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# STABILITY IN KEY AREAS - NORTH

QUARTERLY REPORT: OCTOBER – DECEMBER 2012



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# ACRONYMS

ADT	Activity Development Team
AGE	Anti-Government Element
ASDG	Aliabad Stability Donors Group
CCAT	Communications Capacity Assessment Tool
CDC	Community Development Council
DAI	Development Alternatives, Inc.
DCC	District Community Council
DCOP	Deputy Chief of Party
DDA	District Development Assembly
DG	District Governor
DIT	District Implementation Team
DOE	Department of Education
DPP	District Project Portfolio
DRM	District Resource Mapping
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
PRRD	Provincial Rural Rehabilitation and Development
SAM	Stability Analysis Mechanism
SD	Stability Director
SIKA	Stability in Key Areas
SOI	Sources of Instability
SPDO	Senior Program Development Officer
SWG	Stability Working Group
USAID	United States Agency for International Development

# PROGRAM DESCRIPTION & 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 IDLG, 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 SOI and coordinate stabilization efforts in specific districts.

Working in support of the MRRD and IDLG, and other GIROA line ministries, SIKA-North succeeded in making significant progress in the third quarter of implementation across all of the IRs in the pilot district of Aliabad, as well as in IRs 1, 2, and 3 for the expansion areas of Chahar Dara, Imam Sahib, and Gor Tepa in Kunduz province. At the end of the quarter, SIKA-North was also in the process of expanding into two districts of Baghlan province, Baghlani Jadid and Puli Khumri. Landmark progress was made in the pilot district of Aliabad in support of IR4 as the District Project Portfolio (DPP) was approved in this quarter allowing the district government, with support from SIKA-North, to move forward with implementing grants and activities that address SOIs in the district. The previous quarter's successes in IR1 in Aliabad paved the way for the swift expansion into Chahar Dara, Gor Tepa, and Imam Sahib. Stability Analysis Mechanism (SAM) training was completed in each of these areas and Local Stability Plans (LSPs) were developed. This progress has laid the groundwork for early success in the next quarter in support of IR4. This quarter also marked progress in IRs 2 and 3 as assessments were undertaken across all four districts in Kunduz province. The assessments will allow for a clear and tailored approach for addressing each IR appropriately. The first is to develop a plan to build the capacity of district entities to improve service delivery. The second is to develop a strategic communications strategy to improve relationships inter-governmentally and among constituents.

# 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, MRRD and IDLG. SIKA-North has just completed the third quarter of implementation. While the second quarter of the project focused on the implementation of SIKA-North in the pilot district of Aliabad, this quarter expanded in geographic scope to include three additional areas in Kunduz province at the beginning of the quarter and two additional districts in Baghlan province toward the end of the quarter.

Building off the previous quarter's progress, successes, challenges, and lessons learned in rolling out the program in the pilot district of Aliabad, this quarter saw a rapid expansion of the program into five additional areas. SAM training is now complete in all operational districts of Kunduz province (Aliabad, Chahar Dara, Imam Sahib, and Gor Tapa) and ready to roll out in Baghlan early in the next quarter. SAM training and other situational awareness efforts have allowed for the building of relationships with district entities, international and local development actors operating in the area, and other key stakeholders which, in turn, help to maximize impact through the program. The capacity assessment tools were carried out with district entities of each of the four Kunduz districts and results are undergoing analysis now to design effective capacity building programs and communication strategies. With the approval of the Aliabad DPP in the previous quarter, Aliabad saw tremendous progress in moving forward with activities and grants to mitigate SOI that were identified in the previous quarter through the SAM training.

### **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 in the three expansion areas of Chahar Dara, Imam Sahib and Gor Tapa. The most notable achievement in these three areas was the completion of the SAM training for all three districts. Identification of SOIs through the SAM tool is one of the primary goals of SIKA-North to enable districts to pinpoint issues which undermine peace, predictability and productivity. The SAM training program was rolled out in stages in close association with PRRD and the relevant DGs 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.

A summary of SAM trainings during the quarter is represented in the table below:

District	Clusters	Dates	# of CDCs	# of Participants
Imam Sahib	8	October 13-15	24	47
Imam Sahib	12 & 13	October 16-18	25	47
Imam Sahib	9 & 11	October 20-22	19	40

Imam Sahib	6, 7, & 14	October 30 – November 5	27	56
Imam Sahib	5 & 15	November 6-8	27	48
Imam Sahib	1 & 10	November 10-12	25	35
Imam Sahib	4 & 16	November 13-15	25	43
Imam Sahib	2 & 3	November 27-29	18	38
Imam Sahib	All	December 15-17		16 women
Chahar Dara & Gor Tapa	1 & 2	November 26-28	17	89
	3		22	
Chahar Dara & Gor Tapa	3 & 4	December 1-3	14	82
	5		25	
Chahar Dara	5, 6, & 7	December 4-6	17	76
Chahar Dara	8, 9, & 10	December 4-6	20	
<b>Total for quarter</b>			<b>305</b>	<b>617</b>
<b>Trained in previous quarters</b>			<b>69</b>	<b>283</b>
<b>Trained to date</b>			<b>374</b>	<b>900</b>

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 held an additional SAM training for women in Imam Sahib from December 15 to 17. Sixteen women from different villages and ethnicities participated. Through this training the women learned to identify SOIs in Imam Sahib District through use of 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.

