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STABILITY IN KEY AREAS (SIKA) SOUTH

QUARTERLY REPORT
REPORTING PERIOD JULY 01 – SEPTEMBER 30, 2013

Contract Number: AID-306-C-13-00003

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AECOM International Development

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ACRONYMS

ASOP	Afghanistan Social Outreach Program
CCN	Cooperating Country National
CDC	Community Development Council
CDP	Community Development Plan
CF	Community Forum
COR	Contract Officer's Representative
DE	District Entity
DCC	District Community Council
DDA	District Development Assembly
DDP	District Development Plan
DPP	District Project Portfolio
GIRoA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate for Local Governance
IR	Intermediate Result
LTTA	Long-term Technical Advisor
MEO	Mission Environmental Officer (of USAID)
MRRD	Ministry of Rural Rehabilitation and Development
N/A	Not Applicable
NABDP	National Area-based Development Program
NSP	National Solidarity Program
O&M	Operation and Maintenance
PCN	Project Concept Note
PE	Provincial Entity
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PRRD	Provincial Rural Rehabilitation and Development
PRT	Provincial Reconstruction Team
RC/S	Regional Command – South
RC/SW	Regional Command – Southwest
RSSA	Region South Stability Approach
SAM	Stability Analysis Methodology
SAO	Social Affairs Officer (of PRRD)
SIKA	Stability in Key Areas
SPC	Service Provider Catalogue
SWOT	Strengths Weaknesses Opportunities Threats Analysis
SOI	Sources of Instability
STTA	Short-term Technical Advisor
TBD	To be Determined
TE	Tribal Elder
ToT	Training of Trainers
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

The Program provided training, technical assistance or grants to:

- More than 240 Community Development Councils
- Nine District Development Assemblies or District Community Councils
- Nine District Governor's Offices
- Four PRRD and eight other provincial line directorates in each of the four provinces

The first two districts (Daman and Arghandab) passed from the stage of preparing and approving project concepts, into the stages of preparing full grant applications and awarding and implementing grants. The first five grant awards were made, for culverts and road repairs, in Arghandab District (Kandahar), and significant progress was made in preparing and approving other grants for the two districts.

Seven districts -- three in Zabul, two in Uruzgan, and two in Hilmand – that entered the Program in early 2013 passed from start-up into the stage of Governance and Stability Community Workshops through which the community representatives review local governance, stability and development issues and priorities, identify sources of instability, and plan and prioritize projects to address them. This process has generated more than 200 new project concept notes from the expansion districts that will enter the project pipeline.

Program start-up activities continued in the most recently approved district (Dihrawud, Uruzgan). In September the Program was authorized to start working in Zaranj District (Nimroz), which is the eleventh approved district. Progress was made in identifying and obtaining formal approval to add three more districts, which will reach the base-period target of 14 districts.

The Program organized the first South Region Gender Forum hosted by MRRD and attended by 64 participants representing districts, provinces and national ministries. The two-day event, held in Kabul, contributed to the preparation of the SIKA South Gender Action Plan. *“It is the first time that we participate in the development of a gender action plan for the South,”* Mohammad Qasim Popal, Zabul PRRD Director stated.

The Capacity Building Initiative started to deliver training courses for members of six District Development Assemblies in Kandahar, plus courses for PRRD/Kandahar and the Arghandab District Governor's Office. Capacity Assessments were conducted with nine provincial or district entities in seven districts and three provinces.

The weekly radio call-in programs “Our Village, Our Hopes” commenced with local programs broadcast in all four provinces.

The most significant constraint was the continuing inability of MRRD/PRRD to timely certify the legitimate members of the CDCs and DDAs. Scheduling and starting the Governance and Stability Community Forums was significantly delayed in seven districts while the PRRDs prepared “endorsement letters” to certify the CDCs and DDAs, and while Program staff collected detailed information about the executive members. This information must be in hand before the identification of sources of instability, and community projects can begin. The same information is needed to vet the grantees through the USAID Vetting Support Unit, and for the grantees to establish required bank accounts.

In Kandahar it proved challenging to coordinate with the PRRD to schedule Grant Review Committee meetings. This has delayed the approval of grant applications for Daman and Arghandab districts.

During the reporting period the following deliverables were submitted and/or approved:

Deliverable	Date Submitted	Date Approved
Performance Management Plan (updated)	04-SEP-13	05-SEP-13
Baseline Collection Plan (updated)	04-SEP-13	05-SEP-13
Weekly Bullet Points	Weekly	(various)
Monthly Reports (3)	Monthly	(various)
Quarterly Report	30-JUL-13	08-AUG-13
Quarterly Financial and Workdays Reporting	01-AUG-13	08-AUG-13

In late July, 2013 the expatriate program and administrative staff relocated from Kandahar to Kabul. Management and communications procedures were adjusted to adapt to the reduction in face-to-face interaction with the local staff. A new compound in Kabul was prepared and a new contract with the APPF was put in place for static and mobile security services in Kabul.

I. INTRODUCTION

The purpose of the Quarterly Report is to discuss progress toward the indicators and intermediate results in the Performance Monitoring Plan and outline how the contract objectives have been achieved this quarter. The report will discuss progress made during the previous quarter, problems encountered when not routine, successes or anecdotes worthy of highlighting, and good practices for programming in less-permissive areas. Quarterly Reports must include USAID-approved Success Stories in the approved USAID format. Quarterly Reports will be submitted to MRRD and GIRoA authorities at the provincial and district level and be used for briefings for Governors and sub-national GIRoA representatives.

2. PROGRESS IN ACHIEVING THE CONTRACT OBJECTIVES

The Program is designed to promote stabilization in key areas by supporting the GIRoA at the district level, while coordinating efforts at the provincial level, to implement community-led development and governance initiatives that respond to the population’s needs and concerns in order to build confidence, stability, and increase the provision of basic services.

The Strategic Objective is: Afghans have increased confidence in their district level government, leading to the expansion of GIRoA provincial authority and legitimacy.

The Program Objective is: 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.

Table 1, Program Level Indicators, presents the indicators and targets in the Performance Management Plan, corresponding to the strategic and program objectives. By design, many of these high-level indicators do not have specific targets. Some of the indicators have changed in comparison to the prior Quarterly Report as a result of ongoing revisions to the PMP. Note that a blank or missing value for an “Actual” indicator in Table 1 denotes that the baseline for that indicator has not been measured yet.

Table 1: Program Level Indicators

#	STAB-U Indicator	F-Indicator	Indicator	Strategic/ Program	LEVEL (Output/ Outcome/ Impact)	Baseline	Target Year 1	Target Year 2
							Actual 30 SEPT 2013	
1	7d		Percentage change in the proportion of district residents who report increased confidence in their district level government	Stab-U/Stability Indicator	Outcome		6%	TBD
2	7b		Percentage change in the proportion of Afghan reporting that their local area has become more secure	Stab-U/Stability Indicator	Outcome		6%	TBD
3	7e		Number of SIKA districts demonstrating improvement on the stability trend. Condition B: The Afghan people are able to plan for their future.	Stab-U/Stability Indicator	Outcome	0	10	TBD
4	7g		Number of SIKA districts demonstrating improvement on the stability trend. Condition D: ANSF has control of force and is able to enforce security.	Stab-U/Stability Indicator	Outcome		N/A	TBD
5		GNDR-2	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources and basic services. (assets, credit, income or employment)	F/Gender	Output	0	10% < 1%	TBD
6			Number of women's groups formed and or supported	Gender	Output	0	10	TBD
7			NABDP and NSP number of maturity milestone achieved (see PIRS for criteria and benchmark)	Program Indicator/RS SA	Output		Milestone 7	NA
8	7.4a		Percentage of population in targeted districts reporting improvement in the delivery of Government services.	Stab-U/- Program Indicator	Outcome		NA	TBD

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

An overview of progress achieved through key activities is described in the Executive Summary, above.

As the majority of the higher level perception indicators depend on the results provided by MISTI between waves of surveys it is too early to be able to measure the change in those indicators. The results from MISTI Wave 2, provided in September 2013, will form the first point in this analysis. It is expected that by next Quarterly report, SIKA South will be able to provide in depth information of trends between Waves for the perception indicators listed in the table above. More detailed information on the baseline survey activities and current status of results is provided under the Monitoring and Evaluation section below.

Gender Indicators #5 and #6 were not reported this quarter because the Gender unit, established in August 2013, prepared the South Region Gender Action Plan in September 2013. The Work Plan was updated during the quarter to integrate the Gender Action Plan, and is expected to be approved next quarter. As implementation of the Gender Action Plan begins during the next quarter, those indicators will start to be measured and reported. With the recent awards of the first grants, Indicator #5 will also be reported. In accordance with the program objectives, women are to be engaged when possible with the grants implementation through community contribution or directly.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

The M&E Unit made vigorous efforts to meet with NSP and NABDP in Kandahar to discuss the higher level indicator #7, which is related to milestones from NSP and NABDP. To date, there has been no resolution on that indicator as NABDP was not aware of those milestones and NABDP is currently in the process of setting up an M&E Unit. After several attempts, the M&E staff met with a representative of NABDP to discuss the milestones in order to gain an understanding of how the indicator is being measured. Although some subjective, anecdotal observations were provided, it is apparent that NABDP does not systematically measure and report the maturity milestones in the South. The team will discuss redesigning Indicator 7 with the Contracting Officer's Representative.

SUCCESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

The Community Forums presented the real governance practices and taught us where to go for specific services. Approaching the right government administration is very important -- we have no prior knowledge about these things.

