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STABILITY IN KEY AREAS (SIKA) SOUTH

QUARTERLY REPORT

REPORTING PERIOD OCTOBER 01 – DECEMBER 31, 2013

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

January 2014

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

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Submitted to:

USAID | Afghanistan

Prepared by:

AECOM International Development

DISCLAIMER:

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ACRONYMS

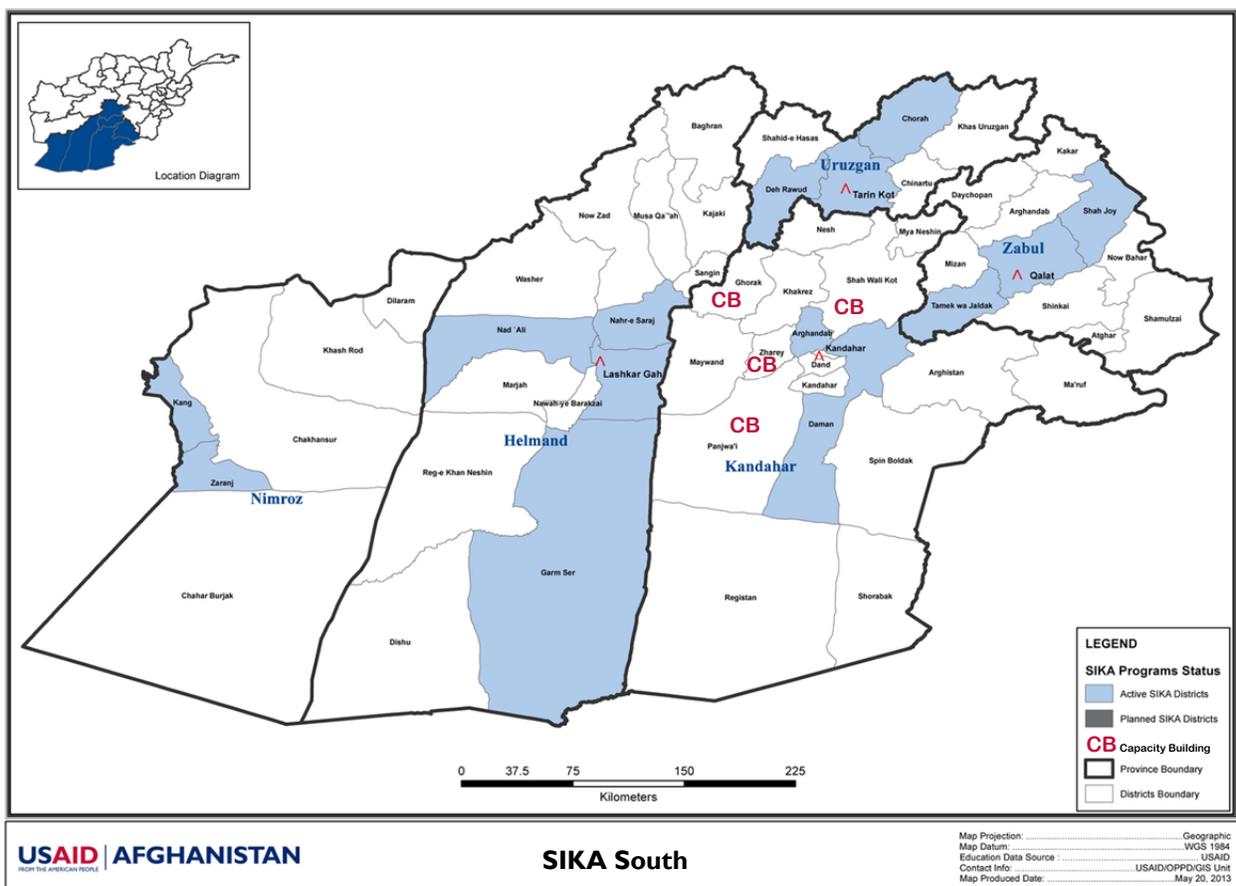
ACSC	Afghanistan Civil Service Commission
ANDMA	Afghanistan National Disaster Management Authority
ASOP	Afghanistan Social Outreach Program
CCN	Cooperating Country National
CDC	Community Development Council
CDP	Community Development Plan
CF	Community Forum
COR	Contract Officer's Representative
DE	District 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:

- 1,309 Community Development Councils (CDC) including 538 CDCs in 4 new districts where the work is starting in January 2014
- 18 District Development Assemblies (DDA) and District Community Councils (DCC)
- 14 District Governor's Offices
- 4 Women's Advisory Committees (Gender Action Plan pilot)
- 44 provincial line directorates in four provinces

Approval was received to expand activities into Kang District in Nimroz Province, and Nad Ali and Nahri Sarraj Districts in Helmand Province. This brings the number of full SIKa South districts to 14, plus four districts in Kandahar which so far participate only in the Capacity Building Initiative.



The new offices are operational and the hiring and training of staff is complete. The new districts are prepared to start Program activities in January, beginning with Governance and Stability Community Forums in the three new districts plus Zaranj (Nimroz Province) which was approved late last quarter.

The first two districts (Daman and Arghandab) saw increasing numbers of grants awarded to communities to implement their high-priority Governance and Stability Projects following the community-led Kandahar Model. Grantees started work rapidly, and the first five grants were ready for closeout by the end of the quarter. The work was monitored in the field by visits from DDA and CDC members, the

Provincial Rural Rehabilitation and Development (PRRD) Director and engineer, and Program staff members.

The Governance and Stability Community Forums were for the most part completed in the seven new districts this quarter -- 189 Project Concept Notes (PCN) were developed by community leaders with Program support, approved by DDA chairmen and District Governors, and many also approved by provincial Sector Working Groups (SWG), PRRDs, Provincial Development Councils (PDC) and USAID.

SIKA South now has a very robust project pipeline with nearly 300 projects at all phases from conception through completion. The pipeline now also includes PCNs developed by DDA/DCC Women's Advisory Committees (WAC) in Tirin Kot, Bost and Qalat.

The most common project solutions identified and prioritized by community leaders include: rehabilitation of roads and culvert construction to address inadequate access to places, institutions and services; repair or construction of irrigation canals and water dividers to address inadequate water resource management; vocational training to mitigate lack of job skills and jobs; and, flood protection walls to manage seasonal flooding (natural disaster).

A new initiative called "Stability Technical Assistance Sessions" was launched in Kandahar Province, bringing together the District Governor (DG), line directorate representatives and DDA leaders to discuss their governance challenges and sources of instability, and to foster better interaction and communications between the various district entities. One goal of this activity, which is being integrated with existing coordination or administrative meetings, is to establish a set of stability criteria that can be monitored and reported by the DDA and CDCs.

The Program produced and distributed 5,000 GIRoA Sector Services booklets and 100 large posters in collaboration with nine different Line Directorates in Kandahar Province. This service reporting initiative, which has been very highly appreciated in Kandahar, was rolled out in Hilmand, Zabul and Uruzgan. "Accessing GIRoA Services" workshops were conducted to help 357 DDA members and 56 district line officers to advocate better for services to be provided in their districts.

Nearly 80 media activities were implemented, including 22 radio or TV broadcast news items or interviews, 44 live radio call-in programs "Our Village, Our Hopes," preparation of press releases for PRRDs, and production of PRRD posters. District town hall events were organized to recognize the achievements of CDC and DDA members, and to provide venues for interaction between provincial, district and community leaders and residents. The media activities greatly increased the profile of PRRD and other GIRoA directorates in the rural areas. Temporary signs and permanent markers were also erected at grant project sites to remind residents of the development assistance provided by PRRDs.

Implementation of the Capacity Building Initiative continued. The first "DDA Academy," a series of five training courses tailored to the needs of six DDAs, was concluded in Kandahar. One hundred DDA leaders received training. The Initiative was rolled out in the new provinces where Capacity Assessments were conducted with DDAs, District Governor's Offices, and PRRDs.

The Program recruited and hired 16 District Social Workers (DSW) in 10 districts at the request of MRRD. An intensive training course for DSWs was jointly planned with MRRD and will be delivered next quarter.

The Work Plan was updated, mainly to incorporate the Gender Action Plan developed in the prior quarter. It was reviewed and endorsed by the PRRDs in Kandahar, Zabul, Uruzgan and Hilmand, and approved by USAID.

A one-page chart showing the status of key activities and tasks is included at Annex F.

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

Deliverable	Date Submitted	Date Approved
Work Plan for Base Period - Updated - October 2013	23-NOV-13	30-NOV-13
District Projects Portfolio UZ-TK-DPP01	28-Nov-13	02-Dec-13
District Projects Portfolio HM-BO-DPP01	30-Nov-13	03-Dec-13
District Projects Portfolio KD-DM-DPP03	05-Dec-13	07-Dec-13
District Projects Portfolio KD-AG-DPP04	05-Dec-13	07-Dec-13
District Projects Portfolio ZB-TJ-DPP01	11-Dec-13	16-Dec-13
District Projects Portfolio ZB-QA-DPP01	11-Dec-13	19-DEC-13
District Projects Portfolio HM-GA-DPP01	14-Dec-13	08-Jan-14
District Projects Portfolio ZB-SJ-DPP01	15-Dec-13	09-Jan-14
District Projects Portfolio UZ-CH-DPP01	25-Dec-13	10-Jan-14
Weekly Bullet Points	Weekly	(various)
Monthly Reports (3)	Monthly	(various)
Quarterly Report No. 03	30-Oct-13	03-Nov-13
Quarterly Financial and Workdays Reporting No. 03	30-Oct-13	11-Nov-13

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 (PMP), 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 ¹	Target Year 1	Target Year 2
							Actual ² 31-DEC-13	
1	7d		Percentage change in the proportion of district residents who report increased confidence in their district level government	Stab-U/Stability Indicator	Outcome	69%	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	62%	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	0	10	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% 1.75%	TBD
6			Number of women's groups formed and or supported	Gender	Output	0	10 4	TBD
7			NABDP and NSP number of maturity milestone achieved (see PIRS for criteria and benchmark)	Program Indicator/RS SA	Output	0	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	57%	6%	TBD

¹ The baseline results were provided by the USAID MISTI Program for Indicators 1, 2, 3, 4 and 8 based on field surveys conducted in 10 of the districts in which SIKA South is currently working. Results for the remaining districts will be released by MISTI in the spring of 2014.

² Actual results for the perception indicators will not be presented until the Program completes the first year of implementation (March, 2014) in order to measure the percentage change between the baseline and Y1 results.

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

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

Baseline values for the Program Level indicators are provided in the table above. The breakdown of baselines by province and district is provided in Annex D.

Data from the MISTI Wave 1 surveys, completed in April, 2013, were used to establish baseline values for the two Kandahar districts in order to best match with the start of the activities in those districts. Results from MISTI Wave 2, completed in October, 2013, were used to calculate the baseline values for all three districts in Uruzgan, all three districts in Zabul and two districts in Hilmand (Bost, Garmser). MISTI Wave 3 data, when received, will be used to develop baseline values for the four new districts: Nad Ali and Nahri Sarraj in Hilmand Province, and Zaranj and Kang in Nimroz.

The final Year 1 results for the indicators tracking percentage change in popular perceptions will be provided after Year 1 of the Program is complete. For the newest districts, this will draw upon MISTI Wave 4 data which should be received in late Spring of 2014. In the current Quarterly Report, percentage change of the perception indicators is provided only for the two Kandahar districts (see Annex D) based on the six-month period between Wave 1 and Wave 2 surveys.

For further information for the percentage change between the waves for Kandahar Province, please refer to the Monitoring and Evaluation session of this report. For a detailed report on the methodologies used by MISTI, please refer to *MISTI Stability Trends and Impact Evaluation Survey Report: MISTI Design & Calculation Methodology*.

For the gender indicator No. 5 (*proportion of female participants in USG-assisted programs designed to increase access to productive economic resources and basic services*), there was an increase from 16 female participants last quarter, to 35 participants in the reporting period Q4 CY13. This represents an increase from 1.26% to 1.75% of participants. Thus far, the women participating in Program activities are comprised of participants in the Governance and Stability Community Forums, the Provincial Service Reporting Workshops, and the Communication and Outreach Workshops.

Women who participated in the Governance and Stability Community Forums have so far developed seven Project Concept Notes (PCN), which are now at different stages in the project pipeline. Those projects are expected to focus on increasing *access to productive economic resources and basic services* through vocational training and other educational activities. The table below shows the ideas for projects proposed by the Women Advisory Committees:

DDA/WAC	Proposed Project
Bost DDA	Vocational training for women on operating a beauty parlor
Bost DDA	Vocational training for women on handicrafts
Bost DDA	Vocational training for women on curtain sewing
Tirin Kot DDA	Short-term courses on English language and mathematics (Algebra) for women
Tirin Kot DDA	Training of cooking skills, food sanitation and nutrition
Tirin Kot DDA	Vocational training in tailoring and embroidery for poor women
Qalat DDA	English language and computer training

The proposed projects are currently being evaluated by staff members in consultation with WAC and DDA members, and provincial staff of DoLSA, to understand their value to the communities, to avoid duplication and waste, ascertain sustainability, and estimate impacts. Once the concepts are determined to be viable and valuable the PCNs will enter the approvals process. Otherwise they will be reshaped, or replaced.

For indicator No. 6 (*Number of women’s groups formed and/or supported*), the reported results are based on DDA Women’s Advisory Committees in the districts of Arghandab (Kandahar), Tirin Kot (Uruzgan), Bost (Hilmand) and Qalat (Zabul). Each group consist of 10 participants, and three out of the four groups fully participated in Governance and Stability Community Forums, where the women had the chance to identify sources of instability and propose projects which would address them.

For indicator No. 7 (*number of NABDP and NSP of maturity milestones achieved*), during this quarter it was agreed that this indicator will be modified during Q1 CY14 due to lack of information from NSP and NABDP on the maturity milestones and methodologies used for measurement. Although some subjective, anecdotal observations were provided, it is apparent that NABDP does not systematically measure and report the maturity milestones in the South. This indicator will be redesigned in consultation with the Contracting Officer’s Representative. For the purpose of providing progress on the indicators, SIKA South was able to measure progress for this indicator for the Kandahar districts only.

As reported by Program staff based on observations in the districts, all district entities in Daman and Arghandab districts in Kandahar were able to prioritize a list of projects (Milestone 1). The same districts have prepared Communication Strategies which were approved and are being implemented with Program assistance (Milestone 2).

Maturity Milestone	Description
1	DE is able to prioritize a list of projects
2	DE has a communication strategy in place
3	One Social Affairs Officer is active in each target district
4	DE has completed CDP and DDP and submitted to PRRD and PDC
5	DE is qualified to access MRRD funding
6	DE is able to assess and address O&M needs for district-level infrastructure or facilities
7	DE is able to effectively monitor and communicate project results

It has proven difficult for MRRD to achieve Milestone 3 as they have not hired Social Affairs Officers (called District Social Workers at the district level) in many districts, and the performance of those which have been hired is erratic. For example, in Kandahar Province there is one DSW in Daman and two in Arghandab. The two DSWs in Arghandab declined invitation to participate in the SIKA Training of Trainers (TOT) for the Governance and Stability Community Forums. Both attended the Forums, but did not participate in any of the activities. The Daman DSW declined to participate in the TOT and was present during the Community Forums but unwilling to participate in the activities. There has been no other participation by those three DSWs as observed by the Program staff. Therefore, neither Daman nor Arghandab was able to achieve Milestone 3. More information can be obtained from the narrative session of IR1 below, and Annex C (DSW Governance and Stability ToT and Community Forum Participation Status).

Training of Trainers (TOT) for the Governance and Stability Community Forums. Both attended the Forums, but did not participate in any of the activities. The Daman DSW declined to participate in the TOT and was present during the Community Forums but unwilling to participate in the activities. There has been no other participation by those three DSWs as observed by the Program staff. Therefore, neither Daman nor Arghandab was able to achieve Milestone 3. More information can be obtained from the narrative session of IR1 below, and Annex C (DSW Governance and Stability ToT and Community Forum Participation Status).

Milestone 4 will be removed from the indicator during the upcoming revision of the Performance Management Plan, as it has proven impossible to determine a schedule for creation or updating of Community Development Plans by the NSP Program.

Measurements for Milestones 5-7 are based on the first grant projects awarded this quarter in Daman and Arghandab districts in Kandahar which have demonstrated they are qualified to access MRRD funding (DE representatives received grant application and grant implementation training from the Program). In terms of addressing O&M needs, the DEs are able to address the needs, however due to lack of tools and skills DEs are not able to assess O&M needs. Grantee CDCs in Daman and Arghandab will receive O&M

training from the Program next quarter. For Milestone 7, the DEs in Daman and Arghandab are able to monitor and communicate project results as it is part of the condition for award of the grants. Thus far, grantees and DDA members are requested to accompany the District Monitoring Officers to all site visits, however in terms of reporting results, there is no information available regarding how DEs are currently communicating results.

In summary, neither of the two districts was able to meet this indicator target as Milestone 3 was not reached. As per the PIRS, it is required that all 7 milestones are met in order to count towards this indicator.

The Program started to define targets for Year 2 during the quarter. Once the PMP is revised early next quarter, the Year 2 targets will be finalized, and the next quarterly report will be updated accordingly.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

In MISTI's report *MISTI Stability Trends and Impact Evaluation Survey: Design Methods Pilot and Indicators*, some limitations and their complications were noted, but not discussed in any detail, including two of interest: "Implementing partners failing to implement projects in treatment villages" and "Interventions in treatment and/or control villages by other development entities."

The first limitation means that MISTI is including in its treatment sample some villages where there are no project activities. Due to the nature of the survey there will be no way of knowing the proportion of the sample which are direct beneficiaries, indirect beneficiaries of SIKA South or non-beneficiaries. How this will impact the overall perceptions is not known, but would likely suppress those indicators.

A response to the above could be a program-specific evaluation which includes communities that receive Program benefits.

