

# **GOFORGOLD**

## **Performance Measurement Team**

### **Handbook**

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**INDEPENDENT DIRECTORATE OF LOCAL GOVERNANCE**

**In Cooperation with**

**CENTRAL STATISTICS ORGANIZATION**

**With Technical Support from**

**UNDP/ASGP**

### The Training-Workshop Schedule

Day 1		Day 2		Day 3		Day 4	
am	<p><b>Session 1:</b> Opening Ceremonies and Introduction of Trainers and Participants</p> <p><b>Session 2:</b> Objectives and Expectations Setting</p> <p><b>Session 3:</b> Explaining Training Approach</p>	am	<p><b>Session 6a:</b> GOFORGOLD Assessment Tool: Principles 1-4</p>	am	<p><b>Session 7:</b> Data Collection Method 1: The Art of Interviewing</p>	am	<p><b>Session 9:</b> Data Management and Reporting</p>
pm	<p><b>Session 4:</b> The Value of Evidence-Based Planning and Policy-Making</p> <p><b>Session 5:</b> What is Good Governance</p>	pm	<p><b>Session 6b:</b> GOFORGOLD Assessment Tool: Principles 5-7</p>	pm	<p><b>Session 8:</b> Data Collection Method 2: How to Conduct A Focus Group Discussion</p>	pm	<p><b>Session 10:</b> Closing Ceremonies</p>

## THE GOOD GOVERNANCE FOR LOCAL DEVELOPMENT (GOFORGOLD)

### ASSESSMENT TOOL

#### Overview:

In line with IDLG's goal of upholding good governance and its commitment to **"Monitor Governance Situation in the provinces, districts, municipalities, and villages against Benchmarks and Governance Indicators"** (IDLG Strategic Framework), the Good Governance for Local Development (GOFORGOLD) was developed as a tool for collecting information about governance practices at the sub-national level. This tool is based on various governance evaluation tools that have been tried and tested in other developing countries. GOFORGOLD is eventually a hybrid of UN Habitat Good Governance, Local Government Assessment Tool and Pro-Women and Pro-Poor Governance of the Oslo Governance Center. The tool also benefitted from consultation with Afghan governance specialists, IDLG national advisors and findings from instrument pre-testing that was conducted in Logar and Kandahar in May 2008.

The index and its indicators focus on the processes, institutions and relationships at the sub-national level. This should be seen as part of a wider range of indicators, focusing on inputs, processes, performance, output, or outcome. These indicators are essential to assess the effectiveness of policies and can help in monitoring if capacity building efforts in rebuilding democratic governance in country such as Afghanistan yield the expected results.

The structure of the index reflects several core principles of good local governance which are expected from a functioning state: representation, participation, accountability, transparency, effectiveness, security and equity. The index will permit a sub-national level comparison of performance based on the quality of their governance aspects. The process of comparison is designed to catalyze specific action to improve the quality of local governance.

The selection of indicators is based on some criteria such as (a) *relevance* for governance principles to Afghanistan; (b) *ease of collection* including its availability and effort required to obtain data within a reasonable time frame; (c) *measurable* and *universality* of use for the general population and diverse populations.

The principles of good governance and the corresponding indicators that the GOFORGOLD intends to capture in a composite index are shown in the table below.

	<b>Good Governance Principle</b>	<b>Indicators</b>
1	Representation	1. Elected councils 2. Voting behaviour 3. Women representatives
2	Participation	4. Public Forum 5. Existence of civil society organizations 6. Mechanisms for citizen participation
3	Accountability	7. Anti-corruption policy 8. Code of conduct
4	Transparency	9. Mechanism for complaints and grievances 10. Right to public information 11. Public review of budget 12. Openness of procurement process
5	Effectiveness	13. Predictability of budget for province 14. Funds for public service delivery 15. Total number of civil servants 16. Service delivery performance delivery standards
6	Security	17. Conflict resolution 18. Integrity of territorial boundaries
7	Equity	19. Affirmative action for the poor 20. Affirmative action for women

## **Objectives of a Reporting System for Good Governance**

At the national level, particularly the IDLG, it will be able to:

- Benchmark sub-national government performance
- Improve resource allocation and justify department budgets or services
- Form a basis for strategic assistance to sub-national government
- Identify good local governance and sustainable development practices

At the sub-national government level, provinces, districts, and municipalities will be able to:

- Indicate where local government has made progress and where improvement and support is necessary
- Demonstrate accountability to citizens
- Use the tool as a means for communicating its performance to citizens and to central government

For international development partners and donors, the system will:

- Provide information benchmarks for sub-national government performance
- Facilitate a more focused assistance to sub-national governments
- Provide basis for capacity building initiatives

## **Research Design:**

### a. Provincial Governance Performance Measurement Team (Provincial Government, Provincial Council, and Statistics Office)

In Afghanistan, especially at sub-national level, monitoring and evaluation capacity is very limited. As such, the monitoring approach is not to impose too heavy a data collection and analysis burden on the provincial government. GOFORGOLD is deliberately designed to be as simple as possible. As the province gains more experience in conducting assessments, the tool can evolve into a more complex system that could capture in greater detail the intricacies of governance.