Radio interview, Mohammad Sediq, Deputy Chairman, CDC Mehrabad, Tirin Kot

Good governance [that I learned at the SIKA South workshop] narrows the gap between the public and government. Good governance can make possible a lot of impossible and inconceivable dreams.

Shahjoy CDC member

The MISTI Program reported several conclusions in the form of “top line findings” in September, 2013:¹

- It is too early to conclude that the Program is directly implementing stability trends in the districts.
- Perceptions of stability are decreasing, generally, but perceptions of security were highest, on average in the SIKA South districts, and this was the only group of districts where the number of respondents who reported “good” or “very good” security has increased between the MISTI Wave 1 and Wave 2 surveys.

¹ Presentation to USAID, Kabul, 22nd September 2013. The ten SIKA South approved districts were all included in the MISTI Wave 2 survey.

- SIKA South districts were one of two groups (out of six groups) where perceptions of corruption in district government, and government service delivery improved between the Wave 1 and Wave 2 surveys.

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS (N/A)

3. PROGRESS IN ACHIEVING THE INTERMEDIATE RESULTS

3.1 IRI: PROVINCIAL AND DISTRICT ENTITIES INCREASINGLY ADDRESS SOURCES OF INSTABILITY AND TAKE MEASURES TO RESPOND TO THE POPULATION'S DEVELOPMENT AND GOVERNANCE CONCERNS

Performance indicators relating to IR1 are shown below in Table 2. A narrative explanation of notable progress, constraints, successes and recommended programming practices follows the table.

Table 2: Indicators for Intermediate Result I

	STAB-U Indicator	F-Indicator	Indicator	Strategic/ Program	LEVEL (Output/ Outcome / Impact)	Baseline	Target Year 1	Target Year 2
							Actual 30 September 2013	
1.1	7.4.1a	1.6.1-12	Number of Governance SOI workshop cycles conducted for district entities	Stab-U/F/Program Indicator	Output		70 40	TBD
1.2	7.3.1b		Number of representatives who participated in district-level planning process	Stab-U/Program Indicator	Output		980 1120	TBD
1.3			Number of SIKA South targeted districts with stabilization programming executed against identified SOIs	Program Indicator	Output		14	TBD
1.4			Number of District Entities capable to plan, implement and monitor stability projects	Program Indicator	Outcome		14	TBD
1.5			Number of Social Affairs Officers (SAO) completing the required capacity building training	Program Indicator	Output		14 5	TBD
1.6			Number of Social Affairs Officers (SAO) participating in Governance SOI workshops in targeted districts	Program Indicator	Output		14 2	TBD

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

The IR1 workshops were relabeled as “community forums” at the request of PRRD/Kandahar. District entities participated in 77 Governance and Stability Community Forums, completing 17 full workshop cycles. Nine District Development Assemblies (DDA) in Qalat, Tarnak Wa Jaldak, and Shahjoy in Zabul province, Tirin Kot and Chora in Uruzgan province, and Bost and Garmser in Hilmand province, had started the community forums joined by their constituent Community District Councils (CDC). Bost and Qalat districts had completed their community forums by the end of September. Combined, 797 DDA, DCC and CDC representatives participated in district-level planning community forums in this quarter. To date, 1,120 district entity representatives have participated in community forums. The initial target was 980, as it was assumed SIKa South would be working with 10 CDC groups per district, however the program surpassed the target due to larger numbers of CDCs in some districts. Four district entities (DDAs and their constituent CDCs) are now capable of planning stability projects. Implementation and monitoring of the planned projects will occur once grants have been awarded.

In Shahjoy and Tarnak Wa Jaldak, Zabul the few remaining clusters that were scheduled to complete the community forums by the end of September were postponed due to insurgent violence against civilians, destruction of the primary communication tower (which hampered communication with participants), poor cluster information available from PRRD/Zabul, and/or a lack of interest in the Program by invited participants. In Garmser, Hilmand, community forums were also suspended owing to insurgent violence. Cluster information available from PRRD/Hilmand has been fairly accurate (well maintained) and the Hilmand communities have shown a strong interest in the program. These three districts are estimated to complete community forums in November.

The community forums provide an update on the transition process, explain how transition will affect local governance and development, introduce governance tools training, and include group work involving Participatory Rural Appraisal and SWOT analysis. Participants are assisted to use a Project Feasibility Matrix to generate a list of approximately 10 prioritized SOIs. The CDC and DDA representatives then discuss and debate these SOIs and are guided by facilitators to arrive at potential solutions to address them. Each cluster work group then drafts Project Concept Notes (PCNs) for the highest-priority projects. The PCNs are further refined by the cluster leadership with advisors from a district grants team.

Although five PRRD Social Affairs Officers (SAO) have completed formal training with SIKa South, over the last 14 months, only two SAOs participated in the community forums. Three other SAOs were provided the opportunity to join the TOT program, but chose not to attend and did not participate in the forums. Similarly, the PRRDs and other line ministries continued to experience the absence of District Line Officers, including District Governors in the districts. This grievance, which has been repeatedly voiced by community representatives at the Community Forums, undermines the objectives of building popular confidence in district government, and expanding GIRoA’s provincial authority and legitimacy.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

The slow response of PRRDs, in addition to the incompleteness of information required to start the Community Forums, and the critical importance that data provides for development activities, such as the processing of grant applications, has introduced significant delays to Program activities.

The limited time allocated to reviewing and processing project concept notes by Kandahar provincial entities such as Sector Working Groups and Provincial Development Councils in the prior reporting period resulted in delays in awarding grants. However, the Program encouraged meetings to take place as needed on an ad hoc basis, and the issue was largely resolved. The Program is working with the provincial entities of Zabul, Hilmand and Uruzgan to anticipate and mitigate such delays by scheduling meetings to review projects in a timely manner. A presentation of the second Quarterly Stabilization Review (QSR Q1 2013) was scheduled and canceled several times with PRRD/Kandahar (refer to the Q2 Report for 2013 , Annex C for the QSR findings summary). Future Stabilization Reviews will be

scheduled “periodically” rather than quarterly to better reflect the schedule of the community forums. The next Periodic Stabilization Review (PSR) is planned for late November to discuss results from Zabul and Hilmand.

The fourth revision of Community Forum 1A: Facilitating Transition, and CF3: Limitations and Capabilities were completed in the third quarter. The remaining six community forum material revisions will be completed in the fourth quarter, prior to the start of workshops in the four new expansion districts.

SUCSESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

SWOT was a great technique that helped us figure out our Strengths Weaknesses, Opportunities and Threats with our cluster. The SWOT was something I never used before. With the help of this initiative, we found out all we had to do. Hopeful points my cluster has detected were taken into consideration and greeted with some decisive positive steps taken by the Subat² program operating here.

Shahjoy DDA member

Good governance [was the most important aspect of this workshop]. Because of the upcoming [new] President we need good management. It is very important to us that through these workshops our voices can reach to someone -- we should not be hopeless.

Qalat CDC member

Before, villagers were working on a CDC basis, and just two or three families were taking advantage of that. But now we are working in cluster-based development which is really good. CDCs are working on cluster basis (together) and selecting projects and everyone is taking benefits of those projects.

Bost DDA member

We are not satisfied with the District Line Officers. I would like to tell them “get out of my sight!” All my frustration is due to the highest peak of corruption available among them, from the Provincial Government to the commander, to the mayor, to the guard and watchman.

Qalat CDC member

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS

The stability team took advantage of “downtime” when community forums were postponed (see above). The team quickly called key program personnel from IR1, M&E, IR4 and the PMU to a Training of Trainers refresher course in the regional office. This allowed the core team to address internal challenges across the various departments related to organizing and facilitating the forums, daily and monthly management, reporting, and district program administration.

² To improve translation of the Program name the PRRDs in the South use “Subat” (stability) rather than “SIKA” which does not translate as well to Pashto.

3.2 IR2: 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

Performance indicators relating to IR2 are shown below in Table 3. A narrative explanation of notable progress, constraints, successes and recommended programming practices follows the Table.

Table 3: Indicators for Intermediate Result 2

#	STAB-U Indicator	F-Indicator	Indicator	Strategic/ Program	LEVEL (Output/ Outcome / Impact)	Baseline	Target Year 1	Target Year 2
							Actual 30 September 2013	
2.1	7.4.1c		Number of GIRoA Officials (Provincial Line Directorates) trained in aspects of government administration	Stab-U/- Program Indicator	Output	0	70% 80%	TBD
2.2			Number of targeted Districts receiving training to improve access to basic services	Program Indicator	Output	0	14 2	TBD

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

During this quarter the workshops and support for provincial entities were rolled out to the three new provinces (Hilmand, Uruzgan and Zabul), and the provincial entities' training was provided to 67 staff members representing 27 provincial line directorates. A modest target was initially assigned for indicator 2.1 owing to the possibility of newer districts not being approved. However, the team has been able to surpass the initial target of 70%, reaching 60% of the PEs during the quarter and a cumulative 80% of targeted directorates including prior quarters. Nine targeted Line Directorates in each province (Kandahar, this quarter Zabul, Uruzgan, Hilmand) received the training which assisted them to collect and organize information, and use the information to report on the services they provide to the districts and rural people. This will help the local population to understand and access the services provided by government. The table below provides an overview of the workshops held during this quarter.

