

COMMUNITY ACTION PLAN

GHORAK DISTRICT, KANDAHAR PROVINCE

June 2022





PLACES
AFGHANISTAN

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Relevant IOM Products

[DTM Afghanistan](#)

[IOM DTM CBNA](#)

[IOM Afghanistan PLACES](#)

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INTRODUCTION

PLACES

The International Organization for Migration's (IOM) PLACES delivers area-based response in conflict- and displacement-affected communities in Afghanistan. Area-based response puts existing communities' capacities at the centre to avoid replication of structures, and provides integrated rather than sectoral assistance. Following in-depth assessments and engagement processes, PLACES implements multi-sectoral transition and recovery assistance building on existing governance, basic services and market systems. Such response is designed on the premise that evidence-based and participatory planning can give affected populations a meaningful voice in local socio-economic recovery, build community cohesion and resilience, and create trust in local stakeholders through increased engagement and accountability.

PLACES is an area-based approach, following five interconnected steps:

1. **Targeting:** As a first step in the PLACES approach, data collected by IOM's [Displacement Tracking Matrix](#) (DTM) on community needs across Afghanistan is used to provide a high-level overview of the current situation at national and provincial level. The goal of this step is to inform the humanitarian community about existing services, facilities and needs so that response can be targeted to those most in need and opportunities for collaboration between actors can be identified.
2. **Spatial Profiling:** As a second step, spatial profiles are developed at provincial level to provide strategic recommendations for a multi-sectoral response. The aim is to analyse and identify gaps in the existing basic services networks and the market systems in order to select catalytic interventions.



3. **Community Assessment and Engagement:** Building on the evidence developed in the previous two steps, IOM assesses and engages with communities. Through participatory and inclusive planning workshops, community members develop Community Action Plans (CAPs) that set out an overarching strategy with comprehensive actions for the immediate-, medium- and long-term.
4. **Implementation:** Upon the identification of CAP priority actions, IOM implements a series of community-led stabilization, reintegration and resilience projects, and facilitates referrals to specialized partners. Communities are closely involved in all stages of the implementation, including in the detailed design of projects, through Cash-for-Work and in the monitoring and evaluation phase.
5. **Community-based Monitoring and Evaluation:** Communities select quantitative and qualitative indicators to measure change, and to hold IOM and partners to account.

COMMUNITY ACTION PLAN

The CAP is a planning tool developed by communities for communities. It sets out shared objectives and multi-sectoral actions for the short-, medium-, and long-term. Each CAP is tailored to the local context and designed as a living document that adapts to the changing conditions in the communities. It is developed, owned and updated by community members. The purpose of the CAP is to support resource mobilization and to guide inclusive investments in communities that serve the needs of and prioritize all social groups, particularly those whose voices may otherwise be unheard.

METHODOLOGY

The CAP is the final output of an in-depth community assessment and engagement process. Meetings and workshops are held with a representative group of community members, including returnees and internally displaced persons (IDPs). Depending on the cultural context, women are consulted separately from men.

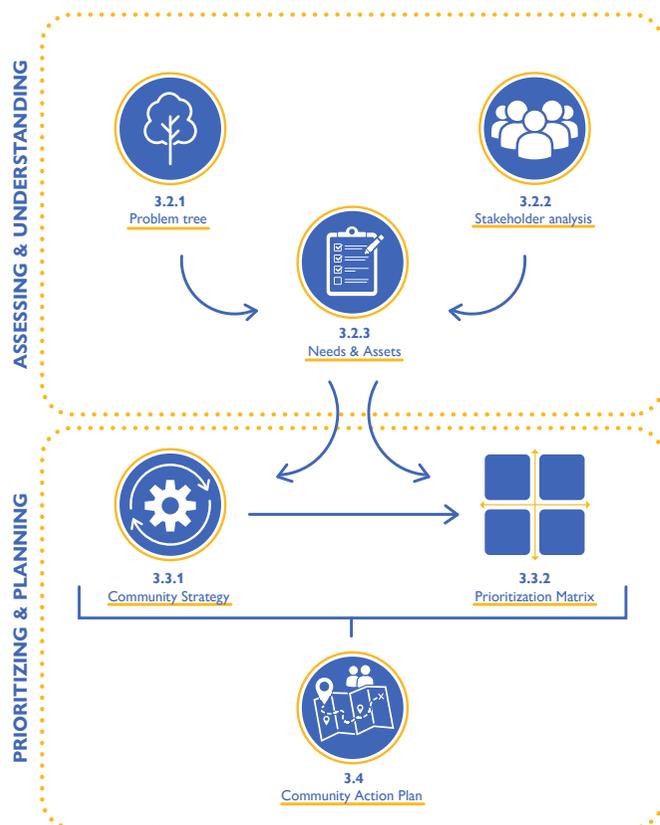
The workshops are divided into two key phases: (i) assessing and understanding, and (ii) prioritizing and planning. During the first phase, community members develop a shared understanding of the root causes of the problems affecting the communities, the social dynamics and vulnerabilities of different socio-economic groups, as well as the existing resources and capacities that could be used to address certain needs.

The second phase focuses on defining and agreeing upon a community strategy that serves all community members, particularly those who are most vulnerable. The community strategy sets out a vision, objectives and actions, which are then prioritized based on their estimated impact and feasibility. Considerations to estimate impact include whether the action would support the most vulnerable, whether it would contribute to multiple objectives in an integrated manner, and how many people it would benefit. Considerations to estimate feasibility include a reflection on the existing assets and capacities in the communities, the financial resources and time needed to implement the action, as well as long-term operation and maintenance needs.

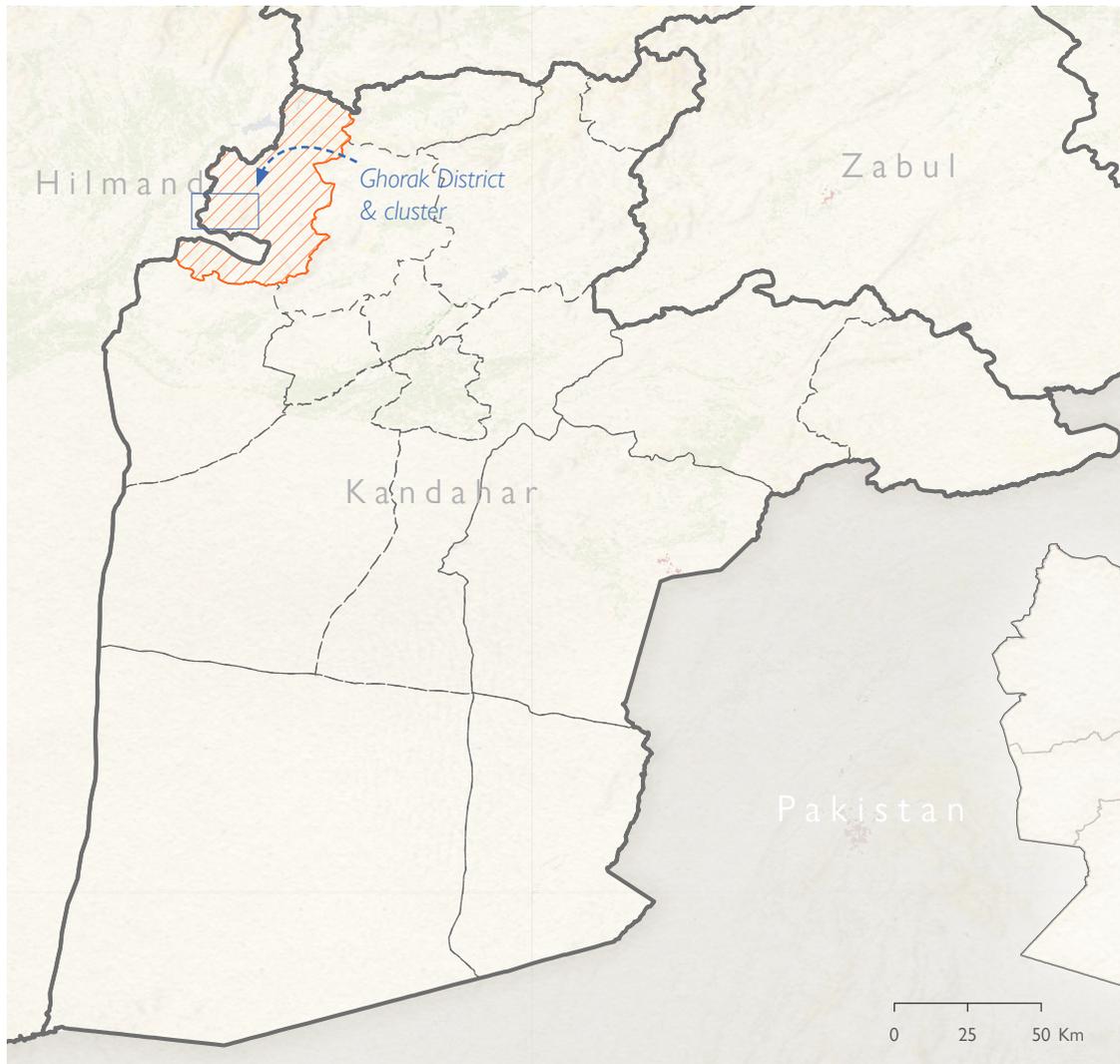
The findings of all exercises are compiled in the CAP and validated through a public display, including a 'you said, we listened' exercise that accountably presents how additional feedback from community members was incorporated into the final CAP.

