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STABILITY IN KEY AREAS (SIKA) – EAST

QUARTERLY REPORT (Q1 FY 2013)



More than 100 service providers, government officials, and other interested parties attended a service providers coordination meeting in Pule-Alam in Logar Province on December 5. A prominent participant was Haji Abdul Hamid, Governor of Mohammad Agha District, shown above listening to the opening remarks of the Deputy Provincial Governor.

October – December 2012

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ACRONYMS

APPF	Afghanistan Public Protection Force
BoQ	Bill of Quantity
CDC	Community Development Council
COR	Contracting Officer Representative
DCC	District Community Council
DDA	District Development Assembly
DAIL	Department of Agriculture, Irrigation and Livestock
DoWA	Department of Women Affairs
DE	District Entities
DPP	District Project Portfolio
DSP	District Support Unit
GRC	Grant Review Committee
HR	Human Resource
IRD	International Relief and Development
MELU	Monitoring, Evaluation and Learning Unit
MISTI	Measuring Impact of Stabilization Initiative
MoWA	Ministry of Women Affairs
MRRD	Ministry of Rural Rehabilitation and Development
NSP	National Solidarity Program
PMC	Project Management Committees
PDSP	Provincial Department Service Profiles
PMU	Provincial Management Unit
QC	Quality Control
PRRD	Provincial Rural Rehabilitation Department
RSI	Rahman Safi Impact Consultancy
SAM	Stability Analysis Methodology
SIKA-East	Stability in Key Areas-East
SoI	Sources of Instability
ToT	Training of Trainers
TPC	Training Providers Catalogue

BACKGROUND

The SIKA-East Quarterly Report FY2013 Q1 provides an overview of program activities and achievements during the months of October, November, and December 2012. These activities are grouped geographically according to the five provinces in which SIKA-East is currently active. This report provides the reader with a whole picture of SIKA-East activities during the reporting period.

This report also provides information on objective-based project implementation, challenges faced during implementation, and SIKA-East relations with the Ministry of Rural Rehabilitation and Development (MRRD), Independent Directorate for Local Governance (IDLG), Provincial Rural Rehabilitation Departments (PRRDs), communities, and other stakeholders. Finally, it provides information about trainings given to partners, SIKA-East personnel, and the communities in which the program operates.

HIGHLIGHTS

OCTOBER

- Conducted three-day training of trainers (ToT) on Strengthening the Governance Foundation, which focused on organizing District Development Assemblies (DDAs) / District Community Councils (DCCs) to lead and manage district stabilization efforts.
- Worked to finalize District Project Portfolios (DPPs) for Baraki Barak and Saydabad, incorporating USAID comments on the draft submitted in September.
- Continued finalizing and compressing rollout plans for pilot districts and other targeted districts.
- Conducted Resource Information Sharing session as part of Hawza Resource Dialogue for female DDA members and other prominent women of Saydabad to inform them about available resources and active service providers in their area.
- Working with provincial departments, completed data collection for Logar and Wardak Department Service Profiles, which will be used to develop agendas for provincial coordination meetings.
- Formally submitted district profiles for Dih Yak, Nirkh, and Zadran to USAID – complementing the profile for Baraki Barak, which was submitted earlier – to serve as a resource reference tool toward understanding regional dynamics.
- Held one-day Communication Plan Development session for 28 women from Saydabad to develop basic strategic communication skills.



Scene from the ToT workshop on Strengthening the Governance Foundation, held in Kabul from October 16 to 18.



During the quarter, SIKA-East's manager for Paktya attended regular meetings, such as this one, with the Paktya PRRD and its stakeholders.

NOVEMBER

- Held two-day Service Providers Fair – attended by 43 service providers and over 800 people – in Maydan Shahr in Wardak Province to familiarize participants with available resources in the area.
- Launched SIKA-East in two new districts – Nirkh of Wardak on November 18 and Mohammad Agha of Logar on November 25.
- Conducted Strengthening the Governance Foundation and DPP Implementation workshops for district entities (DEs) and community leaders from Saydabad, which focused on organizing DDAs/DCCs to lead and manage stabilization efforts in their areas.
- Held five-day Grants Process and Project Design training for newly created Project Management Committees (PMCs) to elaborate on concepts of project management, including controls that could be used to mitigate implementation challenges.
- Conducted comprehensive five-day ToT on District Stability Process Planning to prepare field teams and PRRD social organizers from Logar and Wardak to conduct Stability Planning Process trainings.
- Submitted district profiles for Andar, Mohammad Agha, and Zurmat, the last three of the initial nine targeted districts, to provide a better understanding of local dynamics.
- Received 21 partially filled grant applications and worked at district and provincial levels to assist grantees to complete them.



Booth of the Directorate of Public Health at the Service Providers Fair held at Maydan Shahr in Wardak in mid-November.

DECEMBER

- Facilitated one-day service providers coordination meeting, attended by over 100 people, at Pul-e-Alam in Logar Province, to improve coordination and working relationships among service providers and help them avoid duplicated effort and wasted resources.
- Established program's Mohammad Agha district office inside district governor's office compound.
- Launched SIKA-East in Diy Yak District in Ghazni Province.
- With PRRD, co-facilitated two separate Strengthening the Governance Foundation and Stability Planning Process workshops, plus advocacy training, for influential women from Nirkh and Mohammad Agha Districts to involve them fully in the stabilization process.
- Introduced changes in grant application template and training materials to make template and process even more streamlined and understandable for applicants.



The service providers coordination meeting in Pul-e-Alam was the first program activity conducted in Logar Province following the completion of the DPP.

- Conducted five-day District Stability Planning Process ToT for field teams from Dih Yak in Ghazni and Zadran in Paktya so that they can conduct similar trainings in their areas.
- Designed program’s stakeholder engagement activities – from district entry through stakeholder orientation – to identify female and male district and *hawza* notables and establish mechanisms and activities that broaden and deepen local participation and ownership in the stabilization process.

