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# STABILITY IN KEY AREAS - NORTH

QUARTERLY REPORT: JULY – SEPTEMBER 2012

**OCTOBER 2012**

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.



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**Program Title:** Stability in Key Areas – North (SIKA-North)  
**Sponsoring USAID Office:** Afghanistan  
**Contract Number:** AID-306-C-12-00003  
**Contractor:** DAI  
**Date of Publication:** October 2012  
**Author:** SIKA-North



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# ACRONYMS

CCAT	Communications Capacity Assessment Tool
CDC	Community Development Council
DCC	District Community Council
DDA	District Development Assembly
DIT	District Implementation Team
DPP	District Project Portfolio
GIRoA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate for Local Governance
IR	Intermediate Result
LSP	Local Stability Plan
M&E	Monitoring and Evaluation
MISTI	Measuring the Impact of Stabilization Initiatives
MRRD	Ministry of Rural Rehabilitation and Development
OCAT	Organizational Capacity Assessment Tool
PMP	Performance Management Plan
PRRD	Provincial Rural Rehabilitation and Development
SAM	Stability Analysis Mechanism
SIKA	Stability in Key Areas
SOI	Sources of Instability
SWG	Stability Working Group

# PROGRAM DESCRIPTION AND SUMMARY

The Stability in Key Areas – North (SIKA-North) program works to foster confidence among Afghans in the Government of the Islamic Republic of Afghanistan (GIROA) by building the capacity of GIROA at the district level to function effectively, deliver the public services a governing authority is expected to provide, and address the problems of the population. SIKA-North methodology focuses on ensuring that district entities are seen as leaders in bringing about improvements in governance and basic services for their populations, so that Afghans see that their government is in charge and deserves the credit for the improvements in their districts. To work towards these objectives, SIKA-North is structured around four Intermediate Results (IRs), which build on and reinforce one another to create integrated solutions to instability in targeted districts. These IRs are:

- IR1: District Entities address Sources of Instability (SOI) and take measures to respond to the populations' development and governance concerns.
- IR2: Provincial and District entities understand what organizations and provincial lines departments work within their geographic areas, what kind of service they provide, and how the population can access these services.
- IR3: Provincial authorities improve their ability to communicate with district entities in order to help them better understand their population's needs and prioritize basic service delivery interventions.
- IR4: Provincial Authorities are able to improve basic service delivery by using GIROA, CDCs, DDAs and ASOP DCCs, which gain capacity to plan, design, implement and monitor projects, with a focus on labor-intensive projects or productive infrastructure.

In order to accomplish these results and build confidence in GIROA among the Afghan populace throughout the life of the project, the Ministry of Rural Rehabilitation and Development (MRRD) is the key leader in implementing SIKA-North, and along with the Afghan government will have an appropriate leadership role throughout implementation. SIKA-North also works with District Entities including District Governors, DDAs, DCs, CDCs, traditional district shuras, and other relevant district stakeholders, to identify SOIs and coordinate stabilization efforts in specific districts.

SIKA-North and MRRD succeeded in making significant progress in the second quarter of implementation in the pilot district of Aliabad in Kunduz province. Most significant were the achievements in support of IR 1. SIKA-North has continued to engage with formal and informal government entities in Aliabad district and assisted those entities to identify sources of instability in their district through the Stability Analysis Mechanism (SAM). Local Stability Plans (LSPs) were developed by and for each cluster which has initiated the process of developing the District Project Portfolio (DPP) for Aliabad. Following the completion of the SAM training for the district, the SAM process was reviewed revisions were made based on the lessons learned. Towards the achievement of IRs 2 and 3, SIKA-North's District Implementation Team (DIT) piloted the Organizational and Communications Capacity Assessment Tools (OCAT/CCAT). The pilot run revealed various strengths and weaknesses of the assessment tools and they are under revision for a more effective rollout in the expansion districts in the next quarter. Progress was made towards IR 4 in terms of finalizing the preliminary menu of entry grants and activities in preparation for implementation in Aliabad.

# CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS

## OVERVIEW AT THE END OF THE QUARTER

SIKA-North commenced on March 15, 2012 with an initial 18-month phase, and a second 18-month option dependent upon the budget and agreement of USAID and MRRD. The second quarter of the project focused on the implementation of SIKA-North in the pilot district of Aliabad. Three additional areas were allocated at the end of the quarter to include Imam Sahib, Gor Tapa, and Chahar Dara.