In Ghorak, PLACES implementation began in April 2022. Community assessments and engagements were conducted in April 2022. Separate sessions were held for women and men from all communities with the following participants:

- 👤 Women – 37 participants
- 👤 Young girls – 8 participants
- 👤 Men – 40 participants
- 👤 Young boys – 10 participants
- 👤 Persons with disabilities – 4 participants



DISTRICT LOCATION WITHIN KANDAHAR PROVINCE



Ghorak District is located in north-west Kandahar Province in the southern region of Afghanistan. It borders Helmand Province to the west. The settlement pattern in Ghorak District is dispersed with the original district capital having been largely destroyed in 2007. Small agricultural communities are spread throughout the district, connected by unpaved roads that criss-cross the numerous rivers that flow through the district. The climate is arid, with low annual rainfall. The geography of Ghorak district includes a mixture of fertile plains and foothills that support the agricultural economy in the district. Ongoing drought issues have impacted the economy in the district. A tributary of the Helmand River crosses the district, but is often dry with the water level increasing only during rainy season.



DISTRICT CONTEXT

From the IOM DTM [Community Based Needs Assessment](#) (CBNA) carried out in November-December 2021, the Ghorak District population is reportedly around 20,000 individuals. Much of the population is spread through small farming settlements and most income generation within the district is from agriculture and livestock farming. Unemployment is high, with an estimated 76 per cent of men and 99 per cent of women unemployed.

Few services are available within the district, and more than 60 per cent of households reportedly lacked access to health

care. The only Basic Health Centre (BHC) in the district is located within the district capital. At the time of the last CBNA assessment, it was reported that almost 100 per cent of children were out of school. There was no phone or internet coverage within the district and no access to public electricity networks or shared community solar energy facilities. Households were relying on small-scale solar installations, mainly used for lighting and battery charging.

Access to water remains an ongoing issue within this district, with Kandahar Province having experienced drought conditions

for the past two years. Insufficiency of agricultural, drinking and livestock water were issues faced by households across the district. The main source of water for the majority of households were private hand-pumps, dug wells and surface water.

Figure 1. Average proportion of community members out of employment

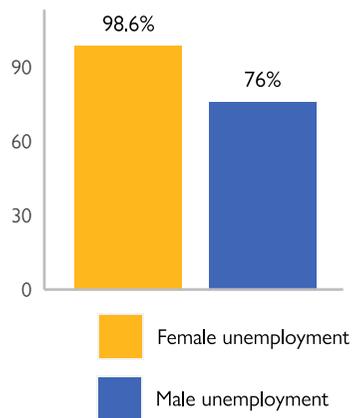


Figure 2. Estimated proportion of households living in conflict damaged buildings

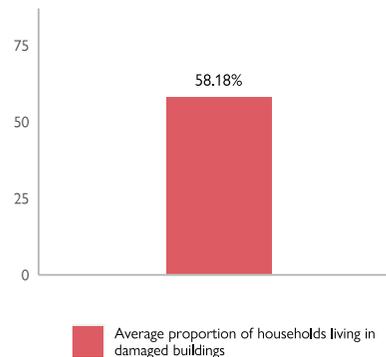
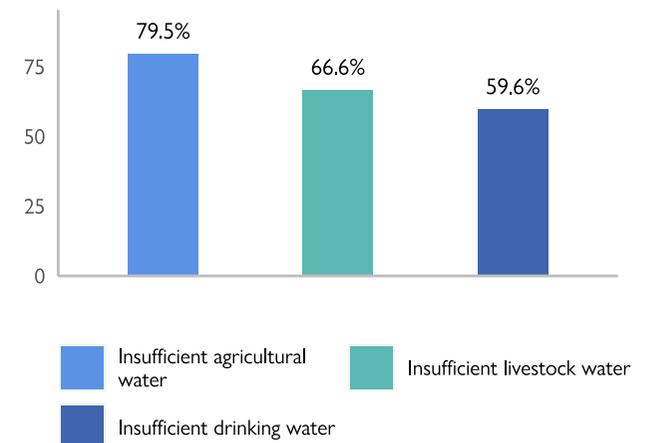


Figure 3. Estimated proportion of households with insufficient water*



***Question phrasing:**

What percentage of your community did not have access to enough drinking water?

What percentage of those who farm in this community do not have adequate access to water for agriculture/farming?

