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LAND REFORM IN AFGHANISTAN (LARA)

QUARTLERLY REPORT (4TH Quarter 2011)
1 July – 30 September 2011



OCTOBER 2011

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Cover Photo: Participants at the first Urban Planning clinic in Jalalabad responded enthusiastically to the challenge of mapping “Who is doing what, where?” in the city (Photo by Gary Hunter)

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The author’s views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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PREFACE

The United States Agency for International Development (USAID) Land Reform in Afghanistan Project (LARA) is managed by Tetra Tech ARD under USAID Contract No. 306-C-00-11-00514-00, with implementation assistance from its partners Tetra Tech DPK, International Land Systems (ILS), Development & Training Services Inc (dTS), and Landesa (formerly the Rural Development Institute). LARA's primary government partners are ARAZI (formerly the Afghan Land Agency), the Ministry of Urban Development Affairs (MUDA), the Independent Directorate of Local Governance (IDLG), as well as the Supreme Court and selected local municipalities.

The purpose of the LARA project is to develop a robust, enduring, and Afghan-owned and-managed land market framework that encourages investment and productivity growth, resolves/mitigates land-based conflict, and builds confidence in government's legitimacy, thereby enhancing stability in Afghan society.

The Project continues USAID/Afghanistan's support for land reform and land rights strengthening that began through the earlier LTERA Project. The LARA Project currently comprises an 18-month Base Period and an 18-month Option Period, with a contract amount of \$41.8 million. This Work Plan, however, contemplates a single project term ending in January 2014.

LARA is designed to contribute to USAID's AO and Afghanistan National Development Strategy. Three influences will help shape LARA's contributions to this Objective: (1) the foundations provided by the former USAID Land Tenure and Economic Restructuring in Afghanistan (LTERA) project that provides a starting point and methods that can be adapted; (2) USAID/Afghanistan management objectives including Afghanization and conflict mitigation; and (3) the following major LARA objectives:

- Improve property rights delivery (land administration and formalization);
- Enable all citizens (women, minorities, and vulnerable populations) to exercise their rights through public information awareness (PIA);
- Strengthen land dispute resolution processes to reduce conflict and promote peace and stability;
- Promote economic development through clear and enforceable property rights, PIA, land rights delivery, and land dispute resolution; and
- Strengthen institutional, policy, and legal reform to secure property rights for Afghan citizens;
- Provide assistance in the cross-cutting areas of gender, training, PIA, and private sector development.

These objectives are supported by four components that provide the over-arching structure for programming activities and tasks in the work plan are as follows:

1. **“Informal Settlements & Formalization”** - Support MUDA, AGCHO, IDLG, and the Municipality of Jalalabad with informal settlements upgrading, formalization, cadastral mapping, laws for urban planning and land use regulation, and training in planning and enforcement (related to SOW Activities 1 & 2).
2. **“Strengthen Land Tenure Security”** - Strengthen tenure security by supporting the Supreme Court and communities with rights formalization and informal dispute resolution (related to SOW Activities 3, 4 & 5).

3. **“Legal Framework”** - Provide limited assistance to ARAZI to identify, manage, lease, and obtain revenue from Afghan government lands and provide targeted technical assistance (related to SOW Activities 6 & 7).
4. **“Capacity Building”** - Build capacity of public (AGCHO, Arazi, IDLG, MUDA, Supreme Court) and private sector service providers to improve and streamline land tenure processes to Afghan private and public sectors (related to SOW Activity 8).

ACRONYMS AND ABBREVIATIONS

AGCHO	Afghan Geodesy and Cartography Head Office
AIMS	Afghanistan Information Management Systems
ALCBO	Afghan Land and Capacity Building Organization
ACCI	Afghanistan Chamber of Commerce and Industries
ALCO	Afghan Land Consulting Organization
AIHRC	Afghanistan Independent Human Right Commission
AO	Assistance Objective
APPF	Afghanistan Public Protection Force
ARAZI	Afghanistan Land Authority
BizCLIR	Business Climate Legal and Intuitional Reform
COP	Chief of Party
CLIR	Commercial Law and Intuitional Reform
CRA	Cooperation for Reconstruction of Afghanistan
DCOP	Deputy Chief of Party
DCEO	Deputy Chief Executive Officer
DFID	United Kingdom’s Department for International Development
EOL	Expression of Interest
GIRoA	Government Islamic Republic of Afghanistan
dTS	Development and Training Services, Inc.
Harakat	Afghan Investment Climate Facility Organization
KURP	Kabul Urban Reconstruction Project
KCI	Kabul City Initiative
IDLG	Independent Directorate of Local Governance
ILS	International Land Systems
LARA	Land Reform in Afghanistan
LLT	LARA Launch Team
LTERA	Land Tenure and Economic Restructuring in Afghanistan
MAIL	Ministry of Agriculture, Irrigation, and Livestock

MCIT	Ministry of Communication and Information Technology
MOU	Memorandum of Understanding
MUDA	Ministry of Urban Development Affairs
NRC	Norwegian Refugee Council
PIA	Public Information Awareness
PSC	Private Security Contractors
SDO	Sanayee Development Organization
SWOT	A type of Analysis Consist of Strengthen, Weakness, Opportunity and Time
SGI	Spectre Group International
SOP	Standard Operating Procedures
SUPPORT	Services Under Program and Project Offices for Results Tracking
TLO	The Liaison Office
USG	United States Government
USAID	United States Agency for International Development
WLRTF	Women Land Rights Task Force

1.0 EXECUTIVE SUMMARY

GENERAL OVERVIEW

The 4th Quarter (Q4) for 2011 saw accelerated Project activities especially in Jalalabad but also in Kabul with a number of workshop/clinics and training activities undertaken.

In Jalalabad, the Informal Settlements Component undertook a series of working “clinics” with local government agencies (MUDA, IDLG, the Jalalabad Municipality and others) to undertake a land use mapping exercise. This was probably the first exercise of its kind undertaken in Jalalabad and was eagerly supported by our government counterparts. The result as a number of key land use maps that will be digitized before being returned to the agencies for their continuing reference.

The BizCLIR Assessment was completed this quarter and there is now a guide for legal reform of the land sector and its institutions. Associated with this work was the development of a number of proposed changes to the *Land Management Law* that are currently under discussion with Arazi. Arazi itself, this quarter, worked closely with our Capacity Building Component to undertake a national departmental training held in Kabul. The training session was a big success with many regional Arazi staff coming to Kabul for their first united and uniform training and land leasing and other land policy related issues. In terms of institutional activities, LARA has commenced an institutional assessment of Arazi, AGCHO, MUDA, IDLG and the Supreme Court insofar as their respective activities touch land administration. In the case of the Arazi assessment, the results will assist not only in guiding LARA technical support but also identifying potential interventions for suggested USAID on-budget support.

Importantly for the establishment of baselines for gender and dispute resolution activities, a Gender and Dispute Resolution Assessment was conducted in two informal settlements in Jalalabad. The data from the Assessment is still being collated but the results will guide dispute resolution and land rights formalization activities in project areas. These key results will be available early in Q1, 2011/2012.

From a project administration perspective, the Project Chief of Party (COP) left the project at the end of August and an Acting Chief of Party from the Tetra Tech ARD Home Office stood in until the replacement COP could start (anticipated around 14 October 2011). Nevertheless, as a result of USAID budget cuts, project activities needed to be reviewed. The result was a number of revised project documents that are currently in the process of review and finalization with USAID. These include:

1. Scope of Work
2. Work Plan
3. Performance Monitoring Plan
4. Communications Strategy
5. Realigned Budget

An overview of component activities is set out below.

OVERVIEW BY COMPONENT

1.1 Informal Settlements & Formalization Component

During this quarter, this component has been particularly active in the field in an effort to build relationships and trust with key counterparts. The team has engaged MUDA/DUDA and Municipal officers, as well as other implementing agencies in different participatory activities, such as:

1. collating and mapping information on the 21 informal settlements within and outside the administrative of the city;
2. mapping recent and on-going projects and activities in Jalalabad;
3. mapping existing land uses;
4. mapping district boundaries.

It appears that none of these activities had ever been undertaken before in Jalalabad and this has attracted much interest in their outcomes.

Digitized maps will be shared with LARA's counterparts as soon as all the information is recorded in ArcGIS. In parallel, a very good relationship is being developed with the AGCHO Department of Cadastre, where the team has started its assessment of the current and future resources they need to do their mandated work.

1.2 Land Tenure Security Component

During this quarter, this component has been managing the Gender and Dispute Resolution Assessment (**G&DR Assessment**). Following the introductions of the overall project and the G&DR Assessment implementer to key provincial and municipal officials in Jalalabad, the data collection and analysis phase was conducted in September. The purpose of the G&DR Assessment is to identify the formal, informal and religious legal and regulatory framework for women's property rights and constraints that impact the implementation and enforcement of those laws and practices. The assessment will also identify the formal and informal land rights conflict resolution practices and mechanisms prevalent in the Municipal Area and the customary practices of the different cultural groups in the settlements. It will identify groups and institutions that share knowledge and capture best lessons and practice. Ninety-one separate interviews with household members, both male and female, and key government and technical informants were conducted as well as 16 focus groups. The extensive data reports for each were then translated into English and along with a Legal Desk Review and Data Summary are to be compiled into an assessment report. This is currently being undertaken by Landesa. The recommendations of the report will be integrated into a Gender Work Plan and a Dispute Resolution Work Plan for the life of the project.

1.3 Legal Framework Component

The LARA legal team completed the final draft of the BizCLIR Assessment on real estate and the associated Land Legislative Priority List. The report provides information about all land related laws, regulations, policies and procedures. The CLIR/BizCLIR Assessment report and the legislative priority list were presented and submitted to USAID and other stakeholders. In addition, LARA developed a Land Legislation Matrix. This matrix seeks to eradicate uncertainty about the enforcement of relevant land legislation and draws a line between existing and repealed legislation.

