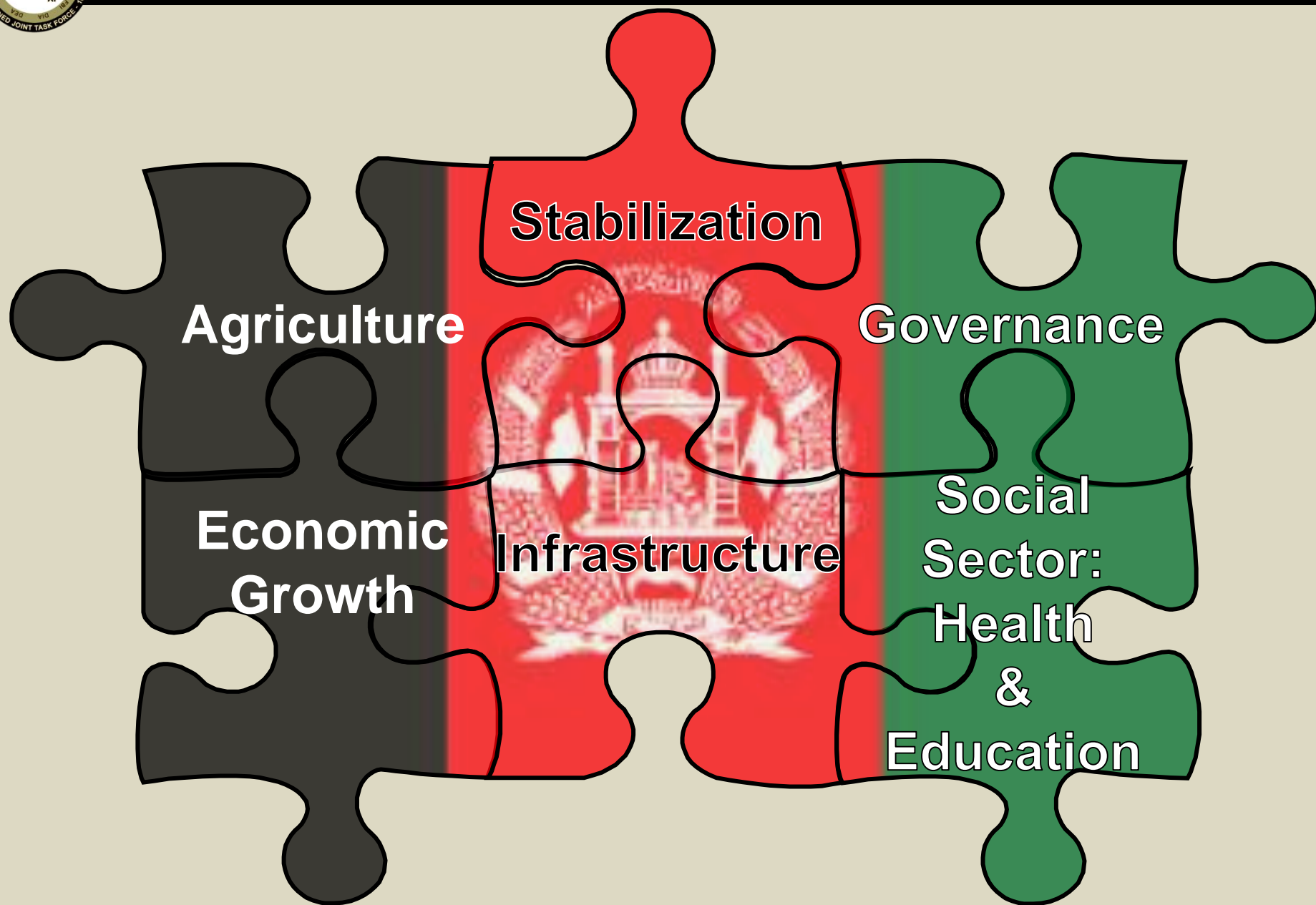




Stability Operations



Agriculture

**Economic
Growth**

Stabilization

Infrastructure

Governance

**Social
Sector:
Health
&
Education**



Nested Concepts

COM ISAF OPLAN 38302 rev 4

Mission Statement: ISAF, in partnership with GIRoA, conducts population-centric counterinsurgency operations, enables an expanded and effective ANSF, and supports improved governance and development in order to protect the Afghan people and provide a secure environment for sustainable stability.

GEN Petraeus Guidance: ISAF in concert with GIRoA, UNAMA, and the International Community, will support and encourage development of responsive and accountable governance, including sub-national and community government, recognizing that this is of equal priority with security.

IJC OP OMID

Mission Statement: The Combined Team (Afghan National Security Forces, ISAF Joint Command and relevant organizations), in full partnership, conducts population-centric comprehensive operations in key terrain to neutralize the insurgency within the next 12-18 months and support improved Governance and Development in order to protect the Afghan people and provide a secure environment for sustainable peace.

Focus Governance and Development funding sources to assist in executing stability operations in order to facilitate Governance, Development, employment and sustained growth of Afghan villages as defined by the local government and traditional leaders. Focus Governance, Development and Security efforts on Key Terrain.

RC-East OP OQAB rev 1

RC(E) as a unified team in full partnership with Afghan National Security Forces (ANSF) and in coordination with other Afghan institutions, joint, interagency, and multinational organizations conducts population-centric, comprehensive counterinsurgency operations focused on key terrain to neutralize the insurgency, increase the competency and credibility of Afghan institutions, and facilitate development to set the security and stability conditions to begin transition to GIRoA.



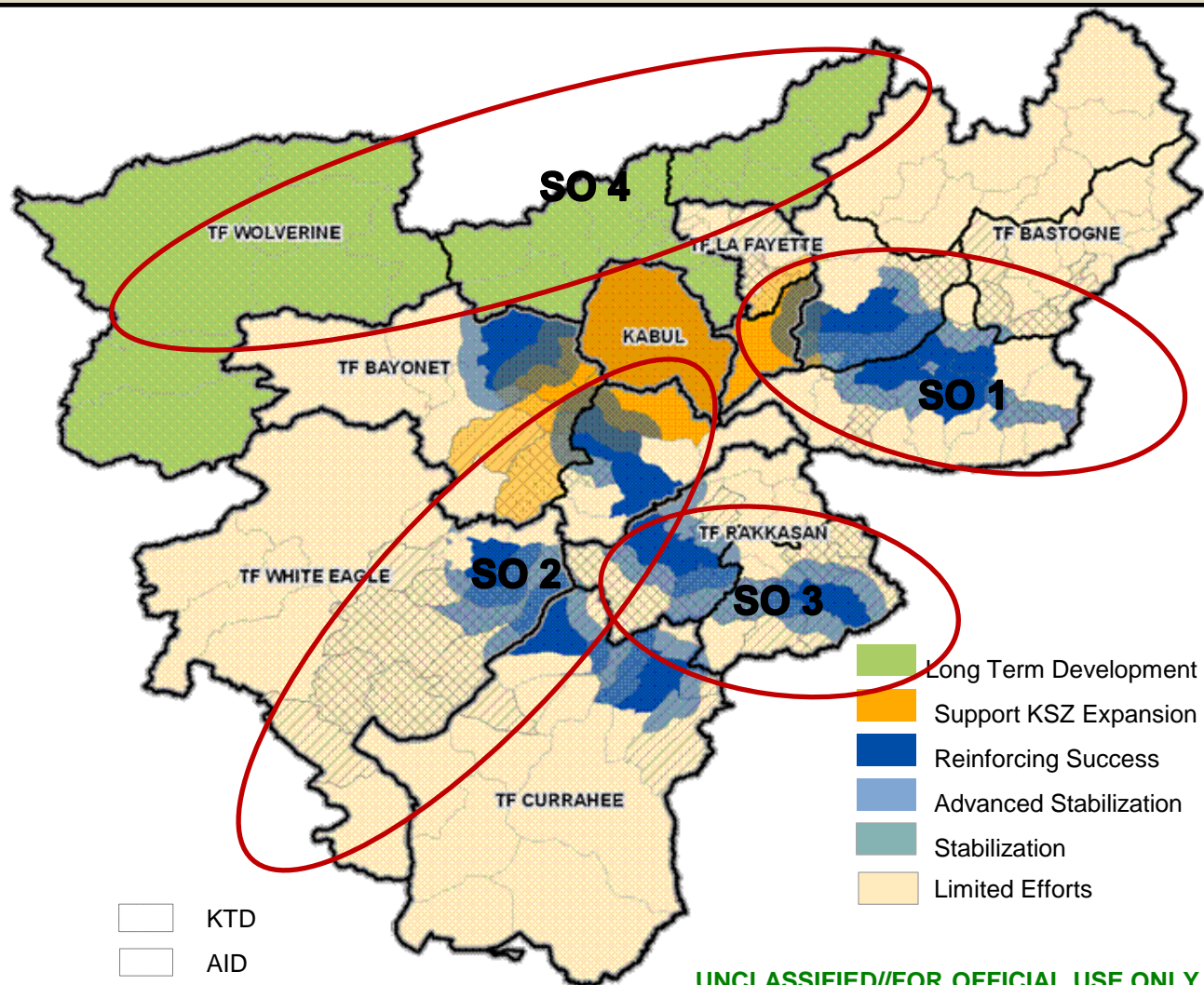
Stability Concept of Operations

Stability Operations Desired End State

The Afghan population is free to determine its future: The government has the monopoly on the use of force; citizens recognize the government as legitimately representative of their interests; and the government is able to provide basic requirements for population and confidence to pursue broader development objectives.

In Shaping Operation 4 and those more permissive areas (indicated by the darkest shade of blue), Stability Operations is working to build on success of clearing operations and the emerging stability they create to prevent regression and focus on long term development. These efforts will be based on the vision the Afghan people have for their future.

In the portions of Shaping Operations 1,2, and 3 that are semi-permissive, Stability Operations uses the District Stability Framework, the district reinforcement concept, and targeted stabilization programs to address the key sources of instability and move these areas along the Stability Continuum towards a secure environment conducive to Long Term Development.