Another problem encountered during the analysis of the MISTI surveys for the SIKA South program baseline is the lack of information on females who were surveyed. In the raw data provided by MISTI, there was no sampling disaggregation between the sexes.

SIKA South has benefited from the extensive field survey work undertaken by the MISTI Program. However, it has proven challenging to process the data, and use some of the calculated results and algorithms provided by MISTI. For example:

- During the calculation of SIKA South baseline measurements it was discovered that erroneous information was provided which affected the calculation of the Wave 1 results, which were therefore recalculated.
- On a few occasions clarifications by MISTI gave inconsistent information about how the results of some questions were scaled. The scaling of the responses was incorrectly inverted in MISTI's report entitled *Stabilization Trends and Impact Evaluation Survey* under Appendix B. *Stability Index Components, Variables, Weights, and Scaling* released in the 4th quarter of 2013.
- Initially all Wave 2 data for SIKA South districts was sent by MISTI in frequency tables and crosstabs. The way the data was organized and filed made it difficult to locate the data for some districts.

Another challenge was that MISTI dropped one of the perception indicators (*3.5 Percentage change in the proportion of residents reporting to receive information provided by PE and DE about available services*). To fill this gap, SIKA South is obtaining baseline and indicator data through an internal data collection for the remaining program and IR indicators which will not be collected through MISTI.

SUCSESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

It is too early to measure much progress against the Program level indicators. This will improve as more waves of MISTI data are received and analyzed.

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS

Training community leaders to use a cluster-based approach to development and addressing instability builds cohesion and stabilization among multiple communities and Community Development Councils.

The Program has aligned carefully with GIROA's existing sub-national government structures, namely the Community Development Councils (CDC) established by MRRD's National Solidarity Program (NSP) and District Development Assemblies formed by the National Area-based Development Program (NABDP). This approach focuses attention on building capacity and processes for current community, district and provincial entities, and not, for example, creating new committees or competing structures and councils.

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 31-DEC-13	
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	0	70 49 ³	TBD
1.2	7.3.1b		Number of representatives who participated in district-level planning process	Stab-U/Program Indicator	Output	0	980 1808	TBD
1.3			Number of SIKA South targeted districts with stabilization programming executed against identified SOIs	Program Indicator	Output	0	14 2	TBD
1.4			Number of District Entities capable to plan, implement and monitor stability projects	Program Indicator	Outcome	0	14 1	TBD

³ The previous Quarterly Report mistakenly reported 40 cycles completed (cumulative) from the beginning of the program. An internal audit revealed that this indicator was miscounted owing to a change in how the cycles are conducted – a change from counting individual workshops to counting cycles. This error has been rectified in the current Quarterly Report. The total number of cycles delivered by IR1 from the beginning of implementation is 49, of which 23 were completed during this quarter (Q4 CY13).

	STAB-U Indicator	F-Indicator	Indicator	Strategic/ Program	LEVEL (Output/ Outcome / Impact)	Baseline	Target Year 1	Target Year 2
							Actual 31-DEC-13	
1.5			Number of District Social Workers (DSW) completing the required capacity building training	Program Indicator	Output	0	14 7	TBD
1.6			Number of District Social Workers (DSW) participating in Governance SOI workshops in targeted districts	Program Indicator	Output	0	14 2	TBD

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

During the quarter, the IR1 workshops were relabeled as “Governance and Stability Community Forums” at the request of PRRD/Kandahar.

In Q4 CY13, 23 Community Forum cycles were completed with participation by 713 DDA/DCC and CDC representatives, including 30 women.

Since the beginning of the Program, 10 District Development Assemblies (DDA) have completed 49 cycles of Community Forums (Dihrawud, in Uruzgan Province has completed some but not all of their cycles at the end of the current reporting period). To date, 1,808 district entity representatives have participated in the community forums.

The target for Indicator 1.2 has been significantly exceeded owing to the CDC cluster structure which exceeded the average of 10 CDCs per cluster which was used when setting the target. This target will be updated once the PMP is revised next quarter.

As for Indicator 1.4, many of the 14 approved districts have proven their capability to plan stability projects (as evidenced by the projects identified through the community forums), but only one district (Arghandab in Kandahar Province) has yet completed projects, which is required by the indicator definition. Thus Arghandab was the first district to achieve this target during the reporting period.

During the quarter, 30 women participated in three cycles of Community Forums conducted for DDA Women’s Advisory Committees (WAC) in the districts of Tirin Kot, Bost and Qalat. The Program facilitated collaboration between PRRDs and the Department of Women’s Affairs (DOWA) who assisted with the Forums. The women representatives were selected

OVERVIEW

GOVERNANCE AND STABILITY COMMUNITY FORUMS

The Forums provide an update on the transition process and explain how the transition to effective local government will affect local governance and development. The Forums train DDA and CDC representatives to use four simple governance tools and include group work involving Participatory Rural Appraisal (PRA) and SWOT analysis. Participants are assisted by program facilitators in the use of a simplified Project Feasibility Matrix (PFM) to generate a list of 10 or more prioritized SOIs. The CDC and DDA representatives then discuss and debate these SOIs. Guided by facilitators not to violate laws of Afghanistan, PRRD and USAID policies the community representatives arrive at potential solutions to practically address their major problems (SOIs). Each cluster working group drafts Project Concept Notes (PCNs) based on their solutions for the highest priority problems they have determined to address. The PCNs are further refined and approved by the cluster leadership (DDA) with technical assistance from the Program.

by the DOWA, approved and endorsed by the PRRD and in two of three forum series the DOWA offices served as location for forum activities.

In Garmser, Hilmand, the Community Forums previously postponed due to insurgent violence were resumed and completed. Forums in Shahjoy and Tarnak Wa Jaldak, Zabul were concluded with fewer CDC clusters than planned. Approximately one third of the CDCs in Shahjoy and Tarnak Wa Jaldak were affected by the Forums which were cancelled owing to security issues and perceptions, and possibly lack of interest likely tied to perceptions of insecurity. The Program will consider in the future whether to offer another opportunity for the omitted CDC clusters to participate in program activities.

A third Training of Trainers (TOT) course focused on the Forums was held near the end of the quarter at the Kandahar City Office.

The low participation by PRRD District Social Workers (DSW) provides an immediate example of the missing district-level government officers that are frequently cited as a source of instability by local residents. Combined, the absenteeism, the unwillingness to engage and communicate, the lack of program knowledge across ministries and the poor execution of roles and responsibilities to district communities, serves to reaffirm district perceptions across the South that the government is unworthy of popular support and respect. The Program highlights this observation regularly in this deliverable because public dissatisfaction with absenteeism and non-engagement are voiced with regularity in community forums. During quarter, with USAID concurrence, the Program also recruited and hired 16 DSWs in 10 districts on behalf of, and at the request of MRRD. To address this issue and enhance MRRD capacity, the Program hired 16 DSWs in December, bringing the total to 27 of 28 positions filled in the 14 SIKA South districts. Induction training for DSWs is scheduled for first week of February 2014.

For details on DSW status and activity please see the table in Annex C.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

PRRDs, through the National Solidarity Program, were thought to have maintained the structures and membership of CDCs and updated the CDC member contact data on a regular basis that would enable the program, the DDA and the district governments to communicate with the CDC executive councilmen and thus facilitate community forum activities. However, in most districts this data has not been maintained or updated, and in some cases the membership structure has not been maintained for the last 7-8 years. This often causes the Program to struggle with inaccurate and incomplete CDC Cluster lists, uncertainty about the legitimate district and community representatives, ineffective communications, and not enough participants to conduct community forums with the DDA/DCC/CDCs. To address this issue the Program worked with the PRRDs to update the rosters and secure endorsements of the members. A positive side-effect of the Program has been the re-activations of CDCs and increased interaction between PRRDs, DDAs, CDCs and DGOs.

A planned presentation of the second Quarterly Stabilization Review for the PRRD/Kandahar Director was abandoned after multiple attempts and cancelations by the Director. The Challenges and Adjustment sections of this presentation were included in Annex C of the Q3 CY13 Quarterly Report. This Work Plan activity has been modified to become a *Periodic* Stabilization Review (PSR) to better reflect the community forum and town hall schedules. In November 2013, the program restructured the way it identified and analyzed Sources of Instability (SOI). Common core SOIs were developed to refine the process of identifying major problem statements with sources of instability and then prioritizing project solutions. Program activities completed or in process in Zabul are intended for the next PSR to be conducted first internally, and then presented to the PRRD/Zabul Director in February, 2014.

Eight PRRD District Social Workers (DSW) from the four new districts were invited to join the Training of Trainers course held this quarter, but only one each from Kang and Zaranj, Nimroz, attended the full 11-day training course. From Hilmand, two DSWs arrived for training, attended the first day, did not

attend the second day and departed in the morning on the third day. Following notification to MRRD, the Nad Ali, Hilmand DSW returned to the TOT and completed eight days of the TOT course.

Over the last 17 months seven DSWs from 14 districts have completed formal training with SIKA South but only two DSWs, one from Garmser, (Hilmand) and one from Shahjoy (Zabul) have ever participated fully in the Community Forums. Seventy-five percent of DSWs trained in SIKA South TOTs have chosen not to participate in their own government ministry's program. Three DSWs from Kandahar were offered training but chose not to attend and refused directives from their acting directors and district governors to participate.

SUCSESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

Community Forum Certificates of Completion are provided to district entity participants who attend the required number of forums which depend on the concept of continuity learning. A DDA representative must attend eight forums and a CDC representative must attend five forums to receive the Completion Certificate. The first reason the certificates are so popular is because it marks a rare instance of the Government of Afghanistan formally recognizing the efforts and commitments of sub-district representatives, who serve as volunteers. The second reason is that the certificates are earned for completing a workshop that requires continued learning -- each forum building upon the next-- and the completion of a task; identification of sources of instability and solutions to SOIs.

The rural Afghan participants regularly voice their complaints over chronic absenteeism and an unwillingness to work, engage or communicate with local community leaders by the appointed district government officers. During a portion of the forums, when district goals are discussed, the forum participants express their sincere wish that government officers were hired based on merit because "a good man would come to work." The certificates of completion are a validation of this ideal and a genuine recognition of these men and women who are proud to set a positive example of by their performance.

The certificates have assisted the Program in in its overarching goal of bringing the government and people closer together. The act of distinguishing those who completed this important activity generates respect for the PRDD and the government.

SWOT analysis is extremely helpful method that everyone can of course utilize. SWOT has enabled me to easily detect the factors that the environment I reside in is pregnant with. Through SWOT, I have managed to help fill in the large paper sheets [with actions] for us to deal with.

CDC member, Shahjoy

Some parts of the workshop were highly valuable. I learnt more about the transition process, cluster-based development and some useful methods to settle a local dispute. The workshop as a whole was extremely informative and we have learnt about many things.

CDC member, Shahjoy

Four pilot Women's Advisory Committees were activated and endorsed, three of which completed the Governance and Stability Community Forums this quarter. Partnering with DoWA and close coordination with PRRD/NABDP and the DDAs was essential to achieving this activity. Training and integrating gender specialists into the process is important to the ongoing project note development and implementation.

If some problems are found, the people contact us. First we sit together to solve the problem. If we could not, then we are sitting in the cluster, discussing the problem until we can find a solution. And then we contact government offices to remove such problems forever.

DDA Women’s Advisory Council (WAC) 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.

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 31-DEC-13	
2.1	7.4.1c		Number of GIRoA Officials (Provincial Line Directorates) trained in aspects of government administration	Stab-U/- Program Indicator	Output	0	130 162	TBD
2.2			Number of targeted Districts receiving training to improve access to basic services	Program Indicator	Output	0	14 7	TBD

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

During this quarter the team produced and distributed 100 posters and 5,000 GIRoA Services Booklets to or on behalf of nine different Line Directorates in Kandahar Province. The service reports and posters were distributed to schools, clinics and training centers in the district’s sub-offices as a means to inform residents about services that are provided by GIRoA. The Line Directorates that received this assistance expressed great appreciation for the service reports which will help them communicate with rural residents.

The first Service Fairs supported by the Program were planned for next quarter in the districts of Daman and Arghandab, where posters and booklets will be distributed and explained. The Fairs will provide a forum for provincial and district officials to positively engage with residents in building awareness and access to services will also be important to the process of institutionalizing projects. At the Fairs each

Line Directorate representative will be able to explain the services provided by their Directorate. They will also provide an opportunity for the Line Directorates to share with the community achievements from their directorates in terms of services provided in the districts.

The team continued to compile, edit and review the Service Reports being prepared following the Service Reporting Workshops held last quarter for 11 Line Directorates in all three different Provinces (Zabul, Uruzgan, and Hilmand). All information provided in the service reports will be printed in booklets and posters and distributed in the districts following the model described above for Kandahar.

This quarter the “Accessing GIROA Services” workshops started in five more districts: Qalat, Shahjoy, Tarnak Wa Jaldak, Tirin Kot and Bost districts where 413 participants were trained - 357 DDA members and CDC members and 56 District Line Officers (DLO) as shown in the table below. For indicator 2.1, the cumulative number of Provincial Line Directorates who attended to date is 162, inclusive of the 56 DLOs who participated in this quarter. This brings the cumulative total to 500 DDA and CDC members. No women participated in the workshops held this quarter. These workshops inform district and community representatives about how they can access GIROA services and the processes and procedures for the residents to benefit from GIROA services. At the “Accessing GIROA Services” workshops those district line officers who previously participated in the “Service Reporting” workshops demonstrated increased ability to answer questions from DDA and CDC members regarding the governments’ services. The question and answers helped to reduce most of the local peoples’ concerns and their objections about the performance of the Government.

At the end of this quarter the “Accessing GIROA Services” workshops have been conducted in seven of the 14 districts.

Workshops on Access to giroa services, for district Entities

Workshop Date	District	Number of Participants (DDA/CDC Members)	Line Directorate Participants
3 to 4-NOV-13	Bost	36	4 DLOs from DoPH, SSD, PRRD and DAIL
5 to 6-NOV-13	Bost	35	4 DLOs from DoPH, SSD, PRRD and DAIL
10 to 11-NOV-13	Qalat	19	4 DLOs from Economy, Public Works Affairs, Public Health and Social Affairs Directorates
12 to 13-NOV-13	Qalat	20	6 DLOs from SSD, Public Health, Public Works Affairs, Social Affairs, Economy and PRRD
17 to 18-NOV-13	Tarnak Wa Jaldak	32	4 DLOs from Public Health, Education, District Population Registration officer and District Executive Officer
19 to 20-NOV-13	Tarnak Wa Jaldak	36	3 DLOs from Public Health, Education, District and District Executive Officer
24 to 25-NOV-13	Shahjoy	25	6 representatives from Education, DAIL, Justice, Population Registration Officer and PRRD
26 to 27-NOV-13	Shahjoy	19	5 representatives from Education, DAIL, Justice, Population Registration Officer and PRRD
24 to 25-NOV-13	Tirin Kot	27	5 representatives from DoE, DoWA, Sectorial

Workshop Date	District	Number of Participants (DDA/CDC Members)	Line Directorate Participants
			Services, DoLSAM and DAIL
26 to 27-NOV-13	Tirin Kot	23	4 representatives from DoE, DoWA, Sectorial Services, DoLSAM
1 to 2-DEC-13	Tirin Kot	31	4 DLOs from PWA, SSD, Economy and DoE
3 to 4-DEC-13	Tirin Kot	26	4 DLOs from DoLSAM, SSD, Economy and DoE
7 to 8-DEC-13	Tirin Kot	28	3 DLOs from DAIL, SSD and Economy

SUCSESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

I appreciate and thank you for supporting our directorate in this activity which is one of our responsibilities to raise peoples' awareness in the districts. The booklets are a very effective way to inform people about our services to gain their trust in Government. The services reports are effective for both government and local people.

DOLSAMD Director

DoWA Directorate has very limited facilities to publish our services among the people. We are providing plenty of services to the women but still most are unaware of our services, so I highly appreciate your help with this publication. We plan to request more booklets like this for March 8 which is International Women's Day, to cover issues such as DoWA responsibilities, activities and women's rights, and to report on progress in women's issues.

DOWA Director

This is a great activity of the Subat Program for both people and government to come closer to each other. People should benefit from the government services provided in the districts. The Economy Directorate does not have sub-offices in districts and people even did not know there is such a directorate. Now we have distributed the booklets in districts, we know there will be a positive affects by people, and at the same time, we increased their general knowledge by reading information on the posters and booklets.

Director of Economy

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

- The collection and revision of information provided by the Line Directorates was challenging during this reporting period owing to the lack of information and poor information management by the directorates.

- Most Government officials refuse to provide pictures used by their departments/directorates for the service booklet due to security reasons.
- Without official ID cards staff members face difficulty entering Government offices in Uruzgan.
- Insecurity in Uruzgan province negatively affected attendance at the workshops.
- There is competition between staff members for limited equipment provided by the Program.

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS

Frequent, regular communications with line directorates (Afghan Government) enabled the team to clarify the services offered, and to jointly design effective outreach materials that received the approval of each line directorate.

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 31-DEC-13	
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	0	42 14	TBD
3.3			Number of PRRD and DEs with a communication strategy or plan in place	Program Indicator	Output	0	14 2 ⁴	TBD
3.4			Number of media activities conducted to promote PRRD and DE activities	Program Indicator	Output		42 120	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	96%	6%	TBD

⁴ Although the Communications and Outreach Strategic Action Plan for PRRD/Kandahar was also approved during the quarter, it is not reported against this indicator which only counts the Plans of District Entities. This issue will be resolved in the PMP update next quarter.

#	STAB-U Indicator	F-Indicator	Indicator	Strategic/ Program	LEVEL (Output/ Outcome / Impact)	Baseline	Target Year 1	Target Year 2
							Actual 31-DEC-13	
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	70%	6%	TBD

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

There were few if any documented regular and official meetings held between the provincial and district entities during this period (Indicator 3.1). It is challenging to track meetings attended by the district entities in the provincial capital because of the absence of any documentation such as meeting invitation, minutes, or attendance sheets. Another challenge is that few if any meetings meet the “regular” and “official” qualities required for this indicator. An attempt was made to measure the baseline for this indicator during the quarter, however with not much success. The results show that no documentation is available, or when available, not collected in a regular manner.

