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# STABILITY IN KEY AREAS (SIKA) - EAST

QUARTERLY REPORT  
REPORTING PERIOD  
**MAR 8- 2012–JUN 30-2012**

Contract Number: AID-306-C-12-00002

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## 2<sup>ND</sup> QUARTERLY REPORT

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Contract Number: AID-306-C-12-00002

**Submitted to:**

USAID Afghanistan

**Prepared by:**

AECOM International Development

**DISCLAIMER:**

The authors' views expressed in this document do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## ACRONYMS

AAG	APPF Advisory Group
APPF	Afghan Public Protection Force
ASI	Afghanistan Stability Initiatives
ASOP	Afghanistan Social Outreach Program
CB	Capacity Building
CD	Community Development
CDC	Community Development Council
CERP	Commanders' Emergency Response Program
COM	Chief of Mission
CSO	Civil Society Organization
CSP	Community Stabilization Plan
DCC	District Community Council
DCOP	Deputy Chief of Party
DDA	District Development Assembly
DDAI	Development Alternatives Inc
DE	District Entity
DFPO	Deputy Filed Program Officer
DG	District Governor
DPP	District Project Portfolio
DSF	District Stability Framework
DSM	District Stability Matrix
DSO	District Stability Officer
DST	District Support Team
DSU	District Support Unit
DT	Development Transformations
ESG	Engineering Support Group
FGD	Focus Group Discussions
FP	Facilitating Partner
GIRoA	Government of the Islamic Republic of Afghanistan
GuC	Grants under Contract
ICT	Information & Communication Technology
IDI	In-Depth Interview
IDLG	Independent Directorate for Local Governance
INGO	International Non-Governmental Organization
IR	Intermediate Result
IRC	International Rescue Committee
IRD	International Relief and Development
ISAF	International Security Assistance Force
L/SPC	Logar Service Provider Catalogue
LCP	Local Compensation Plan
LOP	Life of Project
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MoCIT	Ministry of Communication & Information Technology
MOWA	Ministry of Women Affairs
MRRD	Ministry of Rural Rehabilitation and Development
NABDP	National Area Based Development Program

NGO	Non-governmental Organization
NSP	National Solidarity Program
OIG	Office of Inspector General
OSC	Overseas Strategic Consulting, Ltd.
OTI	Office of Transition Initiatives
OTO	One Time Only
PCN	Project Concept Note
PDSP	Provincial Department Service Profile
PE	Provincial Entities
PG	Provincial Governor
PMP	Performance Management Plan
PMU	Provincial Management Unit
PRRD	Provincial Rural Rehabilitation Department
PRT	Provincial Reconstruction Team
PSU	Program Support Unit
RAMP-UP	Regional Afghan Municipalities Program for Urban Populations
RC-E	Regional Command – East
RFP	Request for Proposals
RFQ	Request for Quotation
RRD	Rural Rehabilitation Department
SAM	Stability Analysis Methodology
SIKA	Stability in Key Areas
SOI	Sources of Instability
SPC	Service Providers Catalog
SSI	Stability Success Inventory
TA	Technical Assistance
TI	Technologists, Inc.
TIN	Tax Identification Number
TIP	Trafficking in Person
TNA	Training Needs Assessment
TOT	Training of Trainers
USAID	United States Agency for International Development
USG	United States Government
USGS	United States Geological Survey
VCN	Village Communication Network

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## BACKGROUND

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The second Quarterly Report for the Stability in Key Areas (SIKA)–East Program, serving the Government of the Islamic Republic of Afghanistan (GIROA) in partnership with Ministry of Rural Rehabilitation and Development (MRRD) and funded by United States Agency for International Development (USAID), for the period of March 8 through June 30, 2012, summarizes the activities undertaken during the reporting period and details the progress made towards achieving program goals.

## STATEMENT FROM THE SENIOR MANAGEMENT

Major event in this quarter was being granted permission to begin roll out as a pilot program in two districts, Baraki Barak and Sayedabad. After months of delay in the implementation due to the absence of the Implementation Letter (IL) between USAID and MRRD, SIKA-East launched its program in late May/early June with kick off meetings in the provincial capitals of Logar and Maidan Wardak. While the ability to begin program implementation in Baraki Barak and Sayedabad was a welcome development allowing SIKA-East personnel to begin working in earnest with targeted districts and local communities, the absence of approval to begin full program implementation has meant that SIKA-East implementation has lagged substantially behind what was initially foreseen in the Work Plan and Performance Management Plan (PMP). Our hope is that an Implementation Letter will be signed in the near future between MRRD and USAID and SIKA-East will begin rolling out in the remaining priority districts.

## EXECUTIVE SUMMARY

Major activities and achievements during this Quarter were born to fruition by SIKA-East, and in full coordination with MRRD. MRRD has played an active role in project planning and district rollout preparation, most notably during the meetings with MRRD's SIKA Chief Coordinator in March and April, 2012.

Throughout March, SIKA-East worked on completing the revisions of the original Work Plan, taking into consideration the comments received from USAID and MRRD. The revised Work Plan, along with an updated Gantt chart reflecting new timelines for deliverables, has been submitted to USAID for further and final review.

SIKA-East senior staff participated in a number of meetings organized by USAID/Office of Transition Initiatives (OTI) that involved other implementing partners working on stability programs here in Afghanistan. One such event was the District Stability Framework (DSF) Summit at the Development Alternatives Inc. (DAI) office in Kabul. The 1-day event was designed as an opportunity to share lessons learned on the implementation of DSF in Afghanistan and to discuss future plans related to modifying and using the DSF tool at the district level. SIKA-East IR1 presented SIKA plans for adapting the DSF methodology and discussed how to capture and integrate valuable feedback from Afghan colleagues and practitioners into this process.

In April, the Provincial Management Unit (PMU) heads and their key staff moved to their offices in Logar and Wardak Provinces to accelerate the operational start-up. To ensure full integration with MRRD, the SIKA-East teams will work together with MRRD to be fully integrated with the provincial RRD offices, while the district staff will work out of the allocated office space in the district governor compounds.

SIKA-East initiated a comprehensive training effort to prepare its field staff to facilitate stabilization work sessions. All newly recruited field personnel and Kabul-based staff participated in regular weekly workshops on the SIKA structure and programming, and the Stability Analysis Methodology (SAM). Moving forward, SIKA-East plans to significantly expand its effort by providing training and regular orientations to colleagues from the other SIKAs, as well as to MRRD and other government counterparts who play a role in SIKA programming at provincial, district and community levels.

In the month of May, SIKA-East reached an important milestone - the development of a community-friendly SAM adapted from the District Stability Framework (DSF). The modified tool is significantly streamlined and adapted to the cultural and social context of Afghanistan, while still retaining the fundamental analysis required to distinguish between needs-based development and stabilization programming. It also relies heavily on the language and local examples that resonate with local communities.

During this quarter, SIKA-East began program implementation with its launch in the provincial capitals of Logar and Maidan Wardak. The launch meetings, held at the offices of the Provincial Governors, introduced SIKA-East to provincial leadership and senior government officials. The program launch in both provinces was extremely well received, with meeting attendees thanking the Provincial Rural Rehabilitation and Development (PRRD) representatives and SIKA-East and offering their full support to the program.

