budgets on projects aimed at women. Women are playing an increasing role in CSOs both in paid and volunteer positions. Almost all CSOs now have written rules about governance and most have procurement and accounting policies, financial policies and procedures, and employee manuals in place. For most of the indicators of progress since 2005, the increases are higher for IPACS affiliated CSOs than for other organizations.

Organizations believe that the image of CSOs has generally improved since 2005 as they work toward becoming more transparent and accountable and that the position of women in most communities has been elevated substantially over the past five years due largely to the work of CSOs. Traditional organizations like shuras/jirgas are also said to have become more inclusive and transparent.

While there have been signs of progress over the past five years, efforts to develop civil society in Afghanistan are moving especially slowly in the provinces. Lack of funding and limited capacity, and, to a lesser extent, security concerns, are factors that hamper the effectiveness of civil society organizations operating in the country, causing some organizations to either postpone project implementation or halt expansion in certain provinces or districts.

1. Progress Made by CSOs over the Past Five Years

- The top four functions of CSOs are providing education, promoting gender equality, programs for youth, and promoting human rights. There has been a shift away from the main focus in 2005 on heath, sanitation and water projects, infrastructure projects, and conflict resolution.

- CSOs report youth and women as those benefiting most from their activities. Forty-five percent of CSOs identify women as beneficiaries – representing a significant increase from only 18 percent in 2005. Youth and the poor get statistically significantly more attention from CSOs operating in rural centers than in urban centers.

- Primary sources of funding and in-kind contributions in the previous year for all CSOs are contributions from individual members (37 percent), contributions from non-members and communities (24 percent), fees for services (23 percent), for-profit businesses (21 percent), and international donors (21 percent). These findings represent a significant shift from 2005 when 50 percent of funding and in-kind contributions came from international organizations. Contributions from national, local and provincial governments were limited for all CSOs in 2010.

- Two-thirds of the CSOs have projects currently being implemented with another 70 percent having had completed projects in the previous year. In 2005, all CSOs participating in the survey reported that they were engaged in at least one project even though one third reported having no funds.

- CSOs cite the lack of budget (83 percent) much more than security concerns (37 percent) as the top factor hampering the effectiveness of CSOs in Afghanistan. No other constraint topped 25 percent. About 30 percent cited security concerns as a constraint to effectiveness of operations in 2005 when the top constraints were communications (phone, fax, email, post) at 86 percent, transportation at 80 percent and office space and equipment at 74 percent.

- Half of all the CSOs say security has been an increasing impediment over the past five years. Lack of funding, security concerns, and limited capacity are the three major factors hampering the effectiveness of CSOs, causing the postponement of implementation and expansion of some projects. The staff of some NGOs have experienced kidnappings and killings.

- Despite concerns about security, survey results show that half of the CSOs overall said the geographic area of operations has increased within the last five years. Women's unions and CSO support organizations report more increased coverage than other CSOs. Decreases or lack of growth are attributed to insufficient security and financial support and are tied closely to inadequate funding leading to problems with hiring staff.

- There is a strong link between the ability to expand operations geographically and budget availability. Two-thirds of CSOs with increased coverage report increased overall funding within the last five years while about 70 percent of CSOs with decreased coverage report having a decreased overall budget.

- A larger proportion of urban CSOs tend to identify security as a challenge than rural CSOs which may mean that rural organizations are downgrading such threats to their operations because they work more closely with local governments and have greater ties to the communities in which they work. In addition, urban CSOs often work in rural communities with which they may not have close familiarity.

- Afghan CSOs have small staffs, with 50 percent of all CSOs having ten or less employees and eight percent with no full-time staff compared to 2005 when 30 percent of the CSOs had no full-time staff and 13 percent had ten employees or less.

- Women are playing an increased role in CSOs both in paid and volunteer positions. When comparing the ratio of women to men on staff, women filling paid positions and working as volunteers increased a total of 26 percent over the last five years.

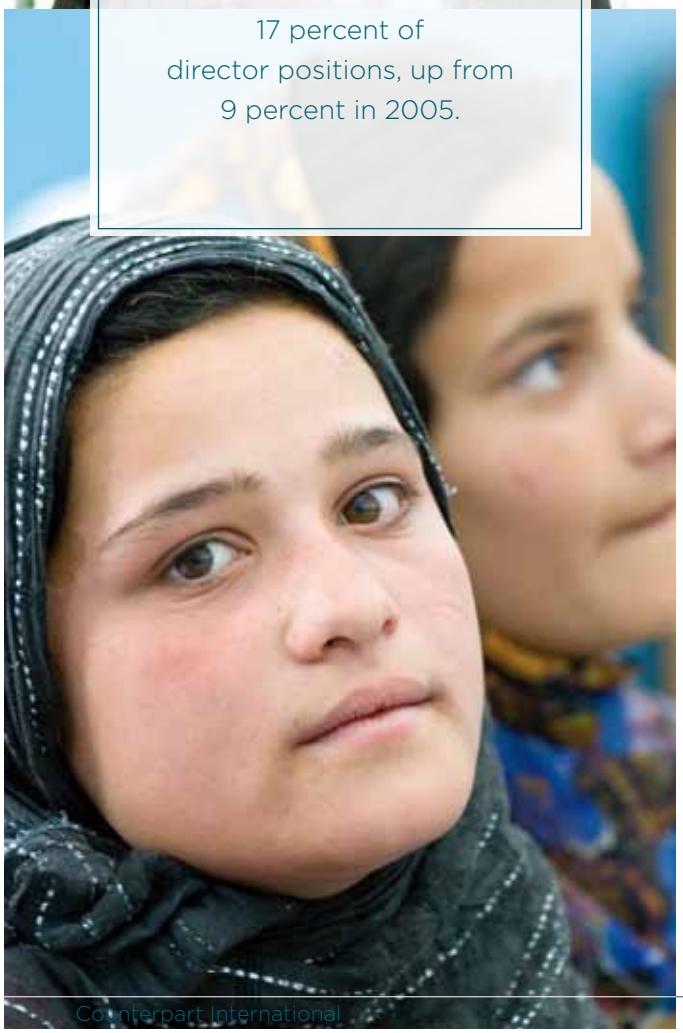
- More than a third of the CSOs make use of no volunteers on staff, and another one-third has ten or fewer volunteers. In 2005, two-thirds of the CSOs used no volunteers and only 13 percent had ten or more volunteers working.

