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STABILITY IN KEY AREAS (SIKA) – WEST

QUARTERLY REPORT

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Disclaimer:

The authors' views expressed in this document do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AECOM	Architecture Engineering Construction Operation Management
BoQ	Bill of Quantities
CBGD	Capacity Building and Gender Department
CDC	Community Development Councils
CHA	Coordination in Humanitarian Assistance
COP	Chief of Party
DAIL	Department of Agriculture, Irrigation and Livestock
DCOP	Deputy Chief of Party
DDA	District Development Assembly
DDP	District Development Portfolio
DE	District Entities
DoLSA	Department of Labor and Social Affairs
DoWA	Department of Women’s Affairs
DPP	District Project Portfolio
DRRD	Directorate of Rural Rehabilitation and Development
DSC	District Stabilization Committee
DSM	District Stability Matrix
DST	District Support Team
GIRoA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate of Local Governance
IR	Intermediate Result
MISTI	Measuring Impacts of Stabilization Intervention
MRRD	Ministry of Rural Rehabilitation and Development
OSC	Overseas Strategic Consulting
PST	provincial Support Team
SAM	Stability Analysis Mechanism
SIKA	Stability in Key Areas
SOI	Source of Instability
TOT	Training of Trainers
USAID	United States Agency for International Development

BACKGROUND

The United States Agency for International Development (USAID) awarded AECOM International Development the Stability in Key Areas (SIKA) – West program on January 29, 2012¹. SIKA-West is intended to increase stability and pave the way to transition in the western provinces of Herat, Farah, Badghis and Ghor. This program is administered through the Ministry of Rural Rehabilitation and Development (MRRD) in cooperation with the Independent Directorate of Local Government (IDLG) working in partnership with USAID and AECOM.

The purpose of this quarterly report is to present progress towards indicators and intermediate results listed in the Performance Monitoring Plan (PMP) and outline how the contractual objectives have been achieved during the quarter. As well, this report will be submitted to MRRD and GIROA authorities at the provincial and district level and thus inform all partners of ongoing program activities and results.

PROGRAM OVERVIEW

EXECUTIVE SUMMARY

This report covers SIKA-West departmental activities towards achieving the four Intermediate Results (IRs) during the months of January to March 2013. Below is a summary of program activities during the reporting quarter.

Quarter 2 of the 2013 USAID Financial Year was the most productive to date for the SIKA-West program. With support from the recently appointed MRRD SIKA-West Regional Coordinator, and an ongoing revision of processes and procedures, the program was able to implement numerous activities towards achieving PMP indicators. Although ground has not been broken on sub-projects, plans are in place to do so next quarter. Representatives from nine CDCs received Project Cycle Management courses in the Farah Provincial Center as part of preparations for the first milestone payments for grants in Bala Boluk District.

Coordinating with MRRD and other GIROA line ministries, 18 stabilization working sessions were held for 984 District Stabilization Committee (DSC) members and community observers in seven districts: Pusht-e Rod, Bala Boluk, Shindand, Kushk Rabat-e Sangi, Pashtun Zarghun, Muqur and Qadis. The meetings provided an opportunity for training in the use of the Stabilization Analysis Mechanism (SAM) tool to identify Sources of Instability (SOIs) and propose mitigating activities. During the quarter, 12 additional projects put forward by DSC members were approved by the Pusht-e Rod DRRD and are included in the latest District Project Portfolio submitted to USAID for approval.

Communications & Public Outreach training and activities were a major focus during the quarter, with 30 communications trainings conducted for 571 (522 males and 49 female) district entity staff members, youth, and women from Farah, Herat and Badghis Provinces. Trainings focused on building communications skills, outlining the importance of communications in the daily work of the district government and designing communications plans. A one-page handout entitled ‘Building Bala Boluk District’s Future’ was developed, highlighting services provided by the Bala Boluk District government. The one-pager was distributed by the District Governor to tribal elders and other influential people at a major *Shura* on January 15th.

¹ On January 22nd, 2013 SIKA-West received USAID approval to extend the initial contract period through to February 28th, 2014.

As part of progress toward implementing District Project Portfolio (DPP) activities, SIKA-West staff undertook a number of pre-feasibility studies, technical site surveys, designs and drawings for the proposed projects in Bala Boluk and Pusht-e Rod Districts, including water dividers and community center refurbishments. During the quarter, a number of grants-related documents were signed by five CDCs in Bala Boluk District including Khowjaha, Todanak Abdul Wodod, Todanak Malik Shir, Shiwan, Ziarat and Tapa-e-Sadat CDCs. Following the completion of the required documents, each CDC will receive its first milestone payment to kick off projects.

During the quarter, 37 capacity building courses, including Project Cycle Management, literacy and vocational trainings, were conducted for 736 district government staff, district entity representatives and local women (for additional information on courses provided, reference Annex C). Along with capacity building, seven Gender Working Group meetings were organized in Farah, Herat and Badghis Provinces aimed at improving coordination between relevant organizations focused on gender issues in those provinces. The Badghis Gender Working Group was established during an inauguration meeting on January 15th, including 15 people from government departments and NGOs. The working groups are a way of collecting information on gender-related SOIs outside of the predominately male DSC meetings and, to date, have been successful in getting NGOs and government agencies to coordinate activities.

STABILIZATION PROGRAMMING

Intermediate Result 1

Provincial and district entities increasingly address sources of instability and take measures to respond to the population’s development and governance concerns.

Summary of Achievements

As part of activities to meet Intermediate Result 1, 18 District Stabilization Committee (DSC) meetings were organized during the quarter, reaching a total of 984 people (109 females, 875 males), including DDA members, District Entity representatives, *Mullahs* and community observers in Farah, Herat and Badghis Provinces.

The meetings were an opportunity to gather key influential members of the community together to air any grievances, receive training on the use of the SAM tool to identify Sources of Instability (SOIs) and to propose mitigating activities. The information gathered from community members is used to update the District Stabilization Matrix (DSM), prioritizing projects that are then passed on to the Community Development Department to be reviewed and prioritized for the District Project Portfolio (DPP) listed in Annex A.

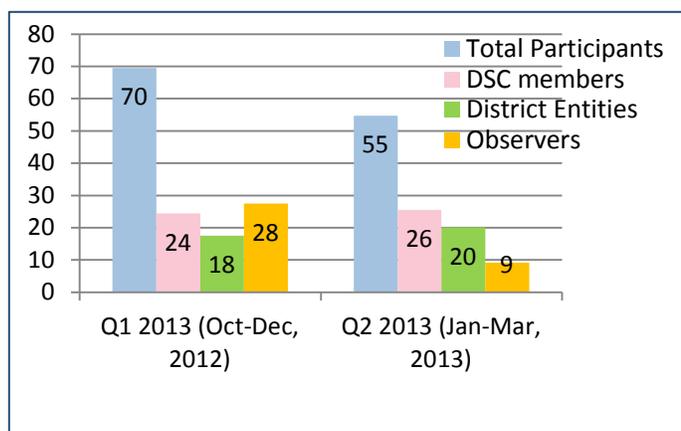


Chart 1: Quarterly Comparison of Program DSC Attendance

As shown in Chart 1, across the program, the average number of participants was slightly lower than the previous quarter, which can be explained by a loss of interest for some participants, geographical travel issues, and security issues linked with the start of the ‘fighting season.’ Some DDA members also mentioned that they did not receive an invite to a DSC meeting from the District Governor, a situation which will be rectified in the future with greater coordination between SIKA-West staff, the District Governors’ and DDA members. It is also expected that attendance will rise in the coming quarter with the introduction of a small allowance to cover the cost of community members travelling to DSC meetings.

Table 1.1 - IRI Performance Management Plan Targets

#	Indicator Description	Target Year 1	Actual Jan-Mar 2013	Cumulative Total
1.1	Number of stabilization work sessions conducted for district entities (DEs)	88	18	32
1.2	Increase in percentage of SIKA-West target districts where DEs use the Stability Analysis Mechanism (SAM) methodology to identify and address sources of instability (SOIs)	100%	4	58% 7/12 Districts
1.3	Number of activities planned against SOIs identified through SAM stabilization work sessions in SIKA-West districts	105	NA	615
1.4	Number of people participating in SAM stabilization work sessions	1,760	623	1418
1.5	Number of activities which address identified SOIs and included in a District Project Portfolio (DPP), which is approved by the DRRD	70	12	34
1.6	Number of target districts in which the SAM tool has been used to identify activities that mitigate SOIs	7	5	7

Specific Milestones Achieved

Farah Province:

As the first province to hold DSC meetings, Farah is further ahead in achieving PMP indicators than the other SIKA-West provinces. During the quarter, communities continued to meet and revise SOI mitigating activities, with two Pusht-e Rod DSC meetings held on January 6th and February 10th for 80 people, including 32 DSC members, 29 District Entity representatives and 19 community observers. There was no meeting held in March due to an ongoing poppy eradication program, which resulted in clashes between ANSF and anti-government elements. It is expected that the next DSC in Pusht-e Rod will be held in late April. The monthly meetings were organized to discuss the prioritization of projects recommended by DSC members during the third and fourth DSC meetings. During the meetings, the SOI analysis process was reviewed so that the DSC members could prioritize projects that match MRRD/SIKA-West criteria. By the end of the second meeting, DSC members identified poppy cultivation as an additional SOI, and replacement crops were recommended as a mitigating activity. Following discussions, the Pang Joft Gow Village protection wall project was dropped off the DPP list due to the high cost and insecurity in the area. The DSC members also prioritized the Massow Village canal excavation¹, Shahr-e-Kohna water dividers, school refurbishment projects in Massow, Chapak,



DSC members identify new SOIs, root causes, and propose mitigating activities during the fifth Pusht-e Rod DSC meeting on February 10th.

¹ At the time of writing, Anit-Government Element (AGE) activity around Massow Village had increased with an attack on an ANP post on April 16th, 2013. ALP responded with a clearance operation in Massow and closure of all routes in and out of the village.

Duken, and Tapa Shiran villages, and Literacy and Midwifery training for local midwives. During the February meeting, a short training on Conflict Resolution Skills was also provided to the participants.