Throughout the quarter, efforts included developing processes for engagement with District Development Assemblies (DDAs), CDCs, CDC Clusters, District Governors, MRRD/NSP counterparts; as well as designing templates and formats for *Hawza* and District Stability Plans and District Project Portfolios (DPP).

SIKA-East contributed to the first Monitoring & Evaluation (M&E) Summit, and hosted the first "M&E Community of Practice" meeting at SIKA-East Kabul offices. The Summit was extremely productive, resulting in an agreement on a common instrument that will establish a baseline of the overall stability picture in the SIKA districts. The meeting was also an excellent opportunity for USAID and Implementing Partners working on stabilization programs to exchange practices and agree on future cooperation.

In June, SIKA-East continued its rollout with a program launch into the Logar Provincial Capital of Pul-e-Alam. SIKA-East cooperatively worked with MRRD in preparing the district rollout, and providing advice and expertise as the program moved forward with implementation into designated districts of Logar and Maidan Wardak. Preparations included completing the Logar Service Provider Catalogue (L/SPC), training field staff, and developing an engagement plan for introducing the SIKA program at the provincial and district levels. To facilitate the rollout, the Program Support Unit (PSU) developed a process map outlining the implementation activities required during the next phase of the program.

The Operations Unit secured the needed infrastructure at the provincial levels to support project activities and streamline work processes, and completed improvements on the Kabul guesthouses and office buildings. With the completion of the three buildings, the Kabul operations are now operational at the Wazir Akbar Khan location. SIKA-East PMUs for Logar, Paktya, Ghazni, and Maidan Wardak developed relationships with their PRRD counterparts and agreed to the full integration of SIKA-East staff into existing PRRD offices.

Security personnel oversaw upgrades to security infrastructure in the new office and guesthouse compounds, and refined standard operating procedures. A contract was signed with the Afghan Public Protection Force (APPF), ensuring that all venue security for SIKA-East will be handed over to Afghan partners.

## ACCOMPLISHMENTS

During the second quarter, the implementation phase in the first two pilot districts, Sayedabad of Maidan Wardak and Baraki Barak of Logar province was rolled out with SIKA-East completing the first three rounds of *Hawza* meetings. During these sessions, joint MRRD and SIKA-East teams assisted *Hawza* leaders and other influential community members from various parts of Baraki Barak and Seyedabad in engaging in a constructive discussion about local dynamics and identifying main challenges to stability in their respective areas. The sessions resulted in the participants proposing concrete solutions to the identified sources of instability to ensure that the entire process, from analysis and planning to the implementation, remains fully community driven.



SIKA-East management is currently taking stock of the sessions, and reviewing the *Hawza* Stability Plans (HSP) resulting from the workshops, before moving onto the development of the District Project Portfolio (DPP). In consultations with social organizers, SIKA-East continues to adapt the facilitation method to ensure that the target audience understand and embrace the effort to strategically plan stabilization interventions in their communities and learn how stability-based programming can complement other, more traditional types of development.

While SIKA-East team provided significant leadership in the initial sessions, MRRD Social Organizers are increasingly taking more active role in the process. SIKA-East will continue working closely with their government counterparts with the aim of enabling them to ultimately conduct these workshops independently.

Throughout the reporting period, persistent security incidents, including frequent air strikes and night raids resulting in civilian casualties in Baraki Barak have created numerous challenges for both the facilitation teams and program participants. Due to volatile situations in both districts and the increasing presence of foreign insurgents, community elders requested that the sessions be held at the provincial capitals, where they said they felt safer. Despite the challenges, the meetings consistently drew broad participation, including from some of the most insecure and neglected areas of the districts, such as Shah Mazar in Logar or Sheniz Sofla in Maaidan Wardak, as well as representatives of the local youth associations and associations of the disabled.

**Logar Provincial Launch** - On May 29<sup>th</sup>, SIKA-East marked the launch of the implementation phase of SIKA in Logar Province. The meeting, held at the office of the Provincial Governor in Pul-e-Alam, introduced the SIKA program to the local leadership and senior Government officials.

The program launch was well received and attended by following senior officials:

- Mr. Tahir Khan Sabari Logar Provincial Governor,
- Engineer Abdul-Rahmani PRRD Director
- Mr. Haji Mohibullah Head of Baraki Barak DDA
- Mr. Haji Shah Wali Khan Head of Pul-e Alam DDA
- Mr. Abdul Matin Jaffar Director of Head of Education Department,
- Mr. Basir Sabir Policy Director of Independent Directorate of Local Governance (IDLG)
- Mr. Shafiar Popal Director of Culture and Youth Department
- Mr. Abdul Jalil Head of the Logar Peace Council
- Mr. Haji Noorullah Saqeb. Field Coordinator of International Rescue Committee (IRC)



Mr. Abdul Rahman Rahmani, Provincial Rural Rehabilitation Department (PRRD) Director, spoke of MRRD projects in Logar, highlighting the startup of its new program – SIKA-East, and the lessons learned from other MRRD projects, along with the importance of stability programming in the current environment in Afghanistan.

The Provincial Governor, Mr. Tahir Khan Sabari delivered a brief speech and welcomed the participants to the session. Governor Sabari added that he is pleased of the project coming in Logar province and will lend his office to cooperate fully with SIKA-East implementation.

SIKA-East Deputy Chief of Party (DCoP) Dr. Mojeeb Stanikzai provided a more detailed description of the program. It should be noted that in accordance with an MRRD request, SIKA-East management planned the meeting to be as low-key as possible, again, understanding the current state of the environment.

**Maidan Wardak Provincial Launch** - On June 4<sup>th</sup> SIKA-East was launched in Maidan Wardak province with presence of following senior officials:

- Mr. Halim Fidai Maidan Wardak Provincial Governor
- Mr. Fazal-ur-Rahman Director of Education
- Mr. Kazimi Provincial Advisor
- Mr. Ghulam Farooq Director of Health Department
- Mr. Hikmat Joo Director of PRRD
- Mr. Darya Khan Head of Maidan Wardak Provincial Council

- Mr. Noor Hasan Treasurer of the Sayedabad DDA
- Representative of National Security Directorate, Mr. Zalmay;
- Ms. Fahima Wardak Representative of Afghan Women Education Center

Just prior to the inauguration of the program in Maidan Wardak Province, the SIKA-East DCoP provided a personal briefing to the Provincial Governor, Mr. Halim Fidai, and PRRD Director, Mr. Hikmat Joo, on the objective of the events and SIKA-East program, as it is expected to roll out and be implemented within the Province. The Governor indicated his support of the objectives of the program, offering his readiness to work with SIKA-East management.

The PRRD Director then presented the SIKA-East program and its implementation process in Maidan Wardak province, sharing his experiences in the implementation of similar national programs and emphasizing the importance of SIKA-East. Mr. Hikmat Joo stated: "SIKA-East will pave the way for long term development in Nirkh, Sayed Abad, and Chak Districts."



## **IR1: STABILITY DEPARTMENT**

In March, IR1 focused on the fundamentals of departmental tasks, including the preparation of district workshops from a logistical perspective and developing the curriculum and materials. IR1 took a leadership role to coordinate activities between the various SIKA Departments, developing staffing structures, Terms of Reference (ToRs), and recruitment procedures for the field Teams; and also made plans to align these procedures with those of MRRD, pending approval for coordination meetings with MRRD.