While the first quarter was focused on laying the groundwork for the implementation of the project, including the establishment of an office and recruiting and training staff, the second quarter allowed for significant progress in Aliabad. All ten CDC clusters of Aliabad District received the SAM training, LSPs were produced for each cluster, and the Aliabad Stability Working Group (SWG) was established. Relationships with district entities, international and local development actors operating in the area, and other key stakeholders were nurtured to maximize impact through the program. The capacity assessment tools were piloted with the Aliabad district entities and are being refined for maximum utility. All of the progress, successes, challenges, and lessons learned from Aliabad have positioned SIKA-North to scale up quickly and efficiently in the three additional areas in the next quarter.

### **Activities towards achievement of IR 1: Provincial and district entities increasingly address sources of instability and take measures to respond to the population's development and governance concerns.**



SIKA-North made strong progress toward its IR1 objectives in the course of this reporting period, the most notable of which was the completion of the SAM training for all ten CDC Clusters in Aliabad. Identification of sources of instability through the SAM tool is one of the primary goals of SIKA-North to enable districts to pinpoint issues that undermine peace, predictability and productivity. The SAM training program was rolled out in stages in close association with PRRD and gave the program a more in-depth perspective and

understanding of the district in terms of SOIs, and built a wider network of personal relationships with key stakeholders. Overall, the training was successful in engaging individual CDC leaderships with SAM methodology, as well as generating a compelling picture in terms of overall district stability dynamics through the concurrent gathering of situational awareness information. The completion of this activity and the SAM training for female DDA members laid the groundwork for the establishment of the SWG.



The SAM trainings were conducted from July 14th to August 9th for all ten CDC Clusters in Aliabad District. A total of four people were invited from each of the CDCs, in addition to two members of Kunduz PRRD who were the points of contact for Aliabad. Three days of the trainings were dedicated to the SAM and the fourth day to identifying sources of instability specific to each of the CDCs, and development of a simplified LSP for each of them which created an exhaustive picture of district stability dynamics. Each of the CDCs identified a number of SOIs in their areas and proposed solutions to

them in terms of activities. The SAM training of Aliabad CDCs was completed on August 9th, with 263 participants from clusters 1-10 trained in the SAM in total. All of the Aliabad CDC Clusters have an understanding of the methodology behind identifying SOIs and valuable information on SOIs has been obtained to lay the groundwork for stability programming in Aliabad. The participants gave positive feedback to SIKA-North staff regarding their experience with the SAM.

Women members of the Aliabad DDA attended a separate SAM training so they could be provided a forum where they felt free to speak openly and freely about their perceptions of stability in the district. The women's SAM training was conducted through a Women-led NGO, Peace Windows Women Rehabilitation Organization for Afghanistan (PWWROA). Three trainers from this NGO were provided a TOT by SIKA-North's Stabilization Director from September 1st to 3rd. This was followed by the implementation of the SAM training to twenty women including the female members of Aliabad DDA and ten other influential and educated women from September 9th to 11th.



In addition to the SWG advisors and the Stability Director, the Stability Manager and Stability Officer attended the SAM trainings in order to gather situational awareness data on Aliabad district, particularly the villages and communities each of the CDCs represent. The Stability Manager and Stability Officer interviewed the training participants in order to gather information on their areas and Aliabad district. The cluster-specific situational awareness information was sorted and analyzed and the data was used to populate the primary Aliabad Situational Awareness Matrix. The main issues raised during the trainings and situational awareness gathering included lack of government attention and respect for the community members, the presence of arbakis and the disrespect of arbakis to community elders, lack of governance, government corruption, and lack of education.

Following the completion of the SAM trainings in Aliabad, the SWG Advisors, SD, and Aliabad DIT attended a 4-day strategy review session. The LSPs were an important component of the SIKA-North strategy review session. Consultations were held on several levels to review the SAM trainings that had

been conducted, to analyze lessons learned, and discuss LSPs and situational awareness from each CDC by cluster (67 in total – while there are 69 CDCs in Aliabad, two CDCs from Cluster 5 had not been elected yet and therefore could not take part in SAM training). Analyzing LSPs and situational awareness information by cluster also allowed the team to analyze stability dynamics in the district and discuss strategies for SIKA’s work in each cluster area.

