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AFGHANISTAN SOCIAL OUTREACH PROGRAM (ASOP)

FINAL REPORT

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AFGHANISTAN SOCIAL OUTREACH PROGRAM (ASOP)

FINAL REPORT

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Top Left: *Jirga* to form District Community Council in Darqad District, Takhar Province, May, 2011

Top Right: Votes being counted at District Community Council Election in Pul-e-Alam District, Logar Province, June, 2010

Bottom: District Community Council Meeting in Progress, Markaz-e-Behsood District, April, 2011

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LIST OF ACRONYMS

ADP	Asia Development Program
AGE	Anti-government Element
ALP	Afghan Local Police (Program)
ASOP	Afghanistan Social Outreach Program
ASI	Afghanistan Stabilization Initiative
CDC	Community Development Council
CFSOCC	Combined Forces Special Operations Component Command (US DOD)
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
CSU	Central Support Unit
DCC	District Community Council
DCOP	Deputy Chief of Party
DDA	District Development Assembly
DDP	District Delivery Program
DLO	District Liaison Officer
DOD	Department of Defense (US)
FBO	Field Based Officer
GIRoA	Government of the Islamic Republic of Afghanistan
HR	Human Resources
ICT	Information and Communication Technology
IDLG	Independent Directorate of Local Governance
INGO	International NGO
IED	Improvised Explosive Device
ISAF	International Security Assistance Force
IT	Information Technology
KTD	Key Terrain District
LTTA	Long-term Technical Advisor
NABDP	National Area-based Development Program
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
NGO	Non-governmental Organization
NSP	National Solidarity Program
PBGF	Performance-based Governors Fund
PMP	Performance Management Plan
PMU	Provincial Management Unit
PRT	Provincial Reconstruction Team

RPG	Rocket-propelled Grenade
SIKA	Stability in Key Areas
SOP	Standard Operating Procedures
STTA	Short-term Technical Advisor
TAF	The Asia Foundation
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank
WADAN	Welfare and Development Association of Afghanistan

I. EXECUTIVE SUMMARY

INTRODUCTION

The Afghanistan Social Outreach Program (ASOP), a collaboration between USAID and the Government of the Islamic Republic of Afghanistan (GIRoA), has proven highly successful in establishing and supporting District Community Councils (DCC) in 131 districts in 24 provinces. Based on traditional practices acceptable to the Afghan people, the councils are a significant achievement in forging a modern system of democratic governance. Once formed and trained, the councils daily demonstrate their value by resolving local disputes and conflicts, recommending and monitoring district development projects, and increasing communications and outreach between government and the people.

Following a pilot phase in 2008 which created eight councils, the program was absorbed by the USAID-funded contract implemented by AECOM International Development (AECOM) from June, 2009 through January, 2012. The initial $5.8M task order provided for work in three provinces (Kapisa, Logar and Ghazni) including three phases: (1) preparation, (2) establishment of Community Councils, and (3) establishment of coordination mechanisms with Government and support for community outreach by the councils. In February, 2010, USAID greatly expanded the program by increasing the contract ceiling to $34.5M and extending the completion date to June, 2011. Two subsequent no-cost extensions further extended the program, first to November, 2011 and finally to January 31, 2012.

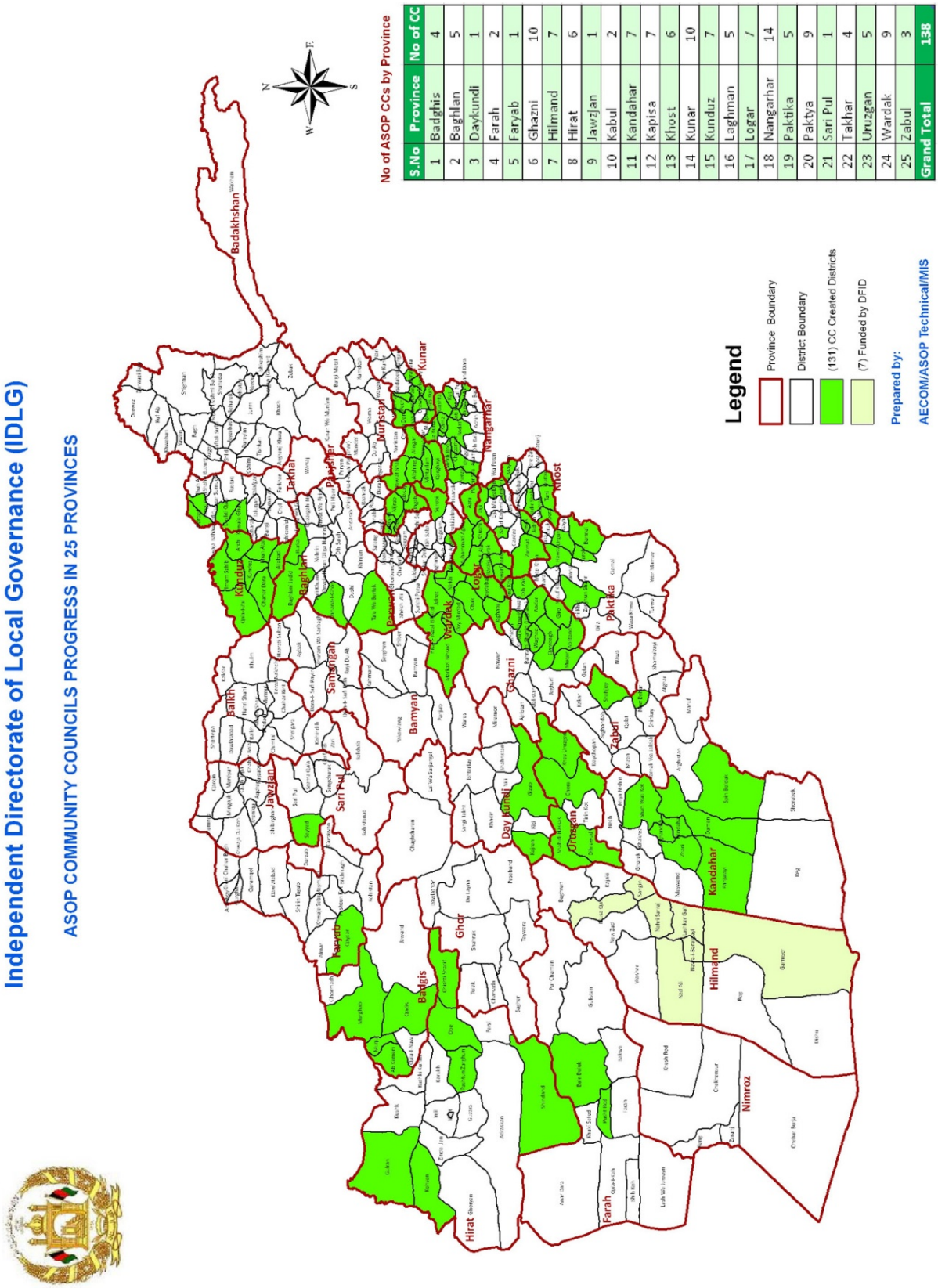
Figure 1: At a ceremony to mark the end of the ASOP, Kunar Provincial Governor Sayed Fazlullah Wahidi (center) thanked the ASOP provincial and district staff, and commended them as "a well educated, energetic, and faithful team." He further stated that really good governance requires such a program and honest team.

The Program was designed to create the councils as a means to strengthen security and peace, improve service delivery and build local governance. This was accomplished by reviving traditional practices of collective decision making and community solidarity and the promotion of cooperation and partnership between communities and the government. USAID and the Independent Directorate of Local Governance (IDLG) provided AECOM clear guidelines for implementing a highly "Afghanized" program that would meet "Afghan First" objectives. The project was therefore implemented almost entirely by a dedicated team of talented Afghans who achieved impressive results despite numerous hardships and security threats (see Figure 1).

ACCOMPLISHMENTS

By the end of the expansion phase in August, 2011, a total of 131 District Community Councils were formed in 24 provinces (see Figure 2: Map of ASOP Districts, and Annex A, List of ASOP District Councils). The GIRoA intends for these councils to be interim councils, serving until they will be replaced when Constitutionally-mandated elections take place in all districts. This future step will complete the governance hierarchy comprised of Parliament, Provincial Councils, District Councils, Municipal and Village Councils. In the meantime, the ASOP councils not only fulfill local development and security functions but also serve as incubators for future political leaders. In all 5,445 DCC members (5,277 men, 168 women) were elected to serve on the ASOP District Community Councils. DCC members are political representatives of their districts – not technical experts, as can be found in other *shuras* such as District Development Assemblies (DDA), Educational or Agriculture *shuras*. The DCC members are natural leaders and respected elders – people who will undoubtedly win office through popular elections.

Figure 2: Map of District Community Councils



No of ASOP CCs by Province

S.No	Province	No of CC
1	Badghis	4
2	Baghlan	5
3	Daykundi	1
4	Farah	2
5	Faryab	1
6	Ghazni	10
7	Hilmand	7
8	Hirat	6
9	Jawzjan	1
10	Kabul	2
11	Kandahar	7
12	Kapisa	7
13	Khost	6
14	Kunar	10
15	Kunduz	7
16	Laghman	5
17	Logar	7
18	Nangarhar	14
19	Paktika	5
20	Paktya	9
21	Sari Pul	1
22	Takhar	4
23	Uruzgan	5
24	Wardak	9
25	Zabul	3
Grand Total		138

Each DCC was formed through transparent democratic processes, using the traditional Afghan *jirga* which is accepted by Afghans as a fair, open and transparent process (unlike Afghan's mistrust of other attempts at secret elections). The district *jirgas* were each attended by several hundred of the most important and influential persons in the district who, in turn, selected between 35-50 individuals to represent them as DCC members (see Figure 3). In all, 39,368 influential district leaders participated in the jirgas organized by ASOP.

Figure 3: Community elders and other influential representatives meet (left) at the jirga to form the Pul e Alam District Community Council, June 7, 2010.

The *jirga* process, supported by ASOP research and guidance in each district, guaranteed that all ethnic groups were represented in satisfactory ratios on the Council. Each DCC is comprised of members of ethnic groups that exist in significant numbers in the district, often Pashtuns, Hazaras, Uzbeks and Tajiks. Inter-ethnic strife between these groups is the most frequent cause of violence and instability that has plagued Afghanistan for centuries (even millennia). And yet, twice a month, these councils, made up of various ethnic groups, meet to peacefully discuss problems and solve issues through consensus.

Most district governors and district police chiefs attend the DCC meetings as they recognize the value of the councils in connecting citizens and government. The regularity of the meetings, as well as monthly stipend payments to DCC members helps to establish confidence and trust in the government and international organizations. To date, over 3,200 council meetings have been held on a regular, predictable basis and over 50,000 stipend payments have been made. No eligible DCC member has failed to receive even one payment – a record that itself builds local trust in the formal structures of governance.

The success of the Program can largely be attributed to IDLG and the provincial and district governors. From the outset, the ASOP was a creation of IDLG leadership. Through the provincial and district governors, IDLG has acted as stewards, problem solvers and champions of the program.

ASOP worked in the least secure districts with the purpose of mobilizing community support for government agencies including the police and the security services. It was agreed that ASOP would concentrate in Key Terrain Districts (KTD), District Delivery Program (DDP) districts, and later the high priority districts of the Ministry of Interior's Afghan Local Police Program (ALP). DCCs foster community solidarity to prevent popular support for anti-government elements (AGE) and activities in the district. As such, they have become a critical part of the overall strategy of the Ministry of Interior's ALP program. Over the past year, the ALP has been reluctant to start work in a new district without first gaining the endorsement of the local DCC. If there was no DCC, every attempt was made to create a

council before the ALP begins. DCC members are called upon to nominate ALP police candidates and to endorse the entire list of recruits. Additionally, the DCC Security Committee reports insurgent incidents and activities to military organizations operating in the district. In all, over 400 such reports have been delivered to security forces, many saving lives.

The ASOP councils play an important role in dispensing informal justice to help stabilize the districts by mediating disputes between citizens and defusing community and household conflicts (see Figure 4). Most DCC members have received training on conflict mitigation. In all, over 2,179 cases have been mediated, mitigated or fully resolved. Many of these cases have been brought to the DCC by individuals but many have been referred by the District Governors. A large number of cases (27%) involved violence and 36% involved land, pasture, property or water disputes.

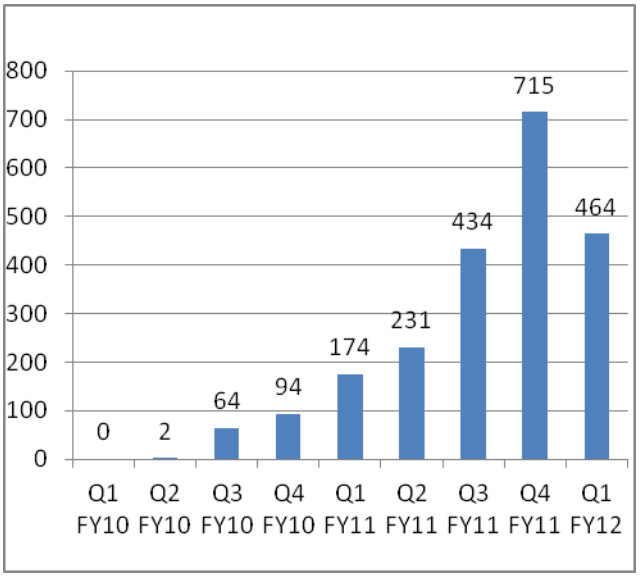


Figure 4: Number of Disputes and Conflicts Mediated or Resolved by District Community Councils

Although economic development was not an explicit objective, the $7.9M in stipend payments distributed to DCC members in some of the most remote and insecure parts of the country undoubtedly sustained the livelihood of DCC members and their families, and paid for local services thus generating local employment. All 5,445 DCC members were paid stipends, and over 50,512 payments were made.

The ASOP contributed to expanding and modernizing Afghan financial systems. Most DCC members had no means to receive their stipends other than cash or the traditional *hawala* system. The ASOP helped establish bank accounts for over 4,000 DCC members to enable the monthly stipends to be transferred electronically. With banks unavailable in some districts, ASOP also introduced the e-Money system (M-Pisa) to over 1,000 council members. ASOP became the leading USAID/Afghanistan program using e-Money, a system recognized globally for its benefits to economic development and transparency.

Problems Encountered and Where Objectives Were Not Achieved

IDLG Leadership. An important part of the ASOP was to ensure GIRoA ownership and for the program to be perceived as an extension of the GIRoA, not as a foreign initiative or presence. This was achieved in the field by collaborating closely with provincial and district governors. In Kabul this was partially achieved through a unified project team comprised of the IDLG counterparts and AECOM personnel. It was a strength of the program that key decisions were made jointly at all levels, with shared authority between the National Program Director and AECOM's Chief of Party (COP), and an overall collaborative relationship between USAID/AECOM and the IDLG. However, within IDLG in Kabul, there was inconsistent integration and "ownership" of the program throughout the Directorate. The program was supervised directly by the active and engaged IDLG Deputy Director, but was not assigned to any department. No plans were initiated or formalized by IDLG to transition the ASOP program staff into the IDLG. USAID's decided to scale the program back and transfer more leadership to IDLG unfortunately coincided with a period of leadership transition at IDLG, and the Directorate lacked authority and resources to accept this responsibility at such a critical time.

External Interference with DCCs. It was important for the security of DCC members and the sustainability of the program that the ASOP would be perceived as an extension of the GIRoA. In many provinces and districts, DCC members and ASOP staff were threatened by the Taliban once it became known that DCCs received USAID support. The IDLG tried to limit perceptions of foreign involvement by sending a communications protocol to USAID and all provinces and districts that limited overt international involvement. However, virtually every district *jirga* was monitored by heavily armed DOD officials, and most of the monthly DCC meetings were attended by USG officials (see Figure 5). This unnecessary presence of USG officials was proof to the Taliban that DCCs were supported by, or even directed by the US Government. From 2010 to 2011, at least 29 DCC members were murdered by the Taliban.

Figure 5: ISAF participants at Chora DCC validation meeting, in Uruzgan Province.

The ASOP was initiated by the GIRoA and supported by USAID. The ASOP work program was designed by USAID and implemented by AECOM, attaining an extensive presence of 155 field offices in 24 provinces, supporting over 5,400 elected DCC members. The USG presence in the field, including USAID, DOS and DOD officials, also numbers in the thousands. However, it was a significant and frequently unmet challenge to USAID to inform USG officials about policies and rules for interacting with the ASOP staff and councils.

Misunderstanding ASOP Councils. USG officials and field staff frequently misinterpreted the purpose of ASOP and confused the purpose and governance responsibilities of the ASOP councils with those of the DDAs established under the Ministry of Rural Reconstruction and Development (MRRD). They misunderstood the justification and purpose of the stipends paid to cover DCC members' costs. While the ASOP team was able to brief USAID and USG field personnel in some places, the extensive USG presence made it impossible to do so systematically. Without a good understanding their interaction with the DCCs was sometimes inappropriate, for example: attempts were made to merge DDAs and DCCs, to initiate new DCC elections, and to lead DCC meetings and change the agendas.

Collaboration with the Afghan Local Police (ALP) Program. Starting in 2010 the US Special Forces (CFSOCC) played an increasing role in prioritizing and selecting districts where ASOP councils would be established. This intentional relationship between ASOP and ALP led ASOP to create DCCs in some of the most remote and dangerous parts of the country. However, AECOM's involvement went far beyond the creation of DCCs; it was necessary to provide initial and periodic training to DCC members and to provide them with stipends each month. Supporting these additional activities were part of the CFSOCC agreement with ASOP; they often were requested to provide helicopter transport to enable ASOP staff to visit the councils. As the program evolved and grew, CFSOCC ability to commit these valuable resources to ASOP diminished and reduced ASOP's ability to train and deliver stipends to DCC members.

The Future of ASOP

Administrative and Financial Support. A working committee was formed with IDLG and ASOP representatives to discuss future programmatic needs and next steps. The existing 131 DCCs operating in 24 provinces need continued administrative and financial support if they are to continue to meet their objectives. The required support includes providing administrative and financial support to the ASOP District Liaison Officers (DLO) and their offices, the Provincial Management Units (PMU), and to fund

the bi-monthly DCC meetings held in the district centers, sometime in the District Governor's compound. Stipends to pay for members' travel and lunch support require at least $50 per month per DCC member.

Under the USAID task order each DCC member was paid a stipend of 6,250 Afs per month for their expenses (approximately $125). If the next phase of ASOP is implemented the stipends could be reduced or replaced with a reimbursement for actual costs - travel expenses to and from the district center and the cost of lunch. This may have an effect of reducing the active membership of each DCC because some members may resign. Under the current task order the stipends were stopped after the October, 2011 DCC meetings. Once the stipend payments ended, members' attendance at DCC meetings declined by approximately 20 percent for November and December. It may be necessary to re-elect members to represent those constituencies. The ranks of the DCCs will need to have their vacant positions filled through a process that replaces missing DCC members from the same subcomponent of the population.

New Council Formation. In the final phase of this task order ASOP expanded at a rate of five new DCCs established per month. This pace was in response to the needs expressed by Key Terrain Districts, DDP and the Afghanistan Local Policy Program (ALP). At its final core staffing level ASOP could continue expanding at a rate of four DCCs per month over a 12-month period, for an additional 48 DCCs. This lower rate of expansion would allow more resources to be dedicated to supporting the councils through training and communication and outreach initiatives. In addition, the program should enter four new provinces to meet the demand from ALP. In terms of staff, there will be a need for an additional 48 DLOs, three provincial coordinators, two Shura Relations Officers and two Provincial Management Unit Heads. Additionally, there will be costs to set up 55 more provincial and district offices (computer, printer, desk, chair, carpet, etc.).

Clarification of DCC Role and Legal Standing. The core DCC activities occur in three committees: a) judiciary, b) development and governance, and c) peace and security. All three committees are needed if the good work of the councils is to continue. The overall role of DCCs in the structure of sub-national governance needs to be clarified by GIRoA. Currently, DCCs have no legal standing and this limits their effectiveness. The IDLG and the GIRoA need to legitimize the institution of DCCs throughout the country, even as interim district councils to be replaced by elected councils called for in the Constitution.

The DCCs exist in a governance hierarchy which includes the Parliament, provincial councils, district councils, municipal and village councils. IDLG is very interested in linking the district councils to the provincial councils. A new ASOP program should include an activity to create this linkage on a monthly or quarterly basis which will facilitate an exchange of information and the sharing of governance responsibilities throughout the province. Appropriate governance roles and responsibilities at each level should be determined. Under Afghanistan's top-down government power structures it will be normal for provincial councils to feel superior to district councils. However, in a decentralized framework, district entities that are closer to the citizens should be given primary responsibility for many functions.

Military Cooperation. Continued close cooperation with military organizations such as ISAF and ALP should be reexamined (see Figure 6). Working too closely with the military, while strengthening the security objectives, may undermine the governance objectives. AECOM recommends clearly defining and limiting the role of the DCCs to vetting of senior district commanders and general oversight of local security in their role as the peoples' representatives. There are many opportunities to introduce ASOP councils in

Figure 6: ASOP staff frequently traveled with the military to form and support councils in remote, unstable districts. Flight to Chora District, Uruzgan in December, 2010.

secure districts where improved governance is the top priority. Establishing DCCs in secure districts can be accomplished more quickly and inexpensively, and will generate short- and long-term benefits to civil society and government.

Continued Capacity Building. All DCC members received the ASOP Management and Operations, or Management and Governance Training course, and most members also participated in the Conflict Resolution, Peace Building and Disaster Risk Reduction training course. In all 9,752 course participants were recorded (9,399 male, 343 female). ASOP should continue training and capacity building activities for the council members. However, it may be possible to merge the training staff into the ASOP Central Support Unit.