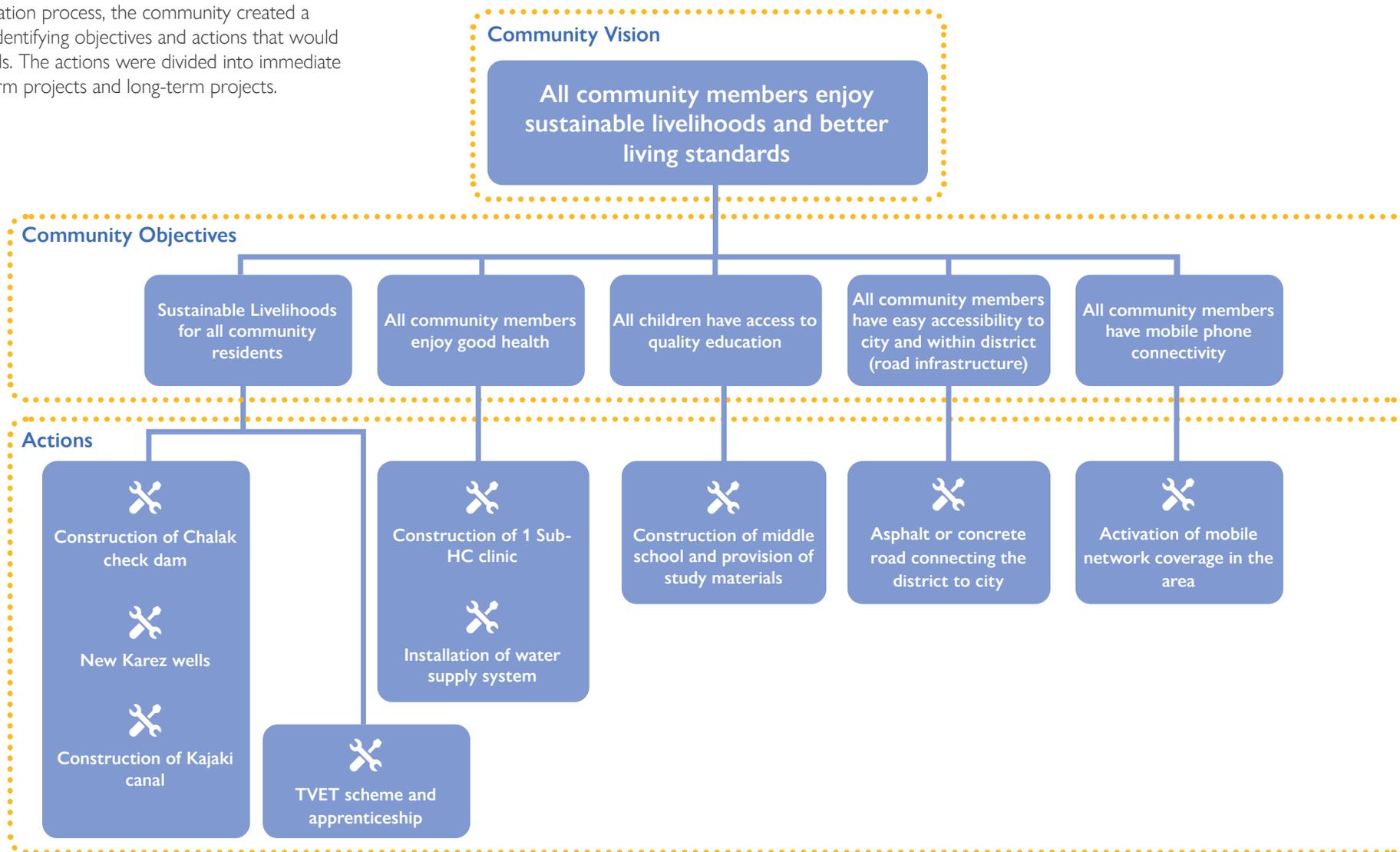
What percentage of those who have livestock in this community do not have adequate access to water for their livestock?

THE COMMUNITY ACTION PLAN

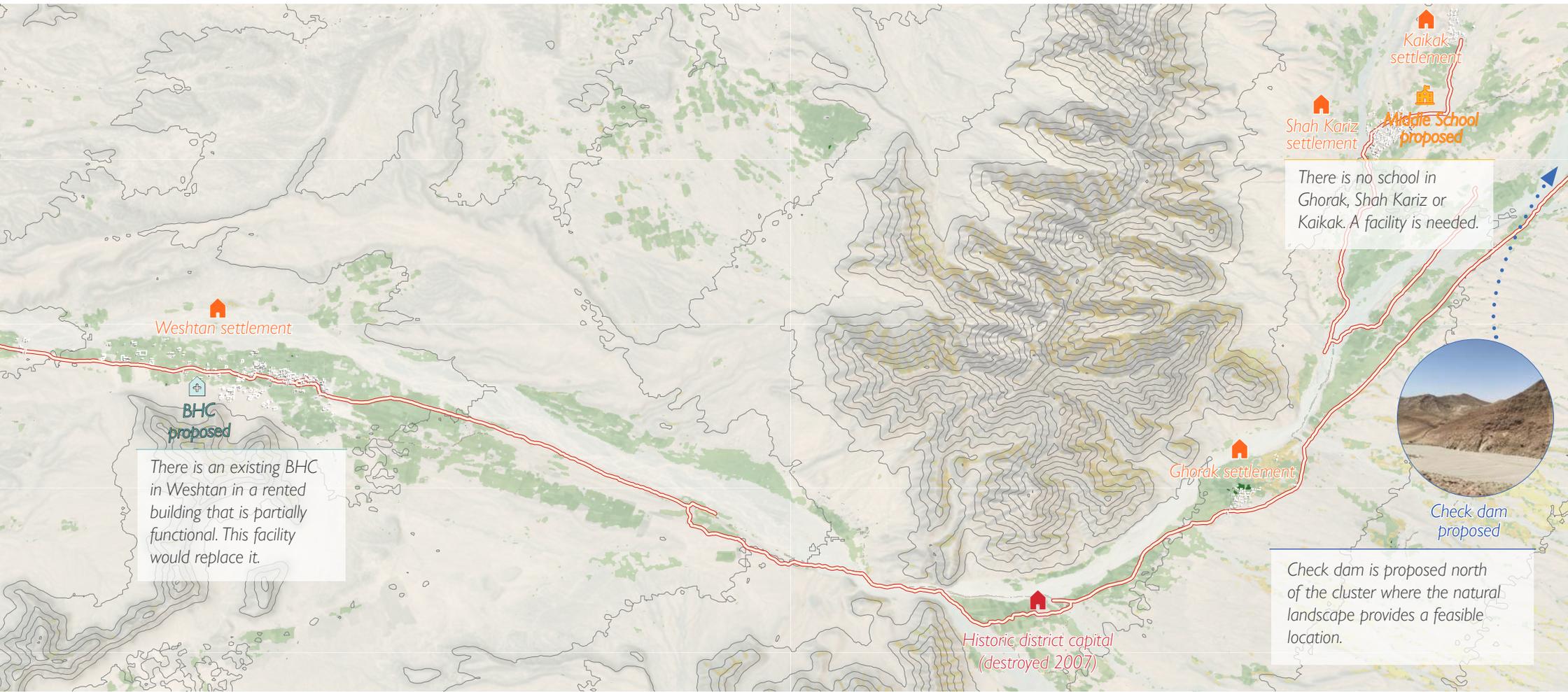


COMMUNITY ACTION PLAN PROJECTS

Through the consultation process, the community created a vision and strategy, identifying objectives and actions that would best meet their needs. The actions were divided into immediate projects, medium-term projects and long-term projects.



COMMUNITY ACTION PLAN



Weshtan settlement

BHC proposed

There is an existing BHC in Weshtan in a rented building that is partially functional. This facility would replace it.

Shah Kariz settlement
Kaikak settlement
Middle School proposed

There is no school in Ghorak, Shah Kariz or Kaikak. A facility is needed.

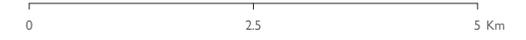
Ghorak settlement

Historic district capital (destroyed 2007)

Check dam proposed

Check dam is proposed north of the cluster where the natural landscape provides a feasible location.