SIGNIFICANT PROVINCIAL ACTIVITIES

Provincial staff in all four target provinces attended regular meetings with PRRD directors in order to update them on SIKA-East’s progress, challenges, and plans and to coordinate program activities with those of government entities. Other activities are summarized on a province-by-province basis below.

GHAZNI

PROVINCIAL-LEVEL ACTIVITIES

Three quotations were received for a Provincial Management Unit (PMU) office guesthouse and sent to Kabul for further procurement procedures.

The grants procurement officer is working on a list of commercial vendors, that will be used as a reference in future grants procurement processes. He also collected data on national and international vendors and met with the line directors of several agencies to be able to add additional vendors to the Service Providers Catalogue. The data on vendors will be used as a reference in future grants procurement processes.

The capacity building officer and gender officer met with the Ghazni DoWA director and DDA members to discuss the Strengthening the Governance Foundation workshop and obtain a list of DDA members who might participate in it. He also met with Care International and NSP to collect data and information for women-led service providers. He then completed the Ghazni Training Providers Catalogue (TPC) and Gender Service Providers Catalogue, which were submitted to Capacity Building and Gender Unit in Kabul for review.

DIH YAK DISTRICT

On December 25, SIKA-East and the Ghazni PRRD Director conducted a kickoff meeting for the SIKA-East program in Dih Yak District. During this session, the program was presented to the Ghazni deputy provincial governor, district governors of Andar and Zana Khan, and directors of line ministries, as well as members of the DDA, DCC, and CDCs and other influential people in the community. The launch meeting took place in Ghazni’s DoWA conference hall and was attended by nearly 100 people.



Ghazni PRRD director, Sanayee Mayel, answers participants’ questions.



Deputy provincial governor, Mohammad Ali Ahmady, during his speech at the Dih Yak launch meeting.

Field teams from Dih Yak District and also from Zadran District in Paktya Province attended a comprehensive five-day District Stability Planning Process ToT in Kabul from December 2 to 6. Thirty-eight participants, including PRRD social organizers, attended the training, which prepared them to conduct similar trainings for district entities and individuals in their areas.

LOGAR

PROVINCIAL-LEVEL ACTIVITIES

On November 8, a five-person PMU team met with the governor of Logar Province and the local PRRD director. The PRRD head updated the governor on SIKA-East activities across the province, while SIKA-East staff explained their roles.

On December 5, SIKA-East facilitated a one-day service providers coordination meeting at Pul-e-Alam. Over 100 people attended, including a large number of service providers, members of the Logar DDA and CDCs, and other citizens of Baraki Barak and Mohammad Agha Districts. The purpose of this meeting was to improve coordination and working relationships among the service providers and give them an opportunity to share information about their activities and challenges. The meeting was also designed to help them avoid duplicated effort and wasted resources, while strengthening their partnerships and working relationships with district and provincial entities.



More than 100 service providers, government officials, and other interested parties attended the coordination meeting. This was the first program activity conducted in Logar Province following the completion of the DPP.

BARAKI BARAK DISTRICT

A two-day training on Strengthening the Governance Foundation, which was planned for November 4 and 5 in Baraki Barak District was canceled due to threats of violence against members of the DDA, CDCs, community elders, and others who planned to attend.

In late November, SIKA-East was notified by Baraki Barak DDA members that due to Taliban threats, the DDA was unable to work with SIKA-East on projects. In the period since, the DDA has been working to negotiate a return to some type of activity, and *hawza* representatives have recently begun to re-engage with SIKA-East. In order to address the issue, a SIKA-East team held discussions on December 11 and 12 and organized a strategy session with the Baraki Barak district communications officer and the Logar provincial communications officer. The purpose of the session was to organize and put into a clear outline the underlying reasons for the programmatic stoppage and to propose potential solutions.

MOHAMMAD AGHA DISTRICT

The SIKA-East launch in Mohammad Agha District took place on November 25 and was attended by prominent government officials, members of district DDAs and CDCs, and influential people from Logar Province. During the kick-off meeting, the district governor welcomed the participants and briefed them on SIKA-East. He also urged DDA members and other participants to cooperate with the program in order to bring stability to the area. The PRRD director presented program aspects in some detail, mentioning the goals

and objectives of the project. SIKA-East's Program Support Unit (PSU) director, Eng. Abdullah Stanikzai, explained project implementation procedures and answered participants' questions.

On December 1 and 2, SIKA-East conducted a two-day Strengthening the Governance Foundation workshop for male members of Mohammad Agha District CDCs, DDA, and DCC, as well as other influential people from the district. The workshop, which was held in the district governor's compound, focused on organizing the participants to lead and manage district stabilization efforts.

From December 2 to 6, SIKA-East and PRRD trainers co-facilitated Strengthening the Governance Foundation and Stability Planning Process workshops for influential women

from Mohammad Agha district. The five-day workshop was held in the DoWA conference room in Pul-e-Alam and was attended by 50 women. The purpose of the training was to involve district-level women in the stabilization process, including identifying main causes of instability and planning projects and interventions to mitigate them. The output of the session was a preliminary DPP designed to be incorporated into the comprehensive DPP for Mohammad Agha to ensure that women's input is taken into consideration throughout the stability planning process.

The workshop was followed on December 9 and 10 by a two-day training in advocacy for women, which had 27 participants. During the training, the women used DPPs to identify specific advocacy projects that would directly address sources of instability.

Between December 18 and 31, joint SIKA-East and PRRD teams delivered several workshops and trainings for male members of the DDAs, DCCs, CDCs, and other influential elders from Mohammad Agha District. The first workshop, from December 18 to 25, was an eight-day event on the Stability Planning Process and had 47 participants. It included training in Resource Availability and Project Concept Development.