II. SUMMARY OF ACCOMPLISHMENTS

ASOP History

ASOP began in the first quarter of 2008 under an initiative of the Independent Directorate of Local Governance (IDLG). Funding was provided by the Royal Norwegian Embassy through the Asia Foundation and implemented as a pilot program in Wardak Province by the Welfare and Development Association of Afghanistan (WADAN). After creation of eight District Community Councils, the program was absorbed by an IDLG/USAID funded program implemented by AECOM.

AECOM contracted with USAID for the period June 5, 2009, through January 31, 2012. The initial task order was from June 5, 2009 until January 4, 2011 in the amount of $5,829,331. It provided for work in three provinces (Kapisa, Logar and Ghazni) and was to be implemented in three phases (1) preparatory, (2) establishment of Community Councils, and (3) establishment of coordination mechanisms with Government and support for outreach functions. In February, 2010, USAID greatly expanded the program through a modification of the original task order to a new ceiling of $34,458,220 and a new completion date of June 4, 2011.

ASOP aimed to strengthen security and peace, improve the effectiveness and responsiveness of service delivery and build local governance (see Annex C: Snapshot – DCC's Fill the Gap in Sub-national Governance). This was accomplished by reviving traditional practices of collective decision making and community solidarity, and promoting cooperation and partnership with the government.

According to the work program covering the period June 5, 2009 through June 4, 2011, ASOP was to create up to 100 district community councils to facilitate communication between the government and communities, mobilize community support to reduce conflict, promote development and encourage more efficient and transparent use of district resources. These councils were to gather the concerns and needs of communities and establish channels of communication and coordination with government authorities. The councils were to work closely with District and Provincial Governors, thus encouraging coordinated government support for communities and responsiveness to their needs and concerns.

In 2009, it was thought that until the constitutionally required District-level elections were held (scheduled at the time for 2010), the District Councils created under ASOP would serve as the key governing bodies at the district level to facilitate interaction between communities and government across the full range of sectors, services and activities. They would therefore work in partnership with the government to achieve two core functions:

Strengthen security in their respective districts by:

- Foster community solidarity to prevent support for anti-government elements and activities.
- Mobilize the community to support government agencies, the police and the security services for peace and stability.

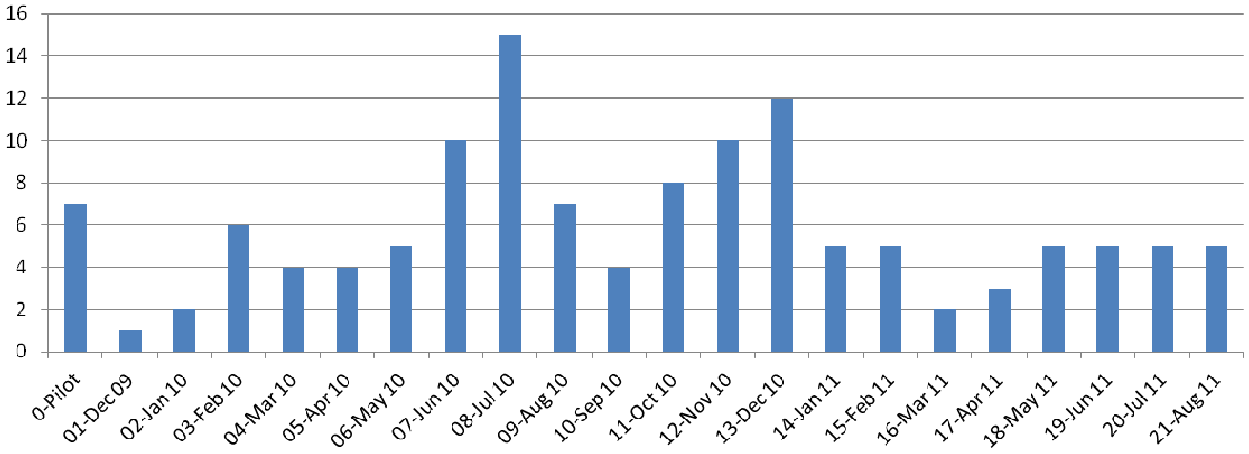
- Ensure liaison and communication with government officials and security services to improve security and enforce the rule of law.
- Provide a forum for conflict resolution at the district level.

Improve services and development outcomes by:

- Providing a conduit for public grievances by informing government about shortcomings, malpractices and problems in provision of public services and working jointly with government officials to identify and implement appropriate solutions.
- Providing quality assurance for sustainable development through ensuring the security of development projects and monitoring and reporting on project outputs.
- Participating in disaster management planning and preparation and collaborating with government in the implementation and distribution of disaster relief as required.

The first new Council under the AECOM task order was created in December, 2009 in Khushi District in Logar Province (see Annex C: Success Story – First DCC Created). By June 4, 2011, the ASOP program had created 116 DCCs in 22 provinces (see Figure 7: Number of DCCs Created by Month). When the target of establishing 100 councils was passed without exhausting the program funding, a no-cost extension to November 30, 2011 was authorized to enable councils to be formed in more than 130 districts. In August, 2011, USAID directed ASOP to stop creating new DCCs while USAID and IDLG planned a transition to the next phase of the program. By that time, 131 DCCs had been created in 24 provinces (see Figure 2: Map of ASOP Councils, and Annex A: District Community Council Master List). A second no-cost extension was then approved for 2 months to give more transition time.

Figure 7: Number of DCCs Created by Month



USAID Strategic Objectives

AECOM developed the Performance Monitoring Plan and indicators to feed into USAID/Afghanistan's "F" indicators and Strategic Objectives. The project PMP includes indicators that measure the following Mission Strategic Objectives, Results and Program Elements that are most relevant to ASOP:

- **Strategic Objective 6:** A Democratic government and broad citizen participation; IR 6.3: strengthened institutions for good governance.
- **US Foreign Assistance Framework Objective:** "Governing Justly and Democratically"; Program Area 2.2: "Good Governance"; Element: "Local Government and Decentralization" ASOP will also contribute to the results under Program Area 2.4 -Anti-Corruption Reforms.

Indicators to measure performance against these results are included in the ASOP PMP, and the final indicators are summarized in Final Report Annex D.

IMPLEMENTATION STRATEGY AND PRINCIPLES

It was expected that up to 100 councils would be formed in provinces to be selected by IDLG and USAID. Although not all provinces where DCCs would be created had been indentified, it was expected that the program would reach at least 10 provinces, and was already operating in three provinces (Logar, Ghazni and Kapisa) after the pilot stage.

Each Council would be comprised of 35 to 50 members selected through a transparent and participatory process (see Figure 8: Participants at the *jirga* to elect the Tala wa Barfak DCC) to ensure representation of all groups, including traditional religious leaders, and vulnerable groups. The average size of the 131 established DCCs is 42 members (40.3 men, and 1.3 women, on average per council). Once established, The DCCs would meet bi-monthly to share ideas, information and concerns about conditions related to security, corruption and development in their respective districts as well as to develop plans and strategies for initiatives they can undertake to address these issues. Members would be provided with stipends to cover the costs associated with their participation in these regular meetings, as well as in the various training sessions that will be supported by the Project to organize and train the councils and the members.

Figure 8: Participants at the jirga to elect the Tala wa Barfak District Community Council, in Baghlan Province

To support the Councils, Provincial Management Units were to be established in each participating province and a District Liaison Officer would be hired for each council. The PMUs were to be based in the Provincial Governor's office, and would work closely with the Governor and with the ASOP Project's central office based in Kabul. The PMUs would coordinate with the Councils to develop plans and training programs as well as communication and financial support arrangements.

District Liaison Officers, reporting to the PMU head, would be recruited to work in each of the districts and would work closely with the District Governor as well as provide support and oversight for the DCCs. An appointed Provincial Coordinator located in the central office in Kabul would travel regularly to the provinces to facilitate communication and support relationships between the provinces and the ASOP central office.

Leadership at the national level for ASOP was to be provided by the Central Office based in Kabul that was to be led jointly by a senior Afghan, who serves as the Program Director of the Project, and the Chief of Party, who serves as a senior advisor. The ASOP central office was to provide overall leadership for the Project, including raising awareness, council formation, training, communication, monitoring and evaluation, procurement, human resources management and administration. The Project was to be supported by two national and one expatriate deputy chiefs of party who would support the Project leaders on program expansion, operational issues, and financial and administrative oversight.

Figure 9: ASOP National Program Director Hidayatullah Babakarkhail (far left) introduces the program to officials in Takhar Province, April, 2011

The Chief of Party made all decisions concerning project finances as well as administrative control over many staff members in the Kabul office; the Program Director had considerable influence over program delivery in the field – the province and district office ASOP staff members (see Figure 15: Organization Chart).

This program structure required extensive collaboration between the COP and the Program Director. With nearly 350 staff members and 155 field offices co-located in IDLG provincial and district governors' buildings, ASOP required extensive cooperation, collaboration, and strong management principles.

The ASOP Program Director had a large role to play in implementing the program (see Figure 9: National Program Director Introduces the Program). Some of the most important responsibilities were to:

- Keep IDLG upper management appraised of the program's achievements and challenges and to advocate for the importance of the program to upper management;
- Provide IDLG upper management with advice on administrative and policy initiatives needed to be achieved in order to grow and sustain the program;
- Require provincial and district governors to fulfill their responsibilities regarding program implementation at the provincial and district levels, including providing administrative support to the ASOP field staff as well as moral, legal and administrative support to the district community councils; and
- Collaborate and cooperate with the COP to implement the USAID scope of work.

This allocation of responsibilities supported the USG's commitment to "Afghan First" principles. While many benefits ensued from embedding the program director into the ASOP, some aims were only partially achieved. The greatest success was the ability of the ASOP Program Director, operating with the authority of an IDLG directorate, to solve many problems with provincial and district governors.

However, the ASOP/AECOM leadership team made little progress in advocating for the importance of the ASOP program to the IDLG upper management, to ensure the sustainability of the program. Nor did IDLG leadership make attempts at the ministerial level to resolve problems that emerged between DDAs and ASOP councils.

USAID and IDLG provided AECOM clear guidelines to ensure that program implementation would meet the objectives of Afghanization and Afghan First. These included the following.

Afghan Ownership. ASOP must be implemented and seen as an extension of the GIRoA, not as an increased foreign presence; it must work within Afghan structures. This resulted in:

- One unified project staff comprised of the counterparts and AECOM personnel
- Joint Decision Making at all levels of the project
- Shared Authority for Program Activities at the Director and COP level
- A collaborative relationship with IDLG and the provincial and district governors working under IDLG.

Demand Driven. ASOP assistance must be deployed at central and sub-national levels in accordance with the needs of IDLG and the provincial and district governors. This resulted in:

- Pre-positioning and phasing by launching in provinces before working in the districts
- Establishing the capacity and capabilities to quickly create new community councils in order to be responsive to GIRoA priorities.

Capacity Development. ASOP should support long-term institutional development of the IDLG and its sub-national structures while helping them deliver specific outcomes in the short term. This resulted in:

- On the job training for potential new staff before assuming roles in provinces and districts
- Contractor staff co-located with Counterparts (e.g. provincial and district government offices)
- Capacity Development Unit to enhance capacity of counterparts and council members
- Development of capacity building programs for IDLG
- All expat STTA teamed with local counterparts

Effectiveness. The program would report to both the GIRoA and USAID on the impact of its work. All reports submitted to USAID will be shared with the IDLG and the contractor will prepare abbreviated reports and/or presentations of reports to the IDLG. This resulted in:

- Almost exclusive reliance on talented Afghan professional and management staff, thereby reducing the need for translation and allowing for rapid action in the field;
- No English language requirements for some of the province and district staff positions.

Partnership with the IDLG. AECOM would work within the GIRoA's existing ASOP structure, and incorporate existing ASOP staff and offices within this project, to reinforce the shared authority between the USAID program and IDLG.

A training program for DCCs needed to be formed that would focus on skills and knowledge development in the main areas in which DCC members would work: justice, security, and development oversight.

Coordination with Other Donors, Projects, and Councils

It was considered important that the DCCs would coordinate wherever possible with various initiatives operating on the ground in the Districts, with the aim of facilitating and complementing their work. Developing and implementing a set of cooperative rather than competitive relationships among these various efforts would be essential to improve the standing and effectiveness of efforts to strengthen sub-national governance capabilities and build bridges between the government and communities.

In some cases, the ASOP-supported District Councils have overlapping memberships with other sub-national governance and development initiatives such as the Community Development Councils (CDC) supported by NSP and the District Development Assemblies (DDA) supported by the National Area-Based Development Program (NABDP). In a small number of councils there are DDA members who are also DCC members – perhaps 100 out of 5,254 DCC members. But they do not serve on the DCC Development Committees, and are not elected as DCC Chairman, Deputy Chairman or Committee Chairman. A number of DCCs have reported occasional cooperation with DDAs, and a few councils are trying to achieve regular cooperation and coordination with the DDAs.

DDAs were established prior to DCCs and were well established before DCCs developed. Because DCCs had Development Committees some people perceived a duplication of effort between the two councils. In fact, DDA members were responsible for selecting and implementing projects while DCC members were responsible for oversight and monitoring of development in the district. In many respects, the DDA functions as an executive branch of government, while the DCC's functions are representative (policy) and judicial.

DCC members were also being provided a stipend which caused envy among DDA members and some consternation to USAID field personnel who did not understand the program differences. It has also been rumored that DDA members receive "pay" by skimming proceeds from DDA grants and projects. Many DDA members became interested in abandoning their positions in DDAs if they could move to become DCC members instead. IDLG did not take significant steps to ameliorate the friction between the two councils and their sponsoring ministries. This led to confusion and must have reduced the councils' effectiveness.

ASOP central and provincial staff will interact with representatives of other sub-national governance units (such as provincial councils and provincial development committees), and development initiatives with the aim of identifying ways in which DCCs could support these efforts and benefit from them. Although there are no regular meetings between DCCs and provincial councils, for the district-wide issues or problems members of the two bodies meet, cooperate and make decisions through consensus. DCCs have also reported occasions when their members have met with members of parliament and as well as President Karzai in Kabul.

There were informal relationships between provincial councilors and district community councilors, especially in provincial centers. Part of the challenge preventing interaction was the fact that provincial councils were also struggling with undefined roles and a conflict of recognized and delegated authority between PCs and provincial governors. With increased emphasis being placed on better functioning provincial councils in 2011, and with the appointment of a new IDLG Director for Local Councils, plans were being formulated about formalizing relationships between the two groups for 2012.

DCC members, and particularly those that participate in other sub-national governance initiatives, were encouraged to serve as liaisons to other development assistance programs. As these relationships took shape the experience was incorporated into training sessions and best practice and operational guidelines.

ASOP coordinated its activities with DfID because of DfID's parallel ASOP program in Helmand Province. This was accomplished primarily through e-mails and telephone conversations. For example, when AECOM started planning to conduct an assessment of the ASOP program, it shared all documents with DFID and welcomed comments. Unlike the USAID activity, the DFID ASOP program in Helmand was not expanding to new districts, and the interaction between the two programs was not essential. However, IDLG did oversee both ASOP programs and did hold frequent and regular meetings.

District Community Council Reports
COOPERATION WITH PROVINCIAL GOVERNMENT AND DDAs

Kunduz Center In a meeting with the Governor the DCC members requested that they should have their own representative sitting on the Provincial Development Committee (PDC). The Governor accepted, and asked them to introduce one of their members. The DCC selected and introduced H. Ab. Sathar, son of Awliya Qul, as their representative to attend the PDC meetings.

Ahmad Khil District Members of the District Development Assembly (DDA) participated in the DCC meeting, and discussed how to coordinate the activities of both *shuras*. During the meeting the DDA provided information on their implemented projects and the District Development Plan (DDP). The DCC and DDA agreed to work together for the development of the district.

SCOPE OF THE TASK ORDER

The ASOP program was rolled out in two distinct stages: first an $5.8M contract to work in three provinces, followed by a large expansion (contract modification 1) totaling $34.5 million. The scope of the larger effort including the work conducted in the first stage and is described here.

The scope of work was comprised of two components: (1) Establish and Develop Community Councils; and (2) Provide Material Support and Capacity Building for IDLG's central ASOP office.

Component 1: Establish and Develop Community Councils

The task order specified how the ASOP program would establish and develop DCCs. The subcomponents below specified the steps followed to establish and develop the councils.

Activity 1.1 Orientation Sessions and Awareness-Raising with Provincial and District Governors

Before any ASOP activities were initiated in a new province, IDLG needed to approve the timing and schedule for a provincial kick-off meeting with the Provincial Governor. At this initial meeting, IDLG leaders and the ASOP National Program Manager explained the program and its purpose and agreed with the Governor on the number and the staging of districts in which to form DCCs. Many international organizations and Afghan officials attended this kick-off meeting to ensure that all parties were aware of the steps and schedule.

Activity 1.2 Formation of Community Councils

The following steps were to be taken in order to establish a DCC:

Awareness Raising with Communities. Before the DCC was established, meetings were held in target districts to raise awareness of ASOP. The provincial and district governors played a key role in these meetings in explaining the objectives and the importance of the social outreach initiative and demonstrating the commitment of Government to support the process. Participants in this meeting were asked to identify potential members of the DCC who they feel could adequately represent all communities living in the district.

Identification of *Jirga* Participants. The staff from the ASOP Central Support Unit in Kabul collected information from a number of different sources to identify the ethnic and socioeconomic profile of the district. Drawing on the suggestions from various sources, ASOP staff compiled a comprehensive list of community leaders, individuals, and religious leaders (for example), who were representative of the subgroups and who were commonly perceived to be influential. Efforts were made to ensure wide involvement of community members at this stage to ensure that the interests of all groups living in the district are represented in the Council. The identified people were invited to take part in a *jirga* for the establishment of the District Community Council.

Establishment of the District Community Council. A *jirga* was organized and held in each district to establish a District Community Council (see Annex C: Snapshot – The *Jirga* as a Stepping Stone to Modern Afghan District Government). All the influential community leaders identified from the various sources were invited to attend. The provincial and district governors and high-level representatives of IDLG were invited to address the meeting and demonstrate their commitment to supporting the process by which DCCs were established. The roles and responsibilities of the DCC were presented and discussed. Participants were then asked to select the required number of DCC members from among their number. This would be done through a consensus-based approach. (see Figure 10: *Jirga* participants forming the Borkah District Community Council)

Figure 10: *Jirga* participants forming the Borkah District Community Council in Baghlan Province, December 18, 2010

Orientation of Community Council and Agreement of Council Operating Procedures. At the first meeting of the DCC, its members elected their officers and were asked to sign an MoU along with government representatives which defines the roles, responsibilities, expectations and performance criteria for council members; the roles and responsibilities of the District and Provincial Governor in supporting and interacting with the Council; and the support that will be provided by IDLG in facilitating outreach.

Once established, the DCCs meet bi-monthly. DCC meetings are frequently attended by the district governor, and representatives of NGOs, the PRT or District Stability Team (DST), construction companies, USAID and its implementing Partners, community members and district based government officials. The DCC members typically meet as a whole group including the sub-committees; then each sub-committee addresses issues relevant to their committee. The main tasks of the ASOP District Liaison Officer are to facilitate and attend the DCC meetings and support the DCC in developing its agenda, recording the decisions made, preparing reports, preparing the attendance sheet, distributing stipends, providing light refreshments for participants of the meeting, and preparing the monthly report to the ASOP PMU.

The DCC meetings have been very successful – they were held regularly in the face of security threats and other hardships, and were well attended. The genuine interest in being a DCC member and taking part in meetings was verified by the fact that high attendance was maintained after the discontinuation of stipends (November and December, 2011 and January, 2012).

Activity 1.3 Culturally Appropriate Conflict Resolution Training

Community Councils *(shuras)* are the traditional method Afghans have used to address community disputes and problems. These traditional structures have been eroded by years of conflict and instability through wars and insurrections. An aim of ASOP is to strengthen and re-activate these structures to address current problems of instability, high levels of corruption, poor delivery of public services, and slow and/or inappropriate rehabilitation and development planning and implementation. (see Annex C: Snapshot – More than 2,000 Conflicts Mediated by New District Community Councils).

The ASOP program designed and implemented conflict resolution training and capacity building initiatives to tap into the knowledge and awareness of DCC members about the existing sources of conflict and dispute (actual or potential) in their areas. The capacity building and training sessions focused on mediation techniques, communication strategies and other means for Councils to be effective mechanisms for mitigating and resolving local disputes. A copy of the ASOP Training Agenda for Conflict Resolution, Peace Building and Disaster Risk Reduction is included in Annex B.

District Community Council Reports
PEACE-BUILDING INITIATIVES

Chishti Sharif District The DCC Peace and Security Committee conducted multiple meetings with anti-government elements (AGE) in the Zala Area near Salma dam village and finally convinced a group of ten AGEs, led by Siad Ali and Mulawi Emamudin Wakili, to lay down their guns and join the peaceful life. The group requested the DCC chairperson to accompany them to the Herat National Directorate of Security (NDS). With the help of the ASOP Provincial Management Unit, the council chairperson made the arrangements. On December 19, 2011 a big ceremony was held in the Herat Security Headquarters which included the Herat Provincial Governor Dr. Duad Shah Sabah, security officials, and national and local media. The AGE commander surrendered seven AK guns, two machine guns and one RPG. The Governor praised the timely efforts of the Chest-e Sharif DCC and the PMU. This initiative of the DCC was also strongly appreciated by community members.

Qadis District The Qadis DCC negotiated peace with a group of 200 insurgent gunmen who laid down their weapons and joined the government peace process. Qadis district has suffered insurgent movements in recent months owing to weak government control in the district. The ASOP DCC played a pivotal role in motivating the insurgents to renounce their violent opposition. Council members negotiated with top regional Taliban commanders Mullah Yosif, Ahfiz Qutbadin, Mullah Jabar, Anar Gul and Saddam, who agreed to join the peace process with 200 armed men. The ex-commanders now strongly support the government in Nakhcherstan and Qadis Khordak areas, and recently joined the police in opposing local insurgents. The Council will continue its peace campaign and the communities are optimistic that the Council's activities will help end to the insurgency in the district.

