

Best Practices of Local Governance in Kandahar Province, Afghanistan

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Abstract: *Afghanistan is a country where it has been war since last forty years. So, all infrastructure, administration and economic has been destroyed. The system of the government is centralized where the whole system of the administration is controlled by the center. It has thirty-four (34) provinces which one of the famous and historical one is Kandahar. In this research an attempt has been made to understand local governance, the meaning of best practices, recognition of local projects and the effectiveness of these projects in Kandahar province such as- National Solidarity Program, Local Government and Community Development Program, Governance and Development Support Program in Kandahar and Irrigation canals in Panjwai and Zaray districts by (KFZ-IRD) (Kandahar food zone-international relief and development). Moreover, the challenges such as security, corruption, red tape and nepotism are also identified. Further on that discussion on the people participation on local level which could be cause of transparency, effectiveness and efficiency has been also done.*

Keywords: local governance, structures, province, district, province village councils and functions.

1. Introduction

21st century is the era of democratic decentralization which means transformation of political, administrative and fiscal responsibilities to the rural and local bodies. All developing and under developed countries are struggling hard to implement such rules and regulations to convince the people to participate in the government and bring transparency, accountability and responsiveness. Without this, democracy doesn't make any sense as Abraham Lincoln has expressed in the definition (government of the people, by the people and for the people). Local government is having a direct link with democracy as it brings democracy to the grass root level. Local governance is defined by different thinkers and different organizations like World Bank UNDP (United Nations Development Program) and so on.

Afghanistan is one of those under developed countries which is struggling to bring democracy and implement the programs on local level. Afghanistan is located in Middle-Asia. According to its Constitution, the system of the Government is centralized and Presidential. It has thirty-four Provinces and has boundaries with six countries such as China, Iran, Uzbekistan, Tajikistan, Turkmenistan and Pakistan. Though it is a centralized country but for the effectiveness of administration it has given authority to local governance also in many levels like Province, Municipalities, district and village level. As it is cleared that local governance is a key for democracy that is local governance which bring transparency, accountability, responsiveness efficiency and effectiveness. So the question arises what are those best programs which are implemented on local level? For answering these questions plenty of examples of best practices are in existence at national and international level. It would not be feasible to cover the whole. So, the study is confined to the Kandahar province. Here, the author would have made an attempt to explain best practices of local governance.

The present paper will try to bring the real scenario of local governance, explain the structure of local governance and will mention those practices and programs which were beneficial for the society and caused community development in Kandahar province. Therefore, the heading is given "best practices of local governance in Kandahar province".

1.1 Statement of research problem

Number of challenges and problems which are hindering the development of local governance like lack of awareness and people participation, wide spread corruption, poverty, illiteracy, poor health condition, and lack of dissemination of information. So, the question arises- how to overcome the problem? How to use the resources effectively? How to disseminate the information to the public? How to motivate the people to participate in the development process? Hence, in this research an attempt has been made to answer the above questions and represent the best practices of local governance. Before proceeding ahead, it is necessary to know the objectives of the present study.

1.2 Objectives

The study has the following objectives:

- 1) To describe the best practices initiatives under taken by the local government.
- 2) Understand the problems faced by the people at local level
- 3) To find out the challenges that hinders the development process at the local level.

1.3 Research methodology

This is a qualitative research based on secondary data. The researcher has gone through different relevant books, reports (World Bank, USAID, ASIA foundation and UNDP etc.) and articles in different journals, newspapers and websites. This helps in understanding the different aspect of the study.

A number of best practices has been implemented in Afghanistan but for the purpose of the present study, only four best practices has been selected in Kandahar province, which are following -National Solidarity Program, Local Government and Community Development Program, Governance and Development Support Program in Kandahar and Irrigation canals in Panjwai and Zaray districts by (KFZ-IRD) (Kandahar food zone- international relief and development).

2. Literature Review

To achieve the objectives of the study, it was necessary to go through the existing and accessible literature. Hence, to gain an insight into the study for the best practices, the researcher has gone through the studies by the different scholars and other governmental and non-governmental reports.