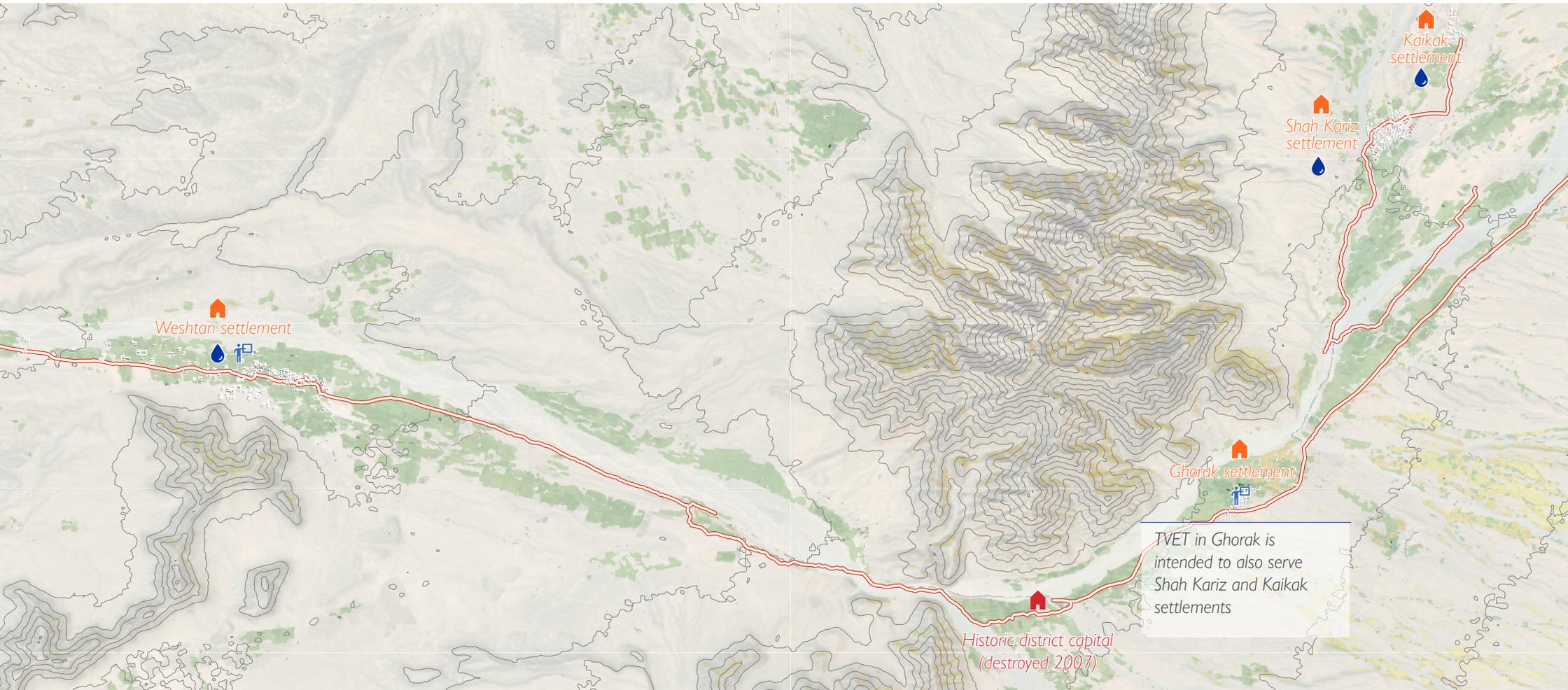
- Building
- Trees
- Farmland
- Road
- Shrubs
- Built-up area
- Contour line
- Grassland
- Bare earth



IMMEDIATE-TERM PROJECTS

<u>Community Objective</u>	<u>Action</u>	<u>Cost Estimate</u>	<u>Project Delivery</u>
Sustainable livelihoods for all including IDPs and returnees	Construction of one check dam up river from the community cluster (improve water supply)	Financial Resources: 400,000 USD	
All community members enjoy good health	Construction of 1 BHC (hiring full-time mid-wife, provision of medicine)	Financial Resources: 150,000 USD	
All children have access to quality education	Construction of a middle school (there is no school in the north-most three communities)	Financial Resources: 200,000 USD	
All community members have access to mobile phone connectivity	Activation of mobile phone network coverage in the area (the mobile network has been partially activated. Some difficulties still exist in Weshtan)	Financial Resources: not yet defined	Ministry of Telecommunication, District Governor's Office, Provincial Governor's Office

COMMUNITY ACTION PLAN



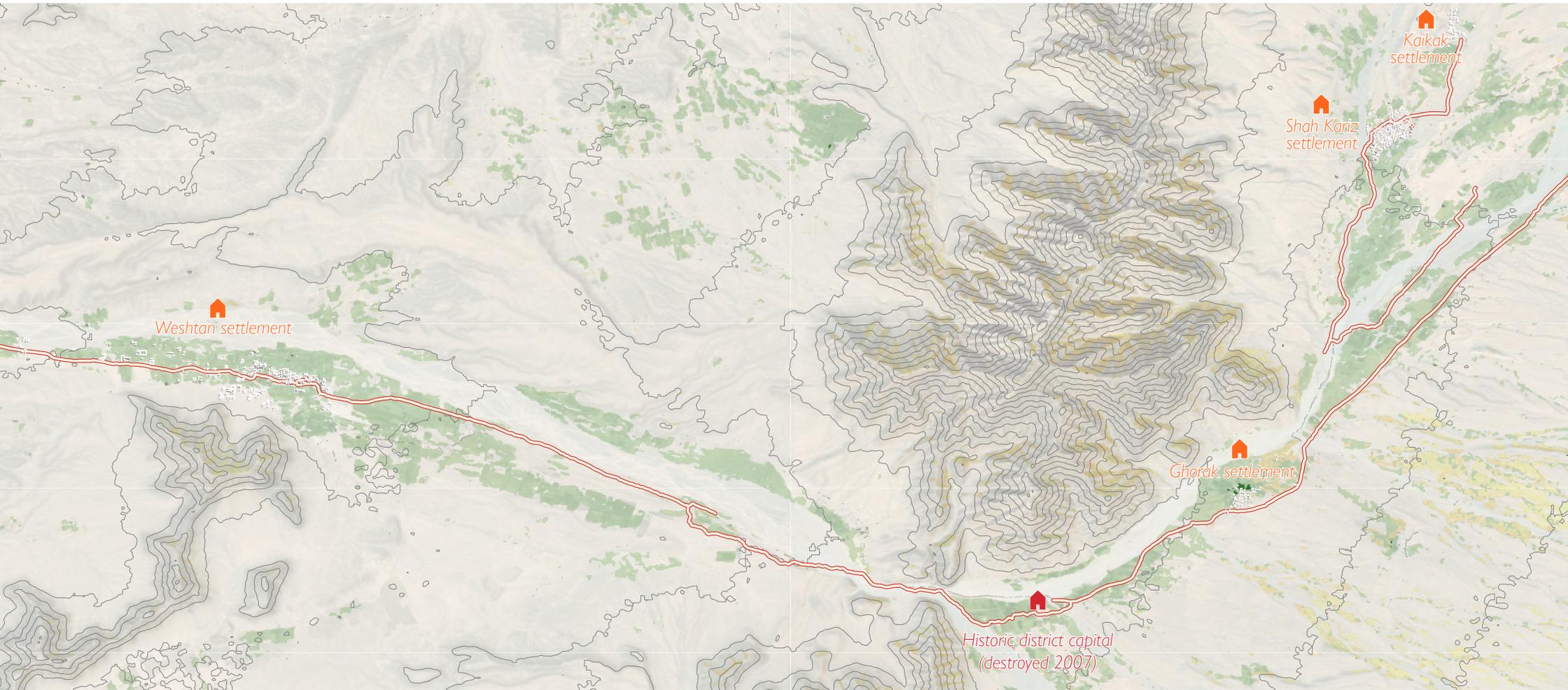
- | | | | |
|--------------|-----------|---------------|--|
| Building | Trees | Farmland | Water supply system needed |
| Road | Shrubs | Built-up area | TVET schemes proposed for Weshtan and Ghorak settlements |
| Contour line | Grassland | Bare earth | |



MEDIUM-TERM PROJECTS

<u>Community Objective</u>	<u>Action</u>	<u>Cost Estimate</u>	<u>Project Delivery</u>
All community members enjoy good health	Installation of water supply system (all locations)	Financial Resources: 150,000 USD	
Sustainable livelihoods for all including IDPs and returnees	TVET scheme and apprenticeships (Weshtan and Ghorak settlements)	Financial Resources: 150,000 USD	
	Construction of new karez wells (location to be defined following construction of the check-dam)	Financial Resources: 30,000 USD	
All communities can travel easily within the district and to the provincial capital	Asphalt/concrete roads (main road connecting district to Kandahar city and sub-roads)	Financial Resources: 40M USD	

COMMUNITY ACTION PLAN



- Building
- Trees
- Farmland
- Road
- Shrubs
- Built-up area
- Contour line
- Grassland
- Bare earth

0 2.5 5 Km

LONG-TERM PROJECTS

Community Objective

Sustainable Livelihoods for all including IDPs and returnees

Action

Construction of Kajaki Canal. This is a historic government project proposal to link the Kajaki dam to Ghorak district. The canal would extend 22km to reach Ghorak.