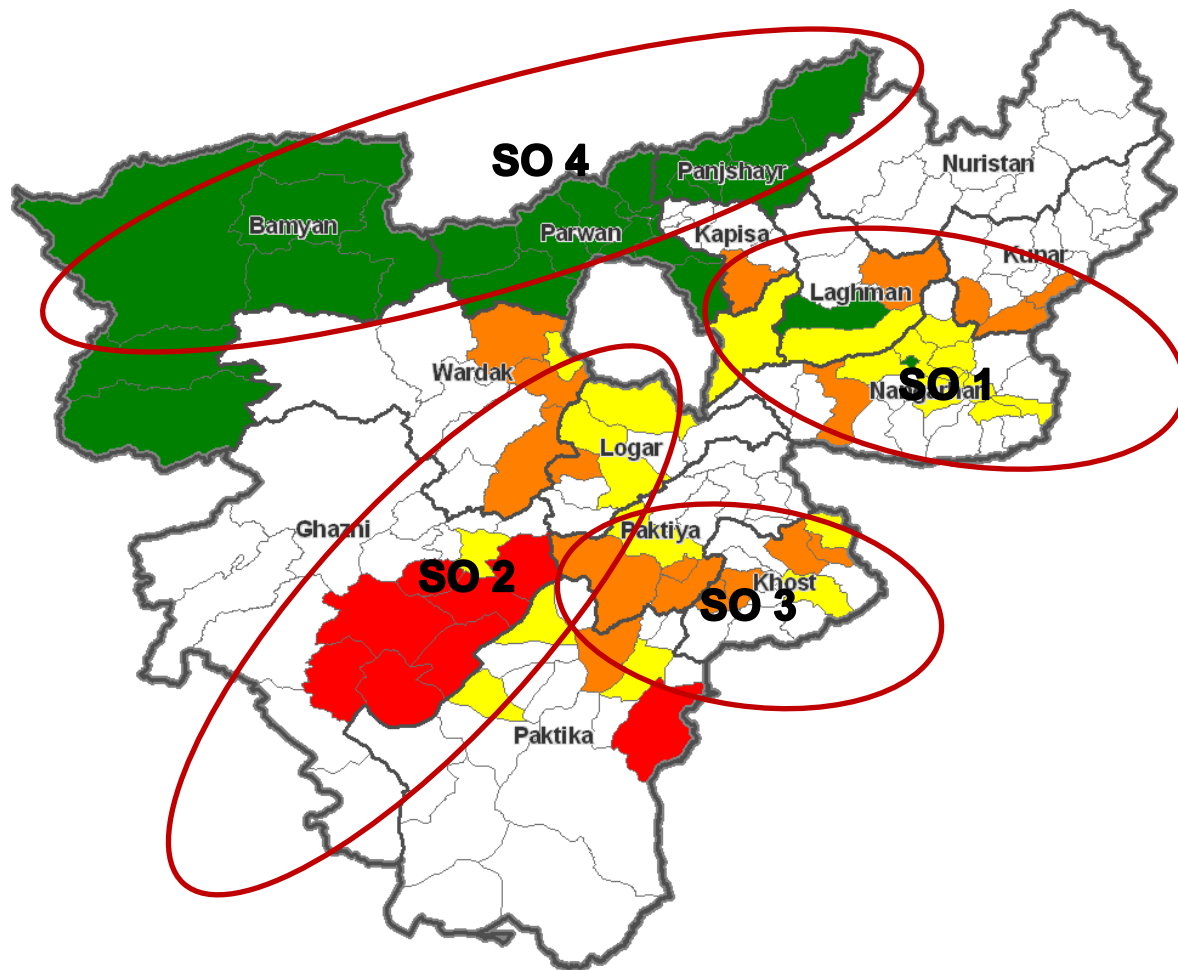




Security Environment

Take Aways

- Civilian-led Long Term Development Efforts will focus on those areas where the assessment is Secure (green).
- Stabilization Efforts will focus on those areas that are Permissive (yellow) or In Flux (orange), working closely with our military partners.
- Where the situation is Unsecure or Dangerous (red), the military will lead to clear and create a secure environment. Specific and targeted stabilization efforts in these areas will be jointly designed in the shaping phase and executed following clearing operations.



Highly Unstable

Permissive

Secure

Dangerous Environment

Frequent Threats

Occasional Threats

Secure Environment



Efforts Across the Continuum

Stabilization Efforts:

Through the use of the District Stability Framework, identify the root causes of instability and quickly apply resources to mitigate their effects.

Support GIRoA Governance and Rule of Law at District Level

Food Security and Subsistence Farming

Short Term, Income Generating Activities

Small Scale, Community Based Infrastructure Projects

Establishment of Basic Services

Governance

Agriculture

Economic Growth

Infrastructure

Social Services

Long-Term Development Efforts:

In secure areas, help the Afghan people prepare a sustainable development strategy and support their efforts to pursue it directly and through other donors & private investors.

Implementation of Sub-National Governance Policy/Coordination of Formal and Informal Justice

Commercial Agriculture Sector and Value Chains

Business Climate that encourages Private Sector Investment

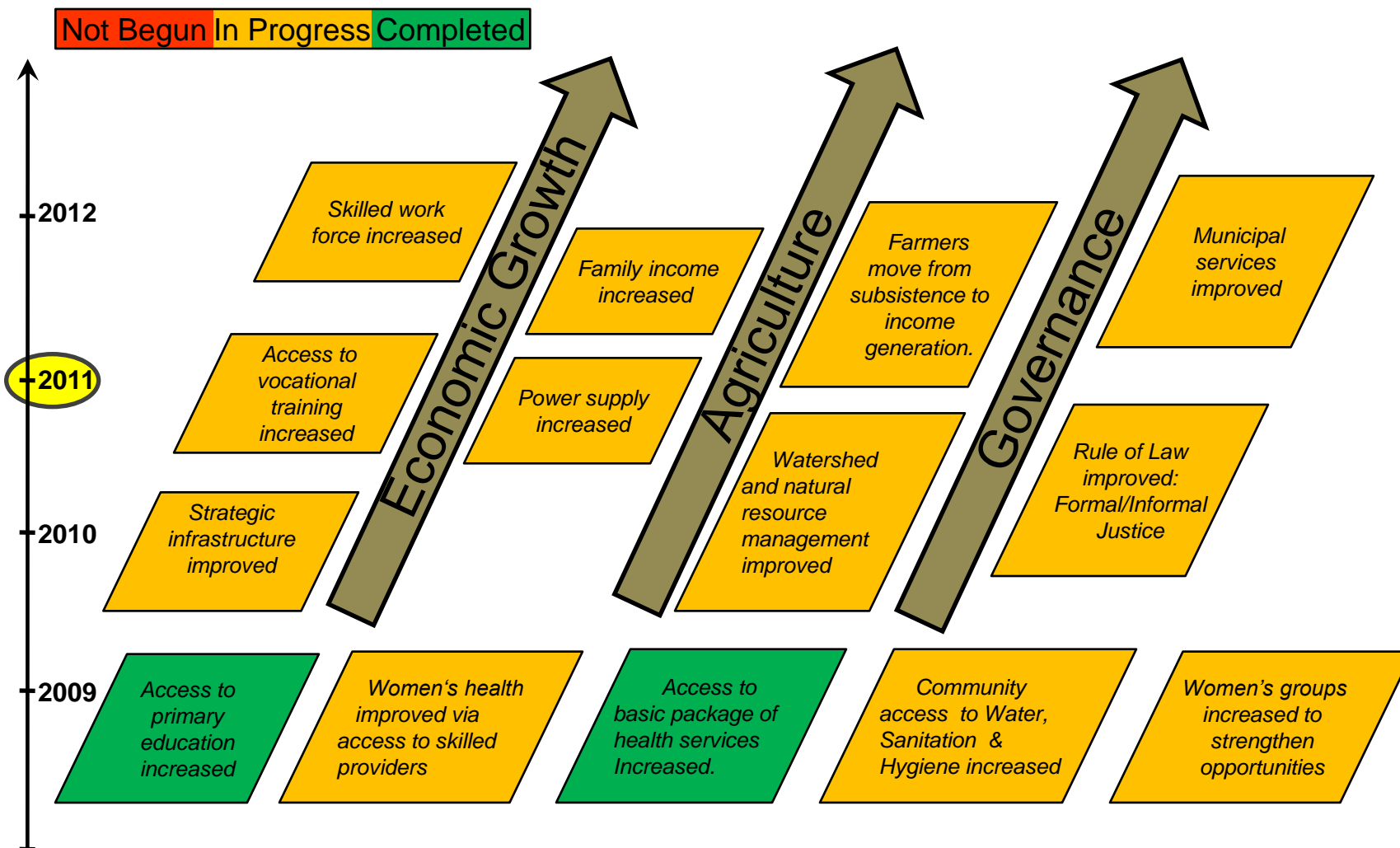
Regional, Large-Scale Infrastructure Projects

Connection of National Level Ministries to the District



RC-E Development Framework

Through increased economic opportunities and improved quality of life, Afghans' confidence in GIRoA and their future transformed.





RC-E Stabilization

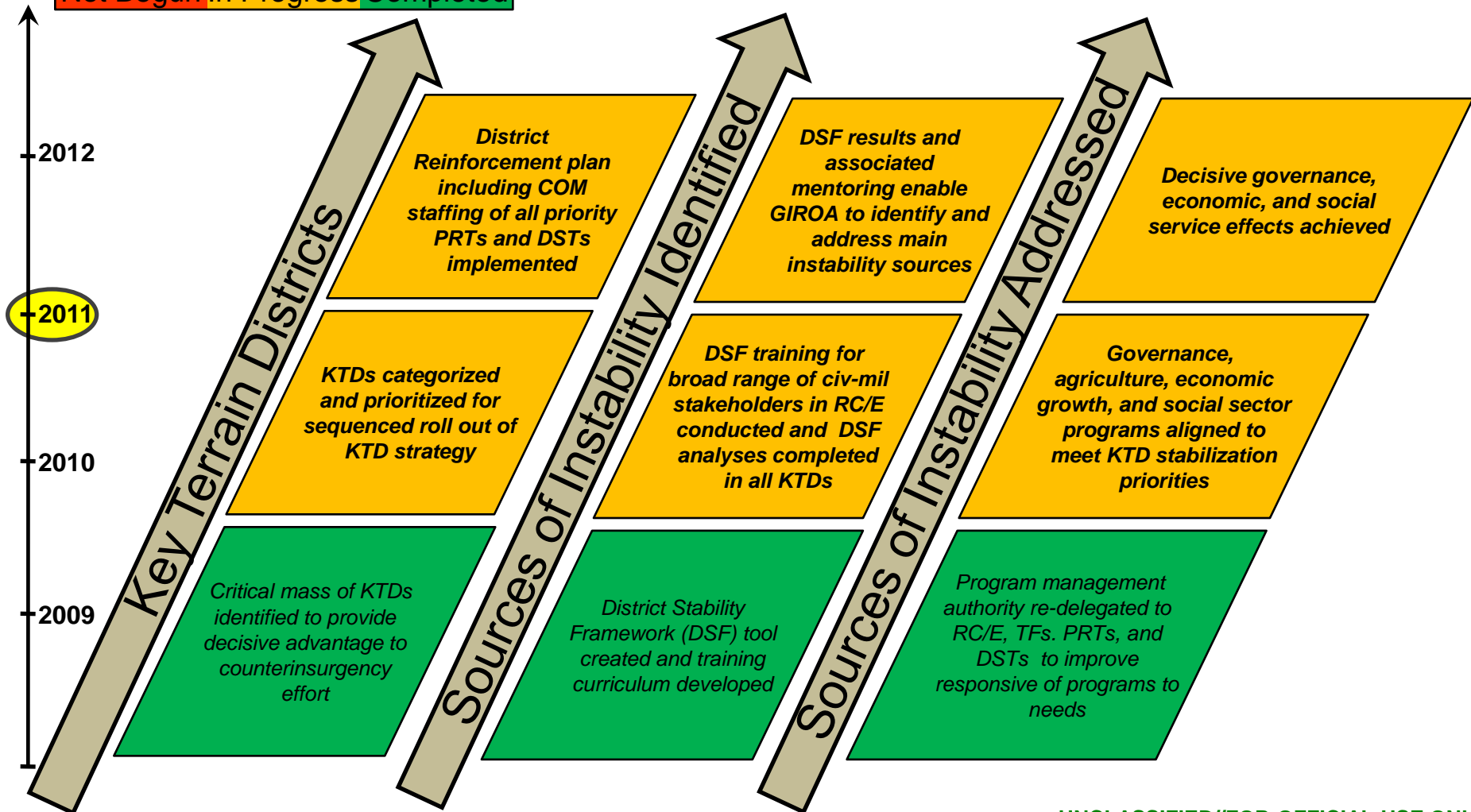
Afghan population free to determine its future