Also, the research team is composed of staff from the Provincial Governor's Office, the Provincial Council and the Local Statistics Office. This is to ensure that capacity building is part of system development. As the institution primarily created to collect, analyze, and maintain data, partnership with the Statistics Office will enhance the capacity of the provincial government to sustain the governance assessment in the long term.

### b. Data collection methods and respondents

Key informant interviews and focus group discussions (FGD) will be used as the main methods of data collection. While key informant interviewing is designed to capture information on the indicators being studied, FGD is utilized to triangulate the information gathered through the in-depth interviews. The respondents for in-depth interviews include Governors, Deputy Governor, Provincial Council members, relevant department heads and staff, civil society organization leaders, etc.

The FGD is planned to be carried out three times during the course of the study. The participants of the FGD may include CSOs, provincial staff, Provincial Council members and community members in general. The first FGD that will be conducted at the initial stage of data collection can be utilized as a means of collecting information regarding potential respondents for the study commensurate to the specific governance indicators and questions, their contact address; and gathering initial information on governance issues at the study site. The FGD participant may include provincial officials who have a thorough knowledge on the subject being studied. The second FGD aims at verifying or triangulating information obtained from series of key informants interviews. This is to ensure the correctness of the information gathered. The participants may include CSO members. The third FGD will be carried out near the completion of the fieldwork. This is intended to gather any missing information and or data gaps. The participants may include deputies of government officials, and other relevant officials and staff not previously interview. Whenever possible, the third FGD can also be conducted whenever the researchers have completed data analysis, prior to the finalization of study reports.

c. Data verification

In addition to primary data collected through interviews and FGDs, a secondary data collection and analysis will also be conducted in order to verify the information provided. The secondary data may include local regulations or memos, provincial plans and budgets, published reports, written guidelines, minutes of meeting, etc.

d. Measurement of indicators

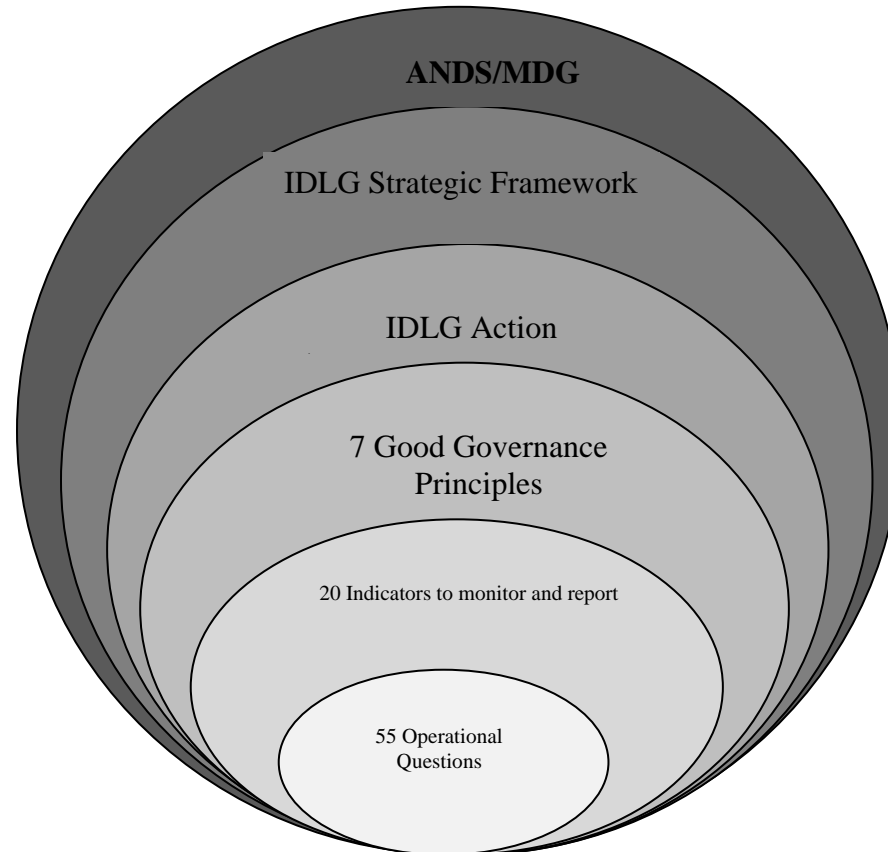
The unit analysis for the GOFORGOLD is the province, with a sample of districts and municipalities. The source of data for the governance assessment at the provincial level can be derived from several institutions that comprise of both government and non-government organization. This means that within an agency, department, or organization, the respondents may be more than one person for answering several questions in one set of questionnaire.