Following the SAM training, SIKA-North facilitated the establishment of the Aliabad SWG with the inaugural meeting taking place on September 25th. The participants were identified through collaborative efforts of SIKA-North, the DG, and the head of the DDA. The DG announced to the group that the SWG was established to identify sources of instability in the area and to seek viable solutions to deal with these sources of instability. The presence of the DG and DDA at the meeting reinforced their buy-in and commitment to the SWG mechanism and they decided to further the reach of the SWG by holding the meeting for each cluster to solve issues at that level as well. CDC Cluster level meetings began at the end of the quarter and are continuing into the next reporting period. Additionally, while women’s participation in the SWG will be guaranteed, there will also be a women’s sub-committee so that women have a forum to participate in the process of stabilization and feel open to contribute freely. The Gender Advisor drafted a strategy paper on the organization and facilitation of the women’s SWG, identifying ways to successfully facilitate a women’s SWG to maximize results. The SWG will meet on a monthly basis to coordinate District Entities’ activities in order to address sources of instability in the district.

Towards the end of the quarter, SIKA-North, anticipating the expansion of the program into three additional areas, Imam Sahib, Gor Tapa, and Chahar Dara, began to conduct situational awareness in the districts. The DITs attended meetings with various key stakeholders including Heads of CDC Clusters, local council members, chiefs of police, etc. The information obtained through these meetings will lay the groundwork for the SAM in the next quarter. SIKA-North received the green light to begin implementation in these three districts in the last week of September.

**Activities towards achievement of IR 2: Provincial and District entities understand what organizations and provincial line departments work within their geographic areas, what kind of service they provide, and how the population can access these services.**

Program activities towards IR2 throughout the last quarter focused largely on the mapping of capacity building activities and programs in Aliabad, strategizing for SIKA-North’s work in this sphere based on this mapping exercise and situational awareness, and piloting the Organizational Capacity Assessment Tool (OCAT) for assessing the district entities in Aliabad.

In order to analyze gaps and develop action plans for capacity building among District Entities, SIKA-North focused on gathering, reviewing, and analyzing information on capacity building and service providers in Aliabad District. SIKA-North obtained valuable information regarding the donors active in Aliabad and the capacity building activities that have been completed in the area to assist SIKA’s district resource mapping. Simultaneously, the Gender Advisor conducted the same gap analysis through a gender lens and identified gaps in gender programming and potential intervention areas for SIKA-North. This information provided valuable insight for conducting a capacity assessment among district entities and is a good step towards identifying capacity gaps that will be important for SIKA-North to fill.

In the previous quarter, the Stability Team conducted a review of capacity assessment tools used in conflict and post-conflict environments and adapted DAI’s OCAT for use with District Entities in the

Kunduz context. Results of the OCAT assessments will allow SIKA-North to identify weaknesses in the entities' operational capacities in six key areas, target areas for intervention, and design capacity building activities that will help District Entities address sources of instability. Training modules, a facilitator guide, and a comprehensive scoring guide were developed and the Aliabad DIT was trained on the methodology behind and the utilization of the OCAT. This quarter, the Stability Team finalized the identification of District Entities for piloting the OCAT and had meetings with the Aliabad DG to introduce the staff and discuss the OCAT methodology and plan. The DG welcomed the idea and provided support, and his executive manager scheduled interviews for assessments of each district entity in Aliabad to facilitate the process for the team. From August 27th to September 5th, the DIT and SWG Advisor in Aliabad piloted the OCAT with the following entities: Villages Department, Transportation Department, Municipality Department, Attorney Department, Public Health Department, Education Department, DRRD, Hajj Department, Administration Department, Hoqoq Department, Income Department, Land Department, Agriculture Department, IT & Telecommunication Department and Statistics Department.

Upon completing the pilot run of the OCAT, the Stability Team and the M&E Unit analyzed the results through two different lenses – for the development of a capacity building plan and for monitoring and evaluation purposes. Early in the next quarter, the Stability Director and M&E Unit will conduct a workshop with the DIT to get more information about the pilot run. The tool itself and its implementation will undergo changes to be more effective in its uses as both a tool for program design as well as M&E.