Eng. Abdullah Stanikzai, director of SIKA-East's Program Support Unit, explains the goals, objectives, and steps of the SIKA-East program to participants at the Mohammad Agha launch.



Women from Mohammad Agha District attend the five-day trainings on Governance and Stability Planning Process.



SIKA-East's district support manager for Mohammad Agha makes a point during Women's Advocacy training in Pul-e-Alam.

PAKTYA

PROVINCIAL-LEVEL ACTIVITIES

The Paktya capacity building officer compiled a list of influential women in the province who could be candidates to attend SIKA-East trainings and workshops.

On November 27, the Paktya PMU manager visited the provincial economics directorate to collect information on vendors and suppliers operating in the province who can be contacted about supplying materials for future projects.

On December 6, the PMU manager visited the head of Paktya Ghag Radio to see if SIKA-East might be able to use the station to advertise for procurement services on SIKA-East-related projects.

On December 11, the PMU manager met with representatives of Refugees and Returnees Department, UN-Habitat, IOM, UNHCR, and other organizations to obtain updated information for the Paktya Service Providers Catalogue. Also in that connection, the program procurement officer for Paktya met with IRC procurement personnel to obtain information on vendors and suppliers for the catalogue.

On December 23, a program representative met with the DoWA director to discuss ways to involve women in the SIKA-East implementation process.



During the quarter, the Paktya PMU manager attended regular meetings, like this one, with the Paktya PRRD and its stakeholders.

ZADRAN DISTRICT

SIKA-East's Zadrán team met the new police officer for the district in order to coordinate the program and seek his support in implementation.

ZURMAT DISTRICT

The Paktya provincial team prepared a list of prominent people in the province, including community leaders, members of the CDC/DDA, religious scholars, the DCC, and other well-known citizens, who may be invited to participate in the upcoming rollout in Zurmat District and in other province-wide activities. To coordinate SIKA-East activities with governmental sectors in Zurmat District, a four-member SIKA-East team met with the Paktya PRRD director, who promised to introduce SIKA-East to the aforementioned groups and individuals.

MAYDAN WARDAK

PROVINCIAL-LEVEL ACTIVITIES

Coordination meetings were held at the beginning of November with representatives of line departments in Maydan Wardak Province – including Agriculture, Education, Economics, Women's Affairs, Mines and Industries, and Communication and Information Technology – plus many other governmental and

nongovernmental organizations and private companies, to ask them to participate in a Service Providers Fair that was scheduled to take place in Maydan Shahr in mid-November.

On November 14 and 15, SIKA-East and PRRD conducted the Service Providers Fair. The event was attended by 43 governmental and non-governmental service providers, who set up booths to brief visitors on their services. Many local government representatives and members of community and district organizations were present for the fair's official opening. More than 800 people visited the fair during the two days it was held to learn about the resources offered by service providers in their province. The governor of Wardak Province, Majid Khogyani, also paid a visit and spoke at the closing ceremony, stressing the importance of such events and the constructive role that service providers can play in bringing peace and stability to unstable communities.



The representative of an agricultural services company demonstrates his organization's capabilities to a few of the 800-plus visitors at the Maydan Shahr Service Providers Fair.

On Friday, November 23, a truck bomb was detonated in the government center of Maydan Shahr. The SIKA-East office embedded within the PRRD compound, as well as the SIKA East guesthouse located 150 meters away, were damaged in the attack. No SIKA-East personnel were injured, and all staff were accounted for shortly after the incident. The blast radius was approximately 150 meters and encompassed a number of government buildings, commercial premises, and residences. The SIKA-East guesthouse was on the outer perimeter of the blast radius and sustained some structural damage, and all doors and windows were destroyed by the blast wave. The SIKA-East office connex buildings also lost a number of doors, and all windows were destroyed. All SIKA-East office equipment and sensitive items were removed within hours after the incident and transported to Kabul in order to prevent theft or looting.



The truck bomb blast in Maydan Shahr blew out all the window glass and damaged window and door frames in the SIKA-East guesthouse in the provincial governor's compound.

SAYDABAD DISTRICT

On October 2 and 3, over 20 female DDA members, service providers, and other prominent women of Saydabad attended training sessions in Maydan Shahr. During the first session, on Communication Plan Development, the participants learned how to acquire basic strategic communication skills – specifically, how to identify and phrase an objective, create a message, and organize a communication plan around topics identified in the DPP that they created in earlier SIKA-East workshops. The following day, a Resource Information Sharing session was held, during which they learned about available resources and active service providers in their area and how to use them to address some of the local sources of instability.

In November, SIKA-East worked with DEs and community leaders from Saydabad to help them move beyond their DPP and transform their strategic plans into concrete activities and grant applications. Between November 7 and 10, a joint SIKA-East and PRRD team conducted Strengthening of the Governance Foundation and DPP Implementation workshops for the DDA, CDC, DCC, and other influential local leaders. The workshops were designed to further develop the capacity of DEs to design, manage, and monitor their stabilization projects. During the sessions, the participants decided on the Cycle 1 DPP projects, finalized Project Action Plans, and nominated members of the Project Management Committees, who will ultimately manage and monitor projects funded under SIKA-East.

During the quarter, the Saydabad district engineer made multiple site visits and project assessments on behalf of four of the Saydabad hawzas. These investigations allowed him to complete four project designs with the associated bills of quantities (BoQs), activity work plans / schedules, and environmental assessments. These were submitted to the Engineering Support Unit and approved at the end of November. The balance of the documents needed for complete grant applications were assembled by the Saydabad community development officer and grants officer and submitted to the Kabul office at the beginning of December.



The end of the Hamza Khil karez in Saydabad District. A proposed SIKA-East project would extend the karez by 100 meters and add four new wells.