The aim was to make the training and capacity building sessions as relevant to the local conditions as possible while drawing on expertise and materials developed elsewhere. Techniques for the delivery of capacity building and training were respectful of the standing and roles Council members in their communities while endeavoring to enhance understanding of how Community Councils could organize and implement conflict and dispute resolution initiatives

Activity 1.4 Payment of Monthly Stipend of 6,250 Afs to Community Council Members

ASOP paid eligible council members a stipend to offset costs associated with attending council meetings at which official community business is conducted, as well as council-related work done in the district between the meetings. Council members were paid a monthly stipend of 6,250 Afs (approximately $125) when attendance at council meetings was documented (see Figure 11: Distribution of monthly stipends). ASOP developed a reliable, corruption-free and replicable system and a set of procedures for transferring stipends nationwide. The following mechanisms were used where appropriate:

Bank transfers. In areas where local banks are functioning, bank accounts were opened for DCC members, and stipends were deposited electronically into their accounts.

Roshan M-Pisa transfers (e-Money). In areas where local banks are not present but Roshan mobile phones are functional, the stipends were transferred through the Roshan M-Pisa System (see Annex C: Snapshot – Linking Afghan Communities to Modern Financial Systems).

Cash payments. If neither Roshan mobile services nor local banking services were available, the stipends were paid in cash by bringing funds to district centers and making direct payments to council members.

Figure 11: Distribution of monthly stipends to Gizab District Community Council members

Activity 1.5 Organization and Facilitation of Regular Meetings between DCCs and the GIRoA

Memorandums of Understanding (MOU) were signed between each District Community Council and GIRoA representatives. ASOP developed a template for each MOU and adapted it to each district's priorities and needs in consultation with each DCC. Each MOU was finalized and signed at the first post-election meeting of each DCC. Arrangements were to be made for representatives of all DCCs to meet at the provincial level every two months. These arrangements would include a meeting with the Provincial Governor and other government officials as well as provide an opportunity for the Council members to exchange information and experience in a workshop format. These workshops proved impractical to organize owing largely to security, travel and scheduling constraints. However, many DCCs did benefit from the occasional attendance of provincial governors, and frequent attendance of district governors at the DCC meetings.

Activity 1.6 Provision of Equipment and IT to District Governors' Offices

Through the USAID task order ASOP provided furniture and ICT equipment for the use of PMUs and DLOs, all co-located in the offices of their respective provincial or district governors. At the close of the task order USAID authorized disposition of the ASOP "field packages" (provincial and district equipment, furniture and supplies) to the governors, represented by IDLG.

Activity 1.7 Culturally Appropriate Capacity Building for District Community Councils

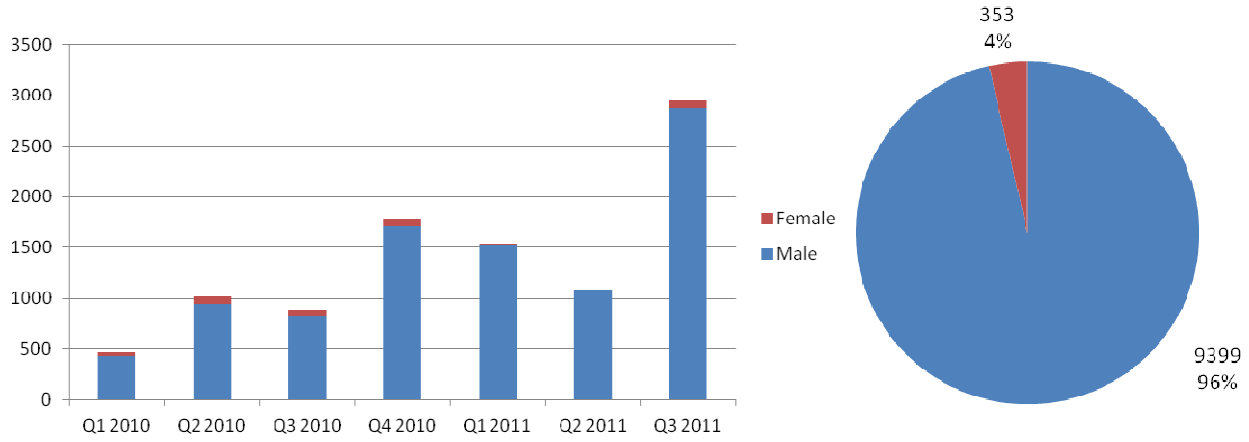
ASOP provided training and advice to DCCs on administering their responsibilities (see Figure 12: DCC members attend training course). ASOP developed and implemented a capacity building strategy with input from IDLG. The following DCC training courses were developed (See Annex B for course outlines):

- Management and Operations
- Management and Governance
- Conflict Resolution, Peace Building and Disaster Risk Reduction
- Planning and Development
- Assessing Government Services at the District Level (pilot tested)

Figure 12: District Community Council Members participate in Management and Governance Training Course, June 2010

Figure 13 summarizes by calendar quarter the number of DCC members who received ASOP training.

Figure 13: DCC Member Training by Calendar Quarter



Activity 1.8 Sensitize Key Government Officials and Political and Social Figures on Critical Issues in the Province through Extensive Consultation

Council members who are already members on other representative bodies such as CDCs, DDAs and religious organizations served as liaisons with the other groups. Bi-weekly meetings of the DCCs afforded frequent opportunities for the communication of district needs. Specific DCC members were designated to liaise with women's and youth groups, and efforts would be made to reach out to internally displaced persons, nomads, widows, and other vulnerable groups.

District Community Council Reports
COMMUNICATION OF GIRoA POLICIES AND PROGRAMS

Surkh Rod District The DCC conducted a meeting with community elders and the district governor about the eradication of poppy crops. The Chairperson, District Governor and some elders delivered their speeches to the participants about the poppy eradication. At the conclusion a poppy eradicating decision letter was signed by all participants. The proclamation was broadcast on RTA. In addition, the community elders highlighted the need for central government to implement alternative livelihood projects in the district.

Ab-Kamari District The district chief of police briefed the Council about the upcoming transition from ISAF forces to Afghan security forces. He requested the council members to spread the message to all villages that the police force belongs to all district residents. The DCC chairperson told the members it is their duty to inform their villagers about the transition to the local police.

Obeh District The DCC Women's Committee visited Raghwaja village to check the status of women's rights to work and their economic conditions. The Committee intervened with a number of deprived women who cannot afford to support themselves, particularly widows and female-headed households who wash clothes to earn money. They had received no support from the district government in recent years. Committee members cordially pleaded with representatives of national and International NGOs to take care of the welfare of women in Obeh district. After the Omid 12 military operation in the district, some foodstuffs were given by the Afghan National Army (ANA) to the Women's Committee to distribute to affected widows.

Component 2: Provide Material Support and Capacity Building for IDLG's Central ASOP Office

The GIRoA needs well-functioning central office to support the district councils. The plan was to establish an office staffed by IDLG and AECOM personnel who would work together as one unit to provide support to DCCs throughout the country. In practice, virtually the entire Kabul-based ASOP team

was hired, paid and managed by AECOM under the USAID contract. This team coordinated and worked closely with a small number of IDLG counterparts.

In the provinces and districts the ASOP personnel engaged by AECOM co-located in the local offices of provincial and district governors. This 'embedding' of PMU staff and District Liaison Officers with GIRoA contributed to close coordination between the Government and the councils.

Activity 2.1 Security Upgrades and Renovations to the Central ASOP Office

When the task order was written, there was an ASOP office operated by IDLG in Wardak Province. AECOM staff needed to be co-located with the IDLG ASOP office that was currently operating only in Wardak. The process would require security as well as electrical and connectivity upgrade to the office. AECOM would need to identify and procure these services using established USAID policies and procedures.

Activity 2.2 Payment of Rent and Utilities for the Central ASOP Office

AECOM paid the rent for the ASOP office.

Activity 2.3 Capacity Building of IDLG Staff

While working within an integrated staff structure, a key requirement was to build the capacity of IDLG to lead, implement, administer and monitor sub-national governance initiatives such as the ASOP. AECOM's strategy included capacity building and training efforts related to administration, procurement, recruitment, promotion and finance. They also included training on field support, and monitoring and evaluation (see Figure 14: Training workshop for ASOP PMU staff).

Figure 14: Training workshop for ASOP Provincial Management Unit staff

Activity 2.4 Equipment Provision to the ASOP Central Office

Augmentation of the central ASOP unit required additional IT and office equipment. In addition, logistical support was upgraded with the addition of vehicles, security and communication equipment. The ability to deliver training at the Kabul office was upgraded by adding furniture and presentation equipment to accommodate a lager conference room and a training room.

Activity 2.5 Creation of Standard Operating Procedures for DCCs

ASOP produced a Guide on Standard Operating Procedures (SOP) to ensure uniform procedures and to assist the central and field staff in developing the skills necessary to develop DCCs. It outlines methods for establishing DCCs at the district level as well as the procedures pertaining to HR, finance, administration, procurement etc. The SOP Guide also outlined procedures such as conducting District Community Council meetings, agenda preparation, and communication with government counterparts.

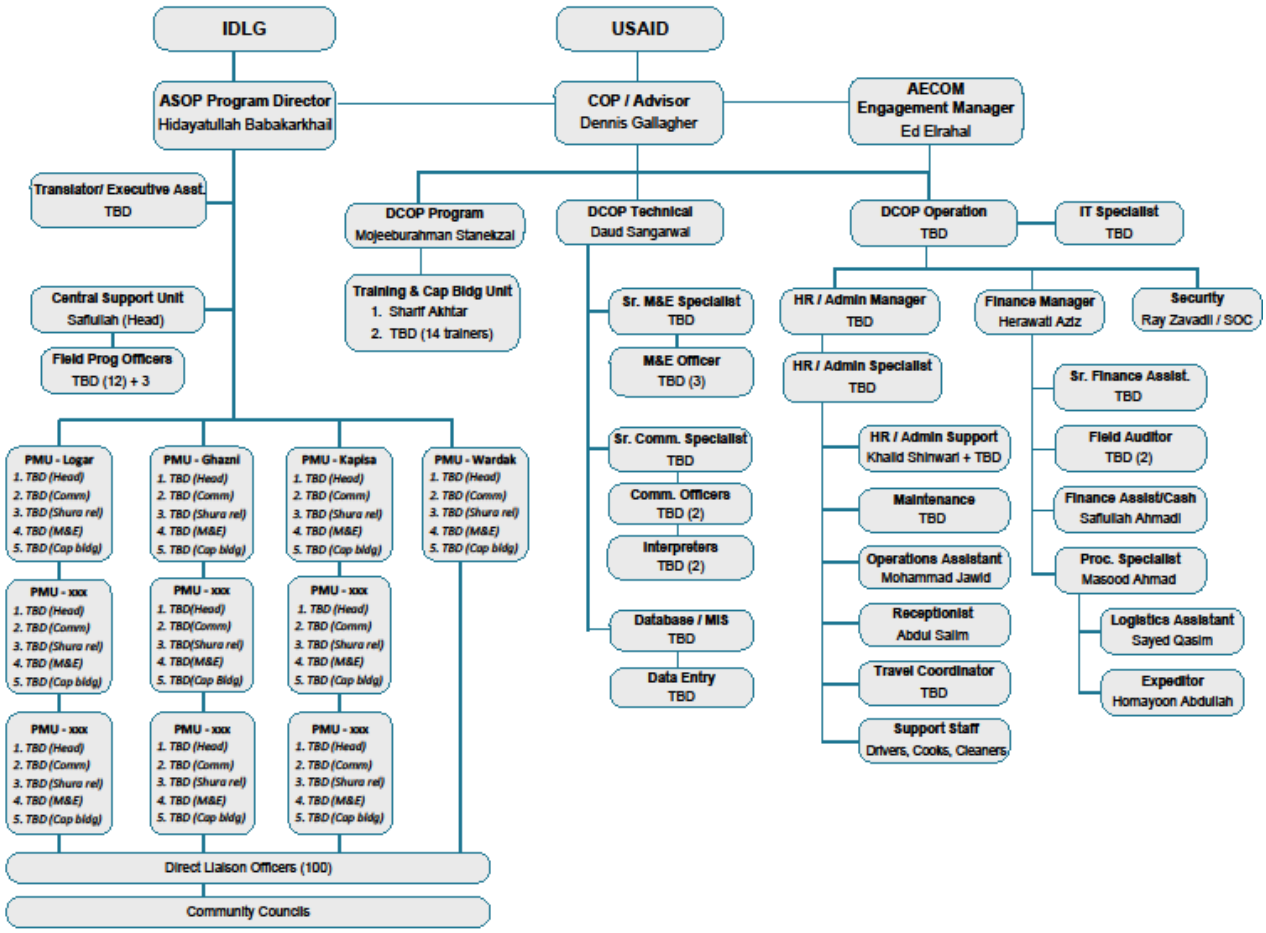
Management Structure

To enable and support activities throughout the country, AECOM established and maintained a decentralized operational footprint that allowed for a constant flow of communication, technical guidance, capacity building and funding at the provincial and district levels. Recognizing the importance of

effective monitoring and evaluation the ASOP team tracked PMP data by province and responded to regular and ad hoc reporting requests.

The role of the ASOP management team was to support ASOP implementation as an initiative of IDLG, led by the IDLG/ASOP Program Director. This support role complied with the priority given by USAID to support *Afghan First* initiatives. The ASOP management team also needed to accommodate geographic expansion and programmatic enhancement as the program grew to 131 DCCs. The management team needed also to support the ASOP Chief of Party with two Afghan Deputy Chiefs of Party: the DCOP/Program, the DCOP/Technical. These were Afghan professionals with extensive experience managing decentralized programs operating in high-risk environments. To enhance ASOP capacity to manage the financial and operational dimensions of the program, AECOM employed one additional DCOP/Operations with oversight of finance, and an expatriate Finance Director. Figure 15: ASOP Organization Chart illustrates the staffing structure of the project, circa June 2010.

Figure 15: ASOP Organization Chart ca June, 2010



ASOP management consisted of three interrelated functions: program implementation, technical support and operational support. ASOP operated under the overall direction of the IDLG-appointed ASOP Program Director, who reported to IDLG (GIRoA). The Program Director's principal responsibility would be to lead the ASOP team that is most directly involved with program implementation in the field, as well as to form and nurture relationships with the Provincial and District Governors (also IDLG employees). The AECOM Chief of Party, who reported to the USAID COTR, served as an advisor to ASOP. While he had direct managerial responsibilities for the technical support as well as operational and financial support

delivered by the program, he continued to be responsible for the overall success of the project to both USAID and AECOM.

Field Program

More ASOP employees worked in the provinces and districts than in Kabul, which reflected the broad national scope of the program. One of the main purposes of the DCCs is to improve the relationship with the Government through working more closely with both provincial and district governors. At the provincial level, ASOP engaged with Provincial Governors. To enable and enhance the DCC relationship with the Governor, an ASOP Provincial Management Unit was created in each province and was located at the Governor's compound, and the Head of the PMU functionally liaised with the Provincial Governor while administratively reporting to the ASOP Director at the Central Office.

Each Provincial Management Unit was comprised of a PMU Head and four individual experts on *shura* relations, communications, M&E, and capacity building and training. In larger provinces like Nangahar (14 DCCs), and Ghazni (10 DCCs) a finance officer was also added to the PMU staff. In each district where a DCC was established, arrangements were made to hire a District Liaison Officer. All field staff were recruited and hired from the provinces and districts where ASOP had its field offices.

The field program was directly overseen by the DCOP/Program, who also had a Kabul-based Central Support Unit (CSU) reporting to him. The CSU was made up of approximately 15 field officers who had a variety of responsibilities, including forming new DCCs and troubleshooting field problems.

Capacity Building Team

As the program grew, a Capacity Building Team was created that eventually grew to over 20 professional trainers, many working in the larger provinces. The Capacity Building Team followed a Capacity Building Strategy which identified key skills and knowledge sets needed by DCC members.

ACCOMPLISHMENTS

The ASOP aimed to strengthen security and peace, improve the effectiveness and responsiveness of service delivery and build local governance. This was accomplished through the revival of traditional practices of collective decision making and community solidarity and the promotion of cooperation and partnership with the government. The Program was designed to put in place mechanisms to ensure ongoing communication and collaboration between government and communities through the creation of community councils at the district level.

While ASOP was always an integral part of the USAID’s Democracy and Governance program, the program also delivered important benefits to USAID’s country stabilization efforts as well to USAID’s Economic Development efforts.

Benefits to Governance

Creating governance units. A total of 131 District Community Councils were formed in 24 provinces of Afghanistan (see Figure 2: Map of ASOP Councils, and Annex A: ASOP District Community Council Master List). These councils were intended by the GIRoA as interim councils to be replaced when the Constitutionally-mandated secret elections take place in all the districts of Afghanistan. Eventually district councils will complete the governance hierarchy – Parliament, Provincial Councils, District Councils, Municipal and Village Councils. See also Annex C: Snapshot – District Community Councils Fill the Gap in Sub-National Governance.

Using transparent democratic processes. DCCs formed through transparent democratic processes. DCCs, each comprised of 35-50 individuals, were formed through the traditional Afghan *jirga* process, which is recognized by Afghans in general and in each district where they were formed in particular, as a fair, open and transparent process (unlike Afghans’ mistrust of other attempts at secret elections). These

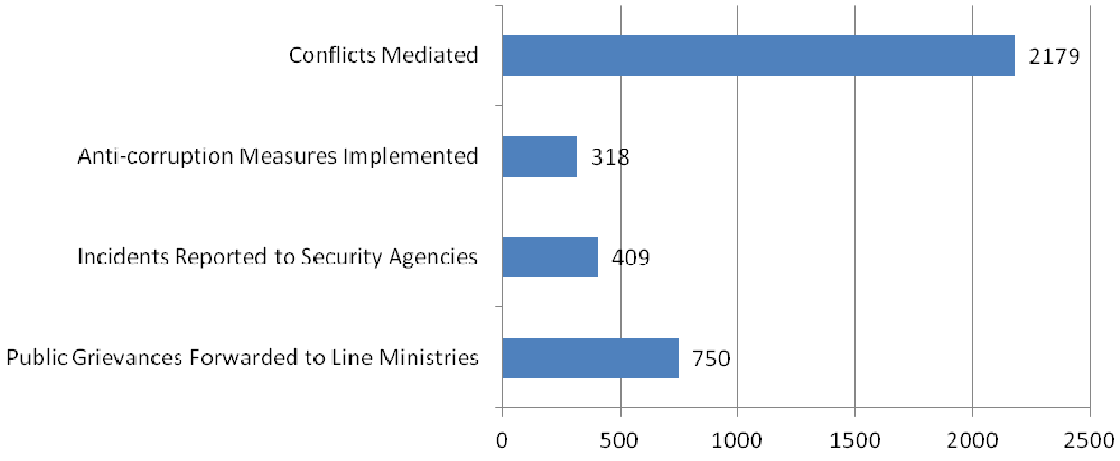
jirgas were made up of several hundred of the most important persons in the district who, in turn, selected between 35-50 individuals to represent them in District Council meetings. The process guaranteed that all ethnic groups were represented in satisfactory ratios on the Council.

Reducing ethnic tensions and fostering cooperation and familiarity. Each of 131 DCCs are comprised of ethnic groups that exist in significant numbers in the district, often Pashtuns, Hazaras, Uzbeks and Tajiks. The inter-ethnic strife between these groups is the single most frequent cause of violence and instability that has plagued Afghanistan for centuries (even millennia). And yet, twice a month, these DCCs, made up of various ethnic groups, meet, discuss problems and solve issues through consensus.

Engaging key political leaders. The *jirga* process is designed to bring a number of key influential leaders together who represent all ethnic groups in the district. These individuals are political leaders and not technical experts as can be found in other *shuras* operating in the district, such as DDAs, Educational or Agriculture Shuras. These are the kinds of respected leaders who will undoubtedly win office in a secret election. To demonstrate their status in the districts, many DCC members were selected to be part of the *Loya Jirga* that took place in November 2011 in Kabul. In all, some 5,445 district leaders (5,277 men, 168 women) have been elected to serve on District Community Councils.

Connecting individuals with their government. One of the main goals of the ASOP is to build trust between citizens and their government. As the DCC members are often the most influential individuals among their respective ethnic groups, and represent them at council meetings, each one truly represents many other individuals. Throughout the country, most district governors and district police chiefs attend the bi-weekly DCC meetings, establishing automatic connections between the citizens and government. They receive complaints from DCC members and participate in discussions that are raised by DCC members. The government officials are also bringing “problems” to DCC meetings that can be discussed and solved at those, or in subsequent, meetings. The regularity of these bi-weekly meetings as well as monthly stipend payments helps to establish confidence and trust in the government and international organizations. Figure 16 presents summary statistics on activities conducted by Councils to serve citizens and build trust in government.

Figure 16: Numbers of Activities Conducted by District Community Councils



EXPLANATION OF CATEGORIES USED IN COUNTING DCC ACTIVITIES

Conflicts Mediated: Land or property disputes, violent conflicts, family or household disputes, water rights disputes, kidnapping, and other disputes. See Figure 17 for more details.

Anti-corruption Measures: DCC members assisted in controlling corruption by reporting to higher government officials and through direct contact with the people involved. Examples of cases they influenced include issuing of national ID cards to local people, land and social disputes involving corrupt government officials, and improper distribution or use of development assistance (e.g. food aid, disaster assistance, agricultural seed stock, and agricultural equipment).

Incidents Reported to Security Agencies: DCC members advise the authorities about security incidents in the district, and enlist the help of security bodies to remove improvised explosive devices (IED), remove checkpoints set by Anti-government Elements (AGE), and to disarm insurgents who choose to join the GIRoA peace process.