Eight training activities (Indicator 3.2) were conducted during this period with a total of 119 participants (114 men and five women) bringing the total training to 14; four each in Kandahar and Hilmand (see table below). The communications and outreach strategic action plan (Indicator 3.3) for PRRD/Kandahar and the districts of Arghandab and Daman was approved (09-OCT-13) while the action plans for PRRD and relevant districts in Hilmand, Uruzgan, and Zabul were drafted and are being reviewed.

Date	District or Province	Training Event Name	M/F/Total Participants
26-OCT-13	Kandahar	Workshop for PRRD SAOs and PEs: Module 1: Introduction to Communications	09 / 0 / 09
09-NOV-13	Kandahar	Workshop for PRRD SAOs and PEs: Module 1: Introduction to Communications	07 / 0 / 07
12-NOV-13	Bost/Hilmand	Workshop for PRRD SAOs and PEs: Module 1: Introduction to Communications	11 / 0 / 11
26-NOV-13	Bost/Hilmand	Workshop for PRRD SAOs and PEs: Module 1: Introduction to Communications	11 / 2 / 13
16-NOV-13	Kandahar DDA Academy	Workshop for DEs: Module 1: Introduction to Communications Basic Elements of Communications, Organizational Communications, Basic Communication Planning	20 / 0 / 20
17-NOV-13	Kandahar DDA Academy	Workshop for DEs: Module 2: Internal Communications, Intergovernmental Communications, External Communications	21 / 0 / 21
30-NOV-13	Kandahar	Workshop for PRRD SAOs and PEs: Module 2: Internal Communications, Presentation Skills, Intergovernmental Communications	11 / 0 / 11
14-DEC-13	Kandahar	Workshop for PRRD SAOs and PEs: Module 2: Internal Communications, Presentation Skills, Intergovernmental Communications	07 / 0 / 07

Date	District or Province	Training Event Name	M/F/Total Participants
10-DEC-13	Bost, Hilmand	Workshop for PRRD SAOs and PEs: Module 2: Internal Communications, Presentation Skills, Intergovernmental Communications	12 / 0 / 12
28-DEC-13	Bost, Hilmand	Workshop for PRRD SAOs and PEs – Module 3: External Communications	13 / 0 / 13
29-DEC-13	Bost, Hilmand	Workshop for DEs: Module 1: Introduction to Communications	17 / 3 / 20

There were 78 media activities and events (Indicator 3.4) conducted in this period, with a cumulative total of 120:

- 22 radio or television broadcast news items and interviews
- 44 live call-in radio programs
- Two PRRD posters
- Eight press releases
- Design and production of Sector Services posters
- Design and production of Kandahar Sector Services Report booklet

The 44 taped repeat broadcasts of the radio programs in this period are not included in the total count of media activities during this quarter.

It has proven difficult to determine a baseline measurement for the number of media activities (Indicator 3.4). During the DDA and DGO Assessment Interviews conducted as part of the Capacity Initiative the DE leaders are asked to describe their media activities. They consistently explain that there are few or no media activities initiated by the DEs or PRRDs. An exception is the PRRD/Hilmand Director who acts as the spokesperson for the PRRD, but who has no specific communications plan in place.

Five town hall events were held in Bost and Garmser in Hilmand Province, and in Qalat, Tarnak Wa Jaldak and Shahjoy in Qalat. The town hall events, all conducted in December, were culminating activities of the Governance and Stability Community Forums. At these events members of the DEs were awarded certificates for their participation in the Community Forums. Media broadcast voice clips of keynote speeches and interviews with selected participants on radio and TV.

- In Bost, the town hall event on 02-DEC-13 was attended by 190 residents including several women. Speakers at the event were led by the Deputy Provincial Governor Masood Ahmad Bakhtoor; Lashkar Gah Mayor Mohammad Fazal Safi.
- In Qalat on 07-DEC-13, certificates were awarded to 70 district leaders who participated in the Forums; DOWA Director Sadiqa Jalali was the key speaker.
- In Tarnak Wa Jaldak, Zabul, 94 participants received their certificates at the event on 10-DEC-13 led by the acting TWJ District Governor Khalilluh. Key speaker was Dr. Bashir, Head of the District Hospital, who also took the opportunity to advise the people on health issues.
- In Shahjoy, Zabul, 50 community leaders were recognized at the town hall event on 16-DEC-13. PRRD/Zabul Representative in Shahjoy District Abdul Mateen and acting District Governor Mohammad Anwar Khan spoke at the event.

- The biggest town hall attendance was registered in Garmser, Hilmand on 23-DEC-13 with 220 people led by the District Governor Ayub Omar who also spoke at the gathering. In all these events, community leaders who participated diligently participation in the Governance and Stability Community Forums conducted in the district were awarded with certificates.

The 22 broadcast news and interviews which include the town hall events gave voice to community members involved in community development in the districts including project beneficiaries. A total of 68 community leaders were interviewed for broadcast in this period, four of them are members of the Women Advisory Committee, and 14 are grant projects beneficiaries in Arghandab and Daman.

Following is the list of media activities and events conducted in this period, excluding the call-in radio programs, posters and press releases which are reported separately.

Media Activities Implemented this Quarter

Date	Province and District	Event or Activity	TV or Radio Stations	Participating PE/DE or Interviewee
27-OCT-13	Uruzgan Tirin Kot	Community Forum (CF) Radio news and interviews	RTA	CDC Chairman CDC Treasurer CDC Admin Officer Two other participants
29-OCT-13	Zabul Shahjoy	CF Radio news and interviews	Surghar Radio	Shahjoy DDA Chairman DDA Deputy Chairman
03-NOV-13	Uruzgan Tirin Kot	CF Radio news and interviews	RTA	CDC Cluster Chairman CDC Treasurer CDC Cluster Deputy Chairman
04-NOV-13	Hilmand Bost	IR2 Workshop Radio/TV news and interviews	Sabawoon Radio and Television	CDC Chairman CDC Treasurer CDC Cluster Chairman
05-NOV-13	Uruzgan Chora	CF Radio news and interviews	Uruzgan RTA	Chora DDA Chairman DDA Deputy Chairman District Governor 2 CDC Members
10-NOV-13	Zabul Qalat	IR2 Workshop Radio news and interviews	Tarnak Radio	CDC Chairman Tribal Leader
14-NOV-13	Kandahar	Design and production of services posters for 9 directorates	IR2 Service Report project collateral	Directorates: PRRD, DoEc, DoE, DoLSA, DAIL, PWA, SSD, DoPH, and DOWA.
14-NOV-13	Kandahar	Design and production of 32-page Sector Service Report Booklet	IR2 Service Report project collateral	Directorates: PRRD, DoEc, DoE, DoLSA, DAIL, PWA, SSD, DoPH, and DOWA.
17-NOV-13	Uruzgan Tirin Kot	CF WAC Radio news and interviews	RTA	2 Tirin Kot DDA WAC Members
18-NOV-13	Zabul Tarnak Wa Jaldak	IR2 Workshop Radio news and interviews	Radio Tarnak Wa Jaldak	District Executive Officer TWJ Deputy Chairman

Date	Province and District	Event or Activity	TV or Radio Stations	Participating PE/DE or Interviewee
19-NOV-13	Zabul Tarnak Wa Jaldak	IR2 Workshop Radio news and interviews	Radio Tarnak Wa Jaldak	DDA Member CDC Member.
26-NOV-13	Zabul Shahjoy	IR2 Workshop Radio news and interviews	Surghar Radio	DDA Chairman DDA Deputy Chairman
02-DEC-13	Hilmand Bost	Town Hall event	RTA Hilmand, Lemar TV, Sabawoon Radio and Television, Bakhtar news agency, Shamshad TV, Tolo news, Tandar News, Municipality Media Team and RANA production	Voice clips of key speeches and interviews with: PRRD director, DDA member, CDC Chairman, and CDC Representative
02-DEC-13	Uruzgan Tirin Kot	IR2 Workshop Radio news and interviews	RTA	2 Members of Marahibat CDC Clusters
07-DEC-13	Zabul Qalat	Town Hall Event	Tarnak Radio	Voice clips: PRRD Director; DOWA Director; DDA Chairman; and DDA Deputy Chairman
07-DEC-13	Uruzgan Dihrawud	DDA Program Orientation	Zhagh Radio Dihrawud	DDA Secretary DDA member
10-DEC-13	Zabul Tarnak Wa Jaldak	Town Hall Event	Tarnak Radio and Radio TWJ	Voice clips of key speakers, interviews with DDA Chairman Deputy Chairman
14-DEC-13	Uruzgan Dihrawud	CF Radio news and interviews	Zhagh Radio Dihrawud	2 CDC Chairmen
16-DEC-13	Zabul Shahjoy	Town Hall Event	Surghar Radio Shahjoy; Tarnak Radio, Rana Radio ISAF	Voice clips of speeches and interviews with 2 CDC Members
21-DEC-13	Kandahar Arghandab	Radio news and interviews (grants beneficiaries)	Radio Killid	3 Grantee Representatives 7 Grants Projects Beneficiaries
22-DEC-13	Zabul Qalat	CF WAC Radio news and interviews	RTA and Tarnak Radio	2 DDA WAC Members
23-DEC-13	Hilmand Garmser	Town Hall Event	RTA, Lemar TV, Sabawoon radio and TV	Voice clips of key speakers and interviews with one DDA and one CDC Representatives
28-DEC-13	Kandahar Daman	Radio news and interviews (grants beneficiaries)	Radio Killid	3 Grants Projects Beneficiaries
28-DEC-13	Hilmand Bost	Radio/TV news and interviews on IR3 Workshop	Sabawoon radio and TV	DDA Secretary DDA Deputy Chairman DCC Secretary

Two posters were developed for PRRD/Kandahar in this period (see table below). The two posters printed in durable plastic sheet have a total of 28 copies each and were distributed to Kandahar districts and directorates.

Date	Province	Poster Design Message	Distribution
15-OCT-13	Kandahar	Development plans are based on local priorities and citizen input	Kandahar Districts Centers and Directorates
15-DEC-13	Kandahar	Local citizens need to support development and actively participate in local projects	Kandahar District Centers and Directorates

There were 44 one-hour live call-in, “Our Village, Our Hopes,” radio programs completed in Kandahar, Hilmand, Uruzgan and Zabul in December 2013, bringing the total to 52 live programs aired in the four provinces comprising of 13 live shows each province. The radio program started in September, 2013 in Kandahar and broadcast live on Fridays and rebroadcast on Saturdays where listeners can call-in their opinions or ask questions during the live shows. For this period, 44 repeat (recorded) broadcasts were also aired, but not counted in the media indicators. Each of the radio program played short dramas as prelude to weekly themes and topics discussed by panelists invited to participate in these programs. These short plays 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.

The radio programs ran for a full season of 13 weeks in Kandahar, Hilmand, Uruzgan and Zabul and were aired live on Fridays with repeat broadcast on Saturdays. Panelists discussed two themes or topics in each weekly live show. Short radio dramas introducing these themes were played at the start of the first and second half of each program to jumpstart the discussions. Over the course of the season, four gender themes were included in these radio shows: “DOWA and their work with women,” “Remember the widows in our community,” “Literacy, we all need it,” and “The importance of gender equality.” In all, 52 live shows were broadcast in the four provinces, 44 of them at this reporting period. There is also a total of 135 panelists who participated on-air, five of them women. A total of 287 calls were received with seven callers from Hilmand and Uruzgan participating in the live discussion using a mobile phone. The table in Annex E shows broadcast dates, weekly themes, panelists, and calls received for this period.

In addition to the call-in radio programs and broadcast news and interviews, eight press releases including one photo caption, were also prepared during this period. One of the press releases, “Community Voices Heard in PRRD’s Radio Program Our Village, Our Hopes” was tailored to each of the provinces that aired the radio program. A photo caption was published by Kandahar’s Gardab daily newsmagazine. In Kandahar, PRRD-approved press releases are sent to the office of the Provincial Governor’s Kandahar Media and Information Center (KMIC) which shares the story to its media members. Press releases are listed in the table below.

Date	Province	Press Release Title	Media Outlet
13-OCT-13	Kandahar	CDCs Oversee Culvert Constructions in Arghandab District	KMIC, Radio Killid
26-OCT-13	Kandahar	Provincial Officers Trained on Latest Communication and Outreach Skills	KMIC, Radio Killid
21-DEC-13	Kandahar	Community Voices Heard in PRRD’s Radio Program “Our Village, Our Hopes”	KMIC, Radio Killid

Date	Province	Press Release Title	Media Outlet
21-DEC-13	Uruzgan	Community Voices Heard in PRRD's Radio Program "Our Village, Our Hopes"	RTA Radio
21-DEC-13	Zabul	Community Voices Heard in PRRD's Radio Program "Our Village, Our Hopes"	Radio: Tarnak, RTA, Surghar, Rana, Yawali, Surghar TV: Lemar, Tolo, Samshad
26-DEC-13	Kandahar	CDC Clusters Initiate Work in Three Subat Projects in Daman	KMIC, Radio Killid
26-DEC-13	Kandahar	Arghandab CDC Groups Complete Five Projects with Support of PRRD Subat Program	KMIC, Radio Killid

SIKA South conducted perception surveys in 10 of the 14 approved districts to establish the baseline for Indicator 3.5 (*percentage change in the proportion of residents reporting to receive information provided by PE and DE about available services*). The remaining five (new) districts are yet to be surveyed. This indicator is not being measured by the MISTI Program.

The results showed that Hilmand and Uruzgan have the highest percentage of residents surveyed stating they received information of services provided by Provincial and District Government, at 96%, followed by Kandahar with 94% and Zabul with 93%. The highest district reporting to receive information of services provided by the Government is Daman with 100% and the lowest is Qalat, in Zabul, with 88%. It has also been noticed that the most frequent means by which residents receive information are radio and 'word-of-mouth.'

It is planned to conduct a deeper analysis of this baseline next quarter once the qualitative results of the surveys are received and studied.

The baseline result for indicator 3.6 (*percentage change in the proportion of district residents reporting that DEs listen to the need of the population*) was provided by the MISTI Program. Hilmand is the province with the highest percentage of people reporting that DEs listen to population's (83%), following by Uruzgan with 74%, Kandahar with 61% and lastly Zabul with 47%. Once additional waves of MISTI data are analyzed the Program will be able to make more informed decisions to support communications and outreach programming.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

Bringing together men and women to sit as radio panelists in Kandahar, Uruzgan and Zabul remains a challenge. Women are also discouraged to go out of their homes late afternoon thus unable to come to the radio station for the live show that starts at 7:00 PM.

SUCSESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

The community radio stations in Dihrawud, Uruzgan and in Tarnak Wa Jaldak, Zabul continued to rebroadcast the call-in radio programs and PRRD-themed radio dramas. The district governments helped to arrange for the cooperation of the radio stations. Working through DoWA was important to including and airing radio call-in topics of primary interest to women.

This is the first time I received a government-stamped and signed certificate. (It makes me feel) we are indeed working together.

Radio interview with Shahjoy CDC Member

We who listened and followed all the radio programs are now familiar with government affairs. Our DG and DDA chairman urged us to listen every week.

“Our Village, Our Hopes” listener, Arghandab, Kandahar

We learned a lot about government services as we listened every week. We request that Radio Tarnak broadcast [more of] this kind of program where the community and the government discuss issues together.

“Our Village, Our Hopes” listener, Qalat, Zabul

I love listening to this program because it has dramas that contain useful information that increase our knowledge about what the government does.

“Our Village, Our Hopes” listener, Lashkar Gah, Hilmand

There are about 50 cars passing here every day including those from Shah Wali Kot district. About 30 villages in Daman can benefit by making it easier for us to bring our products to the city and even to take the sick to the hospital.

Radio interview with beneficiary of road project, Daman, Kandahar

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS

Radio call-in and dramas are an excellent means for building awareness and knowledge of access to these services among rural populations in the South. They appear to be cost effective in engaging large numbers of residents in remote or insecure areas, and are particularly important to reach rural women who face mobility challenges.

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 31-DEC-13	
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	0	140 18	TBD
4.2			Number of activities approved by DDAs chairman against SOI identified through Governance Workshops in targeted districts	Program Indicator	Outcome	0	420 ⁵ 279	TBD
4.3	7.3.2a		Number of grant projects implemented	Stab-U/Program Indicator	Output	0	140 0	TBD
4.4	7.3.1d		Number of person days of employment created through SIKA South interventions	Stab-U/Program Indicator	Output	0	17,500 3,233	TBD
4.5	7.3.1a		Number of activities with community contribution	Stab-U/Program Indicator	Output	0	11 5	TBD
4.6	7.3.1b		Number of participants successfully attending and completing training implemented through grants	Stab-U/Program Indicator	Output	0	7,680 0	TBD

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

Indicator 4.1— Grant Application Training for nominated grantees started in the new districts where Project Concept Notes had begun to be approved by the district and provincial officials (DDA, DG, PRRD and SWG). These training events demonstrated to the CDCs nominated as grantee representatives how to prepare the grant application packages. During the quarter, there were three such training sessions in Bost District, Hilmand Province, attended by 37 men. Four sessions were conducted in Tirin Kot District, Uruzgan Province, attended by 83 men. These training sessions will be conducted in the other new provinces in the next quarter.

The increasing number of grant awards made this quarter triggered many Grants Implementation Training sessions conducted for the CDCs nominated as grantee representatives for the CDC clusters. DDA members also regularly attended these training sessions designed to inform and educate the grantees about the grants, grant implementation procedures, and each party's obligations for implementing the grants. Two Grants Implementation Training sessions were held in Daman, attended by 28 men; in Arghandab,

⁵ 14 Districts = 140 CDC Groups x average of 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.

there were six sessions conducted, attended by 44 men. After these training events, the grant agreements were signed by the grantees and project implementation started.