Kamrani, Sayed Ghani August. (2017) under the title (community based development in conflict Areas - The Case of Kandahar, Afghanistan). Whatever this research is very wide and the researcher has gone through different side of community development but his main focus is on the security problem and simultaneously the possibility of community development. The researcher has mentioned that, despite the security problem the community development programs which were implemented by UNDP (united nation development program) were successful. The researcher has divided the whole programs in to three phases first from 2002-2006, 2006-2013 and from 2013 to 2015. He described that how the district development assemblies and community development councils were established. Moreover, the establishment of the councils and district assemblies the transformation of the program to Helmand and Urzgan is also clarified.

Pain, Adam (2016) in his research entitled "Using village context analysis in Afghanistan methods and wider implications" has expressed the relationship between village, household with elites and leaders of that place or area. In this research the author has observed 92 villages of two provinces and then separate similarities and dissimilarities of the mentioned villages. Citizen charter and accountability in village are the other issues that author has been explain them.

Habib, Shabnam (2013) under the title (local Government in Afghanistan: how it works and main challenges) explained that the establishment of experienced local bureaucratic system on local level could remove and reduce the power of central dominance till some extent. The research explains that this duty without the help of international organization is impossible and alone the government of Afghanistan would not be able to do that. Establishing local bureaucracy can solve the major problems of local people. moreover, the researcher mentions some challenges in front of local administration like corruption, lack of literacy, poverty and lack of good governance and civil services.

Schetter Conrad, Glassner, Rainer, Karokhail, Masood (2006) under the title (Understanding Local Violence. Security Arrangements in Kandahar, Kunduz and Paktia)

clarified that how warlordism or feudal warlordism exist in Kandahar province? And also explain Kandahar importance role in Afghanistan history. Beside this in this research the structure of the tribes, the socio economic importance is also explained. As it was the capital of Taliban so the people are religious and have sorrow with Isla mist and fundamentalists which still violence exist in this region.

USAID, (2006-2011) in a report under the title (Afghanistan—Local Governance and Community Development (LGCD)) have mentioned those projects which are implemented by USAID in this report which was implemented in 23 provinces out of 34 explain all those initiatives and community development programs. But the focus of this project was on southern and eastern provinces which were to some extent unstable and existed terror activities.

Secure Livelihoods Research Consortium (SLRC), (2015) in their research paper titled, "Politics and governance in Afghanistan: The case of Kandahar" included the importance of Kandahar involving the political issues of Afghanistan. The report mentioned that Afghanistan is politically controlled from Kandahar. It has talked specifically about the time period of post 2001. It has named three to four leaders viz, Khan Mohammad Mojahid, the former police chief, Gul Agha shirzai, Ahmand Wali Karzai (the brother of former President of Afghanistan Hamid Karzai) and Abdul Raziq the current police chief. These people had very significant role not only in Kandahar politics but also in Afghanistan.

USAID, (2010) in its research entitled "Tribalism, Governance and Development" expressed that, development assistance have faced with many challenges in tribal and Muslim societies, this research is held in three countries Afghanistan, Somalia and Yemen. The author said that the societies examined in this article, are also governed by tribal codes. These codes are based in custom and are not written down. Example of this customs in Afghanistan is (Pashtunwali) and in Yemen mentioned the example of (urf).

Nijat, Aarya, Koehler, Jan, Feda, Basir and Gosztonyi Kristof (2016) in their research entitled, "Subnational Governance in Afghanistan" clarified two things First, allotment of the structural, policy, legal state of affairs in Afghan subnational governance and highlighting the challenges gaps where the deliberation of national Government is needed in decision-making. Second, filling the gap on village and District representation by offering evidence-based conclusions on a potential way forward on the issue.

UNDP report (2015) in its analytical report entitled, "Afghanistan sub-national governance programs" explained the support to significant subnational policies and initiatives, such as IDLG's (Independent directorate of local governance) gender action plan, developed with the Ministry of Women's Affairs to implement IDLG's ASGP (Afghanistan Subnational Governance Program) supported gender mainstreaming plan. In this report the author said that, ASGP also supported IDLG to develop nine new regulations that clarify the roles and responsibilities and

processes of Provincial and District Governors, IDLG personnel, and other key actors, which contributes to more effective and efficient subnational governance.