The essence of GOFORGOLD is basically collecting governance facts. For example, questions on transparency may be gathered from several respondents responsible. This can be one, two, or more respondents depending on the completeness of information provided that enable the researcher to adequately evaluate the level of transparency in the institution under study.

**Pilot Provinces:** GOFORGOLD will be conducted in the following provinces which are ILDG priority provinces:

- 1) Faryab
- 2) Jawzjan
- 3) Kandahar
- 4) Samangan
- 5) Kunduz
- 6) Takhar
- 7) Parwan
- 8) Laghman
- 9) Nangahar
- 10) Herat

## CONCEPTUAL FRAMEWORK





## THE ASSESSMENT TOOL

Good Governance Principle 1	REPRESENTATION		
Indicator 1	Formally Elected Councils		
Definition	The indicator measures whether the local governing council is elected through a democratic process or not.		
Significance	<p>An Elected Council is a body of Local Government Officials selected/chosen by the local population through organized voting with an administrative, advisory or representative function at the sub-national.</p> <p>If the local council is elected, it indicates that the local population has had a role in identifying the personnel most suitable for governing the local government as part of the council and therefore signifies civil society participation. This indicator directly corresponds to ILDG's objective of enacting laws constituting district, municipal and village councils and hold elections by 2010.</p> <p>An elected council is more likely to make decisions that are more representative of the wishes of the local population</p>		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>1. Are councilors locally elected?</p> <p>Yes _____ No _____</p> <p>Number of Male: _____</p> <p>Number of Female: _____</p>	Key Informant Interviews	<p>Head of Local Election Commission</p> <p>Provincial Council Members</p> <p>Cross-check data with International/Local Organizations observing the elections</p>	Data from Independent Election Commission

Indicator 2	Voting Behavior		
Definition	Total voter turn-out in percentage by male/female		
Significance	Measures the degree of interest and involvement of the public in local government. Low participation in representative democracy may, however, be balanced by higher levels of participatory democracy.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>2. What is the voter turn-out and participation by sex?</p> <p>Voter turn-out percentage</p> <p>Total number of eligible voters in last local elections</p> <p>Number of voters in the last local elections</p> <p>Number of female voters</p> <p>Voter turn-out among registered female voters</p> <p>Number of male voters</p> <p>Voter turn-out among registered male voter</p>	Key Informant Interviews	<p>Head of Local Election Commission</p> <p>Provincial Council Members</p> <p>Cross-check data with International/Local Organizations observing the elections</p>	Data from Independent Election Commission

Indicator 3	Women Councilors		
Definition	Voter turnout (both male and female) in percentage is simple indicator that measures voter participation.		
Significance	Also an indicator of equity: women's inability to participate equally in formal elections. If disaggregated by income levels, it may also indicate the meaningfulness of voting to the urban poor.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>3. Are there women councilors in the province?</p> <p>Number of women who ran for seats in the provincial council</p> <p>Number of women who were elected as councilors</p>	Key Informant Interviews	<p>Head of Local Election Commission</p> <p>Provincial Council Members</p> <p>Cross-check data with International/Local Organizations observing the elections</p>	Data from Independent Election Commission

Good Governance Principle 2	PARTICIPATION		
Indicator 4	Public Forum		
Definition	The public forum could include people's council, city consultation, community advisory committees, town hall meetings etc.		
Significance	The existence of People's Forum indicates the availability of informal or formal mechanisms for the public to express their views and share their issues with peers. Measures whether there is any public forum (formal or informal) for facilitating public participation in the development and review of local policies, by-laws and budgets. This indicator directly measures IDLG's action area on providing definite mechanisms for women, youth and civil society to participate.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>4. Besides elections, is there a venue for citizens to express their views about provincial issues/problems affecting their lives?</p> <p>Level of participation:</p> <p>Identifying development problems of the province</p> <p>Prioritizing development plans for the province</p> <p>Approving development plans</p>	<p>Focus Group Discussion</p> <p>Key Informant Interviews</p>	<p>Women</p> <p>Youth</p> <p>Local community leaders</p> <p>CSO leaders</p> <p>Provincial Governor</p> <p>Department Heads</p>	<p>Newspaper clippings</p> <p>Minutes of public meetings</p>