To develop the curriculum for stability analysis workshops in the districts, IR1 created a first draft of three lessons and their accompanying training materials; and then presented these several times to different audiences for feedback, and revised them accordingly. After the first rounds of feedback were reviewed internally; lessons learned were presented as a draft to MRRD and USAID. Additional tools were identified through collaboration during the feedback session including a format for capturing situational awareness and visual aids for the instructors to use in the districts. Those are currently under design. IR1 staff and their MRRD counterparts from the districts worked jointly on presentation skills and rehearsed the format for the district-level stability work sessions.

The SIKA-East IR1 Team coordinated closely with other SIKA-East departments throughout March. Working with the M&E Team, IR1 further refined the Performance Management Plan (PMP), aligning IR1 indicators with F-indicators from USAID. IR1 contributed substantial input to the polling and focus group questions, as well as ensuring the questions developed will meet the needs of the program and align with the PMP. Multiple meetings with IR4, including Community Development and Grants, were held to design a process to hand off identified Sources of Instability (SOI) to the grants process with complete information.

In terms of coordination with other implementing partners, USAID hosted a DSF summit for multiple implementers of stabilization programming. SIKA-East staff presented as featured speakers. As a result, additional meetings were set up in coordination with OTI to glean lessons learned from the DAI Afghanistan Stability Initiative (ASI) Program, and to coordinate with DAI as ASI closes down and SIKA starts up. As ASI closes down, it will encourage its staff to seek out opportunities within SIKA, and ASI will share materials in districts where SIKA-East will overlap, particularly in Wardak.

IR1 organized orientations for field staff, as well as the USAID Deputy Field Program Officers from the SIKA-East target districts. Each district team, including the MRRD community mobilizer, is required to attend a 3-day Training of Trainers (ToT) to prepare to facilitate the SAM work sessions at the district levels. SIKA-East will continue conducting comprehensive orientations and trainings for the newly recruited and field staff on an on-going basis, with the goal of eventually expanding the modules and involving MRRD in relevant workshops, both as trainers and participants. In preparation for the program rollout, IR1 created an overview of SIKA-East to be used as a PowerPoint at the initial provincial-level kickoff.

In April, IR1 with support of the MRRD and the Capacity Building & Gender Department, conducted an all-day orientation on SIKA for over 20 designated gender focal points from MRRD, the Independent Directorate of Local Governance (IDLG), and the Ministry of Women's Affairs (MoWA). The objective of the workshop titled "Women in SIKA-East" was designed to create awareness of the SIKA program and discuss how to effectively involve women in all phases of the program implementation process. The event was the first step in a broader effort to ensure women's participation in the SIKA process.

IR1 has designed a new training program for all SIKA-East staff, as well as the MRRD social mobilizers who will play a key role on the program district teams. The training, known informally as SIKA College, is a 10-day session designed to prepare district teams, including MRRD Social Organizers, for field implementation. The training includes a 3-day session on SAM and ToT skills. Throughout the sessions, the individual IRs and support units of SIKA-East have had the opportunity to participate and present their component activities to the district teams and explain the programmatic focus of their department. The sessions seek to create a consistent level of program knowledge and proficiency among district staff, cement a working-level relationship with MRRD, and ensure the SIKA-East Teams are prepared for implementation.

In May, the SIKA-East IR1 Team completed the first SIKA College sessions with the Baraki Barak District Team, and began the second in the series of trainings with the Wardak district team. Additional training activities included refresher training for District Stability Officers (DSOs), and the training of staff on new materials; in particular, the *Hawza* Stability Plan (HSP).

IR1, in close coordination with the PSU, drafted a program implementation schedule for Logar and Wardak that included the provincial launch, DDA-level introductory meetings, and initial *Hawza*-level stability analysis sessions. IR1 worked with the DSOs in Logar and Wardak with the preparations for events that coordinated closely with Finance and Capacity Building Departments to ensure that the venue and other logistics issues were addressed.

Daily meetings between IR4 and IR1 helped finalize the program process map, outlining activities from the initial informational meeting with DDAs to submitting the DPP to USAID. Defining the process map simplified the myriad of program activities leading to the final

submission of the DPP. The process map has been shared with the other IRs and support units for review.

In June, IR1 led a SIKA-East team that facilitated the development of the *Hawza* stability plans. The team assisted community leaders in identifying main challenges to stability in their respective areas and in designing solutions to address those challenges.

The sessions in Baraki Barak and Sayedabad demonstrated that diverse and representative groups provided a constructive and open forum for discussions about stability dynamics. The mix of participants, including DDA, CDC, DCC members, and tribal elders worked well, especially in Sayedabad. There, the community expressed open disappointment in their local representatives and attributed a number of challenges to stability to their performance and lack of a solid relationship with the community.

Also in this quarter, IR1 developed a Request for Proposals (RFP) for the Stability Success Inventory (SSI). The purpose of the SSI is to provide a survey of stabilization programs implemented across Afghanistan and identify approaches that were effective, challenges encountered and lessons learned in order to inform SIKA-East and DE future programming. The Stability Success Inventory will be used primarily as an internal source for SIKA- East to draw on while implementing the program. Additionally, an abridged version of the Inventory will be shared with the DE in order to provide them with an additional source of information and lessons learned to assist them in the process of designing and implementing stabilization activities in their respective areas. The product is not envisaged to serve as a blueprint for implementation, but rather as an additional source of information to guide SIKA- East and district-level stabilization programming.

## **IR2: RESOURCES DEVELOPMENT DEPARTMENT**

### *Service Provider Catalog (SPC) Development*

Along with efforts for gathering and analyzing data for the SPC for Logar, Wardak and Paktya, the IR2 Team designed and developed a comprehensive SPC template, SPC data collection tools, and an IR2 mandate along with a narrative work plan. The mandate contains information, division of works, key functions and IR2 deliverables. The completed and submitted comprehensive internal work plan contains outputs and outcomes, and clear indicators for measuring each outcome along with an activities tracking sheet to more effectively measure the performance of the planned activities aligned with a scheduled timeline.

The SPC for Logar province was sent on to USAID for COR review and comments. The IR2 Team is currently working with all government departments and service providers present in the province to cross check data for Wardak SPC to be finalized by the middle of next month. During the data collections phase, IR2 teams work closely with government counterparts, especially with PRRD and IDLG agencies at the provincial level. The PRRD facilitates our access to government departments and advises us from time to time in the data collection process. The DG office and other DE's are also consulted in data verification process, especially about the services being provided and ongoing and completed projects.

The SPC template is designed in a way that introduces all Service Providers (inclusive of all service providers), indicates the services that are provided, the geographical focus of the services provided, major ongoing and completed projects of the provider, the sector the provider represents, other donors supporting the provider projects, and the service provider's address

with contact information. The IR2 team is currently working with PRRD in each province to develop a mechanism to help PRRD maintain final SPC in the PRRD office and assume responsibility of updating and sustaining it in the long run.

Currently, IR2 is working on gathering more data for the SPC for Ghazni, Paktya and Wardak and cross checking at the central level in order to design Service Provider distribution tools. The team also started making preparation for conducting SPC information sharing sessions/trainings in Baraki Barak and Sayed Abad to inform and complement the development of the District Project Portfolios. Identifying targeted participants is another ingredient of activities that ensures diversity-wide inclusion.