**Activities towards achievement of IR 3: Provincial authorities improve their ability to communicate with district entities in order to help them better understand their population's needs and prioritize basic service delivery interventions.**

Similar to IR 2, activities in IR 3 have focused on capacity assessment of District Entities. Activities largely focused on the preparation, review, and training of the Communications Capacity Assessment Tool (CCAT) for the purpose of understanding the communications mechanisms between and within district entities, assessing capacities in key communication areas such as constituent relations and public outreach, and identifying strategic points of intervention for SIKA-North to support stability in the districts. Results of the CCAT assessments will allow SIKA-North to identify strategic areas of intervention to improve the communication of District Entities, enabling them to more effectively communicate with their constituents and one another.

Similar to the OCAT, the CCAT was reviewed and adapted in preparation for conducting the pilot assessments in Aliabad. Training was developed and delivered to the field team and District Entities were identified with situational awareness information from the field. The Aliabad field team then practiced and prepared for facilitating the CCAT assessments. The CCAT was piloted in conjunction with the OCAT from August 27th to September 5th.

While the CCAT pilot revealed key information about communication among the District Entities, it will be modified in the same vein as the OCAT to be a more effective tool for program design and M&E. The CCAT will be included in the aforementioned workshop to be conducted early in the next quarter to get an in-depth view from the DIT on how effective the CCAT was in achieving its objectives.

**Activities towards achievement of IR 4: Provincial Authorities are able to improve basic service delivery by using GIROA, CDCs, DDAs and ASOP DCCs, which gain capacity to plan, design, implement and monitor projects, with a focus on labor-intensive projects or productive infrastructure.**

Significant progress was made towards IR 4 as the Stability Team and SWG finalized the preliminary menu of entry grants and activities in preparation for implementation in Aliabad based on the situational awareness information and LSPs. As outlined under IR 1, Aliabad District has seen the creation of the SWG under the leadership of the DDA and DG. An outcome of the establishment of the SWG is the development of this list of activities designed to foster stabilization. This list will be the basis for the elaboration by SIKA-North of the DPP document which will be submitted to USAID, District Entities, and GIROA at the provincial level. The approval of this document will allow the beginning of the implementation of DPP related projects. SIKA-North’s DITs will work closely with the District Entities in the planning and implementation of projects.

As a result of the situational awareness and resource mapping efforts of IR1 and 2, including resources provided by the SIKA-North COR, SIKA-North obtained a clear picture of the number of projects that have taken place in each village of Aliabad, and as such gained a better understanding of the state of development in each district, as well as the potential available resources. SIKA North’s cognizance of the types of projects previously undertaken and how and by whom they were implemented informed the process of selecting activities and grants to be included in the DPP.

Using the “mapping of resources” for the district under development in IR 2, SIKA-North will help the District Entities to screen the possible funding mechanisms for the DPP’s activities and help them identify the actions required to obtain these funds in the appropriate timeframe. SIKA-North is creating and will assist in the facilitation of a committee within the SWG responsible for the identification of potential resources available for funding the activities of the DPP. To enable this process, the first meeting of the Stability Donors Group took place early in October and will therefore be covered in subsequent reports. This group will meet regularly to discuss sources of instability and allow those sources to guide actions made by donors in the future.

## **PROGRAM COORDINATION**

During this reporting period SIKA-North continued its coordination efforts with other development actors operating in Kunduz and the northern region. Due to the large number of organizations operating in the region, coordination activities are crucial in order to avoid duplication of efforts and to allow planning for the maximization of pooled resources. Further, SIKA-North is working to facilitate agreements between GIROA entities and donors or NGOs. Coordination is key to achieving this aim. This has also necessitated the development of the aforementioned Stability Donors Group.



SIKA-North staff have met with the following entities, individuals, and stakeholders in the last quarter: USAID; PRRD; Kunduz Provincial Governor; DG of Aliabad; DDA; CDC; Chief of Police; Mayor of Kunduz; PRT in Kunduz; Aga Khan Foundation in Kunduz; other SIKA Implementing Partners; U.S. Army personnel; the Ghazni Rural Support Program; German organization KFW; BMZ; and GIZ's Regional Capacity Development Fund.

Further ensuring coordination and facilitation of the District Entities communication with their constituents, a large gathering was held on September 6th in Aliabad. It was attended by the Deputy Chief of Party, the DIT, and the SWG Advisor on the side of SIKA-North. The Deputy Provincial Governor, Aliabad DG, Chief of Police of Aliabad, DDA members, CDC members, community and religious elders, security forces, local media and other influential residents of Aliabad were in attendance. Speeches were delivered by the DG, Deputy Provincial Governor, head of the DDA, a member of the Aliabad Peace Council, and two elders.