Indicator 5	Existence of Civil Society Organizations		
Definition	Measured as the number of civic associations (registered or not) per 10,000 people within the local authority's jurisdiction.		
Significance	<p>Measures the vibrancy of associational life in a sub-national government, with larger numbers indicating greater vibrancy. Organized groups are vital for effective participation. It may also indicate:</p> <ul style="list-style-type: none"> <li>- Equity: larger numbers may also indicate the existence of organizations representing the urban poor, women, minorities or other normally excluded groups.</li> <li>- Accountability: civic organizations can help ensure the accountability of local government, through the mobilization of people behind the issues that affect them;</li> <li>- Effectiveness: the existence of many civic associations may also facilitate the formation of partnerships for the delivery and/or maintenance of services</li> <li>- Security: civic associations can foster a sense of community that can reduce the individual member's vulnerability to crime and corruption and act as a social safety net</li> </ul>		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>5. Are there local organizations existing in the province?</p> <p>5a. Please mention which organizations are these and who funds them?</p>	Focus Group Discussion	NGO Leaders Members of shura Women's organizations Youth organizations	<p><b>This data may be difficult to collect but as a proxy one can look at the number of NGOs participating in implementing provincial programs</b></p> <p>Data may also be obtained from department where NGOs register</p>

<b>Indicator 6</b>	<b>Mechanism for Citizen Participation</b>		
<b>Definition</b>	Existence of a signed formal mechanism for citizens' participation in decision making strengthens their capacity to participate in the local governance process. Existence of NGOs monitoring good governance likewise increases the level of citizens' awareness on governance issues at the local level.		
<b>Significance</b>	A definite statement on role of citizens in decision making in the development planning process signifies commitment towards strengthening citizens' participation. It may also motivate and enhance the behavior of citizens towards the local government.		
<b>Questions</b>	<b>Data Collection Method</b>	<b>Respondents</b>	<b>Supporting Documents</b>
6. Is there a formal mechanism for citizens to participate in the decision-making process at the provincial level? 7. Are there informal mechanisms for citizens to participate in the decision making process at the provincial level? 8. Are local organizations involved in the final decision making for the development plan of the province? 9. Are there local organizations involved in monitoring good governance in the province?	Focus Group Discussion	NGO Leaders Members of shura Women's organizations Youth organizations	Copy of local policy, procedure, or memo on encouraging citizen participation

Good Governance Principle 3	ACCOUNTABILITY		
Indicator 7	Anti-Corruption Policy		
Definition	Existence of a local legislation and agency to investigate and report cases of corruption.		
Significance	An Anti- corruption policy shows the willingness of the government to scrutinize its own officials and protect its integrity by removing corrupt officials. This indicator operationalizes at the local level, IDLG's commitment to significantly reduce corruption at the sub-national level and having a clear policy statement is a step towards such direction.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>10. Is there an anti-corruption policy at the provincial level?</p> <p>11. Is there an agency that is specifically assigned to investigate cases of corruption at the provincial level?</p> <p>12. Are there reported cases of corruption at the provincial level? What is the case? Against whom? What was the resolution</p> <p>13. Is there an independent financial audit for the provincial government's report? Who did the audit? Was the result of the audit widely disseminated? If no, why?</p>	Key Informant Interview	Provincial Attorney General Provincial Governor	<p>Documentation of policy if there is.</p> <p>Documentation or copy of reports on corruption (i.e. newspaper clippings)</p>

Indicator 8	Code of Conduct		
Definition	Existence of a signed published statement of the standards of conduct that citizens can hold local government staff into account; a commitment of good service standards		
Significance	A published code of conduct signifies the government's commitment towards integrity of its public servants and professionalizing its staff. It may also motivate and enhance the behaviour of government officials and staff and help reduce corruption particularly if performance appraisals are in place and operational.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>14. Is there a Code of Conduct for the Provincial Government Office? If yes, is this applied or followed?</p> <p>15. Do you agree with the statement: "Skills and qualification is more important than patronage and connection in getting a position at the provincial government"</p> <p>16. Is the Personnel Appraisal System for Civil Servants established at the provincial level?</p>	Key Informant Interviews (these questions might be better for one-on-one interviews as respondents might be hesitant to give candid comments if in a group)	Provincial government staff Line department heads and staff	Copy of Code of Conduct



