



**Ministry of Rural Rehabilitation and Development (MRRD)  
Afghanistan Institute of Rural Development (AIRD)**



**Awareness and Coordination Joint Workshop on Capacity Building (CB) of  
formal and information Local Self Governance Institutions  
Three partners: (AIRD, IARCSC/ACSI, UNAMA)**

**Dated:** 9<sup>th</sup> August, 2010

**Venue:** Ham Safar Hotel, Mazar-e- Sharif, Balkh

**Participants**

The workshop was participated by wide range of representatives from government offices, local self governance institutions, key CB stakeholders and UNAMA. The workshop attended by the following 51 representatives.

**MRRD – Kabul**

1. Ajmal Shirzai, Head of AIRD, (**Workshop Moderator**)
2. Hayatullah Haleemi, Head of training unit, AIRD, (**Workshop Facilitator**)
3. Waris Sabah, Intern, AIRD
4. Shapoor Qayumi, Research Associate, AIRD
5. Yonus, Research Associate, RTP/AIRD
6. Zakrya, Administrator
7. Abudl Saboor, Media officer, MRRD

**MRRD provincial office-Balkh**

1. Eng. Abdul Halim, Provincial Office In-charge,
2. Eng. Folad, Head of Social and Development Affairs
3. Abdul Rashid, security officer,
4. Tooryali Shahzad, Social Worker, Chamtal
5. Abdul Rashid, Social Worker, Nehr-e-Shahi
6. Ghulam Dawood, Social worker, Charbolak
7. Afroz Waqar, Social Worker, Charbolak
8. Mohammad Nazeer, Social Worker, Daidadi
9. Ahmad Jawad, Social Worker, Dawlat Abad
10. Asadullah Karjo, Social worker, Nehr-e-Shahi
11. Kamaluddin, Social worker, Dawlat Abad
12. Eng Rahimullah, Social worker, Chamtal

**Other Organizations:**

1. Saleem Tabish, Central project manager ,GTZ office
2. Abdul Basir, Project Assistant, GTZ Office
3. Dr. Ahmad Ilyas, Governance office, UNAMA
4. Syed M.Taqi Sadat, Direct of IARCSC -Balkh
5. Parwiz Hakim, Head of ACSI-Balkh
6. Eng. Shahwali, PMU Office, NSP
7. Abdul Salam, NABDP-Balkh
8. Eng Abdul Hadi, Project manager, NERAP

**DDA/CDC Members:**

1. Hajji Faiz Mohammad, Chairman DDA, Chamtal
2. Lal-u-din, Chairman DDA, Marmul
3. Abdul Samad, DDA Chairman, Khulm
4. Rahmatullah, DDA Chairman, Carbolic
5. Ms. Zahra, DDA secretary, Nehru-e-Shah
6. Ghulam Hider, Vice Chairman, DDA, Dewlap Abad
7. Hajji Mohammad Tajo, DDA, Char Kent
8. Syed Mustafa, DDA Daddy
9. Mohammad Muar, CDC Chairman, Balkh

**Government Offices-Balkh**

1. Eng. Abdul Hadi, Governor Office and Head of Capacity Building Committee
2. Hamidullah, Provincial Council
3. Motasim Billah, Department of Economy
4. Mir Nusrullah, Education Department
5. Sayed Abdul Razaq, Department of Public Health
6. 'Assadullah, Head of Extension Department, MAIL

**District Governors Offices**

1. Abdul Ghafoor Azizi, Executive Manager, District Administration office, Khulm
2. Sher Mohammad, District Governor, Marmul
3. Gul Ahmad, Executive manager, District Administration office, Chamtal
4. Amir Mohd Waqar, District Governor, Charbolak
5. Gul Ahmad, District Governor, Dawlat Abad
6. Abdul Ghafoor, District Governor, Keshande
7. Abdullah, Secretary of District Governor office , Keshandai
8. Syed Abdul Wahid, District Governor, Char Kent
9. Wali Shah, District Governor, Daidadi
10. Rahmatullah, District Governor, Shortaipa
11. Haji Sayed Murad, District Governor, Nehr-e- shahi
12. Abdul Mateen, District Governor, Kaldaar
13. Haji Hamrah, Kaldaar, Administrative office
14. Mohammad Zahir, Kaldaar District Administrative office