Indicator 4.2—Statistics showing the approval of Project Concept Notes are provided in the table below. These include the first four projects designed to be implemented by the DDA (rather than CDCs representing CDC clusters); two each vocational training projects in Daman (for motorcycle repair and plumbing skills) and Arghandab (for motorcycle repair and generator repair) districts.

These training courses will use existing DoLSA two-year courses that are being revised as four-month courses for 21 participants from all the clusters.

The Community Forums were for the most part completed in the seven new districts during the quarter, and they applied the identified SOIs in the creation of projects that would alleviate the SOIs. Though the production of PCNs in the new districts was initially quite slow, the pace picked up considerably in the latter part of the quarter. This quarter 189 PCNs were approved by DDA chairmen and DGs in the respective districts during the quarter, as shown in the adjacent table. Cumulative total of PCNs approved is 279.

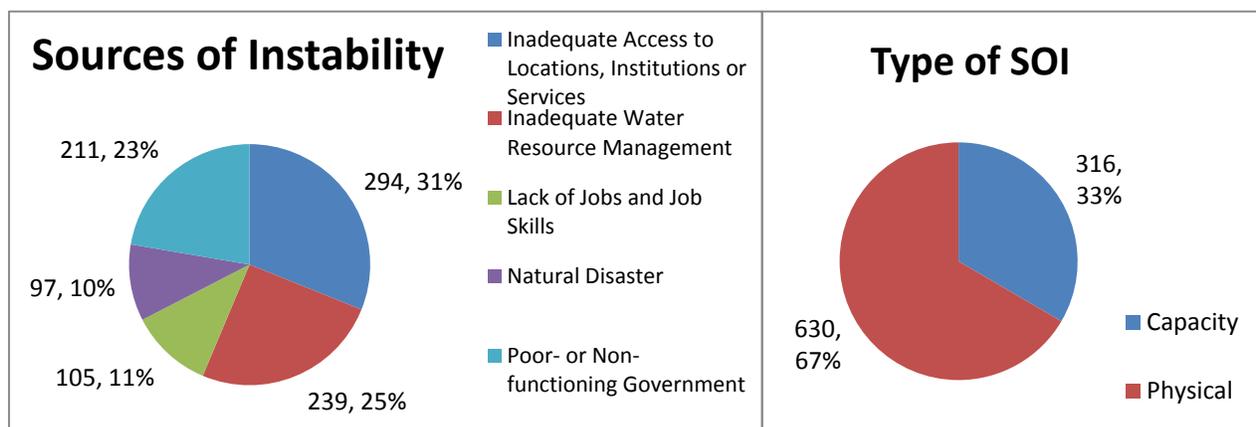
District	Number of Project Concept Notes Approved by DEs
Daman	2
Arghandab	4
Garmser	36
Bost	22
Tirin Kot	32
Chora	28
Qalat	24
Shahjoy	18
Tarnak Wa Jaldak	23

During the quarter, there were nine District Project Portfolios (DPP) submitted to USAID for approval—one from each of the nine districts (the DPPs are listed in the table of deliverables included in the Executive Summary, above). The DPPs for Daman and Arghandab were for the vocational training projects mentioned above. 95 PCNs were approved by USAID during the quarter.

Upon completing the Community Forums for Women’s Advisory Committees in Tirin Kot and Bost Districts the participants selected vocational training projects to address the top-priority SOIs of women in these districts: Tirin Kot—literacy and math; cooking skills; and tailoring/embroidery; Bost—tailoring and jam production. The PCNs for these WAC-identified projects were drafted during the quarter, and will be reviewed and strengthened to incorporate market linkages for women’s products. This will make them more impactful and differentiate SIKA from the myriad of other programs that did similar activities. finalized and submitted for approvals next quarter.

The Program developed a database containing 946 problem statements collected from all Community Forums to date in Kandahar, Zabul, Uruzgan and Hilmand, including Core SOI and SOI Type. In total, these problem statements are analyzed as shown in the charts below.

Project solutions generally have included the following: rehabilitation of roads and culvert construction to address inadequate access to locations, institutions; repair or construction of irrigation canals and water dividers to address inadequate water resource management’ vocational training to mitigate lack of job skills and jobs; and flood protection walls to manage seasonal flooding (natural disaster). The Stability Technical Assistance engagements described above in Activity 1.6 will be used to start addressing the poor or non-functioning government SOI.



A breakdown of the types of projects nominated as PCNs that will alleviate the identified SOIs is found in the table below. Small-scale infrastructure projects predominate, though some districts have identified quite a few vocational training projects. Not all PCNs listed below are approved.

District	Roads and/or Culverts	Flood Protection Wall(s)	Irrigation Project	Vocational Training	School Repair or Wall	Hand Pump Repair	Cool Room Construction	Clinic Wall Construction
Daman	5	7	4	2	1			
Arghandab	14	6	11	2				
Qalat	10	5	7	5		2	1	
Shahjoy	9	6	3					
Tarnak Wa Jaldak	7	7	4	4	1			1
Tirin Kot	11	9	11	1				
Chora	8	14	13			2		
Bost	11	7	12	16				
Garmser	22	2	11		1			
TOTAL	97	63	76	30	3	4	1	1

Indicator 4.3—In the previous quarter the first five grants (all under \$25,000 in USAID contribution) had been awarded in Arghandab, with a total Program contribution of \$69,687. In this quarter there were 11 grants awarded (seven in Daman District and four in Arghandab District), with a total Program contribution of \$404,945. Thus total Program contribution of all 16 awarded grants is \$474,632. However, the implementation of four of the Daman District grants was postponed until the height of the Arghandab River subsided enough for construction activities to begin (expected next quarter).

Total disbursements for ongoing grants at the end of December are \$96,013, of which \$80,771 was disbursed during the quarter.

Though the approval process for PCNs was much faster during the quarter, the production of grant application packages (due to the intensity of technical activities like field surveys, gathering of GPS coordinates, drawings, BOQs and procurement pricing) was slower than planned. There is beginning to be a backlog of approved PCNs that need to be converted into grant application packages. Recognizing this, the

project has hired two more engineers for each of the provinces, based at the provincial level. The project is also striving to supply the needed technical equipment for the technical teams.

There are a total of 41 grant applications packages approved by USAID to date, 26 of which were approved by USAID during the quarter. The fact that there are 16 grants awarded to date also illustrates the backlog of turning approved grant applications packages into grant agreements and awards.

The five original culvert project grants (awarded in September 2013) have all been completed, and the close out process is underway for these grants and expected to be finalized by early next quarter. The closeout process also includes O&M training for each of the grantees. An O&M manual for grantees was developed and then approved by PRRD/Kandahar, and used as part of the grantee training in Kandahar in December. The design for permanent markers at each project site was approved by all parties during the quarter, and these were erected at each of these 5 soon-to-be closed out projects.

The requirement of translation for many documents in the process (PCNs, endorsement letters, grant application packages, grant agreements, etc.) also has slowed down the grant development and implementation processes, and the Program has hired more translators to help cover the translation load.

Indicator 4.4—With implementation of projects now underway, days of employment on the Program’s projects are now being measured. District staff members gather data weekly from each project in Arghandab and Daman that includes person days of employment, procurement, and other project expenditures. During the quarter there was a total of 3,233 person days of employment recorded on the ongoing projects.

Indicator 4.5—All SIKA South grant projects are designed with a minimum of 10% community contribution, consistent with NSP/NABDP project manuals. In some projects the community contribution is much higher. The 16 ongoing grant projects all contain at least this minimum of 10% community contribution. Currently, there are 5 ongoing grant activities that reached the 10% community contribution minimal requirements; however the total contribution will be reported once the grant close out is finalized, which is expected to happen early next quarter. In the case mentioned below in the “Successes or anecdotes worthy of highlighting” section, the communities in Aino Cluster agreed to increase their community contribution percentage from 10.4% to 18.6%.

Indicator 4.6—Grants to support vocational training projects have not been awarded yet, though there are several in the preparation stage. For example, the two vocational training projects each in Daman and Arghandab districts mentioned above are at the grants application preparation stage, and the five WAC supported gender vocational projects in Tirin Kot and Bost Districts are at the final PCN preparation stage. Also, as seen in the “types of projects” table in Section 4.2 above, there are 26 vocational training projects nominated in PCNs in the 7 new districts.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

The lengthy vetting procedure required to qualify grantees receiving awards with cumulative value exceeding \$25,000 (USAID contribution) is a serious constraint. During the quarter, 59 CDC grantees were submitted for vetting, but vetting eligibility notices were received from the VSU for only 25 of them. Tardiness in receiving the eligibility notices is slowing down the implementation process, as grants cannot be awarded without the official eligibility notices.

Also of concern are the cases when prospective CDC grantees are deemed ineligible by the Vetting Support Unit. In December, three of the 14 proposed Daman District grantee CDCs that had been submitted for vetting were deemed “ineligible” by the VSU. The politically sensitive requirement of clusters nominating new CDC representatives from their clusters to replace those deemed ineligible is ongoing, but this will also slow down the implementation, as new vetting have to take place before the grants can be implemented.

In Arghandab, one prospective CDC grantee was deemed “ineligible” (on 16-DEC-13), but this case is even more sensitive because this CDC had already signed the grant award on 7-DEC-13 (because its USAID contribution was less than \$25,000). Though no disbursements had yet been made to this grantee, nomination of a new CDC grantee to implement the same grant will be problematic.

SUCSESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

Monitoring of ongoing projects by the Program’s staff (engineers, grants officers, and M&E officers) has been frequent and beneficial. The DDA members are always invited to accompany the monitoring visits, but they have often been too busy to do so. However, in one instance, on 24-DEC-13 the PRRD Director accompanied Program staff to monitor two projects in Daman. At the road graveling project (SSKDDM014) in Charband CDC (Kaibar Cluster) the PRRD Director was quite impressed with the quality of the work being done. At the second project (SSKDDM011) at Sahibzada Kalacha CDC, Aino Cluster he also was impressed with the quality of culvert construction, but recommended that at one of the 11 locations that required culverts a 9.5 meter bridge should be constructed instead of the planned 4.5 meter culvert. After discussions the participating communities agreed to increase their community contribution to provide for the extra costs for the bridge at that location. This case exhibits the success of frequent and constructive monitoring and also the willingness of the communities to increase their community contribution to achieve the best project possible.

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS

The Program employs a dual reporting structure whereby the grants and technical staff receive technical guidance from their program team leaders and deputies, while reporting administratively in the field to the District Team Leader or PMU Head. This structure is designed to provide more unity of effort at the district and provincial levels, but does require continuous improvement in coordination among the reporting lines.

CROSS CUTTING ACTIVITIES: CAPACITY BUILDING

PROGRESS TOWARD THE INDICATORS AND INTERMEDIATE RESULTS

In the reporting period, the Capacity Building Unit (CBU) completed all the rescheduled introductory meetings, interview assessments and feedback and priority setting meetings under the Capacity Initiative for PRRDs, DDAs and DGOs in Hilmand, Uruzgan and Zabul provinces. The table below outlines the current status of Capacity Initiative activities.

Late in the quarter, the team established initial contacts in preparation for conducting the assessment interviews for Nad Ali DGO and Nahri Saraj DDA and DGO in Hilmand Province and the PRRD, Zaranj and Kang DDAs and DGOs in Nimroz province in the next quarter.

Following the completion of the feedback and priority-setting meetings, the team either revised or created supplementary training materials (modules, trainer’s manuals and handouts) for the scheduled Training for the targeted PRRDs, DDAs and DGOs in Hilmand, Uruzgan and Zabul provinces for delivery (starting next quarter) in line with their respective capacity building plans. The materials were adapted from the standard NABDP and Afghanistan’s Civil Service Commission (ACSC) curriculum and are based on the Kandahar experience.

OVERVIEW

CAPACITY INITIATIVE

1. Introductory meetings are held to explain the Initiative, the capacity assessment objectives and methodologies.
2. Interviews are held with leaders and staff to identify strengths and gaps. Once the information is collected the team assesses the needs of the organization.
3. Feedback and priority setting meetings are held to present and validate findings, and discuss recommendations with leaders and senior managers in the PE or DE.
4. Once the priorities are determined the Program team prepares a Capacity Building Plan to address the organization's identified gaps, weaknesses and challenges.
5. The team then designs and delivers training courses as outlined in the Plan, tailored to the needs of each organization, and based largely upon materials obtained from IDLG (for DGOs) and NABDP for the DDAs. Other source materials include Afghanistan's Civil Service Commission (ACSC) curriculum and other GIRoA bodies such as the Ministry of Finance and the Afghanistan National Disaster Management Authority (ANDMA).

Capacity Initiative Activities This Quarter (October – December, 2013)

Provincial or District Entity	Date(s) of Introductory Meeting	Date(s) of Assessment Interviews	Date of Feedback and Priority-Setting Meeting	Participants
Garmser DDA	Start: 7-OCT-13 End: 7-OCT-13	Start: 8-OCT-13 End: 8-OCT-13	Start: 3-DEC-13 End: 3-DEC-13	DDA members and 1 DCC member
Nad Ali DDA	Start: 29-DEC-13 End: 29-DEC-13	Start: 30-DEC-13 End: 30-DEC-13		DDA members
Garmser DGO			Start: 4-DEC-13 End: 4-DEC-13	Acting DG and staff
PRRD/Hilmand			Start: 12-NOV-13 End: 12-NOV-13	PRRD Director and staff
Bost DDA			Start: 1-DEC-13 End: 1-DEC-13	DDA members and 2 female DCC members
Tirin Kot DDA			Start: 28-OCT-13 End: 28-OCT-13	DDA members
Chora DGO			Start: 7-DEC-13 End: 7-DEC-13	DG and staff
PRRD/Uruzgan			Start: 26-NOV-13 End: 26-NOV-13	PRRD Director and staff
Chora DDA			Start: 15-DEC-13 End: 15-DEC-13	DDA members
Dihrawud DGO			Start: 23-DEC-13 End: 23-DEC-13	DG and staff
Dihrawud DDA			Start: 24-DEC-13 End: 24-DEC-13	DDA members
Tarnak Wa Jaldak DDA		Start: 1-OCT-13 End: 2-OCT-13		DDA members

Provincial or District Entity	Date(s) of Introductory Meeting	Date(s) of Assessment Interviews	Date of Feedback and Priority-Setting Meeting	Participants
Shahjoy DDA		Start: 29-OCT-13 End: 30-OCT-13		DDA members
PRRD/Zabul			Start: 6-NOV-13 End: 6-NOV-13	PRRD staff
Tarnak Wa Jaldak DDA			Start: 26-NOV-13 End: 26-NOV-13	DDA members
Qalat DDA			Start: 16-NOV-13 End: 16-NOV-13	DDA members, PRRD and NABDP staff
Shahjoy DDA			Start: 9-DEC-13 End: 9-DEC-13	DDA members and DSW
Tarnak Wa Jaldak DGO			Start: 27-NOV-13 End: 27-NOV-13	DG and staff
Shahjoy DGO			Start: 11-DEC-13 End: 11-DEC-13	DG and staff

The team will conduct Training of Trainers (TOT) sessions where the materials will be reviewed and modified before delivery in the next quarter, in line with the final capacity building plans of the provincial and district entities.

In readiness for the delivery of the remaining DGOs training in Arghandab and Daman and the upcoming PEs' training in Kandahar, the CBU stayed in close co-ordination with the leadership of the PRRD/Kandahar, and the Daman and Arghandab DGOs. The CBU also met Kandahar/PRRD Director and discussed the proposed training schedule for PRRD/Kandahar and selected provincial line directorates and departments staff to attend. The team presented the training plan and package (objectives, schedules, courses, participants, trainers and logistical arrangements). The Director approved the training plan paving the way for implementation. There will be a follow up meeting with Kandahar/PRRD early next quarter before the start of the training to ensure all the arrangements are in place and the training can start on time.

Considerable progress was made with regard to the planning for induction training for the PRRD District Social Workers (DSWs) from all the districts covered by the Program. The CBU team and MRRD's Community Led Development Department (CLDD) agreed upon the following points:

- The training will be jointly coordinated by the CLDD and the Program.
- CLDD trainers will prepare and deliver all the standard MRRD presentations and materials while Program staff will prepare and deliver the Program presentations.
- A list of participants will be prepared and agreed upon by both the parties – i.e. DSWs, 4 PRRD Social Development Affairs from each province, and 4 CLDD staff.
- The Program will prepare the draft budget and make logistical arrangements.

The team also obtained the DSW training materials used by SIKA East and MRRD and started reviewing and adapting them for use in the South. There will be follow-up co-ordination meetings with the MRRD/CLDD team to jointly discuss, review and agree upon the training module, budget and logistical arrangements and before implementation in the next quarter.

Building on the last quarter’s momentum, the team conducted 12 training sessions (some duplicates) for the Kandahar DEs (DDAs and DGOs) in the reporting period. The purpose of the DDA training was to equip the DDA members with the awareness, knowledge and skills they need to function effectively and respond to people’s development and governance concerns. The training for DGOs was aligned with the common administrative functions specified in the Afghanistan National Development Strategy – i.e. management, administration, financial management, project management, procurement, human resources, and strategic planning. The main objective of DGOs training was to enhance the administrative capacities and functions of the district-level civil servants to improve the delivery of basic government services to their populations. Table below lists the training delivered in the reporting period.