Effective strategy in place to enable CF and GIROA to achieve decisive counter insurgency and stability effects across RC/E

CF and GIROA have capacity to target development resources to address sources of instability and respond to people's needs

GIROA able to sustain Security, Development, and Governance Conditions to enable transition to long-term sustainable development

Not Begun In Progress Completed



Stability Continuum Characteristics

<div> <div>Highly Unstable</div> <div>Stable</div> <div>Secure</div> </div>			
Category 4: Dangerous	Category 3: In flux (Immediate post-clear/hold)	Category 2: Stable (durable hold/build)	Category 1: Secure (post-build, Transition)
or Unsecure (Clear)			
1. Security <ul style="list-style-type: none"> • Unsecure or dangerous environment • Low ANSF capacity • Strong insurgent presence • Extremely limited CF FOM • Civilian implementers unable to operate 	1. Security <ul style="list-style-type: none"> • Frequent threats intimidate large segment of population • Low ANSF Capacity • Limited GIROA and civilian FOM • Only specialized civilian implementers (e.g. OTI) able to operate 	1. Security <ul style="list-style-type: none"> • Occasional threats of violence • Good freedom of movement in most of the district and to provincial capital • Limited insurgent presence • Most civilian implementers able to operate 	1. Security <ul style="list-style-type: none"> • Few or no INS attacks • ANSF controls use of force • No evident insurgent presence • Security conducive to normal daily economic and social activity • FOM throughout district for all civilian implementers to operate
2. Governance: <ul style="list-style-type: none"> • Dysfunctional or non-existent • Little or no GIROA presence • Evident shadow Governance • GIROA unable to provide for or protect the population 	2. Governance <ul style="list-style-type: none"> • Unproductive due to incompetence, corruption, and/or INS influence • Established GIROA presence, but many key vacancies • Dependent on external aid for most functions • Shadow Governance 	2. Governance <ul style="list-style-type: none"> • Emerging: established GIROA presence, few vacancies • GIROA provides for and protects population, but effectiveness limited by competence and corruption • Official legal system exists, but traditional system still not integrated 	2. Governance <ul style="list-style-type: none"> • GIROA authority prevails • Strong GIROA presence • Government protects and provides for local population • Official legal system exists and functions
3. Population <ul style="list-style-type: none"> • Actively or tacitly supports Insurgency • Hostile and/or unwilling to cooperate with GIROA/CF 	3. Population <ul style="list-style-type: none"> • Population neutral, but reluctant to report on enemy presence or work directly with GIROA/CR • Substantial percentage do not accept GIROA authority 	3. Population <ul style="list-style-type: none"> • Majority sympathizes with, supports, and accepts GIROA authority • Disagreements settled without resort to threats of violence 	3. Population <ul style="list-style-type: none"> • Recognize legitimacy and authority of constitutional government • Resists and readily reports on insurgency • Majority satisfied with access and availability of basic services
4. Economy <ul style="list-style-type: none"> • Stalled growth/few prospects • population at risk for lack of basic services • Very high unemployment • Little or no licit commercial activity 	4. Economy <ul style="list-style-type: none"> • Minimal economic growth • Mixed licit and illicit activity • Limited commercial activity, primarily for basic necessities • High unemployment 	4. Economy <ul style="list-style-type: none"> • Dependent Growth: growth exists but dependent on external support • IC support need to increase growth • Basic needs available but quality does not meet acceptable standards • Employment largely of short term, seasonal duration 	4. Economy <ul style="list-style-type: none"> • Sustainable growth • Basic needs met • Relatively low unemployment • Donor support for growth rather than provision of basic needs • Focus on private investment and private sector-led growth

KTDs on the Stability Continuum

Highly Unstable

Stable

Secure

Category 4: Dangerous

Category 3: In flux
(Immediate Post-Clear/Hold)

Category 2: Permissive
(Durable Hold/Build)

Category 1: Secure
(Post-build, Transition)

or Unsecure (Clear)

TASK FORCE BASTOGNE

- None

- Khas Kunar
- Nurgal
- Alingar
- Khugyani
- Mohmand Darah

- Mehtar Lam
- Surkh Rod
- Jalalabad
- Rodat
- Behsud
- Qarghah'l
- Kamah
- Shinwar
- Bati Kot
- Kuz Kunar

- None

TASK FORCE LAFAYETTE

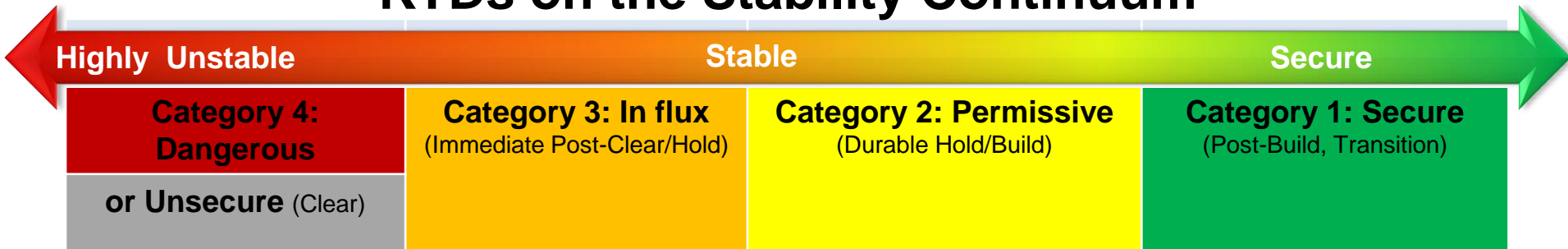
- Tagab

- None

- Sarobi

- None

KTDs on the Stability Continuum



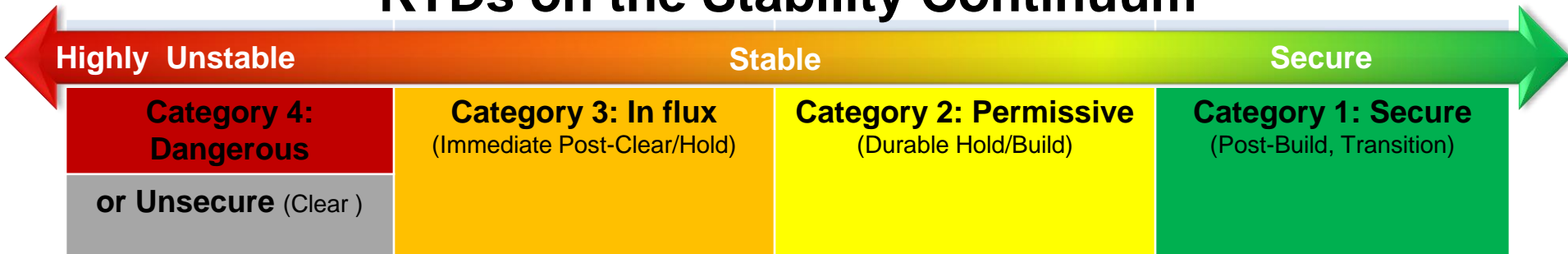
TASK FORCE BAYONET

- | | | | |
|---|---|--|--|
| <ul style="list-style-type: none"> • Nerkh | <ul style="list-style-type: none"> • Jalrayz • Sayad Abad | <ul style="list-style-type: none"> • Maidan Shahr • Pul-e Alam • Baraki Barak • Mohamed Agah | <ul style="list-style-type: none"> • None |
|---|---|--|--|

TASK FORCE CURRAHEE

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none"> • None | <ul style="list-style-type: none"> • Sar Rowzah | <ul style="list-style-type: none"> • Sharan • Orgun | <ul style="list-style-type: none"> • None |
|--|--|---|--|

KTDs on the Stability Continuum



TASK FORCE RAKKASAN

- Dzadran
- Sabari
- Zurmat
- Shamul

- Jaji Maidan
- Shwak
- Bak

- Khost
- Gardez
- Nadar Shah Kot

- None

TASK FORCE WHITE EAGLE

- Muquer
- Ab Band
- Waghaz
- Qarah Bagh
- Andar
- Giro

- Dehyak

- Ghazni

- None

Programming on the Stability Continuum

Highly Unstable

Stable

Secure

Category 4: Dangerous

Category 3: In flux (Immediate Post-Clear/Hold)

Category 2: Permissive (Durable Hold/Build)

Category 1: Secure (Post-Build, Transition)

or Unsecure (Clear)

1. Stabilization

- Bulk CERP

1. Stabilization

- Afghanistan Stabilization Initiative (ASI)
- Community Development Program
- Stabilization in Key Areas (SIKA)
- IPA Quick Response Fund (QRF)
- CERP as a Budget

1. Stabilization

- Local Governance and Community Development (LGCD)
- Community Based Stabilization Grants (CBSG)
- Stabilization in Key Areas (SIKA)
- IPA Quick Response Fund (QRF)

1. Stabilization

- Not applicable

2. Governance

- CF KLEs with GIRoA or community leaders
- CA Teams engage with GIRoA officials DDAs, CDCs (NSP) and local shuras
- Bulk CERP

2. Governance

- DST Mentoring with GIRoA
- Afghan Social Outreach Program (ASOP) – IDLG
- Afghan Civil Service Support (ACSS)
- Rule of Law Stabilization Program (RLS)
- District Delivery Program (DDP) – IDLG
- Initiative to Promote Civil Society (I-PACS) – USAID
- Local Governance and Community Development (LGCD)
- CERP as a Budget