- About 40 percent of surveyed CSOs have a main office located in Kabul Province and 40 percent of all projects implemented are completed in Kabul Province. Most of organizations that implement projects in Kabul Province also implement projects in other provinces. About 20 percent implement projects in Balkh and Herat. Fifty-three percent report having projects in more than one province, up from about a third of the organizations in 2005 that said they implemented activities in provinces outside their own.

- Respondents in the 2010 study indicate that the credibility of shuras has increased within communities since 2005. This is attributed by respondents to better and established communication channels in which needs are expressed freely and problems are addressed fairly, increased transparency, and better educated shura members.

- Seventy percent of the CSOs have funds in amounts less than $100,000, compared with 85 percent of CSOs in 2005 (of which 51 percent had no funding at all). Approximately 40 percent say overall funding increased, another 30 percent report that it stayed the same, and only 26 percent said that their funding levels had decreased over the past five years.

Women fill 17 percent of director positions, up from 9 percent in 2005.



- Two-thirds of CSOs with increased geographic coverage report increased overall funding within the last five years. About 70 percent of CSOs with decreased coverage report having a decreased overall budget. Only 17 percent of all CSOs overall have conducted fundraising activities in the past 12 months.

- The four areas CSOs would like to increase or improve are: (1) fundraising (69 percent), followed much farther behind by (2) office space or equipment (28 percent), (3) project development and proposal writing (25 percent), and (4) organizational management, governance and strategy planning (21 percent). In 2005, the three most urgent needs were fundraising (54 percent), advocacy aimed at both the government and private sector (30 percent), with public/media relations and the increasing of women's participation in the organization and its activities both at 28 percent.

- Close to half of the CSOs focus primarily on women's issues, 45 percent name women as beneficiaries, 33 percent said they promote gender equality or women's rights, and over a third reported spending 40 percent or more of program budgets on women's programs. In 2005, only 18 percent said women were beneficiaries of activities and only 31 percent said that gender equality and women's rights were areas in which they were active.

- Seventeen percent of director positions are staffed by women, up from nine percent in 2005, and 21 percent of first deputy director positions and 14 percent of second deputy positions were held by women in 2010.

- About half of the CSOs reported that beneficiaries have a great deal of influence on needs assessment and problem identification and on planning over how to address problems.

- Donors are involved in in the provision of funding and in-kind resources (48 percent), monitoring and evaluation of results (43 percent), needs assessment and problem identification (37 percent), and planning how to address problems (37 percent). In 2005, 66 percent said that donors participated in checking or evaluating results, 47 percent said they contributed resources, and 34 percent said that clients were involved in managing projects and activities.

- Only 23 percent of CSOs reported local government participation in needs assessment and monitoring and evaluation, 22 percent in addressing problems, and 18 percent in providing funds. In 2005, 33 percent said government was involved in checking or evaluating results, 28 percent said the government contributed resources, 21 percent said that government was involved in managing projects and activities, but only18 percent said government was involved in planning on how to address problems and only 13 percent said that the government was involved in the identification of problems to be addressed.

- Ninety percent of all CSOs have written rules about governance including statutes, bylaws and written mission statements. That is up from 67 percent of CSO respondents in 2005 stating that they had such written rules. Close to 80 percent in 2010 had procurement and accounting policies in place and a majority of the CSOs have employee manuals and financial policies and procedures documented.

- Forty-six percent of the CSOs report that they contact other CSOs frequently, with another 38 percent reporting doing so sometimes. Ninety percent of all CSOs say they exchange information and ideas with other CSOs, 66 percent coordinate provision of services with other CSOs, and 64 percent participate in policy debates with CSOs. Such cooperation has increased significantly since 2005 when only nine percent of the CSOs said they had conducted any project or activity in collaboration with another organization, not including donors.

- Radio (42 percent) and community gatherings (31 percent) are the top mediums CSOs use to communicate with the public, followed by newspapers (23 percent), sermons or discussions at mosques (20 percent), internet and email (19 percent), and pamphlets, leaflets or brochures (17 percent).

- Despite the formidable obstacles to CSO development, donors underscore the unique and vital role that Afghan CSOs play in strengthening Afghanistan civil society because of close relationships to the people they serve.

2. Impact of the Initiative to Promote Afghan Civil Society

- Solid majorities rate IPACS as having a positive impact on their organizations: Nearly 80 percent say there has been a positive effect on the quality of programs, overall organizational management (77 percent), and the number and role of women on staff (76 percent). Geographic expansion (73 percent), attracting donors (71 percent), increasing the financial base (75 percent), and sectoral expansion (67 percent) were all reported to have been positively affected through the IPACS program. No statistically significant differences were found based on location in Kabul Province or other provinces.

- The IPACS program has had a major impact on organizations in capacity building and emphasizing standards for transparency and accountability. A comparison of organizations on capacity development measures revealed a consistently positive relationship between participation in IPACS and building capacity and standards for transparency and accountability.

- IPACS organizations are significantly more likely than non-IPACS organizations to report women as their beneficiaries and to be working on behalf of women's rights. IPACS organizations are also more likely to report spending at least 40 percent of their budget on programs that advance the position of women in Afghanistan. (It should be remembered that IPACS awarded 50 percent of grants to organizations led by women and to projects focused on women.) IPACS partners and grantees are much more likely than

IPACS has had a major impact on capacity building and emphasizing standards for transparency and accountability of organizations.

40 percent of Counterpart-affiliated CSOs have female directors compared to only 23 percent of non-IPACS organizations.

other organizations to employ women in leadership positions as directors and first and second deputy directors compared to non-IPACS organizations – almost twice as frequently for most of these top positions.

- The differences between IPACS and non-IPACS organizations in female leadership of CSOs is even more striking when analyzing only those organizations identified as women's organizations. For example, 40 percent of IPACS women's organizations have women directors compared with only 23 percent for non-IPACS women's organizations.

- IPACS organizations are more likely to have higher beneficiary and donor participation rates in needs assessment and problem identification, in planning on how to address problems, and in monitoring and evaluation of project results than non-IPACS organizations.

- While both IPACS and non-IPACS organizations could do more to improve communication and coordination with local governments, IPACS organizations are more likely to report involving local government in needs assessment and monitoring evaluation phases than non-IPACS organizations.

- IPACS organizations are much more likely than non-IPACS to frequently contact other civil society organizations (63 percent compared to 36 percent). More IPACS organizations than non-IPACS organizations report that they tried to jointly obtain funds with other CSOs (56 percent compared to 43 percent) and that they partner with other CSOs on projects (49 percent compared to 37 percent).