Each SAM training takes place over the course of three days and includes one of the district PRRD social mobilizers. The SAM process is used to identify SOIs specific to each of the CDCs and to develop a simplified LSP for each CDC. The LSPs create an exhaustive picture of district



*SAM Training in Chahar Dara*



*SAM Training in Imam Sahib*

stability dynamics through each of the CDCs identifying a number of SOIs in their area and proposing solutions to them in terms of mitigating activities.

Following the completion of the trainings, SIKA-North conducted a week-long LSP review session for each district. The LSP review is an intensive analysis period where the Senior Program Development Officer (SPDO), Stability Directors (SDs) and the relevant District Implementation Team (DIT) review all of the LSPs developed by CDCs during the training. These plans are analyzed against SIKA-North's situational awareness information and the DIT's local knowledge to develop an informed stability analysis of the district. The product of the review forms the basis of the DPP.

In addition to the SAM training that was conducted in the previous quarter in Aliabad, all of SIKA-North's areas of operation in Kunduz Province have been covered by SAM training.

At the end of the reporting period, Baghlan's two districts were ready to begin the training. In preparation, the SPDO, SD for Baghlan, and Stability Manager for Baghlan collaborated on revising and improving the methods used in the SAM trainings for the rollout in Baghlan. The revised training focuses on more hands-on, discussion and collaboration activities, and also incorporates a stronger focus on understanding the differences between development and stability programming. The team will also undergo a preliminary LSP review session after the second day of the training, so DITs can bring relevant issues and questions that arise to the trainees for discussion.

While the Stability Working Group (SWG) was established in Aliabad in the previous reporting period, the successful completion of the SAM training has laid the groundwork for the establishment of SWGs in Chahar Dara, Imam Sahib, and Gor Tapa. Efforts toward the SWG establishment have included identifying and gathering background information on potential members for the districts' SWGs.

To further SIKA-North's work in ensuring women's participation, the Gender Advisor identified and prepared a list of influential and active women from the Aliabad community as potential candidates for the SWG the women's sub-committee. The women who were identified are from different villages and ethnic communities and are noted as influential people who can contribute to the process of stabilization through their involvement in the SWG meetings. The DIT of Aliabad facilitated a meeting between the District Governor (DG) and these women on October 3<sup>rd</sup>, including all the women members of the DDA. The meeting was held in the DG's office and was the first meeting that the DG has held with this group of women.

The Aliabad SWG continued to meet and carry forward the process of stabilization in the district throughout the quarter. Early in the reporting period, the DG conducted several meetings with individual clusters so that SOI specific to each cluster could be discussed in detail and specific solutions designed and implemented (this activity carried over from the previous reporting period). The meetings also provided a forum for the DG to improve his relationships with his constituents. The Aliabad SWG conducted a landmark meeting on November 14th where the DG and SWG members formally approved the Aliabad DPP marking the completion of efforts toward IR1 in Aliabad District.

Another crucial component in the successful attainment of IR1 is the process of collecting and analyzing situational awareness for the target areas. Situational awareness begins prior to SAM training and is a continuous process throughout the life of the program. SIKA-North's Knowledge Management Specialist developed and trained staff on a plan to streamline SIKA-North's situational awareness field reporting system. The DITs gathered a lot of situational awareness in the three expansion districts, while continuing to stay abreast of developments in Aliabad throughout the quarter.

Situational awareness took the following forms this reporting period:

- Individual level meetings and interviews were conducted across all districts with various stakeholders and influential community members, including heads of clusters and CDCs, district entities, police, and other organizations active in the target districts. The meetings resulted in increased situational awareness regarding demographics, the goals and challenges of the CDCs, previous projects and trainings implemented in the villages, and security, local disputes, past insurgent activities, police presence, and SOIs in the area.
- In Chahar Dara, Gor Tapa, and Imam Sahib, the DITs took advantage of having the CDCs gathered together to arrange individual interviews with CDC heads to obtain information from them on their respective villages and communities
- The Gender Advisor evaluated and compiled the gender-related situational awareness information for Aliabad and Imam Sahib districts. This information will be presented in a report to support gender-informed programming in those districts. Further, the Gender Advisor continued building a stability-focused portfolio of gender activities and initiatives in SIKA-North areas of operation.
- SIKA-North's GIS Specialist began work on developing the interactive web-based mapping system that is intended to convey all of the situational awareness information in a user friendly manner. In turn, the mapping system will be used as a tool for SDs, senior management, and the Monitoring and Evaluation (M&E) Unit for data referencing and analysis of the stability situation in each district. He also continued work on developing cluster boundary maps for Imam Sahib, Chahar Dara, and Gor Tapa.