2. Governance

- DST Mentoring with GIRoA
- Afghan Social Outreach Program (ASOP) – IDLG
- Afghan Civil Society Support
- Rule of Law Stabilization Program (RLS)
- District Delivery Program (DDP) – IDLG
- Initiative to Promote Afghan Civil Society (I-PACS) – USAID
- Regional Afghan Municipalities Program for Urban Populations (RAMPUP) – IDLG
- Local Governance and Community Development
- Partnership with UN agencies and NGOs / NSP

2. Governance

- Regional Afghan Municipalities Program for Urban Populations (RAMPUP) – IDLG
- Building Independent Media in Afghanistan
- Initiative to Promote Afghan Civil Society (I-PACS) – USAID
- Partnership with UN agencies and NGOs
- USAID mission engagement

KTDs on the Stability Continuum

Highly Unstable

Stable

Secure

Category 4: Dangerous

or Unsecure (Clear)

3. Agriculture

- Civil Affairs makes contacts with District Government
- ADT and HTT engaged to assess agricultural needs and challenges
- Bulk CERP is used to fund quick impact projects that create temporary or seasonal jobs
- Larger scale labor intensive jobs planned and implemented at village level
- Shuras are engaged
- District Stability Framework (DSF) planning done by CA/OTI

Category 3: In flux (Immediate Post-Clear/Hold)

3. Agriculture

- USAID/USDA/DOS staff fielded at priority District locations
- OTI trains USG on DSF and DSF plans are developed as first priority
- Stability focused programming applied at District level (ADSP)
- Labor intensive watershed and irrigation infrastructure projects planned and implemented in 18 months.
- Engage District government with "CERP as a Budget"
- ADT conducts agricultural assessments
- USDA mentors Director of Agriculture, Irrigation and Livestock (DAIL) at Provincial level.
- DAIL extension agents identified and training plans developed thru ADT

Category 2: Permissive (Durable Hold/Build)

3. Agriculture

- Incentives Driving Economic Alternatives for the North, East, and West (IDEA-NEW)
- Agricultural Development and Stability Program (ADSP)
- Agriculture Farm Service Alliance (AFSA)
- Afghan Sustainable Ag Program (ASAP)
- Commercial Horticulture and Agricultural Marketing Program (CHAMP)

Category 1: Secure (Post-Build, Transition)

3. Agriculture

- Incentives Driving Economic Alternatives for the North, East, and West (IDEA-NEW)
- Agricultural Development and Stability Program (ADSP)
- Agriculture Farm Service Alliance (AFSA)
- Afghan Sustainable Ag Program (ASAP)
- Commercial Horticulture and Agricultural Marketing Program (CHAMP)

KTDs on the Stability Continuum

Highly Unstable

Stable

Secure

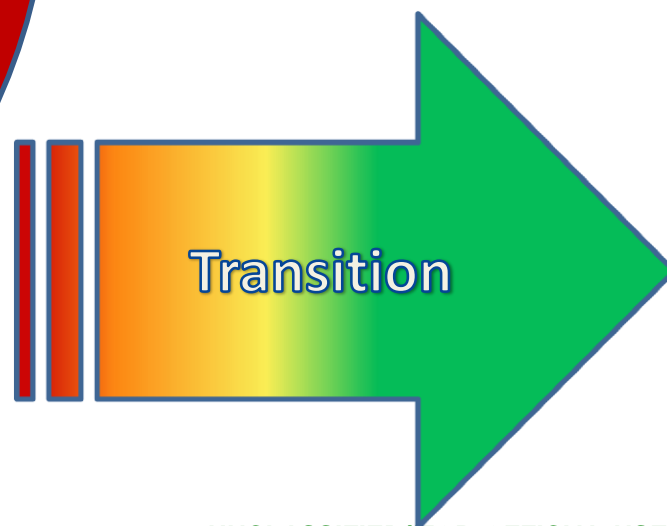
Category 4: Dangerous or Unsecure (Clear)	Category 3: In flux (Immediate Post-Clear/Hold)	Category 2: Permissive (Durable Hold/Build)	Category 1: Secure (Post-Build, Transition)
4. Economic Growth	4. Economic Growth	4. Economic Growth/INF <ul style="list-style-type: none"> • Afghanistan Small and Medium Enterprise Development (ASMED) • Strategic Provincial Roads (SPR) • Sustainable Water Supply and Sanitation (SWSS) • Workforce Development Program 	4. Economic Growth <ul style="list-style-type: none"> • Afghanistan Small and Medium Enterprise Development (ASMED) • Land Reform in Afghanistan (LARA) • Workforce Development Program • Rural Finance & Coop Dev (RUFCD) • Financial Access for Investing in the Development of Afghanistan (FAIDA)
5. Social Services	5. Social Services	5. Social Services <ul style="list-style-type: none"> • Education Stabilization Initiative (ESI) • Building Education Support Systems for Teachers, (BESST) • Learning for Community Empowerment Program (LCEP-2) 	5. Social Services <ul style="list-style-type: none"> • Building Education Support Systems for Teachers, (BESST) • Health Services Delivery Grant • Learning for Community Empowerment Program (LCEP2)



DST/VSO Complimentary Ops



The District Support Team enhances governance and stability in the District Center, while Village Stability Operations removes the fear and protects the population in the peripheral villages around the District Center, thus creating an environment attractive to outlying fighters encouraging them to reintegrate into their community.