In Bala Boluk District the DSC members organized three successful DSC meetings during the quarter on January 8th, February 12th and March 12th with participation from 105 people, including 48 DSC members, 28 District Entities' representatives and 29 community observers. The objectives of the meetings were to update DSC members on the status of the District Project Portfolio (DPP), discuss the Community Development Councils' (CDCs') role in project implementation and ask the DSC members to support SIKA-West technical staff and implementing partners in terms of security during project implementation. During the 7th DSC meeting some of the members said they were not satisfied with the way projects had been allocated; however, following a lengthy discussion, it was decided that the remaining project funds would be spent on tackling unemployment by implementing the following projects: a male tailoring vocational training course in Now Abad Village, male literacy trainings in Qazi Abad and Azoo Villages (see annex D), motorbike repair vocational trainings in Zarmardan, Bakhsh Abad, and Bar Zao Villages, and auto mechanic vocational training in Now Bahar village. During the 8th meeting, DSC members discussed unemployment and poor performance by some Afghan officials, which were the two SOIs identified during the 7th DSC meeting. By the end of the meeting, literacy courses, tailoring vocational trainings, water divider construction, canal cleaning, and computer, management and leadership trainings were proposed as potential mitigating activities to tackle the SOIs.

On February 4th, as part of roll-out activities for Khak-e-Safayd District, a meeting was held at the district center with the participation of 65 people including the District Governor, line departments' representatives, and influential leaders. During the meeting, the MRRD/Stability Program was introduced to the participants. The program was welcomed by the District Governor and he requested that the people attending support it. On February 11th, a team from HQ including the Deputy Chief of Party (DCoP) and Deputy Stability Director traveled to Farah Province and met with the Provincial Governor, who expressed his full support for expanding the MRRD/Stability Program to other districts in Farah Province. The Provincial Governor also recommended an additional roll-out into Bakwah District as soon as possible and has offered assistance facilitating the roll-out.

On February 23rd, the Farah PST Manager participated in a major *Shura* held on the transitioning of responsibility from foreign forces to Afghan forces in Khak-e-Safayd District. In this *Shura*, approximately 150 people, including the Farah Provincial Governor, participated. During the meeting, an overview of the MRRD/Stability Program was presented to the participants, who were asked to support the roll-out into the District. The Farah Provincial Governor expressed his full support and asked the participants to cooperate with the Stability Program staff. At the end of the meeting, 500 copies of a one-page handout highlighting the activities and achievements of the Khak-e-Safayd District government were distributed. The one-pager contained information on the responsibilities of the District Governor's office and different services available in the district.



One-pager distribution during the transition Shura in Khak-e-Safayd on February 23rd.

Herat Province:

During the quarter, three Kushk Rabat-e Sangi DSC meetings were held on January 7th, February 20th and March 20th. As Chart 2 demonstrates, between the second and fourth meetings there was a slight rise in participation, mainly due to a greater number of District Entities becoming engaged in the process. In these meetings, 156 people, including 95 DSC members, 51 District Entities’ representatives and 10 community observers participated. During the second DSC meeting, the District Governor announced his full support and asked the DSC members to collaborate with the Stability Program. After a discussion covering the Stability Program budget limitations for target districts, project selection criteria and SOI analysis, the following SOIs were identified: insecurity, poverty, unemployment, illiteracy, tribal conflicts, foreign influences, unfair justice from GIRoA, and lack of trust between GIRoA and the local community. The DSC members then recommended conducting literacy courses, providing vocational trainings, road construction projects, poultry farms, and improving agriculture as mitigation activities.

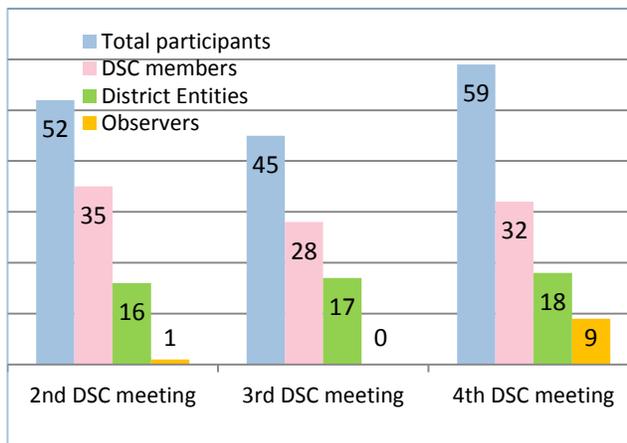


Chart 2: Comparison of Kushk Rabat-e Sangi DSC Attendance

As part of capacity building, lessons learned and coordination activities, five Shindand DSC members were invited to participate in the third Kushk Rabat-e Sangi DSC meeting. This exchange provided an opportunity for DSC members to share knowledge and experience in regards to SOIs and Mitigating Activity identification. Through a SAM session the DSC members reviewed the SOIs and identified root causes and proposed Mitigating activities including canal intakes, a protection wall and culvert construction, school and road rehabilitation, vocational trainings, public awareness campaigns, and capacity building trainings. During the 4th meeting, the DSC members discussed the three SOIs identified in the last meeting, including lack of trust between government and local community, lack of GIRoA justice at the district level, and illiteracy and lack of education. By the end of the meeting, the DSC members identified the root causes of the SOIs and proposed some mitigating activities.



Kushk Rabat-e Sangi DSC members identify Root Causes and propose Mitigating Activities during the third DSC meeting on February 20th.

The Shindand District Governor hosted DSC meetings numbers 3, 4 & 5 during the quarter on January 8th, February 18th and March 26th, respectively. In these meetings, a total of 200 people – including 77 DSC members, 76 District Entity representatives and 47 observers – participated. The fourth meeting was organized to discuss budget limitations in Shindand and the prioritization of projects recommended by DSC members in the third DSC meeting. The PST raised the project selection criteria covering projects DSC members could recommend as mitigating activities for SOIs. During the meeting, the project selection criteria was explained to the participants and the DSC prioritized 36 hard and soft mitigating activities from previous DSC meetings, including



Shindand DSC members review the project criteria at the fifth DSC meeting on Feb 18th.

carpeting and tailoring vocational trainings, water divider and protection wall construction, canal rehabilitation, school refurbishment, and road rehabilitation. At the 5th meeting, the DSC members analyzed three SOIs including the presence of ISAF, influence of Iran and Pakistan, and lack of national unity amongst the tribes. The meeting ended with Conflict Resolution Skills training.

The Pashtun Zarghun DSC members, with support of the District Governor, organized two DSC meeting on January 28th and March 13th, with participation of 115 people including 72 DSC members, 35 District Entities’ representatives and eight community observers. As Chart 3 demonstrates, there was an increase in attendance of more than 10% between the 2nd and 3rd DSC meetings, with a significant increase in DDA members and community observers. At the same time attendance by line department representatives dropped by a third. To tackle this drop, SIKA-West staff will aim to improve coordination with local government officials in upcoming meetings. During the meeting, trainings on the SAM process, SOI analysis, mitigation activities and project prioritization were provided. The participants identified the following SOIs:

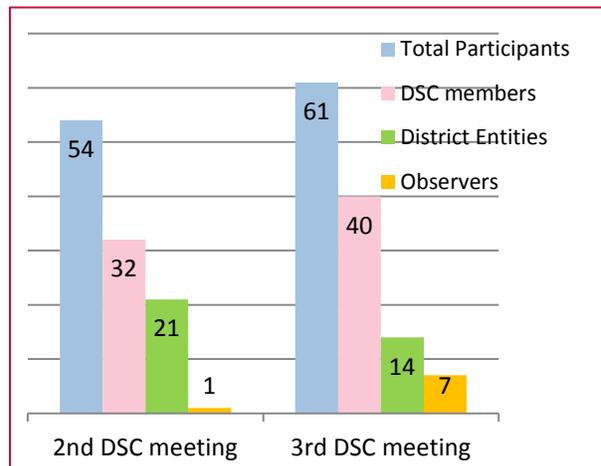


Chart 3: Comparison of Pashtun Zarghun DSC Attendance

unemployment, illiteracy, foreign destabilizing influences, a lack of law enforcement, government corruption, and insecurity. Following a discussion, the root causes of these SOIs were identified as the lack of government support for the agriculture sector, lack of a market for agricultural production, lack of vocational trainings for men and women, lack of education facilities, presence of insurgent groups, lack of public awareness on national benefits and lack of GIROA control of the borders.

At the 3rd DSC meeting in March, DSC members discussed two SOIs - unemployment and illiteracy – identifying a number of soft and hard mitigating activities. In addition, a lack of trust between district citizens and local government was identified as a new source of instability, and road rehabilitation and culvert construction were proposed as mitigating activities. At the end of the meeting, Conflict Resolution Skills training was provided to the participants.

On March 17th, the MRRD/Stability Program Senior Advisor organized an introductory coordination meeting with six National Area Based Development Program (NABDP) staff at the Herat PST office. The meeting aimed to exchange the NABDP and Stability Program activities in Herat.

Badghis Province:

Badghis Province, as the most recent of SIKA-West’s PSTs to implement DSC meetings, is slightly behind other provinces in project implementation. Currently, all DSC members are still involved in identifying SOIs and mitigating activities. During the quarter, three Qadis DSC meetings were held on January 8th, February 24th and March 24th. In these meetings, 205 people participated, including 93 DSC members, 81 District Entity representatives and 31 community observers. A highlight of the February 24th meeting was the attendance of six female DDA members and one representative of the Badghis Provincial Peace Council. During the meeting, unemployment, insecurity, interference of foreign countries—particularly Pakistan and Iran—illiteracy, and lack of coordination and cooperation



Project criteria were explained to Qadis DSC members on February 24th during the third DSC meeting.

between the Government institutions were identified as SOIs. The 3rd meeting was organized to discuss project specifications and prioritization of the SOIs identified during the last DSC meeting. The project selection criteria was explained to the DSC members and, after a group discussion, approximately 100 projects were proposed as mitigating activities, which will be whittled down and prioritized during future discussions. During the 4th DSC meeting, an overview of the mitigating activity projects was given to the DSC members, followed by a discussion on sources of instability, root causes and mitigating activities identified during the previous meetings. An opportunity was provided for Department of Women’s Affairs (DoWA) Director to discuss gender-related activities provided by DoWA in Qadis and Muqur Districts with the support of SIKA-West staff, including literacy and vocational trainings.

The Muqur DSC was formally established on January 9th and 28 (5 females, 23 males) out of the 52 attendees were proposed as DSC members. Participants in the inauguration meeting included District Entity representatives, DDA members, influential tribal leaders, CDC members, the Badghis DRRD Director and the District Governor. On March 26th, the second Muqur DSC meeting was held with the participation of 72 people, including 14 DSC members, 45 District Entity representatives, and 13 community observers. As with all initial DSC meetings, SAM training was provided, along with an overview of project criteria and budget limitations. Applying the SAM, the DSC members identified six SOIs including illiteracy, lack of unity, unemployment, poverty, administrative corruption, poppy cultivation and drug trafficking. By the end of the meeting, 47 mitigating activities were proposed.



