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# IQC Periodic Progress Report

## Instability, Crisis and Recovery Programs (ICRP) IQC

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Instability, Crisis and Recovery Programs IQC  
Quarterly Report (July - September 2007)

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## SECTION 1: CONTRACT PERFORMANCE MONITORING REPORT

### TASK ORDER NO. 1: SERBIA CONTINGENCY PLANNING AND ECONOMIC SECURITY PLANNING (SCOPES)

#### Progress of Major Activities in Process in Relation to the Requirements of the Contract

##### **Component 1 – Preparedness and Planning**

The overall goal of the Preparedness and Planning team is to help municipalities be more resilient to crises and disasters. The team seeks to accomplish this goal by:

- Working closely with municipalities to build and institutionalize a disaster management system that addresses preparedness, response, recovery and prevention;
- Helping municipalities fulfill their legal obligations by creating (or updating) plans that make up a disaster management system: response plans for specific hazards, communication plans that include both first responders and technical specialists for specific hazards, and standard procedures for communication and coordination that apply in all emergency situations;
- Working with municipalities to institutionalize disaster management by involving local government in creating and adopting municipal planning ordinances and establishing and empowering a standing disaster management body;
- Helping to improve national government – local government disaster coordination;
- Helping to improve international agency coordination on issues of policy and dialogue with the Serbian government.

During the reporting period, the Preparedness and Planning team expanded the geographic range of programming and focused on the quality of emergency preparedness within each target municipality.

**Best Practices Networking:** The Preparedness and Planning team focused on follow-up with individual municipal disaster management teams, identifying their progress to date and, where needed, suggesting directions to help them reach goals. Experience has shown that municipal teams benefit strongly from exchanging ideas and approaches and react well to best practice from neighboring municipalities. For that reason, the SCOPES team in partnership with Krusevac municipality organized the project's first best-practice networking event on November 6-7, 2007. Krusevac was selected to host the first event based on its accomplishments in establishing a standing disaster management body, as described in earlier editions of this monthly report.

**Municipal Disaster Management and Risk Assessment:** The Preparedness and Planning team visited the municipal disaster management teams in Krusevac, Kragujevac and Kraljevo, established the current status of their planning documents and discussed the upcoming networking event and training session that would be devoted to the common issues faced by the larger central Serbia cities. Expanded versions of those three teams –

30 persons – attended SCOPES training session on Municipal Disaster Management and Risk Assessment, held in Sokobanja on October 23-25. At the training, the teams from Krusevac and Kragujevac found much common ground in their experience of local government's role in municipal emergency management. Kraljevo's team, on the other hand, offered technical leadership from district-level inspectors and Civil Protection representatives who are part of that municipality's expanded team, but admitted to feeling early effects of "election fever" in local government. All three teams face resource problems to develop and equip municipal emergency response systems; Krusevac advised requesting the president of each municipality to free up a portion of the municipal reserve for this purpose.

On December 5-7, the SCOPES team conducted a 2.5-day training session on Municipal Disaster Management and Risk Assessment for three Vojvodina municipalities: Ada, Senta and Kanjiza. Twenty-five participants exchanged experiences in risk assessment, municipal ordinances on disaster management coordination and local response plans. Although detailed to participate by municipal mayors who are "commanders" (the prevailing legal term) of local emergency response, representatives from the Ministry of Defense, Department of Civil Protection did not attend the training session. Subsequently, a representative of the Ministry of Defense explained to SCOPES that the Ministry had just issued internal regulations governing contact with foreigners and that this had affected the participation of Civil Protection officials in SCOPES training. SCOPES submitted a situation report on this issue to USAID on December 12.

**Field Exercise – Coordination of Emergency Services:** In Prokuplje on December 27, SCOPES and local authorities sponsored a second field exercise to demonstrate coordination of emergency services, using the equipment donated by USAID. Over 700 children from the Ratko Pavlovic "Cicko" Elementary School, three firetrucks, two police trucks, an ambulance and 4-person health center emergency response team participated in evacuating a three-storey building and rescuing "casualties" from the third floor. SCOPES worked with local officials and the NGO "Initiatives" in Prokuplje to put together media events that promote community safety and coordination in disaster management. On December 25, after consultations with SCOPES, the local firefighting chief spoke in a special segment on RTS TV's local outlet about safety during the holidays and described the upcoming field exercise. On December 27, SCOPES signed MoUs with both municipal and district/okrug authorities to promote coordination in disaster management in Toplicki okrug.

**SCOPES Presence at Standing Conference of Towns and Municipalities annual assembly:** Representatives from 47 municipalities visited SCOPES booth at the annual assembly of the Standing Conference of Towns and Municipalities Annual Assembly, held in Belgrade's Sava Center on December 3, 2007. In addition to representatives of local government and international organizations, SCOPES booth hosted visitors from the Ministry of Defense, Ministry of Economy and Regional Development, the Agency for Energy Efficiency, as well as NGOs from Pirot and Prokuplje. Representatives of Arilje, Bojnik and Kula municipalities expressed a special interest to be included in the Preparedness and Planning program.