Following to the BizCLIR Assessment recommendations, LARA's legal team has proposed a number of amendments in the Land Management Law and, in late September, the team shared these proposals with ARAZI. In October, LARA and ARAZI will hold a consultation workshop seeking further comments, suggestions, objections and recommendations from the relevant stakeholders in the Sector.

The LARA team worked closely with ARAZI and supported the National Land Seminar at the Ministry of Agriculture Irrigation and Livestock (MAIL) from September 10-14 in Kabul. The seminar hosted 163 participants from all over Afghanistan. Out of 163 participants, 71 were from Kabul, while the other 92 were from other 30 provinces (Nuristan and Kandahar provinces were not able to send participants). All participants were trained on the ARAZI's newly developed procedures on land settlement, land lease, and

land clearance. Training on gender and land dispute resolution mechanisms were also provided by LARA.

1.4 Capacity Building Component

The Capacity Building team moved forward in Q4 with a number of key planning activities, including near completion of the private sector needs assessment and the private sector training strategy. As these activities are nearly complete, training activities have commenced, covering topics ranging from SPSS statistical analysis and QuickBooks accounting software to inventory and procurement management. The Capacity Building Component's main achievement in the quarter, however, was the successful launching of the Arazi 2nd National Land Seminar (noted above).

1.5 Communications

The Land Reform Communications Strategy was finalized and submitted to USAID. This document covers public information and awareness activities across all project components, and is considered a "living-document" that will evolve as the Project progresses. As part of the strategy, the Communications Team is working closely with ARAZI's communications department, generating outreach materials for the Informal Settlement and Formalization and Land Tenure Security components. At the beginning of the Quarter, Communications took part in a fact-finding mission to Jalalabad, and met with various government officials and a media company to further understand the outreach needs in the city. The Communications Component is also pleased to have hired Sameer Noorzai as the Multimedia Producer.

2.0 PROJECT ACTIVITIES

REPORT YEAR 1, 4TH QUARTER

A detailed report of Project activities for the 4th Quarter of Year 1 is set out below in accordance with the respective Tasks.

2.1 INFORMAL SETTLEMENT & FORMALIZATION COMPONENT

During Q4, the Component accelerated its activities in the field and continued to build upon developing relationships with the relevant government counterparts, in particular, MUDA, AGCHO and the Jalalabad Municipality. Specific details are set out below.

2.1.1 Expand Institutional Support for the Coordination and Management of Land Services

Task 2.1.1.1: Identify institutional stakeholders and implementing agencies in the target Municipality beginning in Jalalabad

A LARA team, that included staff from all components, undertook an important 3-day fact-finding mission to Jalalabad during the quarter. The team met with the Governor and his Deputy and other key officials, plus non-governmental stakeholders such as CHF, RAMP-UP, and UN-HABITAT. The objective was to introduce the LARA Project and discuss land and planning-related issues in the province. As a follow up to LARA's first mission, the component has organized in September two urban planning workshops that involved several institutional counterparts and the other implementing agencies active in Jalalabad.

Task 2.1.1.2: Support appropriate coordinating mechanisms amongst institutional stakeholders.

The component met with the Director of the General Directorate of Municipal Affairs (GDMA), to discuss next steps in Jalalabad which included two participatory mapping workshops, the fielding of two LARA staff members in the Jalalabad Municipality and the scope of the Socio-Economic Survey that will take place in informal settlements in October. The meeting was initiated by the component to ensure the GDMA feels comfortable about its planned activities in Jalalabad despite the lack of a formal agreement between USAID and IDLG. Component staff have since attended the Technical Working Group Meeting "Revenue Enhancement and Economic Development" chaired by the IDLG and attended by representatives of RAMP-UP North, South, East and West. The Director of IDLG called for strong cooperation between all projects to avoid duplication and mentioned that projects should build on past results where possible, citing specifically the work done in the south by UN Habitat in land registration. Coordination and cooperation between LARA and RAMP-UP East will be particularly important in the sphere of fiscal cadastres and legal registration systems.

Task 2.1.1.4: Support Improvements to Selected Technical Offices.

An inspection tour has been conducted of the offices of the engineering, architecture and administration/revenue sections of Jalalabad municipality, plus the proposed office space for the LARA urban planning and engineering staff to be located in the municipality. The inspection focused on the current information technology and office facilities plus the overall state of the work environment.



Figure 1 The archives of the Tax Revenue Department at Jalalabad Municipality (Photo by Gary Hunter)

2.1.2 Provide Urban Planning Technical Assistance

Task 2.1.2.1: Assess Urban Planning Issues

In August, a Scope of Work was prepared for the undertaking of socio-economic surveys in selected informal settlements in Jalalabad. The survey, in parallel with participatory diagnostics involving the same communities, will provide the baseline information to be used in the preparation of area-based upgrading development plans. After having been selected as the successful bidder amongst 14 Afghan and foreign private sector companies, Peace Humanitarian Organization (PHO) recently signed the sub-contract for the survey. Having previously worked in the Nangarhar Province, PHO's management and project staff appear to have developed an excellent relationship with local authorities and community leaders, and a sound understanding of the local socio-economic situations. LARA will make every effort to ensure that all required support is provided to PHO's survey team during their two months field work. An introductory meeting with the local authorities will soon be organized in Jalalabad.

Task 2.1.2.2: Improve GIRoA and Stakeholder Coordination

Numerous meetings have been held with IDLG to discuss inter-institutional coordination mechanisms. The General Director of Municipal Affairs has explained how IDLG is directly involved in providing advisory support for the City Plans being drafted by MoUDA for the five major cities. IDLG is also coordinating with all related governmental institutions in trying to address land dispute issues. An important meeting was also held with H.E. Eng. Pashtun, Senior Urban Development Advisor to the President (and former Minister of Urban Development Affairs in 2003 and 2004-2009) to introduce LARA and its scope of work. The team received a warm welcome and was assured full support in the next stages of the project, particularly in regards to political and technical aspects of city planning, land clarification and dispute resolution. The revival of the Urban Working Group has been discussed with other implementing agencies and will be addressed prior to the Workshop on Upgrading and Formalization.

Task 2.1.2.6: Organize Urban Planning Clinics to improve land use planning processes and outputs.

Two important urban planning workshops were conducted in Jalalabad during the quarter to launch LARA's urban planning activities and develop a working relationship with all stakeholders. The first practical hands-on workshop was designed to provide a platform for the exchange and sharing of information between governmental institutions and implementing agencies that are responsible for urban

planning, city management and investments in Jalalabad. The workshop, hosted by the Municipality, included 21 senior staff from Jalalabad Municipality, DUDA, MUDA, USAID, ISAF, RAMP-UP East and UN-HABITAT. Participants gathered around a series of plotted aerial imagery maps of Jalalabad (the largest measured 5m x 3m) to trace by hand the location of all known projects and activities. Participants responded enthusiastically to the initiative, contributing to the development of a series of illustrated maps of “who is doing what where” in Jalalabad whose hand-drawn inputs will be mapped in ArcGIS in Kabul and finally handed out to all participants. The information included also the boundaries of Community Development Councils (CDCs), and the names of key landmarks and main roads.

In parallel with the workshop, another component team consisting of the Governance and GIS specialists met all heads and deputy heads of districts (*Nahias*) to gather information relevant to their districts, determine the correct administrative boundary positions and locate the informal settlements under their jurisdiction. The team also visited all the informal settlements in each district and identified their boundaries through GPS coordinates. Following these visits, the LARA team was able to produce a number of GIS maps.

A second urban planning initiative, the Land Use Mapping Workshop, was attended by 25 participants from agencies such as Jalalabad Municipality, DUDA, MoUDA, Arazi, USAID, RAMP-UP and AGCHO. The workshop was hosted by the Provincial Urban Development Affairs Department (DUDA) and had the objective of assisting the Jalalabad Municipality and Eastern Regional Urban Development Affairs Department to map the existing land uses in and around the city (uses include residential high density / low density / low income housing; commercial; bazaars; industrial, manufacturing; agricultural; educational; health etc). This mapping activity will contribute to the development of the information base for the drafting of future Land Use Plans developed by MUDA and DUDA.



Figure 2 Participants at the Land Use Mapping Workshop in Jalalabad. (Photo by Gary Hunter)

Task 2.1.2.7: Incorporate Informal Settlements into GIS-Based City Maps and Plans.

Component staff members have interviewed each Head of District (*Nahias*) in Jalalabad to develop a set of facts and indicative statistics on each of the 21 informal settlements they have identified as part of their administrative districts. Already, it would appear that approximately 174,000 people are living in informal settlements within the administrative boundaries of the city, and that the percentages of properties paying their *safayee* tax vary widely - ranging from a low of 3% to a maximum 30%. There is also extremely wide variation in the level of access to facilities in the settlements, such as power and drinking water.

2.1.3 Conduct Upgrading & Formalization Activities in Informal Settlements

Task 2.1.3.2: Organise a Workshop on Upgrading and Formalization

Preparations are underway for the organization of a joint workshop focusing on sharing lessons learned by KURP and UN-HABITAT on urban upgrading and capturing those aspects of formalization and dispute resolution that are at the core of LARA’s project. The workshop is proposed to be hosted by MUDA but sponsored by LARA, and will convene agencies and NGOs that have undertaken informal

settlement upgrading work to help MUDA harmonize the processes and tools used in upgrading informal settlements. It is hoped that Municipal decision-makers from Jalalabad, who may be now reluctant to proceed with settlement formalization, will make precious use of lessons learned and the successes of their colleagues in Kabul.

Task 2.1.3.8: Develop Community Upgrading Plans.

A number of field visits was undertaken by component staff in last couple of months for the purpose of meeting officers from the Municipal Districts that include informal settlements under their jurisdiction and to become familiar with the key issues in these areas. The component is assembling this information.

