

PD-ABK-229

92561

DEMOCRATIC PLURALISM INITIATIVE

COOPERATIVE AGREEMENT

306-0211-A-00-0997

Final Narrative Report

THE ASIA FOUNDATION

I BASIC PROJECT DATA:

Project title: Democratic Pluralism Initiative (DPI)
Grant number: 306-0211-A-00-0997
PIO/T number: 306-0211-3-30009 A.3
Appropriation number: 72-113/41037
Budget plan code: HE53-93-27306-KG13

Date of authorization: August 5, 1990
Date of original agreement: August 5, 1990

Amount authorized: \$1,454,070
Amount obligated: \$1,454,070
Amount disbursed: \$1,402,364*

Original and revised PACD: June 30, 1994

Grantee's authorized representative: Erik G. Jensen
Implementing agencies: The Asia Foundation

* Estimated amount disbursed pending submission of Preliminary Final Financial Report.

II PROJECT OBJECTIVES:

The goal of this project, launched under a Cooperative Agreement with USAID, was to promote democratic pluralism among Afghans by making a series of sub-grants on behalf of the A.I.D. Representative for Afghan Affairs (O/AID/Rep). All sub-grants implemented under this cooperative agreement, directly or indirectly, addressed one or more of the following objectives:

- 1) Enhancing the means for conflict resolution and the protection of human rights through strengthening of associations that bridge geographic, ethnic, religious, gender, and linguistic differences among Afghans.
- 2) Promotion of broad participation in the decision-making process by strengthening non-governmental organizations and professional associations and encouraging the development of viable private enterprise.
- 3) Development of effective systems of governance through training in public administration, computer science, medicine, financial management, foreign service, and comparative law.

III PROJECT COMPONENTS AND ACCOMPLISHMENTS:

From August 4, 1990 to April 30, 1994, The Asia Foundation implemented the USAID Democratic Pluralism Initiative (DPI) Cooperative Agreement for Afghanistan. The Foundation identified and implemented activities under the Cooperative Agreement which contributed to promoting democratic pluralism among Afghans. Prior to implementation, proposals for each sub-grant initiated by the Foundation under the DPI Cooperative Agreement were reviewed and approved by USAID.

In the absence of formal social and political institutions in Afghanistan, the Foundation implemented project activities by working with private and voluntary organization and professional associations. The activities implemented under the DPI Cooperative Agreement have contributed to promoting democratic pluralism among the Afghans. If relative peace and stability can be achieved in Afghanistan, the activities will contribute to strengthening Afghan's democratic governance, to promoting the development of a free and responsible press, and to enhancing the protection of human rights. In most cases, activities surpassed their project targets. The following is a brief review of each sub-grant and their accomplishments during the Cooperative Agreement period.

1) Muslim Sisters' Organization of Afghanistan (\$209,662):

Since its inception in 1984, the Muslim Sisters' Organization of Afghanistan (MSOA) has established 61 primary and secondary schools, a high school, and a University for Afghan women. With a total annual enrolment of over 17,000 students, schools managed by MSOA provide displaced Afghans with an opportunity to continue their formal education in Pakistan,

Iran, and Afghanistan. In addition, the schools provide vocational training to meet the need for adult education within the Afghan community. It is expected that MOSA's contribution to maintaining continuity in the Afghan educational system should enable its leadership to assist in the restoration of a formal school system once peace returns to Afghanistan.

Support for MOSA by the Foundation under the DPI Cooperative Agreement focused on the higher educational needs of Afghan women. Institutional assistance to the Ummahat al Momineen Women's University has provided 849 Afghan women the opportunity to pursue advanced degrees in medicine, science, literature, computer science, and education. In traditional Afghan society, education for women is conducted in separate women's schools staffed by female professors and similarly, health care for women is segregated by gender. However, with less than a 4% literacy rate among Afghan women there has been a shortage of qualified women to staff educational and health facilities. Therefore, to promote the long-term advancement of women in Afghanistan, access to higher education will enable them to contribute effectively to the reconstruction of Afghanistan's political, economic, and social institutions.