**Local and provincial cooperation stressed in Vojvodina:** In the immediate wake of the Standing Conference annual assembly, SCOPES signed MOUs in Novi Sad on December 6 with ten Vojvodina municipalities (Ada, Indija, Irig, Kanjiza, Opovo, Senta, Sremski Karlovci, Titel, Vršac and Zrenjanin) and the Secretariat for Local Self-Government and Municipal

Cooperation of the Autonomous Province of Vojvodina (APV). The Provincial Secretariat for Local Self-Government is responsible for cross-sector cooperation among municipalities within the province. This includes safeguarding citizens' rights and access to services and information. Its role in disaster management is to bring together sector representatives – environmental protection, civil protection, agriculture, and others – and facilitate their cooperation among Vojvodina municipalities, particularly in disaster prevention, response and recovery efforts. Speakers at the event included Gabor Lodi, Deputy President of Vojvodina Executive Council; Emil Fejzulahi, APV Secretary for Local Self-Government; Djordje Staničić, General Secretary of the Standing Conference of Towns and Municipalities; Marilyn Schmidt, Deputy Mission Director; and SCOPES COP Michael Pillsbury. In his remarks, Mr Fejzulahi stressed that prevention, planning and rehabilitation after disasters should be the common interest and duty of local communities and national institutions, and that the importance of USAID's program lies in the fact that all relevant actors are included.

## **Component 2 – Economic Development/Economic Security**

The Economic Security Team seeks to expand economic opportunities in vulnerable areas, improve local government response to community needs, and expand civic participation. In Year 2 the program will continue to be highly targeted, working: 1) in seven municipalities – Bujanovac, Kraljevo, Kursumlija, Medvedja, Novi Pazar, Presevo and Prijepolje; 2) with specific vulnerable populations – youth, the displaced and the unemployed; and 3) on activities in six primary sub-sectors – Apparel, Dairy, Food Processing, Fruit (growing & processing), Forest Fruits and Tourism. The three primary targets of SCOPES interventions are businesses, individuals, and municipalities.

During October, November, and December 2007, Component II focused on finalizing elements of the “Realizing Your Dream” business plan competition (BPC), and continued progress on the 2007-2008 work plan.

**Economic Security Grants:** During the reporting period, 14 grants valued at \$203,202 were approved and their implementation started. Out of those, 9 grants, valued \$180,000, were direct assistance to companies, aimed at expanding businesses and jobs creation.

**Junior Achievement Training:** In October, November, and December, 32 teachers were trained by Junior Achievement in order to roll out the program to each municipality. Each of the 7 target municipalities sent teachers and after the winter holiday they will begin to implement the program in schools, reaching 500 students, approximately. A Memorandum of Understanding will be signed with each municipality specifying its support for Junior Achievement.

**Business Fairs:** 17 companies participated in Business Base Fair and another 20 apparel companies participated at Belgrade Fashion Fair, which meets the program objective of building linkages between companies and cooperatives.

**Challenge Grants and Annual Program Statement:** A new Annual Program Statement (APS), inviting NGOs, business associations, religious groups and other civic groups to submit project proposals specifically aimed at having a positive impact on vulnerable groups was completed with revisions from the prior year. The lesson learned from the 2007 APS

were that in order for the project to achieve maximum impact, individual businesses must be able to apply through the APS. It was released in January 2008.

**Enterprise Training:** A pilot negotiations training (December 10-12) was held for SCOPES project staff and key counterparts who will be able to deliver similar training to businesses in the future. In addition, 20 key accountants from Bujanovac and Presevo have received training on prevailing national and international standards on bookkeeping, helping them to better serve their clients. Additionally, two study tours in tourism, one for Medvedja municipality and one for Prijepolje municipality, were completed with 35 participants.

**Program Management:** During the reporting period, several coordination meetings with other donor organizations and NGOs were conducted in order to better collaborate in the areas of youth employment and refugee returnees (Dutch NGO Spark, SDC, EMINS, NGO Initiatives). Additional meetings were held in order to strengthen and/or establish associations (for example: Centre for Entrepreneurship Development in Krusevac, Ministry of Diaspora, dairy cooperatives in Presevo and Bujanovac). A management change in Component II leadership took place during the reporting period, with a new Expatriate manager taking charge of Component II in coordination with the departure of the previous CII manager.

### **Surge Capacity Option**

After heavy rains on 25 and 26 November 2007, the southern, south-eastern and south-western part of Serbia suffered severe flash floods. The following municipalities were affected: Babušnica, Bela Palanka, Dimitrovgrad, Doljevac, Lebane, Leskovac, Novi Pazar, Pirot, Tutin, and Vlasotince. The floods destroyed several bridges connecting regional and local roads. Alternative means of communication exist and the distribution of goods is still possible.

The Government of Serbia has made available to date 48 million dinars to seven municipalities. High official statements focused on need to rebuild two bridges that have been severely damaged by floods, which would be completed without a public tender within 60 days. By the same token, national and especially local media have been reporting that water management experts and first responders are saying that funds should be invested in prevention. (In SCOPES-trained municipalities, we have seen over the past few days that even small investments in flood prevention made a big difference.)