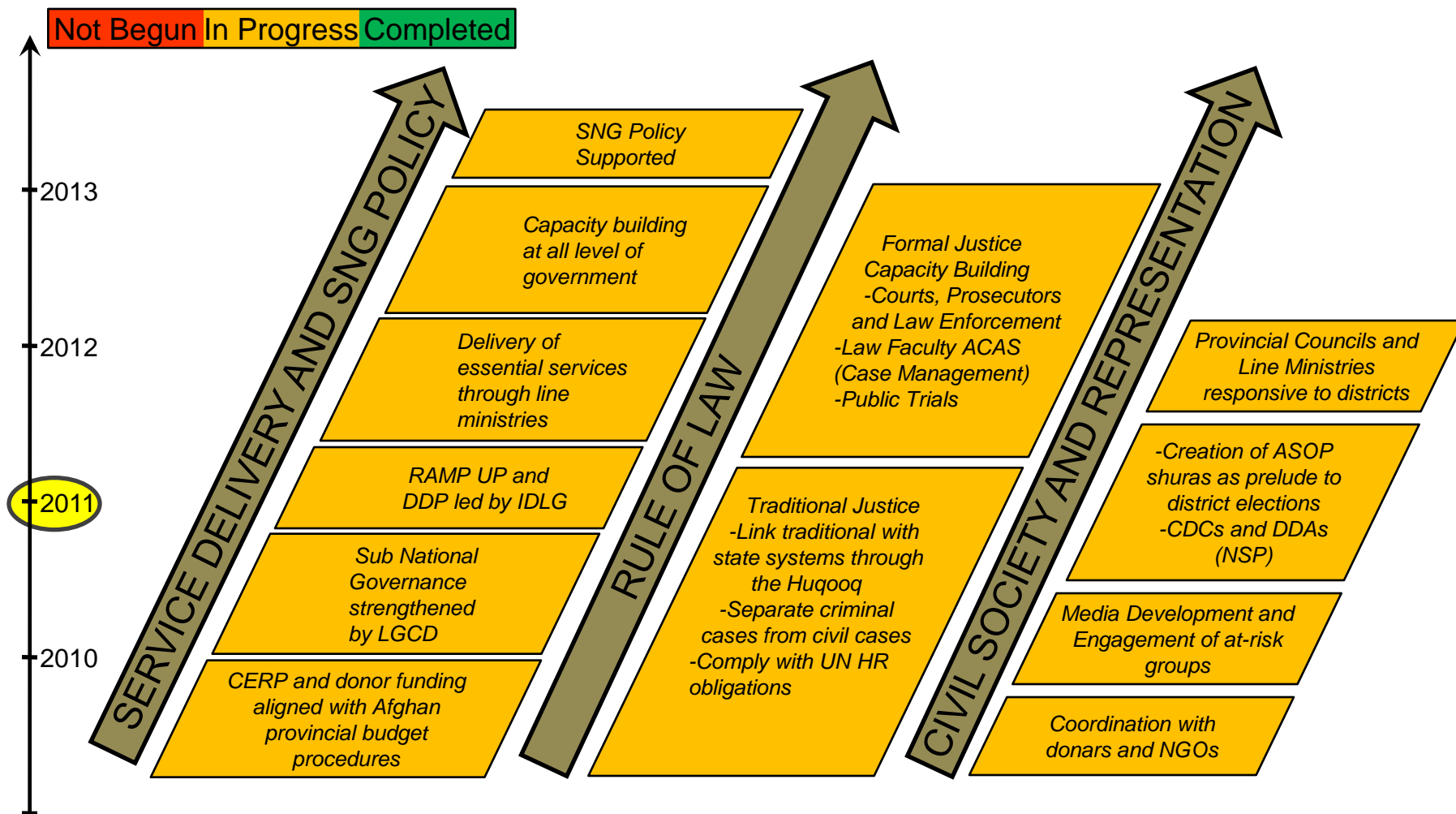
RC-E Governance and Rule of Law

Improve performance, accountability and perceptions of government

District, Provincial, and National
Government connected and accepted

Confidence in State Justice

Population Engaged and
Represented





RC-E Agriculture Game Changers

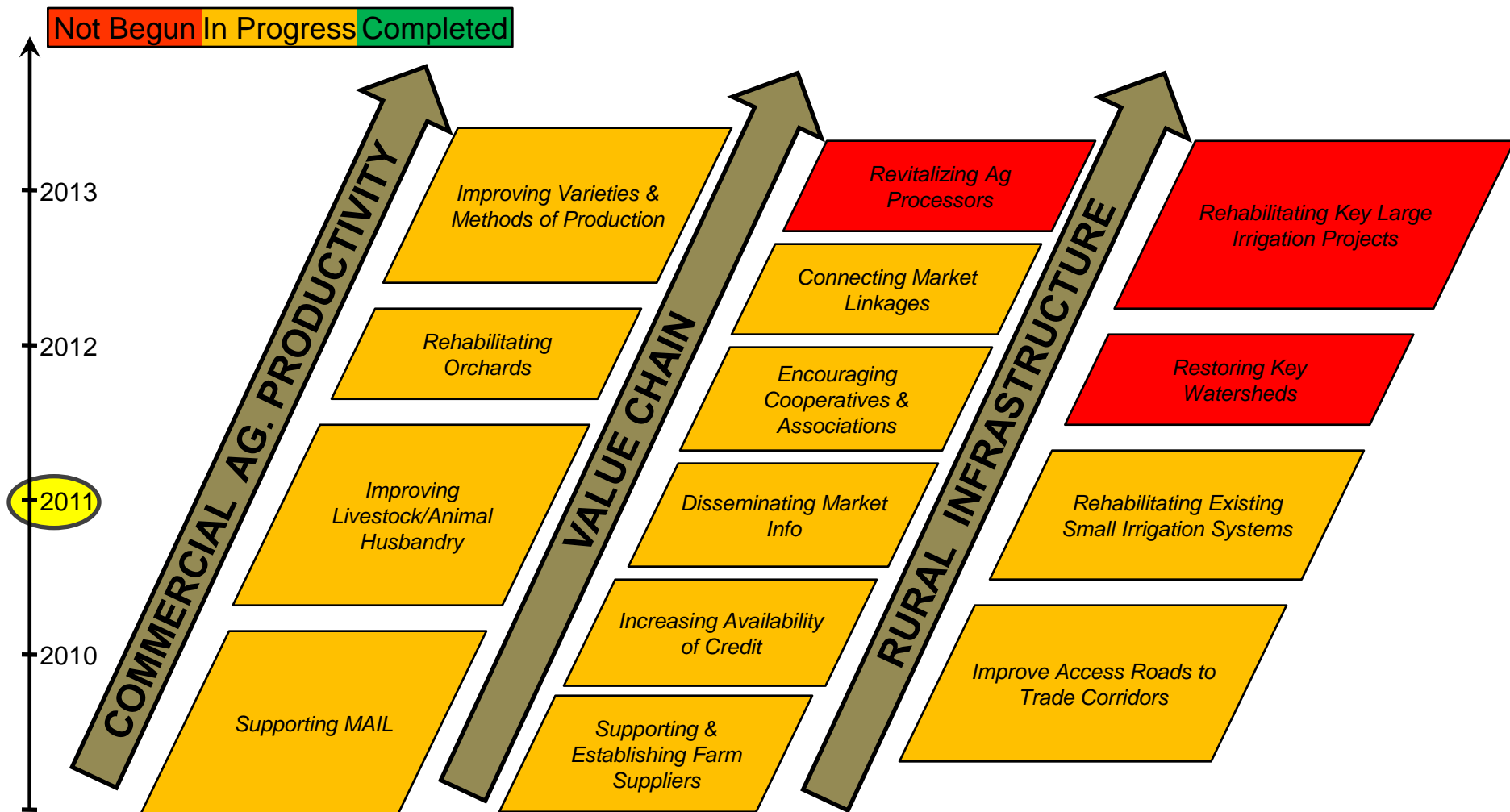
Commercial Agriculture

Improve infrastructure and conditions of watersheds.

Regenerate agribusiness to create jobs.

Increase agricultural productivity on key commodities.

Not Begun In Progress Completed





RC-E Strategic Economic Growth

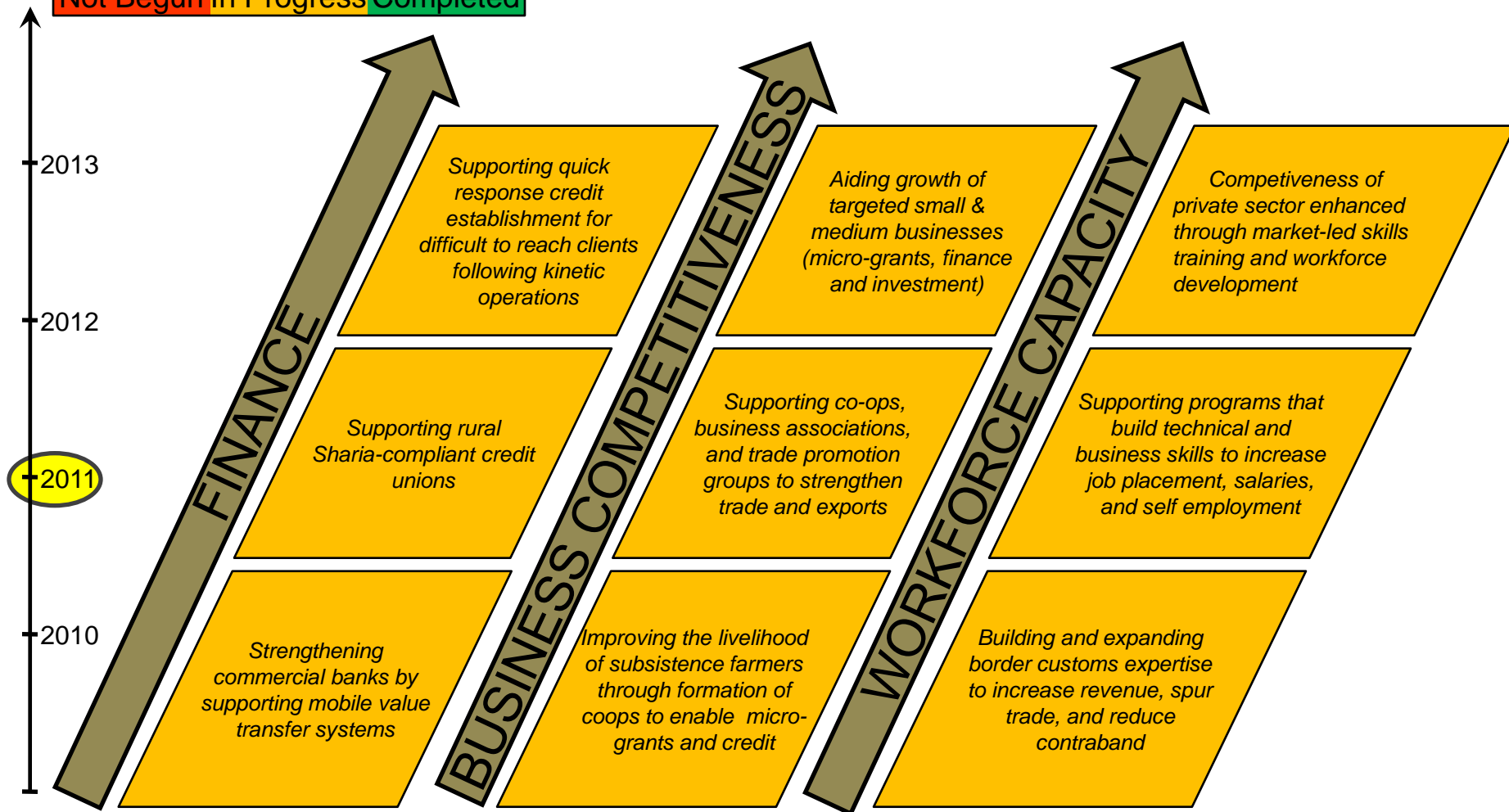
A business climate that enables private investment, job creation, and financial independence

Farmers and small/medium businesses have access to finance

Private sector business economy is enabled to grow independently

Afghans have the skills to fill the jobs created by the growing economy

Not Begun In Progress Completed





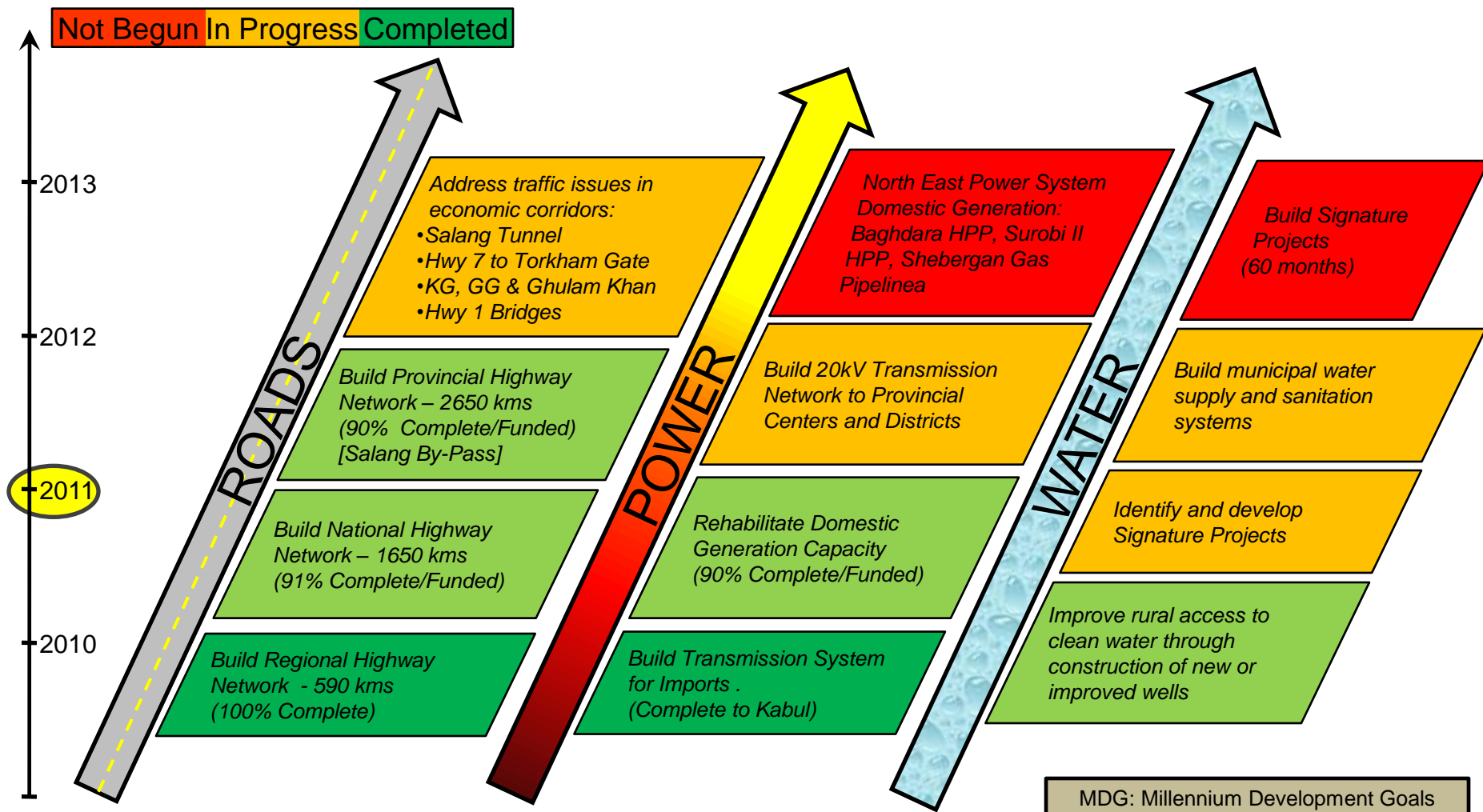
RC-E Strategic Infrastructure Objectives

Roads, Power and Water creates sustainable economic opportunity

Population has access to government, security, education, healthcare, and markets