Institutional support provided under the Cooperative Agreement included the provision of rented school facilities, salaries for university faculty, and transportation costs. The financial support enabled the university to expand enrollment up to 550 students per year and retain 40 faculty members. Under the DPI Cooperative Agreement the Foundation provided the services of an American consultant who assisted the University to strengthen the English language program.

With financial support under this project, MSOA made considerable progress towards contribution to the achievement of DPI objectives by providing educational opportunities for the Afghan women to pursue higher education. It has also enabled university teachers to continue making a contribution to educating the next generation of Afghan professional women. The Ummahat al Momineen Women's University provided higher educational training opportunities for 849 female students compared to the target of 500 students as originally proposed to USAID.

In addition to funding provided under the DPI Cooperative Agreement, private Afghan and international donors contributed \$40,000 a year to the University. Books have been donated to the library by The Asia Foundation's Books for Asia program and the Human Rights in Afghanistan Committee based in Chicago. The Norwegian Committee for Afghanistan, the Swedish Committee, and International Rescue Committee have provided laboratory equipment for training in the sciences.

2) Writers Union of Free Afghanistan (\$85,542):

In 1985, the Writers Union of Free Afghanistan (WUFA) was established to provide a non-partisan forum for intellectuals and scholars who had fled Afghanistan to examine and disseminate information on the social, political, and economic impact of the war in Afghanistan. Two publications, the *WUFA Journal* published in English and the *Khpalwaki* published in Pushtu, have played a significant role in promoting communication among Afghans throughout the world and increased international understanding of the impact Soviet intervention and

factional fighting has had in Afghanistan. WUFA has collaborated with other Afghan organizations in hosting national, regional, and international conferences which have served as a focal point for Afghan intellectuals to exchange information and publicly debate public policy issues. The publications and conferences have contributed to promoting national unity within the Afghan community. In addition, editing and publishing the journals have increased the skills of WUFA members, who could form a cadre of responsible and competent journalists in Afghanistan.

In addition to funding provided under the DPI Cooperative Agreement, the United States Information Service, Konrad Adenauer Stiftung, and Afghan Refugee Commission of Pakistan also assisted WUFA in support of its activities.

3) Cultural Council of Afghan Resistance (\$55,355):

In 1984, the Cultural Council of Afghan Resistance (CCAR) was founded to provide a forum for Afghans to exchange ideas and information on the future of Afghan public policy. CCAR has been successful in involving Afghans from different political parties, religious sects, and ethnic groups in a series of seminars which have produced policy-oriented papers on the reconstruction of Afghanistan's political and social institutions. In addition, CCAR publishes a quarterly journal, *Afghan Jihad*, on current Afghan affairs. This journal is widely circulated in Pakistan, Afghanistan and to over 700 subscribers overseas. CCAR archives contain news reports, publications of resistance parties, posters, photos, biographies of individual commanders and martyrs, and rare reference sources. Access to this collection is open to the public irrespective of political affiliation, religion, or ethnicity. This is the largest collection of material from the soviet period and constitutes an important part of the national heritage of Afghanistan.

The seminars sponsored by the CCAR Institute of Afghan Policy Studies with support from the Foundation under the DPI Cooperative Agreement, provided a unique forum for planners and decision makers to exchange information on the future of Afghanistan's political, social, democratic, educational, and judicial systems and institutions. The discussions contributed to bridge some of the misunderstandings among these groups by focusing on the participants shared concern for assuring that these systems and institutions will function effectively in the future. The discussions and policy recommendations arrived at during the seminars have been published and widely distributed among influential Afghans and now forms part of the permanent record of the debate on Afghan public policy.

In addition to funding provided under the DPI Cooperative Agreement, CCAR activities were also supported by funds provided by the National Endowment for Democracy and Konrad Adenauer Stiftung.

4) Afghan NGO Development (\$21,149):

The sustainability of Afghan non-governmental organizations will, to a certain extent, depend upon the development of effective management skills, the promotion of active community participation, and generation of community resources. The Asia Foundation, under the DPI

Cooperative Agreement launched the Afghan NGO Development Project to strengthen the ability of indigenous Afghan NGOs to manage activities, increase their responsiveness to community concerns, improve their ability to motivate communities to initiate self-help projects, and promote the generation and efficient use of local resources.

