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AFGHANISTAN SOCIAL OUTREACH PROGRAM (ASOP)

ANNUAL REPORT

JULY 2009 – JULY 2010

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ACRONYM LIST

| | |
|-------|--|
| ALP | Afghan Local Police |
| APRP | Afghanistan Peace and Re-Integration Program |
| ASOP | Afghanistan Social Outreach Program |
| CC | Community Council |
| CSU | Central Support Unit |
| DDA | District Development Assemblies |
| DDP | District Delivery Program |
| IDLG | Independent Directorate of Local Governance |
| MoU | Memorandum of Understanding |
| NATO | North Atlantic Treaty Organization |
| PMU | Provincial Management Unit |
| TAF | The Asia Foundation |
| UN | United Nations |
| USAID | United State Agency for International Development |
| US | United States |
| USG | United States Government |
| WADAN | Welfare Association for the Development of Afghanistan |

SECTION ONE

EXECUTIVE SUMMARY

The Afghanistan Social Outreach Program (ASOP) is a mechanism designed to work closely with provincial and district governors to strengthen communication and collaboration between the government and local communities; laying the base for permanent democratic authorities and capacities at the sub-national level. The ASOP facilitates the creation of district-level councils to mobilize community support in an attempt to reduce conflict, promote development, and encourage more efficient and transparent uses of district resources. The district-level councils will identify the concerns and needs of their communities and establish channels of communication and coordination with government agencies.

The Independent Directorate for Local Governance (IDLG) together with AECOM International Development (AECOM) established the central office for the ASOP operation in Kabul, Afghanistan, initiating the start of the program on July 5, 2009. ASOP had begun earlier, as a pilot, in Wardak and Helmand provinces and was administered by the Asia Foundation in coordination with IDLG. Beginning activities focused on developing understandings and relationships with IDLG with a focus on forming councils in three additional provinces (Logar, Kapisa and Ghazni) and 18 additional districts. In these discussions, involving IDLG, USAID and AECOM International Development, emphasis was placed on assuring the Afghan-led nature of ASOP. To facilitate this, the decision was taken to integrate project staff that were initially planned to work in separate offices—one office with a stronger reporting line to IDLG and the other with a stronger reporting line to AECOM International Development. Decision was also taken to establish Provincial Management Units (PMUs) under this integrated program structure rather than sub-contract out provincial and district level responsibilities to NGOs or facilitating partners. During this start-up period the contract with the Asia Foundation was also terminated and the implementation of the program in Wardak province was brought under the contract with AECOM International Development. In order to assure smooth transition of staff and responsibilities, information collection and coordination meetings were held. In order to accommodate these various changes, the work plan and budget of ASOP needed to be revised. Policies and procedures for how community councils would be formed were developed. Office space was identified and equipped. Finally, policies and processes for the joint recruitment of program staff by AECOM International Development and IDLG were formulated.

In late September 2009, meetings were held at IDLG with the Governors of Kapisa, Ghazni and Logar provinces to discuss the program, gain their cooperation and identify the target districts in which councils were to be formed in their respective provinces. Following these meetings, profiles were developed to gain a better understanding of tribal, religious and ethnic leadership structures in the targeted districts as well as sources of conflict and the current relations between communities and the government. A preliminary work plan was submitted to USAID for review and approval. Recognizing the decentralized nature of the program, the prevailing security situation, which constrains the possibilities for expats to travel regularly to the field, the decision was taken to replace the position of an expat Deputy Chief of Party with two Afghan Deputy Chiefs of Party and recruitment was initiated for these posts.

By the end of November, a core of key staff had been recruited for the program including the Chief of Party, the Finance Manager and Finance Assistant, the Deputy Chief of Party-Technical, a Senior Administrative Officer concerned with logistics, procurement and sub-contracting, and a Senior Program Officer focused initially on developing district profiles. These staff joined with previous ASOP Program Staff, including the ASOP Program Director, who for an interim period of time, continued to work under contract with the Asia Foundation.

In late November a “kick-off” meeting was held, hosted by the Logar Governor, to lay the base for the formation of councils in this province. The decision was taken to form the first ASOP council in Khushi district. A jirga was held in Khushi on December 15 during which the council was formed. The formation of the Khushi council was quickly followed by formation of a council in Mohammad Agha district.

Following the successful formation of the councils in Logar, and with a plan developed for the formation of councils in Ghazni and Kapisa provinces, discussions began with USAID about the possible expansion of the program to additional provinces and districts as well as an extension of the program from January 4, 2011 to June 4, 2011. In response, AECOM International Development, in coordination with IDLG, developed a proposal for the extension and expansion of the program which was sent to USAID for approval. Key aspects of the proposal were: extension of the program to June 4, 2011; increase in the number of councils to be formed from 18 to 100; formation of a special unit on capacity building and training, and strengthening of the Operations and Program Management divisions of ASOP.

The proposal for extension and expansion of ASOP was approved by USAID on February 8, 2010. As required, within 14 days AECOM International Development forwarded to USAID a work plan, performance management plan, a staffing and compensation plan and budget.

During the first quarter of 2010 priority was given to: a) opening of Provincial Management Units in Logar, Ghazni and Kapisa; b) council formation in these three provinces as a jumping off and learning point for the formation of councils in other provinces; c) absorption of the 8 Wardak district councils into the revised ASOP program, d) the full integration of the ASOP staff in a single office, e) drafting of capacity building and training modules and f) the scaling up of recruitment for central, provincial and district staff. By the end of March 2010, councils had been formed in 21 districts and provincial management units opened in 4 provinces.

Following approval of the expanded program, consultations occurred with IDLG and USAID to develop a plan for the formation of councils. It was agreed that ASOP would concentrate on Key Terrain Districts, District Delivery Program districts, and districts that were recommended as priorities by IDLG and/or provincial governors. The focus of ASOP continued to be on the most insecure districts as a key function of the district councils was to improve district-level stability by bringing communities into closer association with the government.

In order to achieve the goal of forming 100 councils, recruitment of staff was increased to support the expansion into new districts and provinces. This involved building up the ASOP Central Support Unit to facilitate council formation; the ASOP Capacity Building and Training Unit to build the capacities of newly formed councils; the Procurement and Logistics Unit to support getting needed equipment into the newly formed provincial and district offices; the Finance Unit to develop and implement methods for monitoring and making stipend payments to council members and the Monitoring and Evaluation and Communications Units to be able to support the production of reports on program progress.

To support these various activities procedural policies and manuals were formulated related to council formation, capacity building and training, financial management, human resources and recruitment, monitoring and evaluation, procurement and program reporting. In collaboration with IDLG a revised Memorandum of Understanding was drafted that spelled out the roles of and between the district councils and the government. To underscore the Afghan-led nature of the program, and to protect the independence of the councils, (also in collaboration with IDLG) a Communications Protocol was issued by the IDLG Deputy Minister for Policy (Barna Karimi) spelling out the conditions under which external parties could seek participation in council sessions.