Despite the national government announcement that funds would be made available for infrastructure and mass care, ground assessment of needs is still ongoing, as is assessment of damages.

On November 28, SCOPES received a request for assistance from the municipality of Vlasotince signed by Mr. Srdjan Susulic, President of the Municipality. It focuses on needs of 1,000 households affected by the flooding for the period of fifteen days and disinfection supplies as recommended by local health center and public water company. Estimated cost of all items requested is \$316,910.04.

Red Cross Serbia has provided some of the items requested by the municipality on November 27 early in the morning, including hygienic parcels, blankets, rubber boots, food, etc. and 5 drying machines for walls. At the time of reporting, Red Cross Serbia was

planning to send an expert team to southern Serbia to assess the damage and make recommendations for long-term response in all affected municipalities. Red Cross Serbia has offered to make assessment of Vlasotince a priority for the purpose of giving SCOPES timely information.

USAID was able to quickly activate the surge activity to procure commodities in the amount of \$50,000 to respond to the needs of the municipality for disinfection of the water supply. SCOPES team will coordinate with the Red Cross Serbia the final list of commodities prior to conducting procurement. Red Cross Serbia will deliver the assistance to the municipality.

**Problems Encountered and Remedial Actions /**

**Trends and Constraints**

At this time, there are no problems to report.

## **TASK ORDER NO. 2: LOCAL GOVERNANCE AND COMMUNITY DEVELOPMENT (LGCD) PROJECT IN SOUTHERN AND EASTERN REGIONS OF AFGHANISTAN**

### **Progress of Major Activities in Process in Relation to the Requirements of the Contract**

DAI LGCD Project Governance, Community Development, and Stabilization implementation activities continue in all regions. Governance program elements establishment is occurring in all Provinces. During this quarter, DAI LGCD has completed 17 Sub-Projects.

Of the completed sub-projects, four were handed over to local counterparts/local government/communities of the Eastern region of Afghanistan; 10 were handed over to local counterparts/local government/communities of the Southeastern region of Afghanistan; three were handed over to local counterparts/local government/communities of the Southern region of Afghanistan. The sub-project details are as follows.

#### **East Region**

1. LGCD LA011, PDP Process, Support to NABDP/UNDP – Laghman
2. LGCD LA012, Laghman, Mehterlam Labor Intensive, Omarzae Canal Rehabilitation
3. LGCD KU012, Kunar, Shigal Labor Intensive Mulla Alam Canal Rehabilitation
4. LGCD KU013, Kunar, Lwer Khas, Kunar Canal Rehabilitation

#### **Southeast Region**

1. LGCD KH001, Khost, Matun, Governance Provincial Development Committee
2. LGCD KH003, Khost, Qalandar, Labor Intensive Landara Diversion Dam and Irrigation Rehabilitation
3. LGCD KH005, Khost, Bak, Kuchi EMT Training
4. LGCD KH007, Khost, Sabari, Labor Intensive Nakam Kelay Irrigation Rehabilitation
5. LGCD KH039, Khost, District Governors, Capacity Building Programs
6. LGCD GH003, Ghazni Center, Education Basic Health and Education Promotion
7. LGCD PY001, Paktya Jaji, Labor-Intensive Taweez Village Intake Rehabilitation
8. LGCD PY004, Paktya, Lija Mangal, Labor-Intensive Adam Kellay Check Dam Rehabilitation
9. LGCD PY012, Paktya, Jaji Tribal De-Confliction
10. LGCD PY022, Paktya, Training for increasing Agricultural Productivity

#### **South Region**

1. LGCD UR001, Uruzgan, ANCC Grant for Stabilization, Kotwal, Terin Kowt
2. LGCD UR007, Uruzgan, Topographic Maps for Check Dams
3. LGCD KA008, Kandahar, Shah Wali Kot, Labor Intensive Shah Wali Kot District Center Rehabilitation.

There has been significant progress during this quarter. Sub-projects in the implementation phase were completed and new sub-projects were approved and initiated. Of the 205 activities in various stages of completion: 17 subprojects were handed over to local counterparts/local government/communities, 89 subprojects are currently underway, 99 are in the pipeline for

consideration and implementation and approved under technical preparation. All sub-projects, either completed or underway, exhibit a mix of sub-project type.

Of the approved concepts in the pipeline, five of the approved concepts under technical preparation will provide assistance on a national level, 38 are in the Eastern region, 15 are in the Southeast region and 41 are in the South region of Afghanistan. The 205 subprojects in the implementation phase, under technical preparation, under review and completed fall are grouped under the following components:

<b>Components</b>	<b>Description</b>	<b>Total subprojects</b>
Component 1	Support to local public administration and governance	77
Component 2	Community Mobilization and Development	83
Component 3	Local Stability Initiatives	37
Component 4	Provide sector expertise in subjects that support the mandate of the PRTs	8

LGCD/S&E utilizes a completely participatory approach in the identification, selection, approval and implementation of subprojects; i.e., the local governments and communities are included in these processes from start to finish. Therefore, the subprojects naturally incorporate and integrate elements of the first three LGCD/S&E components during implementation. It is thus slightly misleading to segregate the individual subprojects into the broad components without considering that many projects represent cross cutting themes. However, this report will continue to use that format of reporting.