As we are not officially partnered with PRRD in Paktya and Ghazni and with IDLG in any of the four provinces where we have started operations, IR2 teams mostly relies on personal contacts and relationships to undertake most activities including data collection and verification.

#### SPC Promotion and Distribution Strategy

To address how to broadly distribute the SPC and how to disseminate information from the SPC through various means, IR2 has developed a first draft of a SPC Promotion and Distribution Strategy that identifies the different target groups for distribution, and proposes suggestions on how to reach the identified and/or targeted groups. In addition, this strategy outlines SPC delivery and promotion mechanisms, and proposes information sharing sessions and/or workshops and other tools to disseminate SPC widely.

The proposed information sharing session/workshops will assist SIKA-East in explaining the purpose of the SPC and benefits of using it. The workshops will result in increased awareness of provincial and district entities about services and service providers in their respective areas. IR2 developed a first draft of a SPC Workshop Module outline and the following six supplementary documents in support of this module outline including curriculum, trainers/facilitators guide, participants manual, agenda, presentation and evaluation tool.

In parallel with the development of the SPCs, SIKA-East is planning to conduct information sessions to promote the Catalogs and raise general awareness of the services and providers that are available in each province.

In June, the IR2 Team also developed a Provincial Department Service Profile (PDSP) template. The PDSP will be used to collect data about the key government service providers at provincial level such as Education, Health, Agriculture, Irrigation & Livestock, Rural Rehabilitation & Development (RRD), and Justice Departments. Although not included as an original project deliverable, we believe the PDSP and compiling of data from the provincial level will help communities better utilize available resources and efforts at provincial line departments.

While SPC is used as tool to help DE's understand service providers and the services they provide, the PDSP will be used by SIKA-East to find gaps in service delivery and determine where our intervention is needed. It will also help us identify technical assistance that these government departments might need. The PDSP will also be used as an information tool in the coordination and information sharing meetings at provincial level. The Governor's office in Wardak province has also shown interest to use PDSP in the Provincial Development Committee (PDC) meetings to keep track of progress made and decide where intervention is needed.

### **IR3: STRATEGIC COMMUNICATIONS DEPARTMENT**

During this Quarter, IR3 requested several meetings with counterparts from MRRD in order to discuss the ways in which SIKA-East can build on and complement the existing MRRD communications strategies. However, due to the absence of the Implementation Letter between USAID and MRRD, the meetings did not take place and the draft communications strategy unfortunately did not include MRRD contribution. Due to the inability to consult regularly with government partners and the general delay in the program implementation, several IR3 activities are lagging behind the original proposed schedule developed in the Work Plan. In the upcoming Quarter, IR3 will revisit the deliverables to ensure that they are in line with changing program environment.

In March, IR3 conducted extensive research and contributed to the SIKA-East rollout activities. One of the first activities was gathering large volumes of information and data for the development of early drafts of profiles for SIKA-East's targeted provinces and districts. This entailed significant research and IR3 team will continue to refine the products in the coming period. During this Quarter, Draft Profile for Baraki Barak was completed and submitted for internal review. The team will continue working on the profiles for Sayedabad and other target districts in the upcoming Quarter.

IR3 received numerous proposals from local firms responding to the focus group and survey RFPs. In total, there were 14 proposals submitted for the focus group RFP and nine for the survey RFP. A technical committee comprising IR3 staff and other SIKA-East technical personnel reviewed the submissions prior to delivering technical recommendations to procurement.

In addition, communication training modules were drafted and distributed to the Capacity Building Team and other IRs in order to ensure alignment with local provincial and district environments.

IR3 met in May with Mr. Amal Marjan, Director of Information & Communication Technology, GIRoA Ministry of Communication and Information Technology, to discuss with the provincial and district Ministries ways in which SIKA-East will cooperate with the Ministries to improve inter / intra Government level communication. The joint discussion reviewed the SIKA-East program and the role of the various IRs; the role of MoCIT in inter-governmental communication, and what support MoCIT provides at the provincial and district levels. Mr. Marjanto's presentation of the Village Communication Network (VCN) brought to light potential areas where SIKA-East and MoCIT might foreseeably cooperate.

The IR3 team collected project information of the District Delivery Program (DDP) from IDLG. The DDP packages consist of overviews of district security, governance, and justice systems as well as challenges they face, providing supporting information for SIKA-East provincial and district profiles development. An IR3 PMU Officer provided support to the Ghazni PMU Manager to coordinate and facilitate meetings with the District Governors of Deh Yak and Andar that resulted in the cooperative collection with IR2 of additional DDA information for the SPC. The initial draft district profile was created for Baraki Barak to be used as a template for future profiles. An initial draft provincial profile was also created using Logar province. All profiles are currently in draft form and first round profiles are scheduled to be completed during the upcoming quarter.

In May, the Communications Team developed a package of key messages for the program launches for both the Pul-e Alam and Baraki Barak events. The package condensed and standardized SIKA-East's messaging for use in the field. The team produced and revised an internal set of frequently asked questions for use by SIKA-East staff; questions that are reflective of potential questions from the field and were designed to provide everyone a common basis of understanding of the SIKA program. The full package contained a briefing note, frequently asked questions, and talking points that were given to key staff and program counterparts to provide background in advance of the events.

Situational awareness briefings were produced for use in Baraki Barak and Sayedabad. The briefings were designed to familiarize staff with the districts where SIKA-East will be working, and offer up-to-date information based on existing data provided from the field. IR3 is also working with the other IRs and support departments to create a Field Program Manual. The draft manual being designed will simplify the understanding of SIKA-East and provide a standard programmatic description to field staff. A structural draft of the manual has been circulated for field input.

On a daily basis, media outlets from several sources are reviewed for incidents, issues and developments that have an influence on the work that SIKA-East is preparing for and roll out into provinces and districts across eastern Afghanistan. The items are then tabulated into a report that is both communicated by internet to our list of media watchers and posted in home and field offices for easy review.

These items are supplemented by reports from the field staff and are reviewed weekly in report form for circulation, and monthly for analysis in light of the current environment in the region. These reports are important to the trainings and meetings that are being scheduled in the provinces and districts. Additionally, they provide the internal staff with a sense of the environment in places where we are planning to or already implementing programming.

During this quarter the IR3 team also increased Kabul-based and field staff by ten individuals including two Kabul based support positions and eight field staff based in Wardak, Saydabad, Deh Yak, Andar, Waza Zadran, Zurmat and Nerkh.

#### **IR4: COMMUNITY DEVELOPMENT, GRANTS AND ENGINEERING DEPARTMENT**

In April, the IR4 Grant Team developed and communicated requirements for the grant database, including the possible incorporation of smart phone technology for field monitoring and reporting. During the reporting period, the team developed the Grants Manual and accompanying annexes, including the templates and forms to be used in the grant development process. In close coordination with other IRs, the IR4 Team refined the grants cycle workflow and a narrative.

The IR4 Team, consisting of the Engineering, Community Development, and Grants Sections, worked closely with IR1, IR2, IR3 and SIKA-East management to develop the processes necessary to implement the SAM; and produce templates for a *Hawza* Stability Plan, a Project Concept Note (PCN), and the DPP. The IR4 Community Development Group prepared and submitted its scope of work, work plan, and Gantt chart.