Staff capacity building within the framework of AECOM/ASOP is a major program objective. In this area, management steps were taken to increase and enhance the capacity of staff to support and monitor activities at the provincial and district levels. Similarly, the capacity of program staff concerning policy and operational procedures at the central level were developed through the development of guidelines, referred to above, but also through orientation and work group sessions. The full integration of the ASOP team under the leadership of the Program Director, who reports to the IDLG leadership, reflected the strong commitment Afghan leadership of ASOP. Under this arrangement, which reflects the USAID policy aimed at giving priority to Afghans in leadership and development roles within the program, the role of AECOM International Development was as technical support and advisory.

Reflecting the extent to which ASOP is integrated with IDLG, the program became connected with several important governance improvement initiatives in Afghanistan during this period. ASOP representatives have participated routinely in meetings concerning the District Delivery Program (DDP), Rule of Law Working Group, Governance Cluster, Afghanistan Peace and Re-integration Program (APRP), and the relative study of the District Development Assemblies (DDA). At the field level, ASOP created councils in Barak-i-Barak (Logar) and Sayedabad (Wardak) districts participated actively in DDP planning workshops.

By June 2010 (in line with work plan goals) the number of CCs established through the support of the ASOP in the targeted districts in 8 provinces, reached a total of 42. Over 1,000 members of the CCs received training in management and governance, facilitated by ASOP training staff. The program has also issued stipends for around 2,400 council members. During the period covered by this annual report, around 100 staff members were hired by the ASOP to support operations of the main office and PMUs. Access to IT, communication, office equipment, furniture, and vehicles was provided to staff members.

The ASOP central office has conducted M&E missions in program coverage areas to ensure quality control, as well as to ascertain if any corrective measures are needed to continue a smooth and timely progression of the program. Monthly and quarterly reports have been assembled and distributed for the use of partner and donor organizations, in order to reflect and assess the reality of the ASOP program and its progress.

SECTION TWO

PROGRAM DESCRIPTION

The ASOP program works in collaboration with the IDLG, and began implementation on the July 5th, 2009. The program's initial goal was to establish 18 CCs at the district level in the provinces of Logar, Kapisa and Ghazni. This goal was later expanded to a target of 100 CCs expanding beyond these three provinces of Afghanistan. The program aims to reduce the gap between rural communities and the central government of Afghanistan.

The councils are expected to mobilize community support in order to reduce conflict, promote development, and encourage efficient and transparent uses of district resources. The councils will identify the concerns and needs of their communities and establish channels of communication and coordination with government agencies for more efficient, effective, and responsive service delivery.

The main objectives of the ASOP have been identified as the following:

- Communication, coordination, and cooperation between the government and communities will be facilitated, increasing the level of trust and confidence between the government and the people thus building a strong base for democratic governance.
- Enhance community conflict resolution and disaster response skills and expertise.
- Increase efficiency and transparency in the use of development resources at the district level.
- Presence of a community grievance system with effective community based support for public service delivery.
- Strengthen the capability of the IDLG central office to uniformly support district councils.

ASOP, in partnership with IDLG, intends to achieve the following 2 core functions:

1. Strengthen security in the districts by:

- fostering community solidarity to prevent support for anti-government elements and activities in the district;
- mobilizing the community to support government agencies, police, and security services for peace and stability;
- ensuring liaison and communication with government officials and security services to improve security and enforce the rule of law; and
- providing a forum for conflict resolution at the district-level, when issues have not been settled at the local level.

2. Improve services and development outcomes by:

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

MANAGEMENT OVERVIEW

- The contract for implementation of the Afghanistan Social Outreach Program was awarded by USAID to AECOM International Development based on an initial proposal that was to cover the formation of 18 district level councils in 3 provinces of Afghanistan. This initial scope was later revised to cover 100 district level councils in 10 or more provinces.
- To underscore the Afghan-led approach of ASOP, the ASOP staff was integrated into one staff that works in a technical and advisory relationship to IDLG in implementing the program.
- The structure of the ASOP staff has been divided into three divisions: (1) a Program Division that facilitates the creation of new councils and supports councils already formed. This Division also oversees the creation and management of the Provincial Management Units. To head this Division an Afghan Deputy Chief of Party was appointed with dual reporting responsibilities to the Afghan Program Director and the Chief of Party. The Head of the Capacity Building and Training Unit reports to this Deputy Chief of Party for Programs; (2) An Operations Division that is responsible for human resources, staff recruitment, logistics, procurement, administration and finance. This Division is headed by an Expat (Afghan American) that reports to the Chief of Party; (3) a Technical Division that is responsible for program communications and reporting, monitoring and evaluation, policy and planning and external relations. An Afghan Deputy Chief of Party that reports to the Chief of Party heads this Division.
- The ASOP Program Director reports, programmatically and in a policy sense, to the IDLG Deputy Minister for Policy.
- The Chief of Party serves as an Advisor to IDLG and the Program Director. He is responsible for the technical, reporting, finances, monitoring and evaluation and program progress in accord with the Performance Monitoring Plan and Work Plan submitted to USAID.
- Provincial Management Units are led by a Head and staffed by a Shura Relations Officer, a Communications and Reporting Officer, a Capacity Building and Training Officer and a Monitoring and Evaluation Officer. The PMU Head reports to the Deputy Chief of Party-Program. The PMU offices are located in the Governor's offices and the PMU Head has a coordination relationship with the Provincial Governor.
- District Liaison Officers (DLO) are placed in each district where a council is formed. They are responsible for supporting the council and reporting on their activities. The DLO reports to the PMU Head.
- ASOP is responsible to USAID for meeting the goals and targets reflected in the proposal, PMP and Work Plan. ASOP relates jointly to USAID and IDLG in determination of program policies and in the identification and location of ASOP councils.
- ASOP councils work under the terms of a Memorandum of Understanding between the councils and the government. The councils are to serve as official but temporary official district level entities of the Afghan government related to IDLG.

MANAGEMENT CHALLENGES

ASOP faces many interrelated management challenges because it introduces a new governance entity at the district level, works in highly insecure areas of the country, and must evolve at a very rapid pace. Some of the key challenges faced during this first year of implementation include:

Establishing the legitimacy of councils. Councils formed under the aegis of the Afghanistan Social Outreach Program (ASOP) are intended as temporary entities and have only a quasi-governmental status. Establishing the legitimacy of councils is important if they are to play the important role at the district level they are intended to play in stabilizing conditions. The process of forming councils via jirgas that bring together representatives from all sectors of the district to elect the members is key to establishing the legitimacy of councils. The influential status of the members that are typically elected also adds to the council's legitimacy. The fact that a program attached to IDLG and co-located with the government office supports the councils, also helps in establishing legitimacy. Finally, the Memorandum of Understanding signed by the council chair and the provincial and/or district governor, which defines the roles and relationships of the councils and the government, supports council legitimacy.