The objective of this project component was to strengthen leadership skills in Afghan NGOs and provide staff members with training. NGOs based in Quetta have less access to training opportunities compared to their counterparts in Peshawar and were therefore given preference under this activity. Under this project component a total of 67 managers from 27 participating NGOs were trained in variety of professional fields. The following is a brief description of the sub-grants made under this project component:

- A) ***Afghan NGO Management Training:*** Utilizing DPI funds, The Asia Foundation made a grant to Save the Children (UK) to design and conduct a 12-day training course in general management skills for the staff of NGOs in Quetta. This course was attended by sixteen Afghan NGO leaders based in Quetta. As a follow-up to this training the Foundation subsequently made grants to various Quetta based Afghan NGOs to enable their staff to attend the same course organized by Save the Children training unit in Peshawar.
- B) ***Community Participation & Motivation Training:*** This sub-grant to the Gharjestan Reconstruction Council, Khorasan Assistance Group, and Kandhar Momenyar Agency - three NGOs based in Quetta - enabled two employees from each organization to attend a training course on community participation at the training unit of Save the Children (UK) in Peshawar.
- C) ***Trainers "Foundation Training":*** Two staff members of the Organization for Mine Awareness, a Quetta Based NGO, were given support to attend a management course organized by the training unit of Save the Children (UK) in Peshawar.
- D) ***Afghan NGO Leadership Training:*** In order to strengthen program management of NGOs, the Foundation, under the DPI Cooperative Agreement made a grant to Save the Children (UK) to design and conduct a training course on Program Management and Community Participation for ten managers of Afghan NGOs based in Quetta.
- E) ***Literacy Workshop:*** To enhance the effectiveness of adult education programs for Afghan women, a grant was made to Reconstruction and Rural Development of Afghanistan to support a planning meeting for a literacy teaching workshop. This meeting, attended by the directors of women's literacy programs supported directly by USAID/REP, focused on assessing the needs of literacy programs and the coordination standardization of the curriculum for literacy programs.
- F) ***Computer Training:*** Two staff members of Gharjestan Reconstruction Council and four staff members of Bakhtar Unity Reconstruction Council and Shuhada Clinic and Schools

were provided with assistance to attend a computer training course in Quetta in order to strengthen the institutional capability of these NGOs.

- G) *Intensive Computer Training for Women NGO Administrators:*** The Afghanistan Computer Academy was provided with financial assistance to organize an intensive course for two women administrators of Afghan NGOs.
- H) *Advance Degree Computer Training:*** A study grant was made to a senior instructor of International Rescue Committee's Public Administration Program to peruse a M.Sc in computer sciences at the Quaid-I-Azam University, Islamabad.
- I) *Development Managers Program:*** This grant enabled an Afghan staff member of the Khorasan Assistance Group to participate in a Development Managers Program organized by the Asian Institute of Management in Manila.

5) Afghan Women's Resource Center (\$129,405):

Established in 1989, the Afghan Women's Resource Center (AWRC) is a non-profit non-partisan organization assisting Afghan women access information on training and employment opportunities. The center runs three integrated programs to achieve its objectives: (i) AWRC conducts education programs for women in basic literacy, mathematics, health, knitting, and mine awareness; (ii) a job placement center maintains a roster of Afghan women in search of employment and disseminates information to potential employers; (iii) a resource and information center maintains a library with books for women on health, politics, economics, and sociology. This library is open to its AWRC students, the general public, and is extensively utilized by other Afghan women's organizations. The success of the center in Peshawar encouraged AWRC to establish an outreach program for women in the Afghan refugee camps. The outreach program was started with financial support under this grant.

In addition, AWRC publishes the *Basheer-ul-Momenat* (Good News for Women). This newsletter is the only regular publication in Peshawar specifically meant for women. Production of *Basheer-ul-Momenat* provided AWRC staff with valuable experience in journalism, assisted the Afghan women to widely spread and share their views with other organizations concerned with women's problems and achievements, and helped reduce the isolation of Afghan women.

