

Report to  
The Donner  
Foundation

## **Rotary School ~ Jalalabad, Afghanistan**



Dedicated  
March 13, 2004

Submitted by  
Stephen R. Brown  
April 2004



## Table of Contents

1. Executive Summary .....	1
2. Partners and Collaborating Organizations.....	4
3. Fundraising for the Rotary School – Jalalabad.....	6
4. Related Web-links.....	7
5. Outcomes: Comparison to Original Proposal.....	7
6. Outcomes: Projects Resulting from Project.....	9
7. Future Plans.....	12
Key.....	12
Attachment A : Photos (CD Photo Disk and DVD Video Disk).....	13



## Executive Summary

In 2002 The Donner Foundation (TDF) awarded \$50,000 in grant funds to the La Jolla Golden Triangle Rotary Club Foundation (LJGTRCF) to assist in the development of a primary school for girls and boys in Nangarhar Province, Jalalabad, Afghanistan. This report summarizes the events and outcomes that occurred since the grant's inception, up to and including the School's dedication ceremony in March 2004.

At the time that our grant application was being considered by TDF, we had \$45,000 in cash and pledges in account. The \$50,000 TDF grant assured us sufficient funding to proceed with the development of the school. Upon receiving word of the TDF award, Fary Moini, Flouran Wali and I traveled to Afghanistan at our own expense in November 2002, to begin the detail work for the development of the School. Pakistani Rotarian Zamarud Shah assisted us.

During this trip we met with government officials in Kabul who represented various Ministries of the central government, and with officials in Nangarhar Province, including the Governor and Minister of Education. We also met with officers of the US Army's Civil Affairs division Provisional Reconstruction Team (PRT), with whom we developed a valuable liaison. Everyone was thoroughly encouraging and cooperative. The Governor donated land for the School in an area where there was no school, and where refugee families are returning in large numbers. He



recommended that we meet with representatives of the Abdul Haq Foundation (AHF), to secure their assistance with this project. We established a vital working relationship with AHF. They arranged for the School's groundbreaking ceremony, and were the on-site oversight consultants throughout construction. We were able to attend and helped to host the Governor, officials and dignitaries, PRT members, village elders, students, parents, and local media.



Upon our return to the US, the School's architectural drawings were refined into detailed plans and specifications by Faiz Kidwai, a Rotarian architect in Pakistan collaborating with Rick Clark, the San Diego Rotarian architect who prepared the original plans. The School plans were then forwarded to AHF, who detailed cost estimates for the project: 14 classrooms, a medical clinic, a multipurpose room, a library and an administrative office would cost approximately \$155,000. The balance of 6 classrooms would cost \$55,000. Accordingly, we requested that the School be built in phases, with the final six classrooms not constructed at this time.

We learned that boys and girls in grades K-2 could attend school in the same facility without being segregated from each other. If demand was sufficient, Phase 1 could be run in two shifts. Classrooms are built to hold 50 students each; thus Phase 1 has a capacity of 700 students per shift, or a total capacity of 1,400 students for two shifts.

More funds were necessary to complete construction. In addition to the \$95,000 previously referenced, Rotarians raised \$60,000 for construction and \$30,000 to equip the facility. A match by The Rotary Foundation (TRF) provided \$15,000 more toward equipment (TRF will not fund construction.).

Construction began in late winter 2002; Phase 1 was completed in March 2004. The Project was completed for the amount estimated by AHF, based upon their review of the final plans and specifications. The School was dedicated on March 13, 2004. The ceremony was attended by San Diego Rotarians Steve Brown, Fary Moini, Steve Spencer, Farid Saydee and Pakistani Rotarian Zamarud Shah. Dignitaries in attendance included the Afghan Deputy Minister of Education, the Nangarhar Governor, members of PRT, village elders, parents, local media, and over 700 students who are now attending the school.

Currently we seek funding to build Phase 2: A middle school and a high school. We are very pleased to report no difficulties in the development of Phase 1. The Afghan people are cooperative, a pleasure to work with, and most appreciative of our efforts. At the School dedication, the Governor commented that he believes this facility is the best primary school in the

entire country of Afghanistan. Our School is a project on the same scale as the school projects of Japan and Germany.

The Donner Foundation is significantly impacting the quality of life in Jalalabad. The School would not be possible without The Foundation's generous donation, and six projects that have resulted from our presence in Nangarhar Province would simply not exist.

Thank you as always for your support.

Very truly yours,

Stephen R. Brown  
President  
La Jolla Golden Triangle Rotary Club Foundation



## Partners and Collaborating Organizations

The development of this School has been a project of the **La Jolla Golden Triangle Rotary Club (LJGTRC)**. The **La Jolla Golden Triangle Rotary Club Foundation (LJGTRCF)** raises and administers funds for LJGTRC projects.