Public Grievances Reported to Line Ministries: Grievances are typically counted as complaints made verbally or in writing, to government authorities or the PRTs, about the quality of services or lack of services such as water, electricity and roads, security or policing, health and education services, food or shelter shortages, and disaster preparedness or response.

Building GIRoA success. The ASOP has been a success that can largely be attributed to IDLG institutions and their staff members. From the outset, the ASOP was a creation of IDLG leadership. They have acted as stewards, problem solvers and champions of the program. The ASOP occurs in rural Afghanistan, and the network of provincial and district governors have proven instrumental in causing the program to succeed. The organizational structure and management of ASOP has been designed to fulfill the "Afghan First" objective. With an IDLG appointed Program Director overseeing a field organization of PMUs and DLOs in the provinces and districts, the government of Afghanistan can claim credit for building a successful program.

Benefits to Stabilization

ASOP was designed to work in the least secure districts of Afghanistan with the purpose of mobilizing the community to support government agencies, the police and the security services (see Annex C: Snapshot – New District Community Councils Contribute to Afghan Stability). It was agreed that ASOP would concentrate in Key Terrain Districts, District Delivery Program districts, and districts that were recommended as priorities by the Ministry of Interior's Afghan Local Police Program (ALP). The focus of ASOP continues to be on the most insecure districts as a key function of the district councils is to improve district-level stability by bringing communities into closer association with the government. The following stabilization benefits have been realized.

Partnership with military organizations. District Community Councils foster community solidarity to prevent support for anti-government elements and activities in the district. The DCCs have become a critical part of the overall strategy of the Ministry of Interior's ALP program. Over the past year, the ALP program has been reluctant to start a new program without first gaining the endorsement of the DCC in the district. If there is no DCC, every attempt is made to have one created before the ALP program begins. DCC members are called upon to nominate ALP police force members as well as to endorse the entire list of recruits. Additionally, the DCC Security Committee report insurgent incidents and activities to military organizations operating in the district. In all, over 400 such reports have been delivered to security forces, many saving lives.

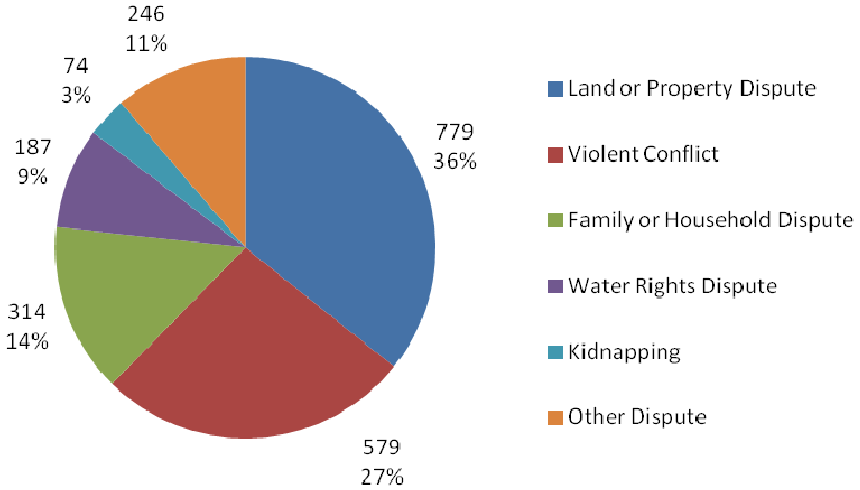
District Community Council Reports
SECURITY INCIDENTS REPORTED TO THE AUTHORITIES

Deh Yak District Suspected people burned five water pumps in Ramak village. The DCC shared the issue with the district governor and district police head. The district governor ordered the Deh Yak district police head to arrest those people suspected of being involved in the destruction.

Dihrawad District Agha Jan and Mohammad Lal, residents of Juw Nuw village, came to the DCC meeting and informed DCC members and Government officials about an IED. Some DCC members and police went to that village and removed the IED safely.

Conflict mitigation. An important function of DCC members (DCC Justice Committee) contributing to stabilization in the district, is to provide citizens with help mediating their conflicts. Most DCC members have received training on conflict mitigation and members of the Justice Committee meet with citizens for that purpose. In all, over 2,179 cases have been resolved. Many of these cases have been brought to the DCC by individuals but many have been referred by the District Governors. Some 779 cases (36%) involved disputes over land and other property, such as houses, rights-of-way, and 579 other cases (27%) involved violence. The number of cases addressed by the councils has increased rapidly as citizens have learned about this valuable service. Figure 17 presents statistics on the number and types of conflicts and disputes resolved by the District Community Councils.

Figure 17: Disputes and Conflicts Resolved by District Community Councils in 2010 and 2011



EXPLANATION OF CATEGORIES USED IN COUNTING DISPUTES AND CONFLICTS

Land or Property Dispute: Arguments, disputes and violent conflicts between individuals, groups and tribes over the ownership or possession of land, houses, walls rights-of-way, and use of pasture land.

Violent Conflict: Events involving physical violence, typically fighting between individuals, groups or tribes, and frequently involving weapons such as guns, knives and explosive devices. Cases of land or property disputes, or family/household disputes that may have involved minor violence were counted in the "land" or "family" categories, not as violent conflicts.

Family or Household Dispute: Marital disputes between husband and wife, or spouse and in-laws. Disputes between parents and children, or between siblings. Many cases concerned engagements, marriage or dowries.

Water Rights Dispute: Arguments over access to irrigation or drinking water. Frequently they concern the rotation of access to irrigation water between farmers.

Kidnapping: Cases in which local residents, DCC members, or development project workers were kidnapped, typically by Taliban.

Other Dispute: Disputes over vehicular accidents in which property was damaged or persons injured. Money disputes such as loans not repaid. Business deals or other agreements not honored.

District Community Council Reports
LAND AND PROPERTY DISPUTES RESOLVED

Kunz Kunar District The DCC Judiciary Committee mediated and solved a dispute over a piece of cultivated land left in inheritance to brothers AK and OK of Abdulkhil village. AK claimed that OK occupied more than his share. The unresolved issue created severe family problems. After investigation the Judiciary Committee distributed the land justly and equally according to Islamic *sharia* between both parties. The decision was accepted by both sides.

Rodat District The DCC with input from community elders resolved a water allocation dispute between two residents of Kan village. The DCC found that R attacked and injured AQ on the day of his water allocation. Thus the DCC members penalized R with a fine of 20,000 AFN to be given to AQ. The final decision was accepted by both sides. All the participants of the Council along with the district governor signed the decision letter.

Kama District The DCC members along with community elders and parliament members mediated a land dispute between Kama Khas and Srya villages, which both claimed ownership of land on the bank of Kunar River. The dispute led to an armed clash and one resident of Kama Khas was killed. The issue was first brought to the district governor, then to the provincial council and other famous elders. But all of them failed. The DCC members, with support of the members of parliament, convinced both sides to resolve the problem and urged Kama Khas village residents to apologize to the villagers of Srya. Both sides accepted the ruling and the Srya villagers forgave the villagers of Kama Khas. Elders from both villages hugged each other and celebrated this day with a big party.

Qarghayi District There was a land dispute between MN and MI, residents of Surkhakan village, over 1.5 *jeribs* of land inherited from their grandfather. The conflict escalated to fighting and was referred to the DCC, which assigned it to members of the Judiciary Committee. They visited the site, found that the land was originally the grandfather's property, and was their equal inheritance. But it had been in the possession of MI for 10 years. So the DCC ruled that as MI had used the land for 10 years, so MN will use the land for the next 10 years. After that, the land will be divided between them equally. The decision was accepted by both sides and the problem was solved.

District Community Council Reports
FAMILY AND HOUSEHOLD DISPUTES

Archi District Resident BZ claimed that she wants *thalaq* (divorce) because her husband H does not like her. In fact, one night she was poisoned by her husband, who then put her in a sack and left her in a valley. In the morning, after she was carried home by some people, she saw that everything in the house was sold and her husband was gone. Five members of the DCC met the Police Chief of Police who helped find the husband. At its second meeting the committee reported that they met the couple in the presence of the Police Chief. After hearing both sides, the committee advised them to spend 50 more days with each other. If they then agree to continue living together, it will be better; if not, then they can separate. Both sides accepted the decision.

Dawlat Shah District BN, wife of MA was kidnapped by GM (all residents of Gamandok village). The issue escalated to gunfire. MA requested the help of the DCC, which assigned the case to members of its Peace and Stability, and Judiciary Committees. After investigating they found that GM was guilty and required him to pay a fine of 300,000 AFN to MA. He did so, and the woman was returned to her father and given the chance to select a husband of her own choosing. Both sides accepted the decision and the problem was solved.

Khogyani District The DCC mediated and resolved a family dispute between H and B in Kakokhail village. H had engaged his daughter to the son of B, who in turn had engaged his daughter to the son of H. A few days after the wedding H took his daughter back to his home. DCC member M. Karim mediated the issue and made both parties return their daughters to their husbands. The decision made by the DCC accepted by both sides happily.

District Community Council Reports
KIDNAPPING CASES RESOLVED

Noor Gul District A foreman of the Khan Wazir road construction company, S. Hazra was abducted by the Taliban in Mazar valley. The company is working as a contractor for PRT Kunar on the one-kilometer asphalt road. The DCC started their struggle to release the abducted man, and conducted meetings with the help of community elders with Talib commander Qari Sabour. The DCC convinced him that due to the kidnapping, all development projects would be stopped. As a result, the foreman was released and returned to his family.

Benefits to Improving Government Services

Citizen Complaints. According to law, the Government is responsible for providing government services to citizens in all provinces and districts of Afghanistan. An emerging role of the newly-established Councils is to assess and monitor the delivery of government services which may include social and infrastructure services. Currently, the only entities reporting on these services are the Government ministries providing the services. The establishment of DCCs provided a natural conduit for registering citizen complaints. During the course of the program more than 750 complaints were delivered by DCCs to line ministries concerning the services they were providing or should have provided.

District Community Council Reports
REQUESTS AND GRIEVANCES SUBMITTED TO LINE MINISTRIES

Waghaz District The DCC prepared and submitted a request to the Governor of Ghazni Province for construction of a new building for Mohammad Khan Qala High School. This request was approved and the director of the provincial Education Department visited the project site on June 22, 2010 and promised to construct the school building. The DCC decided that the Executive Committee will follow up and report on this project.

Ali Abad District The first priority of the council is to improve electricity service for people throughout the district. The District Governor, DCC Chairman, and 10 members met the Provincial Governor and discussed the need for an electric transmission line. The Provincial Governor promised his support and approved the request documents. The DCC Chairman then joined them on a visit to the Ministry of Electricity in Kabul. After lengthy discussion it was approved that installation of transmission lines will start soon in Ali Abad district.

Mihtarlam District The big Baba Sahib canal was ruined by heavy flooding at Ahmadzai and Deewa villages. As a result the irrigation to farms was disrupted. Residents requested the DCC to solve this problem. The DCC appointed the Secretary M. Azam, and H. Hafizullah, and M. Rahim (members of the Development Committee) to address the issue. The RRD referred them to the Asia Development Program, which asked for a proposal. The Committee submitted a proposal for a $15,000 project for 25 days of work on the canal. ADP approved their proposal. The residents of these villages were very thankful to the Mihtarlam DCC.

Ab Band District Displaced people from Ab Band to Ghazni city faced a food shortage. To solve the problem the DCC prepared a list of 57 affected families and submitted it to the Natural Disaster Department to provide food aid.

Urgoon District The DCC members strongly urged the government to increase the local police, and install more police checkpoints especially in the remote Perkoti village. The DCC member Ajab Khan, who represents Perkoti village, said the people are in fear of Taliban and insurgents, and the people are not ready to join the local police because of the fear of Taliban. He said if the government installs three checkpoints around the village the people will be safe and will align with and support the government.

Note: *Source materials are the monthly reports received from the districts, prepared by the ASOP District Liaison Officers who attend each DCC meeting. "Grievances and needs" are typically counted as complaints made verbally or in writing, to government authorities or the PRTs, about the quality of services or lack of services such as water, electricity and roads, security or policing, health and education services, food or shelter shortages, and disaster preparedness or response.*

Reduced Corruption. DCC members were provided with anti-corruption training during the first round of training following formation of each DCC. This gave DCC members a general framework and understanding concerning their roles. Most DCC anti-corruption activities came about in the development committees, where oversight for government and NGO projects were taking place. DCCs reported on contracts illegally granted by the district governor offices, projects that ended without actual completion, and contractors using substandard materials, for example. DCCs also reported on illegal land dealings where parcels of land were illegally or improperly allocated by government officials to their friends, or to others for a profit.

Capital investment proposals. DCC members also provided government officials with a bottoms-up approach to develop ideas about improvements that were need in the districts. DCC members provided line ministries with 702 proposals for capital investments submitted to line ministries.

Disaster management planning. DCC members were likely candidates for taking a leadership role if and when a natural or manmade disaster occurs. All 5,445 DCC members received training on participating in disaster management planning as well as preparing and collaborating with government officials in the implementation and distribution of disaster relief.

Assessing government services. Beyond providing complaints about the lack of public services, the IDLG wanted to develop information about the existence and adequacy of these services from the ground up. ASOP developed a simple but comprehensive approach to enable council members to assess and report on ten basic government services that should be available to all citizens of Afghanistan, and to monitor services being provided. This training module is entitled: *Assessing Government Services at the District Level; a Guide for District Community Councils*. The methods and standards selected for the manual were field tested through an all day training session with one DCC. The actual standards are a combination of standards used in Afghan government ministries and the World Bank. The services covered in the manual include:

- Household water supply
- Household sanitation
- Solid Waste Management
- Health Services
- Education Services Roads
- Electricity
- Irrigation
- Security
- Justice

In the future it may be useful to expand the two-day workshop into a three or even four-day training course by including longer live sessions where DCC members are assisted to start an assessment as a guided training exercise. It is also necessary to fully train the District Liaison Officers in these procedures so they will be able to assist DCC members through this process. An outline of the training is included at Annex B. This module should be used in a training program in the next phase of the ASOP program.

Other Benefits

Economic development. Although economic development was never an intended effect of the program, the ASOP distributed over $7.9 million in stipend payments to DCC members in some of the most remote and insecure parts of the country. These funds were undoubtedly used to sustain the livelihood of DCC members and their families, but also used to pay for services and expand or sustain the employment base in many districts. All DCC members were paid stipends, and over 50,512 payments were made.

Expanding use and knowledge of the country's financial system. Most DCC members did not have a means of receiving stipends except the traditional *hawala* system. The ASOP helped establish bank accounts for many DCC members with the intention of electronically transferring stipends to their accounts on a monthly basis. The ASOP established bank accounts for over 4,400 DCC members. With banks not available in some districts, ASOP introduced the e-Money system (M-Pisa) to over 1,000 council members and provided them with training. Touted worldwide for its benefits to economic development and transparency, the ASOP became the leading USAID program making use of e-Money.

III. DISCUSSION OF PROBLEMS ENCOUNTERED AND WHERE OBJECTIVES WERE NOT ACHIEVED

Lack of IDLG responsiveness and leadership. An important part of the ASOP was to ensure ownership by the government of Afghanistan -- for the program to be perceived as an extension of the GIRoA, not as an increased foreign presence. To a certain extent, this was achieved through having one unified project staff comprised of the counterparts and AECOM personnel, joint decision making at all levels of the project, shared authority at the Director and COP level, and an overall collaborative relationship between USAID/AECOM and the IDLG. However, within IDLG, there was limited integration and inconsistent "ownership" of the program throughout the directorate. The program was not assigned to a department and instead was supervised directly by the IDLG Deputy Director. No plans were initiated or formalized by IDLG's leadership to transition the ASOP program staff into the IDLG. Provincial and district governors were not always willing to cooperate with the program requirements and IDLG did not institute an effort to review program objectives, challenges and achievements with their field counterparts. This left problem solving up to ASOP personnel in Kabul which could only achieve limited success.

Public participation in the *jirga* process vs. security concerns. Originally, the process of forming a new DCC was planned to include a broad notification and participatory process to ensure district citizens were informed of the process in advance. However, in many districts, security risks were such a grave concern that a quiet *jirga* process was used that brought citizens to participate "by invitation only." This led some international organizations to criticize ASOP for not being inclusive in their approach to selecting DCC members. The ASOP frequently invited up to 400 prominent citizens to attend but could not advertise the *jirgas* widely for fear of attack.

GIRoA sovereignty. It was important for the security of DCC members as well as for the sustainability of the program that the program would be perceived as an extension of the GIRoA, and not a foreign program. In many provinces and districts, DCC members and ASOP staff were threatened by the Taliban once they were perceived as participating in a US sponsored program. In fact, during the last two years, 29 DCC members were murdered by the Taliban for their involvement with ASOP.

The IDLG tried to limit foreign involvement by sending a communications protocol to all provinces and districts that limited obvious international presence. For example, international groups were forbidden to attend the *jirga* process and were required to request permission to attend DCC meetings. The same request and advice was widely distributed by the ASOP office to USAID officials and others working in the field. However, the advice and instructions were periodically ignored. Virtually every *jirga* meeting was attended by numerous heavily armed DOD officials who arrived in military convoys to monitor the activities. Most of the monthly DCC meetings were attended by USG officials who frequently took seats at the same table as the elected DCC members and often took part in the discussions, even giving direction to the Afghans. This unnecessary and often counterproductive presence was proof to the Taliban that DCCs were entities supported by or even directed by the US Government. The significant presence of USG officials eroded sovereignty of the DCCs as entities of the GIRoA, and put DCC members at risk.

Challenge of informing USAID and USG field staff about ASOP. The ASOP was initiated by the GIRoA and supported by USAID. The work program was designed by USAID and implemented by AECOM through an extensive field presence – 155 field offices in 24 provinces, supporting over 5,400 elected DCC members. The USG presence in these areas, including USAID, DOS and DOD officials, numbered in the thousands. However, it was a significant challenge to USAID to inform USG officials about the policy direction of ASOP. USG officials frequently had their own interpretation of the purpose of ASOP, and acted contrary to USAID's objectives either out of ignorance or in the pursuit of conflicting objectives. Field personnel frequently confused the purpose and governance responsibilities of District Development Authorities (DDAs) with the DCCs, thinking wrongly that they were similar institutions. They misunderstood the justification and purpose of the stipends paid to the DCC members. Some

attempted to combine or merge DDAs and DCCs on their own initiative. Some attempted to initiate new elections for DCCs when they felt the DCC was not representative of the district. Many tried to lead DCC meetings and to change the agendas. ASOP personnel were able to brief incoming USG field staff in only a few provinces.

Recruiting qualified staff members from rural Afghanistan. The most important activity of ASOP takes place in the districts, where elected DCCs meet and provide services to citizens. This is where newly-created DCCs begin to restore local governance. ASOP was designed to support DCCs with a significant presence in the field, employing nearly 66 percent of its staff in the provinces and districts. It was very important to recruit these individuals from the districts and provinces in which they worked, because "outsiders" were not trusted and often did not have the needed social and professional ties. The DLOs were on the frontline of delivery for the entire program. And yet, individuals living in the provinces and districts who applied for ASOP positions were often far less qualified than their Kabul counterparts. They often lacked formal education and experience with development programs; they weren't as easy to train and were not particularly reliable when it came to understand and implement program objectives.

Managing field activities. With such a large amount of activity taking place throughout Afghanistan, managing and monitoring the ASOP field staff and DCC activities was a critically important activity. But providing strong management controls in the field proved to be very difficult. It was too dangerous and very expensive for Kabul staff to travel frequently to the districts; thus, senior management needed to rely upon the field staff to report information accurately and reliably to the home office. It was possible to cross check some of this information through discussions with the provincial and district governors' offices, but this was not sufficient. Additionally, significant amounts of project financial resources were expended in the field and this was equally difficult to monitor without time consuming attention to detailed monthly field reports. A number of field-based personnel were terminated for wrongful behavior.

When the volume of field financial transactions increased significantly – in parallel with the establishment of more councils – it was decided to establish an ASOP Audit Unit to verify that financial procedures and controls were being correctly followed. The activities of this unit were mainly to validate documentation sent in from the field, and to make spot checks in the field to verify procedures and documents. The Audit Unit did not attain its full potential because (1) it proved impossible to find well-trained and experienced Afghan auditors; (2) the personnel hired to staff the unit lacked stature and authority over their colleagues in the field because of their relative youth and lack of audit experience; (3) at times the Audit Unit staff were drawn in to provide surge capacity for the regular finance and accounting team, which decreased their availability to conduct field audits.

Reliance on US Special Forces to provide support after DCCs have been formed. The US Special Forces (CFSOCC) played an important role in selecting and sequencing the districts in which DCCs would be formed. This intentional linkage led ASOP to work in some of the most remote and dangerous parts of the country. However, ASOP staff role went far beyond the creation of DCCs, it was necessary to provide initial and periodic training to DCC members and to provide them with stipends each month. Supporting these additional activities were part of the CFSOCC agreement with ASOP; they often were requested to provide helicopter transport for ASOP staff to visit the districts. As the program evolved and grew, CFSOCC ability to commit these valuable resources to ASOP diminished and reduced ASOP's ability to conduct training for DCCS, and to deliver stipends to DCC members.

Challenging Financial Management. The dispersed geography of ASOP, and the remoteness and insecurity of many districts made it virtually impossible for top managers to conduct site visits for monitoring and auditing of activities and auditing transactions. Despite the use of strict financial procedures and controls, training of staff, and a separate internal audit unit, minor cases of corruption were identified. There was collaboration between offenders, and an unwillingness to report corruption by uninvolved staff members. The monitoring of transactions, termination of employees, and rehiring to

replace terminated employees required significant effort. An internal audit unit was established and assisted to maintain financial controls through training, checking of financial documents, and spot checks.