With financial assistance under this grant, AWRC trained 1,499 Afghan women in basic literacy and civic education and provided vocational training to 300 Afghan women compared to the project goals of 1,000 and 250 respectively.

6) Women's Self Reliance through Small Enterprise (\$51,195):

Widows and women with disabled husbands are disproportionately effected by the decline in the standard of living in rural Afghanistan and are subject to severe economic hardship. Afghan women are restricted to compound surrounding their home making it difficult for them to contribute to the economic welfare of the family. Poultry raising has traditionally been one

means for women to earn income but the war in Afghanistan disrupted the availability of breeding stocks.

Under the DPI Cooperative Agreement women were provided with a stock of chickens for breeding and given training in breeding, poultry care, and basic marketing. Afghan women veterinarians trained participants in villages who in turn provide paravet services to other women. Through regular community based training programs the project introduced the concept of participatory decision making.

Participating widows constitute a non-formal association dedicated to enhancing the profitability of small poultry enterprise which provides a means to contribute to the economic welfare of their families and enhancing the status of women in rural Afghanistan. The local Shuras endorsed the project and assisted in identifying the most economically vulnerable women. Cooperation between the women and local Shuras will help promote the broader recognition of the role Afghan women can play and increase their contribution to the economic, social, and political reconstruction of Afghanistan.

Under this project a total of 455 women have been trained and equipped in poultry raising against a target of 400. Because of poor security situation inside Afghanistan, Save the Children had to stop its training for female paravets.

7) Khurasan Assistance Group (\$43,374):

In 1988 an indigenous Afghan NGO, Khurasan Assistance Group (KAG), was established to provide basic education for Afghans in regions which have been neglected by the past Afghan governments. The objective of KAG's literacy program was to promote the rights and participation of disenfranchised Afghans in community and national affairs.

Training materials for adult literacy programs were designed to provide practical information related to village life (i.e. agriculture, public health, sanitation, agriculture, and animal husbandry) and increase awareness of the rights and responsibilities citizens have in a community. During the training students were encouraged to discuss approaches to common problems and gained experience in participatory decision making. The program also demonstrated the ability of Afghan NGOs to mobilize local resources to provide basic education to a disadvantaged community, which serves as a model for other voluntary organizations and replication in other areas.

Sadaie-e-Rosta is a village newsletter published by KAG to enhance village education to encouraging the free exchange of ideas and information. The newsletter promotes understanding and recognition of the importance of the press in democratic societies. The newsletter includes practical information related to village life, local issues, the problems of reconstruction and resettlement and human interest stories which emphasizes the need to respect basic human rights.

The Asia Foundation, under the DPI Cooperative Agreement, made grants to KAG to support a Village-Based Civic Education Program and to assist in the publication of *Sadaie-e-Rosta*. The Foundation's grants enabled KAG to organize training programs for former teachers, enabling them to provide basic literacy and civic education for adults in the Jaghori and Qarabagh districts, inhabited by the Hazara minority.

8) International Fora (\$61,287):

Since 1978, few Afghans have had opportunities to participate in regional or international meetings with their counterparts and professional colleagues. International contacts have been limited to seeking military assistance and funds for refugee relief. Political, social, and economic reconstruction requires strong leadership who would benefit by understanding and learning from the experiences of other developing countries.

The Asia Foundation, under the DPI Cooperative Agreement, Afghan participants were provided with support to attend the international conferences such as the Conference of Bar Association Presidents, the Association for Women in Development Forum, the SAARC Law Deans meeting, LAWASIA's general meetings, the Association of Asian Political Scientists, The Model ASEAN and University of Malaysia Youth Conference, regional meetings associated with the International Literacy Year and the Convention on the Rights of the Child, the Independence Conference, the annual Foundation sponsored Young Professional's Conference, and the Society for International Development Conference on Women in Development..

The nominating organizations included, but was not limited to, the Afghan professional and private voluntary organizations, the Afghan Interim Government, The Afghan Mujahideen Bar Association, and academic institutions. To the extent possible, women, disabled, minorities were included in this program.