In his speech, the DG expressed his willingness to address the political issues in the district and for this purpose to regularly gather the main stakeholders of the district to collaboratively focus on their resolution. The DG's words of support implied an endorsement of the SIKA-North strategy which was a significant step towards the successful establishment of the Aliabad SWG. The event was organized with assistance from SIKA-North and gathered more than five-hundred people.

## **GENDER**

SIKA-North is working to ensure that women are given opportunities to contribute to the objectives of the program. As such, the program is actively enforcing the principle of equal opportunity for women and relying on positive discrimination when necessary. Given the Afghan environment, SIKA-North is also paying attention to the fact that these efforts can be detrimental to the women and the program if not undertaken in a context sensitive fashion.

With this in mind, and in order to ensure the participation of both women and men in the process, SIKA-North organized a separate SAM training for 20 female members of Aliabad community from different villages and different ethnicities. This training was conducted by two female trainers from the sub-contracted NGO, PWWROA. Through this training the women learned to identify sources of instability in Aliabad district by using the LSPs. Doing so has enabled their participation in the process of stabilization in their villages and their views contributed to a more thorough understanding of the situation from different perspectives. These women will also be an integral part of the SWGs to ensure that women's views are represented in identifying sources of instability and ways to mitigate these sources. The SAM training and SWG have thus far been successful in ensuring the participation of women in the process of stabilization in Aliabad District.

## **MONITORING AND EVALUATION**

Throughout this quarter significant progress was made in establishing the M&E unit and systems. The Performance Management Plan was completed in July. The PMP includes performance indicator

reference sheets for each proposed indicator and is designed to provide for economical, standardized and repeatable monitoring and reporting processes that are easily incorporated into the project M&E systems. Following the finalization of this plan, SIKANorth was able to revise the baseline collection plan that maps out how SIKANorth will establish the baselines which will allow the evaluation of the initial situation of the districts and District Entities. It will also create a base for discussions with the district entities in order to establish what the sources of instability are in the districts using the SAM, program against these sources of instability through technical assistance and grants, and evaluate the impact of these activities while constantly adapting the program to the evolution of stability in the district.

While initially the baseline plan included the collection of quantitative household perception data, this component has been taken on by USAID's Measuring the Impact of Stability and Transition Initiatives (MISTI) program. MISTI will undertake a local perceptions survey to collect baseline data for monitoring and evaluation of SIKANorth's program achievements. MISTI will assess and evaluate the impact of the United States' stabilization efforts throughout Afghanistan. The project will collect, synthesize and analyze data at the district, provincial and regional levels to track high-order stabilization trends and help shape USG and GIRA policy and practice related to transition. MISTI will also contribute to the larger body of knowledge on best practices and lessons learned related to the design, implementation and assessment of stabilization activities within a counterinsurgency context. Considering MISTI's role in collecting baseline data, SIKANorth's baseline collection plan was re-drafted to include a coordination structure with MISTI and focus on the collection of qualitative district level information as well as outcome level indicators.

With an established PMP and baseline, SIKANorth is designing systems to collect information from the technical program team and track indicators. One side of this task is designing a structure for the M&E Unit and ensuring a communications structure is in place. The other side is the technical system for information sharing, storing, and tracking. Significant strides have been made in this quarter in designing and finalizing this information system.

Chapter III of this report includes a table of SIKANorth's indicators and progress towards the indicators. As three additional areas were just allocated to SIKANorth, the SIKANorth team is still working on setting targets.

# CHAPTER II: SUCCESS STORIES

## SAM – Where Ideas for Stabilization Originate

*“The real benefit of the SAM training is getting the opportunity to learn from grass-roots level conversations that provide information and ideas for stabilization.”*

*- Farid Ahmadi, SIKA-North Stabilization*



Identifying sources of instability through the Stability Analysis Mechanism (SAM) is a primary goal of SIKA-North. The SAM sets forth to pinpoint issues that undermine stability and to enable districts to understand their environment and how local perceptions influence overall stability. To this end, SIKA-North conducted a series of trainings to facilitate communities' use of the SAM to understand the root causes of instability in their respective areas and design activities that address instability.

The training took place in Kunduz and was supported by Aliabad District Governor and the PRRD. SIKA-North trained 263 elected leaders and administrators of Aliabad CDCs along with two staff of Kunduz PRRD over the course of four weeks. Each of Aliabad CDCs were trained for three days, including two days of training on SAM materials and one day of practical exercise where they applied the lessons learned for their district, identified the sources of instability, and proposed activities to address them.