Training Delivered for Kandahar District Entities This Quarter (DDAs and DGOs)

Title of Training Event	Date(s)	Location	M/F/Total Participants	Type of Participants
Project Monitoring, Project Evaluation and Project Reporting	5 and 6-OCT-13	PRRD/Kandahar	24/0/24	Project Monitoring and Evaluation Committee members from 5 DDAs (Arghandab, Daman, Panjwai, Ghorak and Shah Wali Kot) and PRRD Social Affairs Officers
Time Management, Conflict Resolution and Decision Making	9-OCT-13	Arghandab District Center	23/0/23	Core DGO and other staff from the directorates with a presence in the district
Basic Procurement and Financial Management	22 and 23-OCT-13	Kandahar PRRD	19/0/19	Committee members from 5 DDAs (Arghandab, Daman, Panjwayi, Ghorak and Shah Wali Kot) and PRRD Social Affairs Officers
Basic Administration, Management and Leadership	26 and 27-OCT-13	Daman District Center	22/0/22	Core DGO and other staff from the directorates with a presence in the district.
Disaster and Environmental Management	2 and 3-NOV-13	PRRD/Kandahar	20/0/20	Committee members from 4 DDAs (Daman, Panjwayi, Ghorak and Shah Wali Kot) and PRRD Social Affairs Officers
Time Management, Conflict Resolution and Decision Making	6-NOV-13	Daman District Center	17/0/17	Core DGO and other staff from the directorates with a presence in the district
Managing Meetings, and Standard Filing System and Procedures	9-NOV-13	Arghandab District Center	15/0/15	Core DGO and other staff from the directorates with a presence in the district

Title of Training Event	Date(s)	Location	M/F/Total Participants	Type of Participants
Managing Meetings, and Standard Filing System and Procedures	12-NOV-13	Daman District Center	15/0/15	Core DGO and other staff from the directorates with a presence in the district
Report Writing and Inventory/ Asset Management	18 and 19-NOV-13	Arghandab District Center	22/0/22	Core DGO and other staff from the directorates with a presence in the district
Report Writing and Inventory/Asset Management	24 and 25-NOV-13	Daman District Center	22/0/22	Core DGO and other staff from the directorates with a presence in the district
Human Resources Management, Introduction to Afghan Civil Service Law and Participatory Planning and Budgeting	30-NOV and 1-DEC-13	Arghandab District Center	19/0/19	Core DGO and other staff from the directorates with a presence in the district
Human Resources Management, Introduction to Afghan Civil Service Law and Participatory Planning and Budgeting	2 and 3-DEC-13	Daman District Center	23/0/23	Core DGO and other staff from the directorates with a presence in the district

Overall, the Kandahar DDA and DGO trainees appreciated the value of the training so far delivered and requested for more courses. They also requested follow-up support in the form of on-the-job training and other technical assistance to assist them to put into practice some of the lessons learned in the course of the training in areas such as writing minutes, record keeping, report writing, filing and record keeping, project monitoring and evaluation and office/meeting management. In response to these demands, the team developed a schedule and will start conducting the on-the-job training and other technical assistance for Arghandab and Daman DDAs and DGOs where the program fully operates. The support will be aligned with other formal training that has far been conducted for DDAs and DGOs in Kandahar.

In line with the revised recommendations for the Gender Action Plan, the CBU started to make preparations and steps to include gender activities in both its regular capacity building program activities in general and in the four pilot districts of Arghandab, Bost, Qalat and Tirin Kot districts in particular. Examples of the specific gender mainstreaming interventions include:

- Promoting gender mainstreaming concepts in the training curricula
- Conducting capacity assessments of Women’s Advisory Councils (WAC) and providing training to members of the WACs.
- Providing training when possible to PEs and DEs on gender awareness and the promotion of women’s participation in local governance. The most effective approach is to incorporate gender training within other existing training courses rather than conducting separate training on gender.

- Encouraging the participation of women government officials in the provincial capacity building training courses.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

Unlike their Arghandab counterparts, most District Line Officers (DLOs) from Daman DGO were reluctant and disinterested to participate in the training sessions. In both Arghandab and Daman districts, the main apparent motivation for attending the training was to receive transportation allowance for the days they participated in the workshops.

Zhari DDA members did not attend most of the DDA workshops due to internal problems related to the election of the executive committee members.

For the capacity assessments in Hilmand, Uruzgan and Zabul provinces, some of the leaders of the PRRDs, DDAs and DGOs were impatient and non-cooperative. It took the intervention of the MRRD and/or IDLG for the activities to start.

SUCCESES OR ANECDOTES WORTHY OF HIGHLIGHTING

In the reporting period, the team continued evaluating results from the training courses for continuous improvement. Overall, all the DDA and DGOs training courses were well received and highly appreciated by the by the participants. The evaluations conducted at the end of each training session indicate that the topics and the quality of training delivery were both good.

Most participants in training courses conducted for the DDAs and DGOs in Kandahar expressed their appreciation for the assistance. Some of the notable quotes from participants are provided below.

Before the training I did not have all the information on how to plan and manage projects, monitor, evaluate and write reports about project implementation. However, after attending the courses, I now have a better understanding of these issues and I will work with my fellow DDA members to ensure that the DDA plays its role effectively in supervising the ongoing and planned projects in the district. If we plan and manage the projects well, it is a great service to the local residents.

Arghandab DDA Chairman

With your kindness and hard work you conducted training and workshops for six Kandahar DDAs. Indeed the training was more useful to us and we highly appreciate your efforts on this. We also look forward to the program issuing us with certificates for all the workshops attended. We highly appreciate your kindness. Thank you.

DDA members from Arghandab, Daman, Panjwai, Shah Wali Kot and Ghorak
at the end of the Kandahar DDA training, phase 1

We have issues and problems in organizing efficient internal meetings and keeping records, making it difficult to deliver services. This training is a positive step to better organize our meetings and have standard record keeping systems and processes.

Administration Manager, Arghandab DGO.

Daman DGO staff members highly appreciate your hard work and active roles in conducting different functional training. The training is useful and we anticipate more such useful training in the future. Thank You.

Daman DGO Administration Manager

I thank the Subat Program in stepping forward and conducting the most useful basic training to DDAs in Kandahar. Indeed it was a step towards their development.

PRRD/Kandahar Director

One major lesson learned from the post-training evaluations was that some of the training materials were a bit rigid and posed a challenge for the participants to understand. To mitigate this problem for the future training, the team will continue internally reviewing all the comments and recommendations from the training so far conducted and make the necessary changes in terms of content, format, and structure before delivery in the next quarter. Similarly, following the development of the gender action plan, team will strive to mainstream gender concepts and perspectives when redesigning the training materials. This will make the training materials and methodologies to be user-friendly for the trainees in the upcoming training for PEs and DEs in Kandahar, Zabul, Uruzgan, Hilmand and Nimroz.

GOOD PRACTICES FOR PROGRAMMING IN LESS-PERMISSIVE AREAS

Nothing significant to report.

Internal Training Conducted This Quarter

Title of Training Event	Date(s)	Location	M/F/Total Participants	Type of Participants
Grants Training	2-OCT-13	Baron Hotel	10/0/10	SIKA Staff
Governance and Stability Community Forum TOT	8 and 9-OCT-13	KC Office	11/0/11	SIKA Staff
New Hire Orientation	21-OCT-13	KC Office	02/0/02	SIKA Staff
New Hire Orientation	23-OCT-13	KC Office	12/1/13	SIKA Staff
New Hire Training	2-NOV-13	KC Office	08/0/08	SIKA Staff
Human Resources Orientation	3-NOV-13	Hilmand	09/0/09	SIKA Staff
Community Forum TOT Refresher	6 and 7-NOV-13	Uruzgan	15/0/15	Uruzgan staff of Tirin Kot, Chora and Dihrawud
Grants Development and Implementation Training	17-NOV-13	Kabul	08/0/08	SIKA Staff
Grants Development Training	21-NOV-13	Bost/Hilmand	09/0/09	Bost and Garmser DTLs, Grant Officers, and CDOs
Communication and Outreach Training	23 and 24-NOV-13	Kabul	08/0/08	SIKA Staff
Quarterly Performance Review	23-NOV-13	KC Office	06/02/08	SIKA Staff
Security Training	16 and 17-DEC-13	KC Office	11/0/11	SIKA Staff
Community Forum TOT	21 to 31-DEC-13	KC Office	23/6/29	Newly hired staff

CROSS CUTTING ACTIVITIES: MONITORING AND EVALUATION

M&E highlights this quarter include finalizing indicator baselines, design of new indicators, and the implementation of new qualitative monitoring activities.

Baseline measurements for perception indicators are reported for the first time in the indicator tables in this report. Refer to Annex D for the breakdown of perception indicators by district. Please note that the MISTI Program provided the baseline for Program Higher Level Indicators 1, 2, 3, 4, 8 and 3.6 for 13 districts. The following table indicates the MISTI data sets that will be used to develop baselines that closely match the start dates of activities in the districts.

Correspondence of MISTI Data Sets and SIKa South District Start Dates

SIKA Start in District	District	MISTI Data Set and Approximate Collection Date
Q4, CY12	Daman, Arghandab	Wave 1, SEP to DEC-12
Q2 and Q3, CY13	Tirin Kot, Chora, Dihrawud, Qalat, Tarnak Wa Jaldak, Shahjoy, Bost, Garmser	Wave 2, MAY to AUG-13
Q1, CY14	Nad Ali and Nahri Sarraj, Zaranj, Kang	Wave 3, NOV-13 to JAN-14

The sub-contractor Company (ATR) hired to conduct qualitative focus groups for the perception indicators also provided the baseline results for Indicator 3.1, 3.4 and 3.5 which are not being measured by MISTI. These IR3 perception indicators are discussed in Section 3.3 above. The remaining qualitative analysis will be analyzed and reported next quarter.

In finalizing the perception indicator baselines there was a high level collaboration between SIKa South and the MISTI Program. SIKa South's calculations are based on MISTI's indices, although the units of measurement may differ.

A stratified sampling methodology was used by MISTI (for further information please refer to *MISTI Stability Trends and Impact Evaluation Survey Report: MISTI Design & Calculation Methodology*). A possible issue is in the fact that two different survey companies were used by MISTI: ACSOR (33,445 surveys) and AYC (1,527 surveys). The household and respondent selection differs, and respondent selection for ASCOR used a Kish grid method whereas AYC allowed the surveyor to pick any member of the household willing to participate to speed up work, reduce conflict, and abide by Afghan cultural norms – this was most commonly the head of household.

Surveyors were not constrained from selecting GIRoA officials or staff, and it is possible that this group may be over-represented in the MISTI survey samples. In such cases there may be a favorable bias toward government on questions or indicators addressing confidence in government, and service delivery performance. Already there is a stigma against speaking out against the GIRoA and government representatives themselves would have more incentives not to do so. Regarding these analytical inconsistencies there is currently no MISTI report available which discusses this in detail. In MISTI's Wave 1 report, results are reported in frequency tables (survey questions) and indices results (calculated by formulae weighting survey questions), and there is little analysis which explains the possible reasons or causes of the results.

The SIKa South perception indicators measure changing perceptions in one-year intervals. Because the Program has only been working for one year or more in Daman and Arghandab it will only be possible to report percentage change one year in those two districts when the Wave 3 data is available. One-year results for the next eight districts (Tirin Kot, Chora, Dihrawud, Qalat, Shahjoy, Tarnak Wa Jaldak, Bost, and Garmser) will be calculated and reported only when the MISTI Wave 4 data is available for analysis.

The following table provides the aggregate percentage change results for the perception indicators based on Wave 1 and Wave 2 data for Daman and Arghandab (a six- or seven-month time span).

#	STAB-U Indicator	Indicator	Target Year 1	Wave 1	Wave 2	Percentage Change ⁶
1	7d	Percentage change in the proportion of district residents who report increased confidence in their district level government	6%	66%	62%	-6.15%
2	7b	Percentage change in the proportion of Afghan reporting that their local area has become more secure	6%	48%	39%	-20.26%
3	7e	Number of SIKA districts demonstrating improvement on the stability trend. Condition B: The Afghan people are able to plan for their future.	10	55%	49%	-10.70%
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.	N/A	44%	48%	8.11%
8	7.4a	Percentage of population in targeted districts reporting improvement in the delivery of Government services.	N/A	41%	54%	30.81%
3.6	7.2a	Percentage change in the proportion of district residents reporting District Level Government is responsive to the needs of local people.	6%	64%	61%	-5.25%

A few interesting observations can be drawn from the results of Wave 1 and Wave 2, as highlighted below.

Government/Governance and Service Delivery Perceptions – Indicators 1 and 3.6 are highly connected. Indicator 1 is based on MISTI’s government confidence index. Indicator 3.6 is based on a subset of questions from the same index. The results and trends are similar which seems to correlate as government confidence and responsiveness dropped by similar amounts.

However, if confidence in government and responsiveness of government drop, this hardly explains why service delivery (Indicator 8) went up so drastically (30.81%). Indicator 8 does not explain in detail how service delivery is improving. To better understand this result one can look into the level of service delivery by sector in the MISTI survey results. If service delivery was increasing but trust, confidence and responsiveness dropped there are many possible causes – corruption, progress that is slow, imbalanced improvement in service delivery by community/class etc. This information needed to explain this is likely not available with MISTI’s results.

Security and the Presence of Armed Opposition Groups – Indicators 2 and 4 are highly connected, however they include different survey questions (one each). Indicator 2 examines a comparison between how secure Afghans feel at the point of survey compared to last year. Indicator 4 examines the presence

⁶ The percentage change is calculated based on the total population of Daman and Arghandab, the number of respondents and weighting of the questions (questions had different weights).

of armed opposition groups – the highest score (100%) being awarded to ‘None’ responses. Indicator 2 experienced a significant drop, whereas Indicator 4 experienced an eight percent increase.

The definition of security could include or exclude many components. MISTI staff have indicated that the concept of stability was poorly understood by respondents so questioners may use the word security instead of stability. Indicator 2 does not capture a holistic finding on security as it only includes one general question about security. The challenge of Indicator 4 is that the absence of opposition groups implies the ANSF is enforcing security. However, security could still be poor in the absence of opposition groups, which will not be discussed through this data. More analysis is needed to explain these two results.

Planning for the Future – Further to the understanding of security is the effect on Afghans planning for the future. The definition of planning for one’s future in Indicator 3 is inclusive of physical security, financial security, ability to meet basic needs and general outlook on planning overall. The drop in respondents who report planning for the future (Indicator 3, -10.7%) would correspond with the result of Indicator 2 (includes the same question used in Indicator 3, weighted by 30%), but not Indicator 4, as discussed above.

The results which are difficult to explain can point toward opportunities where complimentary data can be collected in the future. Explanations that are needed based on the results can help inform design of future data collection instruments especially those used in a program-specific evaluation. Furthermore, discussions can be held with government stakeholders to gain further insights that may explain the results.

The following limitations are noted for the baseline results calculated from MISTI data.

1. In MISTI’s report: MISTI Stability Trends and Impact Evaluation Survey: Design Methods Pilot and Indicators, some relevant limitations and their complications were noted (but not discussed in detail) including two of interest: “Implementing partners failing to implement projects in treatment villages” and “Interventions in treatment and/or control villages by other development entities.”

The first limitation means that MISTI is including in its “treatment” sample some villages where there are no project activities. Due to the nature of the survey there will be no way of knowing the proportion of the sample which are direct beneficiaries, indirect beneficiaries of SIKa South or non-beneficiaries. How this will impact the overall perceptions is not known, but would likely suppress those indicators.

A response to the above could be a program-specific evaluation which includes communities that receive Program benefits.

2. The current level of achievement of the program is too low to draw any conclusive relationships between program and program indicator results.

The Program Indicators provide good context but do not speak directly to the program because MISTI survey respondents may not be SIKa South program beneficiaries. Even in Kandahar province (the only province baselined by SIKa South from Wave 1) the level of Program achievements was not high enough to have made a significant impact on residents’ perceptions.

3. Incidences of contradiction between associated indicators.

As explained above, there are some cases where indicator results can be explained, and other cases where a rise in one should anticipate a rise in another and vice versa. Looking deeper into the questions can be a possible solution into the analysis, or it could further complicate analysis.

4. Little deep analysis of results by MISTI

The MISTI Program collects the survey responses but does not probe deeply into explanations. Rather they organize the data and discuss results only within the confines of the survey.

The section above concludes the analysis for the baseline survey completed during this quarter.

The Performance Management Plan is in the process of undergoing significant modifications because new districts have been added to the Program, to improve several of the current indicators, and to start measuring results from additional capacity building activities. Four new capacity building indicators and their targets were developed and will be proposed for inclusion in the revised PMP next quarter:

- 5.1 Number of capacity assessments conducted
- 5.2 Number of training courses delivered per Province
- 5.3 Number of representatives attending capacity building training events
- 5.4 Percentage of participating entities that achieve at least 10% points increase in their capacity score index.

All of the IR-indicator targets in the current PMP (approved 04-SEP-13) have been reviewed and will be updated next quarter.

Monitoring and Reporting on Training Activities – Annex B contains a list of training events delivered during the quarter including numbers of participants.

During the quarter the M&E Unit continued to conduct interviews and observations during workshop activities in all districts, and assisted to register workshop and training course participants. Qualitative feedback is shared with the relevant program unit(s), all data is verified, analyzed and archived in the M&E database and on OneSource.

From the interview activities conducted during this quarter, it was noted that asking probing questions is a major challenge for the M&E staff. Despite several training sessions to improve interview skills, the results from the interviews are very revealing owing to the lack of probing. However, some very good information is extracted and it is reported below. Training is being planned for Q1 CY14 for all the District M&E staff, focused on challenging skills such as probing, database usage, and data analysis. In the meantime, the M&E Unit has invested a lot of time in verifying every single interview conducted, and feedback is provided to each District M&E Officer in areas for improvement on a regular basis. This is part of the capacity building training internal to the M&E department, where each staff is provided constructive feedback and how to improve in the delivery of required data.

