

MEMORANDUM

TO: Mr. Bartlett Harvey, D  
Mr. Albert Baron, Area Coordinator, HAVR

FROM: Charles Husick + C. Uyehara

SUBJECT: Organization of ~~Political Effort~~ <sup>to gain people's support</sup> in ~~Support~~ of the Shamalan ~~Project~~

While HAVA and U.S. officials recognize that the future of the Shamalan project depends on gaining the support of the people, HAVA has not organized a systematic campaign to win this support. Mr. Assifi, some Agricultural people and the Governor have undertaken individual efforts to explain the project and win support for it, but no coordinated campaign, using all the resources available to HAVA, has been undertaken or even designed. Such an effort is necessary if the Shamalan project is to gain the peoples' support.

The political effort needed in the Valley must reach four targets. These are: The Parliament, to insure the passage of the water law amendments; the traditional leadership or khans; progressive farmers; <sup>(and)</sup> the mass of the people.

The Parliament

It is agreed that without the passage of the amendments to the water law the project has no chance to win the support of the people. Up until now HAVA's efforts to organize support for these amendments have been sporadic at best. There are many resources in Kabul available to assist HAVA's efforts in gaining Parliamentary action on the amendments. However, no one has been given the responsibility of

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encouraging and coordinating the efforts of potential support<sup>eas of</sup> the amendments. These potential support<sup>ers</sup> include the Parliamentary delegation from the Helmand, former HAVA officials now serving in the central government such as Eng. Lalee and Dr. Kayeum, other members of the government, and delegations of farmers from the Valley in support of the project.

It is suggested that high HAVA officials be assigned, on a rotational basis, to spend a week in Kabul in the role of lobbyist. During this period the HAVA official would be responsible to contact individual members of Parliament to explain the need for the amendments, provide accurate information about the project to members of Parliament and the <sup>S</sup>government, encourage the members of the <sup>S</sup>government who support the project to undertake efforts on behalf of the amendments and coordinate these efforts, maintain current intelligence on the amendments' position in the legislative process and <sup>the</sup> support or <sup>opinion</sup> opposition for them, assist farmer delegations in seeing the right people.

The official<sup>S</sup> assigned to this role could work out of the HAVA office in the Ministry of Planning. The members of this office should provide staff support and continuity.

### Traditional Leadership

It is in this area that HAVA has made its greatest efforts and met the strongest opposition to the project. Both Governor<sup>S</sup> Safi and Reza have been in contact

with the Khans. These efforts must continue because the Khans are key decision-makers in the Helmand area. They must be provided with accurate information about the project and be given reasons to support it. (These can and should be both positive, increased production, and negative, avoid the enforcement of the present water law). Because of their standing in the Valley, the responsibility for convincing the traditional leadership of the benefits of the project will remain with the Governor supported by his staff.

### Progressive Farmers

In any community there are people more aware of the need for change and willing to accept change than are the mass of the people. In the Shamalan these people must be identified and used to convince the rest of the people of the benefits of the project. The project area should be divided into villages. Within each village the more progressive farmers should be identified. This can be done by the extension agents working in the Shamalan. From each village a list of ten or who have previous experience twenty people receptive to new ideas should be prepared. These people should then be contacted and be given a detailed explanation of the project, how it will be implemented and the benefits they will receive from it. A major effort should be made to win their active support. The farmers who do decide in favor of the project should be requested to return to their villages and discuss the project with their friends. They should become a source of accurate, reliable information about the project to the people in their village. They can also provide HAVA with a source of feed back from the mass

of the people. Regular meetings will have to be held with these men to insure their continued support and provide them with accurate information on the current status of the project.

The responsibility for briefing the progressive farmers on the project will rest on the second level of HAVA officials, Mr. Assifi, ~~and~~ Mr. Zici<sup>A</sup>, and their staffs. HAVA should be prepared to listen to the progressive farmers as well as talk to them. If the farmers uncover legitimate objections to some phase of the project or provide suggestions concerning its implementation, HAVA must be flexible enough to consider their suggestions and move to meet their objections.

#### The Mass of the People

The decision to support or not support the project will not be made by the mass of the people. This decision will be made for them by their leaders. This does not mean, however, that these people can be ignored. They must understand the project and what it will mean to them if we expect to receive the active cooperation we will need for the success of the project. They can also influence their leaders if they understand and support the project.

To reach these people a coordinated public information campaign must be undertaken. This campaign should be designed not to gain an active commitment from the people (although it would be nice if it could) but to create within them a favorable impression of the project. This will make the decision to go ahead with the project easier for the decision-makers and in fact pressure them to decide

in favor of it. This campaign will also assure the support of the project by the mass of the people once the decision to go ahead is made.

HAVA with limited outside assistance has the capability to carry out this type of information campaign. The assistance needed can be provided by AID's Communication Media office.

### Political Coordinator

The program outlined in this paper will involve almost everyone in HAVA. Most of <sup>them</sup> ~~the~~ on a part-time basis ~~as HAVA officials now have more responsibilities than they can carry out~~. However, the coordination of this campaign is a full-time job. A competent, sensitive HAVA official must be assigned the full-time responsibility to act as Political Coordinator for the Shamalan. It would be ideal if he could work out of the Governor's office as a special assistant. Whatever organizational method is decided upon, the Political Coordinator must be free to work on his job all the time and be able to call for support on any part of the HAVA organization.

The need to win the support of the people for the project is recognized. One method of gaining this support is outlined in this paper. It is urgent that a campaign plan be agreed upon and implemented as fast as possible.