WORKSHOPS ON INFORMATION COLLECTION AND WRITING OF SERVICE REPORTS, FOR PROVINCIAL ENTITIES

Training Dates	Number of Participants	Location
24 to 25-AUG-13	9 Participants from DoWA, DoEC, DoLSAMD, PRRD and DoPWA	Bost District Office Training Room, Hilmand
26 to 27-AUG-13	13 Participants from DAIL, DoPH, DoE and Sectorial Directorate	
7 to 8-SEP-13	11 Participants from DoWA, DoEC, DoLSAMD, PRRD and DoPWA	Tirin Kot District Office Training Room, Uruzgan
10 to 11-SEP-13	15 Participants from DAIL, DoPH, DoE and Sectorial Directorate	
28 to 29-SEP-13	11 Participants from DoWA, DoEC, DoLSAMD, PRRD and DoPWA	PMU Office Training Room, Zabul
30-SEP-13 to 1-OCT-13	10 Participants from DAIL, DoPH, DoE and Sectorial Directorate	

In each workshop a services report was written by each line directorate's staff members, which will be reviewed, edited and formatted with support from the Program during the next reporting period. The services reports will be published as booklets and posters and distributed in targeted districts to raise peoples' awareness of GIRoA services.

The team revised, designed and finalized the booklets and posters for Kandahar provincial entities, and prepared to print the final products which should be distributed next quarter.

Preparations were made to conduct the workshops for district entities in five districts in Zabul (Qalat, Shahjoy and Tarnak Wa Jaldak), Uruzgan (Tirin Kot) and Hilmand (Garmser and Bost). These workshops on "How to Access GIRoA Services" will be provided to the DDA and CDC members starting in November, 2013 after the Governance and Stability Community Forums are complete.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

Each step has encountered challenges, among them:

- District Line Officers do not appear to have adequate transportation allowances and the DLOs who travel from the districts to attend the workshops complain that the Program does not adequately reimburse travel costs.
- Local staff members who travel to deliver or monitor the workshops have had to find lodging in relatively unsecure places.

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS

Hiring mature and senior individuals from the same community in southern zone, and who can speak the local language gives a better result than hiring people from other communities.

3.3 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

Performance indicators relating to IR3 are shown below in Table 4. A narrative explanation of notable progress, constraints, successes and recommended programming practices follows the Table.

Table 4: Indicators for Intermediate Result 3

#	STAB-U Indicator	F-Indicator	Indicator	Strategic/ Program	LEVEL (Output/ Outcome/ Impact)	Baseline	Target Year 1	Target Year 2
							Actual 30 September 2013	
3.1			Number of regular meetings held between Provincial authorities and District Entities	Program Indicator	Outcome		TBD 0	TBD
3.2		1.6.2-13	Number of training events conducted to help PEs and DEs improve communication	F/Program Indicator	Output		42 4	TBD
3.3			Number of PRRD and DEs with a communication strategy or plan in place	Program Indicator	Output		14 0	TBD
3.4			Number of media activities conducted to promote PRRD and DE activities	Program Indicator	Output		42 41	TBD
3.5			Percentage change in the proportion of residents reporting to receive information provided by PE and DE about available services	Program Indicator	Outcome		6% ³	TBD
3.6	7.2a		Percentage change in the proportion of district residents reporting District Level Government is responsive to the needs of local people.	Stab-U/Program Indicator	Outcome		6%	TBD

³ The number and locations of SIKA South targeted districts is evolving in response to the requirements of MRRD and USAID. It is assumed that targets will be revisited from time to time to reflect changing conditions.

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

The communications and outreach section of the Capacity Assessments provides input to the draft Communications Action Plans. For this quarter, assessments were completed for PRRD offices of Hilmand, Uruzgan and Zabul. Among the district entities, assessments were completed for Garmser DGO in Hilmand; Chora DDA and DGO and Tirin Kot DDA in Uruzgan; and, Qalat DDA in Zabul.

For Indicator 3.2, there was no training conducted in this quarter due to Ramadan period and the ongoing Governance and Stability Community Forums which took precedence in the provinces. The draft communications and outreach strategic action plan (Indicator 3.3) for PRRD/Kandahar and Arghandab and Daman Districts was presented for review and feedback to the PRRD/Kandahar. The PRRD/Kandahar approved the training component of the action plan; the complete action plan, however, is pending approval.

This quarter's opener for media activities (Indicator 3.4) is the press conference called by the Provincial Deputy Governor Masood Bakhtoor and PRRD/Hilmand Director Mohammad Omar Qani on 09-JUL-13 at the Provincial Governor's Office in Lashkar Gah. With 15 radio and TV organizations in attendance, the PRRD Director introduced the new PRRD Program that will be implemented in cooperation with IDLG. He explained that the Program will build capacity in the districts and will implement smaller projects as determined by the people, explaining that big construction jobs are handled by other programs. For his part, the Deputy Provincial Governor said, "As you know, most of the development programs are decided by the central government, but now for the first time, the people of Hilmand will determine their own projects under this program." In response to a question he further stated that "This program will be implemented by the people and monitored by the district and provincial government." The press conference was broadcast multiple times by leading radio and television stations in the province.

A total of 31 media activities or events were conducted this period including the call-in radio programs. Nine programs were broadcast in Zabul and Kandahar, seven in Hilmand, and six in Uruzgan. For these activities, a total of 40 provincial and district officers and community leaders were interviewed in support of the ongoing community forums in Hilmand, Uruzgan and Zabul and other various activities conducted during this reporting period. Radio stations in Zabul and Uruzgan interviewed DDA and CDC members who were participating in the community forums.

In Hilmand, on the first day of the Community Forum in Bost District on 01-SEP-13, Radio-TV Sabawoon and RTA aired multiple news and interviews covering the activity. The PRRD/Hilmand Director Mohammad Omar Qani explained on air: "Subat Program will conduct community forums to build the capacity of the DDA and CDC in identifying sources of instability before designing small projects in rural areas to address them."

District leaders voiced their impressions on the Subat Program through media interviews. Broadcasters utilized media background materials produced by the Program's Communications & Outreach team in discussing the program on air. In addition, the Tarnak Wa Jaldak radio station also aired the PRRD-themed radio dramas at 9:00 AM and 7:00PM daily for 25 days.

Apart from radio news and interviews, a press release, "PRRD Kandahar Launches DDA Academy to Capacitate District Government Leaders" was prepared on 14-SEP-13 for the opening of the "DDA Academy," a PRRD/Kandahar capacity building initiative. On 28-SEP-13, the press release, "Subat Program Grants Projects to Five Arghandab CDC Groups," gained radio and TV newscast time and web news space following the signing of grants awards by CDC groups in Kandahar.

Following is the list of media activities or events facilitated or conducted in this period, other than the radio call-in programs which are reported separately, below.

Date	Province and District	Event or Activity	TV or Radio Stations	Interviewed for Broadcast
09-JUL-13	Hilmand PRRD	Press Conference	Ariana TV Shamshad TV Zhwandon TV DWECH-Waly German Radio Bakhtar news agency Killid Radio Hilmand Magazine Pajwok news agency Azadi Radio Tolo news and Lemar Paiwaston Radio Paktin Gag Radio New York Times Sabawoon TV Hilmand TRA TV	Masod Bakhtawar, Deputy Provincial Governor, Hilmand Mohammad Omar Qani, PRRD Director
27-AUG-13	Zabul Tarnak Wa Jaldak	Community Forum (CF) 2	TWJ Radio	Mohammad Dawood, DDA Deputy Chairman Juma Gull, DDA member
25-AUG-13	Zabul Qalat	CF	Zabul Qalat Radio Tarnak Radio Yawali radio	Mohammad Qasam, TK DDA member Payenda Mohammad, TK DDA member
28-AUG-13	Hilmand Bost	CF Orientation	Sabawoon Radio Television Hilmand RTA Radio Television	Mohammad Omar Qani, PRRD Director
28-AUG-13	Uruzgan Tirin Kot		Uruzgan RTA	Nazar Muhammad "Nazari"
3-SEP-13	Uruzgan Tirin Kot	CF3	Uruzgan RTA	Muhammad Wali, DDA Chairman, Tirin Kot Malik Sardar Muhammad, Deh Yak CDC, Tirin Kot Ghulam Nabi, Talani CDC member
8-SEP-13	Zabul Shahjoy	CF	Surghar Radio Shahjoy	Maleem Mohammad Nazeer, CDC Marzak member Ghazni Mohammad, DDA member Haji Adam Darwash, Khwajak CDC member
10-SEP-13	Uruzgan Tirin Kot	CF	Uruzgan RTA	Haji Abdullah Khan Chairman of CDC Mr. Habib Ullah, Chairman of CDC Cluster 3 Mehrabad M. Sadiq, Deputy Chairman of CDC Cluster 3, Mehrabad
14-SEP-13	Kandahar PRRD	Launching of PRRD Academy	Killid Radio With press release (RTA news)	Haji Gul Badin, Shah Wali Kot DDA Head Mr. Sadiquillah, Zharai DDA member Haji Nick Mohammad, Panjwayi DDA Head

Date	Province and District	Event or Activity	TV or Radio Stations	Interviewed for Broadcast
15-SEP-13	Hilmand Bost	CF	Sabawoon Radio Muska Radio	Ahmad Jan, PRRD, Water Supply Manager Khudai Nazar, DDA member
18-SEP-13	Kandahar Arghandab	Grantees' Orientation	Kandahar RTA Killid Radio	Haji Shah Mohammad Ahmadi, Arghandab, DG Haji Gul Mohammad, Arghandab CDC member
25-SEP-13	Uruzgan Tirin Kot	CF	Uruzgan RTA	Qudratullah, Sarmurda Sufla CDC Treasurer Sultan Mohammad, Sadmurda CDC member Malem Farooq, Tirin Kot DDA member
25-SEP-13	Zabul Tarnak Wa Jaldak	CF	TWJ Radio	Ahmad Shah, DDA Member and Safa Cluster Head Hamdullah Haqyar, DDA member and Hewad Cluster Head Nazar Mohammad, CDC member
28-SEP-13	Kandahar Arghandab	Signing of grants agreement	Radio Killid Press Release aired in RTA and published in local news websites	Mohammad Husien, Sayeedanoo Kalacha, CDC Mohammad Husien, Sarda Olia CDC
28-SEP-13	Zabul Qalat	IR2 Workshop for Provincial Line Directorates	Tarnak Radio	Najeebullah Rahmani, Education Directorate Hasibullah Rahmani, Public Affairs Directorate
29-SEP-13	Hilmand Bost	CF 5	Hilmand RTA	Mohammad Omar Qani, PRRD Director Khudai Nazar, DDA Chairman
29-SEP-13	Zabul Qalat	IR2 Workshop	Tarnak Radio	Sadiqa Jalali, Zabul DoWA Director
30-SEP-13	Uruzgan Tirin Kot	CF	RTA	Azitullah, Chorongar Cluster Chairman Abdul Razzaq Chorongar Abdul Khaliq CDC Chairman Haji Obaidullah Khan, Obaidullah Khan CDC Chairman

The one-hour traveling community theater script was reviewed and is being rewritten to include fresh story lines. The script includes 12 MRRD themes pertaining on education, dispute resolution and justice, good governance, basic services, women and youth, and community responsibility.