National and regional economies are self-sustaining, independent of international community assistance

MDG, Health indices, quality of life, and agricultural productivity have substantially increased





RC-E Strategic Social Service Sector Objectives

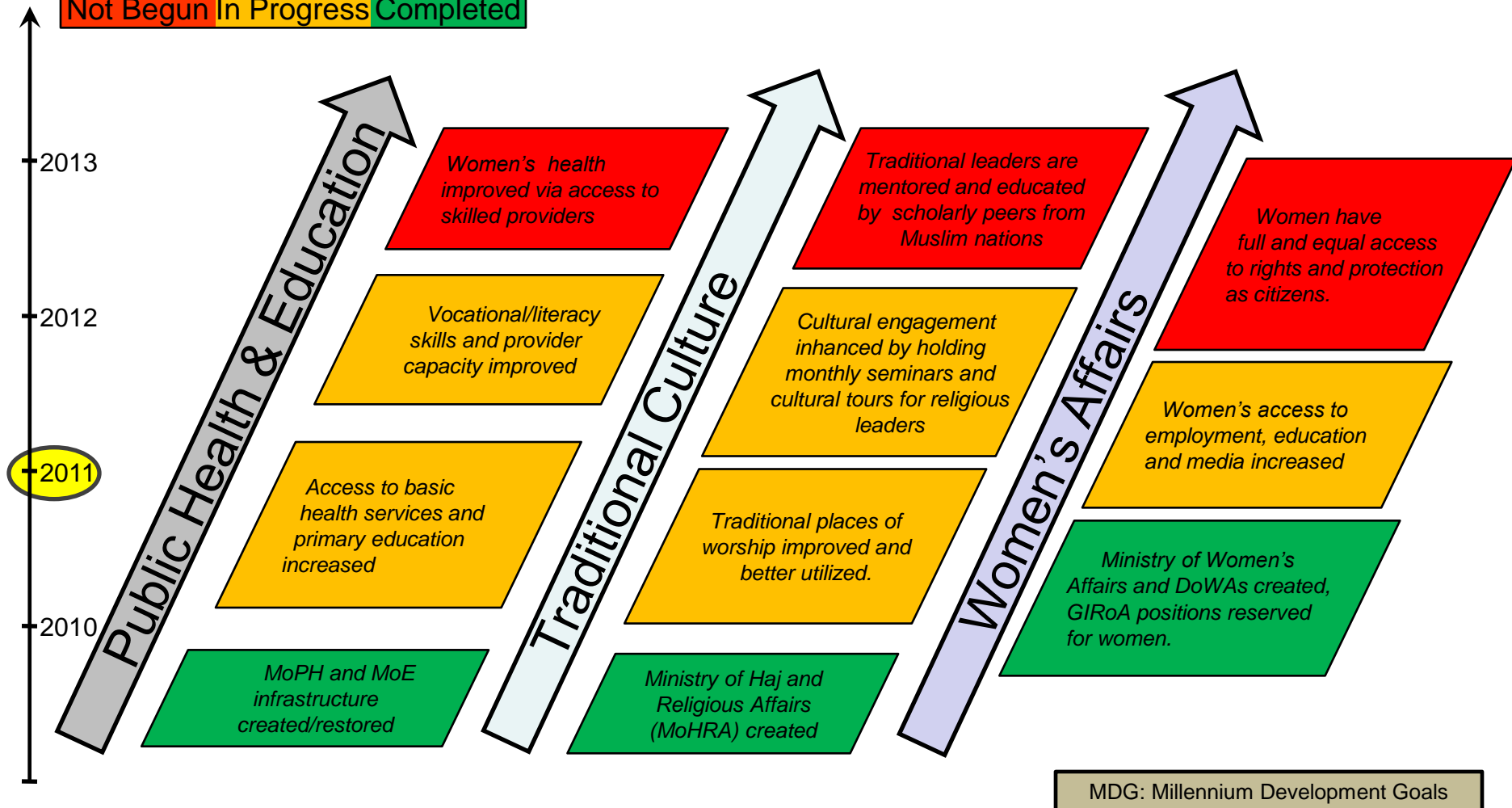
Connection of National Level Ministries to District

Basic health & primary education improved

Strengthened traditional culture enhances stability and development

Afghan women affirmed as fully contributing members of society.

Not Begun In Progress Completed



MDG: Millennium Development Goals



BACK UP SLIDES



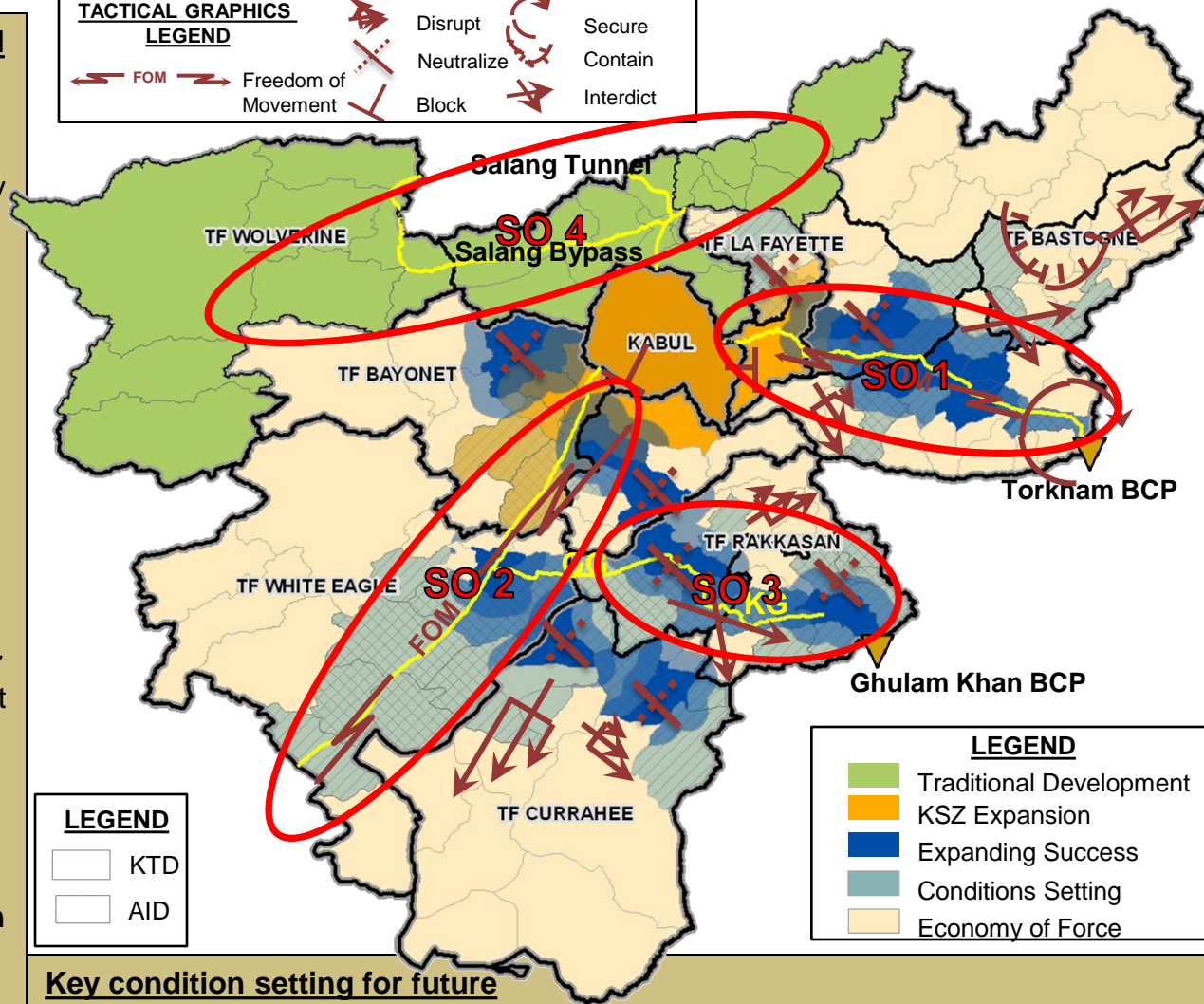
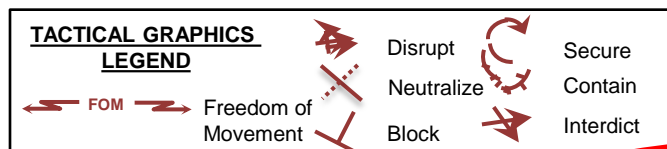
RC (E) Scheme of Maneuver

Neutralize the insurgency / Reinforce and Expand success: By, with and through

- Conduct offensive shaping operations against enemy networks while simultaneously reinforcing success in priority district clusters to expand security and extend influence of GIRoA along key population and economic corridors – *outward from Kabul and the provincial centers, where progress is apparent.*
- Outside these clusters of progress, set the conditions to further extend GIRoA reach in key terrain through District Reinforcement and the Afghan Local Police program.
- *Create an overwhelming sense of inevitable GIRoA success.*

Priority of effort through May 2011:

- Consolidate success in **Bamyan, Panshyr and Parwan** through traditional development and policing
- KSZ / SO 1 expand to the east in **Sarobi, Qarghah'l, and Mehtar lam**
- SO1 expand from **Jalalabad thru Surkh Rod, Beshud, Rodat**
- KSZ / SO 2 expand to the south in **Maidan Shar, Jalrez, Muhammad Aghah Pol-e Alam, Baraki Barak**
- SO 2 expand from **Ghazni to Deyak**
- SO3 expand from **Matun to Nadir Shah Kot,**
- Reinforce other Provincial Capitals / Centers of Commerce: **Gardez, Sharan, Orgun**



Key condition setting for future expansion / development:

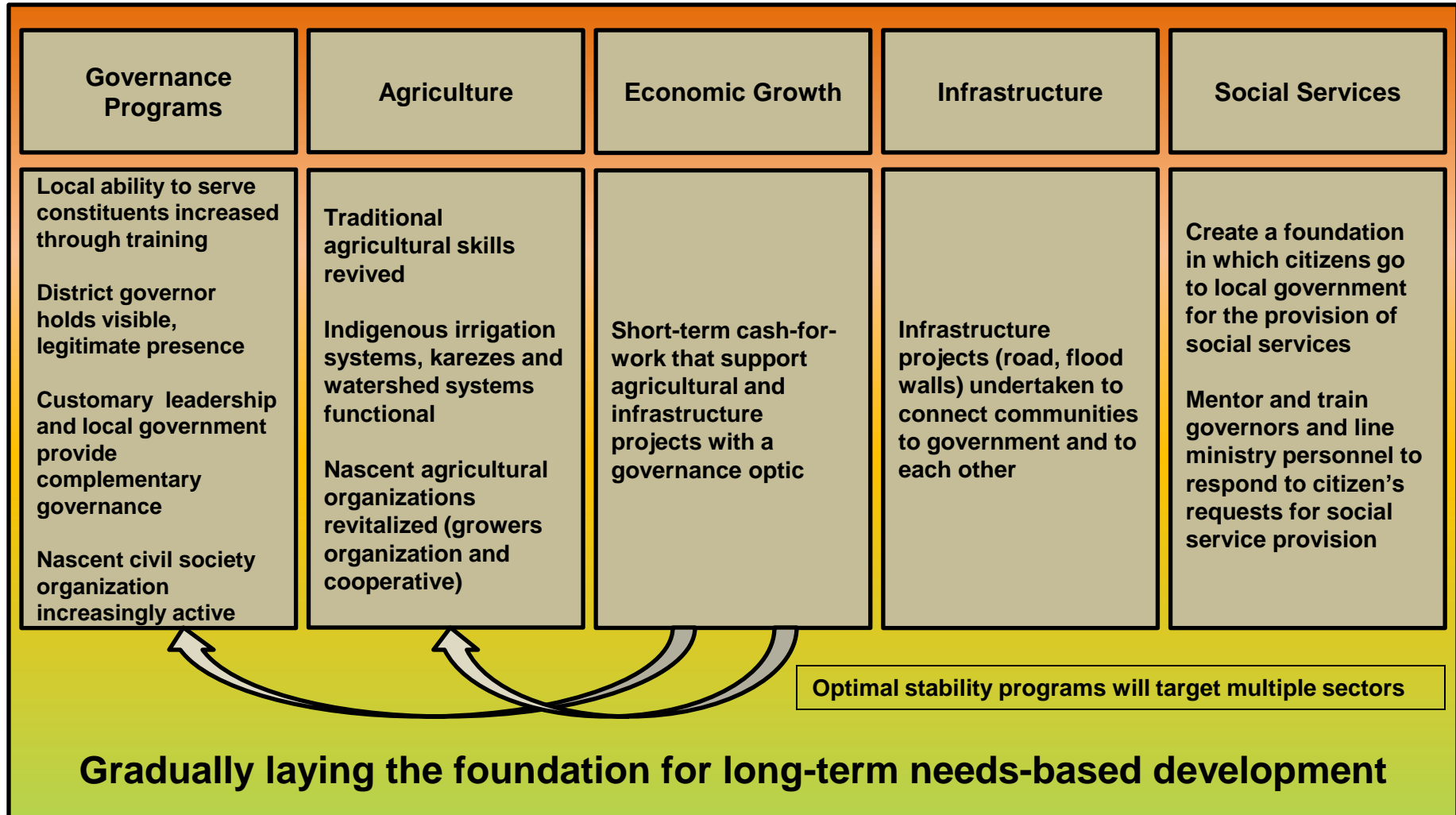
- Reintegration capacity
- Afghan Local Police expansion
- Complete the KG / GG roads
- Salang Tunnel bypass
- Electrification
- PAKMIL complementary operations
- Torkham / Ghulam Khan development
- Continued Civilian uplift
- Establish Provincial Justice Centers in Khost and Jalalabad
- ANSF Growth / Alignment



Stabilization in RC-E

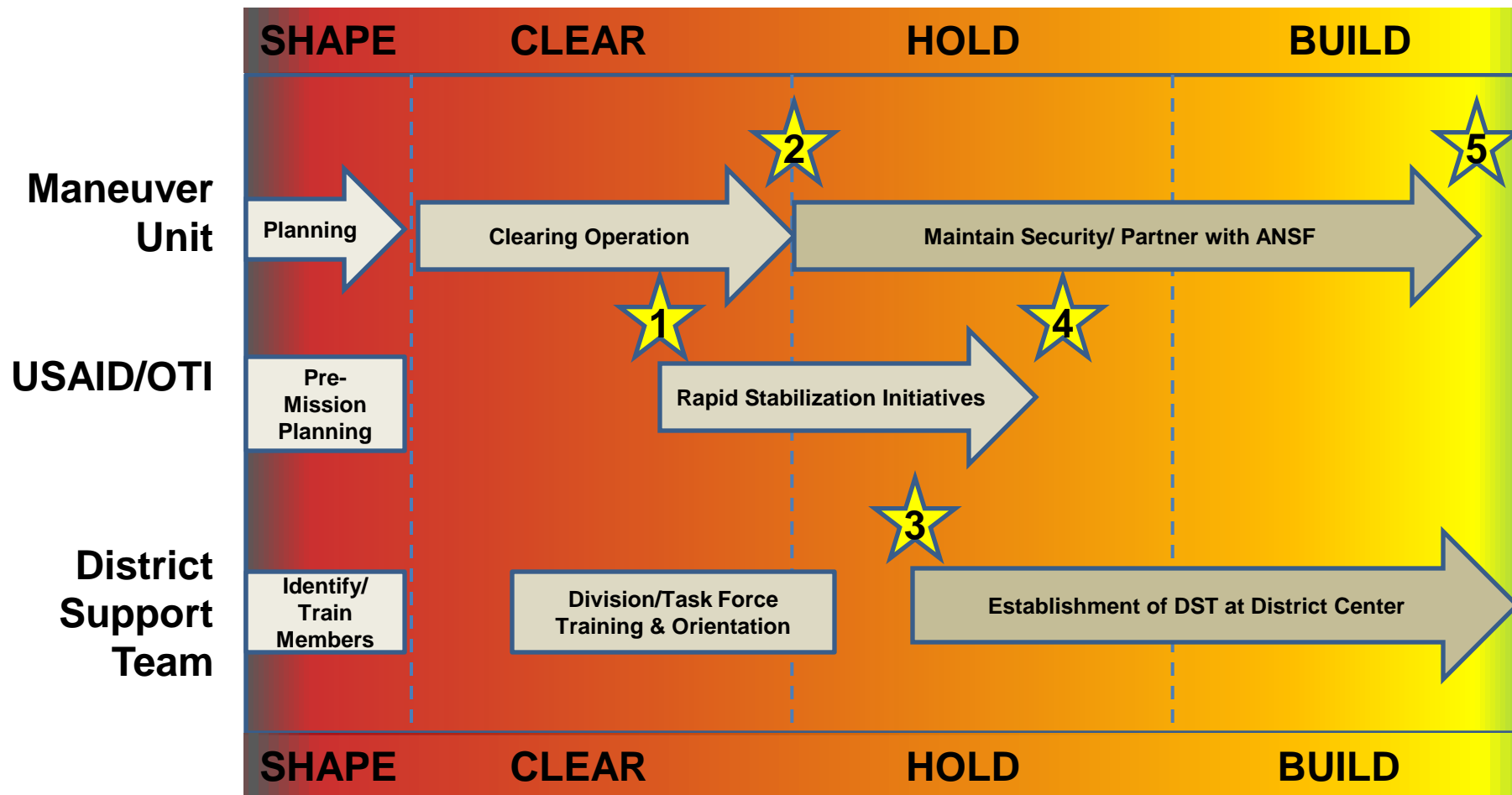
Definition of Stability

Distinction between Stability assistance (based on what is the source of instability) and Development assistance (based on need)





Stabilization Synch Matrix





Game Changer: **Stability in Key Terrain Districts**

End State: Durable Stability achieved in Key Terrain Districts to enable transition to sustainable social and economic development and growth

- Government controls the use of violence
- Majority (i.e., > 50%) of population recognizes/acknowledges legitimacy of constitutionally comprised government
- Supermajority of population (> 75%) are engaged with or do not actively oppose the constitutional government
- Government is able to provide for basic human needs of population

How: Systematic elimination of sources of instability including those related to security, economic opportunity, infrastructure, and access to social services to enable normal functioning of society in which population is free to pursue its interests without fear of violence/coercion and with access to basic human needs and services (i.e., food, water, shelter, freedom of movement, education, health, opportunity)



Game Changer: Implementation of Sub-National Governance policy

Why? Improved performance, accountability and public perception of government achievable by delivery of essential government services to citizens; increased public confidence in the state justice system and rule of law and the public's ability to freely engage in government systems and processes.

How? *Delivery of essential services by government to the people:*

- DST and PRT Mentoring and Capacity Building
- ASOP, ACSS, RLS, DDP, I-PACS, RAMP-UP, LGCD, NSP
- Connecting Districts, Provincial and National Governments
- Supporting the Financial Structures for Sub National Government

Increased public confidence in formal and informal Rule of Law:

- Capacity building of legal professionals; Case management for prompt decisions; Public trials; Secure and fair criminal detention; Public outreach on legal rights
- Traditional justice development and linkage to formal justice sector

Civil Society and Public Participation:

- Media development, UN and NGOs, engagement with at-risk groups.



Game Changer: **Commercial Agriculture**

Why?

Commercial Agriculture contributes to stabilization through **value chains**, which help farmers move beyond subsistence production, create auxiliary economic opportunities for other Afghans through private-sector business opportunity creation, and create provincial, national and regional economic markets.

How?

- Increasing crop productivity with improved varieties and technical advice
- Rehabilitating markets and irrigation
- Establishing cooperatives/associations
- Empowering private sector (with MAIL support)

Agriculture Facts:

- 80-85% of the population relies upon agriculture for its existence
- Agriculture is the driver of economic growth
- Agriculture is an avenue to develop the private sector
- Afghans care about their agriculture
- USG efforts can enhance agriculture productivity



Agriculture Game Changers & Way Ahead

COMMERCIAL AG. PRODUCTIVITY

Game Changing Activity	Last Quarter	Way Ahead
Improving Varieties & Methods of Production	<ul style="list-style-type: none">• 105,948 improved pomegranate saplings in Kunar• 10 ha improved alfalfa in Logar & Wardak• 11 varieties of MAIL-certified wheat seeds produced• 60 demo plots of yellow maize• 15,400 farmers- vegetable inputs = 60-125% yield increases in Kunar, Laghman, & Nangahar	<ul style="list-style-type: none">• 1.4M improved pomegranate trees planned for Spring 2011 for Nangahar, Kunar, Laghman, & Kapisa• 283 ha planted- apricot, pom, apples, almond, plum in Fall 2010 in Nangahar, Laghman, Paktika, Paktya, Khost, Logar, Wardak, Bamyar
Rehabilitating Orchards	<ul style="list-style-type: none">• 8,520 farmers- fruit trees & technical advice in Kunar, Laghman, & Nangahar• 1.9M improved pomegranate stock estab. In 11 nurseries in Laghman, Nangahar• 80 farmers install 12,000 grape trellis posts in Parwan & Kabul• 408 ha planted w/apricot, pom, apple, almond, plum in Paktika, Paktya, Khost, Wardak & Bamyar	
Improving Livestock/Animal Husbandry	<ul style="list-style-type: none">• 7 Ghazni para-vets graduate training• 200,000+ chicks hatched in Nangahar	<ul style="list-style-type: none">• 1 Bamyar para-vet in training
Supporting MAIL		<ul style="list-style-type: none">• 34,000 MT improved wheat seed distributed to 82,460 farmers for MAIL 'Afghan First' cost-share distribution in 12 provinces