- IPACS organizations are more likely than non-IPACS organizations to have conducted fundraising activities in the previous twelve months and to say that funding levels had increased during the previous five years. While IPACS organizations are more likely to receive funds or resources from international organizations or other Afghan CSOs than non-IPACS organizations, non-IPACS organizations are more likely to say they receive resources from individual members and from non-members or communities.

- IPACS organizations are more likely than non-IPACS organizations to have employee and procurement manuals, written financial policies and procedures, IT policies, and external governing committees.

- IPACS CSOs are significantly more interested in organizational management, governance and strategic planning and non-IPACS CSOs are more interested in advocacy aimed at the government and private sector.

- IPACS CSOs are more likely than non-IPACS CSOs to say the geographic coverage of their programs has increased over the past five years and to say that they are engaged in a larger number of activities than non-IPACS participants. IPACS CSOs are more likely than others to view security as

a growing impediment and this may be due to the large number of rural projects the Program has supported.

- IPACS CSOs are less likely to say they relay information via mosques (12 percent) than non-IPACS CSOs (25 percent), and are significantly more likely to distribute information through the internet or SMS messages (27 percent) than non-IPACS CSOs (14 percent).

3. Recommendations

- Afghan CSOs focus on the promotion of gender equality, culture, youth, and education but these functions are not necessarily reaching all segments of society. Youth and the poor appear to get less attention in urban areas compared to rural areas, and Kabul continues to implement – and therefore have funding for - the largest share of CSO projects. Donors need to build the capacity of CSOs in rural areas and provide them with funding to implement projects that meet the needs of rural populations. One of the explanations for why there is a concentration of activities in Kabul is that Kabul has a large number of well-established and active NGOs.

- Recent polling by reputable organizations has found that basic conditions such as clean drinking water and electricity remain top issues for many people. However, there has been a shift away from the main focus in 2005 on heath, sanitation and water projects, infrastructure projects, and conflict resolution. CSOs should remain involved, or get reengaged, in providing or advocating for these basic needs. Such an approach could result in the positive byproduct of increased confidence of society in CSOs.

- The restricted access of women to political, social, and economic life outside their families continues to be a limiting factor in today's Afghanistan. The lack of women's access not only makes it difficult for organizations to meet and work with women in remote areas, but it also interferes with women and girls' ability to obtain education. Recent public polls conducted by other organizations demonstrate that while there is widespread support for women's suffrage and for girls and women to be educated, support for women holding jobs outside the home and in government office is weak, especially in rural areas. Increased communication and cooperation between CSOs and local shuras might help increase access for women in remote areas and increase women's awareness of the services that are available to them.

- As outlined in the Counterpart International 2005 assessment recommendations, fostering shuras and ulemas is seen as important for "anchoring civil society as a force in Afghanistan." And, indeed, according to the results of the in-depth interviews conducted in 2010, the credibility of shuras has increased within communities. Local governments are being brought into the work of CSOs at much lower rates than beneficiaries or donors in planning, needs assessment, funding, and monitoring. CSOs could be doing more to work with local shuras and governments in order to bring more of their projects to the regions outside Kabul Province. Such collaboration could also help diminish the security concerns of CSOs working in rural areas.

- There has been a substantial increase over the past five years in the number of CSOs that identify women as beneficiaries, that focus on women as beneficiaries, that promote women's rights and gender equality, and that spend program budgets on projects aimed at women. Women are playing an increasing role in CSOs both in paid and volunteer positions. These increases are higher for IPACS affiliated CSOs than for other organizations. This momentum needs to be maintained into future programs. One way to bring more women into organizations is through volunteering, which remains an underutilized source of staff. CSOs need to make concerted efforts to plan for the hiring of more women in decision-making positions and donors need to continue allocating funds on gender issues in their civil society projects.

- Donors should require CSOs, and provide the corollary funding, to engage in participatory needs assessment activities that involve beneficiaries, local governments and other stakeholders in identifying priorities. Donors should use their funding mandates for general focus and direction but allow participatory needs assessment processes to define priorities for specific projects. Such an approach could support the identification of linkages between CSO missions and government policies and action plans and assist in increasing the engagement of local and national governments in CSO partnerships, funding, and support.

- The large majority of CSOs cite the lack of budget as the top factor hampering the effectiveness of their work, even mentioning budget issues more than twice as often as security issues. In addition, CSOs continue to say that fundraising is the top area that needs improvement. Although IPACS affiliated organizations are more likely than non-IPACS to have conducted fundraising activities in the previous twelve months and to say that their funding had increased over the previous five years, all organizations need to diversify or supplement their funding sources and should be given the assistance they are requesting such as staff development and training in fundraising and proposal writing. Fees for services is one non-traditional area for which more attention might be given to add supplemental funds. With almost one third of CSOs in need of office space

or equipment, donors should consider covering of a portion of operational costs through grants.

- There is a strong link between the ability to expand operations geographically and budget availability. Nevertheless, both donors and CSOs need to reassess whether geographic expansion beyond one's own district or province remains a feasible model in the current Afghan security environment. Donors need to develop strategies that provide funding to CSOs and projects in all geographic areas of the country, including those outside of the provincial capitals and Kabul. Donors should consider the provision of separate funding mechanisms for Kabul/other urban areas and rural areas and funding mechanisms that reach rural CSOs directly rather than through CSOs located in Kabul. Implementation of donor-funded projects will also provide an important boost to rural CSOs for capacity building and growth.