Managing expectations and relationships. Once formed expectations of what issues councils can address (and when) are often distorted given the urgent need for the gap to be filled between the government and communities. As new entities, there is often not a good understanding of the role of councils. This, in some case, extends to the council members themselves. The formation of councils may also be seen as a threat to current structures and/or be seen as redundant with other district level structures. Finally, military, development and even government bodies are often eager to identify counterparts that can be supportive of their priorities and particular initiatives. The MOU along with the Communications Protocol are tools that serve to both define the role and protect the independence of the councils. Capacity building and training sessions are held immediately after the formation of councils to assist council members at the early stages to organize themselves as well as to have a clearer understanding of their purposes and roles. The fact that councils are basically oversight and bridging entities and do not implement projects and do not receive or manage resources also lowers expectations and reduces the potential for their being seen as being in competition with other entities at the district level.

Maintaining Afghan-led nature of initiative. Because councils are created in areas of the country where governance structures have been weak or entirely absent, many efforts in these areas are initiated on a special project basis or are tied to security operations. As presence in these areas is related to such initiatives, when councils are formed, it is often assumed that their role is to support and work with these initiatives. It is necessary to promote understanding that councils are formed to represent community priorities and interests rather than serve as entry points for parties to gain community support for their special initiatives. That it is USAID's policy to promote ASOP as an Afghan-led initiative is extremely important and the support provided by USAID Kabul related to this has been critical. Also, the ASOP team and structure is helpful in explaining and supporting the role councils as a key representative body working on behalf of communities. IDLG has also played a key role in reinforcing the Afghan-led nature of the councils and of ASOP. Placing Afghans in the key positions within ASOP that relate to council formation, support and oversight is critical to maintaining the Afghan-led nature of the program. Finally, an important factor in ASOP implementation and management has been the advocacy and commitment of the USAID contractor and COP to supporting Afghan leadership for the program.

Working in insecure areas. Many of the districts in which ASOP councils are being formed are highly insecure. This has the potential to constrain willingness of community people to participate in a jirga electing a council, readiness of leaders to serve on the council and the capacity of ASOP to put people, materiel and regular support in to the field. Several factors have mitigated but not removed this concern.

The traditional role and nature of shuras (councils) and of the process used to select council members reduces concern of various elements that councils are there to threaten their interests and roles. The method by which council members are selected and the commitment to supporting council independence also makes it easier to work in insecure areas because the varied sectors and interests of communities are represented on councils. An important mitigating factor is that many councils have had early successes in terms of resolving local disputes and conflicts and have opened opportunities for initiatives to operate in these areas because they are seen, broadly, as being of benefit to the communities. Finally, a vital factor in being able to establish councils in insecure areas has been the readiness of ASOP staff to travel to and work with people in these areas.

SECTION THREE

INDICATORS & RESULTS

- IR 1: Representative district entities link with the provincial and central government to improve governance, and promote development, and social stability and peace.**
- IR 2: Local conflict resolution and disaster response skills and practices are strengthened**
- IR 3: Local service delivery problems are identified, documented and resolved in a transparent manner.**
- IR 4: Communities are provided with resources to document grievance and to raise issues prevalent in local service delivery.**
- IR 5.1: Systems are in place that link district level priorities and plans with Provincial, Central Governments and donors' planning/funding mechanism.**
- IR 5.2: The GIRoA has a well functioning central office that can support district councils.**
- IR 6.3: Strengthened institution of good governance**

A total of 1,794 individuals from 7 provinces (Kunduz, Nangarhar, Laghman, Logar, Kapisa, Ghazni, and Wardak) have formed 43 CCs. These councils follow the ASOP standard procedures and primarily focus on community development, local conflicts, anti-corruption measures, and good governance. Local governments have established basic dialogue with CCs in order to mediate and resolve ongoing disputes and conflicts in the districts.

The CCs have been used as a platform between district government and communities that represent various zones, tribes, and ethnicities in the area. Continuous communication (typically 2 meetings per month) has been established with the government to resolve conflicts and disputes, prioritize and monitor development projects, and allocate local resources to be used equally and equitably.

This report elaborates progress on key performance indicators which include: 98 CC meetings held, facilitation of 132 development project proposals and community requests, 44 anti-corruption measures implemented, 14 reports provided to relevant security agencies, 733 individual recipients of good governance and management training, 64 conflict/dispute cases mediated, 877 individuals that received stipends, and 92 ASOP employees that were given access to computers, printers, and the internet.

Indicator 6.3.1: Number of CCs created.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|--|
| Year | Target | Actual | Notes |
| 2010 | 100 | 43 | 43 CCs established in 7 provinces of Afghanistan |

To date, 43 CCs have been established in the Kunduz, Nangarhar, Laghman Logar, Kapisa, Ghazni Provinces. These include 8 CCs that were transferred from The Asia Foundation/Welfare Association for the Development of Afghanistan (TAF/WADAN) to the ASOP. While forming these councils, ASOP staff has been consulting closely with the provincial government, district authorities, NGOs, and prominent community leaders in order to glean advice on the appropriate formation of these councils. The CCs received basic training on the ASOP in order to engage local government institutions and put in place a basic governance mechanism. All CCs consist of 3 sub-committees (security, development, and legal) that follow-up on community requests, existing conflicts, and corruption in their district and communities.

Indicator 6.3.2: Number of meetings conducted disaggregated by level and type of administrative unit.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 855 | 115 | |

The established councils have convened 115 separate meetings thus far. CCs and the district government came together 2-3 times a month to meet and discuss disputes, security issues, community requests, and follow-up on development projects.

Indicator 6.3.3: Number of sub-national entities (including districts) receiving United States Government (USG) assistance to improve their performance.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 100 | 43 | |

The program has supported 43 councils through the payment of stipends, logistical support, technical assistance, and provision of trainings.

Indicator 6.3.4: Number of individuals who received USAID assisted training (other than anti-corruption) in direct support of program objective (disaggregated by gender and province).

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 4850 | 1200 | |

A total of 1,200 individuals participated in management and good governance training. During these trainings, CC members were oriented on their duties and responsibilities towards the community, and local governance. Upcoming training events will concentrate on conflict resolution, dispute mediation, and tackling corruption at the district level.

Indicator 6.3.5: Number of district communication plans supported with USG assistance for citizens to engage their sub-national government.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | TBD | NA | |

As CCs were recently established there is yet a measure for this indicator.