IV. LESSONS LEARNED

Progress will falter without a clear, long-term goal and transition plan for the District Community Councils. The ASOP began rather tentatively in July 2009 with the objective of creating only 18 DCCs in three provinces. It was a very innovative and culturally complex program, requiring rural Afghans to accept leadership roles in newly created *shuras*, without legal standing, in insecure districts that have almost no government presence. However, with the program showing early success, USAID added significant resources in February 2010 and established a new objective of creating a total of 100 DCCs by July, 2011. The program performed better than expected and the goal was reached six months early (100 councils by January 2011). At this point, there was a lack of clear future direction concerning role that DCCs would play in the evolving governance structure. The future of the ASOP program was uncertain (and remains so at the time of writing), and the ultimate path of transition from ASOP DCCs to the constitutional district councils has not yet been articulated by GIRoA. Formation of new councils was stopped in August 2011 when a total of 131 DCCs were formed.

The AECOM team recommended many times that IDLG should develop and implement a deliberate transition strategy to assume responsibility for ASOP including: capacity to form and support councils, systems and procedures for managing stipend payments, moving the stipends themselves "on budget" (i.e. to GIRoAs budget), and ultimately to absorb some or all of the ASOP personnel within IDLG. There was agreement to tackle this topic and other policy questions through a series of policy workshops, but they did not gain momentum, mainly as a result of untimely leadership changes at IDLG.

At the time of writing there are positive and negative signs about the future of the ASOP Councils. It is a positive sign that the councils continue to meet, with approximately 80% attendance, two months after the payment of member stipends stopped. It is also positive that USAID and IDLG have agreed that provincial governors may be authorized to provide funds to support the councils from the Performance Based Governors Fund, a pilot project that provides direct budget support to provincial governors to enhance their relationships with citizens and improve their management capacity. It is also very encouraging that the Governor of Kunar Province has on his own initiative set up District Community Councils in four districts, following the ASOP model, but without USAID or AECOM assistance.

The two most significant negative factors are the apparent lack of systematic or reliable funding to support council meetings and activities, and the growing perception reported from ASOP staff, government officials, and DCC members that the District Development Assemblies (DDA) will become the regular, legal district government body, despite their complementary functions which are equally essential to good governance.

Active support of Provincial and District Governors is essential. The District Community Councils are most successful in provinces and districts where the provincial and district governors fully understand the program design and the intended role of the DCCs, and where they provided active support and demonstrated respect for the DCCs. Those progressive governors have developed productive working relationships with the DCCs, and many have reported that the DCCs relieve them of considerable burdens by answering citizens' questions and resolving their disputes. Conversely, some governors did not understand the benefits of the program, or felt it would undermine their powers. In those places with un-cooperative governors the DCCs struggle for acceptance and are far less effective in representing the people and promoting GIRoA programs and policies.

Better communication about ASOP is needed. It proved very challenging to adequately inform the widely distributed USAID and USG field staff about the purpose and workings of ASOP. Many of their questions were handled via email or telephone. However, on many other occasions they developed

criticisms of the program without a solid understanding of its objectives and its complexities. Some even took action on their own to rectify situations that they misunderstood, with unintended negative consequences. The USAID COTR organized useful "ASOP Days" in Kandahar, Mazar-e Sharif, and Jalalabad, and these were quite successful in dispelling much misinformation about the program. More presentations of this nature, in more locations, attended by more people would strengthen the ASOP.

Misunderstanding of the DCC stipends. Stipends are an important part of the ASOP. They provide DCC members with funding (6,250 Afs/month) to pay for (1) expenses incurred traveling to and from the district centers where bi-weekly DCC meetings take place; (2) the cost of meals during DCC meetings; and (3) travel costs when conducting official DCC business around the district and province. The justification for paying stipends rests on the need to reimburse DCC members for actual, legitimate expenses, and that DCC members should be treated the same as other elected representatives, namely the members of national parliament, and provincial council members. However, the payment of ASOP stipends attracted considerable criticism from those comparing DCC members with DDA members (who are not paid a stipend but whom are paid informally through a number of means). The criticisms became so pervasive that they were eventually echoed by the US Ambassador, the USAID Mission Director and others. This in turn raised the perception that ASOP is unsustainable. More could and should have been done by ASOP, USAID and IDLG to diffuse the criticism during the program rollout by providing a deeper explanation for the stipends. The term "stipend" itself became a lightening rod and was treated as a derogatory term by many with little understanding of the program.

Communicating the project objectives and accomplishments. During the first year of the project, the accomplishments of the program were well known, and little was done by ASOP to communicate the successes in addition to publishing an extensive monthly report. The rapid pace of the program, and the fact that something this unusual and challenging was actually succeeding, was communicated by word-of-mouth by many in IDLG and USAID. During the second year of the program, when the ASOP success was commonplace, and when USAID started employing many more people in the field, it would have been advisable to start distributing success stories and other means of wider information dissemination.

A better understanding of the differences between DDAs and DCCs. Many international advisors and military personnel working in the provinces and districts of rural Afghanistan consider the DCCs and DDAs to be very similar entities. Both are *shuras* operating in rural areas according to procedures established and support provided by Afghan ministries. Both are made up of "local" citizens. Some international groups felt DDAs and DCCs were redundant; in some districts, USAID field personnel even attempted to merge the two *shuras* into one, without understanding their differences. The apparent similarities led many to criticize the ASOP program for paying stipends to its members while DDAs were not. IDLG and MRRD, the two ministries responsible, respectively for DCCs and DDAs, were often competing with one another. Also, DCCs were established much later than DDAs, and MRRD felt that DCCs were muscling in on their territory. In fact the two kinds of *shuras* have distinct, complementary purposes: DDAs – development; DCCs – governance. The purpose of each *shura* led to significant differences between *shura* members, one being technical and one political. Much more could and should have been done to clarify these differences and to establish the rationale for their operations.

ASOP working too closely with the military. From the outset it was intended to create the DCCs in the least secure districts. ASOP coordinated its strategy with military officials and supported Key Terrain Districts, District Delivery Program (DDP) districts, and districts that were recommended as priorities by the Ministry of Interior's ALP Program. This strategy reflected the need to use DCCs for stabilization efforts in support of the US Military and ISAF. And yet, DCCs could have made a bigger impact on improved governance by moving into many more secure districts. It can easily be argued that DCCs are needed in all districts of Afghanistan. During the last 12 months, ASOP received over one hundred requests to establish DCCs in "normal" parts of the country, where the need for DCCs is important. Many of these requests came from USAID field personnel and provincial governors. However, the selection and

sequencing of DCC formation was done to serve the stabilization objective and not the governance objective; virtually 100 percent of recently-formed DCCs were selected in concert with the ALP program.

Underestimating the complexity and cost of effective capacity building. Capacity building for DCC members is an essential element of the program. Most DCC members have never served on a governance *shura* before and there is much information to be transmitted and understood, starting from basic objectives and operating practices. Several capacity building modules were developed to develop skills in conflict mitigation, disaster preparation, and development oversight. ASOP's capacity building activities were effective, but involved sending teams of two trainers into remote and insecure districts to conduct training for between 2-4 days for each topic. With more than one hundred DCCs, each including 35-50 members, each training event necessitated transporting all members to the district center, and providing lodging and meals for 2-4 days. To implement one round of training for all councils often took three to four months, and was rather expensive.

V. SUGGESTIONS CONCERNING DESIRABLE FUTURE AND FOLLOW ON PROJECTS

The Afghanistan Social Outreach Program achieved dramatic results. With the formation of 131 District Community Councils totaling 5,445 elected council members and supported by staff located in 155 provincial and district government offices, the program has had a major impact on security and stability in the most insecure districts of the country. It has helped to restore the social fabric in many districts where before there was no interaction between citizens and government representatives. Representatives of ISAF and the US Military have expressed their strong satisfaction with the newly-formed DCCs and the role they play in facilitating the work of ALP and ISAF. The objectives of ASOP have been achieved in large measure:

> *"strengthen security and peace and help stabilize the districts, improve the effectiveness and responsiveness of government service delivery, and build local governance through the revival of traditional practices of collective decision making and community solidarity and the promotion of cooperation and partnership with the government."*

In considering next steps for ASOP, a working committee was formed with IDLG and ASOP representatives to discuss future programmatic needs. The following activities are recommended.

Maintain the core DCC activities. The next phase of ASOP will need to continue providing administrative and financial support for the existing 131 DCCs operating in 24 provinces. This includes providing administrative and financial support to the DLOs and their offices, the Provincial Management Units, and to fund the DCC meetings and pay for travel and lunch support (approximately $50 per month per DCC member). DCCs meet twice a month in the district centers, sometime in the District Governor's compound. Their activities are assisted by an ASOP employee, the District Liaison Officer (DLO), who resides in the district.

The sub-structure of the DCC into three subcommittees should be maintained, including: (1) Justice or Judiciary Committee, (2) Development and Governance Committee, and (3) Peace and Security Committee.

Establish more District Community Councils. ASOP will need to expand, but also need to make significant adjustments to respond to changes in the program. In its current phase ASOP expanded at a rate of 6.5 DCCs per month. This pace was in response to the needs expressed by Key Terrain Districts, DDP and the ALP Program. It should be noted that as the popularity for ASOP DCCs grew, there have been requests by provincial governors, USAID and IDLG to expand the program by an additional 100 districts. In the next phase, it is anticipated that the program can expand at a rate of four DCCs per month over a 12-month period, for an additional 48 DCCs. In addition, the program should enter four new

provinces to meet the demand from ALP. In terms of staff, there will be a need for 48 DLOs, three provincial coordinators, two Shura Relations Officers and two Provincial Management Unit Heads. Additionally, there will be costs to set up approximately 50 additional offices (computer, printer, desk, chair, carpet, etc.). If the rationale and priorities for new DCC formation would shift to favor improved governance (rather than security), the rate of forming councils could be significantly higher.

Strengthen the DCCs' oversight of the Afghan Local Police (ALP) initiative. In 2003 the disarmament, demobilization and reintegration (DDR) program started in Afghanistan, followed by the Disband Illegally Armed Groups (DIAG) program. Those programs were designed to disarm former soldiers and illegitimate groups such as warlords and criminals. The Afghan Local Police initiative can be seen as a process of re-establishing a legitimate, armed state security presence. In many places the ASOP DCCs have been actively engaged in identifying and vetting the recruits nominated to join ALP. This gives the respected, knowledgeable community leaders the opportunity to select benign rather than maligned local security force. Without this validation there is worrisome risk that warlords will infiltrate or capture ALP, regain control and destabilize the region. In some locations this already appears to be happening. To prevent this the oversight and support provided by the councils to ALP should be recognized and strengthened through training and development of procedures on both the ASOP and ALP programs.

Make administrative and financial adjustments. There are several administrative and financial adjustments that should take place during the transition to the next phase, as well as programmatic and policy enhancements. During November, 2011 through January, 2012, DCC members will receive no stipends. Attendance at council meetings has remained rather high, but the long-term impact of this abrupt change is unknown. If a new phase of ASOP is implemented, the stipend program could be replaced with a lower fixed-rate stipend (relabeled), or reimbursement for actual costs - travel expenses to and from the district center and the cost of lunch. The advantage of the fixed rate "stipend" is that it is easy to administer; the potential advantage of cost reimbursement is that costs may be lower, but verification of DCC members' expenses will be very difficult and the opportunity for corruption will be high.

It is anticipated that the loss or reduction of stipends will have an effect of reducing the active membership of each DCC as some members will resign. Therefore it may be necessary to re-elect DCC members for those constituencies with no representation in the council. The ranks of the DCCs will need to have their vacant positions filled through a process that replaces missing DCC members from the same sub-jurisdiction (e.g. village, tribe or ethnic group) of the population.

Currently, every DCC has signed a Memorandum of Understanding with the District and Provincial Governors and the Chairmen of the DCC. These MOUs will need to be modified to reflect any changes in the program.

Programmatic and Policy Adjustments. The intended role of DCCs in the structure of sub-national governance needs to be clarified, and the path for transition from DCCs to the eventual constitutional District Councils should be defined and publicized. Currently, DCCs have no legal standing and this is limiting their effectiveness. The IDLG and the GIRoA need to legitimize the institution of DCCs throughout the country, even if as interim district councils that will be replaced by elected councils called for in the Constitution.

As governance entities, the DCCs exist in a chain of hierarchical governance entities which include the Parliament, Provincial Councils, District Councils, municipal and village councils. IDLG is very interested in linking the District Councils with the provincial councils. A success program to ASOP should include a new activity to better link the Provincial Councils with the officers of DCCs on a monthly or quarterly basis. This will facilitate an exchange of information and the sharing of governance responsibilities throughout the province. Appropriate governance roles and responsibilities at each level should be determined. In Afghanistan's top-down mentality, it will be "normal" for provincial councils to see themselves as more important than district councils. However, in a decentralized framework, local

government entities such as DCCs that are closer to the citizens should be given primary responsibility for many functions.

Continuing to cooperate so closely with military organizations such as ISAF and ALP should be reexamined. There are many opportunities to expand ASOP in relatively more stable and secure districts where there is huge potential to improve governance. Working so closely with the military has its limitations in terms of furthering governance objectives. Working in secure districts can be accomplished more quickly and inexpensively.

Training and capacity building. A new ASOP program should continue training and capacity building activities for the council members. However, a dedicated training unit may not be required as the training functions could be merged into the Central Support Unit. The capacity building program should include the following activities:

- All new DCCs should be trained in *DCC Management and Operation Training*, the manual for which has been translated into Dari and Pashto.
- All new DCCs should be trained in *Conflict esolution*, the manual for which has been translated into Dari and Pashto. There is an opportunity to enhance this training with advanced skills development for conflict development which could be provided by another entity. District Community Councils should be exposed to stability programs that intersect with district development, such as the USAID Stability in Key Areas (SIKA) contracts, and DCC members should be invited to participate in SIKA training and other activities.
- All DCCs should also receive training in *Assessing Government Services at the District Level* the manual for which has been developed and will be translated into Dari and Pashto by January, 2012.
- ASOP should continue the practice by which PMUs are responsible for training the DLOs. *The DLO Handbook* is available for this training.

Figure 18: Meeting of the Khoban District Community Council.

VI. DESCRIPTION OF ALL INDIGENOUS NGOS WITH WHOM THE CONTRACTOR WORKED AND EVALUATION OF THEIR STRENGTHS AND WEAKNESSES

The ASOP program as implemented under the current USAID task order did not work with indigenous NGOs.

VII. INDEX OF ASOP REPORTS AND INFORMATION PRODUCTS

Index No.	Document Name	Deliverable or Report	Requirement	Language	Date	Pages
1.01	Work Plan I - 18-DEC-09 to 18-DEC-10	Deliverable	Original Contract Section F.2	English	15-Dec-09	24
1.02	Work Plan II - 05-JUL-09 to 04-JUN-11	Deliverable	Contract Mod. #1 Section C	English	15-Feb-10	54
1.03	Work Plan III - 05-JUN-11 to 30-NOV-11	Deliverable	Contract Mod. #1 Section C	English	15-Jun-11	4
1.04	Work Plan IV - 01-DEC-11 to 31-JAN-12	Deliverable		English	7-Sep-11	3
2.01	Performance Management Plan - 18-DEC-09 to 18-DEC-10	Deliverable	Original Contract Section F.2	English	15-Dec-09	54
2.02	Performance Management Plan - 05-JUL-09 to 30-NOV-11	Deliverable	Contract Mod. #1 Section C	English	15-Jun-11	54
2.03	ASOP M&E Plan	Report		English	15-Jun-11	35
3.01	ASOP Monthly Report - November 2009	Deliverable	Original Contract Section F.2	English	15-Dec-09	6
3.02	ASOP Monthly Report - December 2009	Deliverable	Original Contract Section F.2	English	15-Jan-10	6
3.03	ASOP Monthly Report - January 2010	Deliverable	Original Contract Section F.2	English	15-Feb-10	7
3.04	ASOP Monthly Report - February 2010	Deliverable	Original Contract Section F.2	English	15-Mar-10	9
3.05	ASOP Monthly Report - March 2010	Deliverable	Original Contract Section F.2	English	15-Apr-10	9
3.06	ASOP Monthly Report - April 2010	Deliverable	Original Contract Section F.2	English	15-May-10	10

Index No.	Document Name	Deliverable or Report	Requirement	Language	Date	Pages
3.07	ASOP Monthly Report - May 2010	Deliverable	Original Contract Section F.2	English	15-Jun-10	15
3.08	ASOP Monthly Report - June 2010	Deliverable	Original Contract Section F.2	English	15-Jul-10	18
3.09	ASOP Monthly Report - July 2010	Deliverable	Original Contract Section F.2	English	15-Aug-10	21
3.10	ASOP Monthly Report - August 2010	Deliverable	Original Contract Section F.2	English	15-Sep-10	26
3.11	ASOP Monthly Report - September 2010	Deliverable	Original Contract Section F.2	English	15-Oct-10	32
3.12	ASOP Monthly Report - October 2010	Deliverable	Original Contract Section F.2	English	15-Nov-10	34
3.13	ASOP Monthly Report - November 2010	Deliverable	Original Contract Section F.2	English	15-Dec-10	34
3.14	ASOP Monthly Report - December 2010	Deliverable	Original Contract Section F.2	English	15-Jan-11	34
3.15	ASOP Monthly Report - January 2011	Deliverable	Original Contract Section F.2	English	15-Feb-11	38
3.16	ASOP Monthly Report - February 2011	Deliverable	Original Contract Section F.2	English	15-Mar-11	42
3.17	ASOP Monthly Report - March 2011	Deliverable	Original Contract Section F.2	English	15-Apr-11	59
3.18	ASOP Monthly Report - April 2011	Deliverable	Original Contract Section F.2	English	15-May-11	66
3.19	ASOP Monthly Report - May 2011	Deliverable	Original Contract Section F.2	English	15-Jun-11	85
3.20	ASOP Monthly Report - June 2011	Deliverable	Original Contract Section F.2	English	15-Jul-11	84

Index No.	Document Name	Deliverable or Report	Requirement	Language	Date	Pages
3.21	ASOP Monthly Report - July 2011	Deliverable	Original Contract Section F.2	English	15-Aug-11	76
3.22	ASOP Monthly Report - August 2011	Deliverable	Original Contract Section F.2	English	15-Sep-11	98
3.23	ASOP Monthly Report - September 2011	Deliverable	Original Contract Section F.2	English	15-Oct-11	96
3.24	ASOP Monthly Report - October 2011	Deliverable	Original Contract Section F.2	English	15-Nov-11	126
3.25	ASOP Monthly Report - November 2011	Deliverable	Original Contract Section F.2	English	3-Jan-12	86
3.26	ASOP Monthly Report - December 2011	Deliverable	Original Contract Section F.2	English	25-Jan-12	85
4.01	ASOP Quarterly Report - October to December 2009	Deliverable	Original Contract and Mod #1 Section C	English	30-Jan-10	18
4.02	ASOP Quarterly Report - January to March 2010	Deliverable	Original Contract and Mod #1 Section C	English	30-Apr-10	35
4.03	ASOP Quarterly Report - April to June 2010	Deliverable	Original Contract and Mod #1 Section C	English	30-Jul-10	39
4.04	ASOP Quarterly Report - July to September 2010	Deliverable	Original Contract and Mod #1 Section C	English	30-Oct-10	50
4.05	ASOP Quarterly Report - October to December 2010	Deliverable	Original Contract and Mod #1 Section C	English	30-Jan-11	50
4.06	ASOP Quarterly Report - January to March 2011	Deliverable	Original Contract and Mod #1 Section C	English	30-Jun-11	70
4.07	ASOP Quarterly Report - April to June 2011	Deliverable	Original Contract and Mod #1 Section C	English	30-Jul-11	70

Index No.	Document Name	Deliverable or Report	Requirement	Language	Date	Pages
4.08	ASOP Quarterly Report - July to September 2011	Deliverable	Original Contract and Mod #1 Section C	English	30-Oct-11	72
5.01	ASOP Annual Report - July 2009 to July 2010	Deliverable	Original Contract and Mod #1 Section C	English	15-Jan-11	33
5.02	ASOP Annual Report - July 2010 to July 2011	Deliverable	Original Contract and Mod #1 Section C	English	23-Dec-11	41
5.03	ASOP Final Report	Deliverable	Original Contract and Mod #1 Section C	English	31-Jan-12	71
5.04	ASOP IDLG Annual Report - April 2009 to March 2010	Report		English	15-Jun-10	16
6.01	ASOP Demobilization Plan and NXP Disposition Plan	Deliverable	Original Contract and Mod #1 Section C	English	14-Nov-11	35
7.01	ASOP Success Story: DCC in Action	Report		English	7-Oct-10	1
7.02	ASOP Snapshot: Governance	Report		English	15-Dec-11	1
7.03	ASOP Snapshot: Jirga Process	Report		English	15-Dec-11	1
7.04	ASOP Snapshot: Conflict Mediation	Report		English	15-Dec-11	1
7.05	ASOP Snapshot: Stability	Report		English	15-Dec-11	1
7.06	ASOP Snapshot: Mobile Money	Report		English	15-Dec-11	1
8.01	ASOP Finance Manual	Report		English	15-Dec-09	36

Index No.	Document Name	Deliverable or Report	Requirement	Language	Date	Pages
9.01	Capacity Building Strategy and Plan	Report		English	15-Mar-11	32
10.01	DCC Management and Operations Training - English	Report		English	15-Jun-11	64
10.02	DCC Management and Operations Training - Dari	Report		Dari	15-Jun-11	104
10.03	DCC Management and Operations Training - Pashto	Report		Pashto	15-Jun-11	78
11.01	DCC Management and Governance Training - English	Report		English	15-Mar-10	39
11.02	DCC Management and Governance Training - Dari	Report		Dari	15-Mar-10	59
11.03	DCC Management and Governance Training - Pashto	Report		Pashto	15-Mar-10	55
12.01	Conflict Resolution, Peace Building and Disaster Risk Reduction Training - English	Report		English	15-Mar-10	50
12.02	Conflict Resolution, Peace Building and Disaster Risk Reduction Training - Dari	Report		Dari	15-Mar-10	59
12.03	Conflict Resolution, Peace Building and Disaster Risk Reduction Training - Pashto	Report		Pashto	15-Mar-10	68
13.01	Planning and Development Training - English	Report		English	15-Mar-10	31