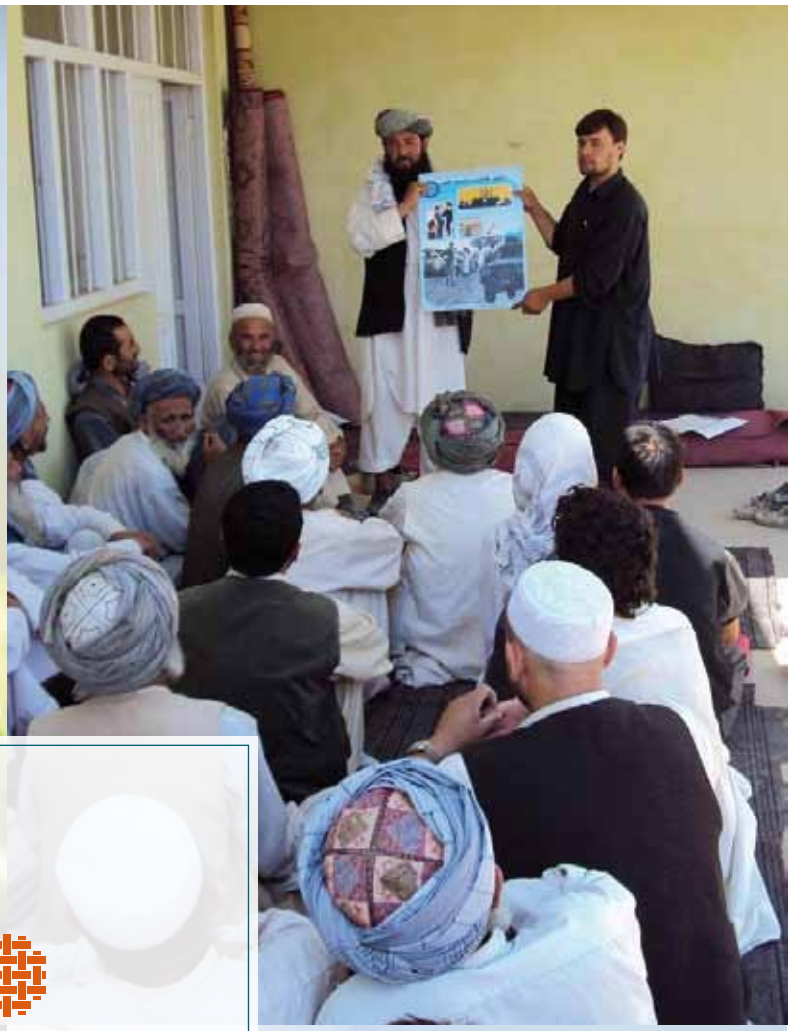
- There seems to have been a significant decrease from 2005 in the number of projects being implemented by CSOs. While several explanations are provided in the report, this is an area that requires further research and indicates a need for capacity building in project design, fundraising, and proposal writing to stimulate program development activities.

- Donors should encourage CSO networking and collaboration by providing funds for joint initiatives and networking events that include participants from all regions and communities to create more avenues for collaboration and learning.

- It is striking that communications is no longer seen as serious a constraint to CSOs, highlighting the growth in access to mobile phones over the past five years. However, the public's limited access to most forms of mass media except radio is an obstacle for CSOs in their communication strategies with the public. This is an area that should be developed as more CSOs turn to public information campaigns to affect opinion and behavior change in the future. CSOs should target the mass public via communication channels that reach most of the public.

- Both donors and CSOs should undertake evaluations to understand how CSOs are directly and indirectly impacting such important sectors as workforce development through on-the-job training for volunteers, the cultivation of community and political leaders through participatory projects, outreach to areas outside government control, and support for legitimate shura and other community level authorities through consultation and collaboration on projects.

- Lastly, organizations that benefitted from IPACS believe strongly that the program has provided several important positive impacts for both those CSOs located in Kabul Province and the other provinces and there is strong support for this belief in the comparative data analysis conducted for this study. How these successes have been achieved needs to be examined closely and the information shared with donors and organizations promoting civil society in Afghanistan and the growing number of countries in similar situations.



Annexes

ANNEX 1: METHODOLOGY

Counterpart commissioned a New York based firm, Charney Research to conduct the assessment. The interview and focus group guides and the survey questionnaire were developed in collaboration between Counterpart and Charney Research. The Afghan Center for Socio-Economic and Opinion Research (ACSOR) based in Kabul was responsible for all data collection. Charney Research analyzed the qualitative and quantitative data and authored the assessment report.

Key Informant Interviews

Twenty four in-depth interviews were conducted with directors, deputy directors, managers and specialists of Afghan civil society organizations (including Counterpart partner organizations), donors and officials from the Ministries of Agriculture and Economy. Care was taken to interview both men and women in these positions. Interviews were held in Kabul (17), Mazar-i- Sharif (3), Herat (3) and Nangarhar (2). Most interviews were about an hour in length and covered topics including changes that have occurred in civil society since 2005, challenges to civil society project implementation and capacity building, interaction between various organizations, and the most important priorities for the development of civil society in the future.

Counterpart International identified specific respondents from IPACS and non-IPACS organizations, including donors and ministries, that were contacted to participate in the in-depth interviews. These people received letters from Counterpart urging their cooperation.

Focus Group Interviews

Twelve focus groups were conducted in Kabul, Mazar-i-Sharif-e-Sharif, Herat and Nangarhar among beneficiaries, non-registered and traditional organizations (shuras), IPACS partners and grantees, and one focus group among CDCs. These groups were designed to provide qualitative information to flesh out a picture of CSO activities throughout Afghanistan and interactions between CSOs and beneficiaries, donors, shuras, CDCs, local government and other organizations.

Discussions touched upon changes in CSOs and NGOs over the past five years; relations with other organizations, the government, and traditional organizations; the involvement of women in CSOs; and ways that participants communicate their goals with key stakeholders. All focus groups were conducted in Dari or Pashto by trained moderators. Qualitative interviews were conducted in person between August 6 and September 20, 2010.

For both in-depth interviews and focus groups, transcripts were analyzed thematically. This approach is inductive, meaning that themes were analyzed as they emerged from the data and were not imposed upon the data by the researcher. In addition, comparative analysis was used, whereby transcripts from different people (and from different organizations) were compared and contrasted to cover the variety of issues that arose.

Survey Methodology

Counterpart International and Charney Research in New York developed the questionnaire utilizing the findings of key-informant interviews and the desk study prior to the survey, as well as Counterpart's 2005 survey results. Further questionnaire refinement was done after evaluating pre-test interview findings and input from ACSOR. All interviews were conducted face-to-face with civil society organization' top executive officers or their deputies. Interviews were conducted by experienced Afghan interviewers in Dari or Pashtu, Afghanistan's principal languages, according to the preference of the respondent. Female interviewers were used to ensure participation of women-led organizations and groups in the areas where a woman-to-woman interview was most appropriate.

The sample was constructed from multiple sources to reflect CSOs surveyed in 2005, CSOs that have participated in the IPACS program, CSOs registered with the Government of Afghanistan, as well as CSOs listed in the annual publication by the Afghan Research and Evaluation Unit (AREU). No single comprehensive national database of civil society organizations yet exists. Unregistered organizations were also included in the sample. These included community-based organizations, shuras, women's groups, youth groups, student groups, professional associations or unions and media organizations. The breakdown of the 424 sampled organizations is as follows: the number of organizations which participated in the 2005 survey includes 10 IPACS organizations and 25 non-IPACS organizations, the number of newly surveyed organizations includes 154 IPACS partners and grantees and 210 non-IPACS organizations, as well as 35 unregistered organizations.