A total of 11 Afghan women and 5 Afghan men were provided with opportunities to participate in national, regional, and international fora. This activity was terminated before its completion at the request of USAJD as a result of legal concerns regarding immigration laws of Afghan refugees.

9) Afghan Women Education Center (\$92,287):

The Afghan Women's Education Center (AWEC), was established in 1985 with financial assistance from Jammiat-I-Islami to cater the educational needs of the Afghan women living in and around Islamabad. In 1989, the effectiveness of the Center's programs was recognized by the Afghan Interim Government's Ministry of Education who in turn provided funding to AWEC.

AWEC was founded and managed by Afghan women with experience in managing community based programs assisting disadvantaged women and in establishing self-help groups. AWEC's objective is to provide Afghan women with educational and vocational training opportunities that can lead to greater self-sufficiency and increase their status within the family

and community. The Asia Foundation made grants to AWEC to support AWEC's efforts to provide women access to training programs in basic literacy, English language, basic health education, and vocational skills training. By strengthening the capabilities of AWEC, the Foundation has encouraged women in positions of leadership in Afghan NGOs to mobilize community resources to help disadvantaged women and serve as a model for other voluntary organizations.

AWEC enrolled 3,129 Afghan women and men in training programs compared to the target of 1,750.

10) Naheed Shaheed School (\$18,755):

The purpose of this grant was to meet the immediate financial needs of a school for Afghan refugees. The grant enabled the school to continue to provide quality education for Afghan girls and boys. English is emphasized in the school program, making it possible for graduates to enter Pakistani colleges. This grant was made at the suggestion of USAID staff who were concerned that the school would have to close due to financial constraints.

11) International Rescue Committee Journalism Program (\$37,321):

This program was started in 1987 to teach Afghan men and women basic techniques in journalism and newspaper production. Indirectly the program promoted increased awareness among the Afghan reporters of local, regional, and international issues and enhanced objective news reporting. The program increasingly emphasized journalism in Dari and Pushtu, rather than English, to address the needs of local language newspapers for experienced journalists. This grant supported the Foundation's objective of increasing the open exchange of information and ideas and promoting a free, effective, and responsible Afghan press.

Under this program 13 women and 11 men were trained against a program target of 52. This program was ended in 1992 because of few employment opportunities for the graduates. More than half of the enrolled male students dropped out before completion while the female participants completed the training.

12) International Rescue Committee Public Administration Program (\$58,182):

Since 1988, the International Rescue Committee (IRC) has organized educational programs to train Afghans to be effective public administrators to assist in the reconstruction of Afghanistan. The purpose of this project has been to contribute to the "Afghanization" of rehabilitation efforts through the provision of administrative, managerial, and office-vocational training for Afghans. The Afghan teaching staff implementing the program arranged three types of training under this project: Intensive Workshops, Management and Administration Semester Courses, and Office Machinery and Software Courses. The concepts of democratic government and the accountability of public servants was included in the training to increase understanding of democratic principles and processes and encouraging the development of trained leadership in the public sector.

IRC's Public Administration Program with financial support under the DPI Cooperative Agreement provided training in Public Administration to 2,200 Afghan men and women against a project target of 2,100.

13) Shuhada Clinics and Schools (\$46,993):

Shuhada Clinics and Schools (SCS) is an indigenous non-profit and non-partisan NGO. SCS was established in 1987 to improve the welfare of Afghan women and children with an emphasis on the Hazara minorities in Quetta, Pakistan and in Ghazni Province, Afghanistan. The Hazara minority refugees in Quetta and Ghazni Province have generally been neglected by Afghan governments and rehabilitation agencies in Quetta. Sub-grants under this Cooperative Agreement assisted SCS to continue its basic education programs and vocational training. The purpose of the sub-grants has been to increase women's access to education in Quetta and Ghazni Province, through schools for Afghan children and adult education programs. The adult education program focused on revitalizing traditional Hazara handicrafts to improve the economic status of Afghan women by providing them with training in vocational skills in order to promote self-reliance through income-generating programs.

Shuhada Clinics and Schools provided 1,650 Afghan men and women with opportunities to study civil and social rights and participate in vocational training as opposed to a project target of 1,100.