**Absent:**

- IDLG

## Workshop Agenda

Timeframe	Description	By
9:00 – 9:15	Arrival and Registration	AIRD
09:15- 9:30	Recitation of the Holy Quran and National Anthem	Qari Sher Ahmad
09:30-10:00	Welcome and objectives of the workshop	- Haleemi, Head of Training unit, AIRD - Ajmal Shirzai, Head of AIRD
10:00 – 10:15	Inauguration Speech	- Eng. Abdul Hadi, Governor office and Head of Capacity building Committee - Hamidullah, Provincial Council
<b>10:15-10:30</b>	<b>Tea Break</b>	
10: 30-10:00	Presentation of AIRD/MRRD and its activities in Balkh	Haleemi, AIRD
11:00 - 11:30	Presentation of IDLG training activities in Balkh	Khateeb Qurishi
11:30 – 12:00	Presentation of IACSC/ACSI Training Activities in Balkh	- Syed M.Taqi Sadat, Head of IARCSC – Balkh - Parwiz Hakim, Head of ACSI
12:00 – 12:30	Presentation by UNAMA (mechanism for coordination of the civil service capacity building program of sub-national level)	Ahmad Elyas Gheyasi, Governance Officer, UNAMA North Region, Mazar
<b>12:30 – 13:30</b>	<b>Lunch and Prayers</b>	
<b>13:30 – 14:30</b>	Open Discussion (Question and Answers)	AIRD, UNAMA, IARCSC
14:30 – 14:45	Discussion on Efforts to coordinate Capacity Building	UNAMA
14:45 – 15:00	Conclusion	Ajmal Shirzai
15:00 – 15:10	Group Photo, Participants Interview	Media officer, MRRD

Timeframe	Description
09:15- 9:30	<p><b>Recitation of the Holy Quran and National anthem</b></p> <p>The opening of workshop officially started with Recitation of the Holy Quran by Mr. Shir Mohammad Marmul district governor and after that with standing ovation to the national anthem.</p>
09:30-9:45	<p><b>Welcome – Objectives and Introduction to the workshop by Haleemi Head of Training Unit-AIRD</b></p> <ul style="list-style-type: none"> <li>- Mr. Haleemi, warmly welcome all participants</li> <li>- Clarify the Importance of capacity building awareness and coordination workshop which was held for the first time in Mazar-e-Sharif.</li> <li>- He explained the objectives of the workshop as follows:               <ul style="list-style-type: none"> <li>o Build on the necessity of developing the capacities of sub- national governmental institutions.</li> <li>o Clarify the roles, responsibilities and target groups between relevant governmental stakeholders (IDLG, IARCSC and AIRD) to bring forward necessary measures in capacity building.</li> <li>o Exchange on the concepts of different stakeholders for capacity development with the aim to identify potential for synergies in their activities and entry points for mutual support.</li> </ul> </li> </ul>
9:45 – 9:55	<p><b>Opening Remarks: By Mr. Ajmal Shirzai, Head of AIRD</b></p> <ul style="list-style-type: none"> <li>- Convey the greetings of the MRRD's leadership to provincial authorities and workshop participants.</li> <li>- Introduce the goal and objectives of third MRRD's strategic intent (2010 – 2015).</li> <li>- Explain the role of MRRD/AIRD in capacity building, policy research and information dissemination for achievement the goal of comprehensive Rural Development.</li> <li>- Explain the MRRD Strategic focus area (1) Rural Infrastructure and Economic Development (2) Local Governance (3) Rural Development policy and planning (4) Institutional and Sectoral strengthening, (5) Human Capital Development.</li> <li>- Introduce the long term goal of MRRD for empowerment of local governance and future role of CDCs and DDAs in the light of sub-national governance policy.</li> <li>- Introduce target groups of AIRD for capacity building in Balkh (a) <i>officials work in social and development affairs at district and villages levels</i>, (b) <i>formal and informal local governance institutions</i>.</li> <li>- AIRD/GTZ project (capacity building of local self governance institutions) objectives in Balkh, Takhar and Paktia provinces.</li> <li>- Thanks the representatives, government authorities, DDAs member for their participation in the workshop.</li> </ul>
9:55 – 10:05	<p><b>Opening Remarks: By Eng. Abdul Hadi Governor office (Head of Capacity Building Committee)</b></p> <ul style="list-style-type: none"> <li>- Especial thanks to MRRD and AIRD leadership for organizing the workshop</li> <li>- Focus on importance of awareness and coordination workshop on capacity building in Mazar-e-Sharif. Emphasize that coordination can avoid duplication and bring effective and efficiency in the capacity building activities.</li> <li>- Introduced him as head of capacity building committee-Balkh and highlighted the key role of this committee to facilitate and coordination all capacity building initiatives in the province.</li> <li>- Convey special thanks to GTZ for funding the capacity building projects in northern region and all these credits goes to AIRD/MRRD leadership for the initiatives in bringing all stakeholders together to coordinates their capacity building activities in northeast region.</li> <li>- He requested all participants to actively participate in all discussion till end of workshop.</li> </ul>
10:05– 10:15	<p><b>Opening Remarks: By Eng. Hamidullah Mutawacal provincial consuls member</b></p> <ul style="list-style-type: none"> <li>- On behalf of the provincial consul especial thanks to GTZ and MRRD/AIRD</li> <li>- Provincial consul fully supports the capacity building of formal and informal local governance institutions and requests AIRD/MRRD to keep working with Shuras and build their knowledge and skills</li> </ul>
10:15-10:30	<p style="text-align: center;"><b>Tea Break</b></p>