Cost Estimate

Financial Resources: 10M USD

Project Delivery



GHORAK DISTRICT & CLUSTER



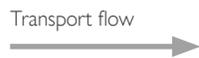
GHORAK DISTRICT TRAVEL PATTERNS

Within Ghorak district, residents in the community cluster reported relying on dispersed travel patterns to access goods and necessities, travelling long distances to neighbouring districts on a monthly or bi-weekly basis. Ghorak district lacks a market. Households with higher incomes typically will travel to Kandahar city to access goods, services and healthcare. A typical travel pattern includes one person from the extended family group travelling out of district to buy goods for the wider family each month. They will travel either by motorbike or by rental vehicle, dividing the cost with others making the same trip.

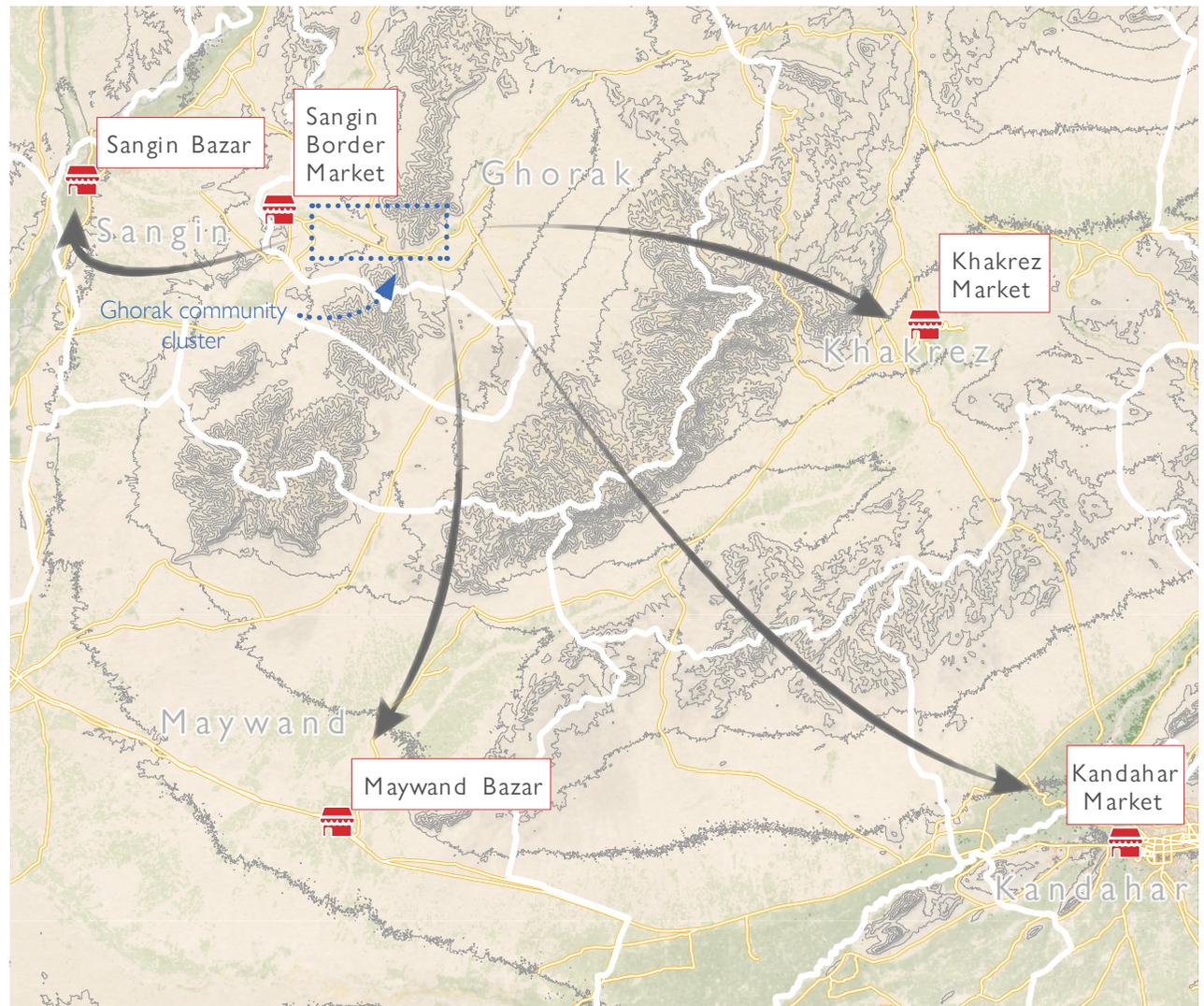
Households in the north-east of the Ghorak community cluster rely on connections to Maywand, Khakrez and Kandahar city. The river through Ghorak district is used as a road during dry season and hinders access to the rest of the cluster for a few days to weeks each year during rainy season. This limits the access of households in the north of the cluster to the existing CHC in Ghorak.

Households in need of healthcare will typically travel to Kandahar if they have the means, and for less serious illness to Sangin or Maywand districts.

Legend



-  Market accessed by households in Ghorak cluster
-  Building
-  Trees
-  Farmland
-  Road
-  Shrubs
-  Built-up area
-  Contour line
-  Grassland
-  Permanent water bodies



0 10 20 Km

GHORAK COMMUNITY CLUSTER

Overview of the community cluster

The population within the cluster is estimated at 6,000 individuals. This includes 2,000 returnees from within Afghanistan and 43 returnees from abroad. The majority of the residents are conflict-displaced and drought displaced IDPs.

The community cluster consists of four settlements, including the district capital. The cluster settlements are arranged in a linear pattern, spread along rivers within the district. It is 20km from the most south-westerly settlement to the most north-easterly, a distance of 20km. The roads connecting the settlements to each other and to the wider district are unpaved and traverse riverbeds.

There is one school in the cluster and it is currently non-functional. Long travel distances make this school inaccessible to many of the residents in the cluster. The sole BHC in the district capital is partially functional but lacks sufficient resources to meet community needs.