Task 2.1.3.10: Implement Land Formalization and Upgrading Work

Technical discussions have been held with the AGCHO Department of Cadastre to understand the cadastral survey process in Afghanistan and to discuss the requirement for Presidential approval for any proposed cadastral surveys in Jalalabad. A Scope of Work has been drafted ready to be included in the Request For Proposals for the cadastral survey sub-contract in the next quarter.

Problems & Solutions

Whilst the Component is working well in the development of key counterpart relationships within government, it is meeting some resistance on account of government's request for letters of agreement in order to formalize the working relationship with LARA. To this end, Partner Implementation Letters (PILs) have been drafted and it is understood that these letters will issue from USAID shortly.

Proposed Activities/Events next Quarter

- Conduct Socio-Economic Survey in Jalalabad (October-November 2011)
- Finalize the technical overview of informal settlements in Jalalabad to provide all the information required for the selection of settlements for formalization, planning and upgrading (End of October – Early November)
- Progress urban planning work with the local authorities in Jalalabad, focusing on particular aspects of land use planning and zoning (October-December 2011)
- Conduct preliminary infrastructure assessments of the different informal areas (November 2011)
- Develop a Work Plan with MUDA focusing on joint next steps (October 2011)
- Hold a joint LARA/KURP Workshop on Upgrading and Formalization (proposed for the end of October)
- Issue Request For Proposals for the cadastral survey sub-contract in Jalalabad
- Assist educational institutions in Kabul to prepare and successfully submit grant applications requesting in-kind equipment and facilities support for their surveying, cadastre and GIS educational programs.
- Complete institutional assessments and start to discuss the scope of any proposed technical support with our project counterparts (November 2011)
- Commence institutional and technical assistance to AGCHO

2.2 LAND TENURE SECURITY COMPONENT

During Q4, this Component has been managing the Gender and Dispute Resolution Assessment which was subcontracted to a local partner organization. In addition, the Component also began laying the ground work for the establishment a Women's & Land Rights Task Force that is anticipated to start work in Q1, 2011/2012. Specific details on all activities are set out below.

2.2.2 Evaluate and Reform Inheritance Laws to Support Women's Access to Land

Task 2.2.2.1: Undertake Gender Assessment:

A LARA team, including staff from all components, undertook a 3-day fact-finding mission to Jalalabad during the quarter. The team met with the Governor and his Deputy and other key officials including the Director of the Department of Women's Affairs, plus non-governmental stakeholders such as the Checci Rule of Law (Informal Justice) Project and regional NGOs. The objective was to introduce the LARA Project and discuss land and planning-related issues in the province. As a follow up to LARA's first mission, the component conducted a second visit in August to provide information about the Gender and Dispute Resolution Assessment (**G&DR Assessment**) and to introduce the Education Center for Poor Afghan women (ECW), the organization sub-contracted to conduct the G&DR Assessment in Jalalabad. The recommendations of the G&DRA will be incorporated into Gender and Dispute Resolution work plans for the life of the project. The work plan will identify concrete steps for legal and regulatory reform and advocacy, critical local partners, and a timeline of activities.

The purpose of the G&DR Assessment is to identify the formal, informal and religious legal and regulatory framework for women's property rights and constraints that impact the implementation and enforcement of those laws and practices. The assessment will also identify points of entry for reform and/or interventions which are feasible; local champions, where appropriate, for any recommended interventions, and potential partners or collaborators in follow-on activities. In Q4 the Gender and Dispute Resolution Assessment Framework was finalized by Landesa and the assessment was conducted in two settlements of Jalalabad city, Rig-E-Shahmard Khan and Angor Bagh by the Education Centre for poor Women (ECW). The data collection and analysis phase was completed in the quarter and data reports forwarded to Landesa to complete the assessment report.



Figure 3 Gender and Dispute Resolution Assessment undertaken by LARA's Afghan Subcontractor in Jalalabad

Task 2.2.2.2: Form Women's Land Rights Task Force and Advocacy Coalition

LARA will form a Women's Land Rights Task Force (WLRTF) to monitor the implementation of the Gender Work Plan and advise the project on women's land rights issues and the reform of women's inheritance and land laws. The WLRTF will also serve as the steering committee for the Advocacy Coalition which will design and conduct advocacy programs to promote changes in the inheritance and land laws pertinent to women. The committee will consist of the Chair Person of the Independent Human Rights Commission of Afghanistan, a parliamentarian, a senior religious leader, senior experts in the field

of inheritance law, leaders of NGOs working in the sector, and a provincial representative of the Ministry of Women's Affairs amongst others. Six candidates for the Women's Land Rights Task Force were identified during the quarter, including the Chair and Deputy Chair. The NGOs to serve as candidates for the Advocacy Coalition grant were identified.

Task 2.2.2.3: Evaluate Legislation Affecting Women's Access to Land and Assist with Legal Reforms

A preliminary analysis has indicated that there is inadequate public knowledge about women's inheritance law, little enforcement of the law and many customary practices that significantly constrain women's exercise of the law. A survey of legislation affecting women's access to land, and the extent to which it is enforced by authorities and constrained by customary practice, was incorporated into the G&DR Assessment. The information obtained from the assessment and a comprehensive review and analysis of Shari'a based inheritance law and the articles of the Afghan legal code which pertain to land ownership, leasing and management will be presented to external legal authorities and the WLRTF for review and contribution to the drafting of reforms to the legal code and to its enforcement regulations.

Task 2.2.2.5: Raise Women's Inheritance and Land Rights Awareness

The G&DR Assessment surveyed the level of awareness of women's inheritance and land rights. Preliminary results of the assessment have indicated that there is a low level of awareness of the law and much confusion with customary practice. A public information strategy to raise women's inheritance and land rights awareness was drafted in the quarter and will be finalized and implemented based on the assessment recommendations.

2.2.3 Provide Support for Land Dispute Resolution Focusing on Community and Customary Dispute Resolution Processes and Institutions

Task 2.2.3.1: Develop Rules and Guidelines for Implementing the Law on Dispute Resolution for Shuras and Jirgas:

Meetings and discussions have been conducted in Q4 with the USAID Rule of Law Project in Jalalabad regarding community based dispute resolution best practices and lessons learned. A review of relevant literature including project reports was also initiated. An assessment of the practicality of different models established by NGOs for dispute resolution in different regions of the country was commenced and a survey of customary practices in the Jalalabad area was included in the G&DR Assessment. An analysis of these models in order to determine whether to replicate them current or establish a new model will follow. It is intended that the model will include individuals and institutions representative of the different elements of the community encompassing the formal justice system, provincial council and other relevant local institutions, and civil society while ensuring male and female representation. Rules and guidelines will be developed to orient and train government departments, as well as district and community level institutions, responsible for aspects of land dispute mediation and resolution to administer and apply the rules and guidelines.

Task 2.2.3.3: Conduct CBDR Trainings and Dispute Resolution

The findings of the G&DR Assessment relevant to land dispute resolution will be incorporated into a Dispute Resolution Work Plan. The work plan will document appropriate community based dispute resolution methodologies for the land sector and include concrete recommendations for disseminating CBDR methodologies, critical local partners, and a timeline of activities. It is anticipated that one of the recommendations will be to conduct CBDR trainings of government departments and community level institutions such as district commissions and Shuras and Jirgas. These trainings will be developed and conducted by NGOs experienced in land dispute mediation and resolution. This program will commence in the second quarter of 2012.

Task 2.2.3.4: Expand Awareness of CBDR

A survey of the awareness levels of CBDR was included in the G&DR Assessment. Preliminary results to date have indicated that there is a great deal of confusion about, and suspicion of, the formal methods of land dispute resolutions. It is anticipated the procedural rules to be developed by LARA will be compiled along with evidentiary rules and case processing guidelines for different land case types such as inheritance, land grabbing, and boundary disagreements, into a *Community-Based Dispute Resolution (CBDR) Rules and Guidelines Handbook* for public communication, advocacy, and training. The handbook will include standards and recordkeeping procedures, and will help CBDR bodies better understand the law, when their decisions are binding, when to advise further adjudication, and where and how to seek legal recourse. It will further aid in the preparation of documentation for submission to the courts and in formats consistent with the Afghan Land Information System where evidence will be stored by the judicial system until such a time that the legal framework provides the legal basis to render decisions. The handbook will be disseminated to CBDR bodies and government agencies as part of a public awareness campaign that will comprise roundtables and seminars to be conducted by LARA staff and selected grantees.



Figure 4 Male Householders – Residents of Angor Barg Settlement, Jalalabad, – Gender & Dispute Resolution Assessment Focus Group

Task 2.2.3.5 Strengthen Procedural Rules on CBDR

In Q4 approximately 12 organizations that are experienced in the sector will be identified and in the coming quarter will be invited to submit proposals in response to an RFP for a grant to research and develop the procedural rules.

Problems & Solutions

As noted with the other Components, a lack of PILs has limited the amount of government cooperation with the Component staff. The data collection phase of the G&DR Assessment was completed but the sub-contractor had to rely on their existing relationships with district officials and police to ensure access to the pertinent settlement areas.

Proposed Activities/Events next Quarter

- Gender and Dispute Resolution Work Planning workshops – October 17 & 18, 2011
- Inaugural session of Women’s Land Rights Task Force – October 31, 2011
- Second session of Women’s Land Rights Task Force – November 14, 2011
- Land Rights Awareness grantee orientation – December 4 -6, 2011
- Community Based Dispute Resolution grantee orientation – December 11 – 13, 2011

2.3 LEGAL FRAMEWORK COMPONENT

During Q4, this Component continued with its support for Arazi as well as contributing to the development of a plan for land law reform through the finalization of the BizCLIR Assessment. Proposed amendments to the Land Management Law are currently under discussion between LARA and Arazi. Specific details on all activities during the quarter are set out below.