Badghis DoWA Director shares the gender-related activities in Qadis and Muqur Districts supported by SIKA-West at the DSC meeting.

To improve coordination with the Badghis DRRD, weekly meetings have been planned with the DRRD Director every Thursday. The purpose of these meetings is to share the achievements, challenges, and future plans of the MRRD/Stability Program in Badghis Province. As part of this coordination activity, a meeting was held with the Badghis DRRD Director on February 7th. During the meeting, the issue of Computer Training to DRRD staff was discussed, and a list of the trainees selected for the course was given to the DRRD Director for review and approval.

HQ Support for Ghor Province Roll-out:

As part of roll-out activities for Ghor Province, a team from HQ traveled to Chaghcharan in order to make the initial preparations for entry into Chaghcharan and Shahrak Districts. The Stability Program team briefed the Ghor USAID focal point and Department of State representatives on the MRRD/Stability Program. The USAID representatives are looking forward to a roll-out in Ghor Province and promised to provide support for the implementation of the program. A meeting was then held with the Ghor DRRD Director, who offered his full cooperation and support for the Stability Program and will provide office space in the DRRD building and other support for the Ghor PST. In addition, a meeting was held with the Ghor Provincial Governor and he was briefed on the Stability Program objectives. The Governor has appointed his Deputy to be the Chair of Chaghcharan DSC and offered the Provincial Government Compound as the venue for the proposed DSC meetings.



Roll-out meeting with Shahrak District influential leaders on February 19th.

On February 19th, the Ghor DRRD representatives and Stability Program Officer traveled to Shahrak District and conducted a meeting. Those present included the District Governor, District Entity representatives and influential tribal leaders. The participants were provided with MRRD/Stability Program objectives and informed about the roll-out plans. The District Governor expressed his full support and is looking forward to roll-out in Shahrak District. Given the operational challenges of rolling out into Shahrak, it will follow the full roll-out of Chaghcharan.

On March 6th, a team from HQ again traveled to Chaghcharan and introduced the MRRD/Stability Program to the Deputy Provincial Governor and Head of the Chaghcharan DDA, briefing them on the roll-out progress and upcoming DSC formation. The team initiated the process for the identification of the Chaghcharan DSC members in close coordination and cooperation with the Ghor Deputy Provincial Governor and the Head of the DDA. In addition, a meeting was held with the Head of the DRRD Program Unit and DRRD Acting Director. An overview of the program was provided and a package covering vacancy announcements for the Ghor PST was handed over. At this time, a coordination meeting was held with the Shahrak District Governor to confer and refresh him on the objectives of MRRD/Stability Program, roll-out and DSC formation process. The District Governor requested that the program start soon and said community leaders and the people of this district were ready to support the program.

COMMUNICATIONS AND PUBLIC OUTREACH

Intermediate Result 2

Provincial and district entities understand what organizations and provincial line departments work within their geographic areas, what kind of services they provide, and how the population can access those services.

Intermediate Result 3

Provincial authorities (PAs) 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.

Summary of Achievements

During this quarter, 31 communications trainings were conducted for 569 (522 males and 47 female) people, including district entity staff members, youth and women from Farah, Herat and Badghis Provinces. See Annex B for a full list of trainings provided during the quarter. The trainings focused on building communications skills, outlining the importance of communications in the daily work of the district government and devising communications plans. A one-page handout, ‘Building Bala Boluk District’s Future,’ was developed, which highlighted the activities of the Bala Boluk District government. The one-pager was distributed by the District Governor to tribal elders and other influential people at a major *Shura* on January 15th. During the quarter, media training was provided to 20 Pusht-e Rod District Government staff, including the District Governor, the Directorates of Agriculture, Telecommunications, Justice, DRRD, Education, Irrigation and Finance Departments.

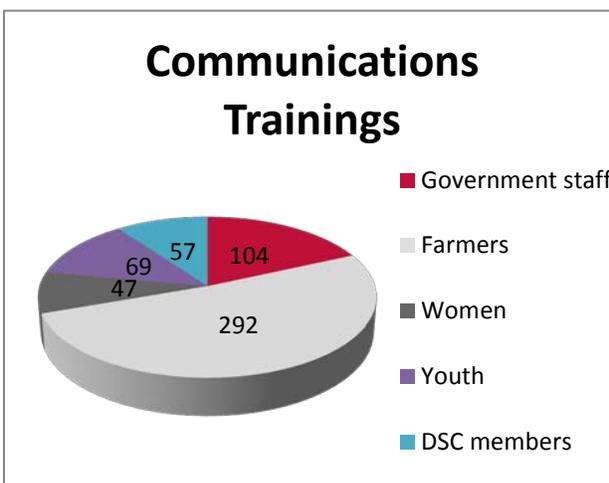


Chart 4: Number of people receiving communications trainings

Table 2 – IR2 Performance Management Plan Targets

#	Indicator Description	Target Year 1	Actual Jan-Mar 2013	Cumulative Total
2.1	Number of DEs and PAs using the Service Provider Catalog (SPC)	21	0	0
2.2	Number of technical assistance activities provided to DEs by SIKA-West for the development of a project which has the potential for support from a provider listed in the SPC	36	0	0
2.3	Number of SOI mitigating activities that are implemented in collaboration with providers identified in the SPC	7	0	0
2.4	Number of people who received information provided by District Entities about services listed in the SPC via visits, radio, TV, e-mail, and letter	26,400	NTR	NTR
2.5	Number of training workshops held on Service Provider Catalogue usage for District Entities	9	0	0

Table 3 – IR3 Performance Management Plan Targets

#	Indicator Description	Target Year 1	Actual Jan-Mar 2013	Cumulative Total
3.1	Percent increase in the number of regular meetings held between Provincial authorities and District Entities	30%	NTR	NTR ¹
3.2	Percent increase in the district residents reporting that District Entities listen to their grievances	15%	NTR	NTR ²
3.3	Number of PAs and DEs with a communications strategy or plan in place	9	7	7
3.4	Number of public outreach and/or public consultation activities conducted by DEs or PAs as outlined in the communications strategy or plan	9	11	11
3.5	Number of trainings conducted for PAs and DEs in communications and outreach	42	31	47

¹ A baseline for this indicator has been collected for Bala Boluk District and is ongoing in other districts.

² A baseline on this indicator will be collected as part of the SIKA-West Baseline Survey in early 2013. MISTI will also be collecting information in this indicator.

Specific Milestones Achieved

Farah Province:

A one-page handout, ‘Building Bala Boluk District’s Future,’ was developed, which highlights the activities of the Bala Boluk District government. The one-pager was distributed by the District Governor to tribal elders and other influential people at a major *Shura* on January 15th and is the first of a number of communications materials planned under the Bala Boluk District Government communications plan. It highlights activities such as the development of programs, delivering legal justice and conflict resolution through the district court, social services and security issues. Working with the District Government, SIKA-West staff helped design and print the document, building the capacity of government staff throughout the process to eventually produce their own documents.



Distribution of the District Government’s one-pager at a major *Shura* on January 15th.

As part of activities to collect information for, and promote the use of, the Service Provider Catalogues (SPC), a list of all available services and contact details was prepared for Bala Boluk and Pusht-e Rod Districts. The list will be presented to DSC members during the next monthly Bala Boluk and Pusht-e Rod DSC meetings. During the quarter there was a focus on helping district entities produce communications plans, guiding future activities in the region. During the quarter, a total of seven communications plans were developed in Qadis, Pusht-e Rod, Bala Boluk, Kushk Rabat-e Sangi and Shindand Districts. On February 28th, the Bala Boluk District Governor’s Communications Plan was signed by the District Governor. The plan aims to improve the capacity of the district governor’s office to communicate, raise awareness on district government activities and teach people that they need to be responsible for stability in their own village. In addition to established communications techniques such as SMS messaging and a complaints hotline, the plan reinforces traditional Islamic values and methods of communications, such as using Friday prayers and the influence of *Mullahs* to spread messages of peace.

As part of a follow-up to advocacy activities supporting an improvement in Bala Boluk radio coverage and the ability of the Government to communicate with rural communities, a meeting was held with the Head of Farah Radio and Television of Afghanistan (FRTA) to discuss technical solutions to boost radio coverage. The Head of FRTA said improvements could be made if the MRRD/Stability Program provided some technical equipment. During discussions, it was also mentioned that youths could be trained and then broadcast stability-related programs. Following this meeting, a team from HQ plans to travel to Farah to conduct a feasibility survey and assessment next quarter.

The final version of the Farah Service Provider Catalogue (SPC) was approved by USAID. The SPC is currently being translated into local languages and, with the support of the DRRD, will be released to community members and provincial and district line departments. Training will be provided to DEs on how to use the SPC as a resource to identify service providers in their region.

The Farah DRRD Director was provided with support to broadcast a summary of last year’s DRRD activities on Farah local television, something he accomplished on March 19th, the first day of solar New Year. The Pusht-e Rod District Governor and Youth Association Communications Plans were finalized and signed by the District Governor and head of the youth association.

Herat Province:

The Shindand District Governor’s Office Communications Plan was finalized and signed by the Acting District Governor on January 21st, 2013. This plan was designed to help the District Governor’s Office effectively manage communications throughout the district in order to mitigate sources of instability and

improve the community’s perception of government activities in the district. The six-month plan includes 26 specific activities and attempts to address different audiences at the district level. As part of the communications plan, a poster and banner were designed for an anti-corruption meeting held among government officials at the Shindand District Governor’s compound on January 21st with the participation of 64 people, including the District Governor. The anti-corruption banner will remain hanging in the Shindand government’s conference room to increase government awareness of the problems, which stem from corruption. The 500 posters will be distributed to government facilities, including mosques, schools and health clinics across the district. Both the poster and the banner are activities which respond to an important root cause for instability identified by the Shindand DSC.



Anti-corruption meeting and poster distribution in Shindand District

On February 4th, the Communications Department worked with the Shindand Acting District Governor to send a pilot SMS to 385 elders and *Arbabs* (tribal leaders) across the district. The message announced the near completion of the new Shindand hospital. SMS is an excellent way to reach remote tribal leaders quickly on important issues, and, if successful, it is planned that the pilot will be replicated in other districts.

The Shindand District Governor received support from SIKA-West staff to produce materials highlighting the activities of the district government. A set of factsheets is being developed for distribution to media and Shindand residents. A folder was also designed to showcase the district and hold the factsheets. The first factsheet focuses on education and encourages parents to register their children in school for the upcoming year. Both the folder and the factsheet are part of the district government communications plan and work to combat illiteracy and lack of education, which have been identified as SOIs by Shindand DSC members.