Interviews were divided between urban (49 percent; n=208) and rural (51 percent; n=216) environments, and across seven regions in Afghanistan: Central, including Kabul (22 percent; n=93), Eastern (12 percent; n=49), South Central (11 percent; n=48), South Western (2 percent; n=10), Western (13 percent; n=55), Northern (33 percent; n=140), and Central Hazarjat (7 percent; n=29) (Table 1).

Table 1: Sample Breakdown

M.4: Region		
Urban	*n=208*	*49%*
Rural	*n=216*	*51%*
Central Kabul	*n=93*	*22%*
Eastern	*n=49*	*12%*
South Central	*n=48*	*11%*
South Western	*n=10*	*2%*
Western	*n=55*	*13%*
Northern	*n=140*	*33%*
Central/ Hazarjat	*n=29*	*7%*

Quantitative interviews were conducted in-person between August 6 and September 20, 2010 with 424 CSOs across Afghanistan. In cities where the sample did not contain enough organizations and/or willing participants to complete the minimum number of interviews required, a snowball methodology was used to identify replacement organizations. ACSOR first tried to find a substitution organization matching the original sampling point category from various sources, in the same province; if not available, ACSOR replaced the organization within the category in the nearby regional center/ province; if not existing, the original organization was replaced within the same category in Kabul.

ANNEX II: SURVEY QUESTIONNAIRE

AFGHAN CSO SURVEY
June-July 2010

INTRODUCTION

READ: Hello, My name is_____ I am working as an interviewer for The Afghan Center for Socio-Economic and Opinion Research, a private research company based in Afghanistan. We are conducting a research project talking with people like yourself who work for NGOs, social and cultural organizations, religious organizations, informal community-based organizations, various kinds of shuras, and others about their work in Afghanistan.

Your participation in this study is completely voluntary. The summary of this information will be shared with other Afghan civil society organizations and donors to help enhance their understanding of the nature of the civil society sector in the country.

We value your opinion and would like to encourage you to answer all the questions in this interview, however, please inform us if there is a question you do not know the answer to. Your answers to the questions are completely confidential and any data will only be reported at the aggregate level, not on an individual level.

READ: First, I have some questions about the background of your organization.

Q-1. What is the name of your organization? (Open-ended; record single response)

Write down name of organization: _____

Q-2a. Does your organization have an acronym?

1. Yes (Continue to Q-2b)
2. No (Skip to Q-3)

Q-2b. (Ask if answered "Yes", Code 1 in Q-2a) What is your organization's acronym?

Open-ended; write down acronym: _____

Q-3. (ASK ALL) What type of association, union, or organization are you? (SHOW CARD – SELECT ONE RESPONSE ONLY)

1. Teachers' union
2. Women's union
3. Student union
4. Trade union
5. Youth association
6. Community association or community organization
7. CSO support organization
8. Tribal shura
9. Elders' shura
10. Peace shura
11. Ulema/Religious shura
12. Community Development Committee (development shura)

13. Education committee or council
14. Association of professionals (e.g., doctors)
15. Culture and/or sports organization
16. Microfinance organization
17. Company or Business (TERMINATE INTERVIEW)
18. Social movement
19. Political movement
20. Other:_____ (OPEN END – RECORD RESPONSE)

Q-4. Is the organization for-profit or not-for-profit? (INTERVIEWER, READ DEFINITIONS IF NECESSARY)

For-profit means the organization earns more money than it spends in order to do the projects for which it's been paid, and that additional money it earns is distributed among the organization's founders or owners.

Not-for-profit is an organization that is organized for an educational, charitable, cultural, religious, social or athletic purpose. A nonprofit organization can be in business and make money, but any profits must be used for the organization's objectives and not for distribution to members.

1) For profit (TERMINATE INTERVIEW)
2) Not for profit

IF RESPONDENT ANSWERS '8' OR '9' ON Q-4, ASK TO SPEAK TO SOMEONE WHO MIGHT KNOW AND START THE INTERVIEW WITH NEW PERSON FROM THE BEGINNING.

Q-5. Is your position in this organization …?

1. Director
2. Deputy Director
3. Other (TERMINATE INTERVIEW)

Q-6. INTERVIEWER, IN THE TABLE BELOW SPECIFY GENDER OF THE RESPONDENT.

IF RESPONDENT IS A DIRECTOR, ASK ABOUT GENDER OF DEPUTY DIRECTORS, IF ANY.
IF RESPONDENT IS A DEPUTY DIRECTOR, ASK ABOUT GENDER OF THE DIRECTOR AND THE SECOND DEPUTY, IF ANY.

		Male	Female	Don't have this position	Refused	Don't Know
a.	Director	1	2	3	8	9
b.	Deputy Director One	1	2	3	8	9
c.	Deputy Director Two	1	2	3	8	9

Q-7. How long have you been in this position? (OPEN END; PRECODE)

1) Less than 1 year
2) 1-2 years
3) 2-3 years
4) 3-4 years
5) 4-5 years
6) More than 5 years

Q-8. Please describe the mission of your organization in three sentences or less. (OPEN END; RECORD RESPONSE)

Q-9. What year was the organization established? (OPEN END; RECORD NUMERIC RESPONSE)

____ _____ _____ _____

Q-10. Is your organization registered?

1) Yes (SKIP TO Q-12)
2) No (If NO, CONTINUE TO Q-11)

Q-11. (ASK ONLY THOSE WHO ANSWERED "NO" TO Q-10) What is the main reason why your organization is not registered? (SHOW CARD; SELECT ONE)

1) Don't know how
2) Don't see any need
3) Too complex
4) Too expensive
5) We don't qualify
6) Did not want to attract attention
7) Any others:_____ (OPEN END – RECORD RESPONSE)

Q-12. (ASK ALL) What does your organization do? (SHOW CARD; SELECT ALL THAT APPLY)

1) Promote gender equality or gender integration (women's rights)
2) Promote rights of minorities
3) Promote rights of the disabled
4) Strengthen independent media
5) Implement religious activities, including education
6) Promote political part development
7) Coordinate other organizations
8) Protect environment, ecology
9) Provide voter education and civic education
10) Do conflict resolution
11) Promote culture, science, history, arts, sports
12) Education and provision of educational materials (books, publications)
13) Build/Rehabilitate schools or other educational facilities
14) Provide Health services and health education (no construction) □ GO TO Q-13
15) Build/Rehabilitate health clinics or hospitals
16) Build/rehabilitate drinking water and sanitation infrastructure
17) Operate drinking water systems and/or deliver water
18) Build/rehabilitate irrigation systems
19) Operate irrigation systems
20) Build/rehabilitate Housing
21) Build/rehabilitate Roads
22) Build/rehabilitate electricity supply networks and facilities