World Bank report (2007), in its report entitled, “service delivery and governance at the sub-national level in Afghanistan” explained that the establishment of the sub-national governance is with the accordance of the Constitution, the importance of sub-national governance and explained that sometimes sub-national leaders cause problems and been as a barrier in front of Central Government because in Afghanistan Central Government is not that much powerful, but on other hand the report has recommendations about the importance of sub-national governance. In this report they have explained the structure of sub-national governance in Afghanistan that how does it works and explained the assemblies and councils by State, District and also village level.

Shurkin, Michael (2011) in his research paper entitled, “Subnational Government in Afghanistan”, has expressed clearly that the research work is prepared for the Marine Corps Intelligence Activity. The author tried to show the importance of sub-national governance and legitimacy, furthermore, has gone through the structure of local governance. The author mentioned that the structure of the sub-national governance is remaining from Zahir Shah’s kingdom. Despite of the responsibilities mandated by the Constitution itself, the District Collector and Governor thinks that they are not accountable to the people, because these bodies are more centralized in their structure and form with no legitimacy, efficiency and accountability towards the masses at large. The author has found out that being not responsible to the people can create problems for Central Government, for example, the Governors and District Collectors use informal powers like making private militia and not obeying the Central rules.

The author struggled to explain the justice system of state and Districts in Afghanistan. He believes that justice system is very complicated. The state has state level court and District level primary court. Simultaneously, with every court they have prosecutor. In the same time, they have ministry of justice, home ministry and Supreme Court and so on, so this brings complications. On the other hand, according to a study (2007) only 56% of the judges are occupational, that is why people consult to the local bodies like Jirga and shoras.

Bryld, Erik, Polastro, Riccardo, Ghorbani, Parvaneh and Daud, Kohi (2014) they prepared a report under the title of, “Evaluation of the Afghanistan Sub-National Governance Program (ASGP) phase II” evaluated the system of sub-national governance in Afghanistan. After evaluation they shared their findings with (GoA), SIDA (Swedish International Development Cooperation Agency) and United National Development Program (UNDP).

In this evaluation the authors have found that there is no efficiency and no effectiveness and the people did not receive their rights and all the rules regulation and even the system of sub-national governance needs reforms, and they

also found that the procedure needs change to trust the people on the local administrations.

The Asia Foundation (2007) has an assessment entitled, “an assessment of sub-national governance in Afghanistan” clarified the aim of assessment which was based on survey, first to review the current context of sub-national governance in Afghanistan; second, to identify challenges to SNG(sub-national governance) as well as opportunities for further reform; third, to present a set of strategic recommendations that could be addressed by USAID as well as the donor community in Afghanistan and national Government.

Nixon, Hamish (2008) in his research titled “the changing face of local governance community development councils in Afghanistan” explained better understanding the effects of state building interventions at subnational levels in Afghanistan and also aimed to explore how governance is changing at subnational levels, particularly in response to programmatic interventions, and any implications for current and future governance programming.

Lister, Sarah (2007) in her research titled “Understanding State-Building and Local Government in Afghanistan” talked about state, state-building, state functions, state authority and state on the Weberian sense. In this article, the author defined three core functions of the state such as providing security, representation and welfare. But in some other works, the authors have specified ten primary functions for the state, legitimacy, administrative control, management of public finance, investment on human capital, delineation of citizenship rights and duties, infrastructure services, formation of the market, management of the state’s assets, international relations and rule of law.

Second part about the history the author said that after defeating USSR the power decentralized because the power also gone to the hands of warlords whom were in the local area but after 2001 by the help of international community a new government came to exist all the tribal leaders gathered to fight against Taliban. So after some time the government also to bring change in the form of administration so the government brought some reforms like Public Administration Reform (PAR) in the Provinces and the Establishment of Provincial Development Committees (PDC) despite these changes the attempts were not success because of unawareness.

Nixon, Hamish (2008) in his research titled “Subnational State-Building in Afghanistan” mentioned that this research is about how governance works in Afghanistan in local level or in sub-national level and he explained the changes in governance at local level especially in programmatic intervention. The author said lack of sub-national policy is the biggest barrier in front of local governance as it poses challenges to identify the most important issues which affect sub-national governance. The governance context of Afghanistan including social, economic, political and institutional context are the other issues which the author has explained.