LJGTRC members **Steve Brown** and **Fary Moini** have had primary responsibility for the School's development. They traveled with **Flouran Wali** (see p. 5) to Afghanistan in November 2002 to detail the development of the School. They met **in Kabul with representatives of the central government's Ministry of Foreign Affairs, Ministry of Education, and Ministry of Public Health**. They spoke with representatives of **Save the Afghan Children**, an NGO involved in the development of schools in Afghanistan. All Afghan government agencies were very encouraging to development of the project: They pledged their support as necessary.

While in Kabul, Steve, Fary and Flouran met with **Colonel Dolder**, officer for the **US Army Civil Affairs** operations in Afghanistan. Colonel Dolder advised that his Civil Affairs team is stationed in Afghanistan to help NGOs perform operations and development. He arranged for his **Provision Reconstruction Team (PRT)** to assist the Project.

In Jalalabad, Steve, Fary and Flouran met with the **Governor of Nangarhar Province** regarding the School's development. Rotarians in Pakistan arranged this meeting; three of them attended. The Governor fully supported the School project. He noted that thousands of refugee families were returning to an area just outside Jalalabad, where the government had set aside land for their resettlement. He advised that no permanent school was available in the area, and that he would provide land for our School if we built it there. At that time over 400 boys and girls were attending school in two UNICEF large tents.



Steve, Fary and Flouran also met with **Nangarhar's Minister of Education**, who reviewed the School plans and deemed them acceptable. The Governor suggested that we work with the **Abdul**

**Haq Foundation (AHF)** to develop the project. Steve, Fary and Flouran met with the AHF Executive Director and Mr. Ishaq, who agreed to provide the services required. Mr. Ishaq was educated in the US, and holds an engineering degree. He communicates well, has excellent computer skills and ready access to e-mail. He is a true gentleman who cares deeply for his country.

After the November trip, Steve contacted **Rotarian Faiz Kidwai**, an architect in Pakistan. He agreed to detail specifications on the School plans. This work was accomplished over several months with Steve and **LJGTRC Rotarian Rick Clark**, who had prepared the original drawings.

AHF detailed a project budget: The entire project would cost over \$200,000. We learned that girls and boys in grades K-6 could attend the same facility and need not be separated. The School could be run in shifts to double its capacity. Accordingly, we decided to build 14 classrooms, the medical clinic, the multipurpose room and the administrative offices, providing for 1,400 students and accomplishing our K-6 education objectives.

Government representatives in Kabul advised us that our facility as designed could not accommodate adult education. Handled by a different Ministry, it had to be located in a separate facility. We changed the concept and modified the design: The large hall in the plans (“Adult Education Facility” became a multipurpose room.

Once plans were finalized and reviewed by the Nangarhar Minister of Education, construction began. The facility was completed in a year. There were minor delays caused by rains and by competition for labor during the peak of the harvest season. Pakistani Rotarian **Zamarud Shah** traveled between Peshawar, Pakistan and Jalalabad regularly to report on construction to LJGTRC. He sent digital photos by e-mail, and LJGTRCF wired funds to Mr. Shah as progress payments to be delivered to AHF.

In December 2003, Rotary Volunteer **Fary Moini** returned to Jalalabad to oversee the final stages of construction from December 2003 through the School’s dedication ceremony in March 2004.

**Flouran Wali** and her NGO employer **Relief International (RI)** assisted the Project. Flouran is Afghan, and for many years lived in Southern California. In 2002 she was a local representative of the Afghan government; Steve arranged for her to accompany him and Fary to arrange necessary meetings with Afghan officials. Upon her return, Flouran began work with RI in Los Angeles, and now works in their Kabul office. She visited the School site as construction progressed, and reported its progress to LJGTRC. RI recently agreed to equip the School library with shelves and books; Steve and Fary met with RI principals in their LA office regarding this.

The **US Army PRT** visited the School site often. They took digital photos and reported on progress, but most significantly they arranged for 1,000 student armchair desks to be built for the School. Seven hundred of these desks now equip the primary School; 300 are stored, awaiting the development of a middle school and high school on site. PRT also arranged for teacher desks and chairs. Finally, PRT installed a water well and pump at the site, and installed an electric pump to automatically transfer water to a cistern placed on the School’s roof. The School has indoor restroom facilities with clean water.

In March 2004, Steve and Fary met with **PRT** at their Jalalabad Army base. They noted that the School is the finest project of any NGO operating in Nangarhar Province. They want continuing involvement in this Project, if further stages occur. **LJGTRC** has a proven track record and excellent working relationships with local officials. PRT (below) stands by ready to help.