The SAM training was warmly welcomed by all participants. Participants noted that SAM was the first training of its type where programs truly seek to utilize local perceptions rather than handing down a prescribed set of actions. It became apparent throughout the training that the most popular components the SAM process for the participants were the emphasis on local perceptions, a focus on impact rather than just outputs, the design principles, and the dynamics of stability and instability.

The SAM uses a four step process comprising situational awareness, analysis, design, and monitoring and evaluation. Each of the steps was relayed to training participants using a variety of training styles that took into account the varied levels of education and backgrounds.

At the end of the training, each CDC was tasked to complete a Local Stability Plan for its community to identify sources of instability, their systemic causes, and propose potential mitigating activities. These plans were later used to develop more comprehensive cluster-focused plans which will ultimately feed into a District Project Portfolio.

## Women Stand Up to Stabilize Their Community

UNIFEM says that 87% of women face abuse and violence in Afghanistan. Human Rights Watch reported that, in areas under Taliban control, women are facing constant threats, intimidation and violence. Girls' schools – and girls themselves – have been targeted along with female political leaders and activists, several of whom have reportedly been murdered. It's just as important as ever to ensure that women have a voice when it comes to the stabilization of their own communities.

With an aim to identify sources of instability while ensuring active participation of women in the process, SIKANorth organized a Stability Analysis Mechanism (SAM) training for twenty female members of Aliabad DDA. Training started on September 9, 2012 and went for three days.

These female participants were carefully chosen with the help of Aliabad DDA, Principal of the Aliabad girls' school, and the local government to ensure women's involvement and contribution to the process. Most of the participants were school teachers, university students, and influential women among their respective communities. They are of different ethnicities, villages, and backgrounds and have in-depth and varied knowledge of their areas.

Through this training, the women were encouraged and given the rare opportunity to openly express their views not only on some specific problems they faced, but also on obstacles standing in way of stability in their neighborhoods. They also learned some basic ways to identify sources of instability in Aliabad district by using the SAM methodology to develop Local Stability Plans (LSPs).

These women displayed enviable participation throughout the training. Their views, to a considerable extent, contributed to a thorough understanding of the situation from different perspectives. They will form an essential part of the Aliabad Stability Working Group which provides a forum for key local Afghans to work together to identify sources of instability and ultimately ideas to mitigate those sources of instability.

Ms. Hasina, a training participant, said, "Conduction of such workshops is very essential for women. All women should be more aware of stabilization issues and their negative impact. This is the first step in eliminating these issues from society." She also insisted that women should be involved in important decision making.

Ensuring that women are part of the effort to stabilize their communities is not an easy job. The participants reported that this is the first time women in Aliabad have ever been invited to be part of such a vital effort concerning their communities. It is believed that through this, SIKANorth will not only ensure women's inclusion, but will also further the positive outcomes of the program by finding out their concerns and problems and developing activities to address them.

*"The distance between people and the present government is due to lack of women's knowledge of such important national and local issues. Women are usually kept uninformed of what the local government is doing."*  
- Ms. Asaya, training participant



## Stability Working Groups – An Afghan Led Path to Stability

On September 25, 2012, a landmark meeting was held in Aliabad District with the presence of the District Governor, District Chief of Police, Head of the District Intelligence Department, Head of the District Development Assembly, heads of each of the Aliabad clusters, and other influential people of the district.

The meeting marked the inauguration of an approach utilized by SIKANORTH as part of its overall strategy to bring about lasting stability in the target districts – the “Stability Working Group”.

*The Stability Working Group is expected to efficiently and effectively contribute to the stabilization process in Aliabad.*

Establishing a group consisting of representatives of all ethnic groups and influential men and women comes with challenges – conflicting priorities to name



just one. However, the challenges are easily outweighed by the benefits. Among those benefits are a wide range of expertise, knowledge sharing, local participation in decision making, expanded situational awareness, coordinated activities, and a shared understanding of impact.



Addressing the participants at the first meeting, the DG said, “Members of this newly-established group are key influential and respected elders from all of Aliabad’s villages. They are selected from among the people and know what the problems are and how to deal with them.” He also added, “You elders identify the sources of instability in the area and prioritize the problems prior to seeking solutions. When the problems are identified and their roots are discovered, all SWG members will come together and discuss solutions. We’ll solve the problems either through implementing programs or talking with the people and governmental authorities.”