Blaydes, lisa (2014) in a research under the article (How Does Islamist Local Governance Affect the Lives of Women?) Have explain the situation of women that how radical and other Isla mist effect live of women. The researcher has mention the example of Palestine, Egypt, Pakistan and Afghanistan however in these countries some of the territories are under their dominance and are under their population but the women are healthy but are not more likely than women in control area to be subject to types of negative cultural intervention that might manifest in higher school dropout or female circumcision rates. The researcher adds that this shows that whatever we call them radical and Isla mist but again they are caring about the women health and their view is positive about the women health and they in favor to give such rights like education and health care.

Verkoren, Willemijn and Bertine Kamphuis (2013) in an article by the name of (State Building in a Rentier State: How Development Policies Fail to Promote Democracy in Afghanistan) clarify that the medicine for the illness of Afghanistan is state building.

He said that state building can move up Afghanistan to democracy; however democracy is a phenomenon is the outcome of specific geographical and historical situation. So it is impossible to be implement soon and easily. The investigator discovers four models of the state construction

Western, developmental, rentier and predatory state, the researcher said we can count Afghanistan as a weak rentier state which is always base on the aids of others. The researcher expressed these kinds of state would not success because of looking to other help he said a very good economic policy is needed in this circumstance.

The above review of the literature clarified different parts or branches and structure of local governance and also the researchers have given recommendations about the development and improvement of local governance in Afghanistan. But in the above mentioned papers more focus was on the structure, political importance and tribal leaders' role in local governance, which some part like best practices of local governance is missing and also the research area of the above researches is Afghanistan but this paper is mostly surrounding Kandahar province. So, what is best practice? What are the advantages of local governance? And many other related issues would be explaining below under the title best practices of local governance in Kandahar province.

3. What is best practice?

As Elke Löffler (1999) has pointed out, 'best practice' is a relative concept. What is considered a best practice may vary depending on the context and moment. The concept can be interpreted rather broadly to include a whole set of managerial practices or refer to specific public management practices, such as information technology and refuse collection. In addition, there is not a universal standard against which managers can judge whether a certain practice is actually 'the best'. Many best practices are drawn from pools of cases gathered by governmental and non-governmental organizations, which often rely either on the

evaluation of award committees or from the self-assessment of the contestants. Best practices also emerge from benchmarking — that is, by comparing the performance of governments in several areas. This implies that one practice can be best in comparison to another, but this does not allow one to be sure the practice in question is actually the best. In addition, best practices are not perpetual: a practice hailed in 1970s may not be so regarded in the 2000s.¹

According to Alberti and Bertucci (2006), a best practice differs from an innovative practice because the former has been tested long enough to deserve being considered for use in other countries. However, the authors recognize that there is no clear-cut definition for best practice. The United Nations Conference on Human Settlements has pointed out three key characteristics of best practices: (1) 'they have a demonstrable and tangible impact on improving people's quality of life; (2) they are the result of effective partnerships between the public, private and civil society sectors; and (3) they are socially, economically and environmentally sustainable' (UN-Habitat, quoted by Alberti and Bertucci, 2006). Alberti and Bertucci argue that the term 'good practice' is more suitable than 'best practice', for it avoids dealing with the implications of the term 'best'. Lopez (2006) and Farah (2006) prefer the term 'innovative practices' rather than 'best practices': in their view, innovation means dealing with old problems in a new way and offering strategies for dealing with new, emerging problems.

Best practices of local governance in Kandahar Province

Local government has important role in participation, strengthen democracy and best use of local resources. So, in order to harness the potential of local government there is need to empower and strengthen it. Hence, some local government has already implemented some best practices there is a need to understand them and to find out the possibility of their replication.

Kandahar province

Kandahar is one of the famous province of Afghanistan located in south of the country and has around seventeen districts and has border with Pakistan. The population of Kandahar is estimated in 2015 around 1,226,593 male 50.0 and female 50.0.² More than 70% of the people are busy with agriculture the economic status of the people is medium. Kandahar province is the cradle of big empires like the Great Ahmad Shababa, Mirwis Khan Nika and so on. Moreover, the society is also following Islamic and cultural strict rules and regulation. In rural area the girls are not allowed to go to school or work in the organizations. Security is the main problem of Kandahar province which the people suffer not only in rural area but also in city.