Index No.	Document Name	Deliverable or Report	Requirement	Language	Date	Pages
14.00	DLO Handbook	Report		English	(undated)	44
15.00	District Community Council Bylaws	Report		English	(undated)	11
16.00	Assessing Government Services at the District Level - A Training Manual for District Community Councils	Report		English	15-Sep-11	54
24.00	Branding and Marking Plan	Report	Original Contract Section F.2	English	15-May-10	19
20.00	Provincial Profile Report (1 per province)	Report	Original Contract Section F.2	English	(various)	
21.00	MOU with District (1 per district)	Report	Original Contract Section F.2	English	(various)	
22.00	ASOP Field Operation Manual (Standard Operating Procedures)	Report		English	15-Mar-11	50
23.00	Communications Strategy and Plan	Deliverable	Contract Mod. #1 Section C	English	15-May-11	164
24.01	ASOP Fact Sheet - October 2010	Flyer		English	15-Oct-10	3
24.02	ASOP Brochure - June 2011	Flyer		English	21-Jun-11	2
30.01	Voucher 2009.09	Voucher	Contract Requirement	English	14-Sep-09	5
30.02	Voucher 2009.10	Voucher	Contract Requirement	English	16-Oct-09	5
30.03	Voucher 2009.12	Voucher	Contract Requirement	English	20-Jan-10	8
30.04	Voucher 2010.01	Voucher	Contract Requirement	English	8-Feb-10	8

Index No.	Document Name	Deliverable or Report	Requirement	Language	Date	Pages
30.05	Voucher 2010.02	Voucher	Contract Requirement	English	12-Mar-10	11
30.06	Voucher 2010.03	Voucher	Contract Requirement	English	8-Apr-10	12
30.07	Voucher 2010.04	Voucher	Contract Requirement	English	7-May-10	15
30.08	Voucher 2010.05	Voucher	Contract Requirement	English	3-Jun-10	16
30.09	Voucher 2010.06	Voucher	Contract Requirement	English	8-Jul-10	23
30.10	Voucher 2010.07	Voucher	Contract Requirement	English	6-Aug-10	27
30.11	Voucher 2010.08	Voucher	Contract Requirement	English	23-Sep-10	38
30.12	Voucher 2010.09	Voucher	Contract Requirement	English	14-Oct-10	44
30.13	Voucher 2010.10	Voucher	Contract Requirement	English	12-Nov-10	43
30.14	Voucher 2010.11	Voucher	Contract Requirement	English	7-Dec-10	47
30.15	Voucher 2010.12	Voucher	Contract Requirement	English	14-Jan-11	54
30.16	Voucher 2011.01	Voucher	Contract Requirement	English	25-Feb-11	55
30.17	Voucher 2011.02	Voucher	Contract Requirement	English	9-Mar-11	69
30.18	Voucher 2011.03	Voucher	Contract Requirement	English	15-Apr-11	89

Index No.	Document Name	Deliverable or Report	Requirement	Language	Date	Pages
30.19	Voucher 2011.04	Voucher	Contract Requirement	English	12-May-11	110
30.20	Voucher 2011.05	Voucher	Contract Requirement	English	7-Jun-11	121
30.21	Voucher 2011.06	Voucher	Contract Requirement	English	8-Jul-11	134
30.22	Voucher 2011.07	Voucher	Contract Requirement	English	9-Aug-11	122
30.23	Voucher 2011.08	Voucher	Contract Requirement	English	9-Sep-11	132
30.24	Voucher 2011.09	Voucher	Contract Requirement	English	10-Oct-11	147
30.25	Voucher 2011.10	Voucher	Contract Requirement	English	10-Nov-11	146
30.26	Voucher 2011.11	Voucher	Contract Requirement	English	1-Dec-11	133
30.27	Voucher 2011.12	Voucher	Contract Requirement	English	5-Jan-12	129
30.28	Voucher 2012.01 (not yet prepared at time of Final Report)	Voucher	Contract Requirement	English	(Feb 2012)	(TBD)

VIII. FINANCIAL REPORT SHOWING EXPENDITURE BY LINE ITEM

Cost Elements	Contract to Date (July 5th 2009 - December 31st 2011)
Total Direct Labor	$ 10,496,018
Travel & Per Diem	$ 1,064,713
Allowances	$ 665,379
Other Direct Costs	$ 14,661,128
Program	$ 967,680
Subcontracts	$ 3,423,785
G&A	$ 2,909,597
TOTAL ESTIMATED COST*	**$ 34,188,300**

** Number reflects total cost incurred til December 31st 2011 as reflected on Invoice Number: 2012-13521. All subsequent incurred costs will be displayed in the upcoming ASOP invoice.*

ANNEX A: DISTRICT COMMUNITY COUNCIL (DCC) MASTER LIST

Province	No. of DCCs	District	Number of DCC Members			DCC Start Date
			Male	Female	Total	
MAIDAN WARDAK	9	CHAK-I-WARDAK	42	0	42	26-Jul-07
		DAIMIRDAD	31	0	31	21-Feb-08
		HISSA-I-AWAL BEHSUD	36	0	36	27-Mar-08
		MAIDAN SHAHR	35	0	35	8-Apr-08
		JALREZ	25	0	25	13-Apr-08
		MARKAZ-I-BEHSUD	40	0	40	19-Jul-08
		NERKH	26	0	26	24-Jul-08
		SAYED ABAD	33	0	33	16-Sep-07
		JAGHATU	40	0	40	30-Aug-10
LOGAR	7	AZRA	42	0	42	26-Dec-09
		MOHAMMAD AGHA	42	5	47	16-Jan-10
		BARAKI BARAK	40	5	45	10-Feb-10
		CHARKH	35	0	35	13-Feb-10
		KHUSHI	37	5	42	18-Feb-10
		PULI ALAM	45	5	50	7-Jun-10
		KHARWAR	35	0	35	27-Jun-10
GHAZNI	10	KHWAJA OMARI	30	6	36	24-Jan-10
		JAGHATU	40	0	40	17-Feb-10
		DEH YAK	36	0	36	24-Feb-10
		QARA BAGH	40	6	46	6-Apr-10
		MUQUR	26	5	31	17-Apr-10
		WAGHAZ	38	0	38	19-Apr-10
		ANDAR	45	0	45	8-Jun-10
		AAB BAND	36	0	36	22-Jun-10
		ZANA KHAN	36	0	36	3-Jul-10
		GIRO	36	0	36	31-Jul-10
KAPISA	7	NIJRAB	49	0	49	6-Mar-10
		HISSA-I-AWAL KOHISTAN	40	5	45	9-Mar-10
		HISSA-I-DOEM KOHISTAN	36	4	40	24-Mar-10
		TAGAB	46	0	46	28-Mar-10
		KOH BAND	45	0	45	1-Apr-10
		ALASAI	36	0	36	25-May-10
		MAHMOOD RAQI	47	3	50	31-May-10

Province	No. of DCCs	District	Number of DCC Members			DCC Start Date
			Male	Female	Total	
KUNDUZ	7	CHAR DARAH	37	4	41	13-May-10
		QALA-I-ZAL	36	4	40	26-May-10
		ALI ABAD	37	4	41	29-May-10
		KHAN ABAD	40	5	45	2-Jun-10
		HAZRATI IMAM SAHIB	41	5	46	14-Jun-10
		DASHTI-I-ARCHI	40	6	46	16-Jun-10
		KUNDUZ CENTER	45	5	50	23-Jan-11
TAKHAR	4	KHWAJA GHAR	42	3	45	5-May-11
		DARQAD	30	5	35	8-May-11
		DASHT QALAH	34	2	36	9-Jun-11
		YANGI QALAH	37	3	40	15-Jun-11
BAGHLAN	5	BAGHKLAN -e-JADEED	40	5	45	29-Jul-10
		TALA WA BARFAK	43	0	43	1-Dec-10
		DAHAN E GHORI	35	6	41	4-Dec-10
		PUL E KHOMRI	48	2	50	15-Dec-10
		BORKAH	44	0	44	18-Dec-10
NANGARHAR	14	BEHSUD	41	4	45	1-Jun-10
		SURKH RUD	41	5	46	6-Jun-10
		SHINWAR/GHANIKHEL	41	4	45	23-Jun-10
		KHOGIANI	42	5	47	6-Jul-10
		CHAPARHAR	38	0	38	4-Jul-10
		RODAT	44	1	45	15-Jul-10
		KUZKUNAR	40	0	40	27-Jul-10
		BATI KOT	46	1	47	21-Aug-10
		MOMAND DARAH	49	0	49	8-Aug-10
		SHERZAD	43	0	43	7-Dec-10
		GOSHTA	43	0	43	21-Feb-11
		KAMAH	47	0	47	26-Feb-11
		KOT	44	0	44	21-Jul-11
		DARA E NOOR	38	2	40	27-Jul-11
HERAT	6	OBEH	40	5	45	13-Oct-10
		SHEN DAND	51	0	51	20-Oct-10
		KOHSAN	39	4	43	23-Oct-10
		CHESHT E SHARIF	37	3	40	26-Oct-10
		PASHTOON ZARGHON	45	0	45	14-Nov-10
		GULRAN	42	0	42	1-May-11

Province	No. of DCCs	District	Number of DCC Members			DCC Start Date
			Male	Female	Total	
LAGHMAN	5	QARGHAYEE	48	1	49	23-Jun-10
		ALI SHANG	45	0	45	26-Jul-10
		DAWLAT SHAH	40	0	40	23-Aug-10
		ALINGAR	50	0	50	26-Oct-10
		MEHTERLAM CENTRE	43	5	48	30-May-11
KUNAR	10	SAWKAI	46	0	46	6-Jul-10
		SARKANI	45	0	45	15-Jul-10
		NOOR GAL	41	0	41	20-Jul-10
		KHAS KUNAR	43	0	43	7-Aug-10
		MARAWRAH	43	0	43	4-Nov-10
		CHAPA DARAH	46	0	46	23-Nov-10
		MANOOGAI	51	0	51	9-Dec-10
		NARANG	35	0	35	30-Jun-11
		WATAPOOR	35	0	35	27-Jul-11
		SHEGAL	35	0	35	9-Aug-11
KHOST	6	TANI	42	0	42	17-Jul-10
		NADER SHAH KOT	35	0	35	25-Jul-10
		JAJI MAIDAN	40	0	40	26-Jul-10
		SPERAH	42	0	42	17-Feb-11
		ESMAEIL KHEL	35	0	35	11-Aug-11
		GURBEZ	35	0	35	13-Aug-11
PAKTIA	9	DAND PATAN	40	0	40	24-Aug-10
		ZURMAT	45	0	45	30-Aug-10
		WUZE ZADRAN	40	0	40	27-Sep-10
		SHWAK	35	0	35	29-Sep-10
		SAMKANI	41	5	46	30-Oct-10
		JAJI ARYOUB	40	0	40	29-Dec-10
		LEJA MANGAL	35	0	35	20-Mar-11
		AHMAD ABAD	39	3	42	21-Jun-11
		AHMAD KHEL	42	0	42	24-Jul-11
PAKTIKA	5	URGOON	49	0	49	9-Dec-10
		SAROBI	41	0	41	11-Dec-10
		SAR HAWZA	42	0	42	26-Dec-10
		BARMAL	35	0	35	21-Feb-11
		ZARGHOON SHAR	40	0	40	15-Mar-11

Province	No. of DCCs	District	Number of DCC Members			DCC Start Date
			Male	Female	Total	
KANDAHAR	7	DAMAN	42	0	42	23-Sep-10
		ARGHANDAB	47	0	47	29-Sep-10
		SPIN BOLDAK	50	0	50	24-Nov-10
		DAND	40	0	40	27-Nov-10
		ZHIRAI	40	0	40	29-Dec-10
		PANJWAI	42	0	42	1-Feb-10
		SHAH WALI KOT	41	1	42	28-Apr-11
ZABUL	3	SHAH JOE	40	0	40	20-Feb-11
		NAWBAHAR	38	0	38	5-Apr-11
		TARNAK WA JALDAK	40	0	40	25-Jul-11
URUZGAN	5	GIZAB	45	0	45	6-Oct-10
		KHAS URZGAN	38	0	38	26-Oct-10
		DEH RAUD	42	0	42	25-Nov-10
		CHAR CHINA	44	0	44	4-Jan-11
		CHORAH	39	0	39	12-Jan-11
BADGHIS	4	QADIS	36	4	40	2-Nov-10
		AB KAMARI	45	3	48	3-Nov-10
		MAQOR	40	0	40	4-Nov-10
		BALA MORGHAB	**36**	**0**	36	14-Apr-11
FARAH	2	PUSHT ROD	41	4	45	25-Nov-10
		BALA BLOOK	40	0	40	22-May-11
DAYKUNDI	1	KEJRAN	42	0	42	6-Dec-10
KABUL	2	MOSAHI	35	0	35	6-Jan-11
		SAROBI	47	0	47	11-Jan-11
FARYAB	1	QAISAR	47	0	47	29-Jun-11
SAR-E-POL	1	SAYAD	0	35	35	3-Aug-11
JAWZJAN	1	QOSH TEPA	40	0	40	4-Aug-11
TOTAL	**131**		**5242**	**168**	**5445**	

ANNEX B: OUTLINES OF ASOP DCC TRAINING WORKSHOPS

ASOP DCC Management and Governance – Training Agenda

Section	Time	Activity
Part 1		Introduction
Activity 1	40 min	Introduction of participants and training expectations
Activity 2	30 min	Introduction to the Training's Objectives and Agenda
	15 min	Tea Break
Part 2		Afghanistan Social Outreach Program's Goals & Objectives
Activity 1	30 min	ASOP Goals and Objectives and it Role in Community Councils
Activity 2	80 min	Community Councils' Objectives & Responsibilities
Activity 3	120 min	Memorandum of Understanding (MoU)
	60 min	**Lunch and Prayer Break**
Activity 4	50 min	Stipend and Identity Cards for the CC Members
	15 min	Daily Evaluation
	40 min	Recap of the Previous Day
Part 3	40 min	What are By-laws
Activity 1	40 min	Structure & Role of CC & Reporting
	15 min	Tea Break
Activity 2	80 min	Responsibilities of Executive Committee & Subcommittees
Activity 3	50 min	Role of Women in the District
	60 min	**Lunch and Prayer Break**
Activity 4	30 min	Record Keeping, Reporting and Coordination
Activity 5	50 min	Elections of CC and Change of membership?
	15 min	Daily Evaluation
	40 min	Recap of the Previous Day
Activity 7	40 min	Quorum
	15 min	**Tea Break**
Activity 8	60 min	Kinds of Meetings and Steps to Follow for Meetings
Part 4		How to Organize and Document Meetings
Activity 1	60 min	What is a Successful Meeting
Activity 2	120 min	Documentation Required for Meetings & reporting
	60 min	**Lunch and Prayer Break**
	40 min	Bi-Weekly Report Format
	20 min	Daily Evaluation
Part 5		District Oversight and Plan
Activity 1	40 min	District's Stakeholders' Assessment Exercise
	60 min	District's Needs assessment
	15 min	**Tea Break**
Activity 2	90 min	CC Quarterly Plan for District Oversight
Part 6	30 min	What Happens Next
	30 min	Workshop Evaluation
		Lunch and Prayer Break and Closure

ASOP DCC Management and Governance – Training Agenda

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
1	0	1	30 min	INTRODUCTION & EXPECTATIONS	To create a conducive learning environment To see how much of the expectations are met at the end of the workshop	Method used for content starts for conducive learning environment Necessity of repetition of the workshop is clear for the trainer
1	1	1	40 min	WHAT IS THE MEMORANDUM OF UNDERSTANDING (MOU)	To make participants understand the memo of understanding between community council and the IDLG	Participants have learned what they are required to do and what the government is responsible for.
1	2	1	40 min	WHO ARE THE EXECUTIVE MEMBERS OF THE COMMUNITY COUNCIL?	To make participants understand the organ gram of the council	Participants have learned how the structure of the council looks like
1	3	1	60 min	WHAT ARE THE MAIN RESPONSIBILITIES OF "CC" MEMBERS AND COMMITTEES?	To make participants know the role and responsibilities of CC Members	Participants can know the importance of role and responsibilities of the CC Members
1	4	1	40 min	FLOW OF INFORMATION (TO WHOM THEY WILL REPORT AND HOW)	To make participants understand the responsibilities of each community council.	Participants have learned the responsibilities of the community council
1	5	1	120 min	HOW ARE THE COMMUNITY COUNCIL EXECUTIVE MEMBERS BEING ELECTED?	To make participants understand how to conduct the elections	The community council has an elected executive body
2	6	2	40 min	GENERAL INTRODUCTION OF ADMINISTRATION	To make participants understand about CCs administration	Participants can explain what is administration and give examples working procedure of a committee and board
2	7	2	40 min	OBJECTIVES AND PERFORMANCE PRINCIPLES OF THE COMMUNITY COUNCIL	To make participants understand the objectives of having a CC. To make participants understand the performance principle of CC	Participants understand the objectives of selecting CC Participants can name the performance principle of CCs

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
2	8	2	60 min	RULES AND REGULATIONS OF THE COMMUNITY COUNCIL	To make participants understand the rules and regulations of a CC	Participants can name the rules and regulations of a CC
2	9	2	60 min	HOW TO ORGANIZE A MEETING?	To make participants to be able to hold meeting with effective results and documentation	Participants can know the way and procedure for holding a meeting
2	10	2	120 min	WHICH SPECIFIC FORMAT DO WE USE FOR A SPECIFIC MEETING/EVENT?	To make participant understand the specific formats to be used for the meeting records and action points	Participant can know what their responsibilities are to report its progress and achievement during next meeting
3	11	2	40 min	WHAT IS GOVERNANCE?	To make participants understand about governance	Participants can explain what is governance
3	12	3	40 min	WHAT IS "GOVERNMENT"?	To make participants understand about government	Participants can explain what is government
3	13	3	40 min	WHAT IS THE DIFFERENCE BETWEEN GOVERNMENT & GOVERNANCE?	To make participants understand the difference between governance and government	Participant can explain the differences between governance and government
3	14	3	40 min	WHAT IS THE ROLE OF WOMEN IN GOVERNANCE?	To make participant understand the role of women in governance	Participants can explain different role of women in governance
3	15	3	60 min	WHO ARE THE IMPORTANT ACTORS IN GOOD GOVERNANCE?	To make participants understand the different actors in good governance	Participants can explain different actors of the good governances
3	16	3	50 min	CONCEPT & PRINCIPLES OF GOOD GOVERNANCE	To make participants understand the concept and principles of good governance	Participants can explain the principles of good governance
3	17	3	60 min	HOW DOES CIVIL PARTICIPATION CONTRIBUTE TO GOOD GOVERNANCE?	To make participants understand civil participation in good governance	Participants can know ways how civilest can participate in good governance
3	18	3	40 min	SUMMARY OF THE WORKSHOP	To refresh everyone's mind of what they have learnt	Everyone in a participative way repeat summary of the workshop
3	19	3	40 min	WORKSHOP EVALUATION	To make participants able to specify the importance of workshop	Participants can know the specific kind of the importance and role and

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
					and specify the positive and negative points of workshop	positive and negative points of workshop

ASOP Conflict Resolution, Peace Building and Disaster Risk Reduction – Training Agenda

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
1	0	1	30 min	INTRODUCTION & EXPECTATIONS	To create an conducive learning environment To see who much of the exceptions are met at the end of the workshop	Method used for content starts for conducive learning environment Necessity of repetition of the workshop is clear for the trainer
1	1	1	30 min	What is conflict?	To make participants understand the meaning of a conflict	Participants can explain what a conflict is
1	2	1	30 min	What are the causes of conflict?	To make participants understand the causes of a conflict	Participants can name the causes of a conflict
1	3	1	45 min	What are the effects of a conflict on a community?	To make participants understand what effects a conflict would have on their community	Participants can explain effects of a conflict on their community
1	4	1	45 min	What factors escalate and de-escalate a conflict?	To make participants understand the factors that escalate and de-escalate the conflict	Participants can name the factors that escalate or de-escalate the conflict
1	5	1	45 min	What are the different kinds and stages of a conflict?	To make participants understand the different stages of a conflict	Participants can understand in which stage does a conflict in their community is
1	6	1	30 min	What is the role of the CC in solving a conflict?	To make participants understand what their role as CC member is in solving a conflict	Participants know their role in solving a conflict
1	7	1	45 min	What is negotiation?	To make participants have a conceptual understanding of negotiation	Participants have conceptual understanding of negotiation
1	8	2	45 min	How can we make a negotiation effective?	To make participants understand ways of making negotiation effective	Participants can name different ways of making negotiation effective
1	9	2	30 min	What are the different ways of solving a conflict?	To make participants understand different approaches for solving a conflict	Participant can name different ways for solving a conflict
1	10	2	30 min	What is mediation?	To make participants have a conceptual understanding of mediation	Participants have conceptual understanding of mediation
1	11	2	30 min	How can we make mediation effective?	To make participants understand ways of making mediation effective	Participants can name different ways of making mediation effective