2.3.1 Provide Tailored Assistance to Arazi on its Operations

Task 2.3.1.1: Develop Consensus on Project Activities through Strategic High-Level Meetings.

This component convened a range of high level strategic meetings with the Ministry of Agriculture, Irrigation, and Livestock (MAIL), the Chief Executive Officer and the Deputy Chief Executive Officer of ARAZI and also with the officials of IDLG, MUDA, AGCHO, Supreme Court, Kabul Municipality, Provincial Governor of Nangarhar, officials of Jalalabad Municipality and provincial manager of ARAZI in Jalalabad and other relevant stakeholders. LARA has developed a good working partnership with ARAZI. As a result, ARAZI has introduced all the key directors to collaborate about the activities with LARA and assure effective and efficient implementation of the project. This joint collaborative work has fostered understanding between ARAZI and LARA.

As noted above, the LARA team (including senior staff from all Components), undertook a 3-day fact-finding mission to Jalalabad in early July. The team met with government officials such as H.E. Governor Gul Agha Sherzai and his Deputy Muhammad Hanif Gardiwal, H.E. Deputy mayor Eng. Hakimuddin, Director of the Department of Urban Development Affairs Eng. Zakhil, Director of Agriculture Eng. Hussain Safi, Manager of ARAZI Haji Yaya Khan, Director of Women Affairs Ms Anisa Imrani, Director of Economy Saeed Qisas Saeedi, as well as non-governmental stakeholders such as Rule of Law Stabilization Informal Program (RLS-I) and Tribal Liaison Office (TLO). The objective was to introduce the LARA Project on a high level to the governmental and nongovernmental stakeholders of the project in Jalalabad province.

LARA also supported a National Land Seminar at the Ministry of Agriculture Irrigation and Livestock (MAIL) from September 10-14 in Kabul. The seminar hosted 163 ARAZI’s staff from all over Afghanistan. Out of 163 participants of the seminar, 71 were from Kabul, while the other 92 were from

30 other Provinces. All participants were trained on the ARAZI's newly developed procedures on land settlement, land leasing, and land clearance. Training on gender and land dispute resolution mechanisms were also provided by LARA.

Task 2.3.1.2: Develop an Information Technology Plan (ITP).

The LARA's Information Technology (IT) expert presented a draft findings and recommendations in respect of the proposed IT Plan. This plan is to work in conjunction with the Systems Analysts currently planned for arrival in country for assessing the use of ILS systems software in Land administration activities across government.

The main purpose of the IT plan was to identify the IT-related needs of the institutions including ARAZI. The key point from the report is that, regardless the institutions, these systems must be integrated through appropriate transfer protocols and permit the updating of information to maintain data integrity. The systems should have the same common platform while each institution will have responsibility for maintaining its own data. The draft report is currently being reviewed and will be formally submitted early in Q1, 2011/2012.

Task 2.3.1.4: Strengthen ARAZI's Institutional Structure and Operational Efficiency

As noted above, the LARA supported and worked closely with ARAZI and launched the National Land Seminar at the Ministry of Agriculture Irrigation and Livestock (MAIL) from September 10-14 in Kabul.

The 5 day-long Seminar covered the following topics:

- Land settlement procedures
- Land dispute resolution procedures
- Land clearance procedures
- Land transfer to public entities
- Land leasing procedure
- Land lease fee structure and procedure
- Land lease duration and purpose
- Land lease contract
- Land dispute resolution
- Overall land legislation in Afghanistan
- Gender related issues

In late September, LARA commenced a comprehensive institutional assessment of ARAZI (and other land services agencies). This assessment will cover technical and non technical departments, units and sections of ARAZI and it will be conducted in Kabul and in Jalalabad office. The main purpose of the assessment is to understand the current status of all ARAZI operations and make recommendations for strengthening and promoting the technical and non technical (administrative) activities of ARAZI. LARA teams are making regular visits from ARAZI and involve the management of ARAZI as well.

Assistance is also being given by the component's Senior Legal Advisor to the leasing office at Arazi as part of the overall institutional assessment of that organization. The leases entered into by Arazi on behalf of the government have generated, allegedly, about 225,000,000 AFA in the last year. The leases are being tracked in a "lease register" set up by Arazi, and eventually will be registered in the official court registry when all the available land has been surveyed. Other meetings have been held by component staff with Arazi to assess the proposed land inventory process which is expected to cover some 8000 sq. km. over the next 10 years for agricultural leasing purposes.



Figure 5 LARA's DCOP (Technical) Presents Certificates to ARAZI staff at the ARAZI National Land Seminar

Task 2.3.1.6: Develop Land Valuation Models for leasing Fee Calculation

With the support of LARA's Valuation and Taxation Specialist, Valentina Solodovnikova, the LARA team invited the senior management of ARAZI for a one day workshop at the LARA compound. The Workshop concerned land valuation processes in practice. As a result of the Workshop, the ARAZI team agreed to provide LARA with more information on their land valuation methodologies. The LARA consultant will work closely with Arazi to develop a methodology for land valuation. Movement forward on this technical aspect of project activities will continue with the return of LARA's consultant in October 2011.

2.3.2 Conduct BizCLIR / CLIR Real Estate Registration and Property Legal Framework Diagnostics to Evaluate Existing and Proposed Legal Framework for Real Estate and Draft Changes to real Estate Legislation as needed

Task 2.3.2.1: Conduct BizCLIR Assessment

LARA's legal consultant, Tom Jersild completed the Business Climate and Institutional Reform "BizCLIR" Assessment (Real Estate) in Q4. He worked with our local subcontractor, Afghan Land Consultancy Organization (ALCO). The two, hosted numerous interviews, meetings, and research activities to compile the existing legal rules and regulations under BizCLIR Assessment framework. This assessment identified land tenure constraints including unclear jurisdictional mandates, a weak legal framework, and legal plurality as contributing to land create tenure insecurity in Afghanistan. In addition to the BizCLIR Assessment, the Consultant also produced a legislative priority list relating to priorities in land-related legislation which was annexed to the Report. After a presentation on the report findings to USAID, the formal report was submitted to USAID.

Task 2.3.2.3: Support Legislative and Regulatory Reforms

Following the BizCLIR Report recommendations of LARA's consultant, LARA's legal team commenced working closely with ARAZI on Land Management Law and all the proposed amendments of ARAZI were evaluated and in addition new amendments suggested by LARA. A Working Group has been

established for fine-tuning and reviewing the proposed legislative amendments of the Land Management Law in accordance with the report. The agreed proposals will be consolidated in October. LARA will then support ARAZI to invite the key stakeholders from Public sector, private sector, civil society, parliament, supreme courts to the Land Management Law ‘Amendment’ consultation event in order to enrich the law as much as possible.

Problems & Solutions

Whilst this Component did not have major problems delaying project activities during Q4, a number of issues of note arose:

- Harakat’s funding for ARAZI’s key directors will stop in December 2011. As result of this most of ARAZI’s senior managers have already resigned from their jobs. This will affect LARA’s operational relations with Arazi. To address this, MAIL has nominated 6 key positions in ARAZI to the Civil Service and Reform Commission for funding through MCP program which partially it would resolve the current problem. But this is only a short-term fix and is unlikely to be sustainable for the longer-term.
- The IT Plan suffered as a result of lack of cooperation with GIROA agencies as a result of a lack of Partner Implementation Letters (PILs). This led to the report having limited information on which to assess relevant GIROA systems. Nevertheless, it is anticipated that PILs will be forthcoming shortly and the work of Systems Analysts will complement the planning already completed.

Proposed Activities/Events next Quarter

Component 3 is planning the following activities for the next quarter:

- Institutional Assessment (Arazi, AGCHO, MUDA, Municipality and Supreme Court: October 2011
- Land Management Law Amendments Consultation Workshop: 25 October 2011.

2.4 CAPACITY BUILDING COMPONENT

Through its Capacity Building Component, LARA supports two initiatives that will provide land service provider support. First, it is strengthening the capacity of land service providers in the areas of organizational development, financial management, procurement, contracting, and reporting to strengthen their business performance and ability to compete for contracts issued by the GIROA and donors. Secondly, LARA is strengthening the technical capacity of land service providers (public and private sectors) to deliver land services in areas of securing property rights and resource governance, land law and policy, geospatial technology, land use planning and valuation, land records management, land dispute resolution, and environmental planning, among other training courses as needed. This component consists of three activities:

1. Provide institutional support and strengthen capacity of land service providers in areas of organization, financial management, procurement, contracting, and reporting;
2. Provide technical support and capacity building in technical services; and
3. Expand institutional support for land management services in Jalalabad.

During Q4, this Component supported training of Arazi staff (through its national training session) and private sector partners (through targeted training session designed to improve their capacity to work independently). Specific details on all activities are set out below.

2.4.1 Provide Institutional Support and Strengthen Capacity of Land Service Providers in Areas of Organization, Financial Management, Procurement, Contracting, and Reporting

Task 2.4.1.1: Undertake Institutional Diagnostic of Selected Service Providers.

Over the course of Q4, LARA's Capacity Building Component finished compiling data from the program's core private sector partners (ALCO, ALCBO, CRA, LandRights, SDO, TLO, and WADAN) and analysed such data to produce a needs assessment. Inputs to the needs assessment included staff and management interviews, SWOT analysis, and input from a needs assessment questionnaire gathered from each private sector partner. Main preliminary findings from the needs assessment included strong need and interest in training in: financial management, including budgeting, forecasting, and control mechanisms; contracting, including negotiation, contract management, and the development of contract and grant templates; and new business development, including scoping, proposal writing, and cost proposal construction.

While the assessment document was still undergoing internal review as of the quarter close date, it should be finalized within the first few weeks of Q1 2012 and sent to USAID for review.

Task 2.4.1.2: Prepare Training Strategy.