### **Component 1 – Support to Local Public Administration and Governance Objective(s)**

The objective of LGCD Component One - Support to Local Public Administration and Governance - is to improve provincial and district level government capacity to deliver services that are responsive to citizen needs. The activities implemented under this component are designed to achieve the following:

- Build the capacity of provincial and district government institutions to establish a physical presence and respond to community needs and deliver essential services effectively and efficiently;
- Provide needed resources, construction and infrastructure support, communications and IT equipment to enhance operational capacity of sub national government facilities;
- Implement capacity building plans for staff in Provincial and District Governor’s offices, Provincial Councils, Provincial Development Committees and key line ministry departments and offices to improve service delivery. Provide strategic technical assistance by mentoring, backstopping and monitoring effectiveness.
- Improve citizen participation in planning, decision-making, and oversight by strengthening the up and down linkages between Community Development Councils, District Development Assemblies and Provincial Development Councils and implementing a public outreach and communication plan using media outlets to link citizens with government.

- Strengthen intergovernmental relations. Improve the ability of GoA officials to communicate and collaborate between central, provincial, district and community levels. Develop appropriate mechanisms for information sharing among provinces and districts, through conferences, workshops and association building.
- Impart the required knowledge, attitudes & skills to sub national government civil servants & GoA representatives to work effectively and efficiently to discharge the roles and responsibilities entrusted to them. Improve sub-national government's transparency and accountability to citizens;
- Empower sub national government officials to take ownership of LGCD sub-project interventions, providing a critical linkage to LGCD Component 2 and 3 activities. Provide GOA counterparts with On-the-job-Training to partner on LGCD activities and provide the Afghan face that helps enhance GoA legitimacy among constituents.

### **Area(s) of Focus**

Sub-national government institutions targeted for intervention include the Offices of the Provincial and District Governors, Provincial Development Councils and Provincial Line Ministry Departments. All are challenged by a lack of institutional capacity to fulfill their mandates and provide basic services to citizens. Civil servants lack the technical expertise to perform their duties (which are seldom defined), while staffing shortages abound due to lack of qualified personnel, low pay and inadequate security.

LGCD Institution Building activities are implemented in close partnership with the Independent Administrative Reform and Civil Service Commission (IARCSC), which is charged with leading the Government of Afghanistan (GoA) public sector reform and institution building efforts. These reforms have yet to reach many of the provinces within LGCD/DAI's area of responsibility. LGCD/DAI therefore partners closely with the IARCSC and the newly established Independent Directorate of Local Governance (IDLG) to ensure LGCD interventions complement and work towards ongoing GoA reform efforts, rather than engage in parallel institution building activities that would only undermine GoA efforts and legitimacy. Specifically, LGCD/DAI partners with the IARCSC to:

- Strengthen and support the IDLG and IARCSC, the GoA's entity responsible for implementing public sector reform and civil service training, to fulfill its mandate.
- Promote GoA ownership of the reform and institution building process by involving GoA in the process from the outset and utilizing and tailoring CSC training modules developed by UNDP.
- Avoid duplication of effort and leverage scarce resources by building on existing capacity building efforts and coordinating closely with other donors / implementing partners.

### **Geographic**

USAID LGCD (S&E), implemented by DAI in collaboration with PRTs (Provincial Reconstruction Teams), operates in Laghman, Kunar, Nangarhar, Nurestan, Paktika, Paktya, Khost, Ghazni, Kandahar, Helmand, Uruzgan, and Zabul provinces.

### **Specific Activities**

*The LGCD Capacity Building Package for Core and Supplemental Activities*

The basic mode of intervention is through the LGCD Capacity Building package, which is tailored to the needs of each institution and based on *LGCD Institutional Assessments* conducted by LGCD Provincial Public Sector Specialists. These assessments conducted in September and October 2007 via interviews with senior staff of the above mentioned institutions

are designed to determine 1) the essential services that are or should be delivered through the institution; 2) the key problems impacting the efficient and effective delivery of these essential services; 3) what, if any donor support the institution has received to date; 4) details of capacity building needs followed by detailed descriptions of capacity building interventions including technical assistance, training, equipment needs and office rehabilitation or refurbishments. These LGCD Institutional Assessments are carefully de-conflicted with the activities of other Sub-national Governance Capacity building implementing partners including the Afghanistan Stabilization Program, the UNDP Afghanistan Sub-national Governance Program and the USAID Capacity building program.