23) Deliver Food
24) Develop Agriculture
25) Develop alternative livelihood and promote income generation and microcredit
26) Promote youth programs
27) Other: _____ (OPEN END – RECORD RESPONSE)

Q-13. (FOR HEALTH SERVICE AND HEALTH EDUCATION ONLY) Which group do you primarily serve? (SHOW CARD, SINGLE MENTION – SELECT ONE)

1) All community members
2) Youth
3) Infants and children
4) Women
5) Elderly
6) Disabled
7) Returnees, IDPs (internally displaced persons)
8) Other: _____ (OPEN END – RECORD RESPONSE)

Q-14. Which of the following most closely describes your organization? (SHOW CARD; SELECT ONE)

1) We are a community association or organization
2) We organize communities to solve problems
3) We are based in the communities
4) We are not based in the communities but work at the community level
5) We are an advocacy organization because we defend or represent rights and interests of a particular group
6) We are a coordinating or umbrella organization (we coordinate actions or activities of many organizations and provide networking opportunities between organizations)
7) We are a service organization (we provide a service to the public or a group of individuals)
8) Other (SPECIFY) _____

Q-15. Now I will read you a statement: A women's organization is an organization whose mission focuses primarily on women's issues. Is your organization a women's organization?

1) Yes
2) No

READ: Let's talk about your organization's programs and geographic outreach.

Q-16. How many proposals has your organization submitted in the last 3 months? (OPEN END; RECORD NUMERIC RESPONSE)
_____

Q-17. How many projects are currently underway? (OPEN END; RECORD NUMERIC RESPONSE)
_____

Q-18. How many projects have been completed in the past 12 months?(OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-19. Which of the following groups of people benefit from this organization's current activities or projects? (SHOW CARD; SELECT ALL THAT APPLY)

1) Youth
2) The elderly
3) Women
4) The poor
5) Veterans - Retired Military
6) Disabled
7) Returnees, IDPs (internally displaced persons)
8) Government employees
9) Whole communities/all members in the community
10) Members of the organization
11) Other:_____ (OPEN END – RECORD RESPONSE)

Q-20. How many people benefit from the on-going projects or activities of this organization- either directly or indirectly? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-21. Have these people participated in any of the following stages of organization's programming?

Q-22. (IF YES) Please give an example of how.

Q-21a-c. Participated in…	Yes	No	Ref. (vol.)	Don't know	**Q-22a-c.** **(If YES)** Please give one example
a) Needs assessment and planning	1	2	8	9	**RECORD VERBATIM**
b) Project implementation	1	2	8	9	**RECORD VERBATIM**
c) Project evaluation	1	2	8	9	**RECORD VERBATIM**

Q-23. How many offices, including main and site offices, does the organization have? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-24. And where are they located? Please select all that apply.

	Province			
a) Where is your main office located? **(Single Response)**	1. Kabul 2. Kapisa 3. Parwan 4. Wardak 5. Logar 6. Ghazni 7. Paktia 8. Paktika 9. Khost	10. Nangarhar 11. Laghman 12. Kunar 13. Nooristan 14. Badakhshan 15. Takhar 16. Baghlan 17. Kunduz 18. Balkh	19. Samangan 20. Juzjan 21. Sar-I-Pul 22. Faryab 23. Badghis 24. Herat 25. Farah 26. Nimroz 27. Helmand	28. Kandhar 29. Zabul 30. Uruzgan 31. Ghor 32. Bamyan 33. Panjshir 34. Dehkondi 98. Refused 99. Don't Know
b) Where are your site offices located **(Multiple Response)**	1. Kabul 2. Kapisa 3. Parwan 4. Wardak 5. Logar 6. Ghazni 7. Paktia 8. Paktika 9. Khost	10. Nangarhar 11. Laghman 12. Kunar 13. Nooristan 14. Badakhshan 15. Takhar 16. Baghlan 17. Kunduz 18. Balkh	19. Samangan 20. Juzjan 21. Sar-I-Pul 22. Faryab 23. Badghis 24. Herat 25. Farah 26. Nimroz 27. Helmand	28. Kandhar 29. Zabul 30. Uruzgan 31. Ghor 32. Bamyan 33. Panjshir 34. Dehkondi 98. Refused 99. Don't Know

Q-25. In which of the following provinces are your organization's activities implemented? (Multiple Response. Select all that apply)

1. Kabul	10. Nangarhar	19. Samangan	28. Kandhar
2. Kapisa	11. Laghman	20. Juzjan	29. Zabul
3. Parwan	12. Kunar	21. Sar-I-Pul	30. Uruzgan
4. Wardak	13. Nooristan	22. Faryab	31. Ghor
5. Logar	14. Badakhshan	23. Badghis	32. Bamyan
6. Ghazni	15. Takhar	24. Herat	33. Panjshir
7. Paktia	16. Baghlan	25. Farah	34. Dehkondi
8. Paktika	17. Kunduz	26. Nimroz	98. Refused (vol.)
9. Khost	18. Balkh	27. Helmand	99. Don't Know (vol.)

Q-26. Within the last 5 years or – if your organization was established after 2005 – since the time your organization was established, has the geographic area that your organization covers increased, decreased or stayed the same?

1)	Increased	CONTINUE TO Q-27
2)	Decreased	SKIP TO Q-28
3)	Stayed the same	SKIP TO Q-28

Q-27. To what new geographic areas have you expanded? (OPEN END; PRECODE)

1. Kabul	10. Nangarhar	19. Samangan	28. Kandhar
2. Kapisa	11. Laghman	20. Juzjan	29. Zabul
3. Parwan	12. Kunar	21. Sar-I-Pul	30. Uruzgan
4. Wardak	13. Nooristan	22. Faryab	31. Ghor
5. Logar	14. Badakhshan	23. Badghis	32. Bamyan
6. Ghazni	15. Takhar	24. Herat	33. Panjshir
7. Paktia	16. Baghlan	25. Farah	34. Dehkondi
8. Paktika	17. Kunduz	26. Nimroz	98. Refused (vol.)
9. Khost	18. Balkh	27. Helmand	99. Don't Know (vol.)

READ: Next I will ask you a few questions about your organization's staffing and finances.