**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 assessing the capacity of the relevant district entities in Kunduz Province. Following a pilot of the Organizational Capacity Assessment Tool (OCAT) in the previous quarter in Aliabad, the tool was reviewed and revised early in this quarter. A one-day workshop was held with the DIT who piloted the OCAT on October 10th, facilitated by the SD and the M&E Manager. The workshop was broken down into two main sections. First, the SD facilitated detailed discussions on each district entity to compile all of the information that was not initially captured in the assessment tools and notes. The following session was devoted to the assessment tool and the facilitation of it. The M&E Manager worked with the team to identify the lessons learned from the pilot run, how the tool could be modified, and how the facilitation and training could be more effective for implementing in the expansion areas.

The OCAT underwent an overhaul to ensure that the tool was more efficient in gathering useful information to serve both program and M&E purposes. Ultimately, it resulted in a tool that assesses District Entity Capacity on many levels, including human resources, management, and service delivery. The tool also includes an observational component, mapping of the governance structure, and a mini-survey on citizen's perception toward service delivery to supplement and verify data received from MISTI.

SIKA-North has carried out the OCAT with eight government offices in each of the three remaining districts in Kunduz, including Chahar Dara, Gor Tapa, and Imam Sahib. Government offices include the DG's office, Tazkeera Department, Agriculture and Irrigation Department, Justice Department, Prosecutor's Office, Haj Department, Education Department, and the Public Health Department. At the end of the quarter, all of the data had been collected and was undergoing analysis. Results of the

OCAT assessments will allow SIKA-North to identify weaknesses in the entities' operational capacities, target areas for intervention, and design capacity building activities that will help District Entities address sources of instability. Based on the results, a tailored capacity building program will be designed for each district, including Aliabad. In preparation for the implementation of the capacity building program, SIKA-North has finalized preparations for a capacity gap assessment which will utilize the results of the OCAT as well as other observations to design the completed capacity building plan for the Aliabad District Entities. SIKA-North's capacity building program will include long-term mentoring and support to address deficiencies and build on strengths and weaknesses identified in the assessments. SIKA-North is now working to expand the OCAT to Baghlani Jadid and Puli Khumri.

Furthering progress toward IR2, SIKA-North is currently carrying out the Stability Assessments from which data will be drawn to produce a District Resource Map (DRM). The DRM will map out what actors are active in the district including contact information, the role of each service provider, what resources they have, who can access these resources, and how these resources are accessed. It will further focus on what service gaps exist and what bottlenecks have been identified which prevent effective deployment of resources to the district population.

Additionally, the Aliabad Donors Working Group meeting which took place on November 30th at the Kunduz PRT marked progress for IR2. The purpose of this meeting was for the Aliabad DG, the Head of DDA and the Deputy Head of DDA to present the Aliabad SWG and DPP. The District Governor encouraged donors to coordinate with the SWG to promote SWG and District Entity legitimacy and that way to maximize the impact of their funding by supporting locally-developed stabilization, while also ensuring that capacity is continually developed among stakeholders at the district entity level.

### **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.**

SIKA-North is progressing toward achievements in IR3 by developing an innovative communication strategy that is planned for rollout in conjunction with the capacity building program at the district and provincial levels.

Similar to IR 2, activities in IR 3 have focused on the 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.

The CCAT underwent a similar process as the above-mentioned OCAT. Through the same analysis that OCAT underwent, the CCAT was also scrutinized to look for improvements. In addition to formal interviews and informal discussions with District Entities, the CCAT now encompasses observational tools and mini-survey of citizen's perceptions toward service delivery. The observational component is intended to capture information of the government's attitude toward clients, observations on how visitors are treated in general, wait time, the reason for the visit, if their needs were taken care of, etc. The mini-survey includes eleven qualitative questions administered to at least fifteen randomly selected people in each district center and forty randomly selected people in different parts of the district outside of the center. The mini-survey will be used as a tool to independently verify and supplement data received from MISTI.

The MISTI data was received towards the end of the quarter and is also playing a crucial role in the designing of a strategic communications plan. Early data analysis indicates where perceptions of government are better than others and perhaps where more attention should be focused. Additionally, the MISTI survey captured information on methods of communication that are best used to reach the target audience. This data will be used in conjunction with the CCAT to develop an appropriate communications strategy that gets to the root of popular perception.

The communication strategy will contribute to further efforts toward IR3 in the form of capacity building training for government entities on strategic communication. This training will seek to improve public perceptions of the Aliabad District Government's legitimacy by training government officials on strategic communication and how to deliver government messages to its citizens. SIKA-North will enlist the technical services of a communications advisor to train and to assist the District Entities in establishing a comprehensive communications strategy for each government department. With the District Governor in the lead, the communications advisor will develop an overarching plan for strategic communications within the district. As a result, this will raise the profile and visibility of the Aliabad District Government while countering AGE messaging and influence. Aliabad will be the first district to roll out the strategic communications plan and SIKA-North will replicate successes in other districts.