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
1	12	2	45 min	What are the principles of a good mediator?	To make participants understand the principles for a good mediator	Participant can know the principles for a good mediator
1	13	2	30 min	What is the arbitration process in your community?	To make participants understand the arbitration process in their community	Participants can know the arbitration process in their community
2	14	2	30 min	What is peace?	To make participants have a conceptual understanding of negotiation	Participants have conceptual understanding of negotiation
2	15	2	30 min	What are the Effects of peace on a community?	To make participants understand the effect of peace on their community	Participants can know the effect of peace on their community
2	16	2	30 min	What is peace-building?	To make participants have conceptual understanding of peace building	Participants can know the conceptual understanding of peace building
2	17	2	35 min	What are the Indicators of Peace Building?	To make participants understand the indicators for peace building	Participants can name the indicators for peace building
2	18	3	45 min	What is the role of cultural values in peace building?	To make participants understand the cultural values in peace building	Participants can know the role of cultural values in peace building
2	19	3	45 min	How can CC contribute towards peace building?	To make participants understand how CC can contribute to peace building	Participants can know ways how they are contributing to peace building
2	20	3	30 min	How can Managing Diversity play a vital role in Peace building?	To make participants understand how managing diversity play a positive role in peace building	Participants can know the effectives of managing diversity
2	21	3	45 min	What are the characteristics of a peaceful community?	To make participants understand the characteristics of a peaceful community	Participants can name the characteristics of a peaceful community
2	22	3	45 min	Do women have a role in peace building? If yes, How?	To make participants understand the role of women in peace building	Participants can know the role of women they play in peace building
2	23	3	45 min	What activities can be performed during a pre-conflict, conflict stage and post conflict stage to bring peace building?	To make participants understand the activities they can perform before, in the middle or after a conflict	Participants can know what they should do before, during and after a conflict
2	24	3	30 min	What is team building?	To make participants have a conceptual understanding of team building	Participants have conceptual understanding of team building

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
2	25	3	45 min	How can team building help in peace building within the community and an organization?	To make participants understand the effectiveness of team building in peace building process in a community	Participants can know the effectiveness of team building in peace building process
2	26	3	45 min	What is your vision for peace building in your district?	To make participants come up with a vision for peace building in their community	Participants can come up with a vision for peace building in their community
2	27	4	30 min	What is the role of Government in peace building?	To make participants understand about the role of government in peace building	Participants can know the role of government in peace building process
3	28	4	40 min	Disaster and Hazards: concept and general overview	To know what is Hazard and what is disaster	Participants understood the meaning of hazards and disasters
3	29	4	20 min	Capacity: Concept and General Overview	To know what is human capacity in risk reduction	Participants understood human capacity in risk reduction
3	30	4	20 min	Vulnerability: Concept and General Overview	To know what is vulnerability in risk reduction	Participants understood meaning of vulnerability in risk reduction
3	31	4	20 min	Risk: Concept and General Overview	To know what is risk	Participants understood what risk is.
3	32	4	90 min	Disaster classification, effects and assistance need	To know what are the type of disasters To know what effects a disaster is having on living beings To know what assistance should be provided when a disaster take place	Participants understand type of disaster They can explain the effect of each disaster They know what to do in certain cases
3	33	4	30 min	Community based risk reduction strategy	To know what strategy should be taken by communities in certain cases	Participants understand they strategy to be taken in certain cases
3	34	4	20 min	Community hazard, risk and capacity mapping	To know how to map the possibility of hazard, risk and capacities in villages	Participants are mapping hazards, risks and capacities in their villages
3	35	4	40 min	Summary of the workshop and Evaluation	To refresh everyone mind of what they have learnt To make participants able to specify the importance of workshop and specify the positive and negative points of workshop	Everyone in participative way repeat summary of the workshop Participants can know the specific kind of the importance and role and positive and negative points of workshop

ASOP Planning and Development –Training Agenda

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
1	0	1	30 min	**INTRODUCTION & EXPECTATIONS**	To create an conducive learning environment To see who much of the exceptions are met at the end of the workshop	Method used for content starts for conducive learning environment Necessity of repetition of the workshop is clear for the trainer
1	1	1	30 min	**WHAT IS PLANNING AND DEVELOPMENT**	To make participants understand the meaning of Planning and Development and its value in the Community Council.	Participants should be able to motivate others to have plan for community development.
1	2	1	30 min	**OVERVIW OF THE DEVELOPMENT PLAN**	To make participants understand what is development plan and the steps in its development.	Participants can explain what a development plan is?
1	3	1	30 min	**ECONOMIC , SOCIAL AND ORGANIZITIONAL RESOURCE IN DEVELOPMENT PLAN**	To make participants understand the meaning of resource and kinds of resource	Participants can name the kinds of the resources
1	4	1	30 min	**PROBLEM INDICATION AND DISTINGUISHING**	To make participants understand what is a problem and how they identify and distinguish the problems	Participants can identify the problems and distinguish it in their society .
1	5	1	40 min	**PROBLEM PERIORITIZATION**	To make participants understand how they prioritize the problems	Participants should be able to prioritize problems in their society
1	6	1	30 min	**PROBLEM SOLVING STRATEGY**	To make participants understand the meaning of problem strategy	Participants should be able to tmake a strategy for each prioritized problem
1	7	1	30 min	**CHOOSING A PROBLEM SOLVING STRATEGY**	To make participants understand to choose a strategy for problem solving	Participants will be able to choose an applicable strategy for the problem solving in their community.
1	8	2	40 min	**DEVELOPING A DREAM MAP**	To make participants understand the meaning of dream map	Participants can drew a feasible strategy that indicates the economic and social improvement in their community
1	9	2	30 min	**WHAT IS ADVOCACY?**	To make participants understand the meaning of advocacy	Participants should be able to motivate others to advocate for

PART	ACTIVITY	DAY	TIME	CONTENT	MAJOR PURPOSE	EXPECTED OUTPUT
						community development
1	10	2	30 min	**WHAT IS PROCEDURE FOR ADVOCACY**	To make participants understand about the advocacy procedure	Participants can explain how are the source of advocacy and under which procedure they will advocate for community development.
2	11	2	40 min	**MONITORING & EVALUATION**	To make participants understand the meaning of monitoring & evaluation.	Participants can explain difference between monitoring and evaluation by some examples
2	12	2	30 min	**WHO MONITORS AND EVALUATES?**	To make participants understand who is monitor and who is evaluator ?	Participants can explain difference between monitoring and evaluation
2	13	2	40 min	**MONITORING PROJECT ACTIVITIES**	At the end of the session participants would have understood how the project monitoring committee monitors the project activities.	Conceptual understanding of the method how the Project Monitoring Committee monitors Project implementation.
2	14	2	30 min	**SOCIAL OUTREACH COUNCIL SOCIAL AUDIT**	At the end of the exercise participants would be able to know how to monitor using the SOC social audit	Conceptual understanding of what is the SOC social audit
2	15	2	30 min	**WORKSHOP SUMMARY**	At the end of the session participants would have understood the definition of basics of developing the district Stability and development plan.	Conceptual understanding of the District Stability Development Plan (DSDP)
2	16	2	40 min	**EVALUATION WHEEL**	To refresh everyone mind of what they have learnt To make participants able to specify the importance of workshop and specify the positive and negative points of workshop	Everyone in participative way repeat summary of the workshop Participants can know the specific kind of the importance and role and positive and negative points of workshop

ASOP Assessing Government Services at the District Level - Training Agenda

Section	Time	Activity
Part 1		**Introduction**
Activity 1	30 min	Introduction of participants and training expectations
Activity 2	30 min	Introduction to the Training's Objectives and Agenda
Activity 3	30 min	ASOP Objectives - DCC role in ***Ensure quality of service delivery***
	15 min	**Tea Break**
Part 2		**Evaluation of Services delivery – using indicators, questionnaire and methodology**
Activity 1	60 min	Monitoring Indicators, questionnaire and evaluation of water supply services
Activity 2	60 min	Monitoring Indicators, questionnaire and evaluation of Sanitation services
	60 min	**Lunch and Prayer Break**
Activity 3	60 min	Monitoring Indicators, questionnaire and evaluation of solid waste management servcies
Activity 4	60 min	Monitoring Indicators, questionnaire and evaluation of Health services
	15 min	Day 1 Evaluation
Part 2		**continued**
	30 min	**Recap of the previous day**
Activity 5	60 min	Monitoring Indicators, questionnaire and evaluation of Education services
Activity 6	60 min	Monitoring Indicators, questionnaire and evaluation of Roads/ transport services
	15 min	**Tea Break**
Activity 7	60 min	Monitoring Indicators, questionnaire and evaluation of Electricity services
Activity 8	60 min	Monitoring Indicators, questionnaire and evaluation of Irrigation services
	60 min	**Lunch and Prayer Break**
Activity 9 & 10	60 min	Monitoring Indicators, questionnaire and evaluation of Security and Justice services
	15 min	**Tea Break**
Part 3		Summary of Service Delivery Evaluation-villages
Activity 1	45 min	Mapping the services using the results from the filed assessment
Activity 2	45 min	List of villages prioritized for each of the ten services
Part 4	30 min	Follow-on actions for Service Delivery improvements
	15 min	Question and Answer session
	30 min	Workshop Evaluation

ANNEX C: SUCCESS STORIES AND SNAPSHOTS

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SNAPSHOT

District Community Councils Fill the Gap in Sub-National Governance

The Afghanistan Social Outreach Program creates an innovative blend of traditional and modern governance that contributes to stability and development

Photo:
Jirga to form a district council in Kunduz

Through this productive collaboration with the Afghan Government, USAID is helping citizens to understand the value of good governance while developing a cadre of leaders who possess the skills and knowledge needed to build a state that is accountable and responsive to its people.

Since 2009 the Afghan Social Outreach Program (ASOP) has established representative district community councils in 131 of nearly 400 districts across the country. The new councils are a stepping stone between traditional, informal tribal governance to a system of representative, transparent and accountable governance based on principles enshrined in the constitution.

The new councils, linked to the Independent Directorate of Local Governance (IDLG), are part of a coherent national governance framework including the national parliament, provincial councils, municipal and village councils. USAID has worked in partnership with IDLG to implement a highly Afghanized technical assistance program to set up the councils and support their bi-weekly meetings.

To create the councils, the program has adapted and built upon traditional processes familiar to Afghan citizens. In each district a *jirga* or decision making assembly is organized at which respected community leaders representing the entire district elect a council that will represent all subgroups in the district.

These district councils – typically 40 men and women – represent and serve citizens with the goal to strengthen security and peace, and improve development and service delivery. These goals are being achieved largely by the increased opportunities the councils offer for communication between citizens, leaders and government entities.

The new councils foster community solidarity to prevent support for anti-government elements and activities in the district. They communicate with citizens about development programs, disaster response, and the activities of police and the security services. Continuing their traditional role as respected elders, the councils dispense informal justice, and have already mediated more than 2,000 local disputes and violent conflicts.

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SUCCESS STORY

Kabul, December 15, 2009

First District Community Council Created

Representatives of khushi district make their concerns known to the Afghan government

One of four breakout sessions to elect community council members

Lunch did not stop the Afghan participants from continuing to debate issues and elect community council members

On December 6, 2009, more than 400 people from the Khushi district in the Logar province traveled in cold weather, some up to 50 kilometers, to participate in a meeting to create the first district community council under the Afghanistan Social Outreach Program (ASOP). These participants consisted of community leaders, religious leaders, elders, village representatives, the district governor, district officials, teachers, school principals and others.

With a population of approximately 25,000 in 83 villages, Khushi was divided into 4 geographic zones during the reign of King Zaher Shah . The meeting participants grouped into 4 groups, each representing a zone, to elect 9 council members from each group.

After lunch, two of the groups submitted their lists of elected members, while the other two groups continued the election process, submitting their lists in the next few days.

The election process was conducted through a Jirga, one of the oldest and most respected traditions of Afghan and Islamic culture. Council members were reminded in speeches, given during the meeting, of the great responsibilities being handed to them by their communities.

The Khushi community council is the first of 18 councils to be created in 3 provinces under the USAID funded Afghanistan Social Outreach Program (ASOP), working together with the Afghan Independent Directorate of Local Governance (IDLG). The purpose of these councils is to improve community coordination and communication with the Afghan government on such issues as security, corruption and development.

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SNAPSHOT

The *Jirga* as a Stepping Stone to Modern Afghan District Government

The Afghanistan Social Outreach Program adapted traditional practices to engage traditional leaders and citizens in a transparent, representative district governance framework

Photo:
Influential citizens gathered at the jirga to elect the Darqad District Council.

USAID has helped establish 131 district community councils in some of the least secure districts. By formalizing the traditional roles of community leaders and elders, the new councils build citizens' trust in government

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To create 131 new district councils, the Afghan Social Outreach Program (ASOP) adapted traditional processes familiar to the Afghan people. In each district a traditional decision making assembly called a *jirga* was convened at which respected community leaders representing the entire district elected a formal council similar to the Afghan *sura* council. Several features of the council-forming process are noteworthy.

The use of the familiar *jirga* process, rather than a foreign method such as the ballot box, has contributed to the acceptance of the initiative and the credibility of the new district councils. Electing the council members at the *jirga* assures that the process is participatory, involves deliberation, and is open and transparent. All subgroups of the district are invited, to participate, and all are allowed to nominate candidates, thus guaranteeing representativeness of the council. This has reinforced the legitimacy of the councils.

The entire initiative to establish the councils is introduced and led by officials of the Afghan Independent Directorate of Local Governance who have enlisted the support of provincial and district governors. The *jirga* process mobilizes community support by engaging leaders in an Afghan government process.

A recent study conducted by Afghanistan Research and Evaluation Unit (AREU) mentioned the ASOP *jirga* as one of the best methods of election in contemporary rural Afghanistan. ASOP expert advisors conduct research, and provide analysis and guidance throughout the process to ensure that the *jirga* represents all communities and tribes in the district and that people from throughout the area are able to participate.

The result has been a resounding success. Once formed, the ASOP "district community councils" are recognized by residents and government officials as the most legitimate representatives of the community. Not only are district leaders comfortable with this traditional mechanism, but the transparency of the process minimizes abuses of power, while the inclusiveness of all groups reduces the chance for imbalanced concentrations of power within the new councils.

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SNAPSHOT

More than 2,000 Conflicts Mediated by New District Community Councils

131 district governing councils formed with USAID support are working to prevent and resolve local disputes

Photo:
Conflict resolution training at Baraki Barak District Community Council

The program is building popular trust in the Afghan government by associating the traditional role of local leaders in dispensing informal justice with the new state-sanctioned district community councils.

The Afghanistan Social Outreach Program (ASOP) has established 131 district community councils in the least secure provinces of Afghanistan. The councils meet twice a month to discuss security, justice and development issues, and to resolve disputes brought by individuals or referred by the district government. Each council forms a committee to address conflict and justice issues, and council members receive training in Conflict Resolution and Peace Building.

The councils encounter a wide range of disputes and grievances. For example:

The Markazi Behsued Council in Wardak Province mediated and resolved a conflict over access to spring water in Bad Asyab village; the council required the party who took water without permission to pay a 30,000 AFN fine to the legal owner.

The Mahmudi Raqi Council in Kapisa Province resolved a dispute over the inheritance of land between two brothers; council members measured the land in the brothers' presence and ruled that each should receive 22 square meters of land; both accepted the decision of the council.

Two people asked the Tala Wa Barfak Council in Baghlan Province to resolve a dispute over offensive language; following an investigation by the council's Peace Committee, one party was required to apologize and pay a fine of 10,000 AFN plus one cow.

In Ghani Khail District in Nangarhar Province the judiciary committee resolved a land dispute by ruling that the land should be divided equally between the two parties and a 3-meter-wide road will be established to clearly separate the parcels.

Since the start of the program in 2009 the councils have resolved or mediated more than 2,000 cases in 24 provinces. Without the councils, these conflicts and grievances may have fed larger instabilities in the volatile rural areas of Afghanistan.

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SNAPSHOT

Linking Afghan Communities to Modern Financial Systems

Council members are reimbursed for expenses via commercial banks and mobile money networks, strengthening links between remote communities and the national economy

Photo:
In some districts payment of stipends involve handling a lot of cash.

USAID Administrator Rajiv Shah praised the use of M-Paisa as an example of the innovations that USAID embraces. "…the widespread adoption of a safe, reliable mobile banking platform could help millions of Afghan families transfer and store money while connecting communities in the most remote regions to the formal economy."

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The Afghanistan Social Outreach Program (ASOP) has established representative district community councils in 131 districts, helping bring stability and introducing governance to the country's most volatile areas. Thousands of council members are reimbursed each month for council-related expenses. Distributing cash to those living in insecure, inaccessible and remote areas presents numerous challenges. While bank transfers are an option in some locations, many council members were unfamiliar with modern banking practices. In some remote areas, there are no banks and cash payments had to be delivered by helicopter. To overcome these challenges, ASOP helped to establish, for the first time, personal bank accounts for these members, and introduced the innovative "M-Paisa" mobile phone banking system to transfer funds.

Currently half of Afghanistan's population uses mobile phones, taking advantage of a communications network that transcends insecurity, gaps in infrastructure, and low educational levels. The M-Paisa mobile money system permits regulated and traceable money transfers via mobile phones. Using a network of agents, the sender initiates a transfer via text or audio message and the recipient of the message goes to a nearby agent to collect the cash or make a purchase.

ASOP partnered with Roshan M-Paisa to distribute inexpensive mobile phones to council members and train them to use the system. In the first month only three council members did not get paid initially, a problem that was fixed in days. Results were so successful that this mobile solution is now the preferred payment method for council members. Monthly payments are now more timely and secure, reinforcing the image of an efficient modern government, and supporting positive relations between communities and the government.

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SNAPSHOT

New District Community Councils Contribute to Afghan Stability

131 district governing councils formed with USAID support are working to prevent and solve local disputes and provide citizens with direct access to government

Photo:
Conflict Resolution Workshop Baraki Barak #37

District councils meet bi-weekly and make decisions that build local stability. Collectively they make a significant contribution to national stability

The Afghanistan Social Outreach Program (ASOP) has established and trained 131 district community councils in some of the most insecure areas of Afghanistan. The councils are based on the traditional *shura* or community assembly, a body trusted for centuries by the Afghan people. This traditional structure is brought into the formal governance framework of the state through the new district community councils. Members are trained in governance and topics including Conflict Resolution, Peace Building and Disaster Risk Reduction.

The councils take on many roles that support local stability. Their Justice Committees resolve disputes and serve as an informal judiciary which is respected by local residents. District councils have mediated more than 2,000 disputes in 131 districts, including violent conflict between individuals; disputes over land, pastures and water; and kidnapping.

The councils disseminate messages to communities, and report community concerns to government authorities. For example, the District Governor requested the Peace and Stability Committee of the Spin Boldak Council (Kandahar) to inform antigovernment entities about the government's reintegration program. In Chawkay District (Kunar) the people demonstrated against the Government after security forces mistakenly killed two brothers who were irrigating their fields at night. The council defused the protest and worked out an arrangement for people to inform the police when irrigating at night.

As trusted community leaders, the council members regularly become aware of issues that may lead to violent conflict, and work with authorities to prevent such incidents, thus serving as a conflict early warning mechanism. They also identify local development needs and promote community development projects.

Afghanistan's new district community councils are rapidly becoming a respected, accessible and effective governing body that is re-building Afghan citizens' trust in government. The process of rebuilding this trust is widely recognized as a fundamental component of national stability.

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ANNEX D: SUMMARY OF PERFORMANCE INDICATORS

IR 6.3: STRENGTHENED INSTITUTION OF GOOD GOVERNANCE

This intermediate result (IR6.3) analyzes ongoing communication between local government and District Community Councils while contributing towards good governance locally and democratically. Residents of 24 provinces formed 131 District Community Councils (DCCs) that follow ASOP standard procedures in their functioning, and primarily focus on community development, local conflicts, anti-corruption measures and good governance. These 131 DCCs established dialogues with local governments to mediate and resolve ongoing disputes and conflicts in the districts.

Beginning with the formation of the first DCC in December, 2009, the Councils have bridged between formal government and disparate communities, tribes and ethnicities. Continuous communication (typically two meetings per month) was established with the government to resolve conflicts and disputes, prioritize and monitor development projects, and allocate local resources to be used equally and equitably.

The following Actual indicators are cumulative for the life of the project. Some of the Targets were either interpreted (reflecting the change in the scope of the program), and in some cases separate targets for 2010 and 2011 are shown.

Indicator 1.1: Number of community councils created.

Target	Actual	Notes
130	131	131 District Community Councils have been created in 24 provinces. All DCCs have three main sub-committees (security, development and legal) that follow up on community requests, existing conflicts, and corruption in their district and communities.

Indicator 1.2: Number of council members who received a stipend.

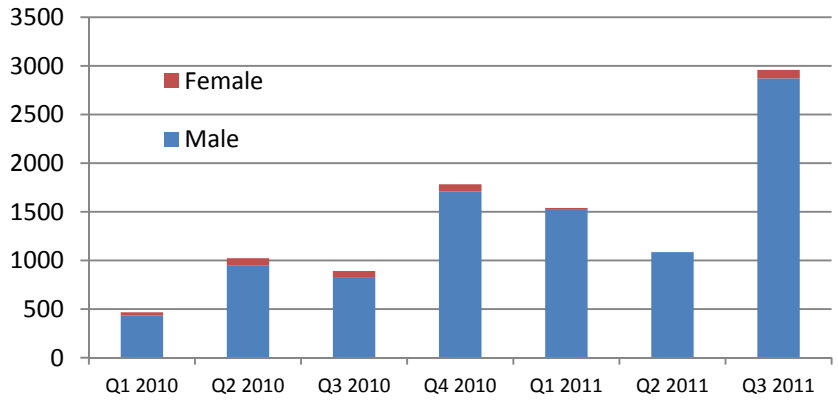
Target	Actual	Notes
4,140	5,406	Since the establishment of the DCCs, their members have participated actively in the bi-weekly council meetings. Eligible DCC members received an amount equivalent to $125 per month through October, 2011 when the payment of stipends ended. More than 50,000 stipend payments were made to council members over the life of program.