The IR4 Engineering Support Group (ESG) developed an internal work plan and Gantt chart. ESG worked with Human Resources to advertise engineer positions in Logar, Wardak, Ghazni

and Paktya Provinces. ESG also developed job descriptions, assisted in the short listing of candidates, developed job specific interview evaluation forms and supported hiring negotiations.

In addition to the Engineer training, IR4 ESG conducted training for Baraki Barak and Maidan Wardak Teams in Kabul; developed and delivered general ESG component training presentations for new PMU/ District Management Unit (DMU) Teams; developed and delivered training updates for field engineers, starting with the provincial engineer for Logar province.

In support of the rollout process, the IR4 Community Development and ESG staff participated in provincial and district level orientation, planning, and pre-grant activities workshops, including SAM sessions in Baraki Barak and Sayedabad in June.

In advance of the workshops, Community Development staff assisted with stakeholder mapping to identify respected and influential figures to include in the workshops. In addition, the staff drafted project concept and portfolio development processes to complement stability analysis sessions resulting in district stability plans and district project portfolios. In preparation for harmonizing stability planning with other local strategic development plans, the staff also collected Baraki Barak and Sayedabad DDA district development plans and CDC community development plans.

In June ESG developed a bill of quantities form, adapted from the MRRD/NSP templates, and submitted the form to the Grants Unit for inclusion in the grants application standard forms. In July, IR4 will continue to participate in and closely support orientation, planning, and other pre-grant activities, and ESG will continue to assist with grants on technical issues.

As part of SIKA training, IR4 developed and presented training to new provincial and district team staff members from Logar, Paktya, Ghazni, Wardak, and USAID DFPO representatives. Topics included key community development concepts, grants management, as well as project roles and responsibilities.

In addition to preparing and submitting the team's SOW, ESG also collaborated with SIKA-East Human Resources to complete the recruitment of the majority of engineering positions in the four target provinces. This included hiring the three provincial and six district engineers who were rapidly trained and deployed in order to provide cross-over support to the SIKA-East launch efforts.

ESG also developed a SIKA-East-specific Design Engineers' pre-qualification test that was administered to 13 candidates for the Kabul-based design engineer position. As a result of extensive recruitment, the testing group included three women engineers. ESG will continue to coordinate with HR in the upcoming recruitment of Chuck and Waza Zadran District engineers. Community Development is collaborating with Human Resources to complete team staffing and expects to recruit four community development officers in July, one position in Wardak (Chuck District), one in Ghazni (Ander District), and two in Paktya (Waza Zadran and Zurmat Districts).

The IR4 Community Development section initiated a comprehensive training program to prepare the field staff to facilitate community development sessions in the field. Two Communities Development Officers were deployed in Baraki Barak to support the IR1 Team in the rollout and stability analysis phase of the program. In support of program rollout activities in Logar and Wardak, the Grants Team developed presentations and completed several training sessions for internal and external audiences including district and provincial level

MRRD staff. The team also completed district and provincial research on capacity and past performance of CDCs and DDAs. This information will facilitate the prequalification of these entities shortening the time required to award grants.

The Grants Team conducted a comprehensive training for recently hired grants officers in Paktya, Ghani, Wardak and Logar provinces. The training included coverage of the grants cycle for both non-competitive and competitive awards, grant thresholds, grant mechanisms, internal controls and processes, eligible & non-eligible organizations, unallowable costs, restricted goods and activities, evaluation criteria and process for grants, grant review committee membership and roles, roles of SIKA-East staff & stakeholders within the grants cycle, type of grants (fixed obligation grants, simplified grant, standard grant, in-kind grant), acronyms, and organization charts.

In support of program roll out activities in Logar and Wardak provinces, the Grants Team developed presentations and completed several training sessions for internal and external audiences including district and provincial level staff and PRRD staff. Participants included capacity building officers, grants and subcontract officers, stability officers, M&E officers, communication officers, DSU managers, field finance officers, district grants and subcontract officers, district engineers, and PRRD social organizers.

The Grants Team met with MRRD (and the National Solidarity Program and National Area Based Development Program) including the Deputy Director of Operation to discuss their program operations, successes and lessons learned. The meeting helped to provide information for the development of the SIKA-East grants processes and documents.

In support of a web-based grant management database system, the Grants Team worked extensively with the SIKA-East Program Support Unit (PSU) database team to communicate and ensure the requirements including on-line tracking, review, approval, monitoring and approval processes.

A draft Grants Operation and Procedural Manual providing step-by-step instruction with its annexes, templates and forms has been completed and is undergoing internal review. The procedural manual will be used by provincial and district field offices to implement grant activities with sub-grantees and stakeholders. The manual is designed to complement the more policy-focused Grants Manual.

Kabul-based grants managers, together with provincial and district Grants Team members, participated in stability workshops in the Wardak and Logar provinces. At these workshops, the managers and team members used the opportunity to explain the SIKA-East grants criteria and requirements to CDC and DDA members, answering their questions about project types, payment methods, developing of grants applications, etc.

Three fraud awareness trainings were coordinated for SIKA-East staff, and provincial and district officers and managers. The Office of Inspector General provided trainings that included a briefing on current trends discovered during investigations in fraud and corruption cases in Afghanistan and Pakistan, reporting requirements and expectations, discussion on possible consequences to employees found to be involved in fraud or mismanagement, and internal controls and reporting processes. These trainings were constructive and informative, and each lasted approximately 45 minutes.

## MONITORING & EVALUATION

In May, the M&E Team submitted the updated SIKA-East PMP to USAID for approval. The PMP provides definitions by indicators and targets; stating that targets will be reported on the calendar year to USAID, provided that roll-outs take place at the target districts during designated year One, a challenge that is understood to be dependent on the current environment.

The technical review of a polling vendor for a baseline was completed with RSI Consulting selected. SIKA-East was then notified by USAID that the Measuring Impacts of Stabilization Initiatives (MISTI) project will be conducting the polling survey as part of its scope of work. The decision was made to introduce RSI as the potential vendor for focus group facilitation. The scope of work and contract was then drafted and submitted to the AECOM Home Office for approval. Once USAID approved the focus group vetting letter, SIKA-East proceeded with the next step of contracting with RSI and implementing the focus group survey.

M&E reviewed the focus group questionnaire and revised some of the questions to collect information that will assist IRs in making informed programmatic planning decisions. The completed questionnaire was translated into Pashtu and reviewed by a team of Afghans to correct any deficiencies of the instrument.

The M&E Team, in a meeting with MISTI/USAID, was informed that the survey will be implemented by MISTI in all the SIKAs in Afghanistan. MISTI agreed to provide technical consultation to SIKA-East on all survey data gathered throughout the SIKA-East life and GIS support (Maps, Geo-Ref, and GIS Training). MISTI announced that there will be a Memorandum of Understanding (MoU) between SIKA-East and USAID/MISTI for information sharing purposes.

The M&E Team is working closely with the Capacity Building and Gender Unit to finalize the M&E training module for its officers. The module consist of general information about M&E principles within USAID context. M&E is also developing a more specific training on SIKA-East M&E approaches for the M&E Officers. The M&E and Capacity Building department worked on development of series of training related forms which will comply with USAID Trainet data base.