*The Aliabad DG during his tour in the west bank of Aliabad*

Also contributing to efforts toward IR3 was a DG tour to marginalized communities in Aliabad. In an effort to improve the perception of the District Government among communities under insurgent control, the DG of Aliabad and the Director of PRRD in Kunduz along with SIKA-North designed a tour for the DG to build the District Entities' ability to communicate, understand the population's grievances, and create open dialogue. During the tour, the DG distributed food packages to vulnerable families in marginalized villages of the Western and Northern CDC clusters of Aliabad district. The timing of the activity

coincided with Eid which added an important symbolic value to the events. The DIT organized the visits and developed the lists of beneficiaries with the assistance of the acting head of the DDA in Aliabad and the DG.

Participants of this tour included the DG of Aliabad, the district Chief of Police, the Deputy of the DDA, the head of the district Executive Department, and Kunduz National TV. While meeting with the beneficiary communities, the DG and Chief of Police reinforced the importance of the public support for the government and requested that the communities do not support insurgents' presence in their villages. The tour was well received by the communities and they displayed sentiments of appreciation not only for the distribution but also to have the DG's presence in their communities. The tour of the DG in Mirshikh and other villages in the west bank was of particular importance as these areas were considered a safe haven for Taliban for nearly six years. The DG's presence for the first time in almost ten years is the first step in bridging the gap between the government and its people. This activity allowed the District Government to begin the process of increasing its presence

in marginalized communities and demonstrate its willingness to communicate and cooperate with the people.

The details of the DG tour are included in the table below.

<b>Date</b>	<b>Distribution Center</b>	<b>Villages</b>	<b># of families receiving distribution</b>
21.10.2012	Mir Shikh	Shah Muhammad, Wakeel Nimat, Haji Baba, Mir Shikh	94
22.10.2012	Maktab Larkhabe	Madrassa, Arbab Ramazani, Haji Haidar, Markazi Ali Abaad	134
23.10.2012	Naqeeli ha Shuna Tapa	Naqeeli ha Shuna Tapa, Omarkhail Payen, Omarkhail Bala, Naseeri ha	62
23.10.2012	Sayed Ahmad	Sayed Ahmad, Sabz Ali, Lala Maidan 3, Lala Maidan 4	60
<b>Total number of families received food packages</b>			<b>350</b>

**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.**

IR4 saw a lot of progress this quarter in Aliabad District as the DPP was drafted early in the reporting period and subsequently endorsed by the SWG on November 24<sup>th</sup>. In preparation, SIKANorth staff devoted time to refining the selection of activities and ensuring that all systems were developed and streamlined to pave the way for smooth implementation.

The SIKANorth program and technical teams worked closely together to craft the grants and activities development processes. They outlined the various types of grants that SIKANorth will utilize, determined the parameters of each type in the context of SIKANorth grantees, and formulated a structure for the Activity Development Team. The grants cycle was drafted for internal use as well as training modules on program development and activity management. The DITs received training in the comprehensive activity and grant development process to ensure that all staff understand and follow the process. The grants manual received USAID approval on December 10, 2012.

Concurrently, the program team and senior management developed the workplan for activities in Aliabad, and prioritized and short listed the first infrastructure and outreach activities for implementation. The short list was the result of a strategy session that included the development of soft activity concepts and bundles, advice from the Grant and Program Activity Development Advisor on sequencing activities and expanding on concepts, and discussions on socializing the list with relevant entities.

In the month of December, the ADT focused on developing the concepts for the prioritized activities. The following activities are in various stages of implementation/conceptualization. Each of the activities has received technical concurrence from USAID unless otherwise indicated.

**Establishing Dialogue between Communities and the Department of Education (DOE):** This activity will engage the District Education Director in meaningful interaction with key influential community members and school principals from all clusters in Aliabad District, by supporting a

meeting with 70 key community leaders, including elders and 40 school principals from the 34 schools in Aliabad District, to discuss issues and grievances related to education. The activity is designed to begin the connections between the DoE and community members, as well as come up with the way forward to improve education in the district. The result will demonstrate GIROA's commitment to improving educational opportunities by connecting with its citizens, as well as it will increase the capacity and influence of GIROA and decrease anti-government elements (AGE) influence in the district. The DITs were planning for the implementation of this activity early in the next quarter.

**Fostering Dialogue between GIROA and Youth through a one day Meeting in the District Center:** This activity seeks to engage the District Governor in meaningful interaction with the district youth of Aliabad. In partnership with the DG, this activity will be implemented by the SIKA-North DIT where they will assist the DG in organizing a one day meeting between youth and government. They will also encourage the DG to support the Aliabad Youth Association. The meeting will provide a platform for the DG to express his interest in supporting youth in his district. It will also provide the youth with an opportunity to air their grievances to their government. With the District Governor in the lead, this activity will address the widespread perception that the government does not exist as well as provide an opening for further GIROA-youth engagement. The DITs were planning for the implementation of this activity early in the next quarter.

**Improving Educational Opportunities for Vulnerable Youth in Aliabad through Winter Courses:** This activity seeks to improve the lack of quality education by providing youth with winter courses during the school break. This grant will fund a three month winter course focusing on science subjects for up to 400 students in grades 10-12, from the 10 Aliabad District High Schools. With the District Education Director in the lead, this activity will address the widespread perception that the government does not care about education in the district. It will also reduce youth vulnerability to insurgents during the winter break when they are idle. Proposals for this activity have been received and reviewed and the procurement team is selecting and negotiating with potential implementing agencies.