Early in this reporting period, the Subat Program's communications and outreach activities were approved by the PRRD Directors of Hilmand, Uruzgan and Zabul paving the way for local versions of the "Our Village, Our Hopes" call-in radio program. Radio Killid for Kandahar started the first broadcast in the South on 13-SEP-13, Friday at 7:00PM and repeat broadcast on Saturday at 9:00AM. The following week, Sabawoon Radio for Hilmand and Tarnak Radio for Zabul aired the live program at the same hour. Uruzgan RTA started the broadcast on the last Friday of September at 5:30PM as requested by PRRD and panelists.

The five-minute radio dramas promoting PRRD themes and programs and other government directorates were played to seed the weekly panel discussions. The mini-episodes dramatize stories on understanding

the roles and responsibilities of district entities, access to government services, and support of communities to government services, women and youth, and gender equality. A total of 13 live episodes and 13 repeat broadcasts will be aired in each of the four provinces. For this reporting period, a total of 20 panelists representing PEs and DEs participated in the call-in radio programs with 83 calls received and 39 of them responded to on-air by the panelists in the studios.

Following below are the call-in broadcast dates, topics, and panelists.

Province and Radio Station	Live Show No.	Topics/Radio Drama	Panelists	No. of Calls Received
Live Broadcast 13-SEP-13, Repeat 14-SEP-13				
Kandahar Radio Killid	01	PRRD – what it does and why its work is important What can I do to participate in rural development?	Shah Mohammad Ahmadi, District Governor, Arghandab Haji Mohammad, DDA Head, Arghandab	Received 14 calls, 8 were answered
Live Broadcast 20-SEP-13, Repeat Broadcast 21-SEP-13				
Kandahar Radio Killid	02	What is NSP doing in my community What is the difference between DDA and CDC?	Shah Mohammad Khan, CDC Head, Daman Haji Mohammad, DDA Head, Arghandab	Received 15 calls, 8 were answered
Hilmand Radio Sabawoon	01	PRRD – what it does and why its work is important What can I do to participate in rural development?	Samiullah Khan, PRRD Technical Assistant Ahmad Jan Salih, PRRD Water Supply Manager	Four calls
Zabul Radio Tarnak	01	PRRD – what it does and why its work is important What can I do to participate in rural development?	Mohammad Rasool Aziz, DOLSA Social Affairs Director Abdul Qadar, Qalat Kandak CDC Chairman Bashermal Nassar, development worker, columnist and poet	Six calls
Live Broadcast 27-SEP-13, Repeat Broadcast 28-SEP-13				
Kandahar Radio Killid	03	How the branches of the government work Shuras-the importance of citizen input	Hazrat Mir Totakhil, Chancellor of Kandahar University Dawa Khan Meenapal, Director of the Information and Culture Directorate	17 calls received; seven answered
Hilmand Radio Sabawoon	02	What is NSP doing in my community What is the difference between DDA and CDC?	Samiullah Khan, PRRD Technical Assistant Abdul Ghafar Bawari, PRRD Development and Social Affairs Manager and NSP Focal Point Abdullah, Bost DDA member Shamsullah Nasrat, CDC chairman and NSP beneficiary	Nine calls

Province and Radio Station	Live Show No.	Topics/Radio Drama	Panelists	No. of Calls Received
Uruzgan RTA	01	PRRD – what it does and why its work is important What can I do to participate in rural development?	Engr Mohammad Hasham, PRRD/Uruzgan Director Engr Amin Khan, NSP Provincial Director; Malem Farooq, TK DDA member Haji Ahmad Shah, TK CDC chairman	15 calls received; eight answered
Zabul Radio Tarnak	02	What is NSP doing in my community What is the difference between DDA and CDC?	Sayeed Bismillah, district tribal community elder and previous NSP SAO of Shahjoy District Haji Hedayatullah, community elder in Tarnak Wa Jaldak and education directorate officer	Three calls

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

Unlike in other provinces, the senior officials of PRRD/Kandahar are reluctant to participate in the call-in radio program saying that they are not authorized to speak publicly.

SUCCESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

PRRD Directors expressed interest in broadcasting the PRRD-themed radio dramas. PRRD/Hilmand Director said that he will request broadcast of the dramas on the local government station. The PRRD/Uruzgan Director offered to discuss with Dihrawud District Governor the possibility of broadcasting the dramas by Dihrawud Zhag Radio without airtime charge. In Zabul, the PRRD radio dramas aired on Radio Tarnak Wa Jaldak for free in the month of September for 25 days.

[Subat Program] is very important for our future and it will help in the reconstruction of our community ... It will also build our community's relationship with our government."

Radio interview, Malik Sardar Muhammad, Chairman, Deh Yak CDC, Tirin Kot

Members of DDA and CDCs are representatives of people. We work to resolve problems of the people by finding the sources of instability. We work together to solve these problems. Subat Program helps us better understand the workings of our people and our government.

Radio interview, Chairman Khudai Nazar, Bost DDA Chairman

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS (N/A)

3.4 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

Performance indicators relating to IR4 are shown below in Table 5. A narrative explanation of notable progress, constraints, successes and recommended programming practices follows the Table.

Table 5: Indicators for Intermediate Result 4

#	STAB-U Indicator	F-Indicator	Indicator	Strategic/ Program	LEVEL (Output/ Outcome/ Impact)	Baseline	Target Year 1	Target Year 2
							Actual 30 SEPT 2013	
4.1	7.4.1c		Number of capacity building training events for DEs and PRRD to manage and monitor projects	Stab-U/Program Indicator	Output		140 3	TBD
4.2			Number of activities approved by DDAs chairman against SOI identified through Governance Workshops in targeted districts	Program Indicator	Outcome		420 ⁴ 92	TBD
4.3	7.3.2a		Number of grant projects implemented	Stab-U/Program Indicator	Output		140 0	TBD
4.4	7.3.1d		Number of person days of employment created through SIKA South interventions	Stab-U/Program Indicator	Output		17,500 0	TBD
4.5	7.3.1a		Number of activities with community contribution	Stab-U/Program Indicator	Output		10% 0	TBD
4.6	7.3.1b		Number of participants successfully attending and completing training implemented through grants	Stab-U/Program Indicator	Output		7,680 0	

⁴ 14 Districts = 140 CDC Groups x 3 activities identified per CDC Group = 420 activities. 140 CDC Groups selected as per USAID guidance that 10 CDC Groups per district should be assumed for planning and target setting.

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

Indicator 4.1—Two training events took place. The first was a Grant Application Training held on 07-JUL-13 in Arghandab (Kandahar); it was attended by all 16 CDC Groups, the DDA, District Governor (DG) and a representative of PRRD/Kandahar. Seventy-four men attended this training, in which all the upcoming procedures concerning grant agreements and implementation were explained in detail to the prospective grantees who later developed their grant applications supported by the Grants Team.

The second training event held on 25-SEP-13 was attended by 20 men consisting of the grantees for the five Arghandab (Kandahar) culvert projects that were scheduled to be signed by the end of that month, and by the DDA/DG. This training specifically prepared the participants concerning grants implementation procedures and obligations; grantee handbooks were also distributed to each prospective grantee. The actual signing of the five grant awards took place on 28-SEP-13, at which time additional guidance was provided to the grantees. In the future these two events will be combined on consecutive days.

Indicator 4.2—Two Project Concept Notes (PCN) were approved by the Daman District DDA during the quarter (compare the table below with that for last quarter). These were vocational training projects (plumbing and motorcycle repair and maintenance) that emanated from vocational training ideas raised during the Community Forums. In these two cases, DOLSA offered to revise their existing two-year courses on these subjects to four-month courses suitable for the Program. It is planned that the DDA will be the grantee for the vocational training grants, and that course participants will come from all the CDC groups in the District.

The DDA and DG in Arghandab District decided that the most beneficial vocational training courses for the youth in their district are motorcycle maintenance/repair and generator maintenance/repair. PCNs for grants to train 21 youth each for these courses are being prepared. If they prove successful, this type of vocational training project will be replicated in the other provinces.

During this quarter there were 31 PCNs approved by USAID—14 for Arghandab District and 17 for Daman District.