On February 25th, as part of the communication activities listed in Shindand District Government’s Communications Plan, the monthly coordination meeting of the District Governor with line department managers was held. During the meeting, participants were briefed on the District Government activities in the last month. The District Governor listened to the concerns and challenges and suggested solutions. The monthly government coordination meeting is a keystone in MRRD/Stability Program’s efforts to achieve better coordination in the Shindand District Government.

On March 17th, the District Governor organized a public meeting with 43 farmers and farmers’ cooperatives members at the District compound. The meeting was designed to strengthen linkages between the District Governor and farmers, also creating a forum for farmers to raise concerns. “This type of meeting can build trust between the government and communities,” said the Shindand District Governor. The farmers shared challenges they face in Shindand, including horticultural issues, lack of improved seeds, plant disease and competition from imported Iranian dairy products. In response to the concerns, the Shindand Department of Agriculture, Irrigation and Livestock (DAIL) Manager offered technical and consultancy services to the farmers



Farmers share their concerns with the Shindand District Governor at a public meeting on March 17th.

Also as part of the Shindand District Governor communication plan, two factsheets were developed that provided useful information on the new district hospital and health services in the district.

The Kushk Rabat-e Sangi District Governor's six-month communications plan was finalized and signed by the District Governor.

Badghis Province:

On February 24th, the Qadis Youth Association's six-month communications plan was finalized. The Youth Association is the only youth entity in the district with more than 500 members from different sub-districts and villages. The communications plan aims to increase their membership, engage alienated youth and conduct public awareness-raising campaigns on the importance of education and the negative effects of drug use.

On February 28th, as part of the activities to implement the Qadis Youth Association Communications Plan, the members conducted their first internal communications meeting in Qadis District Center. The youth association shared their communications plan with more than 30 participants and developed a plan for their upcoming "Go to School" communications campaign.

On March 4th, the Qadis District Governor's Communications Plan was signed by the District Governor. The plan aims to improve the communication capacity of the District Governor's office and share District Government activities and achievements with the District residents. Conducting public meetings, printing informative fact sheets and sending regular press releases and SMS are some of the activities listed in the plan.

On March 10th, the Qadis Youth Association conducted their first public outreach intervention: a "Go to School" campaign. Over 100 people participated in the public meeting, including the District Governor, senior district government staff, *Ulema*, influential elders and concerned parents. The *Ulema* strongly supported the Youth Association's efforts to register children at school. An influential *mullah* declared to the crowd, "We need a literate community to have a developed country." The Youth Association drafted a press release on the meeting that was sent to 166 journalists and media. The Youth Association's "Go to School" campaign encourages parents to register their children for the new school year, starting relatively soon, and is one of the activities in their Communications Plan.



An influential *mullah* declared to the crowd, "We need a literate community to have a developed country," at the "Go to School" campaign on March 10th.

The Qadis Youth Association was provided with support and guidance to design and print a poster to encourage school attendance in Qadis in the upcoming school year, which will be used as part of an ongoing education campaign. Over 1,000 copies of the poster will be distributed in 48 separate villages in 12 sub-districts of Qadis District. Currently, the design and distribution of the poster is still heavily supported by the Stability/MRRD program; however, additional trainings and ongoing capacity building will eventually end with District Entities designing and disseminating their own messages.



Once translated, the "Today's children are tomorrow's leaders, Send them to school" poster will be distributed in 48 different villages in Qadis District.

As part of the ongoing Qadis Youth Association Education Campaign, the "School Cleaning Campaign," was conducted on March 24th and 25th in six villages in Qadis District. Approximately 495 students, teachers and parents cleaned 12

schools. During the campaign, 1,000 Education Posters were distributed to the people. The education campaign had a good reception in Western Region media. This was the first time that schools were cleaned in this district by parents, students and youths. “Send your children to school to have an Islamic and developed country,” said Molavi Sebqatullah during the campaign.



Approximately 495 students, teachers and parents cleaned 12 schools during the school cleaning campaign in Qadis on March 24th.

On March 11th, the Acting District Governor of Qadis conducted an internal communications and coordination meeting with the Qadis District Government staff. The meeting aimed to improve internal communications and coordination among the district line departments. Ten officials from different government departments attended the meeting, including officials from the Departments of Agriculture, Law, Demography, Statistics, Finance & Administration and Telecommunications.

On March 16th, as part of the Qadis District Governor’s ongoing ‘Education Campaign,’ a public meeting was held at the Jameat Qadis High School with the participation of 85 people, including the District Governor, *Ulema*, parents, school teachers and students. During the meeting, the Head of the Education Department provided an overview of education-related activities during the last year, information on school facilities, staffing and student enrollment numbers and requested community support for his department. Influential leaders and teachers spoke on the importance and roles of education in development and peace in the country. The meeting ended with the reading of poems and articles about education by students. The ‘Education Campaign’ is part of the communications activities included in the District Governor’s Communications Plan and addresses illiteracy, a prioritized SOI identified by the DSC members.

HQ Support:

A meeting was held with the head of Radio Faryad in Farah Province on January 28th to discuss different possibilities for radio coverage of Bala Boluk District through the existing network in Farah city. Establishing a radio in Bala Boluk is an identified mitigation activity proposed by the Bala Boluk DSC, but not yet endorsed by the Farah provincial governor.

To speed up the process of data collection for the Herat Service Providers Catalogue (SPC), three out of seven university graduates have been hired as part-time interns for a six-week period. Along with data collection, they will be provided with different capacity building trainings. This on-the-job mentoring provides valuable opportunities for graduates who have yet to be offered their first employment opportunity.

On March 9th, the Communications Department submitted seven district profiles to USAID for review and approval. The district profiles provide extensive background information to help SIKA-West better understand a specific district. They provide an overview of geography, tribes and allegiances, the economy, government personnel and services and the local security situation to improve the identification and mitigation of sources of instability at the district level. After translation into local languages, they will be uploaded onto the MRRD website and will be released to the relevant departments. The profiles cover the Districts of Muqur, Qadis, Bala Boluk, Pusht-e Rod, Shindand, Kushk Rabat-e Sangi and Pashtun Zarghun.

COMMUNITY DEVELOPMENT

Intermediate Result 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.

Summary of Achievements

As part of progress towards implementing the District Project Portfolio (DPP) activities, SIKA-West staff undertook a number of pre-feasibility studies, technical site surveys, designs and drawings for the proposed projects in Bala Boluk and Pusht-e Rod Districts, including water dividers and community center refurbishments. During the quarter, a number of grants-related documents were signed by five CDCs in Bala Boluk District, including Khowjaha, Todanak Abdul Wodod, Todanak Malik Shir, Shiwan, Ziarat and Tapa-e-Sadat CDCs. Following the completion of the required documents, each CDC will receive its first milestone payment to start the projects. At the time of writing this report, USAID had approved 20 grants in Farah Province. See annex D for prioritized and approved projects.

Table 4 – IR4 Performance Management Plan Targets

#	Indicator Description	Target Year 1	Actual Jan-Mar 2013	Cumulative Total
4.1	Number of grants activities implemented against SOIs	72	0	0
4.2	Percentage of population in targeted districts reporting increased satisfaction with GIROA basic services	15%	NTR ¹	NTR
4.3	Percent increase of district residents reporting basic services in target districts are delivered in a fair and transparent manner	25%	NTR ²	NTR
4.4	Number of person days of employment created through SIKA-West interventions	9,000	0	0
4.5a	Number of grants activities with community contribution	72	0	0
4.5b	Dollar value of community contribution	\$216,000	0	0
4.6	Number of trainings implemented through grants	7	0	0
4.7	Number of person-days of trainings implemented through grants	280	0	0

¹ A baseline on this indicator will be collected as part of the MISTI Baseline Survey

² A baseline on this indicator will be collected as part of the SIKA-West Baseline Survey in early 2013

Specific Milestones Achieved

Farah Province:

During the quarter, a number of grant-related documents were signed for the approved projects in Bala Boluk and Pusht-e Rod Districts, including the Project Priority Agreements (PPA), Community Development Councils (CDC) capacity needs assessments and *Mirab* Agreements.

Technical packages were completed, including design, drawings, Bill of Quantities (BoQ), price estimations, and work plans for water divider refurbishment projects that will be implemented by 11 CDCs featured in DPP #3 and three CDCs in Bala Boluk DPP #4.

On March 5th, a coordination meeting was held with three CDCs within Doken community to identify and elect a capable CDC able to implement the Doken school refurbishment project featured in Pusht-e Rod DPP #2. Following consultation with the management boards of the CDCs, the Zer Joye CDC was appointed through an official agreement signed by the management boards.

During the quarter, the feasibility surveys of seven projects in Pusht-e Rod and three projects in Bala Boluk Districts were completed.

Herat Province:

On February 11th, as part of advocacy activities for a project which will establish a Livestock Farm proposed by the Shindand DSC members, a meeting was held with the Animal Husbandry Manager of the Herat Department of Agriculture, Irrigation and Livestock (DAIL). The meeting focused on the possibility of DAIL establishing farms; as it turns out, the department is unable to establish farms in Shindand District due to a lack of resources. As a compromise, the manager offered to provide artificial inseminators and vaccines to existing farm owners. The results of the meeting will be shared with the DSC members at the next DSC meeting.

During the quarter, the feasibility surveys of 25 projects in Shindand, 11 projects in Kushk Rabat-e Sangi and 20 projects in Pashtun Zarghun Districts were completed.

Badghis Province:

During the quarter, feasibility surveys of 34 projects in Qadis District were completed.

CAPACITY BUILDING & GENDER

Summary of Achievements

During the quarter, 37 capacity building training courses for 777 district government staff, district entity representatives and local women were provided. Annex C breaks down the trainings into type, geographical area and numbers trained. Highlights of the trainings included Project Cycle Management courses for CDC members receiving grants, and literacy and vocational trainings for community members.

As Table 5 demonstrates, the program is well ahead on gender-related indicators, mainly because projects related to building capacity of women have been implemented through the capacity building budget

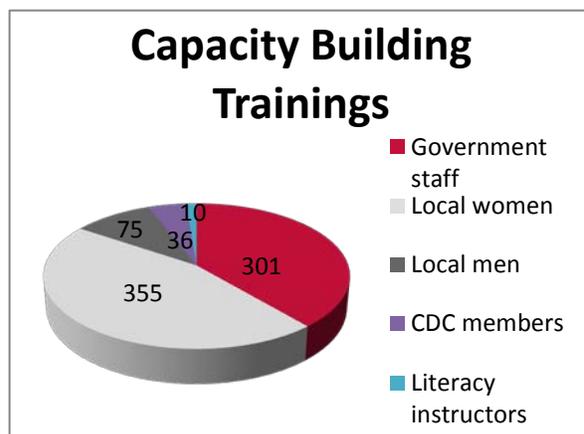


Chart 5: Capacity Building trainings

rather than through the grants process, decreasing the amount of time it takes to implement the activity. Other ‘soft’ activities implemented during the quarter included seven Gender Working Group meetings organized in Farah, Herat and Badghis Provinces.