The table below summarizes the numbers of interviews and observations, conducted by M&E officers in the districts:

Count of M&E Interviews and Observations at Community Forums and Workshops

District	DDA Community Forums IB and 2	DDA Community Forums 5B	WAC Community Forums IB and 2	WAC Community Forums 5B	Total Community Forum Interviews	Total Observations	IR2 Workshop Interviews
Bost	0	3	3	3	9	7	Pre: 9 Post: 9
Garmser	0	12	0	0	12	18	
Chora	0	6	0	0	6	8	
Dihrawud	7	11	0	0	18	14	
Tirin Kot	0	17	4	3	24	23	Pre: 21 Post: 21

District	DDA Community Forums IB and 2	DDA Community Forums 5B	WAC Community Forums IB and 2	WAC Community Forums 5B	Total Community Forum Interviews	Total Observations	IR2 Workshop Interviews
Qalat	0	0	0	3	3	10	Pre: 16 Post: 16
Shahjoy	0	2	0	0	2	2	Pre: 7 Post: 7
Tarnak Wa Jaldak	0	0	0	0	0	0	Pre: 10 Post: 10
Total	7	51	7	9	74	82	Pre: 63 Post: 63

Male Community Forum Interview Results – Respondents reported that the most useful features of the Community Forums are: SWOT analysis, information about governance and good governance, addressing SOIs, responsibilities of the DDAs, awareness about transition, and community-based development.

SWOT Analysis was reported as very significant tool for DEs to learn as it assists the representatives to identify SOIs and solve problems as a group (not individually). Participants indicated that this this new method of analyzing problems can be used in their daily lives.

Approximately 80% of the participants interviewed were able to define “good governance.”

Another highlight from the interviews is that community-based development approaches are perceived to be very beneficial, where the majority of the participants confirmed that this approach will unify and assist people to discuss their sources of instability and possible remedies.

Only two out of 51 interviewees correctly answered the question “who is responsible for approving the project ideas for funding designed during the CFs.” The correct answer for this question is DDA Chairman, DG, Sector Working Group, PRRD, Provincial Development Council and Subat Program. This topic is important to ensure that participants understand why the process of approving projects is lengthy. It also helps to illustrate the roles of different GIROA bodies.

In regards to the support and establishment of Women Advisory Committee of the DDA, 37% of respondents were not interested in sharing their opinion in this regard, 14% clearly stated that they could not provide any support to a WAC due to security and cultural sensitivity. The remaining answered they did not know. Garmser (Hilmand Province) had the highest percentage of answers supporting a WAC within the DDCC/DDA, with 92% of respondents stating they would support. Second was Dihrawud with 90% of respondents. The districts with the lowest support are Shahjoy, Tirin Kot, and Chora.

In regards to the satisfaction with the District Line Officers (DLOs) it was surprising to see a major difference between satisfaction during this quarter and last quarter, where last quarter it was reported the majority of respondents were not satisfied with the DLOs. During this reporting period, the results are close to half being satisfied and the other half not satisfied. Dihrawud and Shahjoy are the only districts where all respondents stated 100% dissatisfaction. Other districts showing high dissatisfaction with the DLOs are Tirin Kot (68%) and Qalat (66%). The main reasons for dissatisfaction has been reported to be corruption, not coming to work on time, and some reported the high use of drugs by the DLOs. Interviewees recommended remedies such as increasing Capacity Building Training for DLOs, recruiting better-qualified candidates, and some suggested that GIROA should punish those not doing their work.

WAC (Women Advisory Committee) Interview Results – During this quarter 16 women were interviewed during the CFs conducted for WACs in Bost, Tirin Kot and Qalat. The majority of

respondents stated the most beneficial parts of the CF are information on governance/good governance, cluster based development and SOIs. Participants stated the benefits of learning about good governance will mean laws will be applied in the district, employment opportunities will increase for women and people will invest in business in the districts.

When asked who approves projects for funding, no respondents were able to provide an answer. It was also reported in the interviews with the WAC members that they all intend to make the effort to discuss with other women in their districts ideas for projects based on the needs of the women in the districts, and all ideas will be collected and shared. The results from the question regarding satisfaction with DLOs are very similar to the results from the male respondents.

It was reported by the District M&E Officers that the female participants are not as comfortable sharing what they have learned, perhaps it is due to the WAC members not being accustomed to being interviewed by a man. It can also be assumed that their level of comfort may have influenced how the questions were answered, or lack thereof. During the first pilot of the WAC interviews, most of the participants would refuse to participate in the interviews as it was ‘culturally inappropriate for a man to interview the women.’ The M&E Unit held several meetings with the Gender Specialists, who arranged a meeting with the WAC members, resulting in some participants agreeing to participate in the interviews.

Hiring more female M&E officers will be considered, perhaps at the provincial level reflecting the importance of highlighting the participation and progress of females in USG-funded programs in Southern Afghanistan. Thus the M&E Unit will focus on developing new methods for capturing information where applicable, and to highlight progress of female participation.

During the reporting period, M&E Unit created procedures and forms to monitor grant project activities in the districts, starting in Daman and Arghandab where grant projects are now active. The M&E team also delivered training to the staff on how to conduct site visits and report their results. The M&E officers conducted monitoring visits in Daman (four visits) and Arghandab (28) and reported their results to the Grants team. The majority of the CDC grantees have been able to accomplish their second and third milestones in the two districts. The overall quality of work was found to be good, however a few challenges were encountered in Arghandab, for example the signboards were not timely installed at project sites, a number of culverts varied in minor ways from the technical specifications, the grantee’s Consultant Engineer was not visiting the project sites frequently enough, and a lack of equipment such as measurement tape or alignment string were not available to the workers. These issues were discussed with the grantee and guidance was provided by the Grants and Engineering Teams.

Gender-specific Monitoring and Reporting – Also during this reporting period, the M&E Unit worked with the other program teams to ensure that gender indicators are being properly captured in the progress reports. It was decided during last quarter that all gender/female related activities are to be mainstreamed with all the departments, however it was noted during this quarter that there is still a need to improve how the achievements of women are highlighted. It was reconfirmed that the current gender indicators (program indicators five and six) are the most appropriate to use for progress reporting. It was also noted after several communications with the USAID Gender Department, that there is not much information on indicators specific to the Mission in Afghanistan, or that would apply to the activities under the SIKa South contractual agreement. SIKa South M&E Unit is in turn, developing new data collection activities and tools to capture more qualitative information of the female-focused activities through regular focus groups with the Women Advisory Committees and with the re-design of interview questions with greater focus on women.

A qualitative questionnaire comprised of seven questions was developed to help capture and understand the results of the Gender Action Plan and other program activities. The questionnaire was translated to Pashto and submitted to staff in the four WAC pilot districts (Arghandab, Tirin Kot, Bost and Qalat). The focus groups are to commence in January, 2014.

PROBLEMS ENCOUNTERED WHEN NOT ROUTINE

As previously reported in Q3 CY13, it is a challenge for the M&E Unit to obtain timely, consistent and accurate indicator data from the program teams. Results from different sources frequently do not match and require cross-checking to verify. This delays and complicates the task of reporting on results and indicators, including late submission of data to TraiNet and Afghan Info.

A considerable amount of work was required this quarter to develop the new capacity building indicators in consultation with the Capacity Building Unit and DCOP. This task should be completed early next quarter when the PMP revision will be finalized and submitted for USAID approval.

SUCCESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

The M&E Unit adapted and solved problems to address unanticipated problems. This resulted in improved inter-district support and communication between the regional and district offices.

Cluster-based development approaches are very good when there is full stability in the country, because it currently makes some disputes among the people.

Garmser District Entity Member

Governance is a group of elected people which works for the people, when there is no difference between rich and poor, and doesn't have corruption it is called good government.

Tirin Kot District Entity Member

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

Shahjoy District Entity Member

All parts of this workshop are important for me, and I knew that after 2014 the transition is not only the military power transferring to Afghan Government, the civil power will be transferred too, so this is the best action -- that Afghan Government can, and all Afghan people will build and work for their country.

Tirin Kot, District Entities

CROSS CUTTING ACTIVITIES: GENDER

The Program completed three Governance and Stability Community Forum series for DDA Women's Advisory Committees (WAC) in Tirin Kot, Uruzgan (16 to 20-NOV-13), in Bost, Hilmand (07 to 11-DEC-13) and in Qalat, Zabul (21 to 25-DEC-13) as detailed above in Section 3.1. To date, 10 female WAC members in each pilot district participated, for a total of 30 women. DoWA has also sent representatives to observe the forums. The fourth pilot WAC Community Forum series is scheduled for Arghandab District, Kandahar from 4 to 8-JAN-14. The WACs in all four pilot districts have been recognized by their DDAs and the NABDP.

As noted above all program units are integrating the Gender Action Plan into their activities. All program units are assisting the pilot WACs to incorporate women into the decision process through Community Forums for WACs and the Grants team is working with WACs in developing their own

governance and stability projects. In addition, the IR 2 team has scheduled Service Fairs for women in partnership with DoWA commencing in Kandahar 19-FEB-14, and Communications and Outreach has included women's topics in the radio call-in program, "Our Village, Our Hopes," conducted from September to December 2013.

In December, Provincial Gender Specialists were hired for the PMUs in Kandahar, Zabul, Hilmand and Uruzgan. Recruiting was underway in December to hire this same position for Nimroz. The specialists hired this month all participated in Governance and Stability Training-of-Trainers. They will report to their respective PMU Heads and serve as the primary facilitators for implementation of gender pilot activities and integration of gender throughout programming and operations over the longer run. The Human Resources Department is currently recruiting to replace the Senior Gender Specialist, who terminated her employment with the Program in December. In December, the Program hired a female District Stability Officer (IR1) for Zaranj, Nimroz as part of an initiative to mainstream gender into the program units.

The Short Term Technical Advisor (STTA) for Gender returned to Afghanistan from 26-NOV-13 to 12-DEC-13 to follow up the status and make recommendations for the way forward in implementation of the Gender Action Plan. She assisted the Gender Specialists as they prepared to co-facilitate Community Forums for the Women's Advisory Committees and worked with the team leaders to incorporate the Plan into each of the program units. Together with other staff members she met with the gender advisors of MRRD/NABDP/NSP and IDLG on 09-DEC-13 and 11-DEC-13, respectively to provide and receive updates. As a result of this meeting, we learned of revisions to gender mainstreaming training materials and have requested these manuals from MRRD and NABDP (request pending).

The Senior Gender Specialist reviewed the SIKA South Gender Action Plan with NABDP, PRRD, DoWA and pilot DDAs in October for Kandahar, Hilmand, and Uruzgan, and on 24-NOV-13 for Zabul. Endorsements and availability to participate in Governance and Stability Community Forums were confirmed for Qalat, Bost, Tirin Kot and Arghandab.

Efforts are ongoing to coordinate the Program's Gender Action Plan with MRRD, NABDP, and NSP, and to strengthen relations with DoWA. Efforts were also made throughout the cluster-based CDC Community Forums to incorporate women's perspectives, although this was very challenging. Efforts will continue in the four new districts of Nad Ali and Nahri Sarraj in Hilmand and Zaranj and Kang in Nimroz. The team that visited Nimroz in November to begin establishing the Program was advised by local officials that the DDAs in Zaranj and Kang have female members. Therefore, gender mainstreaming may be more realistic in these districts than in the other Program districts, and this possibility will be assessed throughout the conduct of Community Forums in January.

The Gender Team completed the Training of Trainers for the Governance and Stability Community Forums in October. In consultation with the IR1 Stability Team, the Senior Gender Specialist proposed a condensed version of the Community Forum materials to utilize in conducting forums with Women's Advisory Committees (WACs) with the four pilot district entities: Qalat DDA (Zabul), Tirin Kot DDA (Uruzgan), Bost DDA/DCC (Hilmand) and Arghandab DDA.

The gender team met with NABDP/Kandahar on 01-OCT-13 about establishing of WAC in Arghandab, which was followed up by the provincial and district teams in the district. On 9-OCT-13, the Senior Gender Specialist met with NABDP, PRRD, NSP, DDA and DoWA in Hilmand to confirm the Bost WAC's participation in the program. They communicated through PMUs in Zabul and Uruzgan to confirm WAC participation. Follow-up meetings with these same entities in Zabul and Uruzgan were scheduled for 13 and 24-NOV, respectively.

The Senior Gender Specialist attended the Gender Policy Conference conducted by MRRD and PRRD in Kandahar City on 29 and 30-OCT-13. This meeting was part of MRRD's gender mainstreaming

initiative, which is one of the pillars of the program's gender action plan. Ongoing activities throughout the quarter included building relations among the PMUs and PRRDs with DoWAs and other entities to advance the gender action plan, collaborating with IR1, IR2, IR3, IR4 and CBU to integrate women's perspectives into their programming.

SUCSESSES OR ANECDOTES WORTHY OF HIGHLIGHTING

Partnering with DoWA has proved to be effective in activating Women's Advisory Committees (WACs) in four pilot districts, conducting Governance and Stabilization Community Forums for WACs to involve women in the decision-making and community stabilization process, creating service reporting and outreach activities, and conducting Service Fairs. In doing so, the Program can also help initiate and strengthen enduring collaborations between DoWA, PRRD and IDLG.

In good governance Government has information about peoples' problems and also people are joined with government with no distance between people and government... officials are capable, always present in the office, people are happy.

Bost Women's Advisory Committee Member

Highly sensitive and accurate monitoring and evaluation team should be put to work to look after each and every work of DLOs weekly, if false behavior was proved, it should take serious action and punish them.

Qalat Women's Advisory Committee Member

ANNEX A: SUCCESS STORIES



USAID | **AFGHANISTAN**
FROM THE AMERICAN PEOPLE

SNAPSHOT

November 21, 2013

Training Leaders to Support Local Projects

With USAID support, the Kandahar DDA Academy helps district officers assume responsibility for district development.



Photo Credit: USAID/SIKA South

Members of the District Development Assembly (DDA) in training at the Kandahar DDA Academy, October 6, 2013.

USAID/SIKA South helps local governance structures to address sources of instability and assists the Afghan Government to be more responsive in delivering priority basic services to build stability in the districts.

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

District Development Assemblies (DDA) are local governance organizations formed of volunteers who are elected to represent their district. DDAs are expected to respond to residents' needs and concerns, including monitoring of development in the district. However, many DDA members lack experience with development projects and have limited formal education.

To overcome these challenges, USAID's Stability in Key Areas (SIKA) South program trains DDA members to implement and monitor projects in their communities. DDA members are trained in community outreach, the development and implementation of plans, budgets, timelines, procurement processes, and environmental and disaster management.

The DDA Academy, established by PRRD/Kandahar with support from SIKA South, brings together leaders and representatives from multiple districts including Daman, Arghandab, Ghorak, Panjwayi, Zhari and Shah Wali Kot. More than 30 DDA members and PRRD staff members have attended the six 2-day courses which are based upon materials developed by the National Area-Based Development Program (NABDP) of the Ministry of Rural Rehabilitation and Development (MRRD).

The DDA Chairman of Arghandab, Haji Mohammad, was an active participant in the Academy, encouraging other DDA members to shoulder their responsibilities to promote development and improve services in the district. "Before the training I did not have all the information on how to plan and manage projects, or monitor, evaluate and write reports about project implementation," he said. "I now have a better understanding of these issues and I will work with my fellow DDA members to ensure that the DDA plays its role effectively in practically supervising the ongoing and planned projects in the district."

Following the training, the Chairman monitored the status of culverts being built in Arghandab District, making field visits to review construction quality, project timelines, and milestones specified in the grant agreement. By playing a more active role in the communities and with new knowledge and skills to apply, the DDA leaders are building peoples' confidence and trust in the Government.

"The DDA members are the district residents' eyes and ears when it comes to better service delivery through projects. If we plan and manage the projects well, it is a great service to the local residents," the Chairman said.



SNAPSHOT

Bridges to Schools: Ready for the Winter Rains

With USAID support, culverts were built in flood-prone villages enabling children to continue to go to school.

Photo Credit: USAID/SIKA South



The culverts in Kishki Village, Arghandab District, Kandahar Province, benefit the students and teachers of Sultan Mahmood Ghaznavi High School, a primary and secondary school with over 400 male and female students.

USAID/SIKA South helps local governance structures to address sources of instability and assists the Afghan Government to be more responsive in delivering priority basic services to build stability in the districts.

Telling Our Story

U.S. Agency for International Development
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<http://stories.usaid.gov>

Rainfall and snowmelt often make the route to schools treacherous or impassible for students and teachers in Khishki Village, Arghandab District, Kandahar Province. To overcome this hardship, residents constructed four masonry culverts that act as bridges over waterways. The culverts were completed in time for the upcoming seasonal rains, an achievement that will enable village children to continue to go to school.

Local leaders spearheaded the culvert project through their Community Development Council (CDC) and USAID’s Stability in Key Areas (SIKA) South program. The Program, which is led by the Ministry of Rural Rehabilitation and Development (MRRD), works with local leaders to identify and solve problems in southern Afghanistan where there is a history of conflict.

With the support of SIKA South, a cluster of CDCs identified flooding as a source of local instability. The seasonal floods destroy dirt roads and thus severely restrict peoples’ access to neighboring villages, schools, clinics, markets and the district government center. To build the culverts, SIKA South provided the villagers of Mazra e Abass with a grant to pay for local labor and construction expertise, and tools and construction materials. They will be also be responsible for their operation and maintenance in the coming years.

Construction of the culverts will benefit the students in the district. Ahmad Shah, a 26 year-old teacher, said the culverts would reduce absenteeism and increase the number of school days for all students. “It rains many days in winter and spring here, and the water from the entire mountain flows here, which means the students do not come to school,” said Shah.

Many of the teachers are from a neighboring town and also had difficulty getting to the school in time for classes. Local resident Zahir Jan said, “It will benefit our villagers, particularly our students. In winter, water flows in this area, and teachers and their bikes are stuck here for hours. With these culverts, children can now cross and old men can go to the mosque in winter.”

“The advantage for the future is that the culverts show success in solving our problems and is our asset to last 100 years,” Salih Mohammad, a village resident, said. “Our young people, women, students, teachers, all of us, will use these culverts in winter and we won’t face the problem of crossing over waterways that we had before.”