In the new provinces of Uruzgan, Zabul and Hilmand, the Community Forums have been carried out since July 2013 in seven districts on a staggered basis. Upon completion of CF5 for each CDC cluster, the IR4 staff members have been working with the CDC members and DDAs to develop Project Concept Notes that are directly linked to Sources of Instability identified in the CFs. Many draft PCNs are being developed in those districts, but none has been submitted yet for DDA approval.

Indicator 4.3—On 28-SEP-13 the Program awarded its first five grants—culvert projects in five CDC groups in Arghandab District, and the first 20% progress payments for each of the projects were made on 30-SEP-13 through deposits into the bank accounts of each of the grantees.

The project has just reached the stage of grant implementation, but Indicators 4.4 to 4.6 have not yet been initiated. The following actions have been accomplished in preparation for work on these indicators:

- PCN preparation and approval procedures, and preparation of grant applications and award documents are in progress, at various stages in different districts.

Status of Project Concept Notes at the End of the Quarter

District and PCN Status	No. of PCNs
Arghandab	49
Approved by COR	37
Rejected by PDC	10
Approved by DDA	2
Daman	44
Approved by COR	34
Rejected by PDC	1
Rejected by PRRD	1
Rejected by COR	6
Pending SWG Approval	2
Grand Total	93

- Detailed technical design and preparatory tasks required for grant application packages such as site surveys, infrastructure designs, GPS locations, bills of quantities, and environmental compliance documentation are being developed to support large numbers of grant applications and PCNs, but the progress has been slower than expected.
- Documents have been collected that are required for vetting of grantees, including endorsement letters from PRRD/Kandahar and detailed information about grantee representatives from the grantees.
- Numerous grant applications developed during the quarter are being translated to Pashto at the request of PRRD/Kandahar, prior to their approval by the Kandahar Grant Review Committee.

Despite these constraints, the table below shows the grants pipeline status at the end of the quarter and the considerable progress made.

District	Grant Applications Under Development	Grant Applications Completed	CDCs in Vetting Process	CDCs with Approved Vetting	Grant Applications Approved by GRC	Grant Applications Sent for USAID Approval	Grant Applications Approved by USAID	Grants Awarded
Daman	6	11	7	0	10	8	8	0
Arghandab	22	7	0	0	7	7	7	5

For Daman District, there are 11 grant application packages completed, 10 of which have been approved by the GRC. Eight of these have been approved by USAID, but cannot be awarded until the grantee CDCs are vetted. The documents for seven of the grantee CDCs in Daman District have been submitted to the Vetting Support Unit (VSU) for vetting.

For Arghandab District, there are seven grant application packages completed, all of which have been approved by the GRC and USAID. As mentioned in Indicator 4.3, there were five grants awarded during September in Arghandab, and the disbursements were deposited to the grantees' bank accounts at the end of the month.

Completing the required environmental compliance documentation proved to be problematic at first, as there was confusion as to which formats to use. After correspondence and a meeting with the USAID Mission Environmental Officer, the correct forms were identified. Most of the SIKa South projects are low risk, and require the submission of only the Environmental Review Form. Those projects that are over 1,000 sq. m. in breadth will likely require an additional form (ERR) to be submitted for review. The environmental compliance documents that have been submitted so far for nine projects have been readily approved by the MEO.

Before the vetting process could take place for the grantees in Kandahar, the Program had to obtain endorsement letters, signed by the DDAs and PRRD/Kandahar, for each CDC that was chosen by the CDC Groups to represent the groups as grantees. This process also took significant time, as copies of the *tazkiras* also were needed for the CDC grantee representatives. The 14 endorsement letters for the grantee CDCs in Daman District and 15 for the grantee CDCs in Arghandab District were signed by the PRRD/Kandahar on 24-SEP-13. The district teams had successfully obtained all the other necessary *tazkiras* and security documents for seven of the grantee CDCs in Daman, and these were submitted to the VSU on 29-SEP-13. The documents for the other CDC grantees are being collected by the field staff.

After some difficulties the District Team in Arghandab facilitated the attainment of bank accounts at Azizi Bank for the five first grantees for the five culvert projects. Originally, the bank required an endorsement letter from PRRD, but subsequently insisted on receiving an official letter from the

Provincial Governor’s office. The district teams in both Arghandab and Daman are continuing to facilitate bank accounts for the other 24 prospective grantees in their districts.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

The communication and coordination challenges concomitant with remote management—expatriate advisors now working out of Kabul, and Kandahar core management officers supervising the activities in the provinces—have led to less than ideal coordination of work in the distant project areas. This is exacerbated by the matrix-like organizational structure – district staff members have dual reporting lines to their District Team Leader for day to day management, and to the regional technical teams for technical guidance. The Program is working to empower the provincial and district managers, while improving overall coordination so that the work can be better systematized and project targets fulfilled. In addition, coordinating schedules with the PRRD to conduct meetings of the Grant Review Committee to review grant application packages resulted in some significant delays.

SUCCESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

The Community Development Manager and CDO-Gender Specialist attended and made a presentation at the Gender Coordination Meeting for the South Region at MRRD on 07 and 08-SEP-13. They then assisted the Senior Gender Specialist in formulating the Gender Activities Plan, which has been approved by USAID. They are now working to implement the plan.

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS

Related to the problems described above, to overcome the remote management challenges, the Team has instituted the practice of setting and reporting against departmental performance targets. This helps to improve focus and increase coordination between departments and levels.

CROSS CUTTING ACTIVITIES

CAPACITY BUILDING

The team carried out introductory meetings and capacity assessments for the provincial and district entities in Zabul, Uruzgan and Hilmand provinces. During these sessions, the objectives and methodology were explained and interviews held to identify the strengths, gaps and recommend appropriate capacity building interventions. The following Table outlines the current status of the capacity assessments.

INTRODUCTORY MEETINGS AND CAPACITY ASSESSMENTS FOR PROVINCIAL AND DISTRICT ENTITIES

TARGETED PROVINCIAL AND DISTRICT ENTITIES	INTRODUCTORY MEETINGS	CAPACITY ASSESSMENTS	PARTICIPANTS
ZABUL PROVINCE			
PRRD/Zabul	Start: 04-JUL-13 End: 04-JUL-13	Start: 06-JUL-13 End: 20-JUL-13	PRRD Acting Director and key staff
Tarnak Wa Jaldak DDA	Start: 20-AUG-13 End: 20-AUG-13	To be conducted in early October 13	DDA members
Qalat DDA	Start: 29-JUL-13 End: 29-JUL-13	Start: 26-SEP-13 End: 27-SEP-13	DDA members
Shahjoy DDA	Start: 24-AUG- 13 End: 24-AUG-13	To be conducted in late October 13	DDA members
Tarnak Wa Jaldak DGO	Start: 23-JUL-13 End: 23-JUL-13	Start: 31-Aug-13 End: 02-SEP-13	DG and key staff

TARGETED PROVINCIAL AND DISTRICT ENTITIES	INTRODUCTORY MEETINGS	CAPACITY ASSESSMENTS	PARTICIPANTS
Shahjoy DGO	Start: 24-AUG-13 End: 24-AUG-13	Start: 10-SEP-13 End: 12-SEP-13	DG and key staff
URUZGAN PROVINCE			
Tirin Kot DDA	Start: 18-JUL-13 End: 18-JUL-13	Start: 19-JUL-13 End: 23-JUL-13	DDA members
Chora DGO	Start: 29-JUL-13 End: 29-JUL-13	Start: 30-JUL-13 End: 31-JUL-13	DG and key staff
PRRD/ Uruzgan	Start: 17-JUL-13 End: 17-JUL-13	Start: 18-AUG-13 End: 04-SEP-13	Director and department heads
Chora DDA	Start: 15-SEP-13 End: 15-SEP-13	Start: 16-SEP-13 End: 16-SEP-13	DDA members
Dihrawud DGO	Start: 22-SEP-13 End: 22-SEP-13	Start: 23-SEP-13 End: 24-SEP-13	DG and key staff
Dihrawud DDA	Start: 26-SEP-13 End: 26-SEP-13	Start: 28-SEP-13 End date: 28-SEP-13	DDA members
HILMAND			
PRRD/ Hilmand	Start: 01-SEP-13 Start: 01-SEP-13	Start: 03-SEP-13 End: 14-SEP-13	PRRD Director and key staff
Bost DDA	Start: 15-SEP-13 Start: 15-SEP-13	Start: 20-SEP-13 End: 21-SEP-13	DDA members
Garmser DGO	Start: 23-SEP-13 End: 23-SEP-13	Start: 23-SEP-13 End: 24-SEP-13	DG and other key staff

Due to the overlapping dates and venues with ongoing Governance and Stability Community Forums in August and September, some of the introductory meetings and capacity assessments were rescheduled and will be completed in the next quarter. After conclusion of each assessment there will be follow-up feedback and priority setting meetings where the main findings and recommendations will be presented to the PEs and DEs for validation before preparing the capacity building plans.

A number of activities were started in preparation for capacity building activities for DEs (six DDAs and two DGOs) in Kandahar province. The Kandahar DDA training plan and package consisting of objectives, schedules, courses, participants, trainers and logistical arrangements was finalized and approved by the PRRD/Kandahar Director. The PRRD/Kandahar training room was refurbished with support from the Program in readiness for the DDA training courses.

The capacity building team finalized the initial training materials consisting of modules, presentations, trainer's manuals and handouts for the DDA and District Governors' Offices (DGO) training courses. The materials were adapted from curricula developed previously by MRRD/NABDP, the Independent Directorate of Local Governance (IDLG), and Independent Administrative Reform and Civil Service Commission (IARCSC). Training of Trainers (TOT) sessions were organized where the materials were reviewed and modified in terms of the content, format and structure before actual delivery.