**Improving Youth Perception of the District Government Entities through Vocational Training:** This activity seeks to improve youth perception of the government by supporting the district government entities to provide vocational training for them. This grant will fund a two month apprenticeship training that will partner 30 youth with skilled professionals in 10 businesses across the district. This activity will offset the intense insurgent recruitment pressure by providing unskilled youth with the training they need to find well-paying jobs. This grant will increase opportunities for youth education through government recognized entities and demonstrate the government's commitment to regional youth and families. Proposals for this activity have been received and reviewed and the procurement team is selecting and negotiating with potential implementing agencies.

**Linking Afghan Youth with District Entities with English Courses:** This activity seeks to improve the lack of education in Aliabad District by offering a three month English language course to 200 Aliabad Youth. In partnership with the Aliabad Director of Education, a local organization will implement the English courses which will be available to youth in Aliabad. With the District Education Director in the lead, this activity will address the widespread perception that the government does not care about education in the district. It will also reduce youth vulnerability to insurgents, as they are the main target for messaging and recruitment efforts by AGEs. The grants team is generating the grant agreement to implement this activity as an in-kind grant.

**Supporting the Aliabad Youth Association through Training and Technical Assistance:** This activity seeks to improve the relationship between Aliabad youth and the district government by

providing support to the youth association in Aliabad. Building off the momentum of the activity, "Fostering Dialogue between GIRoA and Youth through a one day Meeting in the District Center", this activity will be implemented by a local NGO, in partnership with the District Governor. In addition to improving youth's perception of the district government, this activity will increase inter-ethnicity tolerance among Aliabad youth. The grants team is working to generate a grant agreement for this activity.

**Legitimizing District Government with a Teacher Training:** This activity seeks to address the lack of connection between GIRoA and Aliabad youth by improving the instructional quality offered at local schools. This grant will fund a teacher training program for secondary and high school instructors. Overseen by the Aliabad Director of Education, this activity will demonstrate district leadership's commitment to improving educational opportunities available in Aliabad. Proposals for this activity have been received by SIKA-North for review early in the next reporting period.

**Expanding the Influence of the District Government through a Soccer Tournament:** This grant seeks to use a public sporting event to increase the profile of GIRoA's influence within the youth population. By offering a soccer tournament to the Aliabad district youth, under the auspices of the District Government, this activity will help capture the attention of young people away from insurgent information operations campaigns that specifically target them. This activity will promote intercommunity tolerance amongst young people who may be influenced by AGE messaging. The expected outcome of this event is increased visibility of the district government outside of the confines of the district government compound. The first draft of the proposal has been developed and is currently undergoing review by the Stability Director.

**Support District Government by hosting an Awards Ceremony for Exemplary Teachers and Students:** This activity will connect the Aliabad DG and the DOE with teachers and students from all clusters in Aliabad District, by supporting the DG and DOE to visit Aliabad schools to recognize exemplary teachers and students in the district schools. With the DG and DOE in the lead, this activity will demonstrate GIRoA's commitment to improving educational opportunities by connecting with its citizens, as well as it will increase the people's trust in the district entities. The concept for this activity was finalized and ready for implementation; however, the activity is on hold until the spring as teachers are currently in holidays.

**Capacity Building Training for Aliabad DoE Officials and School Principals:** This activity seeks to increase district GIRoA legitimacy by building the capacity of the DOE, 36 school principals and 4 DoE officials by providing a management training. The training will be over a period of 6 days, located in the Aliabad DoE compound. The advisor will be responsible for working with the Aliabad DoE to develop an overarching strategy for education in the district, set up and refine departmental systems, as well as offer training on basic administrative/management skills. Overseen by the Aliabad Director of Education, this activity will demonstrate district leadership's commitment to improving educational opportunities available in Aliabad, as well as improve communities' perception of the district government, especially the DoE. The concept for this activity has been developed and submitted to USAID for technical concurrence.

## **PROGRAM COORDINATION**

SIKA-North staff continually develops strategies to ensure MRRD and IDLG ownership of stabilization and development initiatives that take place in their districts. Further, SIKA-North strives ensure that the activities of other development and stabilization actors align with GIRoA and follow the proper channels. SIKA-North stepped up efforts in this quarter to ensure PRRD and IDLG were involved in every facet of the program. Early in the quarter, a meeting was held between the Deputy Chief of Party (DCOP), the DIT, and PRRD to discuss the involvement of PRRD Social

Mobilizers in SIKA-North activities. Subsequently, the social mobilizers were present in each SAM training.

In further support of SIKA-North's effort to promote coordination with provincial and district authorities, several meetings were held focusing on SIKA-North's coordination with the provincial authorities and project progress in Kunduz. Additional meetings were held with DDA members of Aliabad, Imam Sahib, Chahar Dara, and Gor Tapa. These meetings have also provided opportunities to connect provincial level authorities with district level authorities, including the DDA. Additionally, SIKA-North staff continued attending weekly PRRD coordination meetings throughout the quarter to gather up-to-date information on other programs and to update PRRD's other partners on SIKA-North's efforts. The meeting participants generally include PRRD staff, NSP/PMU, ACTED, GRSP, NSP, NABDP, and NRAP.