A SIKA-East engineering team, with support from the *hawzas*, completed a second round of site visits, detailed design drawings, and BoQs for seven other projects in Saydabad District – namely, Badi Khil, Zara Khil, Sara Qala, Hyder Khil, Hamza Khil, Diwalgi, and Khwaja Kotgi.

SIKA-East district and provincial officers supported the program’s Saydabad District team in helping the CDCs to complete the first grant applications for the seven proposed projects. The applications have not yet been formally submitted due to incomplete information and/or documentation. The SIKA-East district team continues to guide the CDC representatives to provide missing information in order to complete the applications. Additionally, program procurement officers began a price/cost analysis for the grant application budgets being proposed by the CDCs. This due diligence will expedite the grant-making process and has thus far shown proposed costs to be reasonable and within market range.

The Saydabad grants team held a coordination meeting with the Wardak PRRD Director to discuss the grant endorsement letter, and they agreed it should be written and signed by one of the four authorities of the CDC.

NIRKH DISTRICT

On November 18, SIKA-East conducted a program rollout for Nirkh District. The rollout was officially launched in the presence of the provincial governor, the Nirkh district governor, DCC/CDC members, and other influential people in the community. The Nirkh district



The governor of Wardak Province presides over a meeting attended by the Nirkh district governor, DDA/DCC/CDC members, and others to launch SIKA-East in Nirkh District.

team met beforehand with DRRD social organizers to coordinate the event.

From December 2 to 6, SIKA-East co-facilitated Strengthening the Governance Foundation and Stability Planning Process workshops for influential women from Nirkh District. The five-day training took place in the DoWA conference hall in Maydan Shahr and was attended by 18 women. This was followed on December 9 and 10 by an advocacy training for women. During the training, the women used the preliminary DPP they developed in the earlier training to identify specific advocacy projects that would directly address sources of instability in the district.

Between December 9 and 20, joint SIKA-East and PRRD teams delivered the Stability Planning Process workshop for members of DDA, DCC, CDCs, and other influential elders from Nirkh. The trainees went on to develop a complete DPP for the district, learn how to effectively advocate for priorities articulated in it, and plan infrastructure projects.

CHAK DISTRICT

The Chak District support team met with Alisha village community members and with Siab *hamza* tribal elders to introduce SIKA-East to them. The unit also facilitated the process of CDC and DDA members selection in the district.



Eighteen women from Nirkh District attended the five-day workshop on Strengthening the Governance Foundation and Stability Planning Process, which was held in Maydan Shahr.



During a group session at the “Stability Planning Process” workshop, participants analyze sources of instability in their area.

SIGNIFICANT KABUL-BASED AND COMBINED ACTIVITIES

WORKSHOPS AND TRAININGS

SIKA 5 ORIENTATION

At the beginning of October, Capacity Building and Gender Unit facilitated SIKA 5 Orientation for a total of 33 newly hired staff, including 30 men and three women.

TRAINING OF TRAINERS WORKSHOPS

The following Training of Trainers (ToT) workshops were held in Kabul during the quarter:

Strengthening the Governance Foundation: From October 16 to 18, SIKA-East’s core team of trainers conducted a workshop on Strengthening the Governance Foundation, whose focus was on organizing DDAs/DCCs



Training of Trainers workshop on Preparing for DPP Implementation for SIKA-East field staff, Kabul, November 4.

to lead and manage stabilization efforts in their areas. Participants included PRRD social organizers from Logar and Wardak Provinces, as well as SIKA-East district and head office program staff.

Preparing for DPP Implementation: From November 4 to 6, the training team conducted a workshop for SIKA-East and PRRD field staff from Baraki Barak and Saydabad Districts to prepare them to assist the DEs to move from their DPPs to projects and grant applications. Thirty-one SIKA-East field and Kabul-based staff and PRRD Social Organizers from Baraki Barak and Sayadabad attended the ToT.

Grant Process and Project Design: Between November 11 and 17, SIKA-East and PRRD field teams facilitated five-day Grants Process and Project Design training for the newly created Project Management Committees (PMCs). The purpose of the session was to further elaborate on the concepts of project management, including the identification of stakeholders and beneficiaries, and discuss potential risks, safeguards, and controls that could be put in place to mitigate likely implementation challenges. At the end of the workshops, the participants were able to successfully identify the grantees for the SIKA-East-funded projects and partially fill out the grant applications. In the days following the workshop, SIKA-East and PRRD teams worked closely with individual PMCs to assist them to complete the first batch of Cycle 1 DPP project grant applications, including the development of budgets, bills of quantities (BoQ), and environmental and other assessments.



Group session during the five-day training on Grants Process and Project Design, Kabul, November 17.

Infrastructure Project Planning: On November 18, SIKA-East's engineering unit held a training for DDAs/DCCs+ to help them lead and manage district infrastructure efforts. This program is a suite of five short courses, which focus on the interest of those who expect to be involved in infrastructure-related projects. It includes the following subjects: Construction Feasibility, Field Measurement Techniques, Understanding Construction Drawings and Specifications, Estimating and Developing the BoQ, and Environmental Compliance and Water Management.

District Stability Process Planning: From November 25 to 29, SIKA-East's core training team conducted a five-day ToT on District Stability Process Planning. The workshop, which was held in Kabul, was meant to prepare field teams and PRRD Social Organizers from Logar and Wardak to conduct Stability Planning Process sessions in their districts during December. They were also designed to further develop the capacity of DEs to design, manage, and monitor their stabilization projects.

Continuing with preparations for the program rollout in a new set of districts, the same five-day ToT was conducted for field teams from Dih Yak in Ghazni Province and Zadran in Paktya. The workshop was held in Kabul from



Participants in the Stability Planning Process workshop held in December join in a group discussion.