The LGCD Capacity Building Package is delivered through a combination of direct implementation, sub-contracts and grants. The package includes the following four integrated parts:

*Technical Assistance:* LGCD/DAI delivers essential Capacity Building support services provided by Afghan consultants, to core civil service personnel in the Offices of the Provincial and District Governor, the Provincial Council and Provincial Development Committee and selected line ministry departments. Consultants, or Technical Advisors, do not assume civil service functions and tasks but instead bolster existing personnel, office systems and operations by transferring knowledge and skills through “learning by doing”, on-the-job-training, mentoring and coaching over a defined period (1-2 years). Technical assistance provided is linked to ongoing CSC reform and restructuring. For example, the reforms that are currently being introduced in the Office of the Governor in Balkh Province (where the office has been reorganized and new terms of reference issued to core staff) serve as a model for LGCD TA interventions. Technical assistance is also intimately linked with LGCD Community Development projects, with the implementation of each project linked to the relevant ministry officials, depending on the service in question, and the implementation used to provide on-the-job-training for ministry officials.

*Civil Service Training:* LGCD provides formal training to civil servants focused on attainable knowledge and skills necessary to improve provincial and district capacities to deliver services that address citizen needs, and otherwise strengthen public relations and outreach. LGCD, in close collaboration with the IARCSC, uses the IARCSC standard training modules: Basic English, Information Technology and General Management, which includes Financial Management, Human Resources Management, Conflict Resolution, Leadership, Project Management, Procurement, and Communications training modules. Training is provided through Training Consultants, or through sub-contracting and grants to service delivery providers.

*Equipment (or “Office in a Box”):* LGCD provides office, computer and communications equipment and supplies to upgrade government office operations. A standard office package or “Office-in-a-Box” may include desks, chairs, tables, filing cabinets, white board, and flip chart. The standard computer package includes a Dari/Pashto and English compatible computer, UPS, 4-in-1 printer, and software.

*Office facilities refurbishment and construction:* LGCD refurbishes / constructs sub-national government offices to provide a professional work environment to deliver needed government services. This may include full construction of essential facilities or repairs to the structure, doors and windows, installation or upgrading of electrical wiring, installation or upgrading of toilet facilities, cleaning and painting of interior and exterior surfaces.

*Sustainability:* Skills transfer is the key element of the LGCD Capacity Building package. The assistance and support provided by LGCD stimulates rather than substitutes for local performance.

Project staffing levels and individual terms of reference and reporting responsibilities will be carefully defined to bolster existing provincial structures, processes, and personnel rather than establish parallel or separate units of government. The end result is that key leaders have the knowledge and skills to manage their responsibilities properly.

This technical assistance is also intimately linked with LGCD Community Development projects. LGCD engage relevant line ministry officials in project implementation, which in turn provides these officials with on-the-job-training and enhances their status in the communities, as they become the public face of project implementation. LGCD Projects selected for implementation conform to the following Good Governance objectives:

- Participatory planning through the Provincial Development Committees (PDCs), District Development Authority (DDA) and Community Development Committee (CDC). Projects selected have been vetted through a community participatory planning mechanism.
- Strengthen GoA legitimacy and accountability among citizens. Projects help strengthen the legitimacy of sub-national government officials.
- Improve essential services delivery. Projects help improve essential services delivery and are implemented in collaboration with line ministry departments.
- Improve local stability. Projects selected to help mitigate, not exacerbate conflict among communities.

#### **Successes in the Last Quarter:**

##### *LGCD Civil Service Training in Public Administration and Management*

In this reporting period, LGCD S&E launched the Civil Service Training part of the LGCD Institution Building Package, which is designed to transfer public administration knowledge and skills necessary to improve IRoA capacities to deliver essential services that address citizen needs. The Civil Service Training is being delivered in partnership with the IRoA's Independent Administrative Reform and Civil Service Commission (IARCSC) throughout provinces in South and East Afghanistan, with the exception of Kandahar and Helmand. To help design and launch implementation of the training, LGCD S&E collaborated with the Afghanistan Civil Society Forum (ACSF) to help select qualified Afghan NGOs to deliver the training. ACSF has a demonstrated track record of providing quality-training services to civil society organizations and government agencies alike. ACSF also has an existing network of partner NGOs that have a demonstrated ability to deliver training services to GoA civil servants at the provincial and district levels.

In mid-December 2007, LGCD S&E issued grants to eight selected Afghan NGOs to deliver this formal civil service training to IRoA provincial level civil servants. LGCD has issued grants to the following local NGOs: ACSF (Afghan Civil Society Forum), TLO (Tribal Liaison Office), AHTP (Afghan Help and Training Program), NPO (Rural Rehabilitation for Afghanistan), HAFO (Helping Afghan Farmers Organization), *Civil Service training in Laghman province* BEST (Basic Education and Employable Service Training), BEFA (Basic Education for Afghans), and ADA (Afghan Development Association). Currently, these NGOs deliver training in Laghman, Kunar, Nangarhar, Nuristan, Paktika, Paktya, Khost, Ghazni, Uruzgan, and Zabul provinces in close cooperation and coordination with IARCSC staff. The IARCSC provides the training materials and oversees the selection of training participants and monitors the training. (Training materials are published in Pashto, Dari and English and LGCD has printed 1000 copies of the Civil Service Training manual.) Most importantly, the IARCSC are the public face for all the civil service trainings, thereby boosting IRoA legitimacy in the eyes of public servants and citizens alike.