Good Governance Principle 4	TRANSPARENCY		
Indicator 9	Mechanisms for Complaints and Grievances		
Definition	The existence of an established office or desk within the local authority to receive and respond to complaints and information on corruption.		
Significance	Indicator measure government's responsiveness towards integrity of officials and show the willingness of the government to be responsive for the welfare of its citizens.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>17. Is there a mechanism (an office or a desk) for the provincial government to receive complaints and grievances from citizens? If yes, how is the process? If no, why is this so?</p> <p>18. Is there any official appointed or assigned to receive or respond to complaints of citizens?</p>	Key Informant Interviews	Provincial Governor's Chief of Staff Line Department Heads CSO leaders including women and youth	Sample of citizen's complaints that have been submitted and acted upon

Indicator 10	Right to Public Information		
Definition	Existence of a signed published statement of the citizens' right to information about the sub-national government activities		
Significance	A published statement of citizens' right to information signifies the government's commitment towards integrity of its transparency of the local government. One of ILDG's commitments is for Afghan citizens to have access to information from government offices and having a national as well as sub-national policy strengthens this commitment.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>19. Is there any local legislation, policy or memorandum providing citizens the right to information? If yes, what is it?</p> <p>20. Does the provincial governor's office have a mechanism for sharing information about governance (i.e. plans, budgets, accomplishments) to the citizens?</p> <p>21. What are the citizens' sources of information about the province?</p>	Focus Group Discussion	NGO Leaders Members of shura Women's organizations Youth organizations	Copy of Right to Information

Indicator 11	Public Review of Budget		
Definition	Openness of sub-national government to have its budget and financial reports publicly scrutinized		
Significance	Even when sub-national budgets are centrally determined, publishing budgets and financial reports demonstrates sub-national government's commitment to transparency as well as reducing corruption. Publishing budgets have increased the level of awareness of citizens about how central and national governments have prioritized their needs.		
Questions	Data Collection Method	Respondents	Supporting Documents
22. Is there a process for presenting provincial sectoral budgets from departments and ministries to the public? If yes, describe the process	Key Informant Interviews	Department of Budget and Finance Cross-check with CSOs	Newspaper clipping Picture of budget on bulletin board or in public place

Indicator 12	Openness of Procurement Process		
Definition	Timely publication in local or national newspapers of sub-national government contracts and tenders		
Significance	A public and open competition for sub-national projects is reflected through publication of public tenders and contracts. This indicator operationalizes ILDG's commitment for Afghan citizens to have access to information as well as reducing corruption.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>23. Are bids/tenders for large scale projects announced to the public? How is this announced?</p> <p>24. Do local suppliers have the opportunity to participate in the procurement of goods and services for the province?</p>	Key Informant Interviews	Provincial Procurement Office Staff Local contractors	Newspaper clipping of public tenders

Good Governance Principle 5	EFFECTIVENESS		
Indicator 13	Predictability of Budget for the Province		
Definition	The indicator addresses the quality of the relevant institutions by measuring whether the procedures exist and the basis that enables the local government to know the funds to be transferred in advance (intergovernmental fiscal transfers).		
Significance	The functioning of a local government depends to a large extent on the <b>effectiveness of the local government</b> and the quality and cost of services it provides. The financial resources available to local government are measured by transfers from higher levels of government. Effective planning and implementation of institutional development and/or project planning and implementation requires a moderate time span for the local government. The indicator signifies the level of commitment and interventions by the higher level of government in local administration. It also provides confidence of higher level of government in local government and consequently regular support for local development.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>25. Does the province know its annual budget in advance from the Ministry of Finance?</p> <p>If yes, how far in advance is the province notified?</p> <p>How is the province notified?</p>	Key Informant Interviews	Provincial Department of Finance	Copy of Budget and Expenditure and release dates of funds

Indicator 14	Funds for Public Service Delivery		
Definition			
Significance	The balance between the sources of income and expenditure provides an indication on the viability, independence and control over resources of the local government, and thus its efficiency. An increasing amount of resources for development programs in the line ministries can likewise indicate the level of capability of local institutions to manage and deliver public services.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>26. What is the total budget and expenditure for the following key public service line agencies?</p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Education</li> <li>• Agriculture</li> <li>• MRRD</li> </ul>	Key Informant Interviews	Provincial Department of Finance	Annual Financial Report for the departments mentioned and for the Provincial Governor's Office