14) Reconstruction and Rural Development of Afghanistan (\$11,199):

Established in 1991, Reconstruction and Rural Development of Afghanistan (RDA) affiliated with Global Span (an American charity organization), is a non-profit non-partisan voluntary organization with a mandate to undertake activities in rehabilitation and reconstruction of infrastructure, irrigation, agriculture, adult education, and vocational training. RDA's programs target disadvantaged groups including widows, the handicapped, and orphans. In order to address the educational and vocational training needs of the rural women, The Asia Foundation, under the DPI Cooperative Agreement, made a sub-grant to RDA to implement a program in basic literacy, mathematics, and vocational training for Afghan women in Sabszang and Adina villages of Wardak Province, Afghanistan.

15) Free Welfare Society of Afghan Disabled (\$78,593):

The Free Welfare Society of Afghan Disabled (FWSAD) was established in 1989 by a group of disabled Afghans living as refugees in Pakistan. The president and founder, Abdul Rahman Sahak, is a triple amputee, having lost both legs and an arm in a mine explosion. FWSAD is an advocate for the disabled with the goal of promoting the participation of disadvantaged Afghans contribute to the development of a more equitable society. The objectives of FWSAD have been to assist the disabled Afghans and to ensure that they have access to appropriate education, vocational training, employment and opportunities to participate as productive members of the society.

FWSAD serves as a channel for disabled citizens to influence local Afghan government policy and to enhance the protection of their rights. Under the DPI Cooperative Agreement, The Asia Foundation has provided support for this organization enabling it to conduct surveys of refugee camps, establish a data base on training opportunities, scholarships, treatment, and employment opportunities for the disabled, and to establish communication with international organizations concerned with the rights of disabled. FWSAD produces a newsletter, *Disability*, and the FWSAD offices has served as a community center for disabled Afghans. FWSAD office staff are recruited from among the disabled. FWSAD has opened offices in Jalalabad, Paktia, and Kandahar to coordinate efforts on behalf of the disabled and to assure that their interests are represented in local, provincial, and national leadership councils. Two Afghan disabled were supported to attend "Independence 92", an international conference on the rights of the disabled, held in Vancouver. Attendance in the conference was followed by an observation tour of Canadian organizations working for the disabled in rural and urban areas.

FWASAD provided the war effected Afghans with a unique placement opportunity and placed 630 disabled in various skills development programs as opposed to the project target of 250.

16) Afghan Amputee Bicyclists for Rehabilitation and Recreation (\$12,610):

The Afghan Amputee Bicyclists for Rehabilitation and Recreation (AABRAR) Physical Therapy Clinic began providing the first physical therapy services in eastern Afghanistan in 1992, to meet the needs of the disabled people in Ningarhar Province. AABRAR was established under the auspices of Bicycles for Afghan Amputee Rehabilitation (BAAR), a non-profit corporation registered in the United States. The two main objectives of AABRAR are to provide one-month rehabilitation courses for unilateral lower-limb amputees and to provide an out-patient physical therapy service for all disabled. The one month rehabilitation course also includes basic education classes, a training course in bicycle mobility, and informal vocational training. A one-month rehabilitation course was set up for lower-limb amputees providing first aid and basic health instruction, beginning Pushtu literacy, and training in bicycle mobility and safety, and basic vocational training in mechanics and cooking.

AABRAR's activities enhance opportunities for disabled Afghans to participate in all aspects of social, political, economic, and cultural life as productive members of their community. With financial under the DPI Cooperative Agreement, AABRAR helped disabled Afghans become self-reliant and promote the rights of all citizens.

17) Muslim Women's Society (\$11,625):

The Muslim Women's Society is a non-profit non-partisan organization providing basic education and skills training to Afghan women. The organization, founded and managed by Afghan women, has been able in mobilizing community resources to provide assistance to disadvantaged women and establish women's self-help groups. The services of MWS have enabled Afghan women to become economically independent and increase their status within the family and community. The aims and objectives of this organization have been to provide timely

relief to the uneducated and neglected refugee women scattered through NWFP who are in dire need of assistance and support. A library for Afghan women was opened in MWS's Peshawar office with books in Pushtu, Dari, and English. The Asia Foundation, with funds from USAID assisted MWS to expand its activities to Jalalabad.