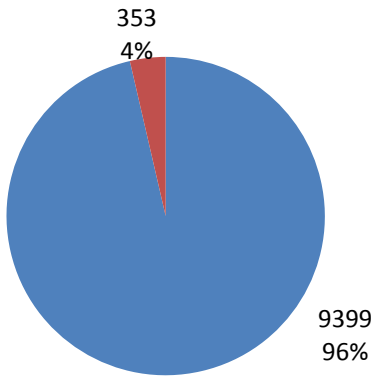
Indicator1.3: Number of meetings conducted, disaggregated by level and type of administrative unit.

Target	Actual	Notes
855	3,200	DCC and district level meetings in which officials up to district governors also participated. These meetings enabled the DCCs, citizens and government to engage on matters related to the districts.

Indicator 2.1: Number of community councilors who received training in Conflict Resolution and Mediation (disaggregated by gender and district).

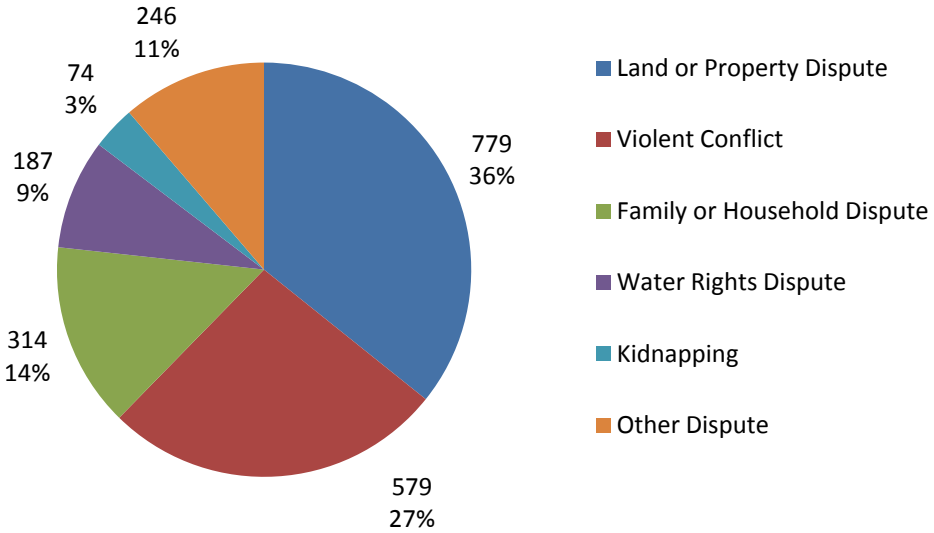
Target	Actual	Notes
2,749	> 2,749	A total of 9,752 training completions was recorded. Of these, 5,445 were for the basic Management, Operations and/or Governance training. After receiving the basic training the second priority for all DCCs was the Conflict training. Most of the balance (9,752 – 5,445) 4,307 training completions were Conflict training. The target was significantly exceeded.





Indicator 2.2: Number of cases mediated with the participation of DCCs, disaggregated by the type of conflict (land dispute, water rights, use of common pastures and forests, and type of organization)

Target	Actual	Notes
1,135	2,179	See below for breakdown and explanation



EXPLANATION OF CATEGORIES USED IN COUNTING DISPUTES AND CONFLICTS

Land or Property Dispute: Arguments, disputes and violent conflicts between individuals, groups and tribes over the ownership or possession of land, houses, walls rights-of-way, and use of pasture land.

Violent Conflict: Events involving physical violence, typically fighting between individuals, groups or tribes, and frequently involving weapons such as guns, knives and explosive devices. Cases of land or property disputes, or family/household disputes that may have involved minor violence were counted in the "land" or "family" categories, not as violent conflicts.

Family or Household Dispute: Marital disputes between husband and wife, or spouse and in-laws. Disputes between parents and children, or between siblings. Many cases concerned engagements, marriage or dowries.

Water Rights Dispute: Arguments over access to irrigation or drinking water. Frequently they concern the rotation of access to irrigation water between farmers.

Kidnapping: Cases in which local residents, DCC members, or development project workers were kidnapped, typically by Taliban.

Other Dispute: Disputes over vehicular accidents in which property was damaged or persons injured. Money disputes such as loans not repaid. Business deals or other agreements not honored.

Indicator 2.3: Number of reports by DCCs provided to security agencies.

Target	Actual	Notes
376	409	Members of DCCs actively assisted district authorities in identifying areas in the district that needed particular attention with regard to security, and brought them to the attention of the district government to be taken into consideration. The DCCs also intervened on security issues, and cooperated actively with the relevant agencies and provided the necessary information and consultation. To date, in total, 409 security cases were reported by DCCs throughout the 131 districts since the beginning of the program.

Indicator 3.1: Cumulative number of proposals and requests facilitated and forwarded to implementing agencies by DCCs.

Target	Actual	Notes
757	> 757	702 proposals and requests were recorded as of end November, 2011. Many additional proposals and requests were forwarded during December, 2011 and January, 2012, but the reporting was not collected at this level of detail owing to the reduction of provincial M&E personnel. It is certain that the target of 757 was significantly exceeded by January 31, 2012.

Indicator 4.1: Number of documented public service grievances submitted to line ministries.

Target	Actual	Notes
248	750	Grievances are typically counted as complaints made verbally or in writing, to government authorities or the PRTs, about the quality of services or lack of services such as water, electricity and roads, security or policing, health and education services, food or shelter shortages, and disaster preparedness or response.

Indicator 5.1: Number of ASOP central, provincial, and district staff equipped with computers/printers and internet connection.

Target	Actual	Notes
2010: TBD 2011: 142	305	ASOP has equipped 305 employees with computers and internet facilities since the beginning of the program.

Indicator 5.2: Number of individuals from ASOP/IDLG, central, provincial, and district personnel who receive training on oversight of public services and corruption.

Target	Actual	Notes
350	29	ASOP aims to improve the productivity of its employees by providing on-the-job training and short, relevant capacity building training courses to staff in each of the program units. This training prepares the ASOP staff to deliver quality services according to project requirements. To that end, during July, August, and September 2011, 29 ASOP staff received training on different subjects related to their work. The 29 capacity building officers received a TOT training on the new Operation and Management handbook. AECOM was able to build the capacity of 309 employees on all topics since the beginning of the program.

Indicator 5.3: Number of people targeted to be reached by ASOP through its communication interventions.

Target	Actual	Notes
7,800	> 39,368	ASOP mobilized 39,368 *jirga* participants to elect 131 district councils across the country. These individuals are the key district influential stakeholders who were identified and invited jointly by ASOP and district governors to participate in DCC formation. The actual number of people who received some DCC-related communication would be much larger, but logistics and practical matters did not allow counting of the wide number of citizens, GIRoA personnel, security forces, NGOs and others who were engaged with the DCCs on a wide variety of matters – many of them involving the communication of GIRoA policies, programs and services.

ANNEX E: SUMMARY OF EQUIPMENT TRANSFERRED TO GIROA IDLG/ASOP PROVINCIAL AND DISTRICT OFFICES

Summary of Non-expendable Equipment Items

EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
Air Conditioner	6	$ 3,071	$ 2,403
Antenna	1	$ 3,500	$ 2,036
Desktop Computer	154	$ 127,852	$ 76,849
Generator	89	$ 135,550	$ 112,278
Laptop Computer	35	$ 50,435	$ 28,034
Printer	127	$ 59,103	$ 38,092
Projector	8	$ 5,247	$ 3,436
Server	30	$ 60,000	$ 36,603
Digital Camera	21	$ 6,440	$ 3,907
UPS	2	$ 2,030	$ 1,189
Grand Total	**473**	**$ 453,228**	**$ 304,828**

Non-expendable Equipment Items by Location

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
Badghis/Bala Morghab	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 430	$ 351
Badghis/Kamari	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Badghis/Moqur	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Badghis/PMU	Desktop Computer	4	$ 3,120	$ 1,997
	Generator	1	$ 1,360	$ 1,150
	Laptop Computer	1	$ 1,640	$ 1,071
	Printer	1	$ 430	$ 351
	Server	1	$ 2,000	$ 1,220
	Digital Camera	1	$ 331	$ 194

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
Badghis/Qadis	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Baghlan/Borka	Desktop Computer	1	$ 775	$ 633
	Generator	2	$ 2,720	$ 2,300
	Printer	1	$ 450	$ 288
Baghlan/Dahna Ghori	Desktop Computer	1	$ 780	$ 499
Baghlan/Jadid	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Baghlan/PMU	Air Conditioner	1	$ 514	$ 402
	Desktop Computer	1	$ 790	$ 442
	Laptop Computer	3	$ 4,290	$ 2,174
	Printer	2	$ 780	$ 485
	Server	1	$ 2,000	$ 1,220
	Digital Camera	2	$ 587	$ 354
Baghlan/Puli Khomri	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Baghlan/Tala wa Barfak	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Farah/PMU	Laptop Computer	1	$ 1,430	$ 725
Faryab/PC	Laptop Computer	1	$ 1,640	$ 1,071
Ghazni/Deh Yak	Desktop Computer	1	$ 1,200	$ 637
	Generator	1	$ 505	$ 363
	Printer	1	$ 540	$ 236
Ghazni/Khwaja Omari	Desktop Computer	1	$ 1,200	$ 637
	Generator	1	$ 505	$ 363
	Printer	1	$ 540	$ 236
Ghazni/PMU	Air Conditioner	1	$ 514	$ 402
	Desktop Computer	4	$ 4,244	$ 1,862
	Generator	1	$ 505	$ 363
	Laptop Computer	2	$ 2,900	$ 1,539
	Printer	3	$ 4,180	$ 2,595
	Projector	1	$ 656	$ 429
	Server	1	$ 2,000	$ 1,220
	Digital Camera	2	$ 576	$ 347

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
Ghazni/Qarabagh	Desktop Computer	1	$ 1,200	$ 637
	Generator	1	$ 559	$ 428
	Printer	1	$ 450	$ 265
Herat/Chisht Sharif	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
	Server	1	$ 2,000	$ 1,220
Herat/Obey	Server	1	$ 2,000	$ 1,220
Herat/PMU	Desktop Computer	4	$ 3,120	$ 1,997
	Laptop Computer	1	$ 1,450	$ 769
	Printer	3	$ 1,180	$ 684
	Projector	1	$ 656	$ 429
	Server	1	$ 2,000	$ 1,220
	Digital Camera	1	$ 285	$ 123
Herat/Shendand	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
	Server	1	$ 2,000	$ 1,220
Jawzjan/PMU	Laptop Computer	1	$ 1,640	$ 1,071
Kabul Soroobi	Desktop Computer	1	$ 1,020	$ 452
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kabul/ Mosahi	Laptop Computer	1	$ 1,430	$ 725
Kandahar/Arghandab	Desktop Computer	1	$ 780	$ 459
	Printer	1	$ 450	$ 265
Kandahar/Daman	Desktop Computer	1	$ 780	$ 459
	Printer	1	$ 450	$ 265
Kandahar/Dand	Desktop Computer	1	$ 780	$ 459
	Printer	1	$ 450	$ 265
Kandahar/Panjwai	Desktop Computer	1	$ 780	$ 459
	Printer	1	$ 450	$ 265
Kandahar/PMU	Antenna	1	$ 3,500	$ 2,036
	Desktop Computer	4	$ 3,120	$ 1,835
	Generator	1	$ 11,600	$ 9,444
	Laptop Computer	1	$ 1,170	$ 584
	Printer	2	$ 603	$ 334
Kandahar/Shahwali Kot	Desktop Computer	1	$ 780	$ 459
	Printer	1	$ 450	$ 265

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
Kandahar/Spin Boldak	Desktop Computer	1	$ 780	$ 459
	Printer	1	$ 450	$ 265
Kandahar/Zhari	Desktop Computer	1	$ 780	$ 459
	Printer	1	$ 450	$ 265
Kapisa/Alasay	Desktop Computer	1	$ 780	$ 499
Kapisa/Hisa Awal	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 450	$ 288
Kapisa/Hisa Doum	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 450	$ 288
Kapisa/Kohband	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 450	$ 288
Kapisa/Mahmood Raqi	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 450	$ 288
Kapisa/Nijrab	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 450	$ 288
Kapisa/PMU	Desktop Computer	4	$ 4,080	$ 1,889
	Generator	1	$ 400	$ 294
	Laptop Computer	2	$ 2,680	$ 1,328
	Printer	1	$ 350	$ 222
	Projector	1	$ 656	$ 429
	Server	1	$ 2,000	$ 1,220
	Digital Camera	2	$ 626	$ 419
Kapisa/Taqab	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 450	$ 288
Khost/Nadir Shahkot	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 450	$ 288
Khost/PMU	Desktop Computer	3	$ 2,335	$ 1,632
	Generator	1	$ 1,360	$ 1,150
	Laptop Computer	1	$ 1,640	$ 1,071
	Printer	1	$ 450	$ 288
	Projector	1	$ 656	$ 429
	Server	1	$ 2,000	$ 1,220
	Digital Camera	1	$ 331	$ 194
Khost/Tani	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunar/Chapa Dara	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
	Printer	1	$ 450	$ 288
Kunar/Khas Kunar	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunar/Manogai	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunar/Marawara	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunar/Noorgal	Desktop Computer	1	$ 775	$ 633
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Kunar/PMU	Desktop Computer	4	$ 3,130	$ 1,940
	Laptop Computer	1	$ 1,450	$ 769
	Printer	3	$ 1,280	$ 739
	Server	1	$ 2,000	$ 1,220
	Digital Camera	1	$ 303	$ 190
Kunar/Sarkano	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunar/Sawki	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunduz/Aliabad	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Kunduz/Chardara	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunduz/Dashti Archi	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunduz/Imam Sahib	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Kunduz/Khan Abad	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
	Printer	1	$ 450	$ 288
Kunduz/PMU	Air Conditioner	2	$ 1,028	$ 804
	Desktop Computer	5	$ 3,900	$ 2,497
	Generator	1	$ 4,800	$ 3,597
	Laptop Computer	3	$ 4,350	$ 2,308
	Printer	1	$ 450	$ 288
	Server	1	$ 2,000	$ 1,220
	Digital Camera	2	$ 587	$ 354
Kunduz/Qali Zal	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Laghman/Alingar	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Laghman/Alishang	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Laghman/Dawlatshah	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Laghman/Mehtarlam	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Laghman/PMU	Desktop Computer	4	$ 3,130	$ 1,940
	Laptop Computer	1	$ 1,170	$ 584
	Printer	3	$ 1,280	$ 809
	Server	1	$ 2,000	$ 1,220
Laghman/Qarghai	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Logar/Azra	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 495	$ 347
	Printer	1	$ 450	$ 288
	Server	1	$ 2,000	$ 1,220
Logar/Baraki Barak	Desktop Computer	1	$ 1,020	$ 445
	Generator	1	$ 505	$ 363
	Printer	1	$ 540	$ 236
	Server	1	$ 2,000	$ 1,220

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
Logar/Charkh	Desktop Computer	1	$ 1,020	$ 445
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 540	$ 236
	Server	1	$ 2,000	$ 1,220
Logar/Kharwar	Desktop Computer	1	$ 1,012	$ 372
	Generator	2	$ 1,865	$ 1,513
	Printer	1	$ 540	$ 236
	Server	1	$ 2,000	$ 1,220
Logar/Khoshi	Desktop Computer	1	$ 1,020	$ 445
	Generator	1	$ 505	$ 363
	Printer	1	$ 450	$ 288
	Server	1	$ 2,000	$ 1,220
Logar/Mohammad Agha	Desktop Computer	1	$ 1,010	$ 413
	Generator	1	$ 495	$ 350
	Printer	1	$ 350	$ 143
	Server	1	$ 2,000	$ 1,220
	UPS	1	$ 590	$ 399
Logar/PMU	Air Conditioner	2	$ 1,015	$ 796
	Desktop Computer	3	$ 2,577	$ 1,447
	Generator	2	$ 11,760	$ 10,106
	Laptop Computer	2	$ 2,680	$ 1,328
	Printer	3	$ 1,130	$ 592
	Projector	1	$ 656	$ 429
	Server	1	$ 2,000	$ 1,220
	Digital Camera	3	$ 910	$ 571
Logar/Puli Alam	Desktop Computer	1	$ 1,012	$ 372
	Generator	1	$ 1,419	$ 974
	Printer	1	$ 450	$ 288
Nangarhar/ Kama	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Nangarhar/Bati Kot	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
	Server	1	$ 2,000	$ 1,220
Nangarhar/Behsood	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
	Server	1	$ 2,000	$ 1,220
Nangarhar/Chaparhar	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Nangarhar/Ghanikhil	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
	Server	1	$ 2,000	$ 1,220
Nangarhar/Ghoshta	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Nangarhar/Khewa	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
	Server	1	$ 2,000	$ 1,220
Nangarhar/Khugiani	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Nangarhar/Mohmandara	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Nangarhar/PMU	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 4,800	$ 3,597
	Laptop Computer	5	$ 7,360	$ 3,970
	Printer	2	$ 900	$ 576
	Projector	1	$ 656	$ 429
	Server	1	$ 2,000	$ 1,220
	Digital Camera	1	$ 331	$ 194
Nangarhar/Rodat	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
	Server	1	$ 2,000	$ 1,220
Nangarhar/Shirzad	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Nangarhar/Surkh Rod	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
	Server	1	$ 2,000	$ 1,220
Paktia/Chamkani	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Paktia/Dandi Patan	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Paktia/Jaji Aryoub	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Paktia/Lija Mangal	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Paktia/PMU	Desktop Computer	4	$ 3,120	$ 1,997
	Laptop Computer	1	$ 1,400	$ 743
	Printer	2	$ 780	$ 604
	Projector	1	$ 656	$ 429
	Server	1	$ 2,000	$ 1,220
	Digital Camera	1	$ 303	$ 190
Paktia/Waza Zadran	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Paktia/Zurmat	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Paktika/Barmal	Desktop Computer	1	$ 775	$ 633
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Paktika/Khair Kot	Desktop Computer	1	$ 775	$ 633
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Paktika/Meta Khan	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Paktika/PMU	Desktop Computer	4	$ 3,105	$ 2,400
	Laptop Computer	1	$ 1,640	$ 1,071
	Printer	2	$ 800	$ 541
	Server	1	$ 2,000	$ 1,220

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
	Digital Camera	1	$ 331	$ 194
Paktika/Sarewza	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Paktika/Sarobi	Desktop Computer	1	$ 775	$ 633
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Paktika/Urgoon	Desktop Computer	1	$ 780	$ 499
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 288
Sari Pol/PC	Laptop Computer	1	$ 1,405	$ 1,286
Takhar/ PMU	Laptop Computer	1	$ 1,430	$ 725
	Printer	1	$ 450	$ 288
Uruzgan/Charcheno	Desktop Computer	1	$ 1,020	$ 472
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
	UPS	1	$ 1,440	$ 790
Uruzgan/Chora	Desktop Computer	1	$ 900	$ 474
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Uruzgan/Deh Rawod	Desktop Computer	1	$ 1,012	$ 390
	Printer	1	$ 430	$ 351
Uruzgan/Gizab	Desktop Computer	1	$ 900	$ 474
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Uruzgan/Khas Uruzgan	Desktop Computer	1	$ 780	$ 459
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Uruzgan/PMU	Desktop Computer	4	$ 3,240	$ 1,972
	Generator	1	$ 1,360	$ 1,150
	Laptop Computer	1	$ 1,640	$ 1,071
	Printer	1	$ 430	$ 351
	Server	1	$ 2,000	$ 1,220
Wardak/Chak	Desktop Computer	1	$ 1,020	$ 445
	Generator	1	$ 1,473	$ 1,043
	Printer	1	$ 550	$ 290
Wardak/Hisa Awal Behsood	Desktop Computer	1	$ 780	$ 459
	Generator	1	$ 559	$ 428

LOCATION Province/District	EQUIPMENT ITEM NAME	QUANTITY	COST USD	DEPRECIATED VALUE Nov. 2011
	Printer	1	$ 550	$ 290
Wardak/Jalriz	Desktop Computer	1	$ 900	$ 474
	Generator	1	$ 559	$ 428
	Printer	1	$ 550	$ 290
Wardak/Markaz Behsood	Desktop Computer	1	$ 1,020	$ 445
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 550	$ 290
Wardak/Nirkh	Desktop Computer	1	$ 900	$ 474
	Generator	1	$ 559	$ 428
	Printer	1	$ 550	$ 290
Wardak/PMU	Desktop Computer	5	$ 3,900	$ 2,497
	Generator	1	$ 1,360	$ 1,150
	Laptop Computer	2	$ 2,570	$ 1,327
	Printer	2	$ 780	$ 604
	Projector	1	$ 656	$ 429
	Digital Camera	3	$ 938	$ 585
Wardak/Sayed Abad	Desktop Computer	1	$ 900	$ 474
	Generator	1	$ 559	$ 428
	Printer	1	$ 550	$ 290
Zabul /Shah Joy	Desktop Computer	1	$ 1,200	$ 637
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 430	$ 351
Zabul/Now Bahar	Desktop Computer	1	$ 1,200	$ 637
	Generator	1	$ 1,360	$ 1,150
	Printer	1	$ 450	$ 265
Zabul/PMU	Desktop Computer	2	$ 1,560	$ 999
	Generator	1	$ 1,360	$ 1,150
	Laptop Computer	1	$ 1,430	$ 725
	Printer	2	$ 900	$ 576
	Server	1	$ 2,000	$ 1,220
Zabul/Ternak wa Jeldak	Desktop Computer	1	$ 780	$ 499
	Printer	1	$ 450	$ 288
Grand Total		**473**	**$ 453,228**	**$ 304,828**

Expendable Items

EXPENDABLE ITEM NAME	QUANTITY
Air Conditioner	3
Cabinet	248
Chair, Visitor	905
Fan	43
Gas Heater	117
Mobile Phone, disposable	75
Office Desk	180
Paper Shredder	7
Printer	5
Refrigerator	6
Revolving Chair	180
Safe	1
Table	112
UPS	170
Vacuum Cleaner	8
Voltage Stabilizer	19
Water Dispenser	2
Grand Total	**2,081**