Indicator 6.3.6: Number of USG-supported anti-corruption measures implemented.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 265 | 45 | |

CCs have been actively involved in the monitoring of government services, district resources, development projects, and non-development projects to gauge the effective and efficient use of resources. Many CCs have been involved in the monitoring of projects and government provided services in the district, focusing on quality of work and prevention of corruption.

Indicator 6.3.7: Number of individuals who receive USAID assisted training (on anti-corruption) in direct support of program objectives (disaggregated by gender and province).

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 5400 | NA | |

As CCs were recently established and the program is still in the mobilization stage, it is too early to measure this indicator. Upcoming training events will contribute to this indicator.

Indicator 6.3.8: Number of CC members who received training in conflict resolution and mediation (disaggregated by gender and district).

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 4850 | NA | |

It is too early to measure this indicator at this stage. This indicator will be covered in the next quarterly report.

Indicator 6.3.9: Number of cases mediated with the participation of CCs, disaggregated by the type of conflict (land dispute, water rights, use of common pastures and forests, and type of organization)

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 535 | 66 | |

The CCs have reported mediating 66 cases of conflict across districts and provinces. The most prominent example being the Day Mirdad and Markazi Bihsud CCs in the Wardak Province, who played a central and active role in mediating the serious dispute over pasture between the Kochi and Hazara communities. Other more localized and less serious disputes over property, land, water, pastures, etc. were mediated and mostly resolved through CC facilitation.

Indicator 6.3.10: Number of reports by CCs provided to security agencies.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 176 | 16 | |

Some CCs have been actively assisting district authorities in the identification of areas in the district that require particular attention and are in need of district government follow-up. Instances of highway robberies in the Ghazni Province, or increasing insurgent activity in other districts are illustrative examples.

Indicator 6.3.11: Cumulative number of proposals and requests facilitated and forwarded to implementing agencies by CCs.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 757 | 155 | |

CCs have submitted a total of 155 proposals to various donors, both government and NGO. These proposals have included such development projects as building retaining walls, road graveling, and agriculture support.

Indicator 6.3.12: Number of documented public service grievances submitted to line ministries.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | 188 | 7 | |

CCs oversee development projects, government, and NGOs projects in their community. They monitor the construction and livelihood of projects in their districts in order to make appropriate suggestions or comments that will help ensure the successful implementation of the project. CCs also highlight issues and concerns where they feel corrective measures are needed.

Indicator 6.3.13: Number of ASOP central, provincial, and district staff equipped with computers, printers, and internet connection.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|-------|
| Year | Target | Actual | Notes |
| 2010 | TBD | 92 | |

Indicator 6.3.14: Number of individuals from ASOP/IDLG, central, provincial and district personnel who receive training on oversight of public services and corruption.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|--|
| Year | Target | Actual | Notes |
| 2010 | TBD | NA | This indicator was not measured during this period, as program is still in mobilization stage. |

Indicator 6.3.15: Number of people targeted to be reached by ASOP through its communication interventions.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|--|
| Year | Target | Actual | Notes |
| 2010 | TBD | NA | This indicator will be measured through a systematic survey over target provinces. |

CCs oversee development, government, and related NGOs projects in their community. They monitor the construction and livelihood of projects in their districts in order to make appropriate suggestions or comments that will help ensure the successful implementation of the project. CCs also highlight issues and concerns where they feel corrective measures are needed.

Indicator 6.3.16: Number of council members who received stipend.

| Performance Indicator Value | | | |
|-----------------------------|--------|--------|---|
| Year | Target | Actual | Notes |
| 2010 | 4140 | 877 | This figure includes CC members who received stipends more than once. This figure does not include a backlog of stipends to be paid out in the coming months. |

Since the establishment of the CCs, all members have been actively participating in regular council meetings and following up on issues and decisions that are contributing to the program's achievements. To cover their expenses, CC members are eligible to received \$125 per month. To date, 2,451 stipends have been paid to 877 council members.

SECTION FOUR

ASOP TABLES

Table 1: Community Council establishment/number of members, disaggregated by gender

| No. | Province | Target District | Number of CC Members | | | Establishment Date |
|-----|----------------------|-----------------------|----------------------|--------|-------|--------------------|
| | | | Male | Female | Total | |
| 1 | Maidan Wardak (4) | DAIMIRDAD | 31 | 0 | 31 | 21 February 08 |
| | | HISSA-I-AWAL BEHSUD | 36 | 0 | 36 | 27 March 08 |
| | | MAIDAN SHAHR | 35 | 0 | 35 | 8 April 08 |
| | | JALREZ | 25 | 0 | 25 | 13 April 08 |
| 2 | Logar (7) | MOHAMMAD AGHA | 45 | 5 | 50 | 16 January 10 |
| | | BARAKI BARAK | 40 | 5 | 45 | 10 February 10 |
| | | CHARKH | 35 | 0 | 35 | 13 February 10 |
| | | KHUSHI | 41 | 5 | 46 | 18 February 10 |
| | | PULI ALAM | 45 | 5 | 50 | 7 June 10 |
| | | KHARWAR | 36 | 0 | 36 | 27 June 10 |
| | | KHARWAR | 36 | 0 | 36 | 27 June 10 |
| 3 | Ghazni (7) | JAGHATU | 40 | 0 | 40 | 17 February 10 |
| | | DEH YAK | 36 | 0 | 36 | 24 February 10 |
| | | QARA BAGH | 40 | 6 | 46 | 6 April 10 |
| | | MUQUR | 39 | 6 | 45 | 17 April 10 |
| | | WAGHAZ | 40 | 0 | 40 | 19 April 10 |
| | | ANDAR | 45 | 0 | 45 | 8 June 10 |
| | | AAB BAND | 36 | 0 | 36 | 22 June 10 |
| 4 | Kapisa (7) | HISSA-I-AWAL KOHISTAN | 40 | 5 | 45 | 9 March 10 |
| | | HISSAIDUWUMI KOHISTAN | 36 | 4 | 40 | 24 March 10 |
| | | TAGAB | 45 | 0 | 45 | 28 March 10 |
| | | KOH BAND | 45 | 0 | 45 | 1 April 10 |
| | | ALASAI | 36 | 0 | 36 | 25 May 10 |
| | | MAHMOOD RAQI | 47 | 3 | 50 | 31 May 10 |
| | | MAHMOOD RAQI | 47 | 3 | 50 | 31 May 10 |
| 5 | Kunduz (4) | QALA-I-ZAL | 36 | 4 | 40 | 26 May 10 |
| | | ALI ABAD | 37 | 4 | 41 | 29 May 10 |
| | | KHAN ABAD | 40 | 5 | 45 | 2 June 10 |
| | | HAZRATI IMAM SAHIB | 41 | 5 | 46 | 14 June 10 |
| | | DASHTI-I-ARCHI | 40 | 6 | 46 | 16 June 10 |
| | | DASHTI-I-ARCHI | 40 | 6 | 46 | 16 June 10 |
| 6 | Nangarhar (2) | SURKH RUD | 41 | 5 | 46 | 6 June 10 |
| | | SHINWAR/GHANIKHEL | 40 | 5 | 45 | 23 June 10 |