The Badghis Gender Working Group was established during an inauguration meeting on January 15th, including 15 people from government departments and NGOs. These working groups are a way of collecting information on gender-related SOIs outside of the predominately male DSC meetings, and to-date have been successful in getting NGOs and government agencies to coordinate activities.

Table 5 – Gender PMP Program Objectives

#	Indicator Description	Target Year 1	Actual Jan-Mar 2013	Cumulative Total
#6	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources and basic services (Assets, credit, income or employment)	10%	72%	80.28%
#7	Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming	75%	0	0 ¹
#8	Number of interventions that increased participation of women in district entities activities	27	17	34

Capacity Building Component

As part of internal capacity building, an introduction to Capacity Building orientation training was provided to 16 newly recruited Farah PST and DST staff on January 6th. Other orientation trainings, including Introduction to Stabilization Programming, Communications, M&E, Resource Development and Human Resources, were provided to Badghis PST and DST staff.



Capacity Building trainings for Bala Boluk District Government staff held on January 29th.

As part of government capacity building activities identified following a needs assessment, a six-month computer course for 11 DRRD staff (2 female and 9 male) commenced on January 22nd, 2013². On February 20th, an internal Media training was provided to seven staff in Herat, and, on February 5th, a one-day environmental screening training was provided to HQ and Herat PST and Shindand and Kushk Rabat-e Sangi DST Community Development staff.

A series of capacity building trainings, including CDC Needs Assessments, CDC Project Priority Agreement, CDC Grant Application, conflict resolution and leadership, were provided to Badghis PST and DST staff.

¹ Baseline data is currently being collected by SIKA-West M&E Officers

² At the time of writing the DRRD was making a decision on whether to discontinue these classes due to difficulties in obtaining personal computers for each student. SIKA-West is unable to provide funds and equipment directly to a government department; however, staff are searching for other solutions.

A three-day communications training was provided to six newly recruited Communications DST staff from Shindand, Muqur, Kushk Rabat-e Sangi, Pashtun Zarghun, Pusht-e Rod and Bala Boluk Districts in the HQ office. The staff will be responsible for driving the communications program forward at the district level. By the end of the training, they had learned basic communications skills, how to develop a communications plan, how to do a needs assessment as well as the SPC data collection and distribution process. This information will be passed on to district entity members.

On March 10th-12th, a three-day grants procedures and implementation training was provided for two Farah PST Grants Officers. The Grants Officers are ‘cascading’ the training to the CDCs members as part of the Project Management training in Farah DRRD.

Gender Component

Farah Province:

A continuing challenge to the SIKA-West program in all districts has been to have gender concerns properly addressed at DSC meetings. A number of interventions are being implemented and are included below; however, in Farah the current plan is to have a written request of concerns drafted by influential women and submitted at the upcoming DSC meetings.

On January 15th, the monthly Farah Gender Working Group meeting was held at the Farah Department of Women’s Affairs (DoWA). Ten representatives from government line departments and NGOs interested in gender-related interventions participated in the meeting. Discussions focused on identifying potential projects for women in Bala Boluk and Pusht-e Rod Districts, including bee keeping, fish farming and carpet weaving.

As part of coordination activities for the monitoring of literacy courses, a meeting was held with the Bala Boluk Education Department Director on January 19th. The Director of Education Department expressed his full support and plans to introduce one focal point from the Education Department to monitor the literacy courses. The Director of the Literacy Department also provided 78 literacy books for the Pusht-e Rod District literacy classes.

On January 29th, a meeting was held with the Farah Department of Women’s Affairs (DoWA) with the participation of the DoWA Director, Pusht-e Rod and Bala Boluk literacy instructors, USAID and PRT representatives. The purpose of the meeting was to coordinate vocational trainings in Bala Boluk and literacy classes in both Bala Boluk and Pusht-e Rod Districts. Additionally, discussions focused on professional development planning for DoWA staff and lessons learned from literacy courses. At the end of the meeting a representative from DoWA was selected to coordinate the vocational trainings in Bala Boluk District.

On February 17th, a successful Farah Gender Working Group meeting was held among 17 people from different governmental and non-governmental organizations. Each month, representatives from organizations with a focus on women’s affairs meet to exchange information and push their programs forward. This month’s meeting aimed to inform the members about the vocational and literacy trainings organized in Farah by the Stability



Local women receive instruction at the Shiwan Literacy Course, Bala Boluk District



Coordination meeting held with Farah DoWA to discuss vocational and literacy trainings on January 29th.

Program, and to provide Gender Mainstreaming Part-III training. During the meeting, participants convinced the Farah Laborers Association to register 15 women who recently completed a drug treatment program at WADAN clinic in the next vocational training course organized by the Farah Department of Labor and Social Affairs (DoLSA). A representative from Coordination in Humanitarian Assistance (CHA), a local NGO, also agreed to implement midwifery training in Bala Boluk and Pusht-e Rod Districts if requested by MRRD/Stability Program.

Badghis Province:

The Badghis Gender Working Group was established during an inauguration meeting on January 15th, including 15 people from government departments and NGOs. The DRRD Deputy Director, USAID representatives, DoWA Director and a representative from the Literacy Department attended the meeting. During the meeting an overview of the MRRD/SIKA-West gender components was provided to the participants. The DoWA Director said the Women’s *Shura*, which is organized by DoWA, will also join the Gender Working Group in future meetings. At the end of the meeting, all the participants agreed to conduct a three-day gender-related training in Badghis.

A gender-related meeting was organized by the Badghis Department of Women’s Affairs (DoWA) on January 21st. Eighteen people, including USAID and CSO representatives, participated in the meeting. During the meeting, a decision was also made to organize a handicraft fair on International Women’s Day on March 8th, allowing local women to sell unsold stock.

As part of gender-related activities, a meeting was held on January 22nd at the Qadis Agricultural Department with 20 female representatives from Qadis CDCs. The meeting focused on identifying the problems women face in Qadis District. The women asked the MRRD/SIKA-West to provide vocational training and literacy courses for women and involve them more in decision-making processes.



Meeting with 20 female Qadis CDC representatives on January 22nd.

On February 20th, the Badghis Gender Working Group hosted 40 representatives from government and non-government organizations in a meeting at Badghis Department of Women’s Affairs (DoWA). The DoWA Acting Director provided an overview of the MRRD/Stability Program Gender activities, including the upcoming literacy and vocational trainings in Qadis and Muqur Districts, to the participants. The main focus of the meeting was to exchange information on the “Career Guidance to Students at Local Girls’ Schools” program, which is planned by DoWA. The program aims to increase the capacity of students in selecting their field of study. The students will be interviewed about their future study plans and the interviews will be broadcast on television and radio in Badghis.



Badghis Gender Working Group meeting held on February 20th at Badghis DoWA.

On February 6th and 9th, as part of coordination activities for literacy courses in Qadis District, separate meetings were held with the Qadis District Governor and 17 females from the Qadis DDA and CDCs. During the meetings, Qarchagi, Qadis Khordak and Taht-e-Bazaar communities were selected as sites for the literacy program.

The Badghis Gender Officer met with the Department of Women’s Affairs (DoWA) Director on February 26th to coordinate the inclusion of seven female Qadis DSC members in the Women Handicraft Exhibition

organized by DoWA for women to market and sell their products for International Women’s Day on March 8th. Another item discussed was a communications campaign to design and print three banners to hang in public places in Badghis Province. The banners delivered messages supporting women’s participation in social activities. “Let’s support women’s participation and leadership in decision, policy and law making process” is one of the messages. Introduction to Gender training was provided to 12 female members of the Qadis DSC and DDA on February 24th.

In Badghis, 13 banners, which were printed to hang at public places to mark International Women’s Day, were handed over to DoWA. The banners deliver messages supporting women’s participation in social activities. The banners were hung at a major ceremony organized by DoWA at Sham-e Paris Hotel and attended by approximately 450 men and women. In addition, seven female Qadis DSC members attended the Women’s Handicraft Exhibition organized by DoWA, allowing women to market and sell their products.



Almost 450 men and women participated at a ceremony organized by Badghis DoWA on March 7th.

On March 12th, as part of activities toward implementation of the proposed vocational trainings in Qadis and Muqur Districts, a coordination meeting was held with Director of the Department of Women’s Affairs (DoWA). Following the meeting, on March 13th and 17th, the Gender Officer along with the DoWA Director traveled to Qadis and Muqur Districts to identify three villages in Qadis and one in Muqur where “Embroidery, Tailoring and Quilt-Making” trainings could be held. The other two remaining locations in Muqur District will be identified in coordination with the District Governor.

On March 30th, the monthly Badghis Gender Working Group coordination meeting was held at the Department of Women’s Affairs (DoWA) with the participation of 29 people. Information regarding gender-related activities in Badghis was exchanged, and the “Gender Mainstreaming” training was provided to participants at the end of the meeting.

Herat Province:

The Herat Gender Working Group met on January 15th, including 12 people from government departments and NGOs involved in gender interventions. During the meeting, the participants proposed activities including: conducting health awareness trainings and producing banners for International Women’s Day on March 8th.

On February 17th, five literacy courses for 125 women in Shindand District officially kicked off with an opening ceremony. Approximately 55 people attended, including the District Governor, Literacy Department representatives, members of the Shindand Women’s *Shura* and DSC members. Speeches on the importance and benefits of education were delivered during the ceremony, which ended with the handing out of books and stationery to teachers and students.



Ribbon cutting at Shindand Literacy courses opening ceremony on February 17th.

As part of gender-related activities, the Herat Department of Women’s Affairs (DoWA) was provided with support and guidance to produce a brochure for release on International Women’s Day on March 8th. Almost 1,000 brochures were printed and sent to the Herat DoWA. The brochure provided information on the history of International Women’s Day,

gender equity and roles of women in community development. On March 7th, almost 1,000 brochures were distributed at a ceremony organized by the Herat DoWA to mark International Women’s Day.



On March 10th, “Gender Awareness” training was provided to three Kushk Rabat-e Sangi female District Development Assembly (DDA) members. The training was coordinated with the District Governor and DDA Head; however, only three out of eight DDA members were present.