M&E has uploaded the second Afghan Info quarterly report to the Afghan Info portal. This report responds to the USAID effectiveness portion of Afghan Info since SIKA-East had not yet had an actual presence on the ground during the reporting period. Upon approval of the PMP, SIKA-East will upload the SIKA-East PMP indicators.

In June M&E completed the data collection templates for each indicator based on the SIKA-East PMP. The data collection sheets were reviewed carefully and revised several times by the M&E Teams of SIKA-East and SIKA-West. The collection sheets have been finalized in close coordination with the ICT unit for the M&E database. ICT has put together an interim database in ACCESS based on the collection sheets, and is ready for data entry and testing.

The M&E annual work plan is being updated and outlines the major unit activities for the year in line with the PMP and SIKA-East work plans. The M&E work plan consists of a document detailing policy and procedures for data collections, baseline studies, monitoring and evaluation training guidelines, an annual Gantt chart, site visit tools, etc., with annexes as attachments to the actual document. This document is under review by SIKA-East management.

SIKA-East and SIKA-West conducted joint meetings with MISTI on the baseline process to discuss the status of the survey instrument. MISTI plans to conduct a pilot test of the instrument in 12 districts of Afghanistan in mid-June and expects to complete the survey by the end of August and execute results by mid-September. M&E is also developing policies and procedures for data collection of PMP indicators for each IR. The policies and procedures guidelines highlight the roles and responsibilities of M&E staff at the district, provincial, and central levels on coordination and management of data for each indicator with the relevant IR. Soon after completion of the whole package, it will be shared with each IR component for review and comment.

Eight district M&E officer positions for four provinces under implementation have been shortlisted with available local candidates and interviews conducted in Ghazni (Andar and Deh Yak districts) and Wardak (Saydabad, Chak-e-Wardak, and Nirkh districts) at each province independently. Two district M&E officers for Zurmat and Wuzaristan and one provincial M&E officer for Paktya PMU are in process.

The table below depicts the results in terms of indicators (target/actual) for Quarter 2:

#	F-Indicator	Indicator	Target Year 1	Actual as 30 June 2012- Total		% Achievement
1.1	1.6.1-12	Number of Stabilization work sessions conducted for district entities	24	<b>TOTAL</b>	<b>7</b>	29%
				Wardak (Syed Abad)	3	13%
				Logar (Baraki Barak)	4	17%
1.3	1.6.2-14	Number of people participating in Stability Analysis Tool stabilization work sessions	480	<b>TOTAL</b>	<b>171</b>	36%
				Wardak (Syed Abad)	78	16%
				Logar (Baraki Barak)	93	19%

## CAPACITY BUILDING & GENDER

During the second quarterly reporting period, the new Unit Director arrived in Kabul and subsequently met with all the IRs, units and relevant departments to conduct an initial baseline capacity building and training needs assessment. The findings of the process led to the development of a projected capacity building and training activities plan through December 2012.

To introduce the SIKA program and demonstrate the use of SAM as an implementation tool, the Capacity Building department facilitated three 10-



Code of Conduct Training

day workshops, SIKA College, with a total number of participants of 205 including; new hires, representatives from PRRD and NSP social organizers.

In compliance with the AECOM and USAID code of conduct policy and Trafficking in Person policy (TIP), the Capacity Building Unit conducted the code of conduct training to a total of 212 participants, followed by TIP for a total number of 170 SIKA-EAST personnel.

The Capacity Building Department collected profiles and data from over 30 NGO, INGOs, CSOs and built a comprehensive “Training Service Provider Catalog”. The main objective of the catalog is to serve as a quick reference in identifying expertise service providers to deliver customized training and capacity building services to our partners and key stakeholders. This data was incorporated into a centralized SIKA-EAST data base, providing easy access to all SIKA-EAST personnel.

During the last part of the reporting period, Capacity Building department formulated Training Needs Assessment and Gap assessment forms and methodology to conduct a detailed Individual and Institutional TNA from PRRD in Logar and Wardak provinces. The assessments are pending a green light from USAID and MRRD.

In the month of June, a 2-day SIKA orientation and SAM workshop was conducted for 2 USAID personnel from the Stabilization Unit and 4 DFPOs in Logar, Wardak, Paktiya and Wardak provinces.

In the month of June, CBU recruited provincial capacity building officers for Ghazni and Paktya. The female capacity building officer will oversee all gender-related activities in Paktiya.

The following list is a breakdown of training activities facilitated by Capacity Building Department from March through June 2012:

Month	Participants		Total
	Male	Female	
March	4	0	4
April	187	38	225
May	279	27	306
June	286	20	306
<b>Total</b>	<b>756</b>	<b>85</b>	<b>841</b>

## Gender Unit

In its program cross-cutting role, the Gender Unit has made a significant progress in bringing awareness of the importance of gender mainstreaming into the SIKA-East Program. An internal SIKA-EAST Gender Circle working group was established with an objective to ensure gender related activities are coordinated and synchronized throughout SIKA-EAST program. A gender focal point from each unit was appointed to take an active role in the working group. Pending approval to engage with counterparts from IDLG, MRRD and the MOWA, the Gender Unit will work on developing a SIKA-East strategy for engagement of women, which will build on the

existing GIRoA data and information in this area.

The Gender Unit conducted several “gender mainstreaming” sessions during SIKA College. The unit held meetings with PMUs and DSUs from Logar, Wardak, Ghazni and Paktiya to explore possibilities and ideas to integrate women into SIKA-East activities. Several approaches and mechanism were identified and analyzed in terms of MoWA presence and strength, as well as opportunities for and threats against women in the focused provinces and districts.

In April, working with IR1, the gender unit took an active role in “SIKA and Gender” working group, held at the MRRD compound. The objective of the workshop was to start a dialogue with gender focal points from MRRD, DOWA and IDLG. Several methodologies and approach to integrate women in SIKA were discussed and identified. A follow up workshop pending MRRD approval to finalize the findings from the initial meeting.



In May, working with M&E, the gender unit produced a gender questionnaire to be integrated into a larger survey questionnaire to be designed by MISTI.

The Gender Unit worked closely with CB and M&E to develop a customized training tracking system to keep track of female participants in SIKA-EAST trainings. The forms will be aligned and within the USAID TRAINNET context.

The Gender Unit continues to review training modules and other documents produced by IRs and units to ensure gender is fully integrated in all aspects of SIKA-EAST.

## **PROGRAM SUPPORT UNIT**

During the reporting period, the PSU provided support to all relevant IRs and Departments, extended appropriate support to the SIKA-East startup process in provinces, and served as the primary channel of coordination/communication between the field and management. The PSU, along with its three subunits, ICT, the Translation Unit, and the Central Support Unit (CSU), made efforts to support the program in its entirety.

As part of its contribution to the program, the PSU held a series of meetings with all IRs and departments, units and subunits, particularly with IR1. The PSU produced the SIKA-East Process Map and collected important and critical geological and hydro-geological data from the United States Geological Survey (USGS) for the SIKA-East IR4 Engineering component.

During this reporting period, the PSU played an active role in the rollout process and kick-off meetings in Baraki Barak district of Logar province and Sayedabad district of Wardak province, having prepared the agenda, meeting participant lists and meeting budgets.