Based upon the diagnostic undertaken in the above task, the Capacity Building Component has also drafted a training strategy for LARA's private sector partners. The strategy outlines the types of training to be offered, target organizations and numbers of target participants for each type, duration, evaluation targets, and other relevant information.

As with the diagnostic, the strategy is in draft and undergoing internal review, though it should be finalized and sent to USAID within the first few weeks of October, 2012.

Task 2.4.1.3: Support Institutional Capacity Building of Land Service Providers in the Public and Private Sectors.

While the bulk of capacity building training and support will commence once the training strategy is finalized, the Capacity Building Component has moved forward with organizing training in anticipation of such. The Component is far along in organizing a series of trainings to be delivered in October, on Project Management, QuickBooks accounting software, accounting and financial report generation, inventory management, and procurement. Training in these key business areas were identified by LARA's private sector partners in the needs assessment process, and provision of such will assist the partners to operate efficiently and strengthen their internal controls.

Task 2.4.1.4: Assess Training Quality and Sustainability in Coursework and Application

While the training to be assessed has not yet begun, a template for assessment and evaluation of the capacity building training courses has been developed in collaboration with the LARA Monitoring and Evaluation unit, and will be ready once training commences.

2.4.2 Provide technical support and capacity building in technical services

Task 2.4.2.1: Conduct Needs Assessment of Technical Capacity

A survey of technical needs has been taken of the private sector partners, and such is being incorporated into the training strategy in Task 2.4.1.2. Due to the wide variety of technical service areas offered by the core partners, it is anticipated at this point that, in addition to focused training courses, some of their technical capacity building work will be done through direct contracting with LARA.

At the same time, the Capacity Building Component must address the needs of LARA's institutional partners. Once MOUs are signed with each, the Capacity Building Component will support key technical staff to undertake institutional assessments. Such assessments will result in training and CB strategies to address technical deficiencies and build skills.

Task 2.4.2.2: Conduct Inventory of Existing Training Programs and Materials

At the commencement of the LARA program, it was understood that training programs and materials covering land-related technical services may already be available through existing or recently completed donor-funded projects. The most promising of these was originally thought to be LTERA, the USAID-funded land program preceding LARA. Investigation into such, however, revealed that little training courses or materials are available, either from existing LTERA sources or from previous staff now with other organizations (such as LARA itself and ALCO, the spinoff NGO). The only LTERA-linked findings were two lectures produced by ALCO, one on Cadastral Survey and Mapping, and another on Land Rights and Land Registration.

A separate cache of materials has been gathered from UN-Habitat. These booklets address informal settlement upgrading in Asian countries and have recently been translated into Dari. The booklets are geared toward policy makers, government employees, and those working on urbanization issues, and the Ministry of Urban Development Affairs (MUDA) anticipates using them in training their staff, with LARA support.

Aside from donor and project related resources, however, LARA has identified a number of sources for local expertise and training on legal matters, gender awareness, GIS, and a range of other topics. These include the capacity building areas in task 2.4.1 as well as technical areas. Providers of such include BRAC/Afghanistan, SMART Academy, ABC, AIMS, American University/Kabul, and Silk Road Solutions. Contact was made with each of these training providers to build relationships with LARA, investigate course availability and pricing, and evaluate training facilities so these providers can quickly and easily be utilized down the road.

Task 2.4.2.3: Conduct Technical Short Courses

While the bulk of technical training and support will commence once the training strategy is finalized, the Capacity Building Component has moved forward with organizing and conducting some training in anticipation of such. Examples of private sector training conducted include training in SPSS statistical analysis software to seven private sector counterpart staff in September.

As noted above, Public Sector technical training has also begun. A key training held during the quarter was the significant support provided by the Capacity Building Component to ARAZI's 2nd National Land Seminar, a five day training course for regional and Kabul-based staff on the new land clearance and land lease procedures. LARA staff were keenly involved in all stages of planning the training and provided key inputs to the design and layout of the training, as well as material support including: printed copies of the land procedures, lunch and refreshments, reimbursement for travel and lodging costs, etc. Overall, 163 employees of ARAZI were trained over the course of this seminar.

AS noted above, LARA also held a three day workshop in mapping and land use in Jalalabad, in conjunction with MUDA officials there. Overall, 15 people participated in this workshop, which was facilitated both technically and logistically by the LARA Informal Settlement Upgrading and Capacity Building Components. LARA is also sponsoring the participation of two MUDA staff in a six week long online training course in Sustainable Urban Land Use Planning offered by the World Bank.



Figure 6 GPS Training in Jalalabad with Government Officials (Photo by Gary Hunter)

In July, a short training package was developed titled “An Introduction to hand-held GPS”. It was delivered to 8 NGO staff who subsequently conducted the gender and dispute resolution surveys in Jalalabad. They used the GPS to collect the coordinates of locations of households that were surveyed.

Task 2.4.2.4: Provide Training in Land Dispute Resolution and Facilitation Techniques

See below in Events Next Quarter.

Task 2.4.2.5: Support Survey and Mapping, Cadastral Systems and GIS Instruction at Kabul Educational Institutions

A series of technical visits were made to Kabul University (Faculty of Geo Science), Kabul Polytechnic University (Department of Engineering Geodesy) and the AGCHO Training Institute, to assess their curricula, teaching facilities and equipment. At each institution there was found to be a critical shortage of appropriate facilities and equipment, however, their curricula were all considered to be strong. Priority funding lists (with costs) have been developed for all three educational institutions and the LARA Grants Management Plan will be followed to initiate subsequent in-kind support.

2.4.3 Capacity Building and Training in MUDA, IDLG, AGCHO, and the Selected Municipality for Urban Planning (including Informal Settlement Upgrading), Plan Implementation, Development Control (Enforcement) and Monitoring

Task 2.4.3.1: Institutional and Technical Assistance to AGCHO

Ten technical training courses have been identified as required by staff of the AGCHO Department of Cadastre in the Kabul and Jalalabad offices. The courses are in the areas of information technology and surveying. Potential trainers and the likely costs of these courses are now being investigated and there is also expected to be opportunities for other partner agencies, such as MUDA and Arazi, to participate in some of the courses. In addition, an institutional assessment is being undertaken of AGCHO's capacity in the Department of Cadastre in terms of the current and future resources they need to do their mandated work. A recent technical inspection of their facilities at the Department's head office in Kabul revealed poor archive conditions for their maps and property records, and manual drafting and recording techniques that are ideally suited to modernization.

Task 2.4.3.3: Assess Skill Needs and Train Municipal and MUDA Officials

Two planning professionals were selected from a pool of six applicants identified by MUDA for enrolment on the World Bank Institute 7-week online course "Urban Land Use Planning". The two applicants from MUDA, and one LARA staff member, were then successfully enrolled in the course, which is currently underway.

Task 2.4.3.5: Expand Supply of Planners and Increase Market Flexibility

Component staff attended the final presentation by students of a 2-week course on urban planning and design held at the Faculty of Engineering of the Kabul University. The student presentations were an occasion for the LARA team to meet the teaching staff of the Department of Architecture and the hands-on teaching approach adopted for the occasion.

Problems & Solutions

The Capacity Building Component has not been drastically affected by the overall project scope and Work Plan revisions and has, therefore, moved forward and made significant progress in Q4. The component brought on the remainder of the staff, and is currently fully staffed. Relationships with the private sector partners are strong, and while some significant time was put into activities that were subsequently cut from the Work Plan (such as study tours), other remaining activities are for the most part on track.

One potential issue will involve whether or not the institutional assessments of the GIRoA partners are able to be conducted in the very near term. Such assessments are already behind due to a lack of PILs.

Proposed Activities/Events next Quarter

- Courses for private sector partners concerning Project Management, QuickBooks, accounting and financial report generation, inventory management, and procurement.
- Working with the LARA Community Based Dispute Resolution team, a scope of work will be designed for a local partner to begin delivering such training in LARA's target communities in Jalalabad.
- Internal TOT workshops targeting LARA technical staff who will be involved in training. These courses will serve to teach technical experts tools they can use to make their presentations and workshops more effective.

2.5 COMMUNICATIONS

During Q4, the Communications Team submitted its Communications Strategy and continued to provide support to all other components in terms of the development of PIA and branding responsibilities. Specific details on all activities are set out below.

2.5.1 Ensure Gender Equity Issues are applied Across All Components

Task 2.5.1.1: Integrate Gender into Project Activities

In Q4 an SOW to assess and integrate gender considerations into project activities was developed. The SOW was guided by USAID's conceptual framework for mainstreaming gender as summarized below:

- Including or addressing gender issues for more effective and efficient development.
- Assessing gender issues for both men and women as they relate to existing or proposed programs and projects.
- Identifying and analyzing gender differences and their potential impact on development, and integrating appropriate gender strategies throughout programs and the planning, implementation, monitoring, and evaluation of projects.
- Reporting on the results and impact of USAID programs on gender equity.

The objective of the SOW is to provide guidance and operational input in integrating and mainstreaming gender into the project's overall Work Plan, activities and performance monitoring plan (PMP). A participatory approach will be used to providing technical assistance and capacity building to operational and program staff to integrate gender considerations in to policies, procedures and activities and to understand basic gender concepts and the link between effective gender integration and program outcomes and impacts.

2.5.2 Coordinate Communications & PIA Activities across all Components

Task 2.5.2.1: Develop a Communications Strategic Plan for Project Activities.

LARA has finalized a project-wide communications strategy that, among other things, defines key project messages and methodologies required to implement component and project activities. The focus will be on both a national strategy and also a more in-depth local, community based strategy to get information out to the communities in which LARA works. Over the course of the project, the Public Communications Specialist will work with GIRoA and project partners to update and amend the umbrella strategy as well as the component strategies as required. In the context of specific component strategies, the Communications Strategic Plan will guide component messages so as to target women in particular.