Local women in Nasrabad Karimi community of Shindand practice writing simple sentences from Ministry of Education approved literacy textbooks.

On March 17th, a Herat Gender Working Group meeting was held with the participation of 11 people from different government and non-government organizations at the Herat DoWA offices. During the meeting, the PST Deputy Manager representative provided an overview of gender-related activities undertaken in MRRD/Stability Program target districts. The participants showed interest in providing different gender-related activities in cooperation with the MRRD/Stability program, including literacy, vocational and food processing trainings, health awareness and hygiene.

On March 24th, as part of improved coordination activities with relevant line departments, the Shindand Department of Education representative paid a monitoring visit to the literacy course held in Nasrabad Karim community, part of the five ongoing courses benefiting 125 females in five villages.

STAKEHOLDERS COORDINATION

On March 6th, USAID Mission Director, Ken Yamashita, visited the SIKA-West Offices in Herat and was provided a unique opportunity to dialogue directly with SIKA-West staff and PRRD Officials from Herat, Badghis and Farah.



SIKA-West presenting to Mr. Yamashita in Herat

On March 9th, SIKA Unit Director, Mr. Gulham Haider and his Deputy, Mr. Siam Abedi, arrived in Herat for the first MRRD-SIKA-West Coordination Meeting. SIKA-West HQ and PST staff presented progress to date and held open and candid discussions on a variety of issues.

MONITORING AND EVALUATION

During the quarter, the M&E Department organized a number of monitoring visits covering different interventions of the MRRD/Stability Program, including 18 DSC meetings, 31 communications-related and 37 capacity building trainings in Herat, Badghis and Farah Provinces. A “Weekly Early Warning Report” was developed and the findings shared with Senior Managers. Some of the key findings were as follows: women are uncomfortable being filmed while receiving transportation allowance at the DSC meeting; the presence of District Governors and DRRD staff played a key role in organizing successful DSC meetings; and there is a need for prior coordination with relevant stakeholders when organizing meetings and trainings for the district government staff. Additional ‘housekeeping’ issues identified during visits were that some trainings did not follow a pre-identified agenda, had moved to different times, or instructors were not supplying stationery to students. All issues were quickly rectified by relevant managers.

CHALLENGES & LESSONS LEARNED

Data collection for the Herat Service Providers Catalog is proving to be a time-consuming process and requires more staff. Herat PST staff members are engaged with other assignments along with collecting the data for the SPC. Therefore, to speed up the process, three university graduates have been hired as part-time interns for a six-week period. Along with data collection, they will also be provided with different capacity building trainings.

The presence and support of District Governors at the DSC meetings is a key factor in organizing successful DSC meetings. The DSC members during the last DSC meetings in Kushk Rabat-e Sangi and Qadis Districts were reluctant to prioritize projects and engage in other related interventions because the District Governors were absent in these meetings. This issue will be shared with the DRRD Directors in the target provinces to coordinate with the Districts Governors and ask their support for the upcoming DSC meetings.

Collecting Tazkara (Government-issued Identity Cards) from Community Development Councils (CDCs) in Bala Boluk District of Farah Province has been the major challenge for the Community Development Department. Some CDC members did not have a Tazkara, so the team was not able to process the grants documents and the vetting process was delayed. Therefore, prior to the grant approval the CDCs, Tazkaras will be collected during the CDCs' capacity needs assessments. In addition, the CDCs will be requested to update their licenses (registration files) and conduct re-election where needed prior to submitting their initial Grants Application Forms.

District governments have different levels of interest and capacity to communicate with residents. Therefore, the Communications Department will take this into account while designing programs and activities at the district government level.

Following the transportation allowance approval for DSC members by USAID, pilot procedures were implemented at the last Shindand and Qadis DSC meetings. As part of these procedures a video camera is set up during the allowance distribution; however, the DSC members have requested not to be photographed. This issue is being considered for the next meetings.

The involvement and support of influential *mullahs* at the public interventions plays a key role in successful implementation of the activities. School registration in Qadis district was very successful, partly as a result of inviting influential *mullahs* to speak at all public meetings. *Mullahs* brought gravitas to the discussion and argued more authoritatively that education is condoned, not condemned, by Islamic teachings.

DELIVERABLES

As per the SIKA-West contractual deliverables, the following documents were submitted to USAID:

- January, February and March 2013 Monthly Reports
- Weekly Reports
- Seven District Profiles
- Farah Service Providers Catalogue
- Updated Afghan Info and TraiNet databases

ANNEX A: DISTRICT PROJECT PORTFOLIOS

Project/ Grant ID#	Province	District	MA ID #	Village	Project Title	Project Description	Final Grant Award \$	Status
BB-1-001	Farah	Bala Boluk	BB-001	Shiwan	Refurbishment of Aqa Del Community Center in Shiwan Village	Construction of a 146.5 meter surrounding wall and rehabilitation of the building	30,578	Grant Approved
BB-1-002	Farah	Bala Boluk	BB-002	Kanisk	Refurbishment of Mohammad Haroon Community Center in Kanisk Village	Construction of a 56 meter surrounding wall and rehabilitation of the building	16,787	Grant Approved
BB-2-001	Farah	Bala Boluk	BB-005	Shiwan	Auto-Mechanic Vocational Trainings for 15 men in Shiwan village	One hour literacy training for trainees, Auto Mechanic Vocational Training for four months, 3 hours per day for 15 men and provision of tool kits for the trainees at the end of the course.	9,000	Grant Approved
BB-2-002	Farah	Bala Boluk	BB-006	Kanisk	Mobile Phone Repair Vocational Trainings for 15 men in Kanisk village	One hour literacy training for trainees, Mobile Repairing Vocational Training for four months, 3 hours per day for 15 men and provision of tool kits for the trainees at the end of the course.	9,000	Grant Approved
BB-2-003	Farah	Bala Boluk	BB-007	Kanisk	Embroidery Vocational Trainings for 15 women in Kanisk	One hour literacy training for trainees, Embroidery Vocational Training for six months, 3 hours per day for 15 women and provision of tool kits for the trainees at the end of the course.	9,000	Grant Approved
BB-2-004	Farah	Bala Boluk	BB-008	Dehzak-Akbar Abad	Tailoring Vocational Trainings for 15 women in Dehzak village	One hour literacy training for trainees, Tailoring Vocational Training for six months, 3 hours per day for 15 women and provision of tool kits for the trainees at the end of the course.	9,000	Grant Approved
BB-3-001	Farah	Bala Boluk	BB-009	Garani Payeen	Construction of 10 water dividers in Garani Payeen CDC	Construction of 10 water dividers	26,672	Grant Approved
BB-3-002	Farah	Bala Boluk	BB-010	Garani Alakozai	Construction of 4 water dividers in Alakozai CDC	Construction of 4 water dividers	11,898	Grant Approved
BB-3-003	Farah	Bala Boluk	BB-011	Garani Bala	Construction of 12 water dividers in Garani Bala CDC	Construction of 12 water dividers	32,746	Grant Approved

Project/ Grant ID#	Province	District	MA ID #	Village	Project Title	Project Description	Final Grant Award \$	Status
BB-3-004	Farah	Bala Boluk	BB-012	Garani Khawja Han	Construction of 4 water dividers in Khawja Han CDC	Construction of 4 water dividers	11,898	Grant Approved
BB-3-005	Farah	Bala Boluk	BB-013	Garani Ziarat	Construction of 4 water dividers in Ziarat CDC	Construction of 4 water dividers	11,898	Grant Approved
BB-3-006	Farah	Bala Boluk	BB-014	Farah Todanak Haji Malik Shir	Construction of 8 water dividers in Todanak Haji Malik Shir CDC	Construction of 8 water dividers	24,866	Grant Approved
BB-3-007	Farah	Bala Boluk	BB-015	Farah Road Todanak Payeen	Construction of 8 water dividers in Todanak Payeen CDC	Construction of 8 water dividers	25,902	Grant Approved
BB-3-008	Farah	Bala Boluk	BB-016	Farah Road Todanak Abdul Wadood	Construction of 8 water dividers in Todanak Abdul Wadood CDC	Construction of 8 water dividers	24,867	Grant Approved
BB-3-009	Farah	Bala Boluk	BB-017	Tapa-e- Sadat	Construction of 10 water dividers in Tap-e-Sadat community	Construction of 10 water dividers	22,393	Grant Approved
BB-3-010	Farah	Bala Boluk	BB-018	Khwaja Khedr	Construction of 11 water dividers in Khwaja Khadr community	Construction of 11 water dividers in Khwaja Khadr	25,000	Grant Approved
BB-3-011	Farah	Bala Boluk	BB-019	Ganjabad	Construction of 15 water dividers in Ganjabad community	Construction of 15 water dividers	40,948	Grant Approved
BB-4-001	Farah	Bala Boluk	BB-020	Amin Abad	Construction of 14 water dividers in Amin Abad village	Construction of 14 water dividers	35,564	Grant Approved
BB-4-002	Farah	Bala Boluk	BB-021	Piho	Construction of 9 water dividers in Piho Village	Construction of 9 water dividers	22,717	Grant Approved
BB-4-003	Farah	Bala Boluk	BB-022	Safarak	Construction of 13 water dividers in Safarak Village	Construction of 13 water dividers	27,196	Grant Approved
Total Grants Approved by USAID						20		

Annex B: Communications Trainings

No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
1	How to Develop a Communications Plan	Farah	Bala Boluk	Farmers focal points	0	5	13-Jan-13	13-Jan-13	Completed	The training improved farmers' ability to communicate their needs to the government, and improve the Farmers' Cooperative Unit (FCU) capacity to develop and implement a communications plan
2	Communications Skills Building	Farah	Bala Boluk	Youth	0	30	10-Feb-13	10-Feb-13	Completed	The youths learned the main elements of communications, including the message, audience, and tools of communications.
3	Media	Farah	Bala Boluk	District government staff	0	13	27-Mar-13	27-Mar-13	Completed	Media training was provided to 13 Bala Boluk District government staff. The training covered media relations, interview techniques and news release.
4	How to Develop a Communications Plan	Farah	Pusht-e Rod	Farmers	0	26	20-Jan-13	20-Jan-13	Completed	Six farmers were selected as communications focal points. At the end of the training, a communications need assessment was also completed.
5	Media	Farah	Pusht-e Rod	District government staff	0	20	26-Feb-13	26-Feb-13	Completed	The participants learned how to conduct a press interview, answer difficult questions from the press, how to bridge and spin an answer to the media, and how to use the press more effectively to get the government's messages out.
6	How to Develop a Communications Plan	Farah	Pusht-e Rod	Farmers' focal points	0	4	26-Feb-13	26-Feb-13	Completed	The training helped the farmers to better understand how to put varied communications activities into a holistic plan.