¹<https://link.springer.com/book/10.1057/9780230287310>

²**Population of Kandahar. (2015).** the estimate population of Kandahar Afghanistan. Retrieved from. <http://www.refworld.org/pdfid/55eedf694.pdf>

Table 2: Relative ranking of study sites according to aid spending, conflict status and poverty outcomes

	National	Kandahar	Herat	Sar-i-Pul
High-conflict high-spending		✓		
High-spending low-conflict			✓	
Low-spending high-conflict				
Low-spending low-conflict				✓
Poverty rates (%)	35.8	13 % (2)	35.3 (14)	59.1 (28)
Depth of poverty (%)	8.4	1.6	8.8	16.9
Calorie deficiency (%)	34.7	29.0 (16)	22.1(10)	56.4 (25)
Gini index (%)	31.6	21.6 (8)	34.8 (32)	27.2 (20)
Underemployment (%)	18.6	10.9 (8)	15.7 (10)	16.1 (12)
Girls to boys net attendance ratio, primary (%)	67.4	65.1 (21)	103.6 (1)	83.7 (11)
Girls to boys net attendance ratio, secondary (%)	56.2	29.6	97.9	48.1
Access to skilled antenatal care (%)	51.3	26.5 (27)	64.9 (9)	73.2 (6)
Safe drinking water (%)	45.5	46.6 (10)	52.8 (9)	(25)

Notes: Ranking out of 32 Afghanistan provinces given in brackets.

Sources: World Bank (2015: 11), (2014b).

1) National solidarity program (NSP)

From the past twenty years, community-based methods to project delivery have become a prevalent means for governments and development organizations to progress the configuration of projects with the wants of rural societies and to upsurge the contribution of inhabitants in project design and application. The article covers the outcomes of the impact assessment of the National Solidarity Programme (NSP) a community-driven extension program in Afghanistan that shaped democratically-elected community progress assemblies and subsidized small-scale development. By means of a randomized controlled provisional across 500 villages, the assessment discovers that NSP had an optimistic result on access to consumption water and electricity, acceptance of democratic procedures, observations of economic well-being and attitudes towards women. Base on observations of local and national government act and substantial economic outcomes were, whatever, more inadequate or short-lived.

NSP is lunched by the ministry of Rural Rehabilitation and Development, and financially supported by world bank and consortium of different donors, and facilitated by 8 national and 21 international NGOs. Program implementation is structured around two major interventions at the village level. Villages have to has more than 25 families to from a unitary CDC, though reduced villages may use combined CDCs with big villages.

- The election of a gender-balanced CDC through a secret-ballot, universal suffrage election centered on democratic processes and women's participation. Villages are divided into 'clusters' of between 5 and 20 families, with each cluster electing a male and female representative to the CDC. The community development council is supervised by an administrative council created of a chair, vice chairperson, secretary and accountant.
- The provision of 'block grants' – valued at US\$200 per household, up to a village maximum of US\$60,000 and averaging US\$33,000 – to fund village-level projects designed and selected by CDCs in consultation with villagers. NSP structures a 'deleterious list', which prohibits some kinds of projects from getting money

(including masque construction, land purchases payment of salary to CDC members, purchase of guns and cultivation of illegal corps). Acceptable programmes are commonly accepted by NSP provided they are recognized through a village-wide meeting process; provide for reasonable access; are technically and fiscally sound; includes an operation and maintenance plan; and are funded by the community (including labour and material contributions) up to a level exceeding 10 per cent of the total cost.

Projects funded by NSP commonly includes six categories: literacy, transport, water and sanitation ,irrigation and vocational training; and other. Between mid-2003 and early 2013, over 64,000 projects were funded by NSP, at a combined cost of US\$1.01 billion in the whole country. Seventy-three per cent of NSP funding is allocated to block grants, 18 per cent to facilitation costs and 9 per cent to administration.