After the preparatory work, significant progress was made in training the targeted DEs in Kandahar province in September. Table below itemizes the training courses delivered in the reporting period.

SUMMARY OF TRAINING COURSES HELD FOR KANDAHAR DISTRICT ENTITIES IN THE REPORTING PERIOD

Title of Training Event	Date(s)	Location	# Participants Male/Fem/Total	Type of Participants
DDA Management and Leadership Training	14 to 15-SEP-13	PRRD/Kandahar	23/0/23	Executive Committee members from 6 DDAs (Arghandab, Daman, Zhari, Panjwai, Ghorak and Shah Wali Kot) and SAOs from the PRRD/Kandahar.
DDA Project Planning and Management	23 to 24-SEP-13	PRRD/Kandahar	23/0/23	Project Management Sub-Committee members from five DDAs (Arghandab, Daman, Panjwai, Ghorak and Shah Wali Kot) and SAOs from the PRRD/Kandahar.
Basic Administration/-Management and Leadership	28 to 29-SEP-13	Arghandab District Center	28/0/28	Core DGO and other staff from the directorates e.g. DAIL, DoJ, Finance, Public Health, Interior, Sectoral Services and SAOs from the PRRD/Kandahar.

Overall, the participants from the targeted DEs appreciated the value of the trainings and requested more courses. They requested follow-up on-the-job training to assist them to put into practice some of the skills learned such as writing minutes and reports, and managing meetings.

Going forward, the team will continue developing and internally reviewing the additional training materials for the DDA and DGO courses, and subject them to TOT sessions for review before delivery in the next quarter. The team will also start developing training materials for the PRRD/Kandahar and selected provincial line directorates and departments. There will be follow-up training sessions for the DDAs, DGOs and PRRD/selected provincial directorates.

LESSONS LEARNED AND CHALLENGES

During the introductory meetings and capacity assessments for Kandahar DDAs in the last quarter, there were problems of either low or non-attendance by the participants. However, the use of the PRRD/Kandahar training center ensured that more participants from diverse DDAs could attend the training courses. However, participants from Zhari DDA did not attend some sessions due to internal problems related to the election of the Executive Committee members. Although efforts were made to request all the targeted DDAs to nominate the different committee and sub-committee members, some did not send the correct participants as most of the committees were not yet established.

The centralized “training academy” approach also provided an opportunity and forum for DDA members from different DDAs to meet and share experiences and also directly interact with the PRRD to articulate their interests and problems. In terms of sustainability, the renovated PRRD training center is part of the strengthening of the PRRD to host other internal and external training and meetings.

SUCCESS OR ANECDOTES WORTHY OF HIGHLIGHTING

I would like to thank the training team for enhancing the capacity of DDAs in the province.

Eng. Qayum, Director, PRRD/Kandahar

Lack training opportunities for district level civil servants has been one of the main challenges in Arghandab district... the training will be useful in improving our performance of day-to-day managerial and administrative tasks and we look forward to more sessions in the future.

Mohamed Yousef, Finance and Administration Manager, Arghandab DGO

LIST OF INTERNAL TRAINING EVENTS HELD IN THE REPORTING PERIOD

Title of Training Event	Date(s)	Location	# Participants Male/Fem/Total	Type of Participants
OneSource Training	8-JUL-13	Regional Program Office	04/0/04	SIKA Staff
New Hire Orientation for IR1 Staff	23-JUL-13	Regional Program Office	01/0/01	SIKA Staff
General Staff New Hire Orientation	4-AUG-13	Regional Program Office	04/00/04	SIKA Staff
New Hire Orientation for IR1 Staff	14-AUG-13	Regional Program Office	02/00/02	SIKA Staff
General Staff New Hire Orientation	17-AUG-13	Regional Program Office	02/00/02	SIKA Staff
Grants Management Training for Hilmand, Zabul and Uruzgan staff	25 to 28-AUG-13	Regional Program Office	22/02/24	SIKA Staff
New Hire Orientation for IR3 Staff	27-AUG-13	Regional Program Office	09/01/10	SIKA Staff
General Staff New Hire Orientation	28-AUG-13	Regional Program Office	23/00/23	SIKA Staff
OneSource Training	11-SEPT-13	Regional Program Office	09/00/09	SIKA Staff
IR2 TOT for Gender Staff	21 to 25-SEPT-13	Regional Program Office	00/03/03	SIKA Staff
IR3 TOT for Gender Staff	25-SEPT-13	Regional Program Office	00/03/03	SIKA Staff

MONITORING AND EVALUATION

The Monitoring and Evaluation Unit focused on baseline data collection, revision of the Performance Management Plan, and design and implementation of several tools to assist in data management and storage such as the M&E Database. A lot of coordination across teams was also required to meet TraiNet and Afghan Info reporting requirements.

A contract was awarded to Assess, Transform and Reach (ATR) to conduct baseline surveys in all nine approved districts at the time of signing the contract. Meetings were held with ATR to discuss the approach and sampling methodology and to provide a thorough understanding of the Program.

The South Baseline Collection Plan (deliverable) was updated early in the quarter to adjust to the quantitative data provided by the MISTI Program, and the qualitative and quantitative data that will be collected by ATR. Because the MISTI Wave 2 perception surveys were conducted at the time the SIKA South contract was awarded, it was tentatively decided to rely upon Wave 2 for the baseline indicators. The ATR surveys will be used for comparative analysis and to gain a more detailed understanding of underlying factors (through the qualitative surveys). The revision of the Baseline Collection Plan was completed and approved by the COR on 18-AUG-13.

ATR started its survey activities on 21-SEP-13 but faced several challenges due to lack of official support from PRRDs in providing letters to introduce the firm in the districts. Despite advance notice from the Program the survey questionnaires in Hilmand and Kandahar were confiscated and the Program was requested to suspend the activities by district governments and the police. The main reason was the local authorities' objection to questions about the quality of local service delivery. PRRD/Kandahar also requested ATR to register with the PRRD in order to work in Kandahar Province. Extensive coordination with MRRD, the PRRDs and Provincial Management Units continued until the end of September in order to mitigate this issue which was not fully resolved by the end of the quarter. Coordination will continue to ensure the letters of introduction are issued in order to meet completion deadlines.

The M&E Unit also held several meetings with MISTI to ensure the remaining districts, which were not surveyed during Wave 1, were added for Wave 2, which was completed during this quarterly period. The list of new districts for Wave 2 included Tirin Kot, Chora, Dihrawud (Uruzgan) and Zaranj (Nimroz). Other districts were also added by the end of September to be surveyed by MISTI in the next wave, these districts included Kang (Nimroz), and Nad Ali and Nahri Sarraj (Hilmand).

During this reporting period, the M&E Unit, with representatives from each SIKA South IR team, participated in the MISTI Summit and the SIKAs Community of Practice held in Kabul together with representatives of MRRD, USAID and IDLG. The main topics were the MISTI Wave 2 surveys, Theory of Change between all SIKAs, the common sources of instability encountered across the country, and the development of a country-wide SIKA Operational Manual.

The Unit also revised the Performance Management Plan to ensure the Indicator Targets are in line with the addition of new districts, and a thorough revision was made to ensure the document is in line with the Stabilization Unit PMP. Between Wave 1 and 2 of MISTI, one indicator was dropped due to results not speaking to the indicator. The M&E Unit coordinated with the COR for possible options to continue collecting the data. It was resolved that ATR would collect the data, however using different methodologies than MISTI. Once the PMP was updated, the Baseline Collection Plan was also brought into alignment. Both were approved by the COR on 05-SEP-13.

The M&E Unit also worked with the Finance Unit to meet the TraiNet reporting requirements.

Several meetings were conducted with Afghan Info representatives to understand the changing reporting requirements. The biggest challenge has been to understand District Spending reporting, as the system is not designed to match the needs of each Program, and it changes over time.

A major milestone was the roll out of the web-based M&E database in all districts. The database is a live tool accessible over the Internet. Many challenges were faced during the roll out, as it happened at the same time as many Community Forums. Accuracy of the information provided was a major challenge during these first months of using the new database tool. Throughout the quarter the Unit managed to speed the process of uploading all previous data from workshops into the database.

The Unit also drafted the District M&E Manual with step-by-step guidelines on each of the forms currently used for data collection in the field, schedules for submission and responsibilities. This tool, to be used by district staff members, will be finalized next quarter.

The M&E Unit participated in a total of 17 full cycles (CF 1 to CF 5) of the IR1 Community Forums, and took attendance of all participants, conducted interviews and observations of the workshops. In addition, the M&E staff members participated in the workshops and conducted pre- and post-training interviews with participants. All results from those activities were submitted to the IRs for feedback and quality improvement. The table below provides the overview of activities conducted by the IRs in terms of training, together with the total number of participants per district. For the Governance and Stability Community Forums listed below, a total of 120 workshops were conducted, counting each two-day workshop (Parts A and B) as one workshop. The total number of workshops, Part A and Part B combined totals to 77 Community Forums.

District	Training Provider Unit	Number of Individual Workshops or Training Events	Number of Participants			Number of M&E Interviews and Observations	
			Male	Female	Total	Observation	Interview
ZABUL							
Qalat	IR1	22	109		109	43	21
	IR2	2	18	2	20		8
	Total	24	127	2	129	43	29
Tarnak Wa Jaldak	IR1	14	110		110	23	14
	Total	14	110	0	110	23	14
Shahjoy	IR1	17	117		117	30	9
	Total	17	117	0	117	30	9
HILMAND							
Bost	IR1	20	150	4	154	18	17
	IR2	2	21	2	23	4	8
	Total	22	171	6	177	22	25
Garmser	IR1	10.5	103		103	9	7
	Total	10.5	103	0	103	9	7
URUZGAN							
Tirin Kot	IR1	30	147		147	45	23
	IR2	2	26		26	0	10
	Total	32	173	0	173	45	33
Chora	IR1	7	57		57	3	7
	Total	7	57	0	57	3	7
Grand Total		126	858	8	866	175	124

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

A major challenge during this quarter was to maintain an accurate tracking of official DDAs and CDCs participating in the Community Forums, which is an ongoing issue from the beginning of the Program. It was reported that several participants attending the Forums are not on the official list of elected DDA and CDC members. Correct and updated lists have been requested, some were provided, but they again proved inaccurate or out of date. The problem is likely to persist.