Q-28. How many full time paid employees are on staff? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-29. (ASK if responded with a number at Q-28) And how many of these are women? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-30. How many part time paid employees are on staff? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-31. (ASK if responded with a number at Q-30) And how many of these are women? (OPEN END; RECORD NUMERIC RESPONSE)

_____

(If Respondent provided a number for either Q-29 or Q-31, ask Q32 and Q33; Otherwise, SKIP to Q-34)

Q-32. How many women have been paid to work in activity implementation, such as managers, administrators, field workers, secretaries, translators? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-33. How many women have been paid to fill supporting roles, such as cooks and cleaners? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-34. (ASK ALL) How many unpaid volunteers work for your organization? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-35. (ASK if responded with a number at Q-34) And how many of these are women? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-36. Which of the following on this card is closest to your overall annual budget? (SHOW CARD)

1) Below $100,000
2) $100,000 to $500,000
3) Over $500,000 and up to $1,000,000
4) More than $1,000,000

Q-37. And what percentage of your program budget is dedicated to programs that focus on women's rights and empowerment? (OPEN END; RECORD NUMERIC RESPONSE)

_____

Q-38. In 2009, did this office receive resources (cash or in-kind) from …

	YES	NO	Refused	Don't know
a. Afghan national government?	1	2	8	9
b. Afghan provincial government?	1	2	8	9
c. Afghan local government?	1	2	8	9
d. Contributions from individual members?	1	2	8	9
e. Contributions from non-members, or communities?	1	2	8	9
f. From for-profit businesses or businesspeople?	1	2	8	9
g. Fees for services (e.g. courses)	1	2	8	9
h. Other Afghan CSOs?	1	2	8	9
i. **(If YES to Q-38h)** Specify:				
j. International donors?	1	2	8	9
k. **(If YES to Q-38j)** Specify:				
l. Other	1	2	8	9
m. **(If YES to Q-38l)** Specify:				

Q-39. Since 2005 or – if your organization was established after 2005, since the time your organization was established – has your overall funding increased, decreased or stayed the same?

1) Increased
2) Decreased
3) Stayed the same

Q-40A. Which of the institutions below have been providing funding for your organization within the last 5 years or – if your organization was established after 2005, since the time your organization was established? (Multiple Responses. Select all that apply. SHOW CARD AND READ ALOUD)

	YES	NO	Refused (vol.)	Don't know (vol.)
a. Afghan national government?	1	2	8	9
b. Afghan provincial government?	1	2	8	9
c. Afghan local government?	1	2	8	9
d. Contributions from individual members?	1	2	8	9
e. Contributions from non-members, or communities?	1	2	8	9
f. From for-profit businesses or businesspeople?	1	2	8	9
g. Other Afghan CSOs?	1	2	8	9
h. International donors	1	2	8	9
i. Fees for services (e.g) courses	1	2	8	9
j. Other:	1	2	8	9
k. **(If YES to Q-40a_j)** Specify:				

Q-40B. Over this time period, has the funding from this source(s) increased, decreased or stayed the same?

1) Increased
2) Decreased
3) Stayed the same

Q-41. Over the past 12 months, has your organization conducted activities designed to get additional funding? If so, how many of the following types of fundraising activities have your organization completed in the past 12 months?

READ DEFINITION:
Fundraising is the process of soliciting and gathering contributions as money or in-kind resources, by requesting donations from individuals, businesses, charitable foundations, or governmental agencies

(RECORD NUMERIC RESPONSE. WRITE DOWN '0' FOR NONE)

	CODE/ NUMERIC RESPONSE
NO **(SKIP TO Q-42)**	9997
IF YES:	
a) special events	__ __ __ __
b) corporate contributions	__ __ __ __
c) membership dues	__ __ __ __
d) private foundation grants	__ __ __ __
e) government grants	__ __ __ __
f) government contracts	__ __ __ __
g) personal solicitations	__ __ __ __
h) capital campaigns	__ __ __ __
i) other	__ __ __ __

Q-42. What percentage of your overall budget came from fundraising efforts – that is, the activities that you just mentioned in the previous question? (OPEN END; NUMERIC RESPONSE AS PERCENTAGE of 100%)

____ ____ ____%

Q-43. Does your organization provide any services that it charges a fee for?

1) Yes CONTINUE ON TO Q-44
2) No SKIP TO Q-46

Q-44a-b. What types of fee for services has your organization provided in the past 12 months? And how many times has it charged this fee? (OPEN END – RECORD VERBATIMS & NUMERIC RESPONSES. NOTE: NOT THE AMOUNT OF THE FEE, BUT NUMBER OF TIMES IT PROVIDED SUCH KIND OF SERVICE)

Q44a RECORD EACH TYPE VERBATIM	**Q44b. RECORD NUMERIC RESPONSE**
1.	
2.	
3.	
4.	
5.	

Q-45. What percentage of your overall budget came from fees for services that your organization provided to either individuals or other organizations? (OPEN END; RECORD NUMERIC RESPONSE AS PERCENTAGE of 100%)
____ ____ ____%

READ: Now let's talk about your organization's outreach efforts.

[ASK ALL]

Q-46a. Which one of the following is the most important way that people get information about the work of your organization? (SHOW CARD – SINGLE RESPONSE, CHOOSE ONE OF THE FOLLOWING)

1. Radio
2. Newspapers
3. Events
4. Pamphlets, leaflets, or brochures
5. Banners
6. Sermons or discussions at mosques
7. Community/local gatherings
8. Internet, email blasts, listserves, or SMS messages
9. Other: SPECIFY _____

Q46b. And which, would you say, is the second most important way that people get information about the work of your organization? (SHOW CARD – SINGLE RESPONSE, CHOOSE ONE OF THE FOLLOWING)

1. Radio
2. Newspapers
3. Events
4. Pamphlets, leaflets, or brochures
5. Banners
6. Sermons or discussions at mosques
7. Community/local gatherings
8. Internet, email blasts, listserves, or SMS messages
9. Other: SPECIFY _____

Q-47. How often does your organization contact other CSOs?