### *LGCD Technical Assistance to Provincial Government Institutions*

Complementing LGCD's formal Civil Service Training are 38 LGCD Technical Advisors (TAs) now embedded and operating in key provincial government institutions throughout South and East Afghanistan. These TAs provide on-the-job-training to IROA public servants, which involves the transfer of public administration skills and knowledge to IROA counterparts to improve performance in services delivery. LGCD TAs are now embedded in Offices of the Governor, Provincial Development Committee Secretariats and selected Provincial Line Ministry Departments in Laghman, Kunar, Nangarhar, Nuristan, Paktika, Paktya, Khost, Ghazni, Uruzgan, and Zabul provinces.

LGCD TAs do not assume civil service functions and tasks but instead bolster existing personnel, office systems and operations by transferring knowledge and skills through "learning by doing", on-the-job-training, mentoring and coaching. This technical assistance is linked to ongoing IARCSC public sector reform and restructuring efforts like the reforms that have been introduced in the Office of the Governor in Balkh Province which are currently being rolled out across the country. In this reporting period, LGCD TAs prepared Action Plans tailored to the needs of their IROA counterparts in the respective institution. These TA Action Plans specify the skills that TAs transfer to their IROA counterparts which are designed to improve specific aspects of service delivery in each institution over a defined period.

### *LGCD Public Administration and Management Training for District Governors*

The LGCD Public Administration and Management Training for District Governors launched in December 2007 in the South-East Region has been extremely well received by District and Provincial Governors, Provincial Reconstruction Teams and members of Task Force Fury (TFF). The purpose of this Training is to build the capacity of district governors to be more effective leaders and managers who ensure basic services are delivered more effectively to Afghan citizens – thus improving stability. The trainings are viewed as strategically essential to help introduce responsive service delivery at the district level. District Governors play an essential role in ensuring delivery of essential services because they are often the only point of contact between the majority of Afghan citizens and their government.

### *LGCD Staff Capacity Building*

In order to ensure LGCD Governance staff and Technical Advisors have the capacity required to transfer the required knowledge and skills to IROA counterparts to improve essential services delivery, LGCD S&E invests heavily in in-house capacity building activities.

The purpose of this in-house Public Sector Management and Development Program is to help the participants master basic public administration and management concepts as well as coaching and facilitation skills to be able to transfer these skills to IROA counterparts. These workshops utilize learner centric methodologies including group work, discussions, simulations, presentations and reflections. Specifically, participants are trained in facilitation for institutional development; an "on the job training" feedback process; effective presentation skills and methods of communication; motivation techniques; and observation and diagnostic skills.

## **Component 2– Community Mobilization and Development**

It is essential in the community development strategy that USAID and DAI LGCD to agree upon criteria for the selection of priority districts. The CTO noted that three to four priority districts per province have been identified through FPA, FPO, PRT coordination, and that FPAs should confirm these priorities with the FPOs for their respective PRTs. In addition, the CTO recommended that FPAs and FPOs inquire with PRTs where they need LGCD programming,

how the PRTs are prioritizing their AORs for CERP programming and if DEVADs could provide data to assist in setting criteria for priorities. Because this activity lies on the critical path of the LGCD DAI implementation schedule DAI and USAID will continue discussions until criteria all are agreed upon.

Labor-intensive sub-projects, typically aimed at improvements in community infrastructure, such as irrigation canal rehabilitation and the development of gravel roads continued to expand during this quarter. The subprojects are identified jointly with the local governments, with close participation from beneficiary communities.

Sub-project highlights of the quarter are:

- In the South region of Afghanistan, 23 sub-projects remain underway. Four of the sub-projects underway in Kandahar are road projects.
- The Kandahar Regional Community Development Unit for the South, under the guidance of the Regional Director prepared a community development-training booklet for advisors in Uruzgan, Helmand and Zabul.
- In Zabul, 4 rehabilitation sub-projects are underway. They include the rehabilitation of Tarnak Bridge, Rehabilitation of Da Afghanistan Bank, The Court House and the Women's Resource Center.
- In the Southeast region, there were six ongoing projects during this reporting period.
- The Gardez city road rehabilitation project is 25% complete, the Chamkani Bazaar Road Rehabilitation sub-project started on December 3, 2007.
- Training for increased agriculture productivity sub-project is complete
- In the East region, over 20 sub-projects have been completed during this reporting period. Completed sub-projects included irrigation rehabilitation, retaining wall construction and PDC Facilitation.
- Pertinent meetings with the Provincial Development Committees, various Ministries and government official also took place during this reporting period.

### **Component 3– Local Stability Initiatives**

The first step LSI has outlined in determining subproject efforts is to establish and maintain information on the strategically critical clusters of communities in the regions covered by LGCD. In order to do this community clusters have been identified.

Highlights from this quarter include; sub-projects for GOG 4 were approved by the CTO on October 31 and are currently in preparation of survey and design. DAI/LGCD Local Governance team members are coordinating with relevant GoA offices in order to ensure each sub-project is properly coordinated and communicated. Additional efforts are underway to plan additional work in the Eastern Region with Local Stability Initiatives personnel.