These are rural agrarian settlements with almost all household income derived from agriculture. Historically, due to conflict in the district and province, government and aid agencies interventions have been limited. The following actors are currently active in the district:

- » WFP: food distributions through KRO NGO
- » UNICEF: WASH program, water supply through ANCC and education (CBE classes)
- » WHO: supporting CHC with medicine and equipment through Baran NGO
- » UNDP: Awareness raising sessions for the strengthening of governance, with construction of playground

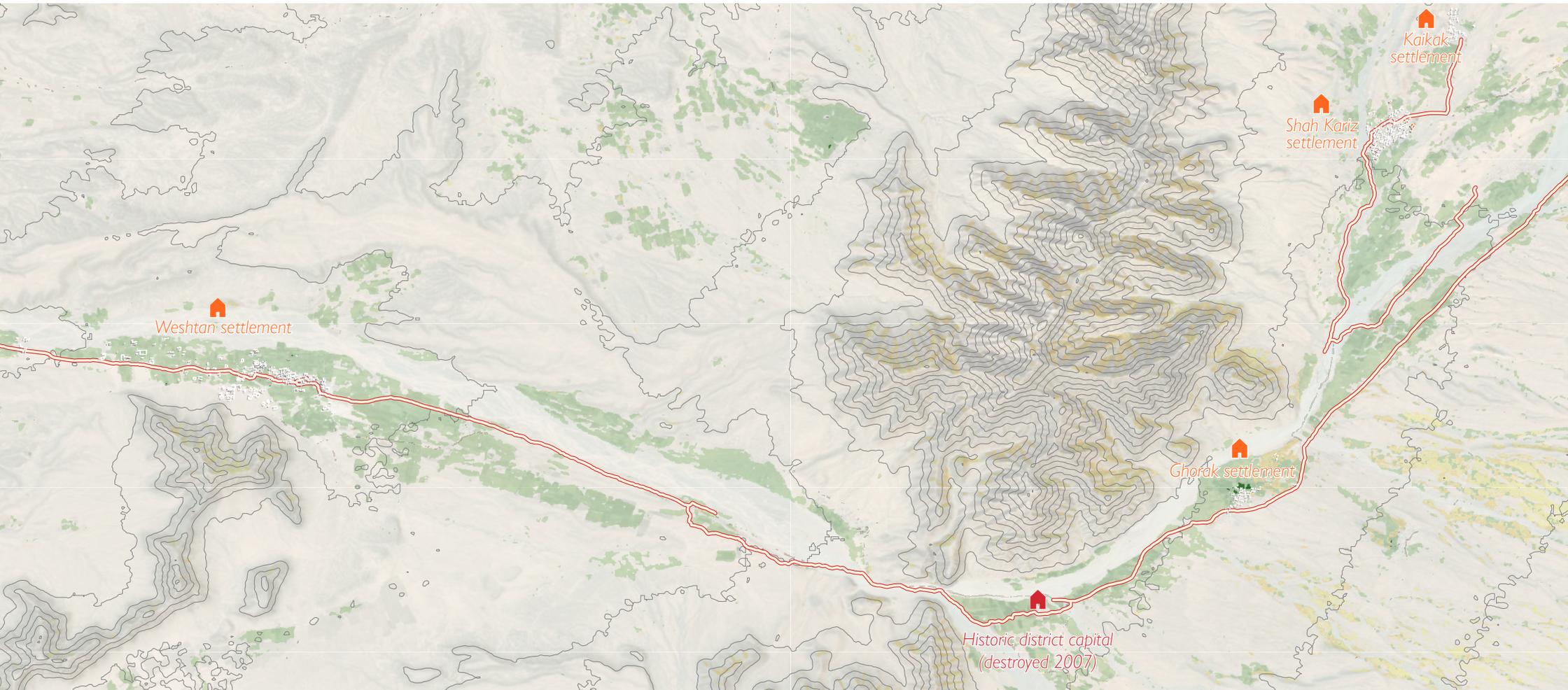
Strengths

- ✓ Highly fertile soil and abundant agricultural land available in the settlements.
- ✓ Availability of a naturally suitable location for a large check dam that would benefit the whole district.
- ✓ 1 Community Health Centre (CHC) is available in Ghorak settlement and one BHC is available close to the border with Helmand.

Challenges

- ✗ Lack of agricultural water (water table is at 200m).
- ✗ Unemployment.
- ✗ No access to education and limited access to healthcare.
- ✗ High maternal mortality (women typically give birth at home).
- ✗ Poor and muddy roads, especially the main road connecting the district to Kandahar city.
- ✗ Land mines present in Kaikak village area.
- ✗ Sparsely populated area, access to services is challenging for all.