The PSU assisted in designing the SPC format, collecting data for database design, and reviewed PMP indicators for database structure. The PSU Team initially developed an interim database to replace the current data collection and storing used by the IRs. The new interim database process is much faster, with higher quality data now able to be collected. In the second phase, a web application database will be designed that will fulfill all the requirements of the IRs and departments. The interim databases of the IR2 and Capacity Building and Gender

Policy Units are now designed,; and the M&E interim database is in the development stages and will be deployed by mid July 2012. The IR4 database will cover the complete grant cycle including the approval systems and is under development. The engineering phase of this database’s development is in progress.

PSU Translations and Editing Subunits facilitated communication for SIKA-EAST, providing reliable and professional translations, and interpreting and editing services. A brief list includes:

- Communication Capacity Assessment Questionnaire and Presentation;
- Provincial Level SIKA Roll-Out Presentation;
- SIKA Fact Sheet;
- Combating Trafficking in Persons (TIP) Policy and Certification;
- AECOM Code of Conduct;
- AECOM Home Office Roles and Responsibilities;
- Essentials of Communications;
- AECOM APPF Security Services Contract;
- Grants Cycle Work Flow, Grants types and outlines;
- Stability Working Session Facilitation Guideline;
- *Hawza* Stability Plans; and
- Stability Analysis Level 1 Certification Evaluation

In June, the PSU provided daily support to SIKA-East IRs and other departments and continued coordinating field operations through PMU and DSU offices. PSU staff participated in the kick off meetings in Logar and Maidan Wardak and facilitated the logistical preparation for the meetings and the subsequent *Hawza* Stability Analysis Sessions.

The ICT section conducted weekly meetings with individual IRs to determine their database needs and worked on the development of interim databases for the IR2, Capacity Building and M&E Units. The priority task of the ICT in the coming period will be the design and development of the grants database in time for the beginning of the SIKA-East grants cycle.

## HUMAN RESOURCES UNIT

Date	Female Hired	Male Hired	Total
12/7/2011 to 6/7/2012	18	141	159
3/8/ 2012 to 6/7/ 2012	4	62	66

During June, the HR Department recruited 32 new staff members with 61 positions in process. The Employee Handbook is still under revision with an Afghan lawyer to review compliance with Afghan labor legislation.

## OPERATIONS AND SUPPORT

During this reporting period, the Operations Department supported program implementation by finalizing the logistical set up of SIKA-East provincial and district offices. During the reporting period, PMU offices became fully operational with prefabricated connexes installed in the PRRD compounds in Pul-I Alam, Maidan Shah, Gardez and Ghazni to ensure full SIKA-East – PRRD

integration. All the furniture and the equipment has been procured and transported to the new offices, while the installation of the VSAT and internet bandwidth has been awarded and will be installed in July.

## PROCUREMENT

- Stability Success Inventory Project (SSI) has been awarded.
- Polling and Focus Group procurement sent to home office for approval.
- Business cards for staffs awarded to Kakar Printing press.
- Generators for PMU and DSU Offices awarded and are in stock for delivery.
- VSAT and Internet bandwidth for 4 Provincial offices sent to home office for approval.
- VSAT and Internet bandwidth for 8 Districts were sent to home office for approval.
- Prepaid and Postpaid Sim card services awarded to Roshan Telecommunication Company.
- Transportation contract for delivery of office equipment and furniture for field offices were awarded.
- Renovation of DSU Office at Sayedabad district completed.
- Required Copier Machine and Scanner required awarded.

## INFORMATON TECHNOLOGY

- Prepared Internet Bandwidth specification for Provincial and Districts Offices.
- Sonicwall has been configured and installed in the Network.
- Three R710 servers and two network printers were received from ASOP project.
- A technical evaluation for Internet Bandwidth for the Provincial and Districts level has been submitted to Procurement for further processing.
- An updated Specification of IT Equipment was submitted to the Procurement Unit to prepare an RFQ.
- Three Dell Inspiron 5110N laptops have been bought and configured for the users.
- Eleven HP ProBook laptops have been locally bought and configured for the users, as there were no computers available in stock. Seventeen Desktop computers, ten Laptop computers and two HP Laser Jet 2035 printers have been received from Care International. The computers are in the process of being configured.
- The Help Desk has received and processed 318 calls during the reporting period.
- Two new work spaces have been wired for internet use.

## LOGISTICS

- 150 maintenance work orders have been completed.
- Established a fuel receiving process with installation of a fuel meter on the fuel tank to make sure we are receiving accurate amounts of the fuel from the vendor.

## FINANCE

Month	Total Obligated Amount	Amount Billed	Remaining Amount of Obligated Funds
April - June	\$25,000,000	\$4,257,439	\$18,649,677

## SECURITY

The SIKA-East Security Department was very active in the second quarter of 2012 and achieved a number of milestones and successes, including:

- Restructuring of the security structure and roles to integrate with and incorporate the use of APPF guards and RMC consultants.
- Conducting security assessments in pre-defined areas for initial roll-out into Pul-e-alam and Maydan Wardak.
- Introducing a field staff tracker and emergency alert system in order to ensure proactive communication about security incidents and to facilitate proper accountability for field staff.
- Training of all field staff for roll-out provinces and districts in travel safety, office safety and emergency communications and reporting procedures.
- Occupying a newly expanded office and working on the establishment of a central operations center for the Eastern provinces in anticipation of further roll-out.

In addition, the following was achieved:

- SIKA-East security staff was honored by the APPF Advisory Group (AAG) at an OSAC gathering for ongoing efforts in engaging key leadership within the APPF and achieving significant results.
- The SIKA-East Security Department hired two new staff members
- Zero casualties reported for the period despite numerous security incidents in the provinces that can be largely attributable to the proactive efforts engaged in the training of staff on proper safety and emergency responses.

In June 2012, the SIKA East Security Department had the opportunity to test emergency procedures during various incidents in the Logar and Wardak provinces. While the incidents did not impact the program directly, the team was able to identify areas of improvement in order to further refine its procedures and protocols to mitigate against incidents in the areas that SIKA-East operates. Due to the volume of incidents in certain areas, the SIKA-East security department has identified the need to modify its staffing plan to include further manpower to facilitate improved advance site surveys for new roll-out districts, more regular training of field staff on incident management and communication and improved tracking of field staff travel and safety. The SIKA East security department was also commended by the AAG and APPF for its active and consistent engagement with the APPF which has brought about significant results compared to other projects and implementing partners.

## FIELD ACTIVITIES

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### LOGAR PROVINCE

Logar PMU and Baraki Barak DSU staff worked throughout June on preparing and conducting the *Hawza* Stability Analysis Sessions for five *Hawzas* of Baraki Barak. The team worked closely with PRRD, Social Organizer and DDA members to mobilize CDC members and other influential tribal leaders from each area and generate productive discussions to inform *Hawza* Stability Plans.

The team also identified influential women from Baraki Barak and received their commitment to participate in the *Hawza* Stability Session (Women's Perspective), which is planned for July in Kabul. IR1 sees this session as a structured, yet informal discussion with 40 women from Baraki Barak and Sayedabad that will result in them identifying main challenges to stability in their areas, as seen from their unique perspective. This process will allow us to develop district-wide stability plans that will reflect the views of a wide group of participants.