ANNEX B: TRAINING STATISTICS

Date	Title of Training Event	Location	# Participants M/F/Total	Type of Participants
10 to 11-NOV-13	Workshop: Access to GIRoA Services for District Entities	Qalat District Center	23/0/23	DDA, CDC and DLO
12 to 13-NOV-13	Workshop: Access to GIRoA Services for District Entities	Qalat District Center	26/0/26	DDA, CDC and DLO
21 to 22- DEC-13	Community Forum 3: Limitations and Capabilities	Qalat District Center	0/10/10	WAC
23 to 24-DEC-13	Community Forum 4: Identifying Strengths and Sources of Instability	Qalat District Center	0/10/10	WAC
25-DEC-13	Community Forum 5: Selecting Solutions to Sources of Instability	Qalat District Center	0/10/10	WAC
05-OCT-13	Community Forum 3: Limitations and Capabilities	Tarnak Wa Jaldak District Center	23/0/23	DDA and CDC
17 to 18-NOV-13	Workshop: Access to GIRoA Services for District Entities	Tarnak Wa Jaldak District Center	36/0/36	DDA, CDC and DLO
19 to 20-NOV-13	Workshop: Access to GIRoA Services for District Entities	Tarnak Wa Jaldak District Center	39/0/39	DDA, CDC and DLO
02-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Shahjoy District Center	19/0/19	DDA, CDC
24 to 25-NOV-13	Workshop: Access to GIRoA Services for District Entities	Shahjoy District Center	31/0/31	DDA, CDC and DLO
26 to 27-NOV-13	Workshop: Access to GIRoA Services for District Entities	Shahjoy District Center	24/0/24	DDA, CDC and DLO
01 to 02-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Bost District Center	35/0/35	DDA,DCC, CDC
03 to 04-NOV-13	Workshop: Access to GIRoA Services for District Entities	Bost District Center	40/0/40	DDA, CDC and DLOs
05 to 06-NOV-13	Workshop: Access to GIRoA Services for District Entities	Bost District Center	39/0/39	DDA, CDC and DLOs
12, 26-NOV-13	Workshop: Introduction to Communications Module I	Bost District Center	11/2/13	PRRD SAOs and PEs
07-DEC-13	Community Forum 1: Facilitating Transition	Bost District Center	0/10/10	WAC
08-DEC-13	Community Forum 2: Empowering District Governance	Bost District Center	0/08/08	WAC
09-DEC-13	Community Forum 3: Limitations and Capabilities	Bost District Center	0/08/08	WAC

Date	Title of Training Event	Location	# Participants M/F/Total	Type of Participants
9-DEC-13	Training: Grant Application	Bost District Center	8/0/8	CDC
10-DEC-13	Training: Grant Application	Bost District Center	8/0/8	CDC
10-DEC-13	Community Forum 4: Identifying Strengths and Sources of Instability	Bost District Center	0/05/05	WAC
10-DEC-13	Workshop: Communications and Outreach Module 2 - Internal Communications	Bost District Center	12/0/12	PRRD SAOs and PEs
11-DEC-13	Training: Grant Application	Bost District Center	21/0/21	CDC
11-DEC-13	Community Forum 5: Selecting Solutions to Sources of Instability	Bost District Center	0/08/08	WAC
28-DEC-13	Workshop: Communications and Outreach Module 3 - External Communications	Bost District Center	13/0/13	DEs
29-DEC-13	Workshop: Introduction to Communications Module I	Bost, DDA Hall, Municipality Compound	17/3/20	DEs
01-OCT-13	Community Forum 4: Identifying Strengths and Sources of Instability	Garmser District Center	41/0/41	DDA, DCC, CDC
05 to 06-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Garmser District Center	49/0/49	DDA, DCC, CDC
07-OCT-13	Community Forum 3: Limitations and Capabilities	Garmser District Center	31/0/31	DDA, DCC, CDC
08 to 26-OCT-13	Community Forum 4: Identifying Strengths and Sources of Instability	Garmser District Center	35/0/35	DDA, DCC, CDC
27 to 28-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Garmser District Center	37/0/37	DDA, DCC, CDC
02-NOV-13	Community Forum 3: Limitations and Capabilities	Garmser District Center	44/0/44	DDA, DCC, CDC
03 to 04-NOV-13	Community Forum 4: Identifying Strengths and Sources of Instability	Garmser District Center	46/0/46	DDA, DCC, CDC
05 to 06-NOV-13	Community Forum 5: Selecting Solutions to Sources of Instability	Garmser District Center	45/0/45	DDA, DCC, CDC
10-NOV-13	Community Forum 3: Limitations and Capabilities	Garmser District Center	48/0/48	DDA, DCC, CDC

Date	Title of Training Event	Location	# Participants M/F/Total	Type of Participants
11 to 12-NOV-13	Community Forum 4: Identifying Strengths and Sources of Instability	Garmser District Center	51/0/51	DDA, DCC, CDC
16 to 17-NOV-13	Community Forum 5: Selecting Solutions to Sources of Instability	Garmser District Center	55/0/55	DDA, DCC, CDC
01 to 02-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Tirin Kot District Center	25/0/25	DDA and CDC
05-OCT-13	Community Forum 3: Limitations and Capabilities	Tirin Kot District Center	33/0/33	DDA and CDC
06 to 07-OCT-13	Community Forum 4: Identifying Strengths and Sources of Instability	Tirin Kot District Center	36/0/36	DDA and CDC
08 to 09-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Tirin Kot District Center	38/0/38	DDA and CDC
26-OCT-13	Community Forum 3: Limitations and Capabilities	Tirin Kot District	27/0/27	DDA and CDC
27 to 28-OCT-13	Community Forum 4: Identifying Strengths and Sources of Instability	Tirin Kot District	27/0/27	DDA and CDC
29 to 30-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Tirin Kot District Center	27/0/27	DDA and CDC
02-NOV-13	Community Forum 3: Limitations and Capabilities	Tirin Kot District Center	28/0/28	DDA and CDC
03 to 04-NOV-13	Community Forum 4: Identifying Strengths and Sources of Instability	Tirin Kot District Center	33/0/33	DDA and CDC
05 to 06-NOV-13	Community Forum 5: Selecting Solutions to Sources of Instability	Tirin Kot District Center	32/0/32	DDA and CDC
09-NOV-13	Community Forum 3: Limitations and Capabilities	Tirin Kot District Center	29/0/29	DDA and CDC
10 to 11-NOV-13	Community Forum 4: Identifying Strengths and Sources of Instability	Tirin Kot District Center	38/0/38	DDA and CDC
12 to 13-NOV-13	Community Forum 5: Selecting Solutions to Sources of Instability	Tirin Kot District Center	38/0/38	DDA and CDC
16-NOV-13	Community Forum 1: Facilitating Transition	Tirin Kot District Center	0/9/9	WAC and CDC
17-NOV-13	Community Forum 2: Empowering District Governance	Tirin Kot District Center	0/9/9	WAC and CDC

Date	Title of Training Event	Location	# Participants M/F/Total	Type of Participants
18-NOV-13	Community Forum 3: Limitations and Capabilities	Tirin Kot District Center	0/8/8	WAC and CDC
19-NOV-13	Community Forum 4: Identifying Strengths and Sources of Instability	Tirin Kot District Center	0/9/9	WAC and CDC
20-NOV-13	Community Forum 5: Selecting Solutions to Sources of Instability	Tirin Kot District Center	0/9/9	WAC and CDC
24 to 25-NOV-13	Workshop: Access to GIRoA Services for District Entities	Tirin Kot District Center	32/0/32	DDA, CDC and DLO
26 to 27-NOV-13	Workshop: Access to GIRoA Services for District Entities	Tirin Kot District Center	27/0/27	DDA, CDC and DLO
01 to 02-DEC-13	Workshop: Access to GIRoA Services for District Entities	Tirin Kot District Center	35/0/35	DDA, CDC and DLO
03 to 04-DEC-13	Workshop: Access to GIRoA Services for District Entities	Tirin Kot District Center	30/0/30	DDA, CDC and DLO
07 to 08-DEC-13	Workshop: Access to GIRoA Services for District Entities	Tirin Kot District Center	31/0/31	DDA, CDC and DLO
21-DEC-13	Training: Grant Application	Tirin Kot District Center	26/0/26	CDC
22-DEC-13	Training: Grant Application	Tirin Kot District Center	20/0/20	CDC
23-DEC-13	Training: Grant Application	Tirin Kot District Center	16/0/16	CDC
24-DEC-13	Training: Grant Application	Tirin Kot District Center	21/0/21	CDC
01 to 02-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Chora District Center	27/0/27	DDA, CDC
05-OCT	Community Forum 3: Limitations and Capabilities	Chora District Center	30/0/30	DDA, CDC
06 to 07-OCT-13	Community Forum 4: Identifying Strengths and Sources of Instability	Chora District Center	35/0/35	DDA, CDC
08 to 09-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Chora District Center	38/0/38	DDA, CDC
26-OCT	Community Forum 3: Limitations and Capabilities	Chora District Center	39/0/39	DDA, CDC
27 to 28-OCT-13	Community Forum 4: Identifying Strengths and Sources of Instability	Chora District Center	41/0/41	DDA, CDC
29 to 30-OCT-13	Community Forum 5: Selecting Solutions to Sources of Instability	Chora District Center	42/0/42	DDA, CDC

Date	Title of Training Event	Location	# Participants M/F/Total	Type of Participants
02-NOV	Community Forum 3: Limitations and Capabilities	Chora District Center	43/0/43	DDA, CDC
03 to 04- NOV-13	Community Forum 4: Identifying Strengths and Sources of Instability	Chora District Center	50/0/50	DDA, CDC
05 to 06-NOV-13	Community Forum 5: Selecting Solutions to Sources of Instability	Chora District Center	50/0/50	DDA, CDC
09-NOV	Community Forum 3: Limitations and Capabilities	Chora District Center	42/0/42	DDA, CDC
10 to 11-NOV-13	Community Forum 4: Identifying Strengths and Sources of Instability	Chora District Center	55/0/55	DDA, CDC
12 to 13-NOV-13	Community Forum 5: Selecting Solutions to Sources of Instability	Chora District Center	55/0/55	DDA, CDC
16-NOV	Community Forum 3: Limitations and Capabilities	Chora District Center	54/0/54	DDA, CDC
17 to 18-NOV-13	Community Forum 4: Identifying Strengths and Sources of Instability	Chora District Center	62/0/62	DDA, CDC
19 to 20-NOV-13	Community Forum 5: Selecting Solutions to Sources of Instability	Chora District Center	64/0/64	DDA, CDC
08 to 09-DEC-13	Community Forum 1: Facilitating Transition	Dihrawud District Center	14/0/14	DDA, DG, DE, SAO, Tribal Elder, CDC
10-DEC-13	Community Forum 2: Empowering District Governance	Dihrawud District Center	14/0/14	DDA, DG, DE, SAO, Tribal Elder, CDC
14-DEC-13	Community Forum 3: Limitations and Capabilities	Dihrawud District Center	33/0/33	DDA, And CDC
15 to 16-DEC-13	Community Forum 4: Identifying Strengths and Sources of Instability	Dihrawud District Center	34/0/34	DDA, And CDC
17 to 18-DEC-13	Community Forum 5: Selecting Solutions to Sources of Instability	Dihrawud District Center	36/0/36	DDA, And CDC
21-DEC-13	Community Forum 3: Limitations and Capabilities	Dihrawud District Center	34/0/34	DDA, And CDC
22 to 23-DEC-13	Community Forum 4: Identifying Strengths and Sources of Instability	Dihrawud District Center	40/0/40	DDA, And CDC
24 to 25-DEC-13	Community Forum 5: Selecting Solutions to Sources of Instability	Dihrawud District Center	42/0/42	DDA, And CDC

Date	Title of Training Event	Location	# Participants M/F/Total	Type of Participants
28-DEC-13	Community Forum 3: Limitations and Capabilities	Dihrawud District Center	30/0/30	DDA, And CDC
29 to 30-DEC-13	Community Forum 4: Identifying Strengths and Sources of Instability	Dihrawud District Center	39/0/39	DDA, And CDC
31-DEC-13	Community Forum 5: Selecting Solutions to Sources of Instability	Dihrawud District Center	38/0/38	DDA, And CDC
05 to 06- OCT-13	Training Course: Project Monitoring, Project Evaluation and Project Reporting	Kandahar PRRD Office	24/0/24	DDAs and SAO
22 to 23-OCT-13	Training Course: Basic Procurement and Financial Management	Kandahar PRRD Office	19/0/19	DDAs and SAO
26-OCT-09-NOV-13	Workshop: Introduction to Communications Module I	Kandahar PRRD Office	09/0/09	PRRD SAO and PE
02 to 03-NOV-13	Training Course: Disaster and Environmental Management	Kandahar PRRD Office	20/0/20	DDA and SAO
16-NOV-13	Workshop: Introduction to Communications Module I	Kandahar PRRD Office	20/0/20	DE
17-NOV-13	Workshop: Communications and Outreach Module 2 - Internal Communications	Kandahar PRRD Office	21/0/21	DE
30-NOV, 14-DEC-13	Workshop: Communications and Outreach Module 2 - Internal Communications	Kandahar PRRD Office	11/0/11	PRRD SAO and PE
09-OCT-13	Training Course: Time Management, Conflict Resolution and Decision Making	Arghandab District Center	23/0/23	Core DGO and PE present in the district
29-OCT-13	Training: Grantee Orientation	Arghandab District Center	4/0/4	CDC
3-NOV-13	Training: Grantee Orientation	Arghandab District Center	4/0/4	CDC
5-NOV-13	Training: Grantee Orientation	Arghandab District Center	12/0/12	CDC
09- NOV -13	Training Course: Managing Meetings and Standard Filing System and Procedures	Arghandab District Center	15/0/15	Core DGO and PE present in the district
10-NOV-13	Training: Grantee Orientation	Arghandab District Center	12/0/12	CDC
17-NOV-13	Training: Grantee Orientation	Arghandab District Center	8/0/8	CDC
18 to 19-NOV-13	Training Course: Report Writing and Inventory/ Asset Management	Arghandab District Center	22/0/22	Core DGO and PE present in the district

Date	Title of Training Event	Location	# Participants M/F/Total	Type of Participants
26-NOV-13	Training: Grantee Orientation	Arghandab District Center	4/0/4	CDC
30-NOV-01-DEC-13	Training Course: Human Resources Management, Introduction to Afghan Civil Service Law, Participatory Planning and Budgeting	Arghandab District Center	19/0/19	Core DGO and PE present in the district
26 to 27-OCT-13	Training Course: Basic Administration, Management and Leadership	Daman District Center	22/0/22	Core DGO and PE present in the district
06-NOV-13	Training Course: Time Management, Conflict Resolution and Decision Making	Daman District Center	17/0/17	Core DGO and PE present in the district
12- NOV -13	Training Course: Managing Meetings and Standard Filing System and Procedures	Daman District Center	15/0/15	Core DGO and PE present in the district
23-NOV-13	Training: Grantee Orientation	Daman District Center	20/0/20	CDC
24 to 25-NOV-13	Training Course: Report Writing, Inventory/Asset Management	Daman District Center	22/0/22	Core DGO and PE present in the district
27-NOV-13	Training: Grantee Orientation	Daman District Center	8/0/8	CDC
02 to 03-DEC-13	Training Course: Human Resources Management, Introduction to Afghan Civil Service Law, Participatory Planning and Budgeting	Daman District Center	23/0/23	Core DGO and PE present in the district

Participants:	CDC	Community Development Council	DGO	District Governor's Office
	DCC	District Community Council	DSW	District Social Worker (of PRRD)
	DDA	District Development Assembly	PE	Provincial Entity
	DE	District Entity	PRRD	Provincial Reconstruction and Rural Development
	DG	District Governor	SAO	Social Affairs Officer (of PRRD)

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

District	DSW Name	Governance & Stability Training (SOI & SAM)	Community Forum Participation Status	Remark
Daman	Ahmadullah	Declined invitation to attend the TOT	Present but unwilling to participate	Did Not Participate
Daman	Gulalai Wali Khan	Planned for future	TBD	To be trained
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 TOT	Participated willingly	Participated fully
Qalat	Noor Ahmad	Completed TOT	Transferred to HR Department in Q3 13	Previous provincial supervisor of DSWs
Qalat	Zubair Ahmad	Planned for future	TBD	To be trained
Qalat	Shamsulhadi	Planned for future	TBD	To be trained
Shahjoy	Abdul Mateen	Completed the TOT	Participated willingly	Participated fully
Shahjoy	Ghulam Mohammad	March 2014	TBD	To be trained
Tarnak Wa Jaldak	Issa Mohammad	March 2014	TBD	To be trained
Tarnak Wa Jaldak	Ahsanullah	March 2014	TBD	To be trained
Tirin Kot	Ubaidullah Mukhalis	March 2014	TBD	To be trained
Tirin Kot	Mohammad Rahim	March 2014	TBD	To be trained
Chora	Zabiullah Abid	March 2014	TBD	To be trained
Chora	Sayed Wali	March 2014	TBD	To be trained
Dihrawud	Saat Mohammad	March 2014	TBD	To be trained
Dihrawud	Boor Jan	March 2014	TBD	To be trained
Bost	Sharifullah	March 2014	TBD	To be trained
Bost	Mir Hamza	March 2014	TBD	To be trained
Garmser	Allauddin	Completed TOT	Sometimes present unwilling to participate	Did not participate
Garmser	Saifuddin	Completed TOT	Sometimes present unwilling to participate	Did not participate
Nad Ali	Faizullah	Completed TOT	TBD	In process
Nad Ali	Noor Ahmad	March 2014	TBD	To be trained

District	DSW Name	Governance & Stability Training (SOI & SAM)	Community Forum Participation Status	Remark
Nad Ali	Niamatullah	March 2014	TBD	To be trained
Nahri Sarraj	Naqibullah	Attended first day of TOT then departed	Sometimes present, unwilling to participate	Did not participate
Nahri Sarraj	Zulmai	March 2014	TBD	To be trained
Zaranj	Abdul Hanan	March 2014	TBD	To be trained
Zaranj	Fazul Ahmad	March 2014	TBD	To be trained
Kang	Raza Khan	Completed the TOT	TBD	In process
Kang	Ali Ahmad	March 2014	TBD	To be trained

ANNEX D: BASELINE RESULTS IN THE PROGRAM PROVINCES/DISTRICTS

Preliminary District Perception Indicator Baselines

District	Indicator 1: Percentage change in the proportion of district residents who report increased confidence in their local government	Indicator 2: Percentage change in the proportion of Afghans reporting that their local areas has become more secure	Indicator 3: Number of SIKA districts demonstrating improvement on the stability trend. Condition B: The Afghan people are able to plan for their future	Indicator 4: Number of SIKA districts demonstrating improvement on the stability trend. Condition D: ANSF has control of force and is able to enforce security	Indicator 8: Percentage of population in targeted districts reporting improvement in the delivery of Government Services	Indicator 3.5 ⁷ : Percentage change in the proportion of residents reporting to receive information of services provided by Provincial and District Governments	Indicator 3.6: Percentage change in the proportion of district residents reporting that DEs listen to the needs of the population
Daman	65%	44%	54%	50%	48%	100%	62%
Arghandab	67%	51%	55%	41%	37%	91%	65%
Bost	76%	75%	69%	71%	66%	98%	80%
Garmser	87%	80%	83%	68%	75%	93%	87%
Tirin Kot	67%	62%	62%	63%	57%	96%	66%
Chora	77%	68%	67%	56%	72%	98%	79%
Dihrawud	82%	75%	71%	64%	67%	N/A	84%
Qalat	48%	41%	45%	38%	44%	88%	53%
Tarnak Wa Jaldak	46%	43%	44%	66%	29%	99%	45%
Shahjoy	39%	31%	34%	28%	41%	94%	42%

⁷ Indicator 3.5 was measured by ATR Consulting. All other results provided in the table are from MISTI.