10: 30-11:00	<p><b>Presentation of AIRD/MRRD and its Activities in Balkh</b></p> <ul style="list-style-type: none"> <li>- Explain the mission of AIRD in supporting the implementation of Comprehensive Rural Development through training, research and information dissemination.</li> <li>- AIRD funded projects for 2010/2011 including AIRD/GTZ project in Balkh, Takhar and Paktia.</li> <li>- MRRD's long term goal for strengthening local governance and the role of capacity building in synergizing the efforts of local governance institutions in development affairs.</li> <li>- Objectives, target groups and the main activities of AIRD/GTZ project in Balkh.</li> <li>- Explain the AIRD capacity building model that include awareness training, knowledge and skill development training and evaluation of training to find behavior / attitude change.</li> <li>- Expectation of AIRD from stakeholders in implementation of capacity building project in the northern region.</li> </ul>
11:00 - 11:30	<p><b>Presentation of IDLG training activities in Balkh</b>  <b>No Presentation from IDLG</b></p>
11:30 – 12:00	<p><b>Presentation of IARCSC/ACSI Training Activities in Balkh</b></p> <p><b>IARCSC</b></p> <ul style="list-style-type: none"> <li>- Introduction to Independent Administrative Reform for civil service commission (IARCSC) and its five components</li> <li>- Role of IARCSC in implementation of sub national governance policy</li> <li>- Overview to the main activities of IARCSC in northern region of Afghanistan</li> </ul> <p><b>ACSI</b></p> <ul style="list-style-type: none"> <li>- Introduce the mission of ACSI and its main functions/programs (a) training program for district administration staff, (b) capacity building of officials, (c) TOT, (d) Internship, (e) Coaching, (f) Scholarship</li> <li>- ACSI mandate is to organize five courses (a) policy and strategy, (b) procurement, (c) HRD, (d) financial management, (e) project management.</li> <li>- ACSI target areas has been expanded to insecure province / districts (Helmand province)</li> <li>- Explain the long term vision of ACSI to be an academic and pioneer institute in Afghanistan and the region.</li> <li>- ACSI expectation from donors, and stakeholders.</li> </ul>
12:00 – 12:30	<p><b>Presentation by UNAMA (Mechanism for Coordination of the Civil Service Capacity Building Programs at Sub-national Level)</b></p> <ul style="list-style-type: none"> <li>- He started his presentation with the meaning of coordination and indicated (ANDS, IARCSC Strategy, Civil Service Law, Sub-national governance policy) as the legal base for the sub-national capacity building mechanism.</li> <li>- The need for this mechanism is due to poorly uncoordinated capacity building efforts; and in consistency of the ongoing capacity building efforts with the actual needs (donor-driven Vs demand driven)</li> <li>- Objective of this mechanism to create an umbrella for coordination of sub-national civil service capacity building efforts and activities, launching programs in consistency with the actual needs etc.</li> <li>- Types of CB Activities addressed by this mechanism are (a) establishing training facilities, (b) training, workshop and seminars, (c) fellowship and internship, (d) recruitment of TA/advisors, (e) Equipment /refurbishment, (f) construction of infrastructure.</li> <li>- Explained the formation and composition of the CB Working groups at three levels (central, regional and provincial), having their specific TORS.</li> <li>- Frequency of CB WG meeting.</li> </ul>
12:30 – 13:30	<p><b>Lunch and Prayers</b></p>