A number of component-based communications strategies are contemplated by the work plan with USAID approval; in particular:

- Improve GIRoA and Stakeholder Coordination under Task 2.1.2.2;

After a fact-finding mission to Jalalabad, which included meetings with relevant Government institutions and stakeholders, activities to coordinate all parties were decided upon and added to the Communications Strategy. There will also be Urban Coordination Meetings which will provide an important platform for all stakeholders to share progress, lessons learned and discuss next steps. LARA will support MUDA to improve its communication and outreach on land and planning issues.

- Assist Municipalities with Property-Based Revenue Collection under Task 2.1.2.8;

Outreach materials will be produced and disseminated in the upcoming Quarter.

- Develop Communication and Community Outreach Strategy under Task 2.1.3.7;

Production of outreach materials began in this Quarter, and implementation will begin in the upcoming Quarter.

- Expand Awareness of New Procedures and Standards under Task 2.2.1.7

The design and method of implementing this activity has been incorporated into the Strategy. Implementation will occur according to the Work Plan.

- Implement Formalization and Upgrading Work under Task 2.1.3.10;

Outreach material production began in this quarter, will continue in the upcoming Quarter to inform and attain buy-in from both Government officials and communities.

- Raise Women's Inheritance and Land Rights Awareness under Task 2.2.2.5;

Under the Communications Strategy and according to the Work Plan, the outreach materials will be produced in the upcoming Quarter and activities will be implemented starting January 2011.

- Develop Rules and Guidelines for Implementing the Law on Dispute Resolution for *Shuras* and *Jirgas* under Task 2.2.3.1;

Under the Communications Strategy, the outreach activities have been agreed upon and will be implemented in the upcoming Quarters.

- Conduct Communications Campaign to Inform Citizens of Legal and Policy Change under Task 2.3.2.4

This activity has been incorporated into the final Communications Strategy and most implementation will begin next Quarter with events and press conferences, along with TV and radio PSAs, roundtables, and printed outreach materials. In this Quarter, the ARAZI institutional needs assessment commenced, which when complete will inform on greatest internal needs and best practices for public outreach. A press event was scheduled at ARAZI, but due to security reasons was postponed and will be reported next Quarter.

- Expand Awareness of CBDR under Task 2.3.3.4.

Under the Communications Strategy, the outreach activities have been planned and will be implemented in the upcoming Quarter.

- Support Transparency and Public Information and Awareness under Task 2.3.3.6;

The Communications Strategy has been finalized and according to the Work Plan implementation of this activity will begin in January 2011

- Support Institutional Capacity Building of Land Service Providers under Task 2.4.1.3.

The Communications Strategy has been finalized and according to the Work Plan implementation of this activity will begin in the next Quarter.

These will be coordinated cohesively across all components. Because of the interrelated nature of the components, LARA will develop a coordinated approach that deals with all project themes and messages.

Problems & Solutions

The Communications Component does not see any problems now that the Strategy is completed. The production and mediums of all outreach activities have been decided, while some changes may take place as we gauge their success.

Proposed Activities/Events next Quarter

*See ANNEX C on page 29 of this Report for the Quarterly Event Planner.

3.0 FINANCIAL

The following figures cover the expenditure incurred from April to June 2011; this includes expenditure by the budget line and the original budget of the contract which yet to be amended with new budget cut.

Contract Number 306-C-00-11-00514-00 - LARA Project							
Budget Line Items	Approved Budget for Base Period	Jul-11	Aug-11	Sep-11	Total Quarter 3	Total Invoiced To Date	% Budget Spent
Salaries and Wages	\$2,480,907	\$136,401	\$147,383	\$170,299	\$454,083	\$815,948	33%
Fringe Benefits	\$739,080	\$30,274	\$23,173	\$27,568	\$81,015	\$189,098	26%
Travel, Transportation and Perdiem	\$1,135,281	\$34,360	\$13,751	\$36,452	\$84,563	\$160,846	14%
Procurement Equipment and Supplies	\$97,415	\$76,586	\$50,363	\$70,740	\$197,688	\$345,810	355%
Communications	\$146,400	\$2,458	\$37,352	\$3,924	\$43,734	\$54,011	37%
Subcontracts/Consultants	\$27,396,385	\$234,219	\$329,356	\$946,840	\$1,510,415	\$1,723,430	6%
Allowances	\$1,642,765	\$43,815	\$57,105	\$53,730	\$154,649	\$272,870	17%
Direct Facilities Costs	\$217,896	\$9,662	\$611	\$2,075	\$12,348	\$13,710	6%
Other Direct Costs	\$3,138,943	\$57,673	\$120,412	\$394,735	\$572,820	\$1,137,858	36%
Security	\$3,009,639		\$0		\$0	\$0	0%
Grants Under Contract	\$8,000,000		\$0		\$0	\$0	0%
Indirect Costs	\$3,008,149	\$104,842	\$125,600	\$181,311	\$411,753	\$744,031	25%
Fixed Fee	\$3,570,900	\$51,119	\$63,355	\$132,134	\$246,609	\$382,022	11%
Total Costs	\$54,583,760	\$781,408	\$968,461	\$2,019,807	\$3,769,676	\$5,839,634	11%

ANNEX A: PERFORMANCE MONITORING AND EVALUATION TABLE

Training Sessions

Training Title	Location	Institutions	Start Date	End Date	Participants		
					Male	Female	Total
Land management Seminar	Kabul	ARAZI	10 Sep	14 Sep	157	6	163
SPSS (Statistical Training for Social Science) training	Kabul, SMART Compound	Private Sector (CRA, SDO)	11 Sep	25 Sep	7	0	7
Land Planning and Learning Online Course	World Bank Institute E-learning	MUDA	1 Sept	19 Oct	2	0	2
Total					166	6	172

LARA Workshops:

Workshop/Discussion Group Title	Location	Institutions	Start Date	End Date	Participants		
					Male	Female	Total
Land use mapping workshop	Jalalabad	MUDA	27 Sep	29 Sep	19	1	20
Planning Clinic	Jalalabad	Municipality	13 Sep	14 Sep	21	0	21
Total					40	1	41

PMP Matrix

Result Area	Indicator No.	Performance Indicator	Baseline	Target (December 2011)	Progress		
					This Period	Previous Period	Cumulative
Improved land tenure security in Afghanistan	1	% of surveyed Afghan community members that report satisfied land tenure security in targeted communities	TBD	0	0	0	0

Result Area	Indicator No.	Performance Indicator	Baseline	Target (December 2011)	Progress		
					This Period	Previous Period	Cumulative
IR 1. Management of government-owned property improved	1.0.1	Revenues to GIROA from leases of government land [% increased]	US\$ 4.86m ¹	0	0	0	0
	1.0.2	# of policy and procedural reforms improving revenue collection capabilities	TBD	N/A	0	0	0
Sub-IR 1.1 Institutional Capacity of ARAZI enhanced	1.1.1	Milestone Index based on a competency framework for ARAZI to fulfill its mandate, based on negotiated phased performance standards (milestone index are to be determined, and number of milestones is to be assessed during the baseline survey)	N/A (The frame work will be decided after the ARAZI institutional assessment)	30%	0	0	0
	1.1.2	Service delivery management and monitoring systems established and operational	N/A (no such system is in place)	N/A	0	0	0
Sub-IR 1.2 Land dispute resolution mechanisms between MAIL and private individuals/businesses augmented	1.2.1	Government/private land dispute mechanism developed and refined for implementation of Decree 638	Not existing	N/A	0	0	0
	1.2.2	# of training courses provided to Government and private sector on use of land dispute mechanism	0	4	1	0	1
	1.2.3	% of private sector indicating satisfaction with the dispute mechanism	N/A	N/A	0	0	0
IR 2. Municipal land management and planning capacity strengthened	2.0.1	# of properties paying Sanitation/Property tax revenues at the municipal level for targeted communities increased	TBD (Checking Municipal records once LARA work plan is approved)	N/A	0	0	0
	2.0.2	# of properties registered/recorded with municipal registration offices		N/A	0	0	0
Sub-IR 2.1 Core urban planning and	2.1.1	# of persons trained observed to be using skills gained through training	0	100	0	0	0

¹ ARAZI report to MAIL minister about their annual revenue

Result Area	Indicator No.	Performance Indicator	Baseline	Target (December 2011)	Progress		
					This Period	Previous Period	Cumulative
management skills of key municipal property stakeholders strengthened	2.1.2	# Persons trained in key technical land management skills	0	125	165	0	165
	2.1.3	# of urban development guidelines approved	TBD	0	0	0	0
Sub-IR 2.2 Urban formalization and upgrading procedures for informal settlements established and implemented	2.2.1	# of Community Upgrade Development Plans approved.	0	0	0	0	0
	2.2.2	# of informal settlements upgraded	0	0	0	0	0
	2.2.3	Urban Coordination Group re-established and functioning	Existing but non functional	Yes	0	0	0
Sub-IR 2.3 Private Sector Management of key land management areas enhanced	2.3.1	# of private sector firms receiving institutional capacity building training (related to business functions)	0	4	2	6	8
	2.3.2	# of private sector firms/public institutions receiving capacity training in land reform-related programs (technical)	0	4	2	0	2
	2.3.3	# of private sector/public sector employees trained in GIS and Land Records for formalization support activities	0	20	0	0	0
	2.3.4	# of private sector firms with Business Plans	0	2	0	0	0
	2.3.5	# of private sector firms bidding on donor-funded requests for application	0	2	0	0	0
	2.3.6	# of people employed by private sector partners as a result of project activities	0	10% above baseline	0	0	0
Sub-IR 2.4 Essential Urban planning legislation and regulations identified, revised and adopted	2.4.1	Land Management Law improvements agreed and drafted by Government (BizCLIR)	Contradiction and gaps in the land management law	YES	0	0	0