Preliminary Provincial Perception Indicator Baselines

Province	Indicator 1: Percentage change in the proportion of district residents who report increased confidence in their local government	Indicator 2: Percentage change in the proportion of Afghans reporting that their local areas has become more secure	Indicator 3: Number of SIKA districts demonstrating improvement on the stability trend. Condition B: The Afghan people are able to plan for their future	Indicator 4: Number of SIKA districts demonstrating improvement on the stability trend. Condition D: ANSF has control of force and is able to enforce security	Indicator 8: Percentage of population in targeted districts reporting improvement in the delivery of Government Services	Indicator 3.5 ⁸ : Percentage change in the proportion of residents reporting to receive information of services provided by Provincial and District Governments	Indicator 3.6: Percentage change in the proportion of district residents reporting that DEs listen to the needs of the population
Kandahar	62%	39%	49%	48%	54%	94%	61%
Hilmand	81%	77%	75%	70%	70%	96%	83%
Uruzgan	74%	67%	66%	62%	63%	96%	74%
Zabul	43%	36%	39%	37%	36%	93%	47%

Preliminary South Region Perception Indicator Baselines

South Region	Indicator 1: Percentage change in the proportion of district residents who report increased confidence in their local government	Indicator 2: Percentage change in the proportion of Afghans reporting that their local areas has become more secure	Indicator 3: Number of SIKA districts demonstrating improvement on the stability trend. Condition B: The Afghan people are able to plan for their future	Indicator 4: Number of SIKA districts demonstrating improvement on the stability trend. Condition D: ANSF has control of force and is able to enforce security	Indicator 8: Percentage of population in targeted districts reporting improvement in the delivery of Government Services	Indicator 3.5 ⁹ : Percentage change in the proportion of residents reporting to receive information of services provided by Provincial and District Governments	Indicator 3.6: Percentage change in the proportion of district residents reporting that DEs listen to the needs of the population
South Region	69%	62%	62%	57%	57%	96%	70%

⁸ Indicator 3.5 was measured by ATR Consulting. All other results provided in the table are from MISTI.

⁹ Indicator 3.5 was measured by ATR Consulting. All other results provided in the table are from MISTI.

ANNEX E: REPORT OF LIVE RADIO CALL-IN PROGRAMS THIS QUARTER

Province and Radio Station	Live Show No.	Radio Drama and Discussion Topics	Panelists (individual's names not reported here for security reasons)	No. of Calls Received
Live Broadcast 04-OCT-13, Repeat Broadcast 05-OCT-13				
Kandahar Radio Killid	04	DOWA and their work with women Your vote counts	<ul style="list-style-type: none"> • Women's Rights Advocate 	6
Hilmand Radio Sabawoon	03	How the different branches of government work Shuras – the importance of citizen input	<ul style="list-style-type: none"> • University Student • Specialist in Service Sector Department • Director of Hilmand University • DDA Chairman of Bost District 	4
Uruzgan RTA	02	What is NSP doing in my community? What is the difference between CDC and DDAs?	<ul style="list-style-type: none"> • PRRD/Uruzgan Director • CDC Chairman • NSP Head • 	4
Zabul Radio Tarnak	03	How the different branches of government work Shuras – the importance of citizen input	<ul style="list-style-type: none"> • Zabul/PRRD Director • Qalat City Kalantar • Provincial Economic Directorate 	6
Live Broadcast 11-OCT-13, Repeat Broadcast 12-OCT-13				
Kandahar Radio Killid	05	DOWA and their work with women	<ul style="list-style-type: none"> • DOWA Deputy Director 	3
Hilmand Radio Sabawoon	04	Tell me more about NABDP How can my neighbors and I start a savings group (AREDP)	<ul style="list-style-type: none"> • PRRD Water Supply Manager • AREDP Business Development Officer • DDA Secretary 	10
Uruzgan RTA	03	How the different branches of government work Shuras – the importance of citizen input	<ul style="list-style-type: none"> • Head, Sectoral Department • University Teacher • TK DDA Member • CDC Member • DOLSA 	2
Zabul Radio Tarnak	04	DOWA and their work with women Your vote counts	<ul style="list-style-type: none"> • Afghanistan Independent Elections Commission Director • Youth Leader • DOWA Director (taped message) 	5

Province and Radio Station	Live Show No.	Radio Drama and Discussion Topics	Panelists (individual's names not reported here for security reasons)	No. of Calls Received
Live Broadcast 18-OCT-13, Repeat Broadcast 28-SEP-13				
Hilmand Radio Sabawoon	05	DOWA and their work with women Your vote counts	<ul style="list-style-type: none"> • Manager of Muska Radio (radio for women) • CDC Head • CDC Member 	19
Zabul Radio Tarnak	05	Youth are the future – invest in them Remember the widows in your communities	<ul style="list-style-type: none"> • Director of Information and Culture • University Teacher 	4
Live Broadcast 25-OCT-13, Repeat Broadcast 25-OCT-13				
Kandahar Radio Killid	06	Remember the widows in your communities Youth are the future – invest in them	<ul style="list-style-type: none"> • Head of Youth Federation • Head, Civil Society 	13
Hilmand Radio Sabawoon	06	Remember the widows in your communities Youth are the future – invest in them	<ul style="list-style-type: none"> • Journalist • Youth Leader • CDC Head 	1
Uruzgan RTA	04	Tell me more about NABDP How can my neighbors and I start a savings group (AREDP)	<ul style="list-style-type: none"> • PRRD Director • Head of NABDP 	2
Zabul Radio Tarnak	06	Appropriate channels of dispute resolution Understanding the role of the judiciary in Afghanistan	<ul style="list-style-type: none"> • Judiciary Officer • Lawyer • Student 	5
Live Broadcast 01-NOV-13, Repeat Broadcast 02-NOV-13				
Kandahar Radio Killid	07	Appropriate channels of dispute resolution Understanding the role of the judiciary in Afghanistan	<ul style="list-style-type: none"> • Defense Advocate 	4
Hilmand Radio Sabawoon	07	Appropriate channels of dispute resolution Understanding the role of the judiciary in Afghanistan	<ul style="list-style-type: none"> • Director of Appellant Court • University Student • University Student 	0
Uruzgan RTA	05	Your vote counts	<ul style="list-style-type: none"> • Election Department Head 	3
Zabul Radio Tarnak	07	Tell me more about NABDP How can my neighbors and I start a savings group (AREDP)	<ul style="list-style-type: none"> • PRRD Director • DDA Chairman 	10

Province and Radio Station	Live Show No.	Radio Drama and Discussion Topics	Panelists (individual's names not reported here for security reasons)	No. of Calls Received
Live Broadcast 08-NOV-13, Repeat Broadcast 09-NOV-13				
Kandahar Radio Killid	08	Your opinion matters – talk to the media A free media is important to a free society	<ul style="list-style-type: none"> • Kandahar University Chancellor • Editorial-Opinion writer 	4
Hilmand Radio Sabawoon	08	Your opinion matters – talk to the media A free media is important to a free society	<ul style="list-style-type: none"> • Arakazia University professor • Freelance Journalist • Civil Society Head 	11
Uruzgan RTA	06	Your vote counts	<ul style="list-style-type: none"> • Civil Society Head 	3
Zabul Radio Tarnak	08	Your opinion matters – talk to the media A free media is important to a free society	<ul style="list-style-type: none"> • Journalist • Civil Society Member 	11
Live Broadcast 15-NOV-13, Repeat Broadcast 16-NOV-13				
Kandahar Radio Killid	09	The importance of gender equality Literacy - we all need it. Education is for all.	<ul style="list-style-type: none"> • Information Section In-Charge, Education Department • High School Student 	4
Hilmand Radio Sabawoon	09	The importance of gender equality Literacy - we all need it. Education is for all.	<ul style="list-style-type: none"> • Education Department Director • Helmand University professor • Social Activist 	5
Uruzgan RTA	07	Appropriate channels of dispute resolution Understanding the role of the judiciary in Afghanistan	<ul style="list-style-type: none"> • Head of Civil Rights, Justice Directorate • Civil Society Head 	4
Zabul Radio Tarnak	09	The importance of gender equality Literacy - we all need it. Education is for all.	<ul style="list-style-type: none"> • Education Department Director • Student 	6
Live Broadcast 22-NOV-13, Repeat Broadcast 23-NOV-13				
Kandahar Radio Killid	10	Good neighbors, how they resolve conflicts Village elders are your advocates	<ul style="list-style-type: none"> • DDA Member • Village Elder 	7
Hilmand Radio Sabawoon	10	Good neighbors, how they resolve conflicts Village elders are your advocates	<ul style="list-style-type: none"> • CDC Head • CDC Member • Civil Society member • Professor 	4

Province and Radio Station	Live Show No.	Radio Drama and Discussion Topics	Panelists (individual's names not reported here for security reasons)	No. of Calls Received
Uruzgan RTA	08	Your opinion matters – talk to the media A free media is important to a free society	<ul style="list-style-type: none"> • RTA Manager • University Professor 	6
Zabul Radio Tarnak	10	Good neighbors, how they resolve conflicts Village elders are your advocates	<ul style="list-style-type: none"> • DDA Member • PRRD Director • Village Elder • Malik 	8
Live Broadcast 29-NOV-13, Repeat Broadcast 30-NOV-13				
Kandahar Radio Killid	11	How do I request assistance from DAIL? Government is there for you-hold them accountable	<ul style="list-style-type: none"> • Kandahar Provincial Council Adviser • DAIL Pasture Manager 	6
Hilmand Radio Sabawoon	11	How do I request assistance from DAIL? Government is there for you-hold them accountable	<ul style="list-style-type: none"> • Bost Rural Council Director • Kulfak Rural Council director • DAIL Programs and Planning Officer 	0
Uruzgan RTA	09	Literacy - we all need it. Education is for all.	<ul style="list-style-type: none"> • Head of Management and Accountancy Institute • University Student 	2
Zabul Radio Tarnak	11	How do I request assistance from DAIL? Government is there for you-hold them accountable	<ul style="list-style-type: none"> • Shura Member • Lecturer 	7
Live Broadcast 06-DEC-13, Repeat Broadcast 07-DEC-13				
Kandahar Radio Killid	12	What can I do to participate in rural development? A cleaner community begins with each of us	<ul style="list-style-type: none"> • DoPH Deputy Director • Community Elder and Deputy of Academic Affairs, KRMC Hospital • Head of Sports, Federation of Kandahar's Youth 	3
Hilmand Radio Sabawoon	12	What can I do to participate in rural development? A cleaner community begins with each of us	<ul style="list-style-type: none"> • Director of Bost CDC • Public Health Worker • Social Activist 	0
Uruzgan RTA	10	Good neighbors, how they resolve conflicts Village elders are your advocates	<ul style="list-style-type: none"> • Village Leader • Malik of Tulane village • DDA member 	1

Province and Radio Station	Live Show No.	Radio Drama and Discussion Topics	Panelists (individual's names not reported here for security reasons)	No. of Calls Received
Zabul Radio Tarnak	12	What can I do to participate in rural development? A cleaner community begins with each of us	<ul style="list-style-type: none"> • Head Of Provincial Hospital Zabul • Community Leader • Youth 	3
Live Broadcast 13-DEC-13, Repeat Broadcast 14-DEC-13				
Kandahar Radio Killid	13	Development begins with a stable society Strong government is important for peaceful society	<ul style="list-style-type: none"> • CDC member • DDA member 	6
Hilmand Radio Sabawoon	13	Development begins with a stable society Strong government is important for peaceful society	<ul style="list-style-type: none"> • PRRD Representative • Bost CDC Member • Bost CDC member 	3
Uruzgan RTA	11	How do I request assistance from DAIL Government is there for you – hold them accountable	<ul style="list-style-type: none"> • DAIL Head • Shura Member 	3
Zabul Radio Tarnak	13	Development begins with a stable society Strong government is important for peaceful society	<ul style="list-style-type: none"> • CDC Chairman, Qalat • Subat Program Beneficiary 	6
Live Broadcast 20-DEC-13, Repeat Broadcast 21-DEC-13				
Uruzgan RTA	12	How the different branches of the government work Shuras – the importance of citizen input	<ul style="list-style-type: none"> • Head of Civil Society of Uruzgan • DoPH Director Uruzgan • Youth L • Health Volunteer 	1
Live Broadcast 20-DEC-13, Repeat Broadcast 21-DEC-13				
Uruzgan RTA	13	Development begins with a stable society Strong government is important for peaceful society	<ul style="list-style-type: none"> • Tirin Kot DDA Head • PRRD Representative • Subat Program Beneficiary 	0

ANNEX F: STATUS TRACKER FOR KEY PROGRAM TASKS

Task	Kandahar							Hilmand					Uruzgan				Zabul			Nimroz			
	Daman	Arghandab	Ghorak	Panjwayi	Shah Wali Kot	Zhari	Kandahar Province	Bost	Garmser	Nad Ali	Nahri Sarraj	Hilmand Province	Tirin Kot	Chora	Dihrawud	Uruzgan Province	Qalat	Shahjoy	Tarnak Wa Jaldak	Zabul Province	Zaranj	Kang	Nimroz Province
Governance and Stability Project Cycle	Program Orientation	✓	✓					✓	✓	○	○		✓	✓	✓		✓	✓	✓		○	○	
	Governance and Stability Community Forums	✓	✓					✓	✓	○	○		✓	✓	○		✓	✓	✓		○	○	
	Governance and Stability Community Forums (Women)		✓					✓					✓				✓						
	District Entities Stability Technical Assistance	○	○					○	○	○	○		○	○	○		○	○	○		○	○	
	Workshop: Grantee Training	○	○					○	○	○	○		○	○	○		○	○	○		○	○	
	Governance and Stability Grant Projects	○	○					○	○	○	○		○	○	○		○	○	○		○	○	
Access to GIROA Services	Workshop: Service Reporting for Provincial Directorates						✓					✓				✓				✓			○
	Service Report Publication: Booklet or Poster						✓					○				○				○			○
	Workshop: Access to GIROA Services for District Entities	✓	✓					✓	○	○		✓	○	○		✓	✓	✓		○	○		
	Service Directorates Contact List Prepared and Distributed	✓	✓					✓	✓	○	○		✓	○	○		✓	✓	✓		○	○	
	District Services Information Fair	○	○					○	○	○	○		○	○	○		○	○	○		○	○	
Publicity, Communications and Outreach	Communications and Outreach Strategy	✓	✓				✓	○	○	○		○	○	○	○	○	○	○	○	○	○	○	○
	Radio Call-in Program "Our Village, Our Hopes"						✓					✓				✓				✓			○
	PRRD Poster Distributed	○	○				○	○	○	○		○	○	○	○	○	○	○	○	○	○	○	○
	Community Theater Performance											○				○				○			
	Radio Drama Broadcast													○				○					
	Workshop: Communications and Outreach	○	○				○	○	○	○		○	○	○	○	○	○	○	○	○	○	○	○
	Radio or TV News and Interviews	○	○				○	○	○	○		○	○	○	○	○	○	○	○	○	○	○	○
District Town Hall Meetings	○	○				○	○	○	○		○	○	○	○	○	○	○	○	○	○	○	○	
Capacity Building Initiative	Capacity Assessment and Report	✓	✓	✓	✓	✓	✓	✓	○	○		✓	✓	✓	✓	✓	✓	✓	✓	✓	○	○	○
	Capacity Building Plan	✓	✓	✓	✓	✓	✓	○	○	○		○	○	○	○	○	○	○	○	○	○	○	○
	Workshop: DDA Skills (various topics)	✓	✓	✓	✓	✓	✓	○	○	○		○	○	○	○	○	○	○	○	○	○	○	○
	Workshop: DGO Skills (various topics)	○	○					○	○	○		○	○	○	○	○	○	○	○	○	○	○	○
	Workshop: Provincial Entities Skills (various topics)						○					○				○				○			○
	PRRD District Social Worker Hired	✓						✓		✓	✓		✓	✓	✓		✓	✓	✓			✓	
Workshop: Training for PRRD District Social Workers	○	○					○	○	○	○		○	○	○		○	○	○		○	○		
M&E	Perception Survey: Baseline	○	○				○	○	○	○		○	○	○		○	○	○	○		○	○	
	Perception Survey: Follow-up	○	○				○	○	○	○		○	○	○		○	○	○	○		○	○	