The lack of power in some district offices, Arghandab, for example, during much of the quarter, has constrained the ability of the district staff to enter data into the M&E database.

One challenge with conducting the interviews is that participants are not comfortable answering some questions as they ‘fear for their safety’, even though the district staff are instructed to guarantee anonymity of their names.

SUCCESES OR ANECDOTES WORTHY OF HIGHLIGHTING

The interview results show that in comparison to the initial districts of Daman and Arghandab, understanding of the concepts delivered during the Community Forums has improved, such as understanding the difference between Governance and Good Government, and the benefits of cluster-based development to village-focused development.

Another notable response to the interview questions is the lack of support for women’s DDA committees. Although the majority of the respondents indicate support for women’s DDA committees, when asked how they plan to do so, many participants are not able to answer. Some respondents state security and cultural differences as the main issues.

Cluster-based development secures everyone’s interests and takes care of everybody’s concerns. This is the best type of assistance to others. I hope the cluster-based development serves a major purpose for our impoverished society.

CDC member, Seghana village

I am not satisfied with the services that line officers in the district deliver. They do not know as how to handle the situation and deal with their workload. Here people are bearing the brunt of the work of the line officers. I demand the government to train them more for their duties and responsibilities. They have been good timekeepers but inexperienced and sometimes rude to the people.

CDC member, Jamal Khel village

I do not like corrupt officials. The government must supervise their activities and must never let them misuse their authority against innocent and defenseless ordinary citizens of the district. They do not come on time for their duties and are also very rude to people they are dealing with.

CDC member, Nawe Kali village

GENDER

The Program made great strides this quarter with the development of the South Region Gender Action Plan, including provincial gender action plans for each of the four provinces where SIKa South was active at the time (Kandahar, Hilmand, Zabul and Uruzgan). In August, three new female staff members were hired, including the Senior Gender Specialist, a Community Development Gender Officer and a Capacity Building Gender Officer. The process of developing the Action Plan was inclusive of men and women, program teams, MRRD, IDLG and other agencies at the national and provincial levels, as well as

DDAs and other district entities. The Program conducted engagements in July and particularly in August to gather input and support for the Action Plan in the provinces and districts, as well as in Kabul. These engagements and the input received culminated in the South Region Gender Forum and the written Gender Action Plan in September.

The South Region Gender Forum was conducted on 7 and 8-SEP-13 in the MRRD main conference room in Kabul. The objective of the Forum was to gain perspectives and recommendations from local government officials towards the development of the Gender Action Plan for the Program, and to facilitate gender integration throughout program activities. The result was development of the South Region Gender Action Plan to support increasing women's roles in their communities and districts in identifying and addressing sources of instability. Attending the forum were 64 participants on first day and 54 on the second day, including 29 women on each day. The participants represented different ministries, programs and agencies (MRRD, NSP, NABDP, IDLG, USAID, DoWA) at the national level and from four provinces (Zabul, Kandahar, Uruzgan and Helmand) of the southern region. Moreover, an open discussion on SIKA gender action plan took place among men and women participants.

SUCCESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

Participants from four southern provinces engaged with national and other provincial and district counterparts, with approximately half the participants being women.

Open discussion and dialogues took place among men and women participants.

Men and women worked together in work groups to develop provincial gender action plans.

Each work group presented their plan, and the question and answer sessions were carried out in a friendly and professional atmosphere.

The South Region Gender Action Plan was prepared using collective ideas of participants from four provinces. Moreover, PRRD, NABDP, DoWA and NSP exchanged ideas and experiences for establishment or increase of women advisory groups.

Participants from the provinces committed to implement lessons learned and gender action plans.

Women are half of the community, they shouldn't be unconsidered, so I support the establishment of a women's advisory committee.

Garmser DDA member

Women constitute a major part of our society. Unfortunately today's situation does not fulfill this ambition. Women should take part in all programs as they must always be consulted. Here it is impossible as this clearly puts them in even greater and more serious danger. They can wait for more time until the security returns.

Shahjoy CDC member

Establishing women's committee will just mean fuelling insurgents ranks further as they try to flourish and spread misleading propaganda against the current government. So if you go ahead with establishing women's committee, this will then work to the advantage of the insurgents. People are extremely narrow-minded here and to brainwash them positively about the changes taking place these days will take years.

Shahjoy CDC member

**ANNEX A: SUCCESS STORIES
(NONE SUBMITTED THIS QUARTER)**

ANNEX B: TRAINING STATISTICS

Date	SIKA Intermediate Result	Title of Training Event	Location	Number of Participants M/F/Total	Type of Participants
25 to 26-AUG-13	IR I	CF1: Facilitating Transition	Qalat, Zabul	16/0/16	DDA , DG, DE, DSW, TE
27-AUG-13	IR I	CF2: Empowering District Governance	Qalat, Zabul	14/0/14	DDA , DG, DE, DSW, TE
28-AUG-13	IR I	CF3: Program Limitations and Capabilities	Qalat, Zabul	16/0/16	DDA , DG, DE, DSW, TE
31-AUG-13	IR I	CF3: Program Limitations and Capabilities	Qalat, Zabul	24/0/24	DDA, CDC
01 to 02-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Qalat, Zabul	19/0/19	DDA, CDC
03 to 04-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Qalat, Zabul	17/0/17	DDA, CDC
08 to 09-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Qalat, Zabul	21/0/21	DDA, CDC
10 to 11-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Qalat, Zabul	14/0/14	DDA, CDC
14-SEP-13	IR I	CF3: Program Limitations and Capabilities	Qalat, Zabul	25/0/25	DDA, CDC
16 to 17-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Qalat, Zabul	25/0/25	DDA, CDC
18 and 21-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Qalat, Zabul	23/0/23	DDA, CDC
22 to 23-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Qalat, Zabul	22/0/22	DDA, CDC
24 to 25-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Qalat, Zabul	27/0/27	DDA, CDC
28 to 29-SEP-13	IR2	Writing Report and Information Sharing	Qalat, Zabul	9/2/11	DoWA, DoEC, DoLSAMD, PPRD, DoPWA
30 SEP to 01-OCT-13	IR2	Writing Report and Information Sharing	Qalat, Zabul	10/0/10	DAIL, DoPH, DoE, Sectoral Director
25 to 26-AUG-13	IR I	CF1: Facilitating Transition	Shahjoy, Zabul	11/0/11	DDA , DG, DE, DSW, TE
27-AUG-13	IR I	CF2: Empowering District Governance	Shahjoy, Zabul	11/0/11	DDA , DG, DE, DSW, TE

Date	SIKA Intermediate Result	Title of Training Event	Location	Number of Participants M/F/Total	Type of Participants
01-SEP-13	IR I	CF3: Program Limitations and Capabilities	Shahjoy, Zabul	10/0/10	DDA , DG, DE, DSW , TE
07-SEP-13	IR I	CF3: Program Limitations and Capabilities	Shahjoy, Zabul	31/0/31	DDA, CDC
08 to 09-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Shahjoy, Zabul	28/0/28	DDA, CDC
11-SEP-13	IR I	CF3: Program Limitations and Capabilities	Shahjoy, Zabul	24/0/24	DDA , DG, DE, DSW, TE
14 to 15-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Shahjoy, Zabul	38/0/38	DDA, CDC
16 to 17-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Shahjoy, Zabul	33/0/33	DDA, CDC
21 and 23-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Shahjoy, Zabul	37/0/37	DDA, CDC
25-SEP-13	IR I	CF3: Program Limitations and Capabilities	Shahjoy, Zabul	19/0/19	DDA, CDC
28 to 29-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Shahjoy, Zabul	19/0/19	DDA, CDC
25 and 26-AUG-13	IR I	CF1: Facilitating Transition	Tarnak Wa Jaldak, Zabul	18/0/18	DDA , DG, DE, DSW, TE
27-AUG-13	IR I	CF2: Empowering District Governance	Tarnak Wa Jaldak, Zabul	18/0/18	DDA , DG, DE, DSW, TE
28-AUG-13	IR I	CF3: Program Limitations and Capabilities	Tarnak Wa Jaldak, Zabul	18/0/18	DDA , DG, DE, DSW, TE
03-SEP-13	IR I	CF3: Program Limitations and Capabilities	Tarnak Wa Jaldak, Zabul	44/0/44	DDA, CDC
08 to 09-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Tarnak Wa Jaldak, Zabul	43/0/43	DDA, CDC
10 to 11-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Tarnak Wa Jaldak, Zabul	42/0/42	DDA, CDC
21-SEP-13	IR I	CF3: Program Limitations and Capabilities	Tarnak Wa Jaldak, Zabul	36/0/36	DDA, CDC
22 to 23-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Tarnak Wa Jaldak, Zabul	40/0/40	DDA, CDC
24 to 25-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Tarnak Wa Jaldak, Zabul	40/0/40	DDA, CDC