Table 2: Training and capacity-building for community councils disaggregated by gender

| No. | Training Title | Location | | Participants | | Date |
|--------------|---------------------------|-----------|---------------|--------------|-----------|----------------|
| | | Province | District | Male | Female | |
| 1 | Management and Governance | Kunduz | Chahar Dara | 30 | 5 | 23 May 10 |
| 2 | Management and Governance | Kapisa | Alasoy | 32 | 0 | 26 May 10 |
| 3 | Management and Governance | Logar | Mohammad Agha | 41 | 5 | 17 February 10 |
| 4 | Management and Governance | Logar | Baraki Barak | 41 | 4 | 10 February 10 |
| 5 | Management and Governance | Logar | Charkh | 40 | 4 | 11 February 10 |
| 6 | Management and Governance | Logar | Khosi | 40 | 0 | 12 February 10 |
| 7 | Management and Governance | Kapisa | Hesa-e-Awal | 40 | 4 | 10 March 10 |
| 8 | Management and Governance | Kapisa | Hesa-e-Doum | 40 | 4 | 11 March 10 |
| 9 | Management and Governance | Kapisa | Tagab | 40 | 0 | 12 March 10 |
| 10 | Management and Governance | Kapisa | Nijrab | 40 | 0 | 13 March 10 |
| 11 | Management and Governance | Nangarhar | Behsod | 41 | 4 | 10 June 10 |
| 12 | Management and Governance | Kunduz | Ali Abad | 40 | 4 | 4 June 10 |
| 13 | Management and Governance | Kunduz | Qala-e-Zal | 40 | 3 | 5 June 10 |
| 14 | Management and Governance | Kunduz | Khan Abad | 27 | 3 | 12 June 10 |
| 15 | Management and Governance | Nangarhar | Surkhrod | 41 | 5 | 16 June 10 |
| 16 | Management and Governance | Nangarhar | Ghani Khil | 40 | 5 | 27 June 10 |
| 17 | Management and Governance | Laghman | Qarghaee | 40 | 0 | 30 June 10 |
| 18 | Management and Governance | Logar | Kharwar | 36 | 0 | 28 June 10 |
| 19 | Management and Governance | Logar | Charkh | 40 | 3 | 20 June 10 |
| 20 | Management and Governance | Logar | Baraki Barak | 40 | 4 | 21 June 10 |
| 21 | Management and Governance | Logar | Khoshi | 38 | 3 | 22 June 10 |
| 22 | Management and Governance | Logar | Pul-e-Alam | 42 | 4 | 23 June 10 |
| 23 | Management and Governance | Logar | Mohammad Agha | 41 | 4 | 34 June 10 |
| 24 | Management and Governance | Ningarhar | Behsood | 40 | 5 | 7-9 June 10 |
| 25 | Management and Governance | Kunduz | Imam Sahib | 40 | 0 | 7-9 June 10 |
| 26 | Management and Governance | Kunduz | Dasht-e-Archi | 40 | 5 | 7-9 June 10 |
| Total | | 28 | 28 | 1108 | 87 | |

Table 3a: ASOP Key Indicators, Reporting Frequency

| No. | Indicators | Reporting Frequency | Progress/ Status (Amount/ Value) | | Location | | | | | | | Gender Cumulative | | Target Values Cumulative | |
|-----|---|---------------------|----------------------------------|---------------------------|----------|--------|-------|--------|--------|--------|-----------|-------------------|-------|--------------------------|---------|
| | | | This period | Cumulative to this period | Laghman | Wardak | Logar | Ghazni | Kapisa | Kunduz | Nangarhar | Men | Women | FY 2010 | FY 2011 |
| 1 | Number of sub-national entities (including districts) receiving USG assistance to improve their performance | July 09 - July 10 | 37 | 37 | 2 | 4 | 7 | 8 | 7 | 6 | 3 | 1450 | 97 | 40 | 60 |
| 2 | Number of individuals who receive USAID assisted training (other than anti-corruption) in direct support of program objectives (disaggregated by gender and province) | July 09 - July 10 | 1200 | 1200 | 40 | 0 | 430 | 0 | 253 | 237 | 136 | 1127 | 73 | 1200 | 2000 |
| 3 | Number of District Communication Plans supported with USG assistance for citizens to engage their sub national government | July 09 - July 10 | | | | | | | | | | | | 40 | 60 |
| 4 | Number of USG-supported anti-corruption measures implemented | July 09 - July 10 | 45 | 45 | | 2 | 26 | 4 | 12 | | | | | 40 | 60 |

| No. | Indicators | Reporting Frequency | Progress/ Status (Amount/ Value) | | Location | | | | | | | Gender Cumulative | | Target Values Cumulative | |
|-----|---|---------------------|----------------------------------|---------------------------|----------|--------|-------|--------|--------|--------|-----------|-------------------|-------|--------------------------|---------|
| | | | This period | Cumulative to this period | Laghman | Wardak | Logar | Ghazni | Kapisa | Kunduz | Nangarhar | Men | Women | FY 2010 | FY 2011 |
| 5 | Number of individuals who receive USAID assisted training (on anti-corruption) in direct support of program objectives (disaggregated by gender and province) | July 09 - July 10 | | | | | | | | | | | | 1200 | 2000 |
| 6 | Number of Council Members received Stipend | July 09 - July 10 | 1160 | 1160 | 0 | 266 | 205 | 269 | 259 | 258 | 0 | NA | NA | 1600 | 2400 |
| 7 | Number of CCs created | July 09 - July 10 | 43 | 43 | 2 | 4 | 7 | 8 | 7 | 6 | 3 | NA | NA | 40 | 60 |
| 8 | Number of development initiatives facilitated by CCS | July 09 - July 10 | | | | | | | | | | NA | NA | TBD | TBD |
| 9 | Number of meetings conducted between CCs and governmental entities, disaggregated by level and type of administrative unit (District, Province and line ministry) | July 09 - July 10 | 115 | 115 | 0 | 21 | 36 | 33 | 19 | 6 | 0 | NA | NA | 40 | 240 |
| 10 | Number of community councilors who receive training in conflict resolution and mediation, disaggregated by gender and district | July 09 - July 10 | | | | | | | | | | | | 1200 | 2000 |