2) Benefits of the program

This program was the most important program not only for Kandahar province but for the whole country. The below mention are the benefits of the program.

- **Economic Welfare-** NSP influences the financial views and hopefulness of villagers, especially women. Female villagers display developed perceptions of the present fiscal status and are more hopeful about upcoming variations in the local economy, both at middle level and low level. The commercial sensitivities and hopefulness of male villager's progress at middle level, but there is just a small evidence of an influence at end line on hopefulness and no indication of a longer-term impact on perception.
- **Local Governance-** The creation of CDCs by NSP more than doubles the proportion of local assemblies that contain at least one female member. CDC establishment also causes usual leaders to associate with the representative meetings in the duration of project implementation, though this outcome is not continuous elsewhere project accomplishment. Actually there is no proof that NSP has change the structure of local leadership

born new leaders into the main group of village decision making.

- **Political Attitudes and State-Building-** The proof of NSPs influences on democratic values is mixed. There is strong evidence that NSP increased voting in the 2010 parliamentary elections, with the proportion of male and female villagers who claimed to have cast a ballot being 4 and 10 percent higher, correspondingly, in handling villages. NSP also seems to increase gratitude of democratic selections, at least as demonstrated by a 24 percent growth in the amount of male villagers who desire that the village headman is subject to a secret-ballot election. However, NSP has no consequence on female opinions of democratic elections, on participating decision-making procedures or on the already-high amount of male villagers who trust the Leader or provincial governor should be elected.
- **Social Norms-** According to the observations that civic reserve decision can sometimes intensify intra-communal divisions, we found some weak evidences, in the spot of project implementation, NSP upsurges the occurrence of arguments and disputes, while reducing the rate at which such disputes are resolved. While projects complete, this overall consequence vanishes, whatever, and there is weak indication that NSP a little reduces intra-village disputes at end line. There is also some proof at low level that NSP upsurges relational belief between male villagers, while no mark of a midline influence for male villagers or an influence at midline or end line for female villagers. Given the small magnitude of the observed changes, there is no evidence of a discernible impact of NSP on aggregate measures of social cohesion.

3) Local Governance and Community Development(LGCD)

When this scheme implemented in 2006, the insurgency was increasing in Afghanistan and would soon accelerate into violence. Our mission on behalf of the U.S. agency for the international development (USAID) was very dangerous; encourage communities in the most volatile parts of the country to turn away from the insurgency and toward the government of the Islamic Republic of Afghanistan. We established to do this in large part by enabling 2,635 local programmes that addressed local complaints, nurtured steadiness, aided discussion, and provoked trust in district and provincial leaders. Approved as USAID's flagship maintenance program, LGCD attained its goals to a large grade. LGCD's schemes, started in a variation of areas, comprised calculations, reintegration of public organization, basic vocational training, training of local government officials, cash for work activities, and delivery of agrarian contributions and apparatus. LGCD enabled assignation among societies and government officials, so that Afghans saw government as approachable to their requirements and not as an outside organization. This emphasis on supportive Afghan government is significant for the facility of amenities by the government was found to be a key cause in completely persuading local sensitivities of steadiness. In societies where LGCD schemes were applied, more afghans showed that they felt a higher sense of stabilizing security, hopefulness and trust in their government officials than in societies where LGCD was not active.