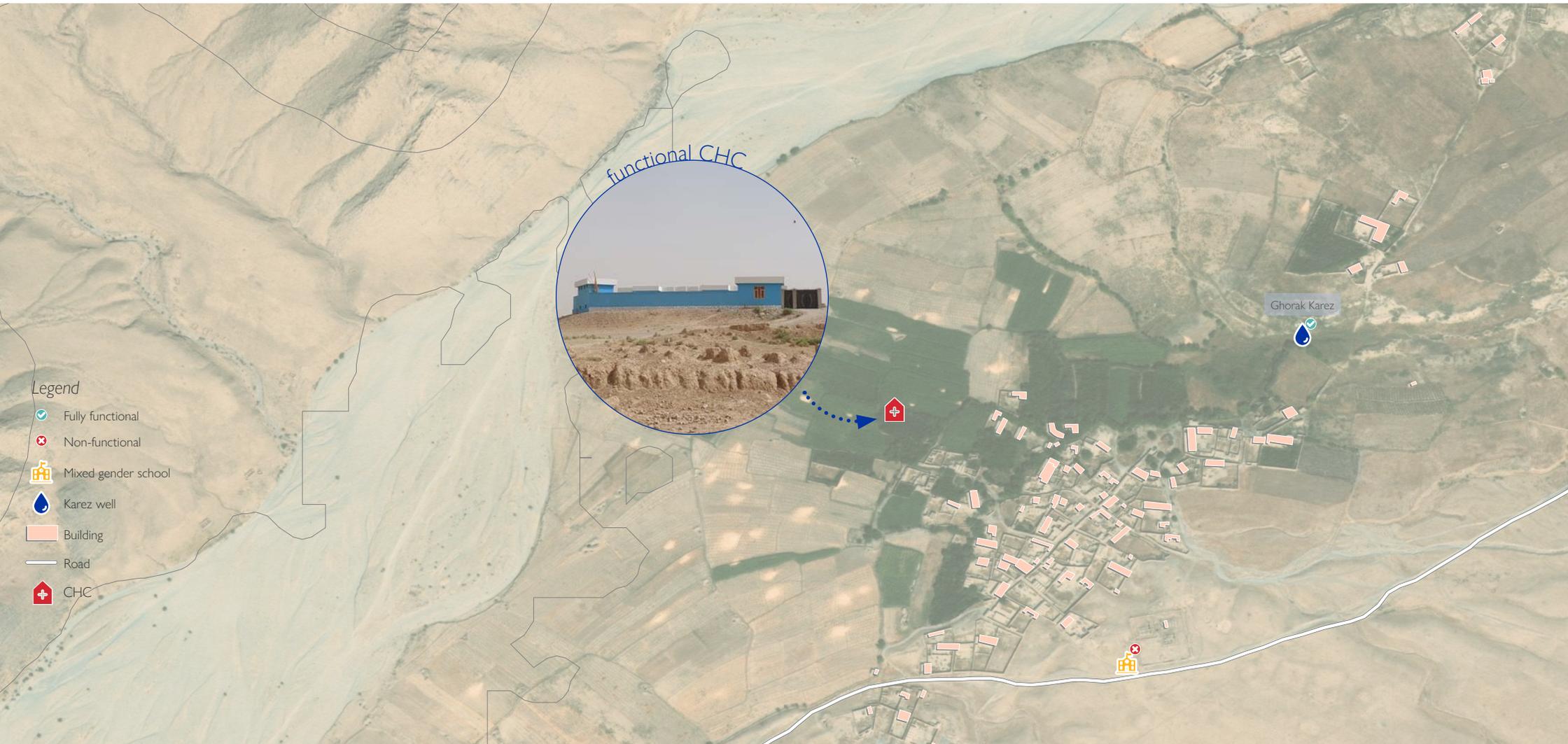
GHORAK CLUSTER SETTLEMENTS



WESHTAN SETTLEMENT



GHORAK SETTLEMENT



SHAH KARIZ SETTLEMENT



- Legend
- Fully functional
 - Mosque
 - Water tank
 - Building
 - Road



KAIKAK SETTLEMENT



0 500 1,000 Meters

COMMUNITY ENGAGEMENT FINDINGS

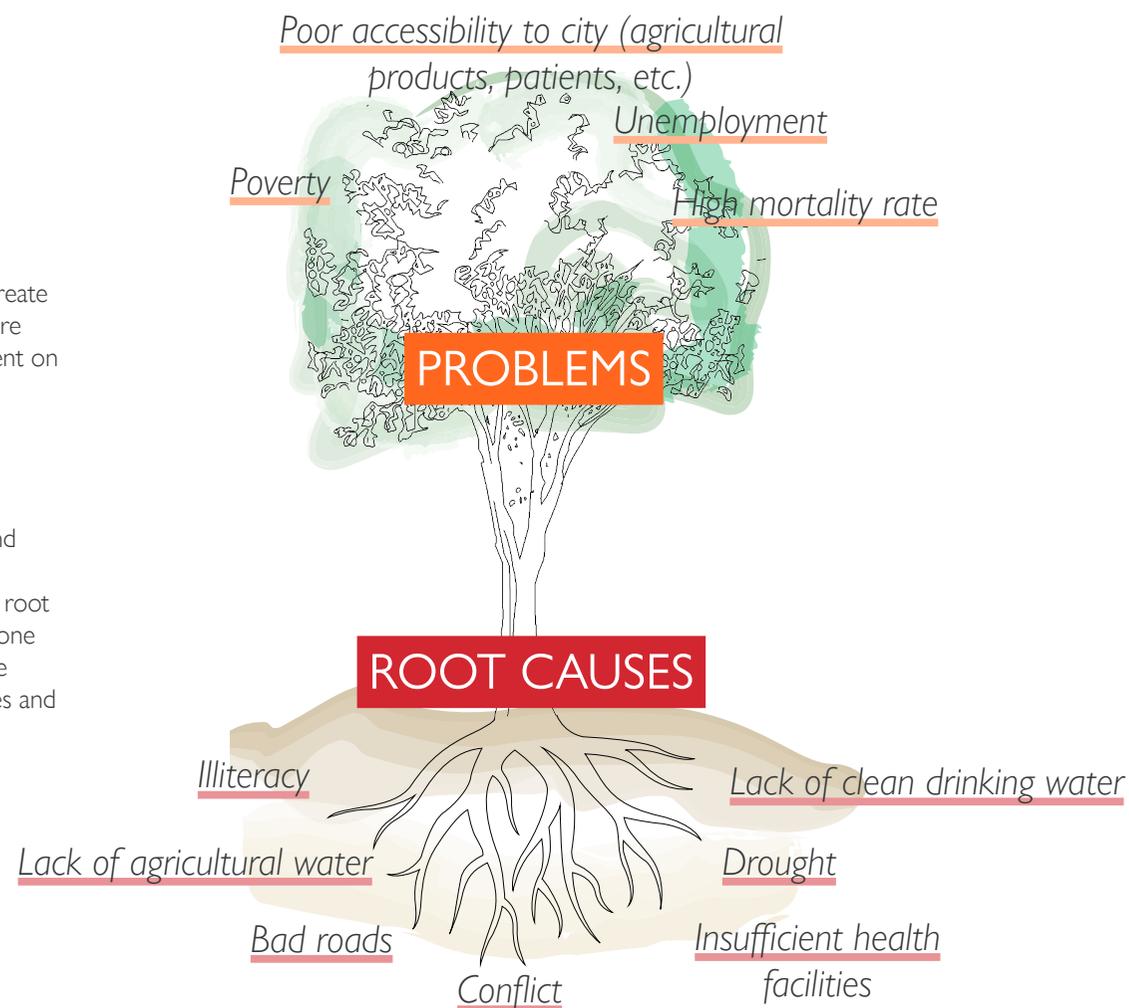


PROBLEM TREE

Community members began the engagement process with several exercises to create a common understanding of the local context across the community cluster before identifying and prioritizing solutions. The Problem Tree facilitated shared agreement on key problems in the communities, their root causes and their effects.

What is a Problem Tree?

A Problem Tree is a graphical representation of an existing problem, its causes and effects and aims to get a clear and shared understanding of the issue. Colleagues carrying out the CAP public engagement exercise discussed with participants the root problems in their communities and their effects. Two sessions were carried out, one with female participants and one with male participants. The problem tree on the right side of this page shows the result of the workshop as well as the root causes and problems identified by the participants.



STAKEHOLDER ANALYSIS

The stakeholder analysis aims to identify and improve the understanding of socio-cultural dynamics in the community cluster. Community members discussed and explored which social groups were most and least powerful, as well as what divides and connects community members.

Stakeholders in the community cluster

- 🔗 Community elders are the highest influencers and directly influence all men, women, children, IDPs and returnees.
- 🔗 The district office, Mullahs and community elders are in direct contact with each other and have a positive relationship.
- 🔗 IDPs and returnees are the most vulnerable groups and are influenced by all stakeholders including the district office, Mullah, community elders and non-governmental organizations (NGOs).
- 🔗 UN and NGOs are present in the district:
 - » WFP: food distributions through KRO NGO
 - » UNICEF: WASH program, water supply through ANCC and education (CBE classes)
 - » WHO: supporting CHC with medicine and equipment through Baran NGO
 - » UNDP: Awareness raising sessions for the strengthening of governance, with construction of playground

Dividers

Connectors

Within a social group

Between social groups

Within a social group (bonding capital)

Between social groups (bridging capital)

Selection for individual aid/support (e.g. cash, shelter, provision of greenhouses)	Inclusion of women in the engagement process and establishment of a women's shura (due to cultural norms)	Mullah/Community elders	Ulma Shura		
Irrigation water schedule	Shared clinic facility			Masjid	Cemetery
Shared borewells	Shared borewells			CDC	District Office

Stakeholders and influence

Community Elders:

- Community elders are most powerful in the communities, having direct influence on all men, women, children, IDPs and returnees.
- Community elders have coordination with the District Governor, NGOs and Mullah.

INGO/NGOs:

- INGO/NGOs and UN agencies have influence on IDPs, Returnees and host community residents.
- Coordination with community elders and District Governor's office exists.
- Disconnection with Mullah.

Mullah:

- The Mullah has influence on men, women and minors.
- The Mullah and community elders have strong coordination link.

IDPs (including small number of returnees):

- IDPs and returnees are among the most vulnerable and have the least power.

Women:

- Women, particularly female-headed households, are very vulnerable and often controlled by or reliant on men, Mullahs, community elders and NGOs.

Men:

- Are influenced by district governor, community elders and Mullah.
- Have direct influence on minors and women.

Minors (Children):

- Unaccompanied minors in particular are subject to the control of the District Governor, men, women, Mullahs, IDPs, NGOs and the host community.

Host Community:

- Host community residents are mostly influenced by District Governor, community elders and NGOs.
- Host community residents have more power than minors (unaccompanied), IDPs and returnees.



NEEDS AND ASSETS

During the last phase of the 'assessing and understanding' phase of the workshops, community members discussed how the needs and vulnerabilities identified in the Problem Tree affect different social groups identified in the Stakeholder Analysis phase.

Community members considered how existing community assets and capacities could be leveraged to address the identified needs, before proposing actions.