| No. | Indicators | Reporting Frequency | Progress/ Status (Amount/ Value) | | Location | | | | | | | Gender Cumulative | | Target Values Cumulative | |
|-----|---|---------------------|----------------------------------|---------------------------|----------|--------|-------|--------|--------|--------|-----------|-------------------|-------|--------------------------|---------|
| | | | This period | Cumulative to this period | Laghman | Wardak | Logar | Ghazni | Kapisa | Kunduz | Nangarhar | Men | Women | FY 2010 | FY 2011 |
| 11 | Number of cases mediated with the participation of CCs, disaggregated by type of conflict (land dispute, water rights, use of common pastures and forests, etc.) and type of organization | July 09 - July 10 | 66 | 66 | 0 | 11 | 12 | 30 | 12 | 1 | 0 | NA | NA | TBD | TBD |
| 12 | Number of reports by CCs provided to security agencies | July 09 - July 10 | 16 | 16 | 0 | 1 | 5 | 7 | 3 | 0 | 0 | NA | NA | TBD | TBD |
| 13 | Cumulative number of proposals and requests facilitated and forwarded to implementing agencies by CCs | July 09 - July 10 | 155 | 155 | 0 | 18 | 69 | 49 | 12 | 7 | 0 | NA | NA | 30 | 50 |
| 14 | Number of documented public services grievances submitted to line ministries | July 09 - July 10 | 7 | 7 | 0 | 2 | 0 | 3 | 1 | 1 | 0 | | | 40 | 60 |
| 15 | Number of ASOP central, provincial and district staff equipped with computers, printers, and internet connection | July 09 - July 10 | 92 | 92 | 1 | 9 | 13 | 12 | 7 | 3 | 2 | | | 80 | 160 |

| No. | Indicators | Reporting Frequency | Progress/ Status (Amount/ Value) | | Location | | | | | | | Gender Cumulative | | Target Values Cumulative | | |
|-----|---|---------------------|----------------------------------|---------------------------|----------|--------|-------|--------|--------|--------|-----------|-------------------|-------|--------------------------|---------|-----|
| | | | This period | Cumulative to this period | Laghman | Wardak | Logar | Ghazni | Kapisa | Kunduz | Nangarhar | Men | Women | FY 2010 | FY 2011 | |
| 16 | Number of individuals from ASOP/IDLG, central, provincial and district personnel who receive training on oversight of public services and corruption disaggregated by type of training, gender, province and district | July 09 - July 10 | | | | | | | | | | | | | 80 | 160 |

Table 3b: Achievement of ASOP key indicators based on quarterly targets

| No. | Indicator | Reporting Frequency | Progress/Status | | | | | | | |
|-----|---|---------------------|-------------------------|--------|-------------------------|--------|-------------------------|--------|-------------------------|--------|
| | | | 1 st Quarter | | 2 nd Quarter | | 3 rd Quarter | | 4 th Quarter | |
| | | | Target | Actual | Target | Actual | Target | Actual | Target | Actual |
| 1 | Number of sub-national entities (including districts) receiving USG assistance to improve their performance | July 09 - July 10 | 10 | 1 | 10 | 2 | 10 | 11 | 10 | 23 |
| 2 | Number of individuals who receive USAID assisted training (other than anti-corruption) in direct support of program objectives (disaggregated by gender and province) | July 09 - July 10 | 300 | 0 | 300 | | 300 | 467 | 300 | 733 |
| 3 | Number of District Communication Plans supported with USG assistance for citizens to engage their sub national government | July 09 - July 10 | 10 | | 10 | | 10 | | 10 | |
| 4 | Number of USG-supported anti-corruption measures implemented | July 09 - July 10 | 10 | | 10 | | 10 | 1 | 10 | 45 |
| 5 | Number of individuals who receive USAID assisted training (on anti-corruption) in direct support of program objectives (disaggregated by gender and province) | July 09 - July 10 | 300 | | 300 | | 300 | | 300 | |
| 6 | Number of council members that received stipends | July 09 - July 10 | 400 | | 400 | | 400 | 283 | 400 | 877 |
| 7 | Number of CCs created | July 09 - July 10 | 10 | 7 | 10 | 2 | 10 | 11 | 10 | 23 |

| No. | Indicator | Reporting Frequency | Progress/Status | | | | | | | |
|-----|---|---------------------|-------------------------|--------|-------------------------|--------|-------------------------|--------|-------------------------|--------|
| | | | 1 st Quarter | | 2 nd Quarter | | 3 rd Quarter | | 4 th Quarter | |
| | | | Target | Actual | Target | Actual | Target | Actual | Target | Actual |
| 8 | Number of development initiatives facilitated by CCS | July 09 - July 10 | TBD | | TBD | | TBD | | TBD | |
| 9 | Number of meetings conducted between CCs and governmental entities, disaggregated by level and type of administrative unit (district, province, and line ministry) | July 09 - July 10 | 10 | | 10 | | 10 | 17 | 10 | 98 |
| 10 | Number of community councilors who receive training in conflict resolution and mediation, disaggregated by gender and district, | July 09 - July 10 | 300 | | 300 | | 300 | | 300 | |
| 11 | Number of cases mediated with the participation of CCs, disaggregated by type of conflict (land dispute, water rights, use of common pastures and forests, etc.) and type of organization | July 09 - July 10 | TBD | | TBD | | TBD | 2 | TBD | 64 |
| 12 | Number of reports by CCs provided to security agencies | July 09 - July 10 | TBD | 3 | TBD | | TBD | 2 | TBD | 14 |
| 13 | Cumulative number of proposals and requests facilitated and forwarded to implementing agencies by CCs | July 09 - July 10 | 7 | | 7 | | 8 | 23 | 8 | 132 |
| 14 | Number of documented public services grievances submitted to line ministries | July 09 - July 10 | 10 | | 10 | | 10 | | 10 | 7 |

| No. | Indicator | Reporting Frequency | Progress/Status | | | | | | | |
|-----|---|---------------------|-------------------------|--------|-------------------------|--------|-------------------------|--------|-------------------------|--------|
| | | | 1 st Quarter | | 2 nd Quarter | | 3 rd Quarter | | 4 th Quarter | |
| | | | Target | Actual | Target | Actual | Target | Actual | Target | Actual |
| 15 | Number of ASOP central, provincial and district staff equipped with computers, printers, and internet connection | July 09 - July 10 | 20 | | 20 | | 20 | 29 | 20 | 63 |
| 16 | Number of individuals from ASOP/IDLG, central, provincial and district personnel who receive training on oversight of public services and corruption disaggregated by type of training, gender, province and district | July 09 - July 10 | 20 | | 20 | | 20 | | 20 | |