4) Benefits of the program

- Directed an innovator survey of 6,000 Afghans to grade their perceptions of steadiness in their own languages; our results were offered to top armed analysts, the U.S. Envoy, and other celebrities, and USAID mentioned that our steadiness study "expected grades the new methods frontward in gaging project influence in maintenance efficiency."
- Confirmed through third-party measuring that LGCD activities implemented with local government administrations improved community members' perception of local government.
- Increased a sense of stability for 42 percent of survey respondents in communities where we worked, exceeding the project's target of 35 percent, even as the countrywide perception of constancy weakened; throughout the last stage of LGCD, when the programme focused on Kandahar, for instant the respondents calling their steadiness situation "satisfactory" or "very good" representation from 56 % to 70% among march 2011 and June 2011, while respondents calling the situation in Kandahar" not very good or very bad decreased from 12 to 7%.
- In the year 2010, when opinions of steadiness commonly weakened from all the country, we were success to hold the line in our programmes areas-open the most threatened societies- according to residents asked about their sense of stability.
- Posted 150 community development advisors to 94 government institutions, trained 6500 government officials, and helped 81 government institutions report publically on their service delivery improvements.
- Prepared 528 government offices and 202 community organization with basic office infrastructure and supplies in 2010-2011 including schools, provincial government offices, district centers, provincial ministry departments, community centers, associations (such as youth groups), and sports teams; provided 196 institutions with information technology and internet connections in 2008-2009.
- Held quick-impact schemes to offer perceptible welfares in war-affected societies, finishing the restoration of 1,300 pieces of substructure, including 37 buildings, 268 kilometers of road, 436 kilometers of irrigation canals and karezes, and 86 boundary and protection walls; also prepared 25 hectares of sports field and managed grants that extended 6 pipe schemes and 436 other pieces of infrastructure such as culverts and water dividers.

5) Governance and Development Support Program in Kandahar (GDSP)

The CIDA (Canadian International Development Agency) funded program brings basic services including water supply, sanitation, drainage, access roads, solid waste management and improved security of tenure to 37,000 households. It is consolidation the size of local government to achieve its serious purposes and through assets recording, expand its income base. Community Development Committees are formed and the program is implemented through them. The programme has four main components: governance, sustainability, service delivery and facilitating policy environment.

Activities

The main activities include:

- Assisting Kandahar and Spinboldak municipalities to be citizen-friendly, to practice good governance, and reciprocally benefit from the trust and confidence of its citizens;
- Assisting the municipalities in establishing a good revenue generation and management system leading to self-sustainability;
- Assisting the municipalities to improve service delivery to residents and develop capacities for their improved maintenance and operation;
- Improving urban sector management at the central level.

4. Results

- 1) Community Governance: 65 male CDCs and 25 female CDCs have been established; 7 community-led sub-projects have been completed, including construction of drainages, culverts, electricity nets, road gravelling, etc.;
- 2) Structure and Service Transport: different infrastructure programmes in Kandahar city have been implemented, i.e. building of water supply branch building, development of walkways, drainages and tunnels, asphaltting, creation of eco-toilets, etc.;
- 3) Sustainability: 8,555 houses have been registered by the Municipality with support of Land Registration team.....
- 4) Policy Support and Visibility: Draft policy of the Upgrading Policy with Deputy Minister of Urban Development has been prepared, shared with the said Ministry and being finalized;
- 5) Water Supply Next work: to be improved in collaboration with CAWSS (Central Authority for Water Supply and Sewerage) in Kandahar City.

Irrigation Canals in Panjwai and Zaray Districts. by (KFZ-IRD) (Kandahar Food Zone- International Relief and Development)

During the community engagement in a number of the sample areas of Zheray and panjwai District, village representatives articulated that the lack of canal water is a driver of opium poppy cultivation. For instance, the village representatives stated that a lack of solar panels was a key need. Analysis of need revealed that this was driven by the requirement to power tube wells and the high cost of diesel. The reliance on tube wells was itself driven by the lack of water flow through the established canal system. The canal system was destroyed during fighting between insurgent and coalitions, and also the people were displaced from their residential houses and agricultural lands, to drive opium cultivation by exacerbating the farmers' cash needs, a need that can be met by growing poppy. By addressing this root cause, KFZ believes it will reduce the farmers' need to grow opium. The same issue is also seen in the other western districts of the KFZ.

By addressing the deficiencies of specific canal in Zheray and panjwai Districts will reduce the cultivation of poppy in the mentioned areas which are as

DoAab

Irrigation Canal KAN-PAN-(Kandahar panjwai)³

Canal Length: 15.00 KM

Irrigated Area: 400 Hectares

Beneficiaries: 2080 population

Structures:

Construction of (9) Culverts

Construction of (122m) stone masonry protection wall

Construction of (1) Aqueduct & siphon structure

Construction of gabions weir and installation of two water control and spillway gates.

De-siltation: 18,792.00 M3

Awardee Company Name: Madina Hasrat Construction Company

Kanaizy

Irrigation Canal KAN-PAN-

Canal Length: 6.100 KM

Irrigated Area: 288 Hectares

Beneficiaries: 800 population

Structures:

Construction of (11) Culverts

Construction of gabions weir and installation of two water control and spillway gates.