Indicator 15	Total Number of Civil Servants		
Definition	The indicator measures the number of civil servants employed by the provincial disaggregated by male/female per capita		
Significance	IDLG is committed to re-structuring and rationalizing the sub-national government structure. The cost of personnel services is a major component of the budget for sub-national governments. This could therefore be a could supplemental indicator for expenditures as well as rationalization of sub-national civil service. It could indicate enhanced services, it could mean inefficient employment of personnel. Any increase or decrease should therefore call the attention of central and local officials.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>27. What is the total number of civil servants for in the province for each of the following offices/departments?</p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Education</li> <li>• Agriculture</li> <li>• MRRD</li> </ul> <p>28. Is there an orientation of civil servants in the province? If yes, who conducts the orientation?</p>	Key Informant Interview	Civil Service Commission and relevant departments	Record from CSC

Indicator 16	Service Delivery Performance Standards		
Definition	Presence or absence of a formal publication by the local government of performance standards for key services delivered by the local authority.		
Significance	<p>The indicator measures the existence of mechanism that are required for the efficient delivery of key services. The presence of standards and benchmark is a first step towards realizing the delivery of services. The published standards require the local government to be efficient in the delivery of services and accountable to the targets it has set for itself. This indicator directly corresponds to IDLG's Action Area strengthening sub-national capacity to manage urban development and deliver basic services, and providing adequate facilities and amenities to local governments.</p> <p>It may also point to:</p> <ul style="list-style-type: none"> <li>• Increased confidence of local population in the local government;</li> <li>• Adherence of the government to equitable distribution of services;</li> <li>• Popular public participation and influence over its administration.</li> </ul>		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>29. Have service delivery standards been formulated at the following offices/departments?</p> <ul style="list-style-type: none"> <li>• Provincial Governor's Office</li> <li>• Health</li> <li>• Education</li> <li>• Agriculture:</li> <li>• MRRD</li> </ul>	Key Informant Interviews	<p>Department Heads</p> <p>Provincial Council Members</p>	Documents showing service standards



<p>30. Does service delivery health take into consideration specific needs of women? If yes, how?</p> <p>31. Does service delivery in education take into consideration specific needs of women? If yes, how?</p> <p>32. Does the province have its own resources to deliver its functions?</p> <p>33. Is there an office/agency/institution in the province that is tasked to evaluate service delivery in the community?</p>			
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Good Governance Principle 6	SECURITY		
Indicator 17	Conflict Resolution		
Definition	Measures whether there are mechanisms for conflict resolution and whether communities are involved in conflict resolution. This also measures whether women are treated as equals with men in dispute resolution.		
Significance	Conflicts are a major cause of insecurity and the process of how the issues are resolved measures the process of governance in dealing with the conflicts.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>34. Is there a formal mechanism for conflict resolution in the province? If yes, what is the process?</p> <p>35. Is there an informal mechanism for conflict resolution in the province?</p> <p>36. Are men and women treated as equals in the formal mechanism for conflict resolution? If yes, how?</p> <p>37. Are women and men treated as equals in the informal mechanism for</p>	Key Informant Interviews	Provincial Council Members Tribal Councils Tribal Liaison Office Ulama	Data on crime rate from local police Data on cases of conflict

conflict resolution?