MWS provided basic educational opportunities for 250 Afghan women against the project's target of 250.

18) Lifeline and Relief Organization (\$8,683):

After successful completion an income generation of the poultry project, supported with The Asia Foundation's General Grant funds, a sub-grant under the DPI Cooperative Agreement was made to Lifeline Relief Organization to purchase sheep, distribute these among economically disadvantaged women, and to provide veterinarian services and training. This goal of this program was to enhance the income of widows and wives of disabled and to encourage greater participation of women in the economic welfare of their families and communities.

19) Coordination of Humanitarian Assistance (\$9,705):

Founded in 1988, the Coordination of Humanitarian Assistance is an Afghan NGO dedicated to the rehabilitation and rural development in western Afghanistan and resettlement of the 300,000 refugees expected to return to Farah Province. CHA has concentrated its activities in Herat, Nimroz, and Ghor which are the poorest provinces in western Afghanistan. Since the fall of the communist government, these provinces have been controlled by local provincial shuras. All public services in the sector of health, education and emergency relief supported by the previous government have been stopped, and no financial support has been received from Kabul government. At the requests of provincial shuras, CHA is implementing projects in health, education, irrigation, agriculture, and infrastructural development. Upon completion of these projects the local shuras assumed responsibility for the maintenance.

Under a DPI grant, The Asia Foundation provided CHA with financial support to assist a radio station, *Radio Farah*, to start regular transmissions of educational programs with a special emphasis on women's affairs. CHA has established a reference and resource center at CHA's main office in Quetta to enable staff members to develop educational programs for subsequent broadcast. This library will eventually be transferred to an appropriate site in Farah city. *Radio Farah* has remained operational during the past years and has developed minor faults, which with financial assistance from local shuras, were rectified.

IV INPUTS:

Estimated Inputs in US\$				
Project Component	TAF General Grant	USAID TAF DPI CA	Other Donors	Total
1 MOSA	20,000	209,662	N/A	229,662
2 WUFA	15,000	85,542	410,000	510,542
3 CCAR	10,000	55,355	N/A	65,355
4 NGO Development	3,000	21,149	N/A	24,149
5 AWRC	4,000	129,405	405,000	538,405
6 SCF	0	51,195	N/A	51,195
7 KAG	8,000	43,374	160,000	211,374
8 International Fora	15,000	61,287	N/A	76,287
9 AWEC	7,000	92,361	20,000	119,361
10 Naheed Shaheed	0	18,755	N/A	18,755
11 IRC Journalism	0	37,312	N/A	37,312
12 IRC Public Administration	0	58,182	N/A	58,182
13 Shuhada Clinics	2,000	46,993	N/A	48,993
14 RDA	2,000	11,199	1,170,000	1,183,199
15 FWSAD	4,000	78,593	N/A	82,593
16 AABRR	1,500	12,610	170,000	184,110
17 MWS	2,000	11,625	N/A	13,625
18 LRO	13,000	8,683	225,000	246,683
19 CHA	3,000	9,705	4,000,000	4,012,705
TOTAL	109,500	1,042,987	6,560,000	7,712,487

V LESSONS LEARNED:

The following is a summary of key lessons learned in implementing the programs under the DPI Cooperative Agreement;