No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
7	Main Elements of Communications	Herat	Kushk Rabat-e Sangi	Farmers	0	47	06-Jan-13	06-Jan-13	Completed	The main objective of this training was to select focal points from farmers' cooperatives in the district. Nine farmers were nominated as the communications focal points.
8	Communications Skills Building	Herat	Kushk Rabat-e Sangi	Women's Shura	38	0	15-Jan-13	15-Jan-13	Completed	The training raised women's awareness on main elements of communication. During the training the following topics were covered including how to deliver a message, the benefits of a message, and tools of communications and different methods of communications.
9	How to Develop a Communications Plan	Herat	Kushk Rabat-e Sangi	Women's Shura	9	0	27-Jan-13	27-Jan-13	Completed	The training helped the participants understand how to put varied communications activities into a holistic plan.
10	How to Develop a Communications Plan	Herat	Kushk Rabat-e Sangi	District government staff	0	3	27-Jan-13	27-Jan-13	Completed	The training helped the participants understand how to put varied communications activities into a holistic plan.
11	How to Develop a Communications Plan	Herat	Kushk Rabat-e Sangi	farmers	0	9	28-Jan-13	28-Jan-13	Completed	The training helped the participants understand how to put varied communications activities into a holistic plan.
12	Main Elements of Communications	Herat	Kushk Rabat-e Sangi	DSC members	0	37	03-Feb-13	03-Feb-13	Completed	Training on 'Main Elements of Communications' was provided to 37 DSC members. At the end of the training, three people were selected as the DSC communications focal points.
13	How to Develop a Communications Plan'	Herat	Kushk Rabat-e Sangi	DSC members focal points	0	3	03-Feb-13	03-Feb-13	Completed	Training on 'How to Develop a Communications Plan' was provided to the selected focal points.

No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
14	Communication Skills Building	Herat	Shindand	Farmers	0	58	16-Jan-13	16-Jan-13	Completed	The training focused on raising the farmers' awareness on the main elements of communications and select communications focal points. The communications needs assessment was also conducted during the training.
15	Main Elements of Communications	Herat	Pashtun Zarghun	Government staff	0	30	12-Feb-13	12-Feb-13	Completed	Training on 'Main Elements of Communications' was provided.
16	Marketing	Herat	Pashtun Zarghun	Farmers	0	67	09-Mar-13	09-Mar-13	Completed	Marketing training was provided; the farmers learned the fundamentals of basic marketing. The training covered methods to identify different customers in a market (market segmentation) and the four "Ps" of Marketing- "Product, Promotion, Place and Price." The marketing training was a 'soft' mitigating activity proposed at the last DSC meeting.
17	How to Develop a Communication Plan	Herat	Pashtun Zarghun	Government staff and DDA members	0	4	25-Feb-13	25-Feb-13	Completed	By the end of the training, the participants learned how to design and integrate communication activities into a coherent plan.
18	Main Elements of Communications	Herat	Pashtun Zarghun	Saffron Cultivation Unions members	0	57	02-Mar-13	02-Mar-13	Completed	The Main Elements of Communications was provided to members from 14 Pashtun Zarghun Saffron Cultivation Unions.
19	Communications Skills Building	Badghis	Qadis	District government staff	0	9	14-Jan-13	14-Jan-13	Completed	Communications Skills Building training was provided to nine Qadis District Government officials.

No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
20	Communications Skills Building	Badghis	Qadis	District government staff	0	11	17-Jan-13	17-Jan-13	Completed	At the end of the session a communications needs assessment was completed.
21	Communications Skills Building	Badghis	Qadis	DSC members	0	14	21-Jan-13	21-Jan-13	Completed	Communications Skills Building training was provided to 14 Qadis DSC members.
22	Main Elements of Communications	Badghis	Qadis	Youth	0	15	23-Jan-13	23-Jan-13	Completed	Main elements of communications training was provided to youth and at the end of the training, three youths were selected as the communications focal points.
23	Communications and Basic Elements of Communications	Badghis	Qadis	farmers	0	16	12-Feb-13	12-Feb-13	Completed	Introduction to Communications and Basic Elements of Communications training was provided to 16 farmers.
24	How to Develop a Communications Plan	Badghis	Qadis	Youth focal points	0	3	26-Jan-13	26-Jan-13	Completed	A six-month communications plan was drafted.
25	How to Develop a Communications Plan	Badghis	Qadis	Farmers focal points	0	3	18-Feb-13	18-Feb-13	Completed	A six-month communication plan was drafted.
26	Media	Badghis	Qadis	Youth	0	21	24-Feb-13	24-Feb-13	Completed	The training aimed to increase knowledge in media relations, how to write effective press releases, and interview techniques. Qadis youth will use these media techniques in their upcoming communications activities, especially in public awareness campaigns.
27	How to Develop a Communications Plan	Badghis	Qadis	Government staff	0	2	21-Jan-13	21-Jan-13	Completed	How to Develop Communications Plan training was provided.

No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
28	How to Develop a Communications Plan	Badghis	Qadis	DSC members	0	3	23-Jan-13	23-Jan-13	Completed	How to Develop Communications Plan training was provided.
29	How to Develop a Communications Plan	Badghis	Muqur	Government staff	0	2	19-Feb-13	19-Feb-13	Completed	How to Develop Communications Plan training was provided.
30	Main Elements of Communications	Badghis	Muqur	Government staff	0	3	19-Feb-13	19-Feb-13	Completed	The Main Elements of Communications was provided.
31	Main Elements of Communications	Badghis	Muqur	Government staff	0	7	19-Feb-13	19-Feb-13	Completed	The Main Elements of Communications was provided.

Annex C: Capacity Building Trainings

No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
1	Tailoring vocational training-Dehzak Akbar Abad-DoWA	Farah	Bala Boluk	local women	15	0	05-Feb-13	05-Jul-13	ongoing	Six-month theory and practical tailoring training is ongoing. At the end, the participants will receive toolkit to start their business.
2	Tailoring vocational training-Ganjabad-DoWA	Farah	Bala Boluk	local women	15	0	18-Mar-13	18-Aug-13	ongoing	The same as above
3	Literacy Course - Shiwan	Farah	Bala Boluk	local women	25	0	14-Nov-12	14-May-13	ongoing	Six-month literacy course for local women is ongoing. By the end of the training, the participants will learn how to read and write basic sentences.
4	Literacy course-Dehzak	Farah	Bala Boluk	local women	25	0	14-Nov-12	14-May-13	ongoing	The same as above
5	Literacy Course-Ganjabad	Farah	Bala Boluk	local women	25	0	14-Nov-12	14-May-13	ongoing	The same as above
6	Literacy Course-Kanisk	Farah	Bala Boluk	local women	25	0	14-Nov-12	14-May-13	ongoing	The same as above
7	Literacy Course-Gerani	Farah	Bala Boluk	local women	25	0	14-Nov-12	14-May-13	ongoing	The same as above
8	Capacity Building trainings	Farah	Bala Boluk	District Government staff	0	11	29-Jan-13	29-Jan-13	Completed	The CDC Grants Application Process, Surveying and Making Checklists, Report Writing and Project Site Visit Assessments were provided
9	Conflict Resolution Skills	Farah	Bala Boluk	District Government staff	0	10	23-Feb-13	23-Feb-13	Completed	Conflict Resolution Skills training was provided to 10 Bala Boluk District government staff.

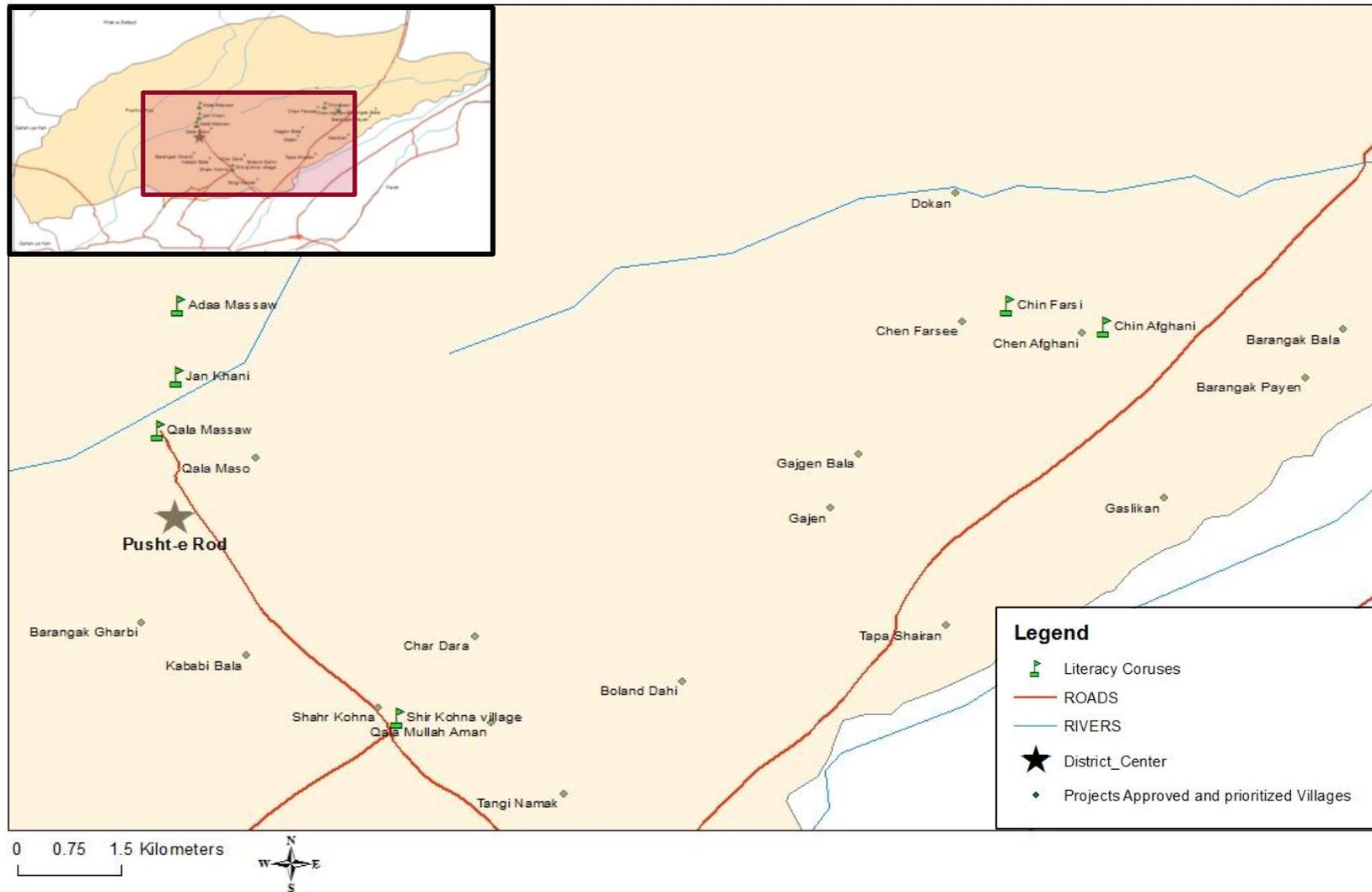
No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
10	Project Cycle Management	Farah	Center	Bala Boluk CDCs members	0	36	16-Mar-13	20-Mar-13	Completed	Five-day Project Management training was provided for 36 CDC members. The training covered project management techniques for nine CDCs who recently signed grant agreements. At the end of the training each CDC will receive its first milestone payment, enabling work to start on respective projects.
11	Literacy Course- Shar-e-Kohna	Farah	Pusht-e Rod	local men	0	25	19-Jan-13	19-Jul-13	ongoing	The same as above
12	Literacy Course- Jan Khani	Farah	Pusht-e Rod	local men	0	25	10-Feb-13	10-Aug-13	ongoing	The same as above
13	Literacy Course- Massaw	Farah	Pusht-e Rod	local women	25	0	19-Jan-13	19-Jul-13	ongoing	The same as above
14	Literacy Course-Jan Khani Massaw	Farah	Pusht-e Rod	local men	0	25	19-Jan-13	19-Jul-13	ongoing	The same as above
15	Literacy Course-Chin Afghani	Farah	Pusht-e Rod	local women	25	0	03-Mar-13	03-Sep-13	ongoing	The same as above
16	Literacy Course-Chin Farsi	Farah	Pusht-e Rod	local women	25	0	03-Mar-13	03-Sep-13	ongoing	The same as above
17	Computer Programming For DRRD	Farah	Center	DRRD staff	2	9	30-Jan-13	30-Jul-13	ongoing	Six-month computer capacity building training is ongoing for DRRD staff.
18	Literacy Course- Qala Karam Nasar Abad	Herat	Shindand	local women	25	0	10-Feb-13	10-Aug-13	ongoing	The same as above
19	Literacy Course- That Bazaar, Mir Sadaat	Herat	Shindand	local women	25	0	10-Feb-13	10-Aug-13	ongoing	The same as above
20	Literacy Course-Changan	Herat	Shindand	local women	25	0	10-Feb-13	10-Aug-13	ongoing	The same as above
21	Literacy Course-Koche Barq	Herat	Shindand	local women	25	0	10-Feb-13	10-Aug-13	ongoing	The same as above