The creation of the Aliabad Stability Donors Group (ASDG) has achieved landmark progress for stability programming in Aliabad District. A presentation delivered to various donors in the previous quarter introduced the methodology of the SAM and the sources of instability in the Western and Northern CDC clusters of Aliabad. The novelty of the SAM methodology and the identified SOI generated interest among German and Dutch donors. As a result of this meeting, it was agreed that a donors meeting facilitated by the SIKA-North's COR would regularly take place in Kunduz so that funds are channeled to address the SOIs identified through the SAM by the district based SWG. The inaugural meeting was held on October 4th where the COR made a retrospective presentation of the efforts made by the donor community in Aliabad since 2007. He brought to the attention of the donors what had been the focus and volume of the activities funded so far in Aliabad and proposed that the ASDG guide the actions of the donors in the future. This intervention was followed by a presentation by SIKA-North on what the main SOIs are in Aliabad. Guidance was given regarding which sector the donors should focus on in order to improve the impact of their activities on stability. Participants in the meeting agreed that the meetings would take place twice per month at the PRT and, consequently, several more meetings were held during the quarter and SIKA-North was able to present the DPP and implementation principles for Aliabad. The presentation promoted the DPP as a source for stabilization-focused projects that already have community and district entity support. By choosing to fund DPP projects, donors will ensure that their support has a stabilization impact. In addition, the presentation advocated for donors' involvement of the SWG in selecting and implementing DPP activities. This inclusive approach will further increase the stabilization impact of DPP activities, both by promoting SWG and District Entity legitimacy and through SIKA-North's activity bundling approach. In this approach, SIKA-North builds complementary activities into activity "bundles" to create a greater comprehensive impact than each activity can provide in isolation.

While SIKA-North continued to make progress in Aliabad, this quarter witnessed the scaling up of the program to Imam Sahib, Chahar Dara, and Gor-Tapa in Kunduz Municipality. A kick off ceremony was held at the beginning of the quarter, on October 10<sup>th</sup>, attended by the PRRD Director, the Deputy Provincial Governor, Deputy Head of the Provincial Council, Imam Sahib DG, the heads of the respective DDAs and Clusters from Imam Sahib, Chahar Dara, Gor Tapa and the Media Director of PRRD. All officials in attendance were very receptive to SIKA-North and agreed to provide any support that was necessary. SIKA-North worked closely with the Kunduz PRRD and the Provincial Governor's office in the process of expanding to these districts, including the sharing of implementation plans for review and feedback.



*Kick-off Meeting in expansion areas, October 10, 2012*

DDA, CDCs and district entities to lay the groundwork for the official kick-off meeting with DG, DDA and key CDC representatives. The kick-off meeting will take place early in the next quarter.

Later in the quarter, SIKA-North received the green light to expand into two districts of Baghlan Province as well. In the initial entry into the province, the DCOP met with PRRD and provincial authorities, including the PRRD of Kunduz, the MRRD SIKA's Chief Program Coordinator, and the Deputy Governor of Baghlan. In addition, the DCOP met with the PRRD Director, Mr. Shafiq Alamyar, to discuss SIKA-North's next steps in the districts. SIKA-North has begun its preliminary work of engaging with the

## **MONITORING AND EVALUATION**

Early in the quarter, SIKA-North finalized the baseline collection plan which maps out how SIKA-North will establish the baselines allowing for the evaluation of the initial situation of the districts and District Entities. M&E efforts in this quarter focused largely on collecting, analyzing and establishing the baseline data. Data is coming through stability assessments, the capacity assessment tools (mentioned in IRs 2 and 3), and USAID's MISTI program which gathers quantitative household perception data.

Raw data was received from MISTI at the end of the quarter (nine months into the program). The M&E Manager began to analyze the data at the district level, paying special attention to questions that reflect perceptions impacting stability, including security, community cohesion, confidence in local government, government service delivery, etc. Data was also analyzed for communications to see how to best reach the target beneficiaries of the program. A report was prepared for each district and shared with the SDs and ADT so the information could be used to benefit the program. The GIS manager has also prepared maps depicting perceptions on two key indicators for the program.

Additionally, the M&E unit ensured that systems are in place to track information and ensure that grants and activities are monitored effectively. This included creating checklists for the M&E unit's role pre-, during, and post-activities. It has also facilitated the tracking of progress against program indicators. Chapter III of this report includes a table of SIKA-North's indicators and progress towards the indicators.

# CHAPTER II: SUCCESS STORIES

## Aliabad District Governor & DDA Head Meet Donors to Encourage More Support for GIROA

One of the core objectives of the SIKA-North program is to enable district government officials to understand which organizations and line departments work in their areas and what services they provide. Without this basic understanding, they cannot even begin to try to make those services available to their citizens.

A major initiative in serving the above-mentioned objective is the establishment of the Aliabad Donors Working Group which brings together donors who are focused on stability in Aliabad district. And while the establishment of the group can be considered a major achievement, SIKA-North took it one step further in the group's meeting on November 30, 2012.