A: Understanding Needs and Vulnerabilities

B: Identifying existing assets and capacities

Sector (based on MMICD)

**Mainstreaming Migration into International Cooperation and Development*

Needs and vulnerabilities

Most affected social group

Physical

Social

Education	Lack of functional schools and illiteracy among the population	All children and youth, some women
Employment	Scarcity of agricultural water Unskilled youth	Returnees
Health (including physical and mental health, access to food and water etc.)	Lack of fully functional health facilities (i.e. clinics) Lack of access to clean drinking water	All community members
Rural Development (including connection to city, infrastructure, transport, green and public spaces etc.)	Lack of paved roads; both main roads connecting to city and sub-roads.	All community members
Telecommunications and network connectivity	Shortfall in mobile phone coverage (Weshtan settlement does not have service)	All community members in Weshtan settlement
Safety and Security (including housing, psychosocial needs, community cohesion etc.)	Conflict and war have had a lasting impact on the communities	All community members

	The community is cohesive, allowing returnee, IDP and host community children to attend school together
Abundant agricultural land	Social cohesion allows in-migrants to own/use agricultural land General agreement to use some arable land for building check dams
One CHC available with limited supply and availability of staff, equipment, and medication Land for building water reservoir available	Shared and equal access to available health facilities and water supply points for all groups in the communities
Existing muddy/dirt roads, basic machinery (loader, drum trucks, etc.)	General agreement on providing personal land if intersects road alignment

Remaining needs and possible actions

<u>Natural</u>	<u>Human Capital</u>	<u>Economic</u>	<u>Remaining needs</u>	<u>Possible actions</u>
Potential for solar power in the future school building	Teachers are available, however classes are not conducted and teachers' do not receive salaries from the government or other supporting agencies		Construction of schools, provision of study materials. provision of teachers salaries	Build School Provide study materials and salaries to teachers and support staff
Natural location for check dam Highly fertile soil for sustained and consistent yields of high quality	Experienced farmers and labours		Agricultural water reserves to sustain farmers yields Skills building and market linkages	Construction of check dams TVET / Apprenticeship
Borewells at the depth of 70 meters can provide clean water	Skilled and unskilled labour	Private pharmacies are available MoPH supported BHC available in poor quality rental building Staff structure of MoPH for CHC & BHC available	A building for BHC at an accessible location Provision of sufficient medication and equipment to the existing clinic Maternal healthcare Access to clean water	Construction of one BHC building Sustainable solution to supply of enough medicine and equipment to CHC & BHC Construction of water supply system provision of a midwife
Stone, gravel, sand, soil, suitable weather condition for asphalt road	Skilled and unskilled labour		Financial resources	Construction of paved road (KDR to Ghorak)
Stone, gravel, sand, soil, suitable weather conditions	Unskilled labour	Demand for a working mobile network	Service providers consent	Activation of mobile network services
			Better securityt	

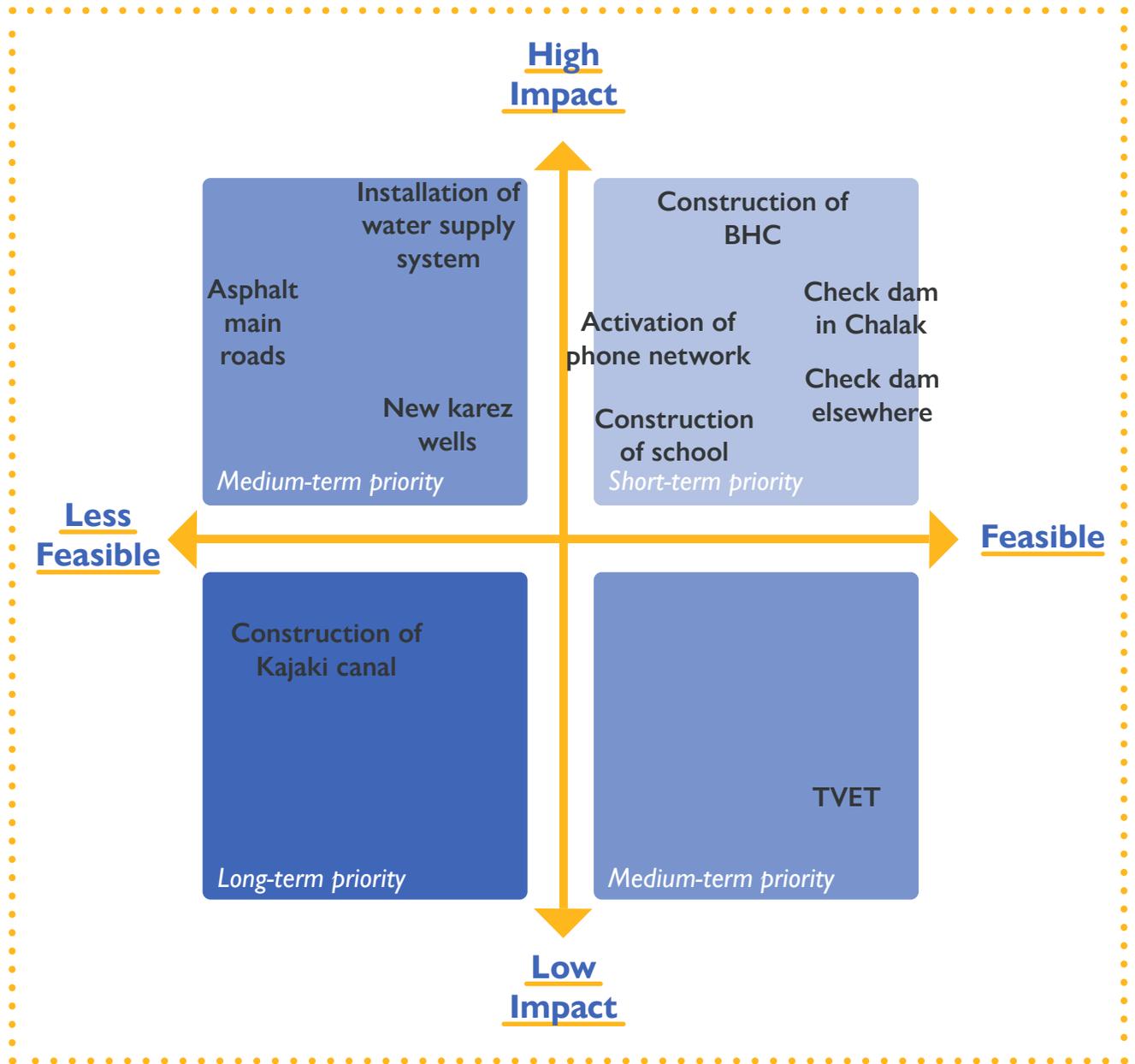
PRIORITIZATION MATRIX

After having identified all actions that would support the achievement of the community's strategy, community members prioritized actions based on their impact and feasibility.

Considerations to estimate impact included whether the action would support the most vulnerable, whether it would contribute to multiple objectives in an integrated manner, and how many people it would benefit among others.

Considerations to estimate feasibility included a reflection on the existing assets and capacities in the communities, the financial resources and time needed to implement the action, as well as long-term operation and maintenance needs.

Actions were divided into immediate-, medium-, and long-term.



CONCLUSION

The community engagement process led to the Community Strategy and the Community Action Plan (CAP) set out from page 8: A set of integrated, multi-sectoral projects and interventions to meet the needs of the community. The CAP was validated by the community members, both men and women.

.....

Community members have the most comprehensive understanding of their needs and interventions that can best address them, and direct engagement ensured their buy-in and ownership of the CAP. The CAP has been translated and handed over to the community, and is being used to guide future interventions.

IOM will move forward with a number of community identified projects, as set out in the CAP. The remainder will either be implemented by the community itself or referred on to partner agencies with specialist experience.





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