DAI/LGCD is closely coordinating with USAID FPOs and DEVADs as well as relevant PRTs military units to develop comprehensive sub-project packages in response to specified needs for COGs 5, 8 and 10. Subproject development is underway in COGs 1, 2, 3, 6, and 9. Local subcontractors and other donor organizations are currently under review for implementation of approved sub-projects in these areas.

Approval was received from the CTO for the school supplies in Musa Qala. Technical preparation is underway and will be complete January 2008. Some of the projects in COG 1 continue to be on hold awaiting local staff to move into the area for subproject development. This situation will continue to be assessed in order to resume work as quickly as possible. Simultaneously coordination continues between USAID CJSOTF representatives and DAI staff

for further subproject concepts for this area. In COG 2, survey and design work continues on all approved concepts although they are on hold due to high price of the bidders. They will be bided out to other subcontractors.

DIA/LGCD LSI staff completed a successful trip into the South region in order to develop subproject packages for COGs 3 and 6. DAI staff met internally in order to set parameters for information collection and district mapping exercises for these two areas. Additionally DAI LSI staff met with USAID CJSOTF representatives and the Kandahar to discuss subproject packages.

Work continues to develop subprojects approved in COG 4 for implementation. DAI LSI staff is in close coordination with the USAID FPO and DEVAD in this area and will continue to keep them informed as we move from development into implementation. Additionally, the DAI LSI staff is completing the subproject package for COG 12 and the concept has been approved by the CTO and is under survey and design.

By the request of DAI/LGCD Local Stability Initiatives Advisor, Dave McPhee, the CD team held meetings with different agencies and local people such as UN-Habitat, NSP, Panjwayee District Office and local residents of the area and elders regarding Panjwayee district of Kandahar. During these sessions security was assessed and the following list of priorities sub-projects for Panjwayee district were proposed:

- Storage rooms for raisins.
- Karez and canal cleaning.
- Construction and reconstruction of houses.
- Protection walls for agricultural land and canals.
- Road gravelling and creation of culverts.

DAI LSI staffs are also working in Helmand to complete designs and scopes of work for approved projects in Helmand. When this information is received the projects will move directly into implementation phase. Sub-projects in Northern Helmand are still on hold for security reasons.

The LSI efforts in Nangahar moved forward in concept development. Engineers are assessing design requirements for the sub-projects that are larger in scope and complexity. In Kunar sub-projects have been identified and have obtained CTO approval in December.

A feasibility study and assessment mission consisting of Conflict Mitigation Liaison, LSI Special Representative Kabul, DAI Jalalabad Engineering Team and Security Coordinator went to Dehbala District during December 2007 to assess the situation and visit some of the approved LSI sub-projects. The mission plan was coordinated with the District Governor and the DDA and community representative. They visited the pipe scheme in Oghoz village, the road from Yaghiband to Shabi, a footbridge connecting Dehbala with Pachir Wa Agam located in Shabi Dokancha area, the water reservoir in the Ghalani area and the local market in Shpoola. During the assessment the mission identified other priority and feasible sub-projects.

#### **Component 4– Provide Sector Expertise in Subjects that Support the Mandate of the PRTs**

Component 4 of the LGCD Project provides sector expertise in subjects that support the mandate of the PRTs to extend the reach of the GoA and facilitate reconstruction and development in priority provinces. One of the PRT's most important tools is the Commander's Emergency Response Fund (CERP), which enables U.S. military commanders to address humanitarian relief and reconstruction by carrying out programs that will immediately assist the

Afghan people, technical assistance from LGCD is extending the effectiveness of this vital program.

In a series of joint meetings facilitated by USAID and LGCD, the PRT is involving nascent provincial institutions such as the Provincial Development Committee, the Provincial Council, and Afghan project engineers share responsibility and in some cases take the lead in identifying projects, designing, costing, and developing statements of work, evaluating bids, monitoring and evaluating project implementation. The PRT is finding that local knowledge allows them to better target their efforts, to utilize more effective designs, to augment limited resources and to support maturing institutions and processes. This also helps local communities and officials to take ownership of the projects and better contribute towards the success and long-term viability of these projects.

A highlight for the quarter for Component 4: In 2007 one of the main problems in Laghman Province was insufficient coordination between the Laghman Governor's Office and the PRT. PRT funded projects were seen by communities as US Government initiatives excluding the Government of Afghanistan. This tense situation could have caused serious damage to the PRT-Governor relationship. To alleviate the situation, LGCD and FPO coordinated the process of formulating a MoU between the Governor's Office and the PRT regarding the selection, bidding and implementation process of PRT funded projects to ensure that PRT development activities in the province are led by the Afghan Government. This initiative utilized both component four and component three activities of the LGCD SOW.

Agronomists from LGCD Kabul and Gardez offices traveled to Orgun, Paktika to begin work on rapid agricultural assessments to inform PRT initiatives in the district on sub-project LGCDPK022 Paktika, Sharan, Orgun, and Agriculture Support to PRT.