**The Rotary Foundation (TRF) of Rotary International** funded a matching grant to equip the School: sports courts, administrative office equipment, classroom storage and many other items. LJGTRC has since learned from Nangarhar’s Minister of Education that adult education and community forums can be held at the School. Accordingly, the multipurpose hall will be used for the primary School, adult education and community forums. TRF funds will equip multiple purposes, including equipping the medical clinic.

**The Afghan government** will fund the operation and maintenance of the School, and pay the teacher salaries.

**The San Diego media** provided substantial coverage of the Project, which in turn assisted LJGTRCF fundraising. **Rotary International** provided detailed coverage through various publications. Even a US Military publication covered the Project and the role of the US Army Civil Affairs team in facilitating the School’s development.

The most meaningful assistance was the \$50,000 contribution from **The Donner Foundation**. Were it not for that lead gift, the Project could not have gone forward.

### **Fundraising for the Rotary School—Jalalabad**

Initially it was difficult to estimate the exact costs of developing a school in Afghanistan. The Project was conceived shortly after the fall of the Taliban. Prior to their regime, the Soviets controlled the economy for many years. Rotarians in neighboring Pakistan provided rough construction cost estimates, but it was not possible to obtain construction bids in Afghanistan. In fact, projects in Afghanistan that were developed by large UN or US agencies included substantial overhead in their budgets to buffer unknown costs. With confirmation of the \$50,000

award from The Donner Foundation, LJGTRC members were assured that we could develop a facility of consequence. Still, we knew that further funds would be needed.

LJGTRC member Jan Percival arranged substantial coverage in the San Diego media. Steve and Fary made numerous speaking engagements, and arranged Rotary International publicity for the Project. Over 400 donations resulted, the largest received as follows:

\$50,000	The Donner Foundation
\$30,000	Rotary Afghan Refugee Relief Effort Committee
\$10,000	Steve Brown
\$10,000	Fary Moini, Lifetime Channel Women of Achievement Award
\$10,000	Robert Spaulding

**\$110,000      Gifts from Major Donors**

The balance of funds necessary to complete the facility's \$155,000 construction cost -- \$45,000 -- was received from individual donors via smaller contributions. An additional \$45,000 was raised to furnish the primary School (and the middle school and high school, if built): \$15,000 came from The Rotary Foundation as a 50% match to \$30,000 in contributions by individual Rotarians.

### **Related Web-links**

La Jolla Golden Triangle Rotary Club international activities and Steve Brown's involvement:  
[www.SteveBrownRotary.com](http://www.SteveBrownRotary.com)

Steve Brown journal, Afghanistan, March 2003:  
<http://www.rotary5340.org/foundation/alumni/steve/index.htm>

At <http://stevebrownrotary.home.sprynet.com/>

- Fary Moini return to San Diego, March 2004 (tv video): [CBS Video](#) and [ABC Video](#)
- Nangarhar University Computer Center: [Afghanistan University Computer Project](#)
- Rotary School of Jalalabad: [Rotarian Magazine Article](#) May 2003, [Photos of Construction Progress](#) and [Jalalabad Rotary School Project](#)
- San Diego Jalalabad Sister Cities: [Sister Cities--San Diego-Jalalabad Afghanistan](#)
- Steve Brown journal, Afghanistan, November 2002: [Afghanistan Trip November 2002](#)
- US club efforts revitalize education in Afghanistan:  
<http://www.rotary.org/newsroom/main/news01.html>

Rotary International: [www.Rotary.org](http://www.Rotary.org)

### **Outcomes: Comparison to Original Proposal**

The original proposal was submitted to The Donner Foundation through Stephanie Hansen in June 2002. Supplemental correspondence from Steve Brown to Bill Alpert addressed additional information (09/13/02). The amended proposal provided a K-6 educational facility for boys and girls: 20 classrooms for boys and girls, separated by individual courtyards, with administrative offices between the two courtyards. It was anticipated that each classroom could hold 50 students.

A small medical clinic, and a vocational training facility were also drawn. Rotarians in Pakistan estimated the facility's cost at US\$112,000.