No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
22	Literacy Course- Mahal Kushak	Herat	Shindand	local women	25	0	10-Feb-13	10-Aug-13	ongoing	The same as above
23	Conflict Resolution Skills	Herat	Shindand	District government staff	0	56	29-Jan-13	29-Jan-13	Completed	Conflict Resolution Skills training was provided. The topics included definition of conflict, positive and negative conflict, and causes of conflict, mediation skills, importance of negotiation in conflict resolution and who is a good mediator.
24	Six-month Work Plan Development	Herat	Shindand	Literacy instructors	5	0	28-Jan-13	30-Jan-13	Completed	Training on Six-month Work Plan Development was provided from to five literacy instructors in charge of the Shindand literacy courses.
25	Site Survey and Checklist	Herat	Shindand	government staff	0	40	10-Feb-13	10-Feb-13	Completed	Site Survey and Checklist training was provided.
26	Series of capacity building trainings	Herat	Shindand	District government staff	0	38	05-Feb-13	05-Feb-13	Completed	CDC Grants Application Process, Report Writing, and Project Site Visit Assessment and Stability Trends were provided.
27	How to Develop a Six-Month Literacy Plan	Herat	Shindand	Literacy instructors	5	0	26-Feb-13	27-Feb-13	Completed	Training on Six-month Work Plan Development was provided from to five literacy instructors in charge of the Shindand literacy courses.
28	Grant Application Process, Site Survey, and Checklist	Herat	Kushk Rabat-e Sangi	District government staff	0	40	12-Feb-13	12-Feb-13	Completed	Grant Application Process, Site Survey, and Checklist trainings were provided to 40 Kushk Rabat-e Sangi District government staff.
29	Series of capacity building trainings	Herat	Kushk Rabat-e Sangi	District government staff	0	26	13-Feb-13	13-Feb-13	Completed	Conflict Resolution Skills, PPA, CDC Needs Assessment, Report Writing, and Project Site Assessment was provided.

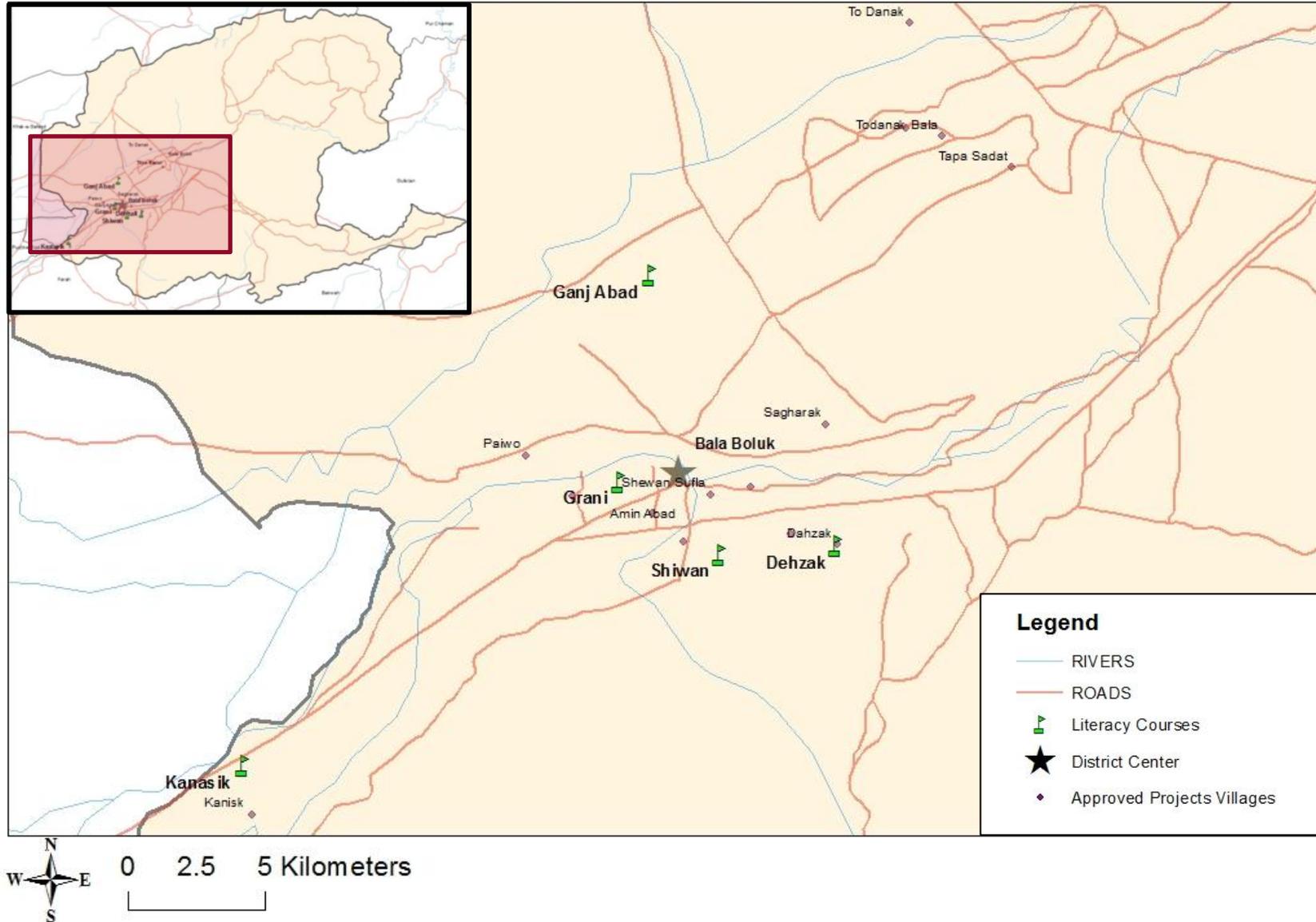
No	Name of the trainings	Province	District	Participants type	# of female Ps	# of male Ps	Start Date	End Date	Status	Brief summary of the training
30	Series of capacity building trainings	Herat	Pashtun Zarghun	District government staff	0	23	11-Feb-13	11-Feb-13	Completed	Report Writing, Project Site Visit Assessment, Site Survey, and Checklist trainings were provided to Pashtun Zarghun District government staff.
31	Conflict Resolution Skills	Herat	Pashtun Zarghun	District government staff	0	18	24-Feb-13	24-Feb-13	Completed	On February 24th, training on “Conflict Resolution Skills” and “Grant Applications Forms” were provided to 18 Pashtun Zarghun District government staff.
32	Computer Programming For DRRD	Badghis	Center	DRRD staff	0	11	12-Mar-13	12-Aug-13	ongoing	Six-month computer capacity building training is ongoing for DRRD staff.
33	Project Cycle Management	Badghis	Center	DRRD staff	0	5	19-Mar-13	19-Mar-13	Completed	Basic project management training was provided.
34	Series of capacity building	Badghis	Qadis	District government staff	0	6	4-Feb-13	4-Feb-13	Completed	CDC Grants Application Process, Survey and Checklist, Report Writing, and Project Site Visit Assessment and Conflict Resolution were provided.
35	Project Cycle Management	Badghis	Qadis	District government staff	0	7	21-Feb-13	21-Feb-13	Completed	Project Cycle Management was provided to seven Qadis District government and three DST staff.
36	Project Cycle Management	Badghis	Muqur	District government staff	0	5	31-Mar-13	31-Mar-13	Completed	Basic project management training was provided.
37	Series of capacity building	Badghis	Muqur	District government staff	0	3	19-Feb-13	19-Feb-13	Completed	Project Site Assessment, Report Writing, Conflict Resolution Skills, Main Elements of Communications, Grant Application, Site Survey and Checklist, PPA, and CDC Needs Assessments trainings were provided.

Annex D: Prioritized and Approved Projects' Location

Pusht-e Rod District



Bala Boluk District



Shindand District

