#1
Governance is essential to sustainability
We need to agree on that
Strengthening Governance is Hard Work

We need to accept that
Governance is Complex

We need to embrace the complexity
Understanding the Operating Environment – An Afghanistan Case Study

Legal Framework

CPD - Prisons
S. Ct - Courts Judges
AGO - Prosecutors
NDS - Intel
MOI - Police
MOI/MOF/MOD - MOD - Border Management
MOD - Defense
Non-State Actors
IDLG - Civil Society

ENABLERS
- Logistics
- Medical
- Personnel
- Info Systems
- Infrastructure
- Intel
- Finance
- Doctrine (Policy)
- Leadership
- Organization
- Training
- Professionalism
- Accountability
- Oversight

Tng Cmd
ANCOP
AUP
ALP
ABP
APPF
AACP

1 illustration of cross-ministerial interaction required between Police pillars & other functions
Governance is both vertical and horizontal

Our plans and objectives need to reflect that
#5
Governance Development is a Core Governance Function

We cannot substitute our development capacity for theirs

The Process is the Product
Governance Development Requires Coherence and Continuity

If implementers at all levels cannot explicitly state how their activities are tied to strategic goals, they should not be doing them.

They should not be doing them.
#7
Political Will is a Given
7 Pillars of Governance Development

1. Governance is essential to sustainability
2. Strengthening Governance is Hard Work
3. Governance is Complex
4. Governance is both vertical and horizontal
5. Governance Development is a Core Governance Function
6. Governance Development Requires Coherence and Continuity
7. Political Will is a Given