- 1) The Foundation's successful implementation of programs to promote and enhance the status of Afghan women, a culturally sensitive issue, can be attributed to effective consensus building among the grantees, community leadership, and the implementing agency. The impact of cultural and political constraints surrounding program implementation can be mitigated if program planning is conducted transparently and is undertaken as a collaborative effort working with a community.
- 2) Even when adequate funding is available, a community's ability to generate revenue should be linked to the level of external funding and the type of assistance provided. Should funding be terminated, as it has been for Afghanistan, expectations among the project principals may exceed their ability to continue the program.
- 3) In a volatile programming environment, project implementation needs to be dynamic and adjust to changing circumstances to fully exploit opportunities as they arise. Under the DPI Cooperative Agreement, the Foundation's ability to modify an approved program or initiate a new activity was constrained by a cumbersome amendment process required by the Grant Agreement. This restriction on an implementing agency's flexibility to quickly respond to change is more manageable in a stable social and political environment.
- 4) Evaluation criteria must continually be re-examined to assure that they are meaningful. Reliance on purely quantitative measurements of a program's output is a limited evaluation methodology to judge effectiveness.
- 5) In September 1990, when the Foundation and USAID agreed to implement a project to promote democratic pluralism among Afghans, an assumption was made incorrectly that peace in Afghanistan was imminent and a democratic government would be established in Kabul. Throughout implementation of the project uncertainty prevailed. Each new peace initiative renewed hope for peace. But the hostilities continued through the end of the DPI Cooperative Agreement. This uncertainty hindered the development of a long-term program strategy and contributed to a less focused project initiative.

VI SUSTAINABILITY:

The sustainability of programs implemented under the DPI Cooperative Agreement can be examined on several levels. Human resource development, emphasized in all DPI activities implemented by the Foundation, is an enduring investment which benefits the individual participants in these programs, the communities in which they live, and through their work may contribute over the long-term to the reconstruction and development of Afghanistan. Under the DPI Cooperative Agreement, the immediate output of most grants focused on human resource development by supporting activities to directly address the educational and vocational training needs of Afghans. The participants in these programs benefited directly. In addition, substantial numbers of Afghan program administrators in the sub-grantee organizations have gained invaluable experience and benefited in the management of private organizations.

The Foundation's implementation of the DPI Cooperative Agreement supported many organizations committed to promoting the participation of Afghan women in public life. Through participation in educational and vocational training programs, employment in private organizations, exposure to women's issues in newsletters, radio broadcasts, and books, and active participation in community associations the project has raised the level of consciousness among Afghan women of their potential role in society, increased their expectations and confidence to participate in public life, and given them experience in being active members in society. The long-term impact of social change as a result of human resource development is difficult to measure, even in politically stable societies. We have anecdotal evidence of successes under the DPI, however, that may be further substantiated by an outside evaluation of the Foundation's Afghan program that is currently being conducted. By promoting active participation of women in society the democratic pluralism initiative has contributed to long-term efforts to enhance the role and status of women in Afghan society. Similarly, the focus of DPI activities on other disenfranchised groups - ethnic minorities and the disabled - has contributed to the long-term promotion of inclusion and tolerance in the Afghan community.

The likelihood is strong that institutions supported by the Foundation under the DPI Cooperative Agreement will continue to carry out their activities. Many of the NGOs supported by the Foundation have identified alternative sources of financial support from local and international donors and have successfully generated resources within the Afghan community. Long-term success of the institutions will be partially dependent on the establishment of peace in Afghanistan. Currently, Afghan NGOs are acting as direct substitutes for public services delivered by the government. When an effective government is established and peace prevails in Afghanistan, it is anticipated that many of the indigenous NGOs will be supported by the government or absorbed into government ministries. The majority of the Foundation's investment under the DPI Cooperative Agreement has contributed to building educational institutions which in the long-term could form part of the formal Afghan educational system in the future.

TAF/PK- 783
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Manila
Phnum Penh
Seoul
Suva
Taipei
Tokyo
Ulaan Baatar
Washington DC

NON-RESIDENT PROGRAMS

Brunei
China
Hong Kong
Laos
Maldives
Singapore
Vietnam

Mr. Jack M. Huxtable
Food for Peace Officer
Office of Afghan Field Operations
USAID, Islamabad

**SUBJECT: Final Narrative Report
Cooperative Agreement No. 306-0211-A-00-0997**

Dear Mr. Huxtable,

Pursuant to The Asia Foundation's conclusion of programs funded by USAID under the Democratic Pluralism Initiative for Afghanistan we are enclosing three copies of the Final Narrative Report. We have made every effort to prepare a comprehensive assessment of the DPI projects implemented under the Cooperative Agreement.

The Foundation is grateful for your cooperation throughout the implementation of the DPI Cooperative Agreement.

Sincerely,



Erik G. Jensen
Representative

enc: as stated