December 2 to 6 and had 38 participants, including PRRD social organizers. The goal of the training was to prepare SIKA-East staff and PRRD counterparts to effectively facilitate the upcoming stability planning sessions in the two districts.

Stakeholder Engagement Training of Trainers: From December 17 to 20, staff and PRRD social organizers from Dih Yak and Zadran participated in a four-day session in Kabul covering situational awareness and stakeholder mapping. They also jointly agreed on a survey methodology and practical steps to engage key stakeholder groups in stabilization activities.

OTHER SIGNIFICANT ACTIVITIES

GENERAL

Lessons Learned Meeting: On November 17, SIKA-East hosted an all-day management Lessons Learned session to recount challenges, review successes, and draw lessons from the program implementation in Baraki Barak and Saydabad and discuss how to strengthen the partnership with MRRD in future target districts. Participants in the session included MRRD's Chief Coordinator for SIKA, PRRD directors from Logar and Wardak, the USAID Alternative Contracting Officer Representative, the Stability Analysis and Planning Unit manager, and senior management of SIKA-East.

While a number of deficiencies were encountered in program implementation in the pilot districts, SIKA-East and the PRRD directors committed to create an action plan to address these, including improving mutual coordination, instituting a regular reporting system between the SIKA-East Provincial Management Unit (PMU) and PRRD directors, and providing more on-the-job capacity building for PRRD staff. Finally, SIKA-East and MRRD discussed the need to revisit the criteria for selecting future target districts in order to ensure that SIKA goes to districts where the program can be safely and effectively implemented. Until that time, SIKA-East will continue working in the already designated districts, some of which are considered "red zones" by MRRD, and cooperate closely with MRRD and PRRD on engaging in such areas.

STABILITY ANALYSIS AND PLANNING UNIT

Finalization of DPPs: In October, the unit finalized the DPP for Baraki Barak and Saydabad. The submission of these products to USAID for review and concurrence marked a milestone in SIKA-East implementation. The DPPs, developed during the previous quarter by members of the DDAs and *hawza* leaders from both districts, create a strategic platform for transforming stability plans into action and will provide a sound programming tool for SIKA-East.

Streamlined Rollout Plan: In November, the unit finalized and compressed the rollout plans for the new districts – Nirkh, Mohammad Agha, and Dih Yak – where the program was introduced during the quarter. The overall process now lasts for eight days, beginning with identifying sources of instability and their root causes, identifying resources, communication techniques, project concept development, and project advocacy. The product of each eight-day process is a *Hawza* Stability Plan (HSP) and a single consolidated DPP. The purpose of compressing the rollout is to create a timeline that maximizes resources and makes the most efficient use of time with participants. The new rollout timeline allows SIKA-East staff and PRRDs to conduct rollouts in two districts simultaneously.

RESOURCE DEVELOPMENT UNIT

Service Providers Fairs: On November 14 and 15, the unit, supported by PRRD, conducted the two-day Service Providers Fair at Maydan Shahr in Wardak Province described above. The unit has begun planning to

conduct another Service Providers Fair in Ghazni Province. By way of preparation, the provincial PMU manager met with the Ghazni Chamber of Commerce and Industries to discuss the event and obtain a list of business organizations in the province.

Baraki Barak DPP Revision: The unit revised the DPP for Baraki Barak to relate activities with line departments, considering their mandates and current resources, in order to give GIROA more ownership of DPP activities. The revised DPP was sent to PRRD for further coordination with related provincial departments. It was also shared with DDA+ to get their concurrence on plans to implement listed projects in selected areas.

COMMUNICATION AND OUTREACH UNIT

Curriculum Development: In October, Logar and Wardak field staffs were invited to Kabul to participate in three days of meetings with senior Kabul staff. Following the meetings, unit staff designed the curriculum for the core Advocacy training. In November, working with field personnel from Wardak, Logar, and Ghazni, the unit completed the design of the curriculum for Negotiation / Conflict Resolution and Lobbying the Base for future trainings to be held post-DPP intervention.

District Profiles: In November and December, the unit formally submitted district profiles for Nirkh, Mohammad Agha, Dih Yak, Zadran, and Zurmat Districts to USAID, bringing the total submitted to date to nine. All initial district profiles have been completed and submitted. The profiles are intended for a wide audience of development practitioners and can serve as a resource reference tool to better understand Afghanistan's complex regional dynamics. The district profiles will also help other units to better prepare and plan for their intended programs. The team also gathered information for the Wardak provincial profile.

Communication Strategy: During the quarter, the SIKA-East Communications Strategy underwent several reviews and revisions and, on December 12, was submitted to USAID.

SERVICE DELIVERY UNIT

Stakeholder Identification: The unit's community development staff conducted introductory meetings with notable people from Zadran and Khost and identified some stakeholders in the field, while discussions continued about other potential stakeholders. This will help SIKA-East during program rollouts in the two areas.

NSP Coordination Meeting: On October 7, eight engineering support staff participated in a meeting with the National Solidarity Program (NSP) Engineering Director. The NSP delivered checklists, which will be most helpful for project implementation efforts. The meeting with the MRRD Engineering Department increased the unit's understanding of the MRRD implementation process.

GRANTS AND SUB-CONTRACTS UNIT

Baraki Barak and Saydabad DPPs: In October, the unit carefully analyzed the DPPs for Baraki Barak and Saydabad Districts. Proposed projects were reviewed from the perspective of grant rules and regulations with the goal of recommending the most effective and appropriate grant-packaging and grant-making strategies, bundling each activity into projects, and marking them with their respective codes. This exercise helped people understand how activities were incorporated in the DPP, how many types of grants may be issued from these activities, and what mechanisms can be used for project implementation.