Additionally the following tasks were performed during the quarter:

- Communication Capacity Assessment fulfilled in Logar Province in coordination with 18 different government departments.
- Recruitment for key PMU and DSU staff was completed.
- The Logar team established a fully functioning PMU office on the Pul-e Alam PRRD compound and secured a letter from the Baraki Barak district governor providing space for the SIKA-East-team on the district government compound.
- The Logar PMU Manager met with the PRRD Director to gather information regarding the structure and membership of the Baraki Barak DDA and district Community Development Councils CDCs.
- Initiated and continued Baraki Barak Cluster Stability Analysis sessions.
- Provided support to the stability analysis session for Baraki Barak and Patkhawb Hawza sessions.
- Met with the PRRD director regarding information on the NSP communication strategy.

## PAKTYA PROVINCE

The Paktya PMU completed the operational set up of the provincial office in Gardez and completed the collocation with PRRD. Also during the reporting period, the Paktya team participated in a ten-day SIKA orientation training in Kabul, during which the newly recruited field staff was introduced to the program and received comprehensive training on SAM and the grants process. In addition, the Paktya Stability Program Officer and Grants Officer joined their colleagues from Logar and Wardak to assist in the facilitation of two series of *Hawza* Stability Analysis Sessions in Pul-e Alam and Maidan Shahr. This was an excellent opportunity for the Paktya staff to learn first-hand about the analysis process, experience direct discussions with the community and assist in the formulation of the *Hawza* Stability Plans.

In the anticipation of a quick roll out in Paktya, the provincial and district teams worked to identify counterparts and key stakeholders in Zurmat and Wuza Zadran districts. In the absence of functional CDCs, SIKA-East plans to work closely with informal tribal structures in the two districts, including religious leaders and influential elders. The team is working closely with their PRRD counterparts to find creative ways of engaging and starting the program roll out in these challenging areas.

The following are other activities taken place during the Quarter:

- The Paktya Team moved to its duty station of Gardez City and is now fully operational.
- An introductory meeting with the Paktya Governor and discussed how to conduct a kick off meeting with Government officials in the Province.
- A meeting with the Zurmat DCC took place to in order to let them know of our planned activities in the district – apart from this the DCC requested to introduce some qualified people in order to consider them as potential SIKA staff in that district. Result: a list of 6

possible candidates was received. Sub-offices in both Zurmat and Waza Zadran districts were approved and confirmations regarding our use of district office space from District Governors were submitted to Kabul.

- After posting and advertising of several relevant positions, qualified candidates were hired for DSU Heads for Zurmat and Waza Zadran; a Communications Officer for was hired for Waza Zadran, as well as a Stability Program Officer, a Grant Officer and a Finance Officer for Paktya.
- All of the Paktya based staff have participated in the appropriate sessions of the SIKA College orientation.
- Office equipment, furniture and connexes were shifted from Kabul.
- In order to secure proper communication and represent SIKA-East at the provincial and district levels, the Paktya team has had meetings with the DoWA, NABDP, PMU/NSP, and PRRD.
- The Paktya team assisted in gathering information for the SPC from NGOs and Local Government Departments.
- In both targeted districts (Zurmat & Waza Zadran), DDA, CDC and DCC-related information was collected and submitted to the relevant departments at SIKA-East in Kabul.
- Paktya team members attended a 2-day workshop planned for USAID Deputy Field Program Officers (DFPO).

## MAIDAN WARDAK PROVINCE

Maidan Wardak PMU and Sayedabad DSU staff worked throughout June on preparing and conducting the *Hawza* Stability Analysis Sessions for six *Hawzas* of Sayedabad District. The team worked closely with PRRD, Social Organizer and DDA members to mobilize CDC members and other influential tribal leaders from each area and generate productive discussions to inform *Hawza* Stability Plans.

During the last week of June, the SIKA-East Team together with colleagues from PRRD participated in several meetings with the provincial Swedish Committee, an implementing partner for NSP in Maidan Wardak. The purpose of the meeting was to discuss the challenges of working in the target districts and learn more about the capacity of individual CDCs and the ongoing projects.

The following are other activities performed in Wardak province:

- Coordination meeting held with PRRD for office space for SIKA-East staff at the PRRD compound.
- The Maidan Wardak Provincial Governor has agreed to provide office space in three priority districts and has sent an official letter to the three DGs for the SIKA-East DSU offices at the district level.
- Recruitment for Sayedabad and Nirkh districts is under way.
- Communication Capacity Assessment forms have been submitted to various provincial departments for their action.
- Purchase requests for PMU and DSU office equipment and furniture are in process.
- Data for provincial profiles at provincial and district level has been collected and submitted to IR3.
- The PMU head of Maidan Wardak held a series of coordination meetings with PRRD staff and participated in a District Development Assembly (DDA) workshop organized by the PRRD. SIKA-East PMU Manager and PRRD Director agreed to establish strong

coordination mechanism between the DDA, Community Development Councils (CDC), and the SIKA-East Program.

- During the reporting period, the PMU team also met with the Provincial Director of MoWA and discussed ways to involve women in the SIKA-East program at the provincial and district levels. The MoWA director suggested that SIKA-East should recruit female candidates for program positions, especially in the field, and emphasized that this would encourage greater participation of women in all phases of program implementation.
- In May, the PMU Manager held several coordination meetings with various government line ministry provincial departments including the PRRD, MAIL, and MoE to provide a brief overview of SIKA-East's program objectives. Ministry representatives expressed interest in the Service Providers Catalog (SPC) and offered to help support SIKA-East field implementation.

## GHAZNI PROVINCE

During the reporting period, the PMU completed the operational set up of the provincial office in Ghazni and completed the collocation with PRRD. The team continued working in anticipation of a quick rollout in the two target districts of Andar and Deh Yak. The PMU manager and other staff accompanied the PRRD Director to numerous meetings with different non-governmental organizations in Ghazni to introduce the upcoming program activities and discuss future cooperation. The team worked on the collection of the data needed for the Service Provider Catalog and expects to complete the process by mid-July.

The Ghazni team also participated in a nine-day SIKA orientation training in Kabul and received comprehensive training on the Stability Analysis Methodology (SAM) and the grants process. Like their colleagues from Paktya, the Stability Program Officer and Grants Officer joined the Logar and Wardak teams to assist in the facilitation of two series of *Hawza* Stability Analysis Sessions in Pul-I Alam and Maidan Shahr.

The following are other activities performed in Ghazni province:

- The PMU head and the IR3 officer met in April with Deh Yak District Governor Mr. Fazal Ahmad Tolwak to discuss future cooperation. The governor welcomed the program to the District and agreed to provide office space for the SIKA-East district team in Deh Yak.
- The team also accompanied the Ghazni PRRD Director to a coordination meeting with Mr. Niaz Mohammad Sahak Admin/Finance Director of Ghazni Province. During the meeting, PRRD representatives introduced SIKA-East and spoke about its program objectives. Mr. Sahak welcomed SIKA-East staff and promised to support the initiative.
- The Ghazni PMU Office conducted multiple meetings with different government and non-governmental organizations. The aims of the meetings were to coordinate program activities and collect data and information required for SPC.
- The PMU staff met with government representatives of Ander DDA, Deh Yak District Community Council, and representatives from NABDP, NSP, PRRD to collect information about prequalification, past performance, and the capacity of the DDA and CDCs in Ghazni Province.