38. Are communities involved in conflict resolution in the province? If yes, how?

39. Is there a provincial guideline for protecting women from violence?

40. Does the province monitor its crime rate?

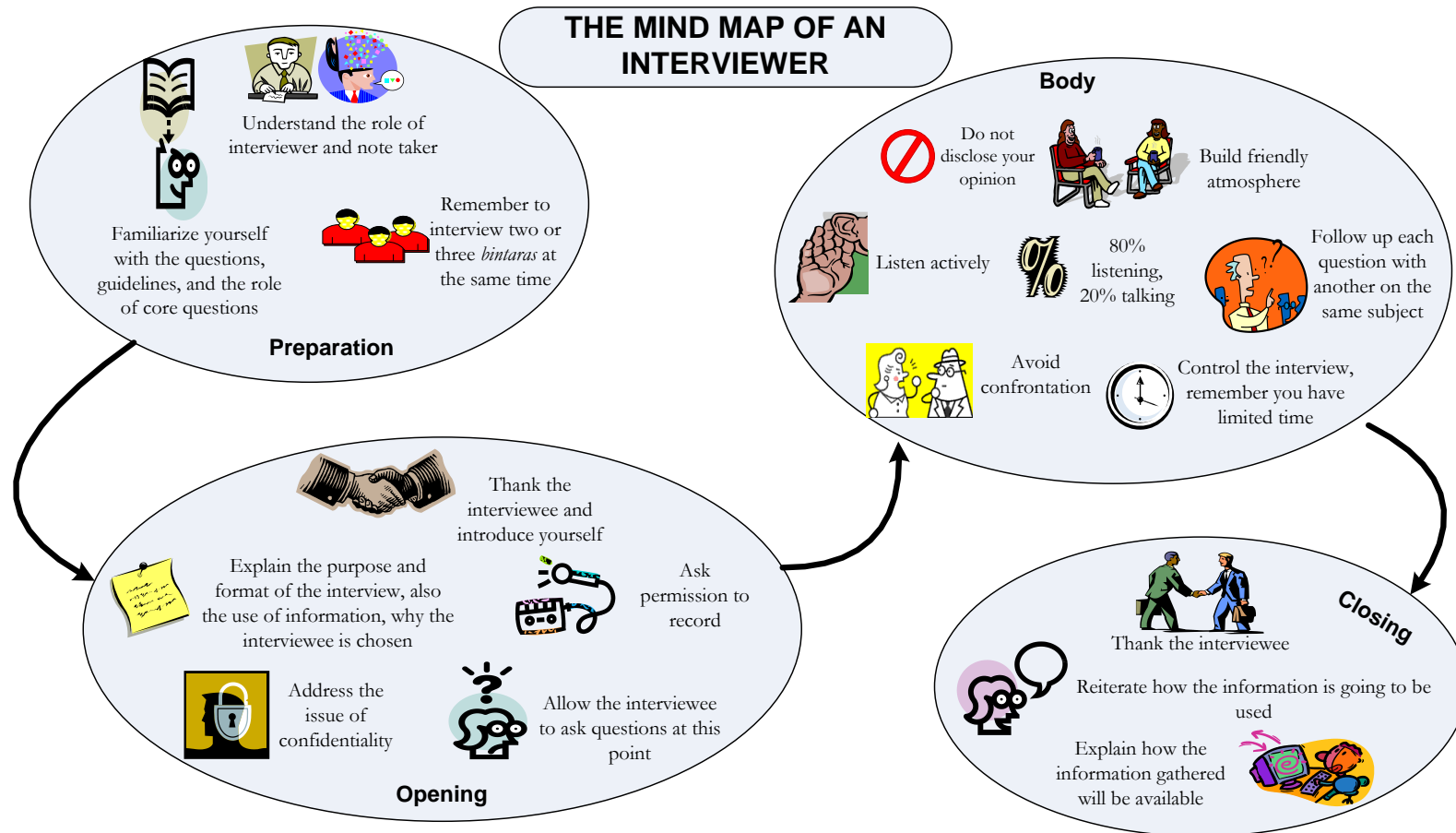
Indicator 18	Integrity of Territorial Boundaries		
Definition	Measured in terms of clarity of geographic and political boundaries.		
Significance	This indicator is significant due to IDLG's commitment to conduct a full-scale review of village and gozar boundaries. Political boundary disputes, especially among villages can be a source of conflict and should therefore be monitored.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>41. Are the geographic boundaries among districts in the province properly delineated?</p> <p>42. Are the geographic boundaries among districts and municipalities up to date?</p> <p>43. Are the geographic boundaries among the villages in the province properly delineated?</p> <p>44. Does the province have an up-to-date list of all of its districts and municipalities? If yes, where is this data available?</p> <p>45. Is there a formal mechanism for settling boundary disputes within the province? If yes, how?</p>	Key Informant Interviews	Local Geodesy and Cartography Office	Maps

<p>46. Is there an informal mechanism for settling boundary dispute within the province?</p> <p>If yes, how?</p> <p>47. Is there a land titling program managed by the province?</p> <p>48. Is the process for land ownership publicly known?</p> <p>49. Is the system for enforcing property rights in the province equally apply to men and women?</p>			
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Good Governance Principle 7	Equity		
Indicator 19	Affirmative Action for the Poor		
Definition	Presence or absence of a policy for programs which takes into account the needs of the poor households, translated into lower rates for them compared to other groups and prices applied to business/industrial consumption		
Significance	Presence or absence of a policy for programs which takes into account the needs of the poor households, translated into lower rates for them compared to other groups and prices applied to business/industrial consumption		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>50. Does planning at the provincial level have a pro-poor component?</p> <p>51. Does monitoring and evaluation of service delivery have a pro-poor component? If yes how?</p> <p>52. Is there a published statement in the province that acknowledges the right of the poor to access basic services? If yes, what services are these?</p>	Key Informant Interviews	Heads of Departments especially Health and Education CSO Leaders	