This meeting had the intent purpose of allowing the Aliabad District Governor and Head of the DDA to introduce the Stability Working Group (SWG). The SWG was presented to donors as a stability focused planning and coordination body.

The Aliabad DG and Head of the DDA then presented the result of weeks of joint efforts made by community members, district government officials, and the SIKA-North program staff – the District Project Portfolio (DPP). He said that not only will the implementation of DPP-listed activities leave a positive impact on communities, but will also address main sources of instability, improve government legitimacy, and thus, contribute a lot to stabilizing the district as a whole.

Referring to the SWG, the DG said it was a credible body of coordination formed by and from the people of Aliabad. He went on to say that donors can maximize the impact of their funding by supporting locally-developed stabilization initiatives. Additionally, having learned more about the importance of focusing on the impact of activities through SIKA-North's SAM training, the DG and Head of the DDA encouraged more attention to the impact of activities rather than just their outputs. The DG continued by giving several examples of activities with very high budgets, yet very little impact. On the other hand, he elaborated and gave examples of low-budget SIKA-North facilitated activities, like DG open houses, that yield high impact by bringing marginalized communities and the government closer, thus establishing a foundation for mutual trust.

SIKA-North plans to bring the Donors Working Group and government officials together regularly in the future. The effort will not only allow the government to build its own capacity in planning and implementing projects by involving it directly in the process, but will also improve communities' perceptions of their local government and contribute to its legitimacy through the provision of better services to its constituents.

**“The District Project Portfolio is very important and key to addressing instability, as well as development needs and other concerns of Aliabad residents.”**

*Mahbubullah Sayidi,  
Aliabad District Governor*

## Chahar Dara Communities Show Renewed Support for their Government

To many, Chahar Dara district is known as one of the most insecure areas in the north. Not long ago, the district was a hotspot for anti-government elements. It was often considered a “no-entry zone” for government and NGOs. The insecurity in the area made it inaccessible for the government, which in turn made it a safe haven for more security-threatening elements. The situation seemed rather bleak and the cycle was difficult to break. However, military operations in the area created a window of opportunity for the district government and SIKA-North.

In an attempt to re-establish the foundation for communication and mutual trust, the SIKA-North team, on December 20, 2012, initiated a large gathering that brought together 170 influential members of different communities of Chahar Dara. The event brought both men and women of Chahar Dara together with main government officials including the District Governor, District Chief of Police, and directors of a few other government entities. The meeting was held in the district center and was the first community-government gathering that Chahar Dara had witnessed in several years.

The DG addressed the community by saying that the district strongly needed unity and allegiance to compensate for years of fighting and destruction. The DG drew the attention of community representatives to the reconstruction of Chahar Dara district’s Grand Mosque and its main road – two high-value projects to the district residents. He continued to talk about the important role of the SWG that the district will soon have. He introduced some members of the to-be-established SWG assuring the meeting participants of their integrity and commitment towards stabilizing the district and solving problems of the residents. The DG wrapped up his speech by announcing a few development projects that will soon be started in the district.

The District Chief of Police also made a case for unity and solidarity to bring security and pave the way for government and aid organizations to start implementing projects in the district. He gave examples of other districts where improved security led to more projects for communities. He also encouraged community members to cooperate with the police and other security forces and to inform them of any corruption they may witness within the ALP.

Community members were then given a chance to raise their concerns while the district government listened attentively. The gathering proved to be an effective forum for district government to build their relationship with constituents in Chahar Dara. It was the first step on the path to creating a stable environment and building people’s trust in the government.

**“If there is no unity in a village, then the people will be faced with all sorts of problems. They will never have the chance for resolution.”**

*Mawlawi Fazal Hadi promoting unity among residents in Chahar Dara District*



## SAM Lessons Learned – An Improved Approach to Stabilization Insights of Communities

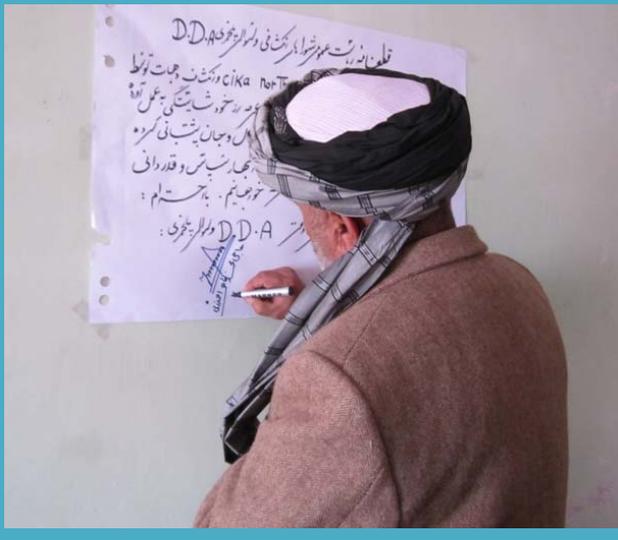
The Stability Analysis Mechanism (SAM) is a community-led initiative to obtain grass-roots level insights on instability and the key factors behind it from communities targeted by SIKA-N's stabilization initiatives.