Table 4: Illustrative ASOP activity progress summary table

| Component Name: Establish and Develop Community Councils | | | | | | | | |
|--|----------|--|---------------|-----------------|-------------------------|-------------|-------------|---|
| No. | Province | Activity Name | District | Design Complete | Implementation Complete | Start Date | End Date | Comments |
| 1 | Logar | Establishment of Khushi Community Council | Khushi | 100% | 100% | 1 Dec 2009 | 15 Dec 2009 | The establishment of council is completed. ASOP support for the council will continue. |
| 2 | | Establishment of Azra Community Council | Azra | 100% | 100% | 25 Dec 2009 | 30 Dec 2009 | The establishment of council is completed. ASOP support for the council will continue. |
| 3 | | Establishment of Baraki Barak Community Council | Baraki Barak | 100% | 100% | 4 Feb 2010 | 10 Feb 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 4 | | Establishment of Kharwar Community Council | Kharwar | 100% | 100% | 25 Mar 2010 | 29 Mar 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 5 | | Establishment Charkh Community Council | Charkh | 100% | 100% | 10 Feb 2010 | 14 Feb 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 6 | | Establishment of Mohammad Agha Community Council | Mohammad Agha | 100% | 100% | 10 Jan 2010 | 18 Jan 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 7 | | 3-day orientation workshop for Azra Community Council | Azra | 100% | 100% | 26 Dec 2009 | 30 Dec 2009 | This was the first training; there will be more upcoming training to build CC capacity. |
| 8 | | 3-day orientation workshop for Mohammad Agha Community Council | Mohammad Agha | 100% | 100% | 19 Jan 2010 | 21 Jan 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 9 | | 4-day orientation workshop for Khushi Community Council | Khushi | 100% | 100% | 14 Feb 2010 | 17 Feb 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 10 | | 4-day orientation workshop for Charkh Community Council | Charkh | 100% | 100% | 14 Feb 2010 | 17 Feb 2010 | This was the first training; there will be more upcoming training to build CC capacity. |

| | | | | | | | | |
|----|---------------|---|---------------|------|------|-------------|-------------|---|
| 11 | | 4-day orientation workshop for Baraki Barak Community Council | Baraki Barak | 100% | 100% | 14 Feb 2010 | 17 Feb 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 12 | | 1-day management and good governance training for Charkh Community Council | Charkh | 100% | 100% | 20 Jun 2010 | 20 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 13 | | 1-day management and good governance training for Baraki Barak Community Council | Baraki Barak | 100% | 100% | 21 Jun 2010 | 21 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 14 | | 1-day management and good governance training for Khushi Community Council | Khushi | 100% | 100% | 22 Jun 2010 | 22 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 15 | | 1-day management and good governance training for Pul-i-Alam Community Council | Pul-i-Alam | 100% | 100% | 23 Jun 2010 | 23 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 16 | | 1-day management and good governance training for Mohammad Agha Community Council | Mohammad Agha | 100% | 100% | 24 Jun 2010 | 24 Jun 2020 | This was the first training; there will be more upcoming training to build CC capacity. |
| 17 | Ghazni | Establishment of Deh Yak Community Council | Deh Yak | 100% | 100% | 15 Feb 2010 | 24 Feb 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 18 | | Establishment of Jaghatu Community Council | Jaghatu | 100% | 100% | 13 Feb 2010 | 17 Feb 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 19 | | Establishment of Khowaja Omary Community Council | Khowaja Omary | 100% | 100% | 18 Jan 2010 | 24 Jan 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 20 | | 2-day orientation workshop for Jaghatu Community Council | Ghazni | 100% | 100% | 17 Feb 2010 | 18 Feb 2010 | This was the first training; there will be more upcoming training to build CC capacity. |

| | | | | | | | | |
|----|---------------|--|------------|------|------|-------------|-------------|---|
| 21 | | 2-day orientation workshop for Deh Yak Community Council | Ghazni | 100% | 100% | 26 Feb 2010 | 27 Feb 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 22 | | 3-day orientation workshop for Khowaja Omary Community Council | Ghazni | 100% | 100% | 24 Jan 2010 | 26 Jan 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 23 | | Establishment of Muqur Community Council | Muqur | 100% | 100% | 17 Apr 2010 | 18 Apr 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 24 | | Establishment of Qarabagh Community Council | Qarabagh | 100% | 100% | 6 Apr 2010 | 7 Apr 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 25 | | Establishment of Ander Community Council | Ander | 100% | 100% | 7 Jun 2010 | 8 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 26 | | Establishment of Zana Khan Community Council | Zana Khan | 100% | 100% | 29 Jun 2010 | 30 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 27 | | Establishment of Ab Band Community Council | Ab Band | 100% | 100% | 21 Jun 2010 | 22 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 28 | | Establishment of Waghaz Community Council | Waghaz | 100% | 100% | 10 Apr 2010 | 19 Apr 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 29 | Kapisa | Establishment of Hesai Awal Community Council | Hesai Awal | 100% | 100% | 7 Mar 2010 | 10 Mar 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 30 | | Establishment of Hesai Dwo Community Council | Hesai Dwo | 100% | 100% | 11 Mar 2010 | 25 Mar 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 31 | | Establishment of Tagab Community Council | Tagab | 100% | 100% | 27 Mar 2010 | 28 Mar 2010 | The establishment of council is completed. ASOP support for the council will continue. |

| | | | | | | | | |
|----|--|---|---|------------|------|-------------|-----------------|---|
| 32 | | Establishment of Najrab Community Council | Najrab | 100% | 100% | 28 Feb 2010 | 16 Mar 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 33 | | 3-day orientation workshop for Hesai Dwo Community Council | Hesai Dwo | 100% | 100% | 29 Mar 2010 | 31 Mar 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 34 | | 2-day orientation workshop for Hesai Awal Community Council | Hesai Awal | 100% | 100% | 27 Mar 2010 | 28 Mar 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 35 | | 2-day orientation workshop for Najrab Community Council | Najrab | 100% | 100% | 27 Mar 2010 | 28 Mar 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 36 | | Establishment of Koh Band Community Council | Koh Band | 100% | 100% | 1 Apr 2010 | 10 Apr 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 37 | | Establishment of Mahmud Raqi Community Council | Mahmud Raqi | 100% | 100% | 20 Apr 2010 | 1 May 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 38 | | Establishment of Alasay Community Council | Alasay | 100% | 100% | 5 May 2010 | 25 May 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 39 | | Establishment of Pul –i-Alam Community Council | Pul-e-Alam | 100% | 100% | 10 Jun 2010 | 15 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 40 | | Establishment of Kharwar Community Council | Kharwar | 100% | 100% | 1 Mar 10 | 17 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 41 | | Kunduz | Establishment of Qala-I-Zal Community Council | Qala-i-Zal | 100% | 100% | 5 May 2010 | End of May 2010 |
| 42 | Establishment of Aliabad Community Council | | Aliabad | 100% | 100% | 15 May 2010 | End of May 2010 | The establishment of council is completed. ASOP support for the council will continue. |