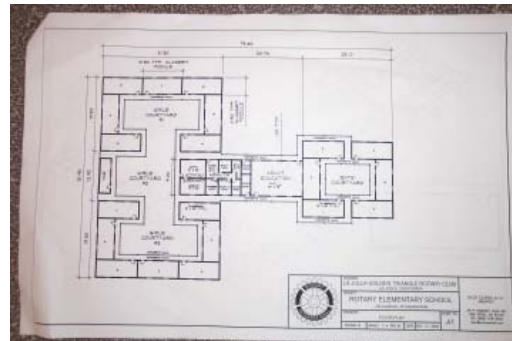
After meeting with local Afghan officials, we decided to build the facility in phases; Phase 1 was 14 classrooms. Instruction could occur in shifts, responding to increases in the K-6 student population. With that revised configuration, 14 classrooms could accommodate 1,400 students vs. the 1,000 originally projected. Currently 750 students attend the School in Phase 1, and refugee families continue to relocate to the School's immediate vicinity.

Conflicting information was received regarding the operation of a vocational training facility for adults in the same structure where primary students receive education. Nangarhar Province's Minister of Education advised that adult education could occur in the School's multipurpose room. The Pakistani architect had integrated the room into the School more thoroughly than was designated in the original drawings; however, it has sufficient ingress and egress to be used by groups without disrupting the facility's K-6 education. Six classrooms on the right side of the

**Revised Plan**



**Original Plan**



drawings are projected for Phase 2, a middle school and a high school (subject to funding).

At the time of the supplemented proposal, LJGTRC believed that Hope Alliance (HA) would equip the facility's medical clinic. Over time it was apparent that HA wanted a full service medical outlet, not a small School clinic. Too, the primary HA contact could not provide the attention necessary to develop the clinic. LJGTRC decided to assume all responsibility for developing and equipping the clinic, which had been in the facility's initial plans and thus was not adversely impacted by HA's departure from the Project.

Originally, the School's student and teacher desks and chairs were to be funded by Rotarian donations and a 50% match from The Rotary Foundation. However, Steve and Fary learned from PRT that they would provide desks, chairs and a well for the School. Accordingly, funds from Rotarian and TRF sources will provide additional furnishings for the School: equipment and supplies for the School clinic, items for the adult education hall, cabinets for all of the rooms, a small kitchen, sports courtyards, sports equipment and some landscape features. These funds are restricted and cannot be used for construction.

Cost estimates were difficult to obtain and largely inaccurate until plans and specifications were finalized. AHF's budget (Table 1) and supporting spreadsheets for this Project were invaluable. With a total Project cost of US\$208,213 (including management support), Phase 1 was projected to cost US\$156,159, and Phase 2 US\$ 52,053. The estimate for Phase 1 proved accurate.

**Table 1. Project Budget**

Description	Cost ( Rs )	Cost USD
Material Cost	7641959	132904
Skilled Labor Cost	1660688	28882
Unskilled Labor Cost	1103132	19185
Hand tools Cost	53190	925
Water Supply	123200	2143
Electricity Extension Cost	301676	5247
Administrative Cost (10%)	1088384	18928
<b>Total Cost</b>	<b>11972229</b>	<b>208213</b>

The original proposal projected completion more quickly than was accurate. Variances resulted from the several months' delay incurred in finalizing detailed plans for the Project. The original plans were architectural drawings prepared by a Rotarian in the US. Lack of familiarity with local building materials and requirements necessitated that detailed plans and specifications be prepared locally. Further, the availability of a consistent workforce was an unknown factor when the original submissions were made. Nonetheless, construction began (photo, February 5, 2003).



Construction was completed in a little over 13 months; the School was dedicated on March 13, 2004. The outcome is identical to what was originally proposed: A facility to educate over 1,000 K-6 girls and boys, an adult education facility, and a medical clinic. It cost more than originally contemplated, but funds were raised to build and furnish the facility. The Project took longer to develop than originally estimated, but the outcome is one of the finest facilities in the entire country of Afghanistan.

### **Outcomes: Projects Resulting from the Project**

The Donner Foundation's gift for the School caused LJGTRC Rotarians to travel to Jalalabad to detail its development (November 2002). Other projects resulted from that trip. Steve, Fary and Flouran met administrators at **Nangarhar University** (NU). Department heads and the

Chancellor detailed NU's lack of meaningful resources. Its primary problem was isolation from the rest of the world. The majority of international relief resources were directed to Kabul. NU, its 4,000 students and 250 faculty received little if any assistance. Outcomes from that visit:

- **Books for Nangarhar University:** World Book Encyclopedias, biology text and reference books on agriculture in developing nations, 100 college math textbooks, 100 English as a Second Language training books and sufficient English dictionaries for every student and professor at NU. A shipment of 100 boxes of medical books to NU Medical School is in progress. The US Army arranges for delivery of the books.
- When San Diego philanthropist John Moores heard about LJGTRC's successful efforts in Jalalabad and was asked to assist NU, he provided half the funds necessary to establish a **Satellite-based Internet Computer Lab** for the faculty. Steve Brown provided the balance of funds. Rotarian Steve Spencer, a San Diego State University (SDSU) professor who oversees distance learning programs, traveled to Afghanistan in March 2004 to establish use of the lab. SDSU President and Rotarian Steve Weber is considering ways to provide distance learning through SDSU's academic program with the computer lab, and further develop collaborative arrangements between SDSU and NU.