The effort brings together influential community members, most of whom are CDC members. They come from different villages, clusters, ethnicities, and backgrounds. The mission for SAM training participants is to identify sources of instability and their root causes, and to design activities to mitigate those sources of instability. The information garnered through this process is valuable to SIKA-N as it forms the foundation for designing program activities.

A sign of a quality dynamic team is the ability to learn from experience and apply that knowledge to ongoing practices. SIKA-North intended to do just that prior to beginning the SAM process in Baghlan. The implementation team took a hard look at the training to assess and learn from its previous performance. The assessment proved to be worthwhile and yielded SIKA-North findings that led to improving the overall design of the SAM.

**"We try to continuously improve the training as we implement it. It has evolved a lot based on participant feedback. Now it is very participatory and engages the participants a bit more."**

*Haroon Ghiasi, Stability Manager and SAM Trainer for SIKA-North*



The SAM training, as a result, changed from a lecture-oriented and hands-off approach to an interactive, participatory, and productive one. The improved SAM includes one day of training and lectures followed by a second day that gives participants the chance to identify sources of instability unique to their area and design activities using the local stability plan format to address the instability. The third and final day in the revised approach allows participants to present their plans and benefit from other participants' views and insights. This day also allows the chance for SIKA-North's teams to ask follow-up questions and discuss the stability plans.

The revised SAM approach creates a better platform from which participants are able to design activities that really address root causes of instability while also making it easier for SIKA-North to obtain a clear understanding of what sources of instability plague the communities. Furthermore, it helps participants to stay focused on the real issues of stability rather than mixing need- and development-focused activities with stability targeting activities.

In this new improved way of designing activities through the SAM, participants are asked and guided to design two kinds of activities, outreach activities and infrastructure activities in two separate steps using the local stability plans. This ensures that communities are able to influence how the sources of instability should be addressed, and consequently, it maximizes the effectiveness of SIKA-North-implemented activities. This is what makes SIKA-North a truly community-led initiative.

# 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/IR3/I R4</b>	<b>Target</b>	<b>Actual Sept- Dec 2012</b>	<b>Cumulative</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	0	This indicator will be measured as 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	0		This indicator will be measured as 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	2 per district per quarter	2	4	
4. Percent of Afghans reporting that their environment has become more stable	TBD	PO	Set biannually			Baseline information received from MISTI for 4 districts. Progress cannot be tracked until the next round of MISTI is conducted.
5. Percent of Afghans reporting GIRoA services are delivered in a fair manner	TBD	PO	Set biannually			Baseline information received from MISTI for four districts. Progress cannot be tracked until the next round of MISTI is conducted.
6. Percent of Afghans reporting that GIRoA listens to their grievances	TBD	PO	Set biannually			Baseline information received from MISTI for four districts. Progress cannot be tracked until the next round of MISTI is conducted.
7. Percent of targeted communities reporting increased availability of GIRoA-delivered basic services	TBD	PO/IR1	Set biannually			Baseline information received from MISTI for four districts. Progress cannot be tracked until the next round of MISTI is conducted.
8. Average change in score on OCAT	TBD	PO/ IR2	25% improvement			Baseline information still being analyzed.
9. Number of projects completed with community	0	PO	TBD as	1	1	This indicator will be measured as activities

and GIRoA involvement			districts are identified			from the DPP are implemented.
10. Number of person days of employment created through stabilization project	0	PO	TBD as DPPs are finalized	0	0	This indicator will be measured as activities from the DPP are implemented.
11. Number of training/capacity building sessions held	0	All IRs	TBD by OCAT	29	41	
12. Percent of participants who successfully completed training/capacity building sessions	0	All IRs	85%	95%	93%	905 individuals out of 971 targeted for SAM training
13. Number of Stability Analysis Mechanism (SAM) trainings provided	0	IR1	67 for all districts	29	40	Aliabad 11, Imam Sahib, 17, Chahar Dara & Gor Tapa 12
14. Number of District Resources Maps created	0	IR2,IR3,IR4	1 per district	0	0	
15. Average change in score on CCAT	TBD	IR3	10% improvement			Baseline information still being analyzed.
16. Number of meetings held between district and provincial entities	TBD	IR3	3 per district per quarter	2	3	
17. Percent increase in visits and community engagements by provincial and district GIRoA officials	0	IR3/IR4	TBD based on baseline in district	13	21	The percent increase is difficult to gauge without having a formal baseline. The number provided here is the number of community engagements facilitated by SIKA-North. Q1=1, Q2=3, Q3=18
18. Number of Stability Working Groups (SWGs) established	0	IR4	1 per district	0	1	
19. Percent of grants and sub-contract awarded that respond to SAM-identified SOI	0	IR4	80%	0	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%	5	5	
21. Number of agreements facilitated by SIKA North, signed between GIRoA entities and donors or NGOs	0	IR4	5 per district	0	0	

# CHAPTER VII: SUPPORTING DOCUMENTS

## Map of SIKA-North Operational Areas