| | | | | | | | | |
|----|--|---|---|--------|------|-------------|-------------|---|
| 43 | | Establishment of Khanabad Community Council | Khanabad | 100% | 100% | 1 Jun 2010 | 15 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 43 | | Establishment of Imam Sahib Community Council | Imam Sahib | 100% | 100% | 5 Jun 2010 | 17 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 44 | | Establishment of Archi Community Council | Archi | 100% | 100% | 1 Jun 2010 | 20 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 45 | | Establishment of Chahardarah Community Council | Chahardara | 100% | 100% | 7 May 2010 | 30 May 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 46 | | 3-day administration and management training for Khan Abad Community Council | Khan Abad | 100% | 100% | 12 Jun 2010 | 14 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 47 | | 3-day administration and management training for Qala-i-Zal Community Council | Qala-i-Zal | 100% | 100% | 16 Jun 2010 | 18 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 48 | | 3-day administration and management training for Ali Abad Community Council | Ali Abad | 100% | 100% | 19 Jun 2010 | 22 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 49 | | Nangarhar | Establishment of Bihsud Community Council | Bihsud | 100% | 100% | 1 Jun 2010 | 10 Jun 2010 |
| 50 | Establishment of Surkh Rod Community Council | | Surkh Rod | 100% | 100% | 10 Jun 2010 | 20 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 51 | Establishment of Shinwar Community Council | | Shinwar | 100% | 100% | 8 Jun 2010 | 25 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |

| | | | | | | | | |
|----|----------------|--|----------------------|------|------|-------------|-------------|---|
| 52 | | Establishment of Khogyani Community Council | Khogyani | 100% | 100% | 15 Jun 2010 | 27 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 53 | | 3-day administration and management training for Surkh Rod Community Council | Surkh Rod | 100% | 100% | 14 Jun 2010 | 16 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 54 | | 3-day administration and management training for Bihsud Community Council | Bihsud | 100% | 100% | 5 Jun 2010 | 7 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 55 | | 3-day administration and management training for Shinwar Community Council | Shinwar (Ghanikhail) | 100% | 100% | 27 Jun 2010 | 29 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |
| 56 | Laghman | Establishment of Alingar Community Council | Alingar | 100% | 100% | 3 Jun 2010 | 22 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 57 | | Establishment of Qarghayi Community Council | Qarghayi | 100% | 100% | 4 Jun 2010 | 26 Jun 2010 | The establishment of council is completed. ASOP support for the council will continue. |
| 58 | | 3-day administration and management training for Qaraghay Community Council | Qarghayi | 100% | 100% | 30 Jun 2010 | 30 Jun 2010 | This was the first training; there will be more upcoming training to build CC capacity. |

SECTION FIVE

SECURITY

According to reliable sources, such as the United Nations Assistance Mission in Afghanistan, international and national media report that roadside bombs and assassinations have increased in Afghanistan in spite of the United States (US) military's claims of "slow-but-steady progress" in efforts to expel the Taliban from the South. Afghan President Hamid Karzai, amid intensified operations against militants, strongly believes that reconciliation with insurgents is the only way to bring a lasting peace to Afghan society. Mr. Karzai, as a political leader, wants to bring together different factions with moderate views under one umbrella. He firmly believes that a good majority of Taliban are not extremist fighters, and would be inclined to lead a normal life if the opportunity was provided to them.

The level of insurgent and terrorist activities all over Afghanistan has increased sharply from that of previous years. The tactics of militants have noticeably changed over the past year. Even though more American troops flow into the country everyday, Afghanistan is becoming more dangerous than it has ever been during this war. According to international organizations and humanitarian groups security has increasingly deteriorated in recent months; large parts of the country that were once completely safe, such as the Northern provinces, now have a substantial presence of Taliban. The superiority of Afghan and international security forces in conventional battles has forced opposing groups to adopt small-scale tactics aimed largely at security forces and, in some cases, civilians. These tactics include the application of improvised explosive devices, suicide attacks, ambushes, and abductions. Civilian casualties caused by operations carried out by international and Afghan security forces have also increased. Aid workers, convoys, and their facilities have become targets of the increasing threats.

During the last year the Central, Eastern, and Southern parts of Afghanistan were the loci of different forms of opposition and insurgent attacks. Kabul, as the capital, also witnessed violent attacks on the Indian Embassy, the United Nations (UN) guesthouse, and Serena Hotel, in addition to demonstrations by students who protested against the alleged desecration of the Quran. There was political turmoil over the presidential election results. Security convoys were attacked many times by the Taliban. In Ghazni, insurgents torched 2 oil trucks. In the same province a rocket hit a bus. In late 2009, in the wake of a militant attack that killed 5 staff members and wounded 9, the UN pulled about 600 staff members out of Kabul. There was an attack on a US convoy near Camp Phoenix in Kabul where 9 American soldiers and 10 contract security guards were injured. There were a number of raids and security operations conducted by the security forces in the Ghazni and Wardak Provinces. A vast number of militants were caught in these raids and large amounts of weapons and ammunition were seized.

The last UN report submitted by Ban Ki-Moon to the Security Council, states that the security situation in Afghanistan has not yet improved, despite the US military's claim otherwise. The numbers of security incidents have increased significantly over the past year overall, compared to previous years and contrary to seasonal trends. Increased contact with insurgents has also led to a jump in US troop deaths. The report cites an "alarming trend" of roadside bombs, which saw a 94% increase in the first 4 months of 2010, compared to the same period the previous year. The report states that the shift to more complex suicide attacks in major cities or close to foreign troops demonstrates a growing capability of the local terrorist networks linked to Al-Qaida. The deadliest month on record for US troops in Afghanistan was October 2009, when 59 Americans died. The deadliest month for the whole of the North Atlantic Treaty Organization (NATO) forces was July 2009, when 75 troops – including 44 Americans – were killed. Threats against civilians have also increased, with an average of 7 assassinations each week. Most of

those killings occurred primarily in Pashtun South, an increasing hot spot and focus of military operations by the US and its allies.

In 2010 Afghan President Hamid Karzai repeated his request to the Taliban to lay down arms and negotiate peace with the government, but the Taliban leadership refused the request. The Taliban has categorically stated that as long as foreign troops remain in country, there would be no reconciliation. Increasing civilian casualties have put the President under immense pressure to bring about a workable, agreeable formula, but the Taliban has strongly resisted such efforts. Afghanistan's allies are backing the efforts to start talks with the Taliban and donors have promised hundreds of millions of dollars in an effort to pay Taliban fighters to come in from the cold. Reconciliation and reintegration have become 'catch phrases' in Afghanistan. Proponents of reconciliation hope that an agreement can be brokered between the Afghan government and Taliban leadership.