13:30 – 14:30	<p><b>Open Discussion (Question Session)</b></p> <ul style="list-style-type: none"> <li>- On the basis of what assessment the five training programs identified by ACSI?</li> <li>- Difference between target groups of ACSI and AIRD?</li> <li>- Duration of AIRD funded projects?</li> <li>- How to create a strong coordination mechanism in CB initiatives in Balkh?</li> <li>- What the coordination mechanism of MAIL and MRRD programs?</li> <li>- Based on Kabul conference what assistance will be provided to rural people?</li> <li>- There was question on role and functions of CDCs.</li> <li>- Existing of too many Shuras have been created discrepancy in the local level. Recently a new Shura (named shura for peace building) is established.</li> <li>- Difficult for the chairperson of CDCs / DDAs to continue their work without any remuneration and office facilities.</li> <li>- Local people mainly members of local councils are illiterate and have not gained knowledge and skills from training programs yet.</li> <li>- ACSI problems with ministries in introducing only few key staff to various training programs.</li> <li>- Training needs assessment to be conducted in the districts.</li> <li>- District governor should be aware about projects implementation. (suggested by District governors)</li> <li>- MRRD should have close coordination with CIRDAP member countries for bringing new ideas which are applicable in rural development sector of Afghanistan. (suggested by the head of IARCSC)</li> <li>- IDLG policy should be described to the local Institutions and CDC TOR. (suggested by AIRD/MRRD)</li> <li>- Establishment of capacity building committee as soon as possible and make TOR to determine roles and responsibilities of committee members. (suggested by majority of the participants)</li> <li>- Training programs should be conducted at district levels, not on provincial levels (suggested by majority of the participants)</li> </ul>
14:30 – 14:45	<p><b>Comments by UNAMA</b></p> <ul style="list-style-type: none"> <li>- Explained the following gaps and main challenges of CB activities. <ul style="list-style-type: none"> <li>o No proper training needs assessment has been conducted.</li> <li>o No harmonization in capacity building initiatives</li> <li>o Poor coordination among CB stakeholders.</li> <li>o CB has not been considered seriously mainly by provincial authorities.</li> <li>o The CB Working Group in Balkh has been formed but not functioning well.</li> </ul> </li> </ul>
14:45 – 15:00	<p><b>Conclusion by Ajmal Shirzai, AIRD/MRRD</b></p> <ul style="list-style-type: none"> <li>- Strengthening the CB working Group/committee –Balkh is the most urgently needed to coordinate the ongoing and future capacity building initiatives in the Northern Region,</li> <li>- CB programs should be inclusive and target every individual (mainly district and village level employees) for their knowledge and skills to be developed in various social and development affairs. The inclusive CB program can be implemented only with close collaboration and coordination.</li> <li>- The importance of training needs assessment in order to design a sound CB program. AIRD will be conducted the training needs assessment of its target groups (Change agents/Community workers and local governance institutions).</li> <li>- Experiential learning methodology requires to be implemented by training institutes mainly for training members of local self governance institutions.</li> <li>- Training program will be conducted in both at centre and districts.</li> <li>- Mr. Shirzai expressed his appreciation for the presence, corporation and support of key stakeholders of the workshop (ACSI, IARCSC, and UNAMA). He expressed gratitude to district governors and all participants of workshop for their valuable comments during the workshop.</li> <li>- And finally he thanked GTZ for their support and cooperation for funding the workshop. Without GTZ support it wouldn't be possible to organize such workshop in Mazar-e-Sharif.</li> </ul>

**Closing Remarks by Hayatullah Haleemi, AIRD/MRRD**

- Hayatullah Haleemi head of training division of AIRD/MRRD also express his gratitude for support and cooperation of all the participants especially from ACSI, IARCSC, UNAMA, PRRD leadership which has been a good partner to AIRD in Takhar, Baghlan, Badghis, Jawzjan, Samangan, Takhar, Paktia and Nangarhar.
- He also thanked from all district governors and head of DDA's of Balkh province and expressed his expectations in further cooperation and support with AIRD in future.

**Vote of thanks by Gul Ahmad Paiman, District Governor – Balkh**

On behalf of workshop participants he thanks to MRRD/AIRD and GTZ. He expressed full support of district governors for smooth implementation of this project.