Grant Training and Manual: The unit also developed grant application training modules, including grant rules and regulations, Grant Review Committee (GRC) orientation, and procurement procedures for in-kind

grants for both SIKA-East staff and potential grantees. Additionally, based on comments received from USAID, the Grant Manual was revised – in coordination with AECOM and International Relief and Development (IRD) Home Offices – to include training and special needs grants, as well as to incorporate minor updates, such as grant applications. It was then resubmitted to USAID for final approval.

Grant Application Template: In December, the final version of the Standard Procurement Procedures under In Kind Grants was approved by IRD’s home office. In accordance with the final approved procedures and based on feedback from the district and provincial teams, SIKA-East introduced changes in the application template and training materials to make the Grant Application template and process even more streamlined and understandable for applicants. The revised templates will be rolled out for the start of the grant processes in Nirkh, Mohammad Agha, and other new districts. In addition, future applications in Saydabad and Baraki Barak will also be completed using the new templates. The current status of SIKA-East grants is summarized below:

SIKA-East Grants Pipeline
(Cumulative through December 2012)

Province	District	Applications in Process	Applications Submitted	Grants GRC Completed	Grants Awarded	Grants Completed	Value of Applications Submitted (USD)
Maydan Wardak	Saydabad	8	0	0	0	0	200,000
Maydan Wardak	Nirkh	0	0	0	0	0	0

Stakeholder Engagement Activities: In December, a SIKA-East team finished designing the program’s stakeholder engagement activities from district entry through stakeholder orientation, including staff training, DDA/DCC briefing, stakeholder survey, and stakeholder orientations. PRRD social organizers and other government partners will be closely involved in shaping the final contours of the process, as well as district training and field activities. The participatory process will result in identification of female and male district and *hamza* notables and establish mechanisms and activities that broaden and deepen local participation and ownership in the stabilization process.

Procurement Field Surveys: Throughout the quarter, procurement field staffs were busy surveying the local markets at the district and provincial levels to determine locally available vendors for various expected In Kind Grant activities. This will facilitate the procurement process.

CAPACITY BUILDING AND GENDER UNIT

During the quarter, the unit facilitated several Kabul-based ToT workshops, as well as many province- and district-level trainings. In November, it finalized the first draft of the field training manual and sent it to all units for feedback and comment. Throughout the reporting period, the capacity building officers of Paktya, Ghazni, Logar, and Wardak met with representatives of DDA, PRRD, and DoWA to generate a list of influential women in those provinces.

MONITORING, EVALUATION, AND LEARNING UNIT

Focus Groups: Rahman Safi Impact Consultancy (RSI) finished holding 90 focus groups in all nine districts and submitted reports on them to SIKA-East. On November 13, a quality control team from the unit visited

RSI's office to verify that the data they collected for the focus groups is valid, accurate, and verifiable. The documents were reviewed, and the QC team submitted a report on its findings.

New Coding System: For better tracking of training costs, a new coding system was launched in November to measure the actual cost of training activities, disaggregated by gender, location, and type of cost. Some of the operational formats were revised to make them compatible with SIKA-East reporting to TraiNet and AfghanInfo.

Baseline Data: SIKA-East received the baseline database from Measuring Impact of Stabilization Initiative (MISTI) in SPSS format for all nine SIKA-East districts. The data was reviewed for consistency and analyzed using SPSS software specially procured for the purpose, and graphs and charts were created using the data. The initial baseline results were presented to the SIKA-East units at the end of December.

Meeting with MISTI Team: On December 5, SIKA-East management held a substantive meeting with a MISTI team from Washington DC to discuss how SIKA-East is using the Stability Analysis Methodology (SAM) in its program activities. The meeting was an excellent opportunity to describe the history of SAM development, the nuances of the facilitation method, and the format of the sessions being conducted in the field. MISTI expressed a great deal of interest in understanding how the methodology works in the field and how it could contribute to the development of a manual that could be used in future by Afghan authorities.

Web-based Database: SIKA-East continued working on the web-based database, which will contain password protection and be accessible from anywhere in the world with the use of a computer, a web browser, and the Internet. The first version of databases for the principal operating units are expected to be ready in early January.

SECURITY UNIT

Provision of Medical Services: As a result of the death of Erhardt Anderson, Security initiated enquiries into alternative medical service providers. The manner in which the current service provider managed the incident raised concerns about potential future incidents of the same nature.

Security for Service Providers Fair: Collaborating with provincial and local security organizations in Wardak Province, the unit coordinated security for the Service Providers Fair held in Maydan Shahr on November 14 and 15.

Expansion Plans: In anticipation of further rollouts into additional districts, Security has started planning for expansion in order to manage the workflow more effectively, specifically as it relates to travel coordination and security support for local staff.

Security Risk Assessments: Security personnel conducted a security risk assessment of SIKA-East's guesthouse and office in Ghazni's Dih Yak District and developed a requirements list for the safety of program staff who will be using the facilities.

APFP Training and Evaluation: The SIKA East security department initiated a formalized training schedule and evaluation protocol for the Afghanistan Public Protection Force (APFP) guards on the project in order to better manage capacity building efforts by the Risk Management Consultants from Gardaworld.

Armored Vehicle Licensing: In November the SIKA East security department initiated the armored vehicle licensing process for four armored vehicles dispositioned to the project by the OAA. The addition of four

armored vehicles supplied directly by USAID will enable the program to save a considerable amount in monthly security operational costs by returning the current leased vehicles to Gardaworld.

Maydan Shahr Bombing: As was reported earlier, on November 23 the Wardak PMU office and guest house sustained considerable damage as a result of a VBIED, which was detonated in the center of the government district of Maydan Shahr. No SIKA East casualties were suffered, however buildings required repairs before staff could return to work. The security department recommended specific mitigation measures for upgrading security at these locations in order to maintain staff safety.