Result Area	Indicator No.	Performance Indicator	Baseline	Target (December 2011)	Progress		
					This Period	Previous Period	Cumulative
IR 3. Legal and procedural environment for Afghan land issues, especially for women, improved	3.0.1	% increase of surveyed Afghans that report satisfactory land service delivery by the makhzan	TBD (Socio-economic survey)	0	0	0	0
	3.0.2	% increase of surveyed Afghans that report satisfactory service delivery by Municipality	TBD(Socio-economic survey)	0	0	0	0
	3.0.3	% increase in women's inclusion in new deed registrations and leases/Occupancy Certificates	TBD(Check Makhzan records)	0	0	0	0
Sub-IR 3.1 Land registration and record-keeping systems streamlined	3.1.1	Reduction in average time in days from submission of paperwork to issuance of registration/certification documents related to private land and property rights	250 ²	60	0	0	0
	3.1.2	Reduction in number of land transaction steps from the LRMD implemented to streamline operations	9 ³	9	0	0	0
Sub-IR 3.2 Inheritance laws reviewed and revised to support women's access to land	3.2.1	# of proposed improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance	0	0	0	0	0
Sub-IR 3.3 Awareness of Afghan property rights and formal transactions processes improved	3.3.1	# of public information campaigns/ messages promoting women's rights to land	0	3	0	0	0
	3.3.2	# of public information campaigns targeting Afghan property rights and procedures	0	3	0	0	0
	3.3.3	% of public in targeted areas aware of public information messages	0	20%	0	0	0

² Measures are based on the World Bank's Doing Business Registering Property Indicator

³ Measures are based on the World Bank's Doing Business Registering Property Indicator

Result Area	Indicator No.	Performance Indicator	Baseline	Target (December 2011)	Progress		
					This Period	Previous Period	Cumulative
AID Effectiveness	AE2	# of Afghan Personnel Employed	N/A	NA	20	26	48
	AE4	# of American Personnel Employed	N/A	NA	6	6	14
	AE6	# of Local Firms Under Sub-Contract	N/A	NA	1	5	6
	AE8	# of TCN Personnel Employed	N/A	NA	6	9	17
	AE9	\$ Value of Local Procurements (sub-contracts, goods, services)	N/A	NA	\$ 333,211.85	\$64,923	\$ 398,134.85
	AE10	\$ Value of Non Local Procurements (sub-contracts, goods, services)	N/A	NA	\$ 1,449,159.40	\$237,165.90	\$ 1,687,973.40
	AE12	# of Afghan personnel employed providing security functions	N/A	NA	7	36	43
	AE13	# of American personnel employed providing security functions	N/A	NA	0	1	1
	AE14	# of TCN personnel employed providing security functions	N/A	NA	0	2	2

ANNEX B: ACTIVITIES REPORT

Work Plan Number	Activity Name	% Completed	Detail Progress
COMPONENT 1: INFORMAL SETTLEMENT & FORMALIZATION COMPONENT			
2.1.1	Expand Institutional Support for the Coordination and Management of Land Services		
2.1.1.1	Identify institutional stakeholders and implementing agencies in the target Municipality beginning in Jalalabad with potential for up to two other locations	90%	After a first introductory mission to Jalalabad, the team has developed excellent relationships with each of the key institutions, in particular with the Municipality, MUDA/DUDA, AGCHO and ARAZI. Two planning workshops have provided the ideal occasions for the team to work closely with the technical staff of these institutions, as well as with representatives of RAMP-UP, UN-HABITAT and UNDP/ASGP. In parallel, the team has been actively engaging the City Planning Department in MUDA in Kabul, by involving two of its young engineers in the workshops organized in Jalalabad.
2.1.1.2	Support appropriate coordinating mechanisms amongst institutional stakeholders	20%	LARA has been invited to attend the Technical Working Group Meeting established by IDLG/GDMA with the aim of coordinating the work of implementing agencies such as RAMP-UP. The team has already assessed the interest of sister projects and other stakeholders to revive the Urban Working Group that was chaired until a couple of years ago by MUDA. It is expected that participants to the Upgrading & Formalization Workshop will invoking this coordination platform once again. LARA will provide logistical support to MUDA until it is fully operational again.
2.1.1.3	Task number not active		
2.1.1.4	Support Improvements to Selected Technical Offices	5%	Bearing in mind that the full office refurbishments that were envisaged under the previous Work Plan will not be undertaken due to budget cuts, physical assessments are in progress (AGCHO, MUDA, Municipality, ARAZI) to verify what technical support can be provided for selected spaces and functions. The team is also considering realistic options for the establishment of a small LARA office in the Jalalabad Municipality.

Work Plan Number	Activity Name	% Completed	Detail Progress
2.1.2	Provide Urban Planning Technical Assistance in Areas such as Urban Policy Recommendations, Plan Development and Improvements to Planning Processes, Informal Settlements Upgrading, Urban Information Systems, Review and Recommend Improvements to Land Use Regulations and the Legal Urban Planning Framework		
2.1.2.1	Assess Urban Planning Issues	35%	<p>With its first two participatory mapping workshops and ensuing discussions, the urban planning team has already been able to assess many of the urban issues that are shaping current city planning processes. A more in depth clarification of these issues will be the focus of the next series of workshops in Jalalabad, which will address concerns related to environmental hazards, zoning control, infrastructural limitations, WATSAN etc</p> <p>The Sub-Contract for the Socio-Economic & Housing Baseline Survey has been signed with Peace Humanitarian Organization (PHO). Their field work will start in a couple of weeks' time.</p>
2.1.2.2	Improve GIRoA and Stakeholder Coordination	5%	<p>Following IDLG/GDMA's specific request, LARA has submitted its first Monthly Report to IDLG. The Upgrading and Formalization team has also been invited to attend their Technical Working Group Meeting which meets on a monthly basis with RAMP-UP.</p>
2.1.2.3	Draft Joint Urban Planning Procedures	5%	<p>Following the positive involvement of two young engineers from MUDA's City Planning Department (Kabul) in the above-mentioned mapping workshops, the responsible for the drafting of city plans for Jalalabad has invited LARA's urban planning team to discuss next steps with the aim of defining a joint planning process. This consultation, which will also avail itself of the Manual drafted in 2009 by ICMA, will provide the basis for developing urban planning procedures that might be adopted by MUDA.</p>
2.1.2.4	Organize Legal Clinics aimed at reviewing land-related and urban planning legislation	0%	<p>Will be undertaken after completion of assessments.</p>
2.1.2.5	Draft Urban Development Guidelines	0%	
2.1.2.6	Organize Urban Planning Clinics to improve land use planning processes and outputs	15%	<p>The team has successfully organized two mapping 1. On-going and recent projects and activities in Jalalabad, and 2. Existing Land Uses)</p>

Work Plan Number	Activity Name	% Completed	Detail Progress
2.1.2.7	Incorporate Informal Settlements into GIS-Based City Maps and Plans	10%	A color-coded map of the informal settlements, which distinguishes their land ownership status, has been prepared in consultation with the local authorities. The digitization of land uses is on-going.
2.1.2.8	Assist Municipalities with Property-Based Revenue Collection	0%	IDLG/GDMA has insisted that all projects adopt consistent systems and procedures. The foundations for future coordination and collaboration have already been established between LARA and RAMP-UP, particularly with regards to the improvement of the municipal revenue base.
2.1.3	Conduct Upgrading and Formalization Activities in Informal Settlements including Defining Criteria for Selecting Informal Settlements for Upgrading, Upgrading Strategies and Plans, and Recording Properties in Informal Settlements		
2.1.3.1	Assist MUDA to Develop Criteria for Informal Settlements Upgrading	75%	On the basis of the data that its team is collecting from the field, LARA is in the process of developing a set of criteria that include land issues, as well as ownership and zoning status.
2.1.3.2	Conduct a Workshop on Upgrading and Formalization	40%	The purpose of the Workshop has been discussed at length with the Manager of KURP. Consequently, a list of invitees and a tentative agenda have been drafted. This will be discussed further with MUDA's Minister once the Letters of Agreement have been drafted.
2.1.3.3	Develop Handbook to Guide Upgrading Work	5%	The team has discussed upgrading guidelines with KURP staff.
2.1.3.4	Select Informal Settlements	35%	The baseline information is being collated and mapped
2.1.3.5	Conduct Legal and Procedural Training for MUDA and Stakeholders	0%	To be undertaken in 2012
2.1.3.6	Task number not active		
2.1.3.7	Develop Communication and Community Outreach Strategy	85%	A Communication and community Outreach Strategy has been drafted and will be discussed and reviewed with key counterparts.
2.1.3.8	Develop Community Upgrading	0%	To be completed in early 2012

Work Plan Number	Activity Name	% Completed	Detail Progress
	Plans		
2.1.3.9	Issue Competitive Tenders for Upgrading Projects	0%	To be issued by April 2012
2.1.3.10	Implement Land Formalization and Upgrading Work	1%	Proposed Work Plan start date is December 2011. SOW for cadastral surveying sub-contract in Jalalabad drafted.
COMPONENT 2: LAND TENURE SECURITY COMPONENT			
2.2.1	Evaluate Land Registration System, Design Improvements, Build Capacity, and Speed Automation of Land Records		
2.2.1.1	Assess Supreme Courts Land Registration System	0%	TBS
2.2.1.2	Support Legal Recognition of Customary Deeds	0%	TBS
2.2.1.3	Support Digitalization of Title Deeds and/or other Documentary Evidence of Land Rights	0%	TBS
2.2.1.4	Streamline and Automate Land Records	0%	TBS
2.2.1.5	Develop SOPs and Service Delivery Standards	0%	TBS
2.2.1.6	Conduct Training Programs	0%	TBS
2.2.1.7	Expand Awareness of New Procedures and Standards	0%	TBS
2.2.2	Evaluate and Reform Inheritance Laws to Support Women's Access to Land		
2.2.2.1	Undertake Gender Assessment	75%	The Gender & Dispute Resolution Assessment (G&DRA) Framework was completed and the assessment was conducted in two settlements, Rig-E-Shahmard Khan and Angor Bagh, of Jalalabad. The data collection and analysis phase is completed.