De-siltation: 9,575.00 M3

Awardee Company Name: Bilal Niamatyar Construction Company

Sangi-Hisar

Irrigation Canal KAN-ZAH (Kandahar zahray district)

Canal Length: 39.500 KM

Irrigated Area: 13404.8 Hectares

Beneficiaries: 71,113 population

Structures:

Construction of stone masonry protection wall

Construction of (2) Super Passage

Construction of (2) Water Divider

Construction of (1) Water Divider + culvert

Construction of (1) culvert

Awardee Company Name: Shah Noorani Construction Company

Kulk and Sablaghy

Irrigation Canal KAN-ZAH

Canal Length: 7.000 KM

Irrigated Area: 1500 Hectares

Beneficiaries: 3120 population

Structures:

Construction of (352 m) stone masonry protection wall

Construction of (3) stone masonry slab culvert

Intake repairing and installation of (2) new gate

De-siltation: 14,000.00 M3

Awardee Company Name: Bilal Niamatyar Construction Company

All these programs were implemented with cooperation of community development council and tribal leaders. Further on that these programs almost were very sufficient in withdrawing of insurgency and terror activities from society.

³ Kandahar food zone report(KFZ)

but challenges were also exist when these programs were being implemented as below mentioned.⁴

5. Challenges

- Insecure environment
- Red tape and bureaucracy
- Limited access to village and districts
- No trust between people and government
- Tribal leaders' dominance

6. Findings

As it was mentioned at the beginning that 21th century is good governance century the governments are trying to involve people in governmental affairs not only at central level but also at local level. Afghan government is also taking some initiatives to promote good governance and for the betterment of the socio-economic life of the people. The study has found that in Afghanistan the situation is a little bit differ from other under developed countries especially in Kandahar province. The findings of the study are presented below:

- 1) In Kandahar province there is war between ignorance and knowledge or we can say the war between literacy and illiteracy. On the one hand, the terrorist and insurgency groups are trying to implement their programs, but on the other hand, the government is trying to control and dispense the rural areas and is implementing different projects for their betterment. But unfortunately, the government has failed to achieve local people satisfaction.
- 2) That is true people has supported and coordinated the government efforts in implementation of the programs. The success rate of such programs is positive but still there are some barriers like- corruption, red tape and local leaders' dominance that hinder the progress. The government should take the necessary steps towards this direction. It must provide a conducive environment at local level so that the people may feel secure, express their views and participate enthusiastically in the development programs initiated by the government.
- 3) Some of the programs that were people- oriented were very successful the government should continue these kind of programs for example national solidarity programs (NSP). The government should seek all possible opportunities to introduce people-centric development programs and to replicate the existing successful program in other areas also. It should adopt a participatory approach of decision-making process – in policy formulation, identification and distribution of resources; and development of implementation plans.
- 4) The best practices implemented by the local government should be identified, promoted and disseminated. The government should provide a common platform for sharing knowledge and experiences. It will help a lot to find out a solution to the common problems being faced by the local governments in implementation of the development projects.

- 5) For the success of any nation, strengthening the democracy at the grassroots is must and is of utmost importance. So, Afghanistan government should also take appropriate initiative for empowering the local government in its all dimensions- administrative, political and financial. It must strive for ensuring a, responsive, transparent and accountable government.

7. Conclusion

The concept local governance means to be attached or linked with the people directly, in this case the people expresses their priorities and their first needs. When these needs are fulfilled, the people will participate, participation improves transparency, and transparency brings efficiency and effectiveness. It creates mutual trust between citizens and local administration. Further, it will empower democracy which is defined as government of the people for the people and by the people. Societies have similarities and differences, so the Kandahar province is. It is different from the others- as an Islamic and rigid society and the needs of the local people are also differ. So, all local programs should be implemented with the cooperation of local people and the administration should give priority to their basic needs. There is an urgent need on the part of the government to create an enabling environment; otherwise, the government would be responsible for the inadequate implementation of such projects and for people's inclination towards the militants.

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