- In the November 2002 trip to Afghanistan, faculty and students clearly wanted more opportunities to learn English. In December 2003 Fary Moini conducted **English Language Instruction** at Nangarhar University (NU). In the March 2004 trip, Rotarian Farid Saydee, an Afghan who speaks five languages, spent one month at NU teaching in the University's ESL programs. SDSU President Weber intends to find ways that his University's extensive ESL program can benefit NU.

- Rotary's **Group Study Exchange (GSE)** program brings professionals from one part of the world to another for a one month vocational experience. During the March 2004 trip, 29 professionals were interviewed by Steve and other Rotarians so that six candidates could be selected to spend time in San Diego for discipline-specific professional development and relationship building. Three physicians from Nangarhar Medical School, two ESL professors from Nangarhar University (NU), and the head of the NU Agriculture Department have been recommended for this program.
- The formation of a **San Diego-Jalalabad Sister Cities** relationship was approved by the City of San Diego City Council International Affairs Board on April 21, 2004. The Mayors have exchanged letters of friendship and intent, and have established Sister Cities Committees of over 20 members apiece to consummate this relationship. It is anticipated that the relationship will be fully established by July 2004.



- Relief International is developing the **Afghan Women's Development Center** in Jalalabad to provide vocational training and guidance to Afghan women who have missed the educational cycle. With LJGTRC contacts facilitating from Jalalabad, the Encinitas La Costa Rotary Club contributed \$14,500 – joined by a \$1,000 gift from LJGTRC and a 50% match from The Rotary Foundation – to equip this facility.

Although none of these projects relate directly to the Rotary school in Jalalabad, there is no doubt that they would not exist were it not for The Donner Foundation's initial gift.

## **Future Plans**

The future is a little brighter for 1400 Afghan refugee children in a resettlement near Jalalabad. A primary School has opened, and they now attend regular classes in an indoor facility with school supplies, an administrative staff, a medical clinic, and sheltered courtyards. The principal has asked for more funding -- a hallmark of principals everywhere -- in this instance to purchase bicycles for his faculty, who travel long distances to reach the School.

But the vision is short-term. After a boy or girl has completed education at the primary School, there is no middle school and no high school within walking distance. Even if there were, the Afghan Minister of Education advises that only a fraction of students who complete 6th grade will complete 12th grade, as is true for the educational systems of most developing countries. The development of a middle school and high school will begin to mitigate this factor for the students at our primary School.

The projected refugee population for the immediate vicinity of our School is 6,000 families, each with at least one child and generally more. LJGTR is addressing postsecondary education by facilitating collaborative programs between Nangarhar University and San Diego State University. Students who would attend grades 7-12 have the needs that are still unanswered.

We are committed to the children of Afghanistan. We will seek funds and means to develop an educational pipeline -- the former pipeline irreparably damaged by 30 years of war -- that will allow those who are able to attain the education necessary to secure a good living, and improve the quality of life for their families and their people.

## **Key**

AHQ	Abdul Haq Foundation
GSE	Group Study Exchange
HA	Hope Alliance
LJGTRC	La Jolla Golden Triangle Rotary Club
LJGTRCF	La Jolla Golden Triangle Rotary Club Foundation
NU	Nangarhar University
PRT	Provisional Reconstruction Team
RI	Relief International
RI	Rotary International
SDSU	San Diego State University
TDF	The Donner Foundation
TRF	The Rotary Foundation

**Attachment A**

**Photos  
(CD Photo Disk and DVD Video Disk)**



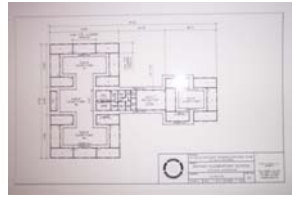
1 Afghan Refugee students in Pakistan



2 Tent school at site Jalalabad, Afghanistan



3 school rendering



4 Detailed plans



5 Groundbreaking Nov 2002



6 Construction begins Spring 2003



7



8



9



10



11 Water well provided by US Military



12



13



14



15



16



17



18



19



20



21



22



23



24



25



26



27



28



29



30



31



32 Ceiling fan



33



34 Ribbon Cutting



35 Dedication Ceremony March 13, 2004



36



37



38



39



40



41



42