Meeting with APPF: On December 31, the security manager and Afghanistan Public Protection Force (APPF) coordinator met with the Deputy Minister of APPF to discuss APPF supplies for SIKA-East and South. The Deputy Minister tasked the supply department with solving the supply issues.

Security Incidents that Directly Affected the SIKA-East Program in FY2013Q1

Date	Type	Description	Deaths	Injuries
2012/10/01	Search and Seizure	ISAF/ANA searched and seized mobile phones of residents living in the Chak District (Wardak), including the mobile phone of the SIKA-East Chak DSU Manager. The mobile phone was later returned.	N/A	N/A
2012/10/11	Arrest	The SIKA-East Security/Operations Officer for Saydabad was arrested by NDS in connection with alleged ties to AGEs. The officer was released after five days. The officer claims that ISAF, not NDS, acted on the arrest. The investigation is still in process.	N/A	N/A
2012/11/23	VBIED	A large explosion in the Maidan Shar, Wardak government district destroyed a large portion of the surrounding neighborhood. As a result, the Wardak PMU office and guest house sustained considerable damage. All SIKA equipment and documents were temporarily relocated to Kabul until structural repairs were completed days later. No SIKA East staff were injured in the incident. Mitigation recommendations for security upgrades were submitted to senior management in order to ensure staff safety is maintained.		

OPERATIONS UNIT

Guesthouse Activities: In November, Operations sent teams to inspect new guesthouses in Pul-e-Alam in Logar Province and Gardiz in Paktya. Both houses were found acceptable, and furniture and other furnishings were sent and set up. SIKA-East's Andar and Mohammad Agha District offices were outfitted with Very Small Aperture Terminal (VSAT) hardware.

During December, furniture and other equipment was shipped to guesthouses in Baraki Barak, Mohammad Agha, Chak, Saydabad, and Zurmat Districts. In addition, generators and external power cabling were installed in the Logar guesthouse and Mohammad Agha district office. Another generator was shipped to Zurmat in Paktya.

Procurement Activities: Following standard procedures, Operations awarded SPSS software for M&E analysis to First Rate Afghanistan, then purchased and delivered the software to the requestor. Operations also awarded a contract to produce radio plays to SEZMA Productions. Finally, the purchasing of 44 KV generators for provincial offices is in process.

HUMAN RESOURCES UNIT

Recruiting Activities: The HR Department recruited 41 employees during the course of the quarter. The following table provides details on the newly hired staff:

Newly Hired SIKA-East Staff in FY2013Q1

Unit	Kabul Staff	Field Staff	Total
Stability Analysis and Planning	0	0	0
Grants and Sub-contracts	0	7	7
Capacity Building and Gender	3	0	3
Monitoring, Evaluation, and Learning	0	1	1
Operations	3	13	16
Program Support	4	7	11
Security	2	0	2
Finance	1	0	1
Total	13	28	41

In partnership with MRRD, the SIKA-East HR team began recruiting for the MRRD-embedded positions in SIKA-East. These positions include SIKA Senior Program Officer and Project Coordinator positions for SIKA-East, -South, and -West. SIKA-East and MRRD have worked together to short-list and interview the selected candidates. The first round of interviews was conducted at MRRD's offices with panel members from SIKA-East and MRRD. The positions are expected to be filled in January.

APPENDIX A: SIKA-EAST PMP INDICATORS – TRAINING

Indicator	District	FY2012 Q4				FY2013 Q1															
						Q1 Total				Oct 2012				Nov 2012				Dec 2012			
		#	M	F	T	#	M	F	T	#	M	F	T	#	M	F	T	#	M	F	T
1.1 Number of stabilization work sessions conducted for district entities	Saydabad	11	-	-	-	6	-	-	-	1	-	-	-	3	-	-	-	2	-	-	-
	Nirkh	0	-	-	-	6	-	-	-	0	-	-	-	2	-	-	-	4	-	-	-
	Baraki Barak	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	-	-	-	-	5	-	-	-	-	-	-	-	-	-	-	-	5	-	-	5
1.3 Number of people participating in Stability Analysis Tool stabilization work sessions	Saydabad	-	293	23	316	-	324	38	362	-	23	0	23	-	282	14	296	-	19	24	43
	Nirkh	-	-	-	-	-	149	45	194	-	-	-	-	-	63	0	63	-	86	45	131
	Baraki Barak	-	323	54	377	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	-	-	-	-	-	166	33	199	-	-	-	-	-	-	-	-	-	166	33	199
2.5A Number of Service Provider Catalogue training workshops held for District Entities	Saydabad	6	-	-	-	1	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-
	Nirkh	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Barki Barak	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
2.5B Number of DE members trained in using the Service Provider Catalogue	Saydabad	-	115	0	115	-	0	28	28	-	0	28	28	-	-	-	-	-	-	-	-
	Nirkh	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Baraki Barak	-	165	30	195	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	-	-	-	-	48	-	-	-	-	-	-	-	-	-	-	-	48	-	-	-
3.5A Number of communication trainings conducted for DEs	Saydabad	6	-	-	-	1	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-
	Nirkh	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Barki Barak	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2

Indicator	District	FY2012 Q4				FY2013 Q1																
						Q1 Total				Oct 2012				Nov 2012				Dec 2012				
		#	M	F	T	#	M	F	T	#	M	F	T	#	M	F	T	#	M	F	T	
3.5B Number of DE members trained in communication	Saydabad	-	155	0	155	-	0	28	28	-	0	28	28	-	-	-	-	-	-	-	-	-
	Nirkh	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Baraki Barak		156	48	204																	
	Mohammad Agha	-	-	-	-	-	47	29	76	-	-	-	-	-	-	-	-	-	47	29	76	