The group is tasked with the critical mission of identifying, analyzing, and prioritizing sources of instability. They will also design and coordinate activities that ultimately foster stability in the district.

# CHAPTER III: UPDATE ON INDICATORS

<b>Program Objective: To assist GIRoA officials at the district and provincial levels to respond to the population's development and governance concerns to better instill confidence and build stability.</b>					
<b>Indicator</b>	<b>Baseline</b>	<b>Related to: Program Objective /IR1/IR2/IR 3/IR4</b>	<b>Target</b>	<b>Actual</b>	<b>Comments</b>
1. Percent of activities implemented under SIKA North that beneficiaries identify as both responding to a community issue and positively impacting the community.	0	PO	80%	0	This indicator will be measured once activities from the DPP are implemented.
2. Number of women that benefit from access to basic services and economic opportunities through SIKA - North supported activities.	0	PO	TBD as districts are identified	0	This indicator will be measured once activities from the DPP are implemented.
3. Number of SIKA - North supported activities that support women's legal rights, public access, employment, or participation in government or civil society	0	PO	TBD as districts are identified	2	SAM Training and SWG
4. Percent of Afghans reporting that their environment has become more stable	TBD	PO	Set biannually		This information will be provided when MISTI data is received by SIKA-North
5. Percent of Afghans reporting GIRoA services are delivered in a fair manner	TBD	PO	Set biannually		This information will be provided when MISTI data is received by SIKA-North
6. Percent of Afghans reporting that GIRoA listens to their grievances	TBD	PO	Set biannually		This information will be provided when MISTI data is received by SIKA-North
7. Percent of targeted communities reporting increased availability of GIRoA-delivered basic services	TBD	PO/IR1	Set biannually		This information will be provided when MISTI data is received by SIKA-North
8. Average change in score on OCAT	TBD	PO/ IR2	25% improvement in OCAT targeted dimensions		Pilot run completed. OCAT being refined for full implementation.
9. Number of projects completed with community and GIRoA involvement	0	PO	TBD as districts are identified	0	This indicator will be measured once activities from the DPP are implemented.
10. Number of person days of employment created through stabilization project	0	PO	TBD as districts are identified	0	This indicator will be measured as activities from the DPP are implemented.
11. Number of training/capacity building sessions held	0	All IRs	Will be set	34	SAM Trainings: 3 sessions for each of 10

			quarterly		Aliabad Clusters and 3 for women, TOT for female SAM training
12. Percent of participants who successfully completed training/capacity building sessions	0	All IRs	297 individuals were targeted in Aliabad	95%	263 males, 20 females
13. Number of Stability Analysis Mechanism (SAM) trainings provided	0	IR1	11 in Aliabad; TBD as districts are identified	33	SAM Trainings: 3 sessions for each of 10 Aliabad Clusters and 3 for women
14. Number of District Resources Maps created	0	IR2,IR3,IR4	1 per district	0	Resource map for Aliabad is under development
15. Average change in score on CCAT	TBD	IR3	10% improvement		Pilot run completed. CCAT being refined for full implementation.
16. Number of meetings held between district and provincial entities	TBD	IR3	TBD as districts are identified	1	Only one event where the deputy provincial governor of Kunduz along with Aliabad DG attended SIKa facilitated event and talked to the people of Aliabad.
17. Percent increase in visits and community engagements by provincial and district GIRoA officials	0	IR3/IR4	TBD based on baseline in district	2	- The first meeting/launch of SWG where the DG met with all members of the SWG on 25th of September. - Aliabad DGs meeting with members of cluster 8 on 30th September.
18. Number of Stability Working Groups (SWGs) established	0	IR4	1 per district (TBD as districts are identified)	1	The SWG has been established in Aliabad.
19. Percent of grants and sub-contract awarded that respond to SAM-identified SOI	0	IR4	80%	0	This indicator will be measured as activities from the DPP are implemented.
20. Number of programs where GIRoA participated in the planning, design, implementation or monitoring & evaluation	0	IR4	90%		This indicator will be measured as activities from the DPP are implemented.
21. Number of agreements facilitated by SIKa North, signed between GIRoA entities and donors or NGOs	0	IR4	At least 1 for Aliabad; TBD as districts are identified	0	

# Map of SIKA-North Operational Areas