DAI-LGCD has worked with the Eastern Region DEVAD to identify two STTA consultants to assist the provincial governments of Nuristan and Nangarhar to develop disaster preparedness plans. The DEVAD has asked that these projects be put on hold while USAID and LGCD investigate possible synergies with UNDP's newly launched nationwide disaster preparedness training. However LGCD will continue to work with DEVAD, UNDP and UNAMA to identify gaps to be filled by LGCD in the future.

## **FUTURE GENERATIONS**

### **Summary of Progress**

In an effort to stabilize an unstable region, Future Generations Afghanistan has been continuing its efforts in the areas of Waghaz, Ajristan, Jaghori, Malistan, and Nawar districts of Ghazni province. These areas have endured more than the pressures of war as they lack basic and essential capabilities and facilities that most people in the west take for granted. Literacy and health courses in these areas help fill a void. A void in basic human needs often taken for granted in the west. For any society to move forward and develop its human capital it must be literate and have a basic knowledge in sanitation and health awareness. The goal of these literacy and health initiatives are to help the communities mobilize and organize. The development of trusting relationships with the Afghan Government, as well as, international aid efforts is also a key to our stabilization efforts.

- As stated in the contract, Future Generations Afghanistan aims to achieve its goals through intergraded human capital development interventions, involving all levels of leadership: heads of household, community, district, and provincial in collective decision-making and action.

**Problems Encountered and Remedial Actions /  
Trends and Constraints**

## **SECURITY**

There are two factors that have and will influence the security situation in Afghanistan; the military operations in the winter and the general political situation in Afghanistan. The month of December saw an expected reduction in reported security incidents to the lowest levels seen during 2007 as *Eid Fitr* celebrations coincided closely with Christmas in the middle of the Afghan winter. It is however noteworthy that outside the actual week of *Eid* itself levels of incidents remain higher than at an equivalent point in 2006.

As a general pattern, the northern 'half' of Afghanistan was stable in December, with the most intense and prolonged episodes of violence coming from the southern provinces of Kandahar and Helmand, notably in Musa Qala. Serious yet isolated incidents occurred in Farah, Kunar and Wardak amongst others; however, the overall level of anti-government activity in these provinces was low by their normal standards.

## **ADMINISTRATION**

1. New Positions Staffed—During this quarter, new staff members joined the project to fill positions required as we ramp up the implementation of the project. The new positions are:
  - a. Natalie Puri, Field Program Coordinator
  - b. Dudley Conneely, Deputy Chief of Party
  - c. Atul Shehkar, Capacity Building Specialist – to work with the Component 1 – Governance Team to develop and manager training programs in all our regions
  - d. Holly Hughson, FPA Kandahar to replace Ahmad Ayad who left the project in November
  - e. Dave Larson, FPA Gardez

We also had short-term consultants and visits from the DAI home office in Kabul:

- i. Chris Seeley – DAI Home Office Practice Area Manager visited Kabul to assist with the Two Year plan and the PMP.
- ii. Joe Blubaugh – to work with the Grants department
- iii. James Crowther – to work with the sub-contracts department
- iv. Kevin McCarthy – to work on the Shamshud TV project –providing production engineering assistance
- v. John Kirpatrick Day –to assist in the South East office of Gardez as short term FPA and Serve as a Senior Advisor to the Kabul office

## SECTION 2: CONTRACT FINANCIAL REPORT

<b>New Task Orders</b>	
None	
<b>Ongoing Task Orders</b>	
Task Order Number:	1
Name of Task Order:	Serbia Contingency Planning and Economic Security Program
Period of Performance:	May 31, 2006 – May 30, 2011
Ceiling Price:	\$29,369,415
Current Incremental Funding:	\$12,440,158
Modifications to TO:	<p>Modification 1: Increased total obligated amount by \$2,000,000, from \$3,690,158 to \$5,690,158. Effective 2/23/07.</p> <p>Modification 2: Increased total obligated amount by \$5,150,000, from \$5,690,158 to \$10,840,158. Effective 3/27/07.</p> <p>Modification 3: Modifies section A.5 of the Task Order related to grants funding. Effective 5/31/2006.</p> <p>Modification 4: Increased total obligated amount by \$1,600,000 from \$10,840,158 to \$12,440,158. Effective 9/19/07.</p> <p>Modification 5: Exercises option activity 1.2 entitled “Surge Capacity”; increases the Task Order Ceiling Price by \$9,991,911 from \$19,377,504 to \$29,369,415; Make other administrative changes detailed on the continuation pages. Effective 12/3/07.</p>
Task Order Number:	2
Name of Task Order:	Local Governance and Community Development (LGCD) Project in Southern and Eastern Regions of Afghanistan
Period of Performance:	October 2, 2006 – October 1, 2009
Ceiling Price:	\$164,078,330
Current Incremental Funding:	\$27,395,224 (Core) and \$68,830,487 (Supplemental)
Modifications to TO:	Modification 3: Increased the contract ceiling by \$68,830,487. Our ceiling changed from \$95,247,483 to \$164,078,330.