1) Frequently CONTINUE ON TO Q-48
2) Sometimes CONTINUE ON TO Q-48
3) Rarely CONTINUE ON TO Q-48
4) Never SKIP TO Q-49

Q-48. (ASK only if answered codes 1-3 in Q-47) What is the nature of your relations with these CSOs? (Multiple Response. Select all that apply. SHOW CARD AND READ ALOUD)

	YES	NO	Not Asked	Refused (vol.)	Don't know (vol.)
a. Work or project partnerships	1	2	7	8	9
b. Exchange information and ideas	1	2	7	8	9
c. Participate together in public policy debates	1	2	7	8	9
d. Jointly try to obtain funds for your organizations	1	2	7	8	9
e. Coordinate your political activities	1	2	7	8	9
f. Coordinate provision of services	1	2	7	8	9
g. Other:	1	2	7	8	9
j. **(If YES to Q-48g)** Specify:					

[ASK ALL]

Q-49. Does your organization have…? **(READ ALL AND RECORD RESPONSES FOR EACH)**

	YES	NO	Refused	Don't know
a. Written rules describing why it exists and how it's governed (statutes, bylaws)?	1	2	8	9
b. Written mission statement/goals?	1	2	8	9
c. Procurement and Accounting Policy/Manual?	1	2	8	9
d. Employee Handbook or Manual?	1	2	8	9
e. Financial Policies and Procedures?	1	2	8	9
f. IT Policy?	1	2	8	9
g. Security Protocol?	1	2	8	9
h. An external governing committee or boards? This would be separate from the actual organization but directs policy	1	2	8	9

Q-50. How much influence does **the donor** have on the following aspects of organization's operations? **(READ ALL AND RECORD RESPONSE CODE FOR EACH)**

	No Influence	Some influence	A great deal of influence	Refused	Don't know
a. Needs Assessment and Problem identification	1	2	3	8	9
b. Planning for how to address/solve the problem	1	2	3	8	9
c. Provision of funding and in-kind resources?	1	2	3	8	9
d. Monitoring and evaluation the results	1	2	3	8	9

Q-51. How much influence do your **beneficiaries –** the people that you are providing services to – have on the following aspects of organization's operations? **(READ ALL AND RECORD RESPONSE CODE FOR EACH)**

	No Influence	Some influence	A great deal of influence	Refused	Don't know
a. Needs Assessment and Problem identification	1	2	3	8	9
b. Planning for how to address the problem	1	2	3	8	9
c. Provision of funding and in-kind resources?	1	2	3	8	9
d. Monitoring and evaluation the results	1	2	3	8	9

Q-52. How much influence does **the local government** have on the following aspects of organization's operations? **(READ ALL AND RECORD RESPONSE CODE FOR EACH)**

	No Influence	Some influence	A great deal of influence	Refused	Don't know
a. Needs Assessment and Problem identification	1	2	3	8	9
b. Planning for how to address the problem	1	2	3	8	9
c. Provision of funding and in-kind resources?	1	2	3	8	9
d. Monitoring and evaluation the results	1	2	3	8	9

Q-53. In your view, what is the greatest challenge facing civil society organizations operating in Afghanistan today? And what is the second greatest challenge?

(OPEN ENDED WITH PRECODES – RECORD FIRST MENTION & SECOND MENTION)

	a) 1st Mention	b) 2nd Mention
Lack of budget	1	1
Lack of professional people	2	2
Organizations are not synchronized with each other	3	3
People are not cooperative	4	4
Lack of public awareness	5	5
Donors Hindering	6	6
Security	7	7
Other, Specify:_____	96	96
Refused	98	98
Don't know	99	99

Q-54. In your opinion, do you think that over the past 5 years security has become an increasing impediment to implementing civil society and NGO programs, a decreasing impediment, or has there been no change?

1) Increasing impediment
2) Decreasing impediment
3) No change

Q-55. Which three of the following does this office need to have increased or improved the most? (SHOW CARD; MARK ONLY THREE)

	a) 1st Mention	b) 2nd Mention	c) 3rd Mention
Organization management, governance, strategy, planning	1	1	1
Project development, proposal-writing	2	2	2
Fundraising	3	3	3
Project management	4	4	4
Human resource (staff) management	5	5	5
Financial management, accounting	6	6	6
Activity monitoring, evaluation, report-writing	7	7	7
Advocacy (to the government, private sector)	8	8	8
Community needs assessment, community mobilization or working with the community	9	9	9
Public relations, communication, using the media to educate the public	10	10	10
Women's participation in the organization's projects & activities	11	11	11
Computer use	12	12	12
Communications equipment (phone/fax/email)	13	13	13
English language	14	14	14
Office space or equipment	15	15	15
Number of staff	16	16	16
Training for staff	17	17	17
Transportation means	18	18	18
Security precautions	19	19	19
Other, **SPECIFY: _____**	96	96	96
Refused	98	98	98
Don't know	99	99	99

READ: This next set of questions is related to the I-PACS program, which is a USAID funded program that works to strengthen the role and viability of civil society in Afghanistan by providing technical assistance, capacity building training and grant support.

Q-56. Is your organization currently a participant in the I-PACS program, the USAID funded Initiative to Promote Civil Society that is being implemented by Counterpart International?

1. Yes CONTINUE ONTO Q-57
2. No SKIP TO Q-59

Q-57. Would you say that your organization's participation in I-PACS has led to a positive effect, a negative effect or no effect on the following areas:

	Very Positive effect	Fairly Positive effect	Fairly Negative effect	Very Negative effect	No effect	Refused	Don't know
a. Geographic expansion?	1	2	3	4	5	8	9
b. Sectoral expansion?	1	2	3	4	5	8	9
c. Attracting donors?	1	2	3	4	5	8	9
d. Increasing financial base?	1	2	3	4	5	8	9
e. Quality of programs and services?	1	2	3	4	5	8	9
f. Overall organizational management?	1	2	3	4	5	8	9
g. Number and role of women on staff and among beneficiaries?	1	2	3	4	5	8	9

Q-58. What achievement is your organization most proud of as a result of its participation in I-PACS? (OPEN END; RECORD RESPONSE—PROBE FOR RESPONSES)

_____

_____

Q-59. (ASK IF respondent answered Codes 2,8, or 9 in Q-56) Would you be interested in participating in the I-PACS program?

1. Yes
2. No

INTERVIEWER: IF THE RESPONDENT ANSWERED 'Yes', CODE 1 at Q-59, RECORD THEIR INFORMATION BELOW:

NAME: _____
ORGANIZATION: _____
OCCUPATION: _____
CONTACT INFORMATION (Phone, E-mail): _____
_____

READ: And finally, just a few demographic questions for our records before we finish.

[ASK ALL]

D1. What is the highest level of education you have completed?

1) No formal education
2) Primary School
3) Some secondary school
4) Completed secondary school
5) Technical or trade institute
6) Some university
7) Completed university degree
8) Madrassa or mosque
9) Home-based schooling
10) Other: _____ (SPECIFY)

D2. And what is your ethnicity?

1) Pashtun
2) Tajik
3) Hazara
4) Uzbek
5) Turkmen
6) Baluch
7) Nuristani
8) Other: _____ (SPECIFY)

READ: Thank you very much for your time. It's been a pleasure having a chance to talk with you. Good luck in your future activities!

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