Indicator 20	Affirmative Action for Women		
Definition	Presence or absence of a policy for programs which takes into account the women in development		
Significance	This indicator signifies commitment and measures undertaken by the sub-national government towards an Action Plan for Women. This indicator is related to ILDG's commitment to the ANDS and MDG.		
Questions	Data Collection Method	Respondents	Supporting Documents
<p>53. Does planning at the provincial level have a pro-women component? If yes how?</p> <p>54. Does monitoring and evaluation of service delivery have a pro-women component? If yes how?</p> <p>55. Is there a published statement in the province that acknowledges the right of the women to access basic services? If yes, what services are these?</p>	Focus Group Discussion	Women Organizations Provincial Department of Women Affairs	Documentation on

## THE MIND MAP OF AN INTERVIEWER



### TIPS FOR INTERVIEWING

- Show empathy, focus to the speaker, be neutral, & be open
- Establish eye contact, allow the interviewee to think or to take a break when necessary
- Keep your hand phone off
- Do not interrupt, judge, give advice, paternalistic, confrontational, or conveying a sense of being rushed
- Use humor or personal experience
- Minimize the distance between you and interviewee
- Notice body shifts in the interviewee
- Paraphrase with your own words



## **INTERVIEW vs. INTERROGATION**

### **INTERVIEW IS:**

- ◆ Easy and relaxed
- ◆ Looking for information
- ◆ Non-aggressive
- ◆ Non-accusatory
- ◆ Designed to elicit who, what, when, where, how and why
- ◆ Interviewer is doing 20% of the work

### **INTERROGATION**

- ◆ Hostile
- ◆ Accusatory
- ◆ Fear Factor
- ◆ Obtain information of an incriminating nature
- ◆ Investigator is doing 80% of the work

# How to Conduct the Focus Group Discussions

## Target populations:

FGDs should be conducted at least among four broadly defined groups:

1. Department Officials
2. Shuras
3. NGOs and other civil society organizations especially women's organizations
4. Informed observers (legal aid, lawyers associations, journalists, advocates, activists, etc.)

## Step 1: Select the Facilitating Team

Conducting a focus group interview requires a small team (at least a facilitator and a rapporteur to record discussions) It is best that the facilitator is a native speaker who can easily put people at ease. The team should have substantive knowledge of the topic to be discussed.

## Step 2: Select the participants

It is best that participants in an FGD are homogenous, coming from similar socioeconomic and cultural backgrounds. They should share common traits related to the FGD topic to be discussed. Deciding who to invite is a five-step process

1. Determine how many participants you need to invite. The ideal size for this type of group discussion would be about 10-15 persons.
2. Develop a list of attributes you seek in participants
3. Participants should be homogenous, coming from similar socio-economic and cultural backgrounds
4. Ideally, participants should not know each other to prevent biases and formation of cliques
5. Send out invitation for the FGD as early as soon as the time and venue is set

### **Step 3: Decide on time and venue**

FGD should be conducted in a strategic location that is safe for all participants. Consider locations where there is some degree of privacy. Avoid open spaces. Choose a setting where participants would feel comfortable expressing their opinions.

### **Step 4: Conduct the focus group interview**

To conduct the focus group interview effectively:

- ✓ Make sure you have the all materials you have for the session.
  - Notepads and pencils
  - Flip chart or easel paper
  - List of participants
  - Markers
  - Masking tape
  - Name tags
  - Refreshments
  - Watch or clock
- ✓ U-shaped seating or all in one table is best.
- ✓ Attention to the following items will help ensure success:
  1. Set the tone; participants should have fun and feel good about the session.
  2. Make sure every participant is heard
  3. Get full answers
  4. Use probing techniques
  5. Control the discussion
  6. Monitor time closely
  7. Keep the discussion on track

### **Step 5: Record the Discussion**

Assign someone in the PMT who will record the discussion. Take as much notes as you can.

The materials that you need are:

- Note pad
- Pen

### **Step 6: Reporting results**

There are 3 steps to creating a report on your focus group:

Step 1: Summarize each meeting. After each session, the team should assemble interview notes and transcripts and any other relevant data to analyze trends and patterns.

Step 2: Analyze the summaries by looking for trends (comments that seem to appear repeatedly in the data) and surprises (unexpected comments that are worth noting).

Step 3: Write the report for the specific FGD

# MIND MAP OF FACILITATOR

## Personal Readiness

## Physical Involvement