Date	SIKA Intermediate Result	Title of Training Event	Location	Number of Participants M/F/Total	Type of Participants
01 to 02-JUL-13	IR I	CF1: Facilitating Transition	Tirin Kot, Uruzgan	22/0/22	DDA, TE, Guests
03-JUL-13	IR I	CF2: Empowering District Governance	Tirin Kot, Uruzgan	22/0/22	DDA, TE, Guests
24-AUG-13	IR I	CF3: Program Limitations and Capabilities	Tirin Kot, Uruzgan	14/0/14	DDA, CDC
25 to 26-AUG-13	IR I	CF4: Identifying Strengths and Sources of Instability	Tirin Kot, Uruzgan	16/0/16	DDA, CDC
27 to 28-AUG-13	IR I	CF5: Selecting Solutions to Sources of Instability	Tirin Kot, Uruzgan	17/0/17	DDA, CDC
31-AUG-13	IR I	CF3: Program Limitations and Capabilities	Tirin Kot, Uruzgan	15/0/15	DDA, CDC
01 to 02-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Tirin Kot, Uruzgan	17/0/17	DDA, CDC
03 to 04-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Tirin Kot, Uruzgan	14/0/14	DDA, CDC
07-SEP-13	IR I	CF3: Program Limitations and Capabilities	Tirin Kot, Uruzgan	20/0/20	DDA, CDC
07 to 08-SEP-13	IR2	Writing Report and Sharing Information	Tirin Kot, Uruzgan	11/0/11	DoWA, DoEC, DoLSAMD, PRRD, DoPWA
08 to 09-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Tirin Kot, Uruzgan	20/0/20	DDA, CDC
10 to 11-SEP-15	IR2	Writing Report, Sharing Information	Tirin Kot, Uruzgan	15/0/15	DAIL, DoPH, DoE, Sectoral Directorates
10 to 11-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Tirin Kot, Uruzgan	20/0/20	DDA, CDC
14-SEP-13	IR I	CF3: Program Limitations and Capabilities	Tirin Kot, Uruzgan	24/0/24	DDA, CDC
15 to 16-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Tirin Kot, Uruzgan	42/0/42	DDA, CDC
17 to 18-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Tirin Kot, Uruzgan	27/0/27	DDA, CDC
21-SEP-13	IR I	CF3: Program Limitations and Capabilities	Tirin Kot, Uruzgan	23/0/23	DDA, CDC
22 to 23-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Tirin Kot, Uruzgan	25/0/25	DDA, CDC

Date	SIKA Intermediate Result	Title of Training Event	Location	Number of Participants M/F/Total	Type of Participants
24 to 25-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Tirin Kot, Uruzgan	26/0/26	DDA, CDC
28-SEP-13	IR I	CF3: Program Limitations and Capabilities	Tirin Kot, Uruzgan	22/0/22	DDA, CDC
29 to 30-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Tirin Kot, Uruzgan	22/0/22	DDA, CDC
16 to 17-SEP-13	IR I	CF1: Facilitating Transition	Chora, Uruzgan	22/0/22	DDA, DCC, DG, DE, DSW, TE
18-SEP-13	IR I	CF2: Empowering District Governance	Chora, Uruzgan	20/0/20	DDA, DCC, DG, DE, DSW, TE
25-SEP-13	IR I	CF3: Program Limitations and Capabilities	Chora, Uruzgan	29/0/29	DDA, DCC, DG, DE, DSW, TE
28-SEP-13	IR I	CF3: Program Limitations and Capabilities	Chora, Uruzgan	24/0/40	DDA, CDC
29 to 30-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Chora, Uruzgan	26/0/26	DDA, CDC
24 to 25-AUG-13	IR2	Writing Report and Sharing Information	Bost, Hilmand	7/2/9	DoWA, DoEC, DoLSAMD, PRRD, DoPWA
26 to 27-AUG-13	IR2	Writing Report and Sharing Information	Bost, Hilmand	13/0/13	DAIL, DoPH, DoE, Sectoral Directorate
01 to 02-SEP-13	IR I	CF1: Facilitating Transition	Bost, Hilmand	26/4/30	DDA, DCC, DG, DE, DSW, TE
03-SEP-13	IR I	CF2: Empowering District Governance	Bost, Hilmand	28/3/31	DDA, DCC, DG, DE, DSW, TE
04-SEP-13	IR I	CF3: Program Limitations and Capabilities	Bost, Hilmand	29/4/33	DDA, DCC, DG, DE, DSW, TE
07-SEP-13	IR I	CF3: Program Limitations and Capabilities	Bost, Hilmand	63/0/63	DDA, DCC, CDC
08 to 09-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Bost, Hilmand	40/0/40	DDA, DCC, CDC
11 and 14-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Bost, Hilmand	40/0/40	DDA, DCC, CDC
15 to 16-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Bost, Hilmand	40/0/40	DDA, DCC, CDC

Date	SIKA Intermediate Result	Title of Training Event	Location	Number of Participants M/F/Total	Type of Participants
17 to 18-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Bost, Hilmand	39/0/39	DDA, DCC, CDC
21-SEP-13	IR I	CF3: Program Limitations and Capabilities	Bost, Hilmand	41/0/41	DDA, DCC, CDC
22 to 23-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Bost, Hilmand	35/0/35	DDA, DCC, CDC
24 to 25-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Bost, Hilmand	36/0/36	DDA, DCC, CDC
29 to 30-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Bost, Hilmand	35/0/35	DDA, DCC, CDC
14 to 15-SEP-13	IR I	CF1: Facilitating Transition	Garmser, Hilmand	27/0/27	DDA, DCC, DG, DE, DSW, TE
16-SEP-13	IR I	CF2: Empowering District Governance	Garmser, Hilmand	26/0/26	DDA, DCC, DG, DE, DSW, TE
17-SEP-13	IR I	CF3: Program Limitations and Capabilities	Garmser, Hilmand	30/0/30	DDA, DCC, DG, DE, DSW, TE
21-SEP-13	IR I	CF3: Program Limitations and Capabilities	Garmser, Hilmand	36/0/36	DDA, DCC, CDC
22 to 23-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Garmser, Hilmand	38/0/38	DDA, DCC, CDC
24 and 28-SEP-13	IR I	CF5: Selecting Solutions to Sources of Instability	Garmser, Hilmand	38/0/38	DDA, DCC, CDC
29-SEP-13	IR I	CF3: Program Limitations and Capabilities	Garmser, Hilmand	40/0/40	DDA, DCC, CDC
30-SEP-13	IR I	CF4: Identifying Strengths and Sources of Instability	Garmser, Hilmand	39/0/39	DDA, DCC, CDC
07-JUL-13	IR4	Grant Application Training	Arghandab, Kandahar	74/0/74	DDA, DG, PRRD
14 to 15- SEP-13	CBU	DDA Management and Leadership Training	PRRD/Kandahar	23/0/23	DDA, DSW
23 to 24- SEP-13	CBU	DDA Project Planning and Management	PRRD/Kandahar	23/0/23	DDA, DSW
25-SEP-13	IR4	Grants Implementation	Arghandab, Kandahar	20/0/20	Grantees

Date	SIKA Intermediate Result	Title of Training Event	Location	Number of Participants M/F/Total	Type of Participants
28 to 29- SEP-13	CBU	Basic Administration, Management and Leadership	Arghandab, Kandahar	28/0/28	DGO, DAIL, DoJ, Finance, DoPH, Interior, Sectoral Services, DSW

Participants:

- CDC Community Development Council
- DCC District Community Council
- DDA District Development Assembly
- DE District Entity
- DG District Governor
- DGO District Governor's Office
- DSW District Social Worker (of PRRD)
- PRRD Provincial Reconstruction and Rural Development
- TE Tribal Elder

ANNEX C: STATUS AND ACTIVITY OF MRRD DISTRICT SOCIAL WORKERS (DSW) IN THE PROGRAM DISTRICTS

District	DSW Name	SAM Training	Status in District	Remark
Daman	Ahmadullah	Declined invitation to attend the TOT	Present but unwilling to participate	Did Not Participate
Daman	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Arghandab	Azizullah	Declined invitation to attend the TOT	Present but unwilling to participate	Did not participate
Arghandab	Noor Mohammad	Declined invitation to attend the TOT	Present but unwilling to participate	Did not participate
Qalat	Najeebullah	Completed the TOT	Participates willingly	Participated fully
Qalat	Noor Ahmad	Completed the TOT	Recently transferred to HR Department	Previous provincial supervisor of DSWs
Qalat	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Shahjoy	Abdul Mateen	Completed the TOT	Participates willingly	Participated fully
Shahjoy	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Tarnak Wa Jaldak	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Tarnak Wa Jaldak	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Tirin Kot	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Tirin Kot	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Chora	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Chora	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Dihrawud	(vacant)	Planned for future	n/a	SIKA is recruiting to fill this vacancy
Dihrawud	(vacant)	Planned for future	n/a	SIKA is recruiting to fill this vacancy
Bost	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy
Bost	(vacant)	n/a	n/a	SIKA is recruiting to fill this vacancy

District	DSW Name	SAM Training	Status in District	Remark
Garmser	Allauddin	Completed the TOT	Sometimes present, unwilling to participate	Has not participated yet
Garmser	Saifuddin	Completed the TOT	Sometimes present, unwilling to participate	Has not participated yet
Nad Ali	(unknown)	Planned for future	n/a	New SIKA district
Nahri Sarraj	Zulmai	Planned for future	TBD	New SIKA district
Nahri Sarraj	(unknown)	Planned for future	n/a	New SIKA district
Zaranj	(unknown)	Planned for future	n/a	New SIKA district
Kang	(unknown)	Planned for future	n/a	New SIKA district