Agriculture Game Changers & Way Ahead

VALUE CHAIN

Game Changing Activity	Last Quarter	Way Ahead
Revitalizing Ag Processors	<ul style="list-style-type: none">92 farmers trained- apricot sulfur drying = 53.65 MT improved dried apricots = 10 MT sold @ 3x traditional price in Parwan	<ul style="list-style-type: none">New locations of apricot drying identifiedGhazni slaughter house to be rehabilitated (TX ADT)**
Connecting Market Linkages	<ul style="list-style-type: none">30 MT apricots (~\$83K) exported to Dubai from WardakTech assistance for cold storage & apple pack houses in Wardak200 MT raisins to Russia from Bagram Juice Co in ParwanParwan Raisin Producer Coop receive "Fair Trade" status to sell in Europe and sent 40 MT raisins (\$51,400)2 new improved mung bean varieties developed by ICRDA and certified by MAIL in Nangahar	<ul style="list-style-type: none">Apple sales in Logar & WardakBagram Juice Co. 40 MT raisins to GreeceLocate new opportunities for raisin exports, especially to EuropeMung bean seeds to be offered to local farmers to plant & harvest
Encouraging Cooperatives & Associations	<ul style="list-style-type: none">11 AgDepot owners form new AgDepot Association in Logar10 AgDepot owners form new AgDepot Association in Ghazni	<ul style="list-style-type: none">Logar and Ghazni AgDepot Associations registered with Ministry of Justice
Disseminating Market Information	<ul style="list-style-type: none">Price data collected for 25 commodities in 11 marketsLive radio call-in programs w/ag-related advice & market news in Kunar, Laghman, & Nangahar	<ul style="list-style-type: none">Identify new radio opportunities
Increasing Availability of Credit	<ul style="list-style-type: none">\$300,000 loan to Javad Afghan Wheat Thresher Company in Nangahar	<ul style="list-style-type: none">Identify financial intermediaries or Ag entrepreneurs as potential loan recipients
Supporting & Establishing Farm Suppliers	<ul style="list-style-type: none">Supported 83 AgDepots in 7 ProvincesContracts signed with 15 businessmen in both Nangahar and Paktya to establish new AgDepots3 Farm Service Centers supported in Ghazni, Kunar, & Laghman	<ul style="list-style-type: none">Identify businessmen for new AgDepots in Khost, Kunar, & Laghman5 new Farm Service Centers in Kapisa, Kunar, Logar, Nangahar, Parwan, & Wardak



Agriculture Game Changers & Way Ahead

RURAL INFRASTRUCTURE

Game Changing Activity	Last Quarter	Way Ahead
Rehabilitating Key Large Irrigation Projects		<ul style="list-style-type: none">• Identify infrastructure projects for new USAID program**
Restoring Key Watersheds	<p>Watershed survey completed in 3 districts of Wardak Province.</p> <p>Watershed dam assessment: Sabzsank Village, Nawur District, Ghazni</p>	<ul style="list-style-type: none">• Identify watersheds for new “WATER” USAID program**• Sabzsank assessment for irrigation watershed storage
Repairing farm to market access		<ul style="list-style-type: none">• 16 farm-to-market projects in Kunar, Laghman, Nangahar, & Nuristan
Rehabilitating existing small irrigation systems	<ul style="list-style-type: none">• 45 projects in Kunar, Laghman, Nangahar, & Nuristan• 22 projects completed• 6 projects stopped• 10,678 person-days worked by 1,056 local male workers• \$60,751 in wages paid	<ul style="list-style-type: none">• 16 micro-hydro irrigation projects being completed in Kunar, Laghman, Nangahar, & Nuristan



Game Changer: Creation of a business environment enabling private investment, job creation and financial independence.

Why?

Support ANDS strategic objective: “to enable the private sector to lead Afghanistan’s development within a competitive, market-based economy in which the government is the policymaker and regulator, not a competitor”.

Private sector growth will have a high multiplying effect within the local and national economy, create trade and market opportunities and lead to increased tax revenue generation for GIRoA.

How?

Provincial Economic Growth Plans: Will connect provincial needs with existing USAID programs, inform the design of future programs and help channel CERP funds.

- Access to finance: RUFCOD & FAIDA
- Business competitiveness: ASMED, TAFA & IPP
- Workforce capacity development: AWDP



Game Changer: **Regional, Large-Scale Infrastructure Projects**

Why?

Linking population centers through strategic road projects and providing major services, such as electricity and water, to the population provides them with a tangible link to their government, creating legitimacy and sustainable economic opportunity.

How?

Roads

- Provincial Highway Network
- National Highway Network
- Regional Highway Network

Power

- Transmission Systems for Imports
- Domestic Generation Capacity
- Transmission Network to Provincial Centers/Districts

Water

- Municipal water supply and sanitation systems
- Signature Projects



Game Changer: Connection of National Level Ministries down to District Level

Why?

GIRoA has functioning ministries focusing on Education, Public Health, Women's and Religious Affairs that are providing essential social services to the Afghan people. These entities need to be reinforced in order to continue to grow local capabilities within the Ministries, enabling them to better serve their constituent populations down to the district and village levels.

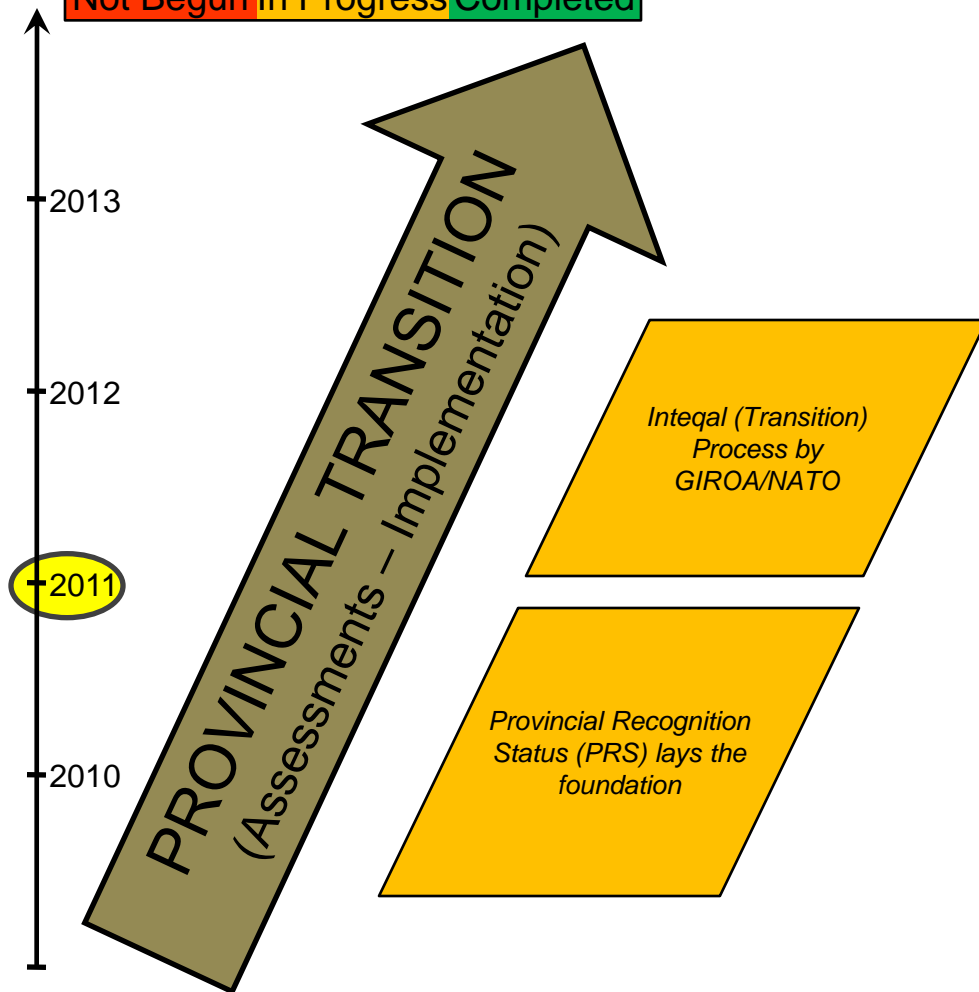
How?

- **Public Health:** BPHS/EPHS (USAID): Direct Support to MoPH at central level delivered via Afghan NGOs; HSSP (USAID): technical assistance to PHD, maternal health: Community Midwife Education (USAID); facilities improvement/equipment, maternal waiting homes (PRT/CERP). Water/Sanitation/Hygiene: SWSS (USAID); PRT/CERP.
- **Education:** primary education (BESST/PACE-A); literacy (LCEP-2); ESI: school improvement grants; STAY (Skills Training for Afghan Youth), Asian Foundation (USAID)
- **Women's Affairs (Gender):** LGCD (USAID); QRF, ASGP, AWE (DOS)
- **Traditional Culture (Religion):** LGCD (USAID), QRF, ASGP (DOS); M-CAP (PRT/CERP)



Conditions-based transition to a fully sustainable Afghanistan in
provincial security, governance and development

Not Begun In Progress Completed





Summary of Development Sectors

GOVERNANCE AND RULE OF LAW

Subnational Governance (SNG) Policy implemented through IDLG led programs (RAMP UP, DDP, ASOP) and through capacity building. Recent successes of public trials preparing court system for counter-corruption prosecution.

AGRICULTURE

Commercial agriculture increased exports of dried apricots and raisins to regional markets. New processing techniques resulted in higher prices at local markets. 15,400 farmers increased in vegetable yields through improved quality of seed and inputs. Nurseries planted improved horticultural stock and 1.4 million pomegranate trees will be planted in Spring 2011.

ECONOMIC GROWTH

Immediate and Long-term economic development strategies for Parwan, Bamyan and Panjshir creates positive business environment and a framework for increased economic opportunities. Provision of vocational and technical workforce training programs helps Afghans benefit from these opportunities.

INFRASTRUCTURE

Building a tangible link between population centers and the government through roads, power and water that will create sustainable economic opportunities.

SOCIAL SERVICES

Ministry of Public Health (MoPH) increases district access to basic health services from 9% (2002) to 85% (2015); Ministry of Education (MoE) expands district coverage of children in schools/teachers trained by 80% (2015); Ministry of Hajj and Religious Affairs (MoHRA) and (Ministry of Women's Affairs) MoWA strengthened in provinces and districts in line with Millennium Development Goals.