Work Plan Number	Activity Name	% Completed	Detail Progress
2.2.2.2	Form Women's Land Rights Task Force & Advocacy Coalition	50%	Six candidates for the Women's Land Rights Task Force were identified and vetted during the quarter, including the Chair and Deputy Chair. The NGO to serve as the Advocacy Coalition was identified.
2.2.2.3	Evaluate Legislation Affecting Women's Access to Land and Assist with Legal Reforms	25%	A survey of legislation affecting women's access to land, and the extent to which it is enforced by authorities and constrained by customary practice, was incorporated into the G&DRA.
2.2.2.4	Task Number Not Active		
2.2.2.5	Raise Women's Inheritance and Land Rights Awareness	25%	The G&DRA surveyed the level of awareness of women's inheritance and land rights. A public information strategy to raise women's inheritance and land rights awareness was drafted.
2.2.3	Provide Support for Land Dispute Resolution Focusing on Community and Customary Dispute Resolution Processes and Institutions		
2.2.3.1	Develop Rules and Guidelines for Implementing the Law on Dispute Resolution for <i>Shuras</i> and <i>Jirgas</i>	25%	A survey of the utilization of community based dispute resolution (CBDR) and customary practices was incorporated into the G&DRA.
2.2.3.2	Task Number Not Active		
2.2.3.3	Conduct CBDR Trainings and Conflict Resolution	0%	TBS in next quarter.
2.2.3.4	Expand Awareness of CBDR	0%	A survey of the awareness levels of CBDR was included in the G&DRA.
2.2.3.5	Strengthen Procedural Rules on CBDR	25%	A preliminary review of CBDR procedural rules was conducted.
2.2.3.6	Monitor CBDR practices for lessons learned, best practices and potential replication	25%	Desk review of Rule of Law (Informal Justice) and other relevant project reports / literature conducted.
COMPONENT 3: LEGAL FRAMEWORK COMPONENT			
2.3.1	Provide Tailored Technical Assistance to ARAZI on Its Operations		

Work Plan Number	Activity Name	% Completed	Detail Progress
2.3.1.1	Develop Consensus on Project Activities through Strategic High-Level Meetings	80%	Number of high level meetings hosted with MAIL, ARAZI, IDLG, AGCHO, Cadastral office and the other respective counterparts. Consensuses have been reached on the project activities, timeline, process and procedure for LARA activity implementation, but still PILs will strengthen the cooperation between LARA and counterparts.
2.3.1.2	Develop an Information Technology Plan (ITP).	95%	The LARA's Information Technology (IT) consultant completed the assessment and presented a power point presentation to the LARA management. LARA will consider the recommendations in accordance to the anticipated approve work plan of LARA in near future.
2.3.1.3	Configure ALRMIS	0%	This activity will take place after the Institutional Assessment.
2.3.1.4	Strengthen ARAZI's Institutional Structure and Operational Efficiency	10%	LARA has commenced Institutional Assessment of ARAZI to identify all technical and non technical shortcomings and gaps and it will be completed early next quarter.
2.3.1.5	Improve Methodologies to Inventory and Classify State-Owned Land	0	
2.3.1.6	Develop Land Valuation Models for Leasing Fee Calculations	5%	LARA has recently hired a short term consultant for this activity and convened several meetings with ARAZI and the consultant collected information about land valuation processes and current practices. LARA consultant will work closely with the team to develop a methodology with various approaches for land valuation.
2.3.1.7	Conceptualize the Afghan Land Information System (AfLIS)	0	
2.3.2	Conduct BizCLIR/CLIR Real Estate Registration and Real Property Legal Framework Diagnostics to Evaluate Existing and Proposed Legal Framework for Real Estate and Draft Changes to Real Estate Legislation as Needed		
2.3.2.1	Conduct BizCLIR Assessment	100%	The LARA legal team completed the final draft of the BizCLIR report and the associated Land Legislative Priority List. The report provides information about all land related laws, regulations, policies and procedures. Finally, the CLIR/BizCLIR Assessment report and the Land Legislative Priority List and the legislative matrix were presented and submitted to USAID.

Work Plan Number	Activity Name	% Completed	Detail Progress
2.3.2.2	Commission Policy Reviews and Field Investigations	0%	
2.3.2.3	Support Legislative and Regulatory Reforms	40%	Following to the BizCLIR Report recommendations, LARA's legal team commenced working on the amendments processes of the Land Management Law with ARAZI. The legal team has proposed certain new amendments in to the Law and it will be discussed with ARAZI in detail. Nevertheless, in October, LARA would like to hold a consultation workshop together with ARAZI about the amendments of the Land Management Law.
2.3.2.4	Conduct Communications Campaign to Inform Citizens of Legal and Policy Change	10%	
2.3.2.5	Establish Baselines and Conduct Assessments of Knowledge Attitudes and Practices (KAPs)	0%	
2.3.3	Assist ARAZI to Develop Models for Resolving Land Disputes between MAIL and Private Individuals/Businesses; Further Support Implementation of Decree 638 on the Independent Board for the Restitution of Illegally Occupied Properties		
2.3.3.1	Assist with Design of Land Dispute Resolution Procedures	0%	
2.3.3.2	Evaluate AMLAK Dispute Case Management Systems and Assist with New Procedures	0%	
2.3.3.3	Support Integration of AMLAK Data and Case Management	0%	
2.3.3.4	Support the Design of a Land Dispute Case Management System	0%	
COMPONENT 4: CAPACITY BUILDING COMPONENT			

Work Plan Number	Activity Name	% Completed	Detail Progress
2.4.1	Provide Institutional Support and Strengthen Capacity of Land Service Providers in Areas of Organization, Financial Management, Procurement, Contracting, and Reporting		
2.4.1.1	Undertake Institutional Diagnostic of Selected Service Providers. Task completed	90%	Diagnostic is drafted and under internal review
2.4.1.2	Prepare Training Strategy	90%	Strategy is drafted and under internal review
2.4.1.3	Support Institutional Capacity Building of Land Service Providers	10%	Capacity building training courses have been planned and organized, and they are commencing in early October.
2.4.1.4	Assess Training Quality and Sustainability in Coursework and Application	10%	A tool has been developed for assessment of training quality and efficacy, and it will be utilized as soon as training commences.
2.4.2	Provide Technical Support and Capacity Building in Technical Services		
2.4.2.1	Conduct Needs Assessment of Technical Capacity Building	50%	The diagnostic of the private sector has been drafted and is under internal review. Assessments of LARA's institutional partners have not yet begun, due to a lack of institutional agreements.
2.4.2.2	Conduct Inventory of Existing Training Programs and Materials	100%	Inventory has been conducted
2.4.2.3	Conduct Technical Short Courses	20%	A number of technical short courses have been facilitated by LARA for public and private land service providers in Kabul and Jalalabad such as : Land clearance& land lease for ARAZI , Mapping & land uses for MUDA, GIS for AGCHO , and Statistical Package for Social Science (SPSS) software for SDO and CRA
2.4.2.4	Provide Training in Land Dispute Resolution and Facilitation Techniques	0%	This activity is still in the planning stage.
2.4.2.5	Support Survey and Mapping, Cadastral Systems, and GIS Instruction at Kabul Educational	40%	Visits to the Institutions have been made and funding lists are undergoing internal review.

Work Plan Number	Activity Name	% Completed	Detail Progress
	Institutions		
GENDER & COMMUNICATIONS			
2.5.1	Ensure Gender Equity Issues are applied Across All Components		
	Integrate gender into project activities	25%	An SOW to assess and integrate gender considerations into project activities was finalized.
2.5.2	Coordinate Communications and PIA Strategies across All Components		
2.5.2.1	Develop a Communications Strategic Plan for Project Activities		

ANNEX C: EVENTS CALENDAR

USAID Land Reform in Afghanistan (LARA) Summary Events Plan Oct- Dec 2011				
	Week 1	Week 2	Week 3	Week 4
October		<p>8-14 October (Kabul): Professional QuickBooks Training with LARA supporting 5 private sector partners in training</p> <p>9-11 October (Kabul): Project Management Training with LARA supporting 2 private sector partners in training</p>	<p>17- 18 October (Kabul): Gender and Dispute Resolution Work Planning workshops- no participation required</p> <p>22 October- 3 November (Kabul): Accounting Report Generation, Budgeting, Procurement and Inventory Management Training with LARA supporting 15 private sector partners in training</p> <p>24-25 October (Kabul): Consultation Session on the Amendment of Land Management Law for ARAZI. Will require banners/branding but no presence.</p> <p>26 October (Kabul): Press Conference on ARAZI's successes at MAIL. The Minister and USAID are requested to speak</p>	<p>TBD Late October (Jalalabad): PHO begins field surveys, C2 conducts institutional needs assessments of Municipality and DUDA, and Dr. Gary Hunter will give an "Intro to GPS" short course.</p> <p>**31 October (Kabul): Inaugural session of the Women's Land Rights Task Force which will include the chair of AIHRC, an MP, a Provincial Rep from MoWA and other high-level members. A press release is warranted, but TBD on the rest due to sensitivities.</p>

**USAID Land Reform in Afghanistan (LARA)
Summary Events Plan Oct- Dec 2011**

	Week 1	Week 2	Week 3	Week 4
November	Date TBD (Kabul): Upgrading & Formalization Workshop (formerly “Harmonization Workshop”) at MUDA. Event date pending letter of agreement from USAID.		14 November (Kabul): 2nd session of Women’s Land Task Force- no participation required	
December	4- 6 December (Kabul): Land Rights Awareness grantee orientation- no participation required		11-13 December (Kabul): Community Based Dispute Resolution grantee orientation- no participation required 14 December (Kabul): 3rd session of Women’s Rights Task Force- no participation required	

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