APPENDIX B: SIKA-EAST ACTUAL VS. EXPECTED RESULTS

Program Component	Indicator	SIKA	Year 1 Target	Actual Results To-Date		Actual Results Last 6 Months 2012/07/01 - 2012/12/31		Key Expected Results Next 6 Months (1-3 key results per component)		Notes/Comments
				Male	Female	Male	Female	Male	Female	
Provincial and District Entities (DE) increasingly address sources of instability	Stabilization work sessions conducted for district entities	SIKA-East	24	37	7	30	7	13	13	The SIKA-East methodology now involves the District Stability Planning Process over 8 days which involves all the Program Units and thus the overlap with the indicators in IR2 and IR3.
		SIKA-South	66							
		SIKA-West	88							
		SIKA-North	-							
	People participating in stabilization work sessions	SIKA-East	480	1,447	193	1,255	193	910	260	The SIKA-East methodology now involves the District Stability Planning Process over 8 days which involves all the Program Units and thus the overlap with the indicators in IR2 and IR3.
		SIKA-South	240							
		SIKA-West	1,760							
		SIKA-North	-							
	Target districts with stabilization programming executed against identified sources of instability	SIKA-East	8					9 Districts		SIKA-East should have started at least one (1) activity derived from an Sol in the first agreed nine (9) districts to end June 2013.
		SIKA-South	3							
		SIKA-West	6							
		SIKA-North	-							
Provincial and District Entities understand what organizations and provincial line departments work in their geographic area	Service Provider Catalog training workshops held for District Entities	SIKA-East	8	13	2	13	2	13	13	The SIKA-East methodology now involves the District Stability Planning Process over 8 days which involves all the Program Units and thus the overlap with the indicators in IR2 and IR3.
		SIKA-South	9							
		SIKA-West	9							
		SIKA-North	-							
	Number of DE members trained in using the Service Provider Catalog	SIKA-East	40	328	58	328	58	910	260	The SIKA-East methodology now involves the District Stability Planning Process over 8 days which involves all the Program Units and thus the overlap with the indicators in IR2 and IR3.
		SIKA-South	-							
		SIKA-West	-							
		SIKA-North	-							
	DE's using the Service Provider Catalog	SIKA-East	40	328	58	328	58	910	260	SPC are distributed at Resource Dialogue sessions and at the Service Provider Fairs
		SIKA-South	16							
		SIKA-West	18							
		SIKA-North	-							
	% of DPP activities that address stability at the district level implemented in collaboration with providers identified in SPC	SIKA-East	20	-	-	-	-	60%		SIKA-East is implementing each of the DPP activities in collaboration and coordination with the related sector and service provider at the province/district level.
		SIKA-South	-							
		SIKA-West	5							
		SIKA-North	-							

Program Component	Indicator	SIKA	Year 1 Target	Actual Results To-Date		Actual Results Last 6 Months 2012/07/01 - 2012/12/31		Key Expected Results Next 6 Months (1-3 key results per component)		Notes/Comments
				Male	Female	Male	Female	Male	Female	
Provincial authorities improve their ability to communicate with District Entities	% increase in the district residents reporting that District Entities listen to the needs (grievances) of the population	SIKA-East	10	-	-	-	-	10		A survey is required for this and is part of what MISTI is doing.
		SIKA-South	6							
		SIKA-West	15							
		SIKA-North	TBD							
	Communication Training events conducted	SIKA-East	8	12	3	12	3	51	51	The SIKA-East methodology now involves the District Stability Planning Process over 8 days which involves all the Program Units and thus the overlap with the indicators in IR2 and IR3.
		SIKA-South	45							
		SIKA-West	-							
		SIKA-North	-							
	Number of DE members trained in communication	SIKA-East	160	358	105	358	105	765	765	The SIKA-East methodology now involves the District Stability Planning Process over 8 days which involves all the Program Units and thus the overlap with the indicators in IR2 and IR3.
		SIKA-South	-	-		-				
		SIKA-West	-							
		SIKA-North	-							
	Increase in number of meetings between PEs and DEs	SIKA-East	10					10		
		SIKA-South	TBD							
		SIKA-West	30							
		SIKA-North	TBD							
Provincial authorities are able to improve basic service delivery	Grants activities implemented against Sols	SIKA-East	24	0		0		508 activities		Estimated as follows: 16 infrastructure grant activities; each activity will have on average 1,000 person days of employment; then the number of grant activities based on the number of BOQs were estimated per month per district.
		SIKA-South	118							
		SIKA-West	72							
		SIKA-North	80%?							
	Number of person days of employment created through SIKA interventions	SIKA-East	14,742	0		0		508,000 person days		Estimated as follows: 16 infrastructure grant activities; each activity will have on average 1,000 person days of employment; then the number of grant activities based on the number of BOQs were estimated per month per district.
		SIKA-South	4,500							
		SIKA-West	9,000							
		SIKA-North	-							

Gender: SIKA will track and report data on female beneficiaries and measurable impacts of activities intended to address the needs of women and girls as required by USAID. Gender data will be collected by disaggregating data from F, Stab-U and program indicators by gender where applicable.

Major Accomplishments (2-3):

- 1 Designing and implementing the Stability Analysis Methodology.
- 2 Embedded with PRRD at the provincial level and the district governor at the district level.
- 3 Launching the program in eleven (11) districts in seven (7) months.

Major Challenges/Issues Related to Implementation (2-3):

- 1 SIKA-East was planned to be a district-level program; however, due to many security and trust issues, various activities had to take place at the provincial level.
- 2 SIKA-South has faced challenges finding and in the recruitment of qualified staff.
- 3 SIKA-W is still working with DRRD to ensure a more robust engagement with the DSC process. Security conditions on the ground have caused reluctance on the part of provincial government actors to attend
- 4 Most of the SIKA programs began implementation on Q2 and Q3; therefore, some of the results/targets were not achieved a Sept. 2012. SIKA-West was